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# FM 9-9

DEPARTMENT OF THE ARMY FIELD MANUAL

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## ORDNANCE GENERAL SUPPORT COMPANY

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HEADQUARTERS, DEPARTMENT OF THE ARMY  
MARCH 1961

FIELD MANUAL

No. 9-9

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HEADQUARTERS,  
DEPARTMENT OF THE ARMY  
WASHINGTON 25, D. C., 23 March 1961

## ORDNANCE GENERAL SUPPORT COMPANY

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## CHAPTER 1

### INTRODUCTION

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#### 1. Purpose and Scope

*a.* This manual is a guide for the training and employment of the Ordnance General Support (GS) Company, TOE 9-9D. It is designed, primarily, to provide the commander and key personnel of the company with the basic information needed to manage and conduct company operations in a manner that will permit efficient mission accomplishment.

*b.* This publication describes the organization, employment, responsibilities, and functions of the company; its operating procedures; the duties and responsibilities of personnel; and special problems affecting mission performance. It provides guidance for the conduct of general support maintenance operations. It also provides information relating to required administrative activities or those of general application such as training, communications, tactical security, etc. This manual should be used in conjunction with FM 9-1, Ordnance Service in the Field, and FM 9-4, Ordnance General and Depot Support Service. Detailed information on defensive measures, mess, organizational supply, and unit administration will be found in the regulations, manuals, and other publications cited throughout this manual and listed in appendix I.

#### 2. Mission and Capabilities

##### *a. Mission.*

(1) The GS company provides general support field maintenance for tracked vehicles, artillery, small arms, and instruments to include the following:

(*a*) Providing backup support and overflow support by performing maintenance work which is beyond the capacity or capability of direct support units.

(*b*) May operate a collecting point.

(*c*) Assisting direct support units in recovery and evacuation operations.

(2) The GS company provides limited reconditioning support on a nonassembly line basis for unserviceable reclaimable tracked vehicle and artillery assemblies and subassemblies for return to serviceable supply channels.

##### *b. Capabilities.*

(1) At full strength this unit is capable of providing general support maintenance for the following end item equivalents: 2,650 automotive equivalents, 675 artillery equivalents, 23,500 small arms equivalents, and 9,450 instrument equivalents. For definition and method of determining equivalents, see appendix X of FM 9-1. Provides limited reconditioning for 100 tracked vehicle assemblies and related subassemblies and 30 artillery assemblies in any 30-day period considering normal displacement of the unit.

(2) The reduced strength column adapts this table of organization and equipment to the lesser requirements for personnel and equipment during prolonged noncombat periods and for limited periods of combat. When operating under reduced strength the unit's capabilities are reduced by approximately 35 percent.

(3) The capabilities of a Type B organization are the same as those of a full strength organization. A Type B TOE is defined as a table containing only the minimum of United States military command, supervisory, technical, and necessary maintenance personnel positions required to perform the stated mission of the unit when manned by available non-United States

personnel. This type unit is provided as a means of conserving United States military manpower.

- (4) Interpreters and translators required when organized under the Type B column will be provided from appropriate teams available to the theater commander. Authorization of United States military personnel shown in the Type B column may be modified by higher headquarters as required by local area conditions in order to enable the unit to effectively accomplish its mission.
- (5) Individuals of this unit can fight as infantrymen when required. This unit has the capability of defending itself and its installation against ground attack.
- (6) The GS company is 55 percent mobile, using organic transportation to move personnel and equipment.

### 3. Assignment and Employment

This company is assigned to a field army, independent corps, or communications zone. In most cases the company will be attached to an ordnance maintenance and supply battalion. It is specifically designed to perform a general support maintenance mission, but may be utilized to perform a depot maintenance function or to operate an ordnance collecting point.

*a.* In its general support role, the company acts as an intermediate maintenance echelon between depot support maintenance and direct support maintenance. The performance of general support maintenance involves, primarily, the repair of unserviceable items received from direct support units, either directly, or through collecting points.

*b.* This company may also be employed in a

depot support maintenance role. DEPOT SUPPORT MAINTENANCE, APPLICABLE TO THIS COMPANY, AND AS DISCUSSED IN THIS MANUAL, DENOTES THE MAINTENANCE PERFORMED IN SUPPORT OF THE THEATER ARMY ORDNANCE SUPPLY SYSTEM. Under this type of operation, work is received primarily from depot supply units and collecting points. Repaired equipment is returned to supply channels. The company performs maintenance on components and assemblies, as well as end items. The degree of maintenance performed will be determined by theater policy, within the scope authorized by AR 750-4.

*c.* In instances where it is necessary to establish an ordnance collecting point and the unit specifically designed to operate such an activity is not available (Ordnance Collection and Classification Company, TOE 9-167D), a GS company may be assigned this function until such time as a collection and classification company can be assigned the task.

### 4. Applicability

The material presented herein is applicable, without modification, to both nuclear and non-nuclear warfare. Provisions of this manual are applicable to GS companies operating in the field, both in the continental United States and in oversea commands.

### 5. Definitions

There is no section or glossary in this field manual devoted to definitions of terms. The terms used throughout this manual can be found in AR 320-5, "Dictionary of United States Army Terms," except for those few not yet incorporated in this regulation. The latter are defined or explained in the text when first introduced, and can be located by referring to the index.

CHAPTER 2  
ORGANIZATION AND FUNCTIONS

Section I. ORGANIZATION

6. General

The TOE provides a basic organization along functional lines which is utilized when the company is performing its normal general support maintenance mission. If the company is assigned a depot maintenance mission or is required to operate an ordnance collecting point, the basic TOE organization may have to be modified to facilitate efficient mission accomplishment. It should be remembered, however, that the company sacrifices efficiency when required to perform a mission other than the one for which it was specifically designed. *The utilization of the GS company in the perform-*

*ance of missions for which it is not specifically designed is to be avoided where possible, and can be justified in extreme situations on a temporary basis only.*

7. Organization for General Support

The GS company consists of the following elements:

- a. A company headquarters.
- b. An operations section.
- c. A service, supply, and evacuation platoon having a section for each function.
- d. An armament maintenance platoon hav-

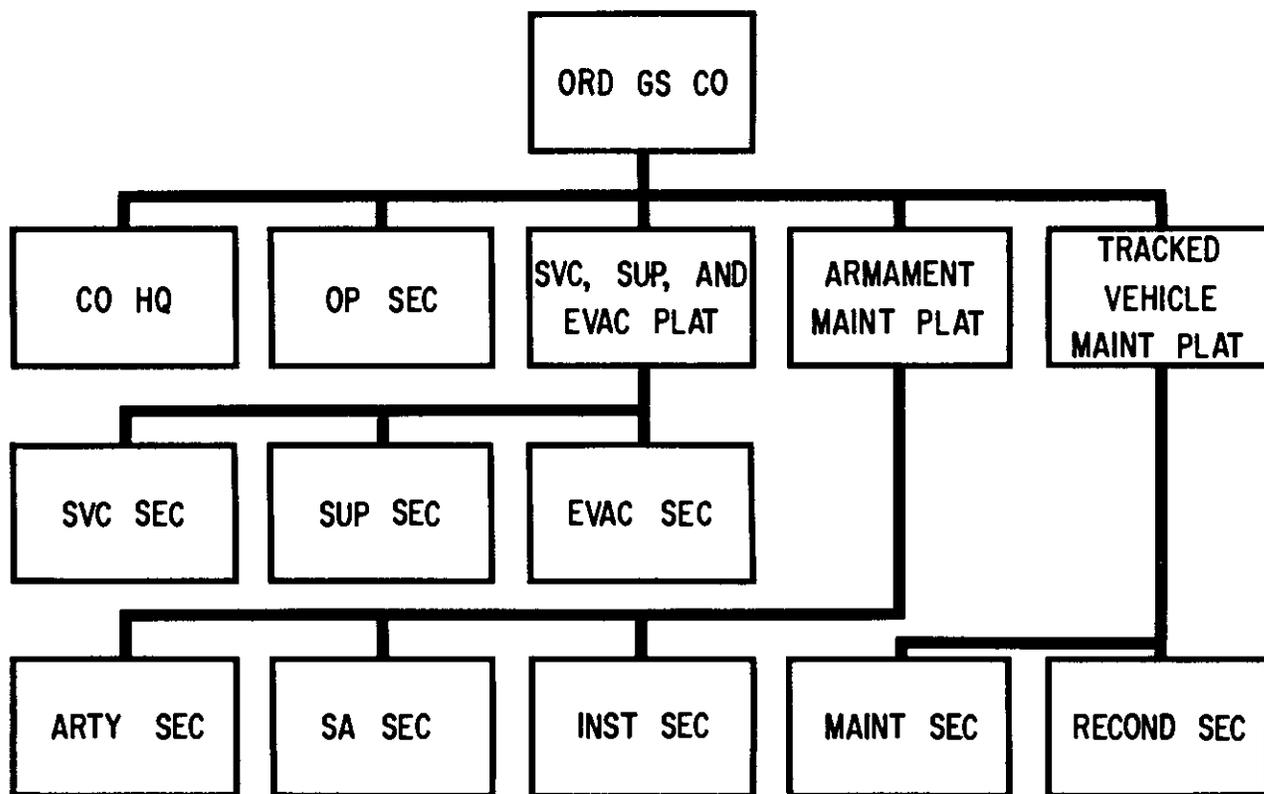


Figure 1. Organizational diagram, Ordnance General Support (GS) Company, TOE 9-9D.

ing an artillery section, a small arms section, and an instrument section.

e. A tracked vehicle maintenance platoon divided into a maintenance section and a reconditioning section.

## 8. Organization for Depot Support

a. One or more GS companies may be assigned, in any combination, a depot support maintenance mission. These companies may be organized as follows:

- (1) When a company operates alone, no realignment of platoons will be required unless assembly line methods are used. If assembly line techniques are adopted, the company may have to realign platoons and sections. For further information on assembly line operations see appendix VII of FM 9-4.
- (2) Several GS companies may be included in a depot support organization. Under this type of operation, each company may be assigned to concentrate on one type of end item to allow for greater dispersion.
- (3) Several companies may be used by combining like sections of each company into commodity shops (e.g., combining the armament platoons of all companies). In this way, greater efficiency is obtained. At the same time this plan does not allow for maximum overall efficiency, since adminis-

tration, mess, and supply problems become greater. When personnel work in one area and are quartered in another, they may be under the control of the company commander at one time and under the control of a shop officer from another company at other times.

b. Additional tools, supplies, and equipment will be required when GS companies operate a depot shop.

c. A GS company often is augmented by auxiliary labor when operating depot maintenance facilities. At such times interpreters and translators are furnished by TOE 30-600D teams. Instructions on procurement and use of auxiliary labor are contained in FM's 9-1, 41-5, and paragraph 68 of this manual.

## 9. Organization for Operation as an Ordnance Collecting Point

This company has the necessary personnel and equipment to operate an ordnance collecting point while performing maintenance on a limited scale. Chapter 5 discusses how this may be done by modifying the internal organization of the company. When operating a collecting point, the GS company may be augmented by additional personnel and equipment. When operating a collecting point, the company organization and operation should parallel, so far as possible, that of the Ordnance Collection and Classification Company, TOE 9-167D, the unit that normally is assigned this mission.

## Section II. FUNCTIONS

### 10. General

This unit provides backup and overflow support to direct support ordnance units by accepting work beyond their capabilities or capacities, either because of the extent of the work required; lack of time, manpower, space; or the tactical situation. The GS company also may be employed to support a collecting point and in so doing it accepts unserviceable end items, components, and assemblies for repair or reconditioning and return to supply channels.

### 11. Functions of Company Elements

The GS company contains a company head-

quarters, an operations section, and three operating platoons.

a. *Company Headquarters.* Provides command and supervision of the company, performs administrative services and organizational maintenance, and provides communications, mess, and unit supply support.

b. *Operations Section.* Provides operational control of the three operating platoons to include maintaining maintenance and labor records.

c. *Service, Supply, and Evacuation Platoon.* Provides supplies and services to support the

maintenance operations. It is composed of three sections with functions as indicated below:

- (1) *Service section.* Operates machine shop and perform field fabrication of items required for accomplishment of the company mission. Provides welding, metal body repair, painting, etc., to other elements of the company.
- (2) *Supply section.* Requisitions, receives, stores, and issues supplies required to accomplish the company's maintenance mission.
- (3) *Evacuation section.* Perform evacuation of disabled vehicles within an assigned area and moves heavy assemblies and equipment within the operations area.

*d. Armament Maintenance Platoon.* Performs maintenance on artillery, small arms, and instruments.

- (1) *Artillery section.* Performs third and

fourth echelon maintenance on towed and self-propelled artillery, and repairs and reconditions artillery components and assemblies.

- (2) *Small arms section.* Repairs small arms items for return to supply channels.
- (3) *Instrument section.* Repairs instruments and nonintegrated fire control items for return to supply channels.

*e. Tracked Vehicle Maintenance Platoon.* Performs third and fourth echelon maintenance on tracked vehicles, and repairs and reconditions tracked vehicle components and assemblies.

- (1) *Maintenance section.* Perform third and fourth echelon maintenance on tracked vehicles.
- (2) *Reconditioning section.* Repairs and reconditions components and assemblies peculiar to tracked vehicles.

## CHAPTER 3

## DUTIES AND RESPONSIBILITIES OF KEY PERSONNEL

## 12. General

The GS company contains sufficient supervisory personnel to assist the commander in supervising and controlling all facets of company operations. In addition, there are specialist of varying levels of skill to perform the company's technical functions and to perform the operations incident to unit mess, administration, supply, and communications. The supervisors are assisted in their supervisory functions by assistants. Repairmen and supply personnel of higher skill levels exercise direct supervision of personnel of lower skill levels and assist in their training. The composition of the company also includes clerks and typists who assist the operating and supervisory personnel in the accomplishment of the administrative functions of filing and the preparation of records, reports and correspondence. This chapter details the duties and responsibilities of key personnel. For the exact number, types, and specialties of personnel, see the table of organization.

## 13. Company Headquarters

*a. Company Commander.* Responsible for commanding the company and for supervising and assuring the effective accomplishment of the company's technical mission. Supervises company administrative functions, establishes policies, deploys the company, and supervises all other activities required to maintain adequate control for mission accomplishment.

*b. First Sergeant.* He is the key enlisted man in the company; is the senior NCO, and represents the highest level of technical skill in the unit. The first sergeant assists the company commander in supervising the tactical and technical activities of the company in any way the commander may direct. His duties are not limited to administration, although he does supervise personnel and administrative func-

tions of the company and supervises the preparation of rosters, schedules, reports, correspondence, orders, and similar material.

*c. Mess Personnel.*

(1) *Mess steward.* Supervises the operation of the company mess and preparation of food. He is responsible for furnishing the first sergeant with a head count for each meal; for sanitation connected with the mess; for quality and appearance of food; and for supervising the overall operation of the mess and the job performance and training of subordinates.

(2) *Cooks and cooks' helpers.* Clean, cut, and prepare food for cooking, and weigh, blend, and mix food materials in accordance with prescribed Army procedures. Cooks supervise kitchen police.

*d. Supply Sergeant.* Requisitions and issues supplies of all technical services required for internal functions of the company as authorized by TOE, TA, or special supply authorization. He is assisted in supply operations by the supply clerk.

*e. Motor Sergeant.* Supervises preparation of maintenance rosters, schedules vehicles for preventive maintenance and arranges for the performance, in the company shops, of any second or third echelon maintenance required on organizational vehicles. Also supervises operator maintenance and operation.

*f. Radio Operator.* Installs, operates, and performs organizational maintenance on radio equipment provided the company.

*g. Personnel Administrative Clerk.* Prepares and maintains personnel records and reports. (Works at battalion if a consolidated personnel section is maintained.)

*h. Company Clerk.* Types records, reports,

and correspondence required by the company and must have a fundamental knowledge of administrative actions. Works under the direct supervision of the first sergeant.

*i. Switchboard Operator.* Installs, operates, and maintains the wire communications equipment, including telephones, field wire lines, and unit switchboard.

#### 14. Operations Section

*a. Operations Control Officer (Shop Officer).* Responsible to the company commander for production control within the company, for performance of the operations section, and for coordinating related efforts of the platoons.

*b. Repair Control Supervisor.* Assists the operations control officer in the implementation of production control procedures; assigns work to the various shop sections; establishes job priorities; supervises the preparation of shop records and reports; and supervises and assigns work to operations section personnel, to include the clerk typist, shop clerk, and assistant shop clerk.

*c. Armament Repair Inspector.* Performs initial inspection of small arms, instruments, and artillery to determine extent of work required, and performs final inspection on completed work to determine completeness and quality of work. May perform in-process inspections as directed by the commander or as requested by the operations control officer.

*d. Automotive Repair Inspector.* Performs initial inspection of tracked vehicles to determine extent of work required. Performs final inspection on completed work to determine completeness and quality of work. Performs in-process inspections on work in the maintenance shops as directed by the commander or as requested by the operations control officer.

#### 15. Service, Supply, and Evacuation Platoon

##### *a. Service Section.*

(1) *Platoon leader.* Directs the activities of the service and evacuation sections and is responsible to the company commander for the operation of the service, supply, and evacuation platoon.

(2) *Section chief.* Directs and supervises

operations of the service section and assigns and coordinates work performed by the section.

(3) *Welder foreman.* Supervises layout of complex projects and directs welders in performing more difficult phases of welding; checks work-flow, inspects completed work, and assists in the training of subordinate welders.

(4) *Master Machinist.* Supervises the machinists in setting up work and directs activities in the repair or field fabrication of items required for the accomplishment of the unit mission.

(5) *Machinist.* Fabricates, repairs, and modifies metallic parts utilizing TOE machine tools and equipment. He is assisted by a machinist helper.

(6) *Senior metal body repairman.* Supervises the repair, repainting, and installation of metal body components, radiators, fuel tanks, and the modification of other related items as directed. They may perform these functions but generally supervise subordinate metal body repairmen and metal body repair helpers in performance of these tasks.

(7) *Senior welder.* Accomplishes work requiring use of welding equipment; repairs and straightens damaged equipment, and fabricates plates, brackets, braces, and tools. He is assisted by welders and a welder helper.

(8) *General carpenter.* Constructs boxes, crates, shelving, and other containers required for storing and shipping of items. Also performs other carpenter work required by the company.

##### *b. Supply Section.*

(1) *Supply officer.* Directs requisitioning, receipt, storage, issue, and accounting of supplies, repair parts, and equipment utilized in the performance of maintenance in the company shops. Supervises job performance of subordinate supply personnel and assists in their training.

(2) *Section chief.* Responsible to the ordnance supply officer for receipt,

storage, and issue of repair parts and supplies, and supervises personnel of the supply section.

- (3) *Senior ordnance supply specialist, ordnance supply specialist, stock records specialist.* Advise on use, interchangeability, and identification of ordnance repair parts. Inspect incoming shipments for correctness of nomenclature, stock number, and stock classification. Store parts and establish locator card systems and maintain stock records pertaining to receipt, storage, and issue of repair parts and supplies; post and maintain stock record cards, audit stock records, conduct physical inventories, and consolidate requisitions and issue data. They are assisted by stock records clerks and a supply clerk.
- (4) *Forklift operator.* Operates and maintains forklift truck. Unloads, transfers, and stores parts in locations. Assists in moving heavy items to and from other platoons and section of the company. Applies preservative materials to supplies and assists carpenter in making boxes, crates, or other containers.

*c. Evacuation Section.*

- (1) *Section chief.* Responsible for the effective and efficient operation of the section, for the proper use and maintenance of equipment, for the training and proper performance of section personnel, and for assigning jobs to section personnel.
- (2) *Tank transporter driver.* Drives, maintains, and operates the tank transporter.
- (3) *Wrecker operator.* Drives, maintains, and operates wrecker.
- (4) *Recovery vehicle crewman.* Attaches hoists, cable, chains, or rigging to facilitate drawing or lifting of vehicles or heavy items. Assists the driver with maintenance of the tank transporter.

## 16. Armament Maintenance Platoon

*a. Platoon Leader.* Directs maintenance of towed and self-propelled artillery, small arms,

and instruments. Supervises personnel of the armament platoon.

*b. Sections.*

(1) *Artillery section.*

- (a) *Section chief.* Directs and supervises operations of the artillery section. Schedules, assigns, and coordinates work for the section.
- (b) *Turret artillery repair supervisor.* Supervises and assists subordinate turret artillery repairmen and repair helpers in performing third and fourth echelon maintenance on turret mounted artillery. Assists in the training of repair helpers.
- (c) *Field artillery repair supervisor.* Supervises and assists subordinate field artillery repairmen and repair helpers in performing third and fourth echelon maintenance on towed and self-propelled artillery. Assists in the training of repair helpers.
- (d) *Senior antiaircraft artillery repairman.* Repairs antiaircraft artillery, related materiel, and mounts of supported units. He is assisted by antiaircraft artillery repairmen and an antiaircraft artillery repair helper.
- (e) *Senior field artillery repairman.* Performs third and fourth echelon maintenance on towed and self-propelled artillery. He is assisted by field artillery repairmen and field artillery repair helpers.
- (f) *Senior turret artillery repairman.* Repairs turret mechanisms and turret artillery. He is assisted by turret artillery repairmen and turret artillery repair helpers.
- (g) *Crane operator.* Drives, maintains, and operates crane-shovel truck used in handling artillery components.

(2) *Small arms section.*

- (a) *Section chief.* Directs and supervises operations of the section, directs inspection and repair of all types of small arms, assigns work to and supervises job performance of subordinate repairmen.

- (b) *Senior small arms repairman.* Inspects and repairs all types of small arms. He is assisted by small arms repairmen and small arms repair helpers.
- (3) *Instrument section.*
  - (a) *Section chief.* Directs and supervises operations of the instrument section to include inspection, adjustment, and repair of optical and nonoptical precision instruments and related equipment.
  - (b) *Senior instrument repairman.* Inspects, adjusts, and repairs optical and nonoptical precision instruments and related equipment. He is assisted by instrument repairmen and instrument repairman helpers.
  - (c) *Antiaircraft artillery remote control repairman.* Inspects, tests, and repairs nonintegrated antiaircraft control equipment such as remote control systems, oil gears, and cable systems.

## 17. Tracked Vehicle Maintenance Platoon

a. *Platoon Leader.* Supervises and directs personnel in the repair and reconditioning of tracked and wheeled vehicles. Responsible for overall operations of the platoon and assisting in the training of platoon personnel.

### b. Sections.

- (1) *Maintenance section.*
  - (a) *Platoon sergeant.* Responsible to the platoon leader for repair of tracked and wheeled vehicles and supervision of personnel of the tracked vehicle maintenance platoon.
  - (b) *Senior automotive repairman.* Performs third and fourth echelon maintenance on wheeled and tracked vehicles. He is assisted by automotive repairmen and automotive repair helpers.
  - (c) *Automotive fuel and electrical*

*systems repairman.* Inspects, repairs, rebuilds, and adjusts electrical and fuel systems on wheeled and tracked vehicles.

- (d) *Wrecker operator.* Drives, operates, and maintains wrecker in support of shop operations. Also performs first echelon maintenance on assigned wrecker.
- (e) *Toolroom keeper.* Maintains, stores, inventories, and issues tools to mechanics.
- (2) *Reconditioning section.*
  - (a) *Automotive maintenance officer.* Supervises and directs the activities of the section and is responsible to the platoon leader for the effective and efficient operation of the section.
  - (b) *Section chief.* Assists maintenance officer in the operation of the section, assigns work to and supervises the activities of section personnel and assists in their training.
  - (c) *Senior fuel and electrical systems repairman.* Repairs or reconditions engine and power train accessories; i.e., starting motors, generators, carburetors, fuel pumps, control boxes, etc. He is assisted by the automotive fuel and electrical systems repairman.
  - (d) *Senior automotive repairman.* Repairs and reconditions major assemblies such as engines, transmissions, and final drives to include disassembly and replacement of all parts within standard engineer tolerances. He is assisted by automotive repairmen and automotive repair helpers.
  - (e) *Wrecker operator.* Drives, operates, and maintains wrecker in support of shop operations. Performs recovery and evacuation operations. Raises, moves, pulls, and secures vehicles or assemblies as required.

## CHAPTER 4

## ORGANIZATIONAL ADMINISTRATION, MESS, MAINTENANCE, AND SUPPLY

## 18. General

a. The duties and responsibilities of the company commander may be divided into two general areas. He must direct, command, and supervise the company in a manner that will most efficiently and effectively accomplish the technical mission, and he must assure accomplishment of all functions necessary to properly clothe, feed, house, equip, assign, and train personnel, and maintain their morale and health.

b. The commander must devote a certain amount of time to each function. Since he cannot personally direct every aspect of the organization's administrative, mess, and supply operations, he may assign personnel to accomplish some of these functions in order to keep from becoming enmeshed in the administrative problems and thereby neglecting the technical mission of the unit.

c. Although the commander is concerned with all aspects of his unit's operation, there are certain duties which he cannot delegate. Those of most concern to the commander are listed below. General duties of company commanders are listed in AR 220-70. Duties and responsibilities allied to the technical mission are detailed in other parts of this manual.

## 19. Administration and Personnel Management

## a. General.

- (1) The first sergeant and the company clerk handle the bulk of the administration incident to company operations. However, some administrative actions, such as company punishment, will be handled by the commander.
- (2) Performance of routine administration should require only a minimum of supervision on the part of the commander. The first sergeant personally

supervises the preparation of all correspondence and maintenance of files and records. He also maintains duty rosters and issues company orders when directed.

b. *Correspondence and Reports.* Correspondence and reports will be prepared by the company clerk under supervision of the first sergeant. Filing, maintenance, and disposition of records are covered in regulations of the 345-series.

c. *Personnel Administration.*(1) *Assignments and reassignments.*

Commanders should assign personnel according to their qualifications and initiate action to effect reassignment if the skills can be better utilized in another capacity. The conditions under which enlisted personnel may be reassigned between units of the Army and the procedures to be followed are set forth in AR 614-240.

- (2) *Personnel records.* The Enlisted Qualification Record, DA Form 20, should be used by commanders and classification personnel to determine the state of training and assignments of enlisted men. It is kept up to date by the custodian of the individual records (usually at the battalion personnel section). It may be kept by the company if custody of records is not assigned to a higher headquarters. The Form 20 reflects duties performed, skills acquired, etc. The Officer Qualification Record, DA Form 66, is similar in nature and is initiated and maintained in the same manner. For information on the preparation and maintenance of these records, see AR's 140-138, 611-103, and 640-203.

- (3) *Efficiency ratings.* Commanders are

required to periodically rate the efficiency of officers serving under them. In addition, the efficiency of enlisted personnel must be rated. The procedures to be followed in making these ratings are set forth in AR's 623-105 and 623-201.

- (4) *Promotions.* Promotions are an aspect of management that improves or disrupts the morale of the company, depending on how promotions are handled. Promotions should not be automatic nor based on partiality. Each individual should be informed of the necessary qualifications and requirements for promotion to the next higher grade and encouraged to prepare himself for a more responsible position. The company commander's promotion authority is limited to certain grades (E3 and E4), but he can recommend personnel for promotion to higher grades. Promotions of enlisted personnel are covered in detail in AR 624-200.
- (5) *Demotions.* Commanders also are empowered to demote personnel from grades E3 and E4 and to recommend demotions from higher grades. The demotions may be justified because of misconduct, inefficiency, or conviction by a civil court (AR 624-200).
- (6) *Separations.* Commanders are responsible for initiating action for separating any persons in their commands because of unsuitability for military duty, undesirable habits or traits of character, and misconduct. General provisions for discharge and release and the procedures to be followed are contained in AR's 635-200, 635-204, 635-205, 635-206, 635-208, and 635-209.
- (7) *Military justice.* A commander must maintain discipline in his organization and must dispense punishment that is fair and impartial when an individual is guilty of misconduct. Punishment can range from company punishment to court martial. For further information on administration

of military justice, see the Manual for Courts-Martial, United States.

- (8) *Awards.* Commanders may recommend the granting of awards and decorations to deserving individuals. The criteria and procedures are set forth in AR 672-5-1.

*d. Morning Report.* The Morning Report, DA Form 1, is the form from which most of the information recorded on various personnel records is obtained. It is prepared by the company clerk and reflects the day-to-day strength of the company, transfers, assignments, promotions, and is the basis for ordering items of supply which are issued on a troop strength basis. It is authenticated by the commanding officer or by an officer or warrant officer authorized by him or by higher authority. It is prepared as indicated in AR 335-60.

*e. Duty Roster.* The Duty Roster, DA Form 6, is for recording the duty performed by each person in an organization. In order to make equitable determination of duty assignments a separate roster generally will be maintained for each duty requiring the detail of individuals. The duty roster is maintained by the first sergeant. Preparation and maintenance of duty rosters is outlined in AR 220-45.

*f. Sick Slip.* The Individual Sick Slip, DD Form 689, is used to route men reporting for sick call to the dispensary, and to inform the commander as to the disposition of the reported sick cases. It is a means of exchange of information between the medical officer concerned and the patient's unit commander. The slip normally is initiated by the first sergeant or company clerk and is completed by medical personnel at the medical facility. In case of emergency, it may be initiated at the medical facility. The use and preparation of the sick slip are discussed in AR 40-207.

*g. Welfare and Recreation.*

- (1) The commander, working through the first sergeant, can determine when personal problems of any of the men require his attention. Often the first sergeant can provide valuable advice in the solving of such problems. If the problems cannot be handled locally, the commander may refer the

individual to the chaplain, legal assistance officer, or American Red Cross for assistance on personal or legal problems, and to Army Emergency Relief or the American Red Cross for assistance on financial matters. See AR's 600-103, 910-10, and 940-10.

- (2) In addition, the commander should do his utmost to provide for off-duty recreation facilities. This can be accomplished by judicious use of the company fund (local directives and AR's 230-5, 230-10, 230-20 and 230-21 cover procedures for unit funds) and by utilizing the facilities and equipment provided by special services. See AR 680-20.

*h. Mail Service.* Mail is one of the most important factors contributing to the morale of personnel in the unit. Each unit must have efficient mail service to assure that personnel receive mail promptly and to facilitate the dispatch of mail initiated by unit personnel. Each company commander will appoint a postal officer and a mail clerk to carry out these functions. The duties and responsibilities of the postal officer and mail clerk are outlined in AR 65-75.

*i. Standing Operating Procedures (SOP's).* An SOP is prepared to cover functions that are routine in nature or that the commander desires to make routine. They should conform with procedures established by higher headquarters. SOP's are designed to guide personnel in the performance of tasks which are not subject to frequent change. They make it possible for commanders and supervisors to devote their principal efforts to the solving of non-routine and emergency problems.

*j. Loading Plans.*

- (1) To facilitate movement of the company, plans for the loading of personnel and equipment must be made for every type of transport that may be utilized in a move. Plans must be made well in advance to provide time for any necessary packaging and preserving. Plans are based on the type of transport to be used (truck, rail, aircraft, or ship); the number of personnel involved; and the type,

size, weight, and quantity of supplies and equipment to be moved.

- (2) Short moves, especially in oversea theaters, will most likely be made by motor transport, and loading plans should be made for this type of move. (See appendix III for details of a sample GS company loading plan.) Longer moves, especially in the continental United States, usually are made by rail. A move may be made by more than one mode of transport, as in the case of a company moving from an installation in CONUS to a terminal (port of embarkation) by rail and then on to an oversea theater by ship. Loading plans must be made for all modes of transport to be used.
- (3) In the preparation of movement and loading plans, consideration must be given to priority of loading, safeguarding of equipment and supplies in transit, security, and the placing of personnel with or near their equipment. A logical embarking and debarking process must be included in the plan. All plans must be designed to permit rapid and orderly debarking and regrouping of personnel and equipment to facilitate speedy resumption of mission activities.
- (4) Valuable information on movement of personnel and equipment, including tonnages that can be handled by various modes of transport, loading procedures, the number of trucks required for motor movements, and other details, is found in FM 101-10. Specifications, instructions, and related publications pertinent to packaging and processing ordnance general supplies for shipment are listed in SB 9-156. Detailed packing, boxing, and loading instructions for shipping ordnance items are contained in TB 9-OSSC-A through TB 9-OSSC-D, TB 9-OSSC-F, and SB 9-184/1. Technical transportation assistance and interpretation of cited regulations may be requested from the nearest staff transportation officer or branch transportation movements officer.

## 20. Mess Operations

*a. Commander's Responsibility.* It is the responsibility of the commander to see that food is prepared in a palatable and sanitary manner, the unit mess is kept sanitary, and his personnel are properly fed. Normally the commander will appoint a mess officer. However, he may supervise operation of the mess himself. Daily inspections of the mess are made to verify completeness of mess records and reports and to insure proper operation of the mess. Further information on the conduct of mess operations and duties of mess personnel is listed in AR 30-41 and TM 10-405.

*b. Organization of the Unit Mess.* Operation of the mess is supervised by the commander or a mess officer designated by him. Operating personnel include the mess steward, cooks, cooks' helpers, and kitchen police. Duties of these personnel include—

- (1) *Mess officer.* Supervises operation of the mess; obtains required subsistence, equipment, and supplies necessary to operate the mess and feed troops, makes frequent inspections of the mess to see that food is stored, handled, and prepared properly and that equipment is maintained; enforces sanitation regulations; supervises on-the-job training of mess personnel; and supervises keeping of mess records and accounts.
- (2) *Mess steward.* Responsible to the mess officer for operation and control of the mess; supervises actual preparation, cooking, and serving of food; inspects mess personnel for cleanliness and insures that mess facilities and equipment are kept in sanitary condition; establishes operating and work schedules for mess personnel and assigns duties to individuals; prepares cook's worksheet for the guidance of cooks in preparing and serving food; prepares ration requests; instructs and supervises mess personnel and makes recommendations for promotions; and prepares, and maintains accounts, records, and related reports.
- (3) *Cooks.* Prepare, cook, and serve food; train cooks' helpers; and supervise

and direct work of the cook's helper and kitchen police.

- (4) *Cook's helper.* Assists cooks in preparing, cooking, and serving food, and cleaning mess facilities and equipment.

*c. Troop Train and Motor Convoy Messing.* When troops are transported by train, they are fed from kitchen cars, are issued meal tickets, or subsist on operational rations. Units are transported by train on long moves whenever possible. Units also may be moved by motor convoy and may subsist on packaged lunches or operational rations or may be fed from kitchen trucks. Units which are airlifted may be provided packaged lunches. Further information on troop train and motor convoy ration procedures is detailed in AR's 31-154, 31-157, and 31-310 and TM 10-206.

## 21. Organizational Supply Operations

*a. General.* Supply personnel will perform most of the functions incident to organizational supply operations. However, the commander must exercise control over these operations either himself or through a supply officer he designates. Organizational supply encompasses all operations required to procure, account for, store, and replenish individual clothing and equipment as well as organizational equipment and supplies. Equipment and supplies in this category include individual equipment, such as weapons and clothing, and organizational equipment, such as desks, typewriters, tool sets, shop tools, vehicles, etc. Organizational supply operations are conducted in accordance with AR 735-35. So far as organizational supply is concerned, the commander is responsible for the following:

- (1) Having in his possession or on requisition all articles currently authorized for his unit.
- (2) Conducting frequent inspections to insure that all supplies are on hand or on requisition and that those on hand are complete and serviceable.
- (3) Insuring that unit personnel have adequate knowledge of the care and maintenance of property and understand the principles of supply economy.

- (4) Insuring that required property records are maintained to indicate, at all times, the status of supplies authorized for his unit.
  - (5) Making certain that no unauthorized property is on hand and that excesses are turned in through appropriate channels.
  - (6) Insuring that property records of individual and organizational equipment are maintained.
  - (7) Insuring that individual clothing records are maintained. These records, for enlisted men, are maintained on the Individual Clothing Record, DA Form 10-195.
  - (8) Assuming responsibility for all Government property under his control, regardless of whether or not he receipts for it.
- b. Classes of Supply.*

- (1) *Class I.* This class consists of supplies, such as rations, forage, and post exchange supplies which are consumed at a uniform rate under all conditions. Rations are included in this category. Rations are requested on DA Form 10-163, which is prepared by the mess steward and signed by the mess officer or commander. These requests are presented to the class I supply point for issue action. Unit supply personnel are not directly concerned with this transaction.
- (2) *Class II and IV.* These classes include supplies and equipment such as clothing, organizational equipment and vehicles which are authorized by the Department of the Army and prescribed in tables of equipment, tables of allowances, or similar authorization documents. These items are requested from supporting activities by means of DA Form 1546, Request for Issue or Turn-in. Unit supply procures, stores, maintains in storage, and issues those items of supply listed in TOE, TA, and special authorization

documents which are authorized and needed for the internal functions of the company. Normally, unit supply will not be involved in the requisitioning, storage, and issue of repair parts and maintenance supplies consumed by the shop in the normal course of company maintenance operations, except for those supplies that are the logistical responsibility of another technical service. Most of the repair parts and maintenance supplies needed for shop operations are obtained, stored, and issued by the supply section of the service, supply, and evacuation platoon.

- (3) *Class III.* This class of supply includes petroleum fuels and lubricants drawn from a quartermaster supply point against an allocation established by G4.
- (4) *Class V.* This class of supply includes ammunition, explosives, and chemical agents. Replenishment of ammunition in a GS company is accomplished as prescribed in FM 9-5. The company supply sergeant prepares the transportation order (ammunition request, DA Form 581) and presents it to the supporting ammunition installation or activity for issue action. In the storage and accounting for class V items, the procedures in FM 9-5 must be followed.

*c. Organization for Supply Operations.*

- (1) *Company commander.* Although not accountable, the commander still is responsible for supplies and equipment in his organization. He must exercise supervision over the functioning of his supply operations and, if his company is operating separately, must see to it that his property book officer knows and properly performs his duties. The commander or property book officer initiates documents to obtain relief from responsibility for lost, damaged, or destroyed property (quarterly droppage allowance, statements of charges, reports of survey).

(2) *Property book officer.*

- (a) The organizational property book normally will be maintained at battalion headquarters by a property book officer. When it is not practical to attach the company to a battalion, the company commander will appoint a property book officer.
  - (b) The property book officer maintains informal accountability for supplies and equipment employing the supply and accounting procedures contained in AR 735-35. He is responsible for conducting appropriate inventories upon change of individuals holding hand receipts, upon the change of property book officers, when adjusting discrepancies, or at least once every 6 months. Required adjustments and entries to records must be made following inventories.
  - (c) He also is responsible for initiating action to adjust inventories and to fix responsibility for lost, damaged, or destroyed property. In so doing, he will prepare the necessary documents in accordance with the provisions of AR 735-10 or AR 735-11, as applicable.
  - (d) The property book officer prepares the necessary Requests for issue or Turn-In, DA Forms 1546, upon being notified of requirements by the supply sergeant or when a turn-in is necessary.
- (3) *Supply sergeant.* The supply sergeant procures, stores, maintains in storage, and issues general supplies of all technical services authorized by TOE, TA, and other media required for internal functions of the company, and is responsible for the security and maintenance in storage of individual small arms for the company. The supply sergeant normally will not maintain a transaction register and file. These documents, which support entries in the property book, are kept by the same individual who maintains the property book (AR 735-35). In the performance of the functions as-

sociated with his job, the supply sergeant is assisted by the supply clerk. The activities of the supply sergeant and supply clerk are supervised by the property book officer, or if the property book is maintained at battalion, by a supply officer so designated by the company commander.

d. *Authorization Documents and References.*

- (1) The organizational equipment authorized the GS company is listed in TOE 9-9D. Clothing and equipment issued to Army personnel under all climatic conditions are listed in TA 21. Equipment for support of training is listed in TA 20-2. Special TA's are published to provide items not otherwise listed in TA's, TOE's, or other authorization media and applicable to a particular oversea area. Food service equipment is listed in TA 20-4, and office furniture and equipment allowances are listed in TA 20-8. Other TA's list expendable supplies authorized the unit.
- (2) Organizational supply operations are conducted in accordance with AR 735-35. Regulations are indexed in DA Pam 310-1, and TOE's and TA's are indexed in DA Pam 310-7. These indexes should be checked frequently to determine whether any changes, supersessions, or rescissions exist.

22. *Organizational Maintenance*

a. It is the responsibility of the commander to see that organizational equipment is operated and maintained properly. In turn he will hold individual users, operators, and supervisory personnel responsible for proper operation, care, and maintenance of organizational equipment. Since vehicles require the greatest portion of the total organizational maintenance effort the motor sergeant has the greater part of the company maintenance as a principal duty. The motor sergeant schedules vehicles for preventive maintenance, supervises preparation of maintenance rosters, keeps and maintains necessary records, and makes arrangements with the shop for the performance of required second or third echelon maintenance.

b. Users or operators of equipment utilized within the company perform first echelon maintenance on this equipment. Since second echelon mechanics are not authorized in the GS company, equipment requiring second or third echelon work is job ordered to the shops. Main-

tenance is performed according to procedures outlined in technical manuals dealing with the equipment. Procedures relative to inspections and preventive and organizational maintenance for vehicles, as described in AR 750-5 and TM 9-2810, will apply.

## CHAPTER 5

### TECHNICAL OPERATIONS

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#### Section I. INTRODUCTION

#### 23. General

*a.* The GS company usually is located where equipment may be assembled from several direct support companies or an ordnance collecting point. Physical location of the GS company, however, must allow for adequate dispersion required in a situation where employment of nuclear weapons by the enemy is probable. The GS company's mission is to support armor and artillery or to operate an ordnance collecting point. Although primarily designed to perform fourth echelon maintenance on armor, artillery, small arms, and instruments, it will perform third echelon work which is beyond the capacity of direct support units it is supporting. If assigned to a depot support role, it may perform fifth echelon maintenance. However, its depot maintenance capability consists principally of overhaul under the "Inspect and Repair Only as Necessary (IROAN)" concept. Complete rebuild of end items is performed only when authorized by the Department of the Army.

*b.* The GS company performs fourth and overflow third echelon maintenance in support of direct support units or ordnance collecting points when operating in the field army service area. It may perform third and fourth echelon maintenance when operating in the communications zone, or may be assigned the mission of providing fifth echelon maintenance support. (Echelons and categories of maintenance are defined in AR 750-5).

*c.* In the absence of collection and classification companies or collecting point companies, the GS company may be required to operate an ordnance collecting point in either the field army service area or the communications zone.

#### 24. Maintenance Responsibilities

##### *a. General Support.*

(1) The maintenance capability of the

GS company is tailored to provide the rapid return of repaired items to supply outlets or supported direct support units. The GS company also is an important part of the ordnance evacuation system. Each collecting point has specific maintenance units assigned as required to perform repairs on evacuated materiel. The GS company may operate as a collecting point when collection and classification or collecting point companies are not available.

(2) In a theater of operations, the GS companies complement the efforts of the direct support units. General support companies usually are assigned the task of supporting certain designated direct support units. Repair jobs beyond the capability of direct support units are evacuated to the general support unit. If a direct support unit is required to move because of the tactical situation, the GS company accepts incomplete repair jobs.

*b. Depot Support.* Often it is difficult to distinguish between the responsibilities of depot maintenance and those of general support maintenance. Depot maintenance is assigned the task of repairing or reconditioning those items which are beyond the capacity, and in some cases the capability, of field maintenance. This is based on the fact that more time is allowed for performing depot maintenance. However, a GS company assigned a depot role may find it possible to obtain and use more elaborate tools, equipment, and facilities, since depot maintenance installations normally remain in one location for long periods.

*c. Technical Assistance.* Ordnance GS companies are responsible for providing technical

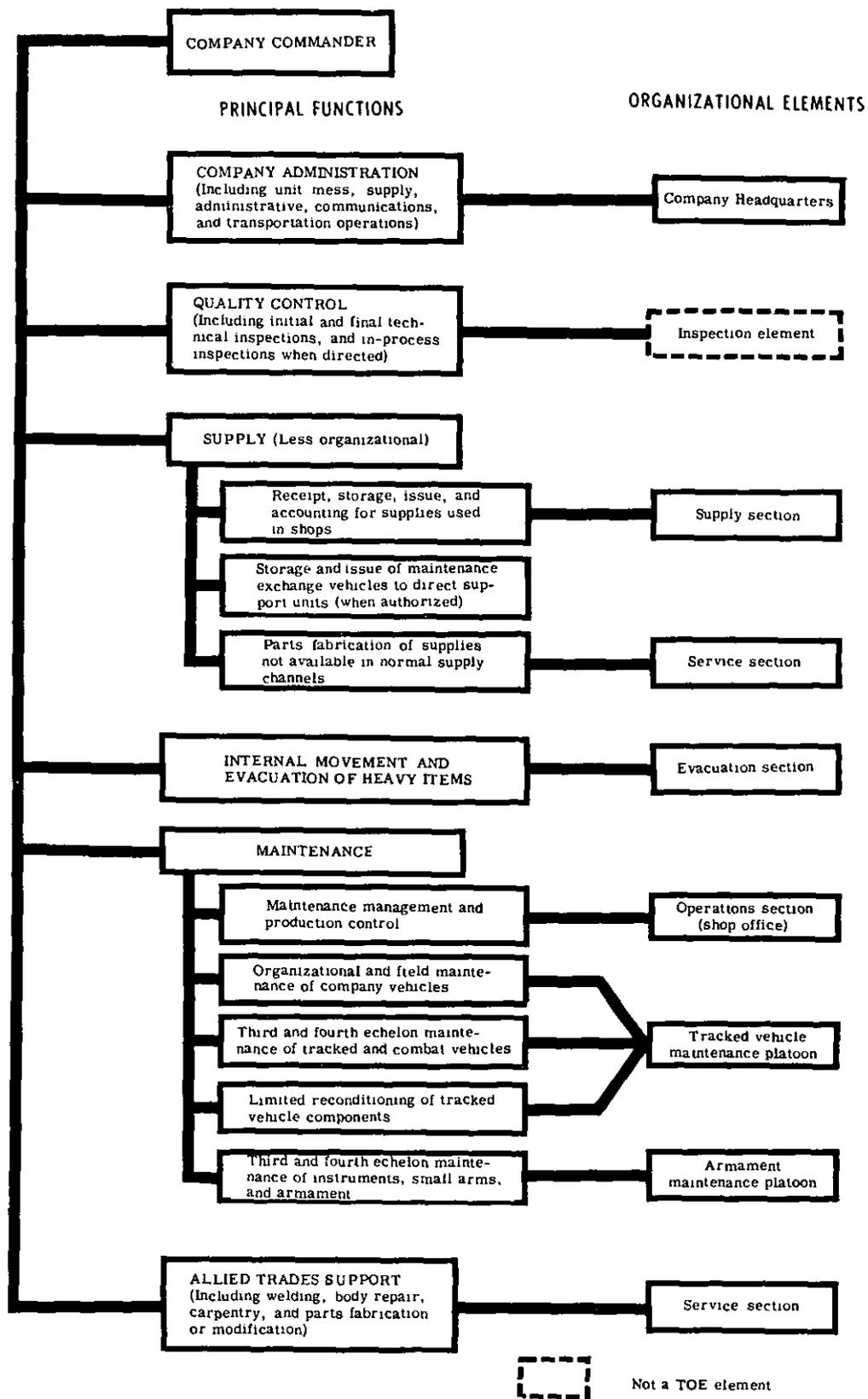


Figure 2. Functional organization of a general support company (when performing its normal general support maintenance mission).

assistance to direct support units and frequently are called upon to instruct other GS units and using units. This assistance may be provided to direct support units when the level of skill in a GS company is higher than the level in a direct support unit. Such assistance may be necessary to provide instruction on the maintenance of new items of equipment entering the theater. A GS company also may provide technical assistance to another general support unit.

## 25. Organization for Maintenance

a. Each GS company employed for the performance of a general support maintenance mission performs four basic functions—inspection, shop supply, service, and repair. Within the structure of the GS company (fig. 2) all functions are supervised by the company commander. Service and repair functions are directly controlled by production control (a function of the shop office), which also acts as the

coordinating agency for all maintenance functions. For routine operations, production control will coordinate the activities of the inspection and supply sections with the maintenance shop.

b. There is no fixed organizational pattern for providing depot support maintenance. The structure of each depot maintenance installation depends on the mission and the number and types of units available, and the amount and type of auxiliary labor available. Thus, the GS company may operate a depot maintenance installation alone, augmented by auxiliary labor, or in conjunction with other maintenance units. A depot maintenance installation is comprised of the number and types of specialized units required to accomplish its mission. Figure 3 illustrates the composition of a type depot maintenance installation. See FM 9-4 for additional information on the operation and organization of a depot maintenance installation.

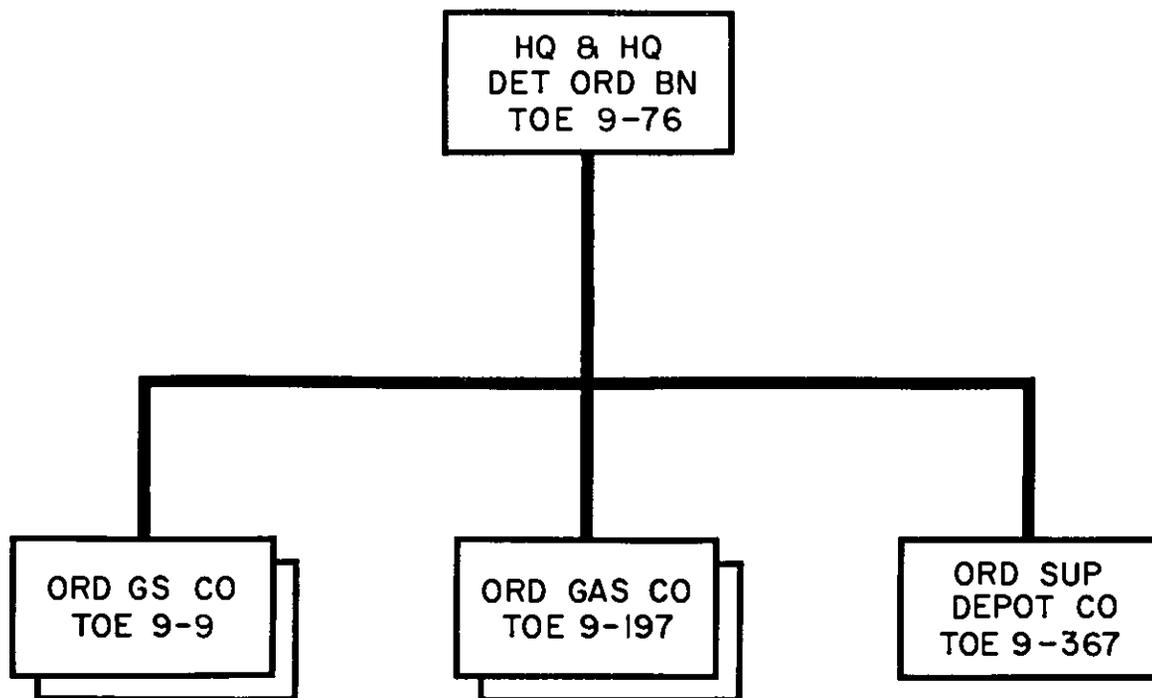


Figure 3. Type organization of a depot maintenance installation.

## Section II. MAINTENANCE MANAGEMENT

### 26. Production Methods

Production methods usually employed by general support company maintenance shops in-

clude job shop and bench shop repair. Assembly (production) line methods may be employed when performing a depot maintenance

mission. The type of method is determined by the type of materiel to be repaired, and personnel, facilities, and time available. Production methods of a company assigned a depot maintenance mission, therefore, will differ from those employed by a company performing a general support mission. Circumstances may require the use of more than one of the methods within a single shop, dependent upon the quantity of materiel to be repaired.

*a. Job Shop.* The job shop production method is used when the type of work varies between jobs or the item is extremely difficult to move. The item is placed in a bay and the work is done by an assigned crew of repairmen. Assemblies may be sent from the job shop to other shops (such as the machine shop) for necessary work. Vehicle maintenance shops usually are operated as job shops. This is the method most frequently utilized by a GS company. Parts requirements are determined for each job, and repair parts are obtained before work is initiated. The job shop method also is known as the "bay" method of shop operation. Appendix VII of FM 9-4 explains how the shop of a GS company may be laid out to utilize this method.

*b. Bench Shops.* Bench shops may be used when the repair of small items requires a high degree of technical skill. In this method the item is repaired by a worker at a bench. Because of the relatively small volume of work done and the limited variety of items to be repaired, it usually is advisable to maintain a stock of parts in this section, quantity being determined by experience. Bench shops are used for repair of fuel and electrical system assemblies.

*c. Assembly Line.* The assembly line method may be used when a large volume of items must be reconditioned and the procedure can be broken down into a series of independent operations. The production line consists of a series of work stations through which each item is passed with certain operations being performed at each station. In this type of operation, workers of limited capabilities may be trained to skillfully perform a specific job at a particular station. Parts requirements are computed for a production run on the basis

of inspection or by a known mortality rate. An assembly line should be used whenever possible, inasmuch as it is the fastest and most efficient type of operation. This method normally is employed at depot level. Appendix VII of FM 9-4 illustrates how this method is used.

## 27. Controls

*a. General.* The operations section is the control point for all maintenance performed in the company shops. The operations section is usually divided into a shop office and an inspection section. The shop office is the office of the operations control officer, repair control supervisor, and shop clerks. It is this office that is responsible for production planning and control and for overall coordination of all activities related to accomplishment of the maintenance mission. The inspectors of the operations section comprise the inspection section which is responsible for quality control and which is controlled directly by the company commander.

### *b. Production Control.*

- (1) Production control involves the use of common sense, good judgment, and prompt remedial action, along with the necessary managerial tools, to direct and control the flow of work in such a manner that results in a maximum output of quality work. This is achieved by balancing the workload of the various shop sections through elimination of overloads and underloads, and improving operational procedures. By knowing the status and quantity of work in the shops, production methods may be altered to balance the shop workload.
- (2) Control of work throughout the maintenance sections is maintained by the shop office. Several tools of production control are employed to monitor and control the flow of work through the shops. The shop office is under supervision of the operations control officer.
- (3) The control board, tub file, and the job order register are the principal means for determining the status of

work in the shop. When a job is accepted for processing in the shops, an entry is made on the job order register, and the job is given an identifying number. The register shows the job order number, identifies the item, and indicates date of entry into the shop, organization or individual initiating the work request, date of final inspection, and disposition of item. The tub file is a device designed to keep the records associated with a job in one place and in such a manner that the position of the records in the file indicates the progress of the job through the shop. The control board is a device that is used to reflect the workload of the various shop sections. It shows at a glance the location and state of completion of each job and the load in each shop section. For further information on production control and the use of the

tools of control see appendix V of FM 9-4.

*c. Quality Control.* Inspection of materiel constitutes one of the most important aspects of the ordnance maintenance function. The inspection section provides the means by which the commander of a GS company can control the quality of the work being done in the shops. Therefore, the inspectors must be responsible only to the commander. The personnel selected for the inspection section should be highly skilled repairmen. They must be able to diagnose deficiencies in a piece of equipment, prescribe necessary repairs, and accurately determine the adequacy of the repairs performed on equipment coming out of the shops. The inspection performed on materiel prior to shop entry is termed the "initial inspection"; the inspection performed after repair is completed is termed "final inspection." In addition to the initial and final inspections, "in-process" inspections of work in progress are necessary to assure that work is being performed properly.

### Section III. MAINTENANCE OPERATIONS

#### 28. Shop Office

*a.* As indicated in paragraph 27, the shop office is part of the operations section. The shop office operates under the supervision of the operations control officer (shop officer). The operations control officer is directly responsible to the company commander. The repair control supervisor assists the operations control officer in the management, planning, and production control activities of the shop office. The shop office is staffed with the clerks necessary to prepare and maintain necessary files and records.

*b.* Functions of the shop office include—

- (1) Supervising all maintenance activities.
- (2) Coordinating the activities of sections engaged in accomplishment of the company's technical mission.
- (3) Receiving and receipting for all jobs.
- (4) Determining whether the jobs are to be done in the company shops or evacuated. (The IROAN techniques should be applied where practicable.)

- (5) Routing and controlling the movement of work through the shops.
- (6) Establishing job priorities in accordance with existing directives.
- (7) Interpreting and implementing technical directives or specifications received from higher headquarters.
- (8) Anticipating and minimizing bottlenecks within the shop by—
  - (a) Temporarily reassigning technicians and specialists among the shop sections consistent with the demands of the workload.
  - (b) Rerouting work, when necessary, so that the capabilities of each shop section are fully utilized.
  - (c) Expediting delivery of repair parts and supplies as required.
  - (d) Assisting in the evacuation of ordnance materiel as required.
- (9) Analyzing job productivity and improving shop layout, repair techniques, and procedures to promote maximum productivity while maintaining quality standards.

- (10) Devising methods for and accumulating data for statistical, recurring, or special reports pertaining to maintenance activities and eliminating unnecessary intershop reports.
- (11) Preparing all reports on shop operations.
- (12) Maintaining the daily operations chart.
- (13) Insuring that shop supervisors understand the methods of routing both work and administrative forms.
- (14) Insuring accomplishment of maintenance on maintenance equipment and facilities.
- (15) Maintaining necessary production control system. See appendix V, FM 9-4.
- (16) Keeping records on the location and status of each job.
- (17) Keeping files on the status of all active job orders.
- (18) Maintaining records of completed work.

c. The records and reports utilized in GS company maintenance operations are illustrated and explained in appendix IV of FM 9-4.

## 29. Inspection Section

### a. General.

- (1) The inspection section, like the shop office, is part of the operations section. Inspectors of the inspection section perform the initial inspections on items received by the company for repair, and final inspections on items repaired by the company. They may also perform inspections on work in progress as requested by the operations control officer or as directed by the commander. The activities of the inspectors are controlled directly by the commander. Control by the commander is essential to preclude any undue influence being exerted on the inspectors by subordinate elements of the command. Since the quality and quantity of work performed in the shops determine, to a great extent, their overall efficiency,

the commander should select well qualified men to act as inspectors.

- (2) The inspection personnel authorized by TOE may be augmented, if necessary, by capable repairmen from other sections. Each section should furnish inspectors, when required, who can be relied on to make accurate and complete diagnoses. The composition of the inspection section is dependent on the particular situation and conditions under which it must operate.

### b. Functions of the Inspection Section.

- (1) Makes an initial inspection of equipment received on job order to determine what deficiencies exist and the nature of repairs needed.
- (2) Indicates, on the job order, the work required.
- (3) Determines the parts required for each job and estimates the time needed for repairs.
- (4) Performs a final inspection on equipment upon completion of work and, when necessary, returns the item for additional work.
- (5) Performs the acceptance inspection on ordnance end items of organizational equipment turned in to the company, to determine whether all components are present and to detect any deficiencies or evidence of abuse. Performs a visual inspection of ordnance end items turned in by ordnance direct support companies to determine correctness of classification inspection performed by those units.
- (6) Performs in-process inspections as directed by the commander to assure that work is being performed properly and to identify areas in which operations can be improved.

c. *Initial Inspection.* Equipment received by the GS company must be thoroughly inspected to determine whether it is repairable by the company or whether it must be further evacuated or salvaged. If an item is to be repaired, all essential repairs must be specified on the job order by the inspector. The inspector, in

conjunction with the operations officer, decides whether defective components or assemblies will be replaced or repaired. The factors affecting this determination are the time and equipment necessary for each operation and the availability of repair parts. The normal procedure in expediting the repair of end items is to replace defective components and assemblies. The unserviceable components and assemblies subsequently are repaired and returned to supply. If serviceable assemblies are not on hand, it may be necessary to repair the defective ones and replace them on the end items. Care must be exercised to insure that the supply section is informed of any action of this nature so that appropriate supply action will be taken to obtain and stock the needed items rather than the substitute items (e.g., component instead of repair kit). In ordering parts for a job, it is better that the inspector overestimate the parts needed than to underestimate and have the repair project delayed for lack of parts while the job is in process. Even with the use of the most proficient inspectors, there will be instances when the requirement for some parts will not be known until repairs are in progress.

*d. In-Process Inspection.* Shop supervisory personnel are charged with the primary responsibility for performing in-process inspections, but their efforts may be augmented by the inspection section. The in-process inspection is extremely important. Emphasizing in-process inspections will significantly reduce the number of rejections by the final inspectors. Often it is easier to detect potential deficiencies while the repair of equipment is in progress than to find them after the work has been completed. Sometimes, when equipment is disassembled, deficiencies can be discovered which may not be detected at any other time. A great number of final inspection rejections indicates the need for improving in-process inspections.

*e. Final Inspection.* Every piece of ordnance materiel must be inspected prior to its release from an ordnance maintenance shop. The final inspection is the most important means of controlling the quality of the work. During the final inspection, inspectors may make minor adjustments; however, equipment needing additional repairs, or whose repair does not

conform to standards, will be returned to the shop. The final inspection will consist of a complete technical inspection, with emphasis on the work performed by the shop. Whenever possible, the initial and final inspections of any particular piece of equipment should be performed by different inspectors.

### 30. Maintenance Shop

*a. General.* The bulk of the maintenance mission of the GS company is performed by the tracked vehicle maintenance platoon and the armament maintenance platoon. Allied trades support (welding, body repair, fabrication of parts, repair of woodwork) is provided by the service section of the service, supply, and evacuation platoon. The tracked vehicle maintenance platoon concentrates on the repair of vehicles while the armament maintenance platoon concentrates on the repair of artillery, armament, and fire control instruments. For this reason the layout and modes of operation of each of these platoons will differ.

#### *b. Sequence of Operations.*

- (1) A GS company normally utilizes a bay-type shop operation (job shop production method) for the performance of maintenance on tracked vehicles and armament items. The tank shop consists of a number of bays in which the following operations are performed. (Although it is desirable to perform the operations in the order indicated, the workload of the various shop sections might make it necessary to change the order to balance the workload of the various shop sections.)
  - (a) Any necessary cleaning is performed first. Equipment received from a collecting point usually will require cleaning; those items obtained from a direct support unit may not, except during field operations.
  - (b) Next, an initial (technical) inspection is performed to determine the extent of repairs necessary to return the vehicle or artillery item to serviceability. Repairs which are "nice to have" or which are desired merely to improve the appear-

ance of an item will not be performed.

- (c) Vehicles are then moved to the maintenance section for all automotive repairs. Artillery items are moved to the artillery section. Repairs to the vehicle mounted armament and fire control equipment should be accomplished concurrently with the vehicle repair.
- (d) If the item is in need of body and fender work, welding, or painting, it will be moved to the service section.
- (e) Next, minor adjustments and final engine tuneup are performed.
- (f) Prior to being released from the shop, a final inspection (technical) is performed on the item to determine if all required repairs have been performed, whether they are performed satisfactorily, and whether any additional work is needed. If additional work is required, the item is returned to the bay responsible. If the item is serviceable, the paperwork accompanying the job and final inspection form are sent to the shop office signifying that the vehicle is ready for disposition.

- (2) The specific number of bays utilized and the space requirements for each depend on the workload, area available, and desires of the commander. At all times consideration must be given to reduce the frequency and distance of movement between operations, while at the same time avoiding congestion.
- (3) The machine shop fabricates items needed in the shops which are not available through supply channels.
- (4) The armament maintenance platoon is divided into bays for the repair of artillery and into bench operations for the repair of small arms and instruments. Artillery is repaired in one bay the same way tank assemblies are.

*c. Management.* The maintenance shops must be organized in such a way that the

principles of management may be implemented properly. In so doing it is necessary to—

- (1) Divide sections into teams.
- (2) Maintain a proper balance of skills among teams so that each team will have the skills required for each operation it is called upon to perform.
- (3) Keep the span of control for each supervisor within reasonable limits in order to provide adequate supervision.
- (4) Provide sufficient space and equipment in order to profitably employ all members of the team.

*d. Job Assignment.* Jobs are assigned to the appropriate platoon or section by the shop office. These assignments are based on the work to be accomplished as listed on the Work Request and Job Order, DA Form 811. Upon receipt of a job, the platoon leader or the section chief assigns the job to a team having the manpower, skill, and space available to complete the job within the allowable time limits. Each supervisor thereafter, must closely control each job being accomplished by his personnel. He must know the status of repair parts needed for each job and must be prepared to undertake another repair job if parts needed for a particular job are not available in supply or cannot be fabricated. He must be prepared, at all times, to shift personnel in a manner that will insure that all work progresses according to schedule and that manpower is not wasted.

## 31. Service Section

*a. General.* The service section of a GS company includes specialists and special equipment which are pooled to do work common to all repair sections. Specialists or equipment which are required on a full-time basis by a repair platoon, or a section thereof, should be assigned to that platoon or section.

*b. Composition.* The following units normally are included in the service section:

- (1) Machine shop unit.
- (2) Welding unit.
- (3) Body repair unit.
- (4) Woodworking unit.
- (5) Painting unit.
- (6) Canvas and glass unit.

*c. Methods of Operation.*

- (1) The service section accomplishes work requests received on DA Form 811 from the shop office and passed on to the service section. Work requests may be initiated by supported organizations, by the repair platoons of the company, by the supply section, by the ordnance battalion headquarters, or by other higher authority. Work for the repair platoons is accomplished at the service section area or by dispatching the necessary specialists and equipment to do the work in the area of the platoon initiating the request.
- (2) The service section frequently is able to recondition worn parts, to fabricate needed parts, and to modify assemblies and parts. The service section requires a varied stock of hardware and metal stock. These stocks may be obtained from supply channels,

ordnance collecting points, quarter-master salvage and collecting points, and salvage piles of other shops.

### 32. Evacuation Section

The wreckers assigned to the GS company are intended primarily to handle heavy equipment within the shop area. They have a secondary mission of loading heavy assemblies when the unit moves. They also are used in recovery missions and may be given specific jobs or may operate on a call basis. The organic tank transporters are used to haul heavy assemblies during any change of location of the company and to haul heavy items to and from the company, as necessary. To avoid wasting of effort, all orders and work requests for wreckers and tank transporters are channeled through the evacuation section chief. Details on evacuation procedures and controls are listed in FM 9-4.

## Section IV. SUPPLY OPERATIONS

### 33. Supply Section

*a.* The supply section of the service, supply, and evacuation platoon is responsible for the requisitioning, storage, in-storage maintenance, and issue of repair parts and shop supplies required by the various operating sections of the company; for maintaining control and accounting procedures with respect to these supplies; and for preparing and maintaining required records and reports. The section functions, primarily to provide the supplies and materials needed in the conduct of the company's maintenance operations, to account for serviceable and unserviceable assets either repaired or undergoing repair by the company, to return repaired items to supply channels, and to see that items which cannot be repaired within the company are given proper disposition. The supply section operates within, or in proximity to, the maintenance shops so as to permit efficient liaison with the shops. Personnel of the supply section include the supply officer, section chief, ordnance supply specialists, supply clerk, stock record clerks, truck drivers, and forklift operator. The functions of the supply section include, but are not limited to, the following:

- (1) Requisitioning, storing, performing in-storage maintenance, and issuing repair parts and maintenance supplies.
- (2) Maintaining stock records pertaining to (1) above.
- (3) Examining requisitions to verify correctness of nomenclature, stock number, and classification.
- (4) Inspecting and identifying incoming shipments and verifying the count.
- (5) Conducting followup action as required.
- (6) Conducting liaison with the other operating sections of the company.
- (7) Performing stock control and supply accounting procedures.
- (8) Maintaining a locator system to show the physical location of parts in storage.
- (9) Advising on the interchangeability and identification of ordnance repair parts.
- (10) Assisting in the movement of heavy items to and from other sections and platoons of the company.
- (11) Maintaining a library of supply manuals.

- (12) Arranging for the supply of items not available from supporting supply facilities by initiating work orders for items to be fabricated by the service section or by local procurement (if authorized).
- (13) Keeping records on serviceable and un-serviceable end items.
- (14) Keeping records of the demands registered on the supply section for repair parts and supplies.
- (15) If so directed, maintaining a portion of the field army stock of vehicles.
- (16) Reporting the status of stocks on hand.
- (17) Shipping to supply units as directed, those repaired components and assemblies that are excess to established stock levels.

b. Supply operations of the section are governed by AR 711-16 (Installation Stock Control and Supply Procedures).

c. Since the GS company has no external repair parts supply mission, the supply section makes issues to the operating sections of the company only (except for vehicles when the company is maintaining a portion of the field army reserve stock of these items). Requisitions from the company elements are presented to the supply section on DA Form 1546 (Request for Issue or Turn-In) or DA Form 9-79 (Parts Requisition), depending on local procedures in effect. The forms to be used and the procedures for obtaining repair parts and shop supplies from the supply section should be included in the supply SOP. Replenishment of supply section stocks is accomplished by submitting requisitions to the supply facility responsible for supporting the company. These requisitions may be of the single line item variety (DA Form 1546) or may be punched card forms (provided the company is operating under an Automatic Data Processing System (ADPS)). Supply operations of a GS company utilizing ADPS procedures will be governed by theater directives and pertinent regulations that will be published as procedures and equipment become standardized. AR's governing supply operations are indexed in DA Pam 310-1.

d. The supply section makes every effort to fill requisitions as soon as they are received. When a requested item is not in stock, a suitable substitute is provided, if possible. If necessary supplies are not available through normal supply channels, the service section may be able to fabricate the items or the company may be authorized to obtain them through local procurement.

- (1) Requirements for the fabrication of repair parts are initiated by the supply section on DA Form 811 (Work Request and Job Order). The supply section may annotate its stock record cards to indicate those items that may be fabricated if not available through normal supply channels. However, all demands are registered, whether the items can be fabricated locally or not.
- (2) AR 725-950 covers the local purchase of ordnance expendable supplies. Changes 1, AR 715-30 establishes procedures governing local purchase of supplies and materiel for which the Ordnance Corps is assigned logistical responsibility. The methods of purchase are prescribed in the Armed Forces Procurement Regulations, Army Procurement Procedures, and Ordnance Procurement Instructions.

e. Most materiel repaired by the GS company is returned to supply channels; therefore, such materiel received by the company for repair is entered on the unserviceable property account of the supply section. The supply section then initiates a work request and submits it to the shop office. Items repaired by the shops are picked up on the serviceable account of the supply section until such time as turn-in to a supply facility is effected. Those items not repairable within the company are evacuated through proper channels.

f. The GS company may be required to maintain a portion of the field army stock of combat vehicles and artillery, especially in instances where an ordnance park company is not available. These items are accounted for until such time as they are issued or shipped. All shipments and issues are controlled by the field army ordnance officer.

## Section V. COLLECTING POINT OPERATION

## 34. General

a. Ordnance collecting points are facilities where United States and foreign ordnance materiel is evacuated for repair, reclamation, or further evacuation. Ordnance collecting points operate where needed throughout the theater of operations.

b. An ordnance collecting point performs the following:

- (1) Receives, inspects, classifies, and segregates unserviceable or abandoned United States and foreign class II and IV ordnance materiel.
- (2) Sends reparable items to designated maintenance units for repair.
- (3) Ships items designated for evacuation to CONUS to appropriate shipping terminals.
- (4) Evacuates foreign ordnance as indicated by technical intelligence agencies.
- (5) Reclaims serviceable and reparable end items as directed.
- (6) Returns serviceable end items and repair parts to supply channels.
- (7) Disposes of the residue of unserviceable materiel to quartermaster disposal points, or as otherwise directed.

c. The collecting point company and the collection and classification company are designed specifically to operate ordnance collecting points. One or more maintenance units usually are assigned the mission of providing maintenance support to the collecting point. When a collecting point company or a collection and classification company is not available or when the workload does not warrant their use, a general support company may operate a collecting point.

d. Class II items of guided missile and heavy rocket-weapons systems are handled in two separate evacuation channels. Those items of a conventional automotive or mechanical nature are evacuated to an ordnance collecting point. Other items of the weapons system are evacuated through guided missile class II maintenance channels.

## 35. Evacuation Procedures

a. The evacuation process starts with the receipt of unserviceable, abandoned, or captured materiel by ordnance direct support units. The unit possessing the materiel is responsible for delivering it to ordnance direct support. Evacuation of captured foreign materiel will be as directed by technical intelligence. United States materiel is inspected by the direct support unit and on the basis of this inspection is classified for either repair or evacuation. Irreparable items having no reclamation value may be disposed of by the direct support unit. Items not repaired at direct support are evacuated to general support maintenance units or to ordnance collecting points in accordance with established evacuation procedures. See FM 9-4.

b. Evacuated materiel received by a collecting point will be inspected and classified for repair, reclamation, or further evacuation. All decisions to repair, reclaim, or evacuate will be guided by lists of needed items prepared by supply activities, and by other disposition instructions furnished by higher headquarters.

- (1) *Repair.* Materiel classified for repair will be repaired by the general support maintenance units supporting the collecting point. The serviceable materiel produced by these maintenance units will be returned to supply channels.
- (2) *Reclamation.* Materiel classified for reclamation is dismantled as necessary. Needed serviceable parts are returned to supply channels. Repairable parts that are to be repaired are handled as in (1) above, and the remainder is disposed of through quartermaster salvage and disposal points.
- (3) *Evacuation.* Items classified for further evacuation are packed, crated, or preserved only to the extent necessary to protect them against further damage during transit. Packing and preservation capabilities will vary, depending upon the availability of packing materials. Packing materials received with serviceable supplies are the best source of packing for unserv-

iceable items, and command supervision is necessary to prevent these materials from being diverted to other uses. Items to be evacuated to destinations indicated in the command evacuation instructions are moved by placing requirements for movement with the local transportation movements officer (TMO) who will coordinate the onward movement.

### 36. Organization for Collecting Point Operation

Although the GS company may be assigned to operate a collecting point, it still may perform some repair. The main effort, however, will be directed to inspection, classification, preservation, reclamation, packing, and crating; and maintenance will be performed only to the extent permitted by the collection and classification workload. In the performance of maintenance, emphasis should be placed on critical and short supply items and materiel that can be returned to serviceability most expeditiously. Principal functions of the various elements of a GS company engaged in the operation of a collecting point are:

*a. Company Headquarters.* Provides command and supervision of company operations and provides communications, messing, and administrative support for the company.

*b. Operations Section.* Provides operational control of mission activities, establishes and implements control procedures, and prepares and maintains required records and reports. Inspectors of this section will receive, inspect,

and classify items for further processing and storage, repair, further evacuation, or salvage. Inspectors will make every effort to expedite the return of critical or short supply items to supply agencies.

*c. Tracked Vehicle Maintenance Platoon.* This platoon performs the disassembly and cleaning of ordnance equipment received for reclamation processing. It is not likely that the entire platoon will be needed for this. (The number will vary from time to time.) In order to better control the operation, it may be advantageous to use the vehicle maintenance section for such work. The reconditioning section could operate in the same manner as when performing a maintenance mission.

*d. Service, Supply, and Evacuation Platoon.* This platoon receives all ordnance repair parts from the section performing disassembly and identifies, marks, packs, preserves, stores, and ships materiel to the appropriate maintenance or supply installation. The evacuation sections will perform the necessary moving and lifting within the collecting point.

*e. Armament Maintenance Platoon.* This platoon provides inspectors to augment the capabilities of the operations section for the inspection and classification of armament materiel. The platoon also provides personnel to perform disassembly and cleaning of equipment received for processing and to perform any maintenance on armament materiel which is done by the company in conjunction with its collection and classification mission. Some platoon personnel may be used in packing and shipping operations.

## CHAPTER 6

### TACTICAL OPERATIONS

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#### Section I. GENERAL

##### 37. Introduction

*a.* The GS company will be required to plan and execute tactical operations when moving to a new location. Movement is occasioned by directive or by necessity as in the case of the unit moving to escape radioactive fallout. However, in either case, movement, site selection, area preparation and layout, defense, security, and area damage control are given prime consideration. The movement may be made either in the combat zone or communications zone.

*b.* Like all movements, some of the details become routine either by habit or because the commander wishes to make them so. Therefore, SOP's must be prepared to cover these aspects of operations, thus relieving the commander of the task of issuing directives to cover operations which follow established patterns. This leaves the commander free to concentrate on other operations which must be planned and directed as requirements develop.

##### 38. Factors Affecting Mission Performance

*a.* Military units must be able to move often and quickly. Modern warfare tactics, both defensive and offensive, dictate a greater stress on the dispersion of facilities. More emphasis is placed on the selection of terrain where the unit is to be located. This is to enable the unit not only to use the terrain for active and passive defense but also to enable it to carry out its mission effectively.

*b.* More detailed planning and training in the conduct of defensive operations also will be required. This is because in a rapidly moving tactical operation, pockets of enemy resistance and enemy infiltration, due to widely dispersed tactical formations will be the rule rather than the exception. This leaves units in the rear areas susceptible to enemy ground action unless adequate defensive measures are taken. Thus, elements of service troops in rear areas may have to wage limited offensive action to thwart these threats to supply routes and support activities.

#### Section II. MOVEMENT

##### 39. General

*a.* The number of movements the GS company is required to make will be governed by its assigned mission and the tactical situation. For instance, when performing a general support maintenance mission, the company will be required to move when the distance between the units it supports becomes too great to permit efficient service. It also may move when its work at a specific location is completed, or for defensive purposes. Those companies performing a depot maintenance mission normally move only for defensive purposes. If a GS company operates as an ordnance collecting point, it

normally will not be required to move unless the collecting point is closed out or the responsibility for its operation is assigned to an ordnance collection and classification company or an ordnance collecting point company. When a collecting point is to be closed out or moved, the GS company will be notified in advance to allow for evacuation of materiel to collecting points further in the rear or to other general support units supporting the collecting point.

*b.* The limited mobility of the GS company also has a bearing on any motor moves it may make. Moves should be made in one trip, when possible. This allows for rapid reestablishment

in a new location and speedy resumption of mission operations. Organic transportation of the GS company is not sufficient to permit movement of the entire company at one time. Therefore, the commander should request additional transportation from the local transportation movements officer. If additional transportation is not available, the company will have to use a shuttle system to complete the move.

#### 40. Area Assignment

General support companies are assigned general areas where they will operate by the communications zone commander, logistical command commander, or commander of the corps or field army in whose area the unit is located. This normally is done by the ACofS, G4 of the headquarters, upon the recommendation of the ordnance officer of the staff. The general area in which the unit will conduct future operations will be denoted in the order assigning it to that area. The commander later selects the specific area to be occupied by his unit in the general area. However, his decision may be influenced by the desires of the ordnance battalion commander. When possible GS companies set up operations in areas vacated by other technical service units.

#### 41. Task Assignment

a. There are definite steps the commander of a GS company must take when he receives a new task assignment which involves moving the unit. These steps are taken to insure keeping loss of productive time to a minimum. The first step is to issue a warning order to key personnel for further dissemination to the rest of the company. The order accomplishes the following:

- (1) Warns personnel of the impending move.
- (2) Gives company personnel time to start packing organizational and individual equipment for the move.
- (3) Permits implementation of the loading plan and the securing of additional transportation if necessary and if possible. (A sample loading plan is contained in appendix III.)
- (4) Allows the current task assignment

to be phased out. To do this, the company must complete or evacuate all current work and stop accepting new work.

b. If the move is required to establish a forward collecting point, the GS commander should determine—

- (1) The particular types of equipment most prevalent in evacuation channels.
- (2) Whether direct support units are capable of fulfilling their maintenance responsibilities.
- (3) The number of maintenance units that will be supporting the collecting point, and their location and capacity.
- (4) The number of direct support companies to be supported.

c. The company commander then will plan for his reconnaissance and advance parties.

#### 42. Reconnaissance

The commander will make a reconnaissance if the time between the receipt of the assignment and move allows. Normally, he will have a member of each platoon and whatever other personnel he feels necessary, accompany him. If time is critical, reconnaissance and advance parties will go together. If the situation will permit use of an army helicopter, the time required for the reconnaissance can be greatly reduced. On reconnaissance the commander should do the following:

a. Select an area capable of being defended and yet suitable for technical operations. (Natural camouflage should be considered when selecting an area.)

b. Select an *alternate* area to be used if the company's position becomes untenable due to enemy action.

c. Plan a preliminary layout of the area by sections.

d. Reconnoiter the surrounding terrain and road nets (paying particular attention to the strength of bridges and durability of roads if assigned a collecting point mission).

e. Coordinate with adjacent units.

f. Prepare an overlay and map of the new

area for use by the unit and advance party and for submission to higher headquarters.

#### 43. Factors Governing Selection of an Area

*a. Road Nets.* Good road nets permit better service to supported units, make movement easier, ease the strain on transportation, and reduce the transportation problems associated with resupply and evacuation. Availability of good roads is an important factor when selecting an area because the majority of items handled by a GS company are heavy and bulky.

*b. Railways and Waterways.* The GS company should locate as close as is practicable to railways and waterways. These are highly useful for handling bulky items and in cases where weather curtails the movement of supplies by road.

#### *c. Use of Towns.*

##### (1) *Advantages.*

- (a) Hardstand and shop buildings usually are available.
- (b) Native labor is more abundant.
- (c) Troops can be billeted better.
- (d) Stocks of usable materiel, if available for local procurement, are concentrated in towns and cities.

##### (2) *Disadvantages.*

- (a) Traffic congestion.
- (b) Possible presence of enemy sympathizers.
- (c) Good target for enemy air or missile attack.
- (d) Greater sanitation problems.
- (e) Difficult to defend.

#### *d. Defensibility.*

- (1) The commander must consider how the area lends itself to defense from nuclear or nonnuclear attack. In the same way, the enemy's capabilities must be considered and defense planning must anticipate any type of attack by the enemy. Another important factor is the presence of guerrillas. Intelligence agencies can provide valuable information on enemy capabilities. However, in some cases a degree of defensibility may have to be sacrificed to facilitate mission accomplishment and control of operations.

This is a calculated risk commanders have to take from time to time.

- (2) Defensibility is less of a problem in the communications zone. However, provision still must be made to defend the area. The possibility of direct enemy action in this area is more remote and defenses against attack by aircraft, long range missiles, and guerrillas are the principal considerations.

#### 44. Area Layout

*a. General.* The objective of a good layout is to facilitate the flow of work and to minimize movement of repair parts, tools, and equipment, but at the same time permit an all-around defense of the area. Since field situations seldom allow a unit to operate under ideal conditions, the type of layout and the area requirements for each company will vary according to the terrain, tactical situation, proximity to the forward areas, and the type and amount of equipment handled. A detailed layout of the unit area is prepared on an overlay by the commander, who is assisted by advisers from each element of the unit. Figure 4 shows how a GS company's layout may be designed to facilitate technical operations. By proper positioning of weapons, digging of foxholes and trenches, and construction of obstacles, this area also lends itself to defense.

*b. Principles.* Certain principles to be observed and which remain unchanged despite varying situations are as follows:

- (1) Well-drained hardstand is essential for efficient operation of all GS companies.
- (2) Work sections must be located so as to provide ready access to each other.
- (3) Supply sections should be located so as to permit ease of control of storage areas by the supply officer.
- (4) Storage areas should be located close enough to the road to permit easy access for supply trucks.
- (5) When possible, storage areas should also be located close enough to the maintenance areas so that supplies will be readily available to the maintenance shops.

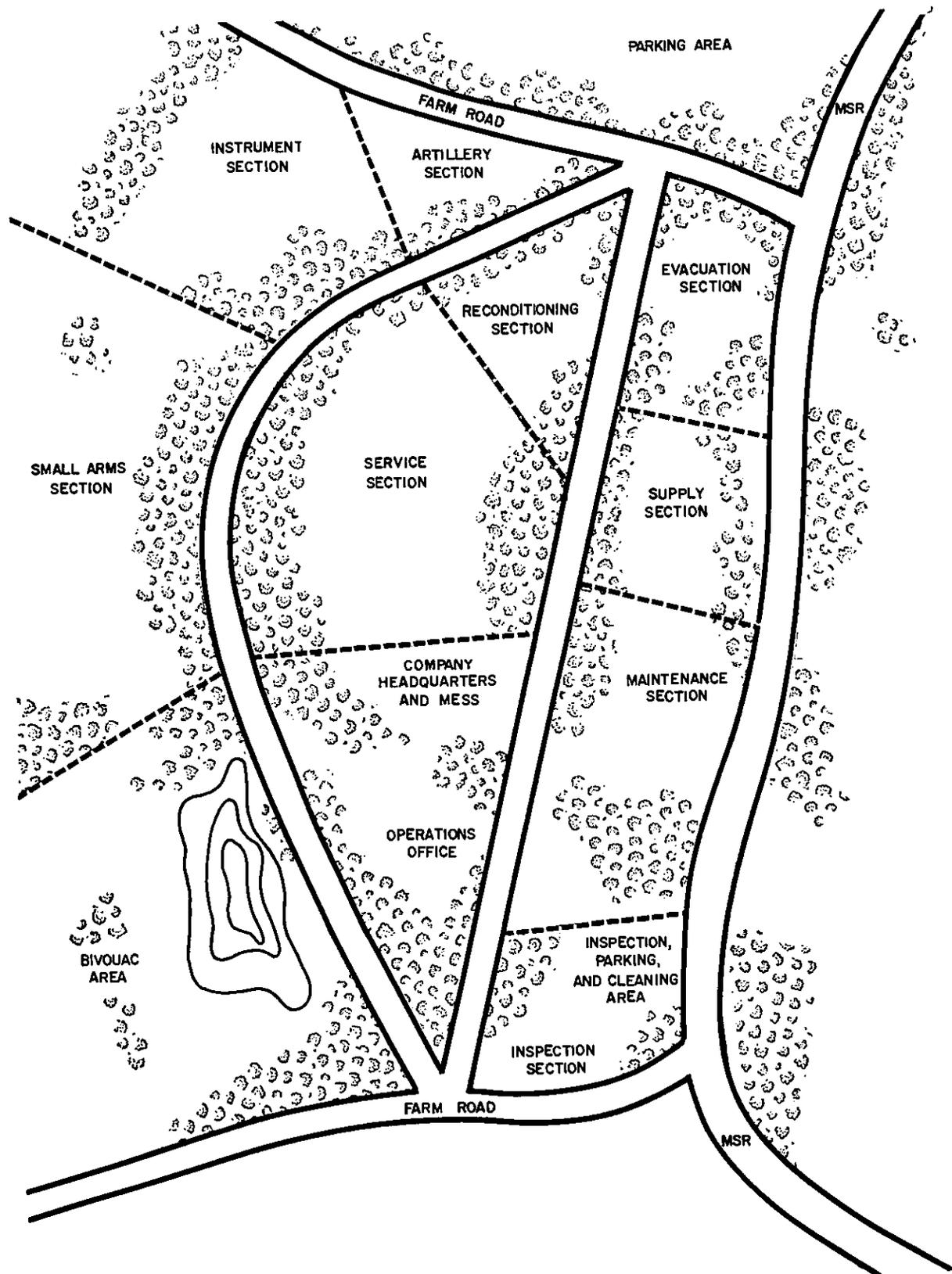


Figure 4. Sample layout of a general support company.

- (6) Service sections should be located to permit easy access by all maintenance shops and supply sections.
- (7) Dispersion areas for vehicles awaiting shop entry should be adjacent to the maintenance areas but in such a position that control and security are possible.
- (8) Dispersion areas for vehicles ready for return to supply channels should be located near the supply and evacuation sections.
- (9) Sufficient security posts should be established to protect the entire area from air and ground attacks as well as to prevent sabotage and pilfering. When possible, these posts should be located within sight and sound of each other and in such a position as to be able to support each other with fire.
- (10) Security posts should be located so that the fire from any post will not endanger friendly personnel occupying the area. Liaison and exchange of defense plans will assist materially in eliminating this possibility.
- (11) Wire telephone circuits should be laid for communications between security posts and the unit command post, particularly during darkness.
- (12) Areas should be selected so as to make use of terrain features such as rivers and swamps for natural defense of flanks.
- (13) High ground rather than low ground should be occupied.

*c. Troop Bivouacs.* Troops may be bivouacked in one or more than one area. However, better control is possible when bivouacked together. This also provides greater safety to personnel from moving vehicles. But if the unit is susceptible to guerrilla attacks, it can be defended better if troops are bivouacked in their assigned work areas. Protective underground shelters for personnel should be provided when practicable.

#### 45. Advance Party

The advance party usually consists of one officer and sufficient noncommissioned officers

and enlisted personnel who represent all the company sections and direct the work of readying the new area for occupation by the company. Some of the tasks which they must perform are—

- a. Stake out section areas based on the layout planned by the commander on his reconnaissance.
- b. Prepare positions for crew-served weapons.
- c. Prepare hasty fortifications to cover vulnerable avenues of approach.
- d. Inspect new area for mines.
- e. Clear brush, as necessary, from new area.
- f. Lay communication wire to defense positions and shop area.
- g. Dig sumps for the latrine and kitchen.
- h. Determine the capacities and clearances of bridges, roads, and tunnels.
- i. Place signs along MSR and post guides along the route where necessary.
- j. Guide the company into the area.
- k. Monitor the area for radiological contamination.

#### 46. Convoy Movements

a. Detailed planning of the motor march usually is started after the new company layout is made and each element is informed of the site it will occupy. Men and equipment are assigned to definite march units and implementation of previously prepared loading plans can begin (ch. 4). These may have to be modified, depending on the amount and type of transportation available and any changes in the types and quantity of equipment that must be loaded. Appendix III contains a sample loading plan.

b. Normally GS companies move by motor transport. This transport may include not only the organic vehicles, but also any other vehicles obtained to assist in the move. Most of the time ordnance units will face the same problems in convoy movements as any other units. Solutions to many of these problems can be found in FM's 25-10, 55-4, 55-31, and 101-10. Procedures listed in FM 55-31 apply primarily to nontactical Army transportation activities, but they may be modified for use by all elements of the Army engaged in motor movements. Highway clearances for convoy movements

should be obtained from the local transportation movements office or highway regulation unit as appropriate.

c. March units are made up with 25 vehicles or less in each. The composition of the march unit is dependent on the area layout. Those elements whose sites are farthest from the entrance to the new area will be in the first march unit; those whose locations are closest to the entrance will bring up the rear. This will avoid congestion in the new area.

d. Each of the march units should be accompanied by a wrecker and an emergency repair team. Guides or signs should be posted at intersections to make certain that vehicles follow the proper route.

e. The company commander will coordinate his move with higher headquarters to assure that his move will not conflict with other traffic using the same route. The move should be planned carefully with each march unit being given a definite time at which it is to cross the IP (initial point). The movement should be so controlled that each march unit arrives at the new area at a predesignated time. This will permit control of the column, provide a means whereby the duration of the movement may be computed, and provide a smooth and orderly reestablishment in the new area since those march units which arrive first will begin to establish themselves in the new area while the remainder of the company arrives. If the move is a long one, movement plans will provide for rest stops, feeding of personnel, and refueling of vehicles.

f. The commander should consider making the move at night to deny the enemy observation of the move.

#### 47. Rear Party

a. It is impractical to haul bulky unserv-

iceable equipment to new areas because of the limited mobility of the GS company, unless command decision or the tactical situation makes such action necessary. Most of the time, unfinished maintenance tasks will be completed by a rear party left behind to complete such operations in the vacated area. If this party cannot complete this task, they make arrangements with another maintenance unit in the area to do so. If the company is operating a collecting point, most of this equipment will be evacuated or turned over to another organization prior to the move.

b. The rear party also will perform any other functions necessary to close out operations in the vacated area, such as covering sumps, etc. Composition of this party will depend on the work required to complete operations in the old area. The rear party will maintain communications with the serial commander and will remain in the old area until forced out by enemy action (guerrilla action, fallout, etc.) or until the unit command post in the new area becomes operative and technical operations are resumed.

#### 48. Priority of Tasks in the New Area

After the move into the new area is completed, the commander immediately informs his higher headquarters and confirms the location. Then the following tasks are performed in the order indicated:

a. Complete the perimeter defense and camouflage.

b. Make preparations for technical operations.

c. Notify supported units of new location.

d. Complete housekeeping facilities for unit personnel.

### Section III. SECURITY AND DEFENSE

#### 49. General

a. The commander is responsible for the security and defense of the GS company. He must see that all men have their weapons readily available. The commander must be able to evaluate the terrain rapidly in order to obtain

maximum use of terrain in defense of the unit. In addition, he must be familiar with the defensive measures to take in event of enemy chemical, biological, radiological, guerrilla, airborne, or ground attack; must insure that personnel of the company are assigned specific

duties with respect to unit defense and are familiar with procedures to be followed; must see that personnel have a working knowledge of basic infantry tactics; and must prepare thorough and understandable SOP's for the defense and security of the company.

*b.* The commander must be kept informed of the tactical situation and the enemy's capabilities in order to determine the degree of dispersion required in each new area. Dispersion, however, complicates the problem of control, makes mutual defense more difficult, and affords opportune targets for guerrilla or airborne attackers. A solution to the problem lies in establishment of an effective outpost and warning system, making maximum use of natural terrain obstacles; establishment and maintenance of an effective communications system; and utilization of exterior and interior guard systems. The defensive system is supplemented by defensive works and a mobile reserve which is centrally located so as to be able to converge rapidly on any sector of the company where an enemy breakthrough is likely. The GS company virtually is on its own when conducting a defense and plans must be made with this in mind. Higher headquarters, however, must be informed immediately of the type and strength of any attack so that aid, if available or needed, may be provided and other units may be alerted. (Defense against airborne attack, guerrilla action, and infiltration is conducted in accordance with the principles outlined in FM 31-15.)

## 50. Security and Defense Measures

### *a. General.*

(1) The company has a dual security responsibility—to protect itself against all types of attack, and to assist in a coordinated defense of the area. A security plan must consider all possible eventualities and be comprehensive enough to include means of defense against all known types of attack. Information on individual unit defense plans is contained in FM's 21-40, 21-41, 31-15, 100-10, and 101-5 and Army Subject Schedule 9-9. Normally, an SOP from higher headquarters will assign an area defense responsibility to the company. The

company SOP must include measures to carry out this responsibility and to insure an effective company defense. All activities that can be made routine will be included in the SOP. It should include—

- (a) A warning system.
  - (b) Primary and alternate means of communication.
  - (c) Delegation of specific responsibilities to each individual in the company with alternate personnel designated for each key position.
  - (d) Designation of defense areas to company elements.
  - (e) Provisions for destruction of records and materiel.
  - (f) Active and passive individual and unit defense measures.
  - (g) Provisions for utilizing the firepower of combat vehicles undergoing repair.
- (2) The shop area must always be considered a prime target and the company defense plan should treat this area as a nucleus. The company layout should be such that each element helps to defend elements adjacent to itself and receives assistance from them. The placing of crew served weapons should afford maximum fields of fire and observation, and maximum concealment and protection to the crews. Weapons capable of destroying armored vehicles should cover all road approaches.
- (3) An attacking force often will attempt to set fire to an ordnance installation. Therefore, all defense plans should include an armed firefighting crew to be able to cope with such fires.
- (4) The company commander will set up such security measures as perimeter and internal guards. Perimeter guards are responsible for the protection of the company's outer limits and preventing breach of these limits. Internal guards will check all internal areas and shops, at frequent intervals. The commander also will utilize all features of terrain and construction

to augment security and defense measures.

- (5) The defense plan of the company may have to be coordinated with defense of the entire rear area. Although defense of the company is the commander's prime responsibility, the company's defense plans are also a part of the overall, command-wide rear area defense plan and coordination with the agency responsible for rear area security and area damage control is essential to insure economy of personnel and unity of command.

*b. CBR Defense.*

- (1) *Responsibilities.* Because of modern methods of warfare the defense plan must contain precautions for personnel to take in event of chemical, biological, or radiological attack. The commander may accomplish this by having certain officers and noncommissioned officers trained in CBR defense measures. They will instruct all other company personnel in these matters. The commander will insure proficiency through periodic testing. Some test criteria are listed in paragraph 9c of appendix II.

- (2) *CBR defense plan.* CBR agents can be delivered by aircraft, artillery, missiles, and ground troops. Therefore, unit personnel must be trained to recognize these attacks and be familiar with the steps necessary to minimize effects of the damage. The CBR plan will include—

- (a) A warning system to designate the type of attack, if possible.
- (b) Provision for and duties of unit CBR personnel, fire guards, and security guards.
- (c) Provision for training personnel. See FM's 21-40, 21-41, and 21-48.
- (d) Plan for inspection of equipment received if contamination is suspected.
- (e) Methods for segregating contaminated material.
- (f) Designation of a separate area for contaminated equipment.

- (g) Provision for maintaining liaison with the command chemical section for advice and assistance.
- (h) Maximum use of available underground facilities or special construction, if feasible, to provide protection from nuclear attack. (Underground construction, if used, should provide for more than one exit and should have adequate storage space and an ample air supply.)
- (i) Procedures to be followed in event of nuclear or CBR attack.
- (j) Responsibilities of unit personnel.
- (k) Plan for decontamination of equipment.

## 51. Camouflage

*a. Need for Camouflage.* Under most conditions some type of camouflage will be required. How well it is applied has a direct bearing on its success. In barren and flat areas, more camouflaging will be required than in wooded and hilly country. The commander of the GS company will do well to insure that all personnel under his control are familiar with the practical application of the provisions of FM 5-20. All companies should procure and use camouflage nets, which are of great assistance in providing concealment for the various elements of the unit.

*b. Camouflage Discipline.* The reasons for camouflage discipline should be explained to all personnel. Commanders and supervisory personnel must employ every means at their disposal to maintain effective camouflage discipline both in and adjacent to shops and supply areas. Proper camouflage discipline will help prevent discovery from the ground as well as from aircraft. Equipment should not be parked in exposed areas near the shops, and reflecting surfaces such as windshields and headlight lenses should be covered. Care must be taken to avoid making new trails into the area since these can be observed from the air. Night photography techniques make it mandatory that camouflage discipline be strictly enforced at night to safeguard against revealing positions via aerial photos.

## Section IV. REAR AREA SECURITY AND AREA DAMAGE CONTROL

**52. General**

*a.* Each GS company is responsible for the defense and security of its own area. Adequate safeguards must be provided to protect personnel, equipment, and facilities from attack by aircraft, missiles, sabotage, guerrillas, or enemy ground action. At the same time, the defensive system should be such as to minimize effects of damage and interruption of operations if an attack does occur. The GS company also is responsible for cooperating with other units in defending a specific area and for providing personnel for the composition of organized rear area security forces, if required.

*b.* Because of the type of equipment it is allocated and the skills of its troops, the GS company plays an important part in area damage control operations. The company provides personnel and equipment to help clear the area of wreckage caused by mass destruction weapons and to remove obstructions from roads so activity in the area can return to normal in a minimum of time.

*c.* Additional data on the organization and responsibilities for rear area security and area damage control are outlined in FM's 9-4, 31-15, and 100-10.

**53. Role of the General Support Company**

*a.* It is the duty of each commander to study his operations and formulate plans to reduce the possibility and effects of an attack by em-

ploying all passive means of defense available. This includes plans to be enforced during the attack and steps necessary to resume mission operations after the attack. This program is coordinated with plans of other units by a security controller who is responsible for preparing and implementing rear area security and area damage control plans for a specific area (FM 9-4). Individual unit plans may be altered so the composite of individual plans will fit the requirements of the area.

*b.* A GS company usually will be required to furnish the following types of teams to assist in area damage control operations.

- (1) *Light rescue squad.* Each company will organize and equip one light rescue squad, whose functions include rescue and removal of casualties, first aid, and decontamination. The squad usually consists of one noncommissioned officer and six enlisted men.
- (2) *Heavy rescue squad.* Each company will organize and equip two heavy rescue squads (equipped with jacks, crosscut saws, wreckers, trucks, oxyacetylene welding and cutting outfits, etc.). This squad usually consists of one noncommissioned officer and nine enlisted men. Functions of the heavy rescue squad include extrication of trapped casualties involving moving heavy loads and the salvage of materiel in damaged areas.

## CHAPTER 7

### SIGNAL COMMUNICATIONS

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#### 54. Importance of Good Communications

In order to operate the company efficiently the commander must be able to communicate with higher headquarters and also to relay instructions swiftly to, and receive information from, all elements of the company. The company normally will be located some distance from higher headquarters and the various platoons may be dispersed because of the tactical situation. This means the commander will rely heavily on the communications system to expedite orders and to retain control. Therefore, the company's signal communications system must be installed, and maintained properly.

#### 55. Facilities

*a.* Most of the communications traffic within the company and with higher headquarters will be by writing or telephone. Each of the platoons is connected to the switchboard at company headquarters, which, in turn, is connected to the nearest area signal center for communication with higher headquarters.

*b.* The company also has one radio which is part of the battalion radio net. The radio is used to maintain contact with higher headquarters on a voice net.

*c.* Messenger service will be employed when the radio or telephones are out of service or not in use because of security reasons, or when the matter to be transmitted is of such a nature that it must be hand delivered. Those personnel who are not directly engaged in technical mission activities are used as messengers when necessary.

*d.* Communications facilities will be installed and operated in conformance with signal operating instructions (SOI) and standing signal instructions (SSI) of higher headquarters. These instructions may be supplemented by information included in the company SOP.

#### 56. Duties and Responsibilities of Personnel

*a.* The TOE for a general support company includes two radio operators and a switchboard operator. During initial installation of the wire network, additional men will be assigned to help the switchboard operator install wire to the platoons and shop installations. For 24-hour operation of the switchboard, additional operators will be assigned by the commander. One of the company officers will be assigned, as an additional duty, to serve as communications officer. Specific duties and responsibilities of the communications officer, radio operator, and switchboard operator are contained in FM 9-4.

##### *b. Responsibility of Telephone Users.*

- (1) Know and use correct telephone procedures.
- (2) Know and use communications instructions established for the company.
- (3) Know how to install and operate field telephone equipment used by the individual and the capabilities and limitations of this equipment.
- (4) Perform preventive and first echelon maintenance on equipment.
- (5) Know the facilities incorporated in the communications system to which the company is connected.

#### 57. Operations, Maintenance, and Training

*a.* After arriving in a new area, one of the first things the company must do is establish communications, both internally and with higher headquarters. Once it is established, the communications system must be operated in accordance with established communications procedures. Personnel using communications equipment should be aware of the need for maintaining security and should keep messages

to a minimum, making them brief and to the point.

b. Company personnel will follow procedures listed in Signal Corps technical manuals covering items of communications equipment when performing organizational maintenance on such equipment assigned the company. When preventive maintenance is performed effectively on communications equipment, it will reduce the need for second echelon maintenance. Requirements of the preventive maintenance (PM) program can be stated simply as FITCAL.

- (1) *Feel.*
- (2) *Inspect.*

- (3) *Tighten.*
- (4) *Clean.*
- (5) *Adjust.*
- (6) *Lubricate.*

These six procedures take little time and will increase the service life of the equipment.

c. Training of communications personnel should be based on the provisions of FM 24-18, Field Radio Techniques, and FM 24-20, Field-Wire and Field Cable Techniques. These publications discuss employment, operation, capabilities, and limitations of radio and wire communications facilities. These FM's are general in nature. Detailed technical information is contained in appropriate TM's.

## CHAPTER 8

### INSPECTIONS

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#### 58. General

The inspections of concern to the GS company include technical, organizational command maintenance, and spot-check inspections. The company performs technical inspections on ordnance materiel, as indicated in chapter 5, and, from time to time, may be required to provide personnel to conduct ordnance spot-check and command maintenance inspections in other units. It will also be subjected to organizational, spot-check, and command maintenance inspections.

#### 59. Technical Inspections

This refers to those inspections as performed on ordnance equipment before it enters an ordnance maintenance shop to determine the nature and extent of repairs required (initial inspection), and those performed on equipment after it is released from the shop to determine if all the required maintenance was performed satisfactorily (final inspection). These technical inspections are made by the inspection section of the company and are discussed at length in chapter 5.

#### 60. Organizational Inspections

*a.* Commanders, or their representatives, conduct organizational inspections to learn whether the units of their command are capable of performing their missions; to determine whether the mess, supply, administrative, and maintenance procedures of units under their control meet prescribed standards; to determine whether equipment is serviceable and is being utilized properly; to evaluate the efficiency of operations to reveal areas in which added

training is required; to determine whether directives and established procedures are being followed; and to determine the operational readiness of personnel and equipment. This category of inspections also includes those conducted by food service personnel of higher headquarters or by the inspector general of the command, or inspections of some aspect of training by representatives of major commanders or chiefs of technical services.

*b.* In the conduct of an organizational inspection of his company, the commander of the GS company may prepare a checklist, according to his requirements, to include all the items or procedures he wishes to inspect. Appendix II is a sample of such a checklist. For details on the types and frequency of organizational inspections, see chapter 7 of FM 9-4.

#### 61. Command Maintenance Inspections

Spot-check and command maintenance inspections of ordnance equipment are carried out by inspection teams provided by the commander having field maintenance and supply responsibility. Usually these are conducted by direct support unit personnel. However, the GS company may be required, occasionally, to provide personnel for these inspections. The basic documents authorizing and providing for inspection of ordnance supplies and equipment are AR's 750-5, 750-8, and 750-925. Command maintenance inspections of supplies and equipment of the other technical services, which are authorized and carried by the GS company, are conducted as prescribed in AR's 750-8, 750-325, 750-425, and 750-625. For more information on these inspections, see the appropriate regulation and FM 9-1.

## CHAPTER 9

## TRAINING

**62. General**

*a.* The purpose of training in an ordnance company is to teach personnel to become proficient in performing their primary jobs and to cross-train them in other related tasks. Cross-training will lessen the impact of losing key personnel at a crucial time, and will permit the unit to adapt more easily to changing situations. Personnel must also be trained or given refresher training in the performance of basic military skills. Training is a continuous task.

*b.* It is the responsibility of the commander to see that individual, group, and unit training is conducted according to the needs of the company. There are several ways to train personnel such as on-the-job training, conducting classes at unit level, or making arrangements for personnel to attend courses at technical service schools.

*c.* Military skills must be emphasized in all training. Defense, and the ability to keep healthy are of paramount importance. At the same time, training should be conducted in such a way so as to not interfere with the company's mission.

**63. Purposes**

Training is accomplished to—

*a.* Train the unit as a whole.

*b.* Train replacements who—

(1) Have had no training.

(2) Do not have the skills needed.

*c.* Add versatility and flexibility to the unit by cross-training.

*d.* Improve individual proficiency.

*e.* Acquaint personnel with latest techniques.

*f.* Train personnel to discharge their responsibilities commensurate with grade and to be able to accomplish the duties of the next higher grade. (The duties and qualifications of en-

listed personnel, according to military occupational specialty, are covered in AR 611-201. The same information with respect to officers is listed in SR 605-105-5.) Figure 5 shows the career ladder for enlisted tank maintenance personnel in a GS company. Note that these MOS's are in the same general series and personnel can move up the ladder by building upon their basic skills through experience and training, and that with every increase in grade comes a corresponding increase in responsibilities and required qualifications. The last digit in the MOS code in figure 5 reflects the level of skill or leadership ability.

*g.* Comply with mandatory requirements for refresher training in certain subjects.

*h.* Train personnel in the importance and procedures of turning in articles of possible intelligence value, avoiding and marking the location of mines and boobytraps, avoiding capture, and defending themselves and their unit.

**64. Methods**

Basically, there are two methods of training—theory and application. Theory is taught in service schools through periodic training conferences, and by platoon and section leaders. Application comes naturally through on-the-job training. For further information concerning these methods of training, see FM 9-4.

**65. Training and Selecting Instructors**

Companies seldom contain an adequate number of personnel who are qualified instructors. In order to institute a good training program, company instructors will have to be carefully selected and trained. Some personnel may show a natural flair or ability for this type of work and will require little training. However, all will require instruction in methods of teaching and how to prepare, conduct, and score tests. In addition, personnel should be given special-

<u>DUTY POSITION</u>	<u>MOS CODE</u>	<u>GRADE</u>
REPAIR CONTROL SUPERVISOR (AUTOMOTIVE REPAIR FOREMAN)	639.7	E 7
PLATOON SERGEANT (AUTOMOTIVE REPAIR FOREMAN)	639.7	E 7
ASSISTANT PLATOON SERGEANT (AUTOMOTIVE REPAIR FOREMAN)	635.6	E 6
AUTOMOTIVE REPAIR INSPECTOR (AUTOMOTIVE REPAIR FOREMAN)	635.6	E 6
SENIOR AUTOMOTIVE REPAIRMAN	635.1	E 5
AUTOMOTIVE REPAIRMAN	635.1	E 4
AUTOMOTIVE REPAIR HELPER	630.0	E 3

Figure 5. Tracked vehicle repair career ladder.

ist training in the same course or methods they will be teaching and should have some experience in teaching. FM's 21-5 and 21-6 provide valuable information on selecting and training of instructors.

#### 66. Refresher Training for Officers

Because of their varied duties, officers may not be as familiar with all the company equipment and the equipment it supports as the individuals who constantly maintain these items. Therefore, company officers should attend refresher courses and courses on new equipment whenever possible. Also they should participate in shop maintenance operations when necessary to increase their knowledge and skill.

#### 67. Sources and Types of Training Materials

a. *Official Training Literature.* This category includes those publications which contain approved Department of the Army doctrine, policy, and procedures, and are designed to be used in the training of individuals and units. Publications in this category are:

- (1) *Field manuals.* These are textbooks and reference books concerned primarily with military training, especially with operations in the field. They cover general operating procedures, principles, and techniques. The FM's of the 9-series are of particular significance to the GS company. In preparing instruction and the training of instructors, FM's 21-5, 21-6, 21-77, and 21-77A should be used. Field manuals are indexed in DA Pam 310-3.
- (2) *Technical manuals.* These are instruction books or textbooks which present technical information pertaining to the care, use, and handling of a specific item or items of materiel. They are more detailed and contain special technical information not found in field manuals. TM's also include sections on repair parts allowances. The GS company library should include TM's on all items of equipment used by the company and supported by the

company. An index to TM's is contained in DA Pam 310-4.

- (3) *Training circulars.* These circulars are a rapid means of disseminating new and essential training information. They contain newly formulated doctrine and new developments in tactics and techniques which later will be incorporated into appropriate FM's. TC's are indexed in DA Pam 310-3.
- (4) *Technical bulletins.* These bulletins contain new instructions and technical information on weapons and equipment, or professional techniques. Later this information usually is incorporated in appropriate TM's.
- (5) *Supply bulletins.* Instructions and information on the more technical aspects of supply matters are listed in SB's. SB's are indexed in DA Pam 310-4.
- (6) *Army training programs.* These are documents published by the Department of the Army which provide guidance in the preparation of training programs and training schedules for specific types of troop units of the Active Army and Reserve components. Information on field exercises and maneuver training is listed in ATP 20-5. ATP 9-201 is applicable to ordnance units. For an index of ATP's, see DA Pam 310-3.
- (7) *Army subject schedules.* Army subject schedules are used as guides in preparing lesson plans and practical exercises. Army subject schedules are listed in DA Pam 310-3. It should be noted that there are two basic types of subject schedules—unit subject schedules for unit training and MOS subject schedules for training in specific individual skills.
- (8) *Army training tests.* These tests are used to evaluate the ability of units, both tactically and technically. Test scores determine if the unit is sufficiently trained to accomplish its assigned mission and if the individuals

of the unit are MOS-qualified and utilized correctly. These ATT's are useful in determining areas in which training deficiencies exist so that emphasis can be placed on these areas. The index for ATT's can be found in DA Pam 310-3.

- (9) *Lubrication orders.* These are illustrated, waterproofed, numbered, and dated cards, or decals which prescribe approved first and second echelon lubrication instructions for mechanical equipment issued by the technical services. They are to be carried with, or attached to, the equipment to which they pertain. The instructions they set forth are mandatory. Company commanders are responsible for obtaining, installing, and complying with all current LO's that apply to the equipment in their company. The LO's are indexed in DA Pam 310-4.
- (10) *Modification work orders.* These describe modifications to be made on materiel and the procedures to be followed in making them. These modifications are designed to increase the operating efficiency of the item of equipment or to insure greater safety for the operator. These changes range from the very simplest kind of alteration to a very complex change which can be done only at an arsenal. The following information is listed in MWO's: the type of materiel to be modified, the category of maintenance permitted to perform the modification, the new parts and the number of man-hours required, and the date by which the modification must be completed. An MWO is a legitimate *authorization for requisitioning* any parts that may be needed to comply with the modification order. These MWO's are indexed in DA Pam 310-4.

*b. Visual Aids.*

- (1) *Graphic training aids.* These are instructional charts and posters (single or in a series) and simple printed training devices reproduced and distributed as standard Department of

the Army visual aids. GTA's are indexed in DA Pam 310-5.

- (2) *Motion pictures, television recordings, and film strips.* Many informative motion pictures, television recordings, and film strips are available for use through local Signal Corps film libraries and film equipment exchanges. These include Armed Forces information films, training films, film bulletins, film strips, and miscellaneous films. These films are indexed in DA Pam 108-1, which also provides a summary of each film.

*c. Correspondence Courses.* Courses offered by colleges and universities through the United States Armed Forces Institute (USAFI) are listed in DA Pam 20-4. The USAFI catalog is DA Pam 350-1. Army extension courses are listed in DA Pam 350-60. Company personnel should be informed of the provisions of these publications and courses offered, and should be encouraged to improve themselves by self-study. Evidence of such self-improvement should be recognized by the commander and considered when recommending promotions.

*d. Department of the Army Pamphlets.* A list of many other DA pamphlets which can be used as supplementary training references are listed in DA Pam 310-1. These pamphlets cover a wide range of subjects and are useful in conducting training in military justice, discipline, conduct as prisoners of war, management, etc. The courses of instruction offered by service schools are listed in DA Pam 20-21. Others of importance are DA Pam's 20-300, 20-301, 21-52, 21-71, 27-1, and 750-1.

*e. Miscellaneous Training Literature.* In addition to the assistance provided by official DA publications, the GS company commander has a valuable source of information in the form of service school special texts, lesson plans, and subject schedules. A catalog of these materials may be obtained by writing to the commandant of the school.

## 68. Native Labor

Native labor generally will be employed in the performance of simple tasks or on jobs that can be learned easily. In many cases the skills of such labor will be recorded in local labor offices, established and supervised by civil affairs unit personnel (FM 41-5). The training of such labor, therefore, should not present a serious problem to the GS company. Such labor easily can be trained in the construction of boxes, preservation and packaging, use of vehicles and equipment, and other operations. In addition, this labor can be utilized effectively in assembly line production, since many of the associated operations require a minimum of training of personnel. In this regard, see FM 9-4. In the communication zone, labor is obtained through labor offices established by civil affairs units of the Theater Army Civil Affairs Command which support the Theater Army Logistical Command and its subordinate command (BALOG, ADLOG and Area Commands). Civil affairs units determine the availability of and provide labor required by the military forces. The civil affairs units maintain the required contact with local government and concerning the employment, utilization and conditions of labor are provided by Theater headquarters. Standard operating procedures relative to employment and utilization of labor are established by the various commands in coordination with the G5 or Director of Civil Affairs. Allocation of available labor to user commands normally is made by G1 in coordination with G4 of the command. In the Field Army area, the civil affairs command support unit determines the availability of and provides the labor required by the command in coordination with local governmental agencies. Policies relating to the employment and utilization of native labor is provided by the tactical command based on Theater policy. Such policies are developed and coordinated by the tactical command G5.

## CHAPTER 10

## SAFETY

## 69. General

*a.* Personnel of the GS company use many types of bulky and heavy equipment in performing the company's mission. In addition, the unit is required to store and use many potentially dangerous substances, such as acids, and chemicals used in cleansing processes. During normal maintenance operations, personnel use tools and equipment which may cause injury if not used properly. Misuse of items of equipment or failure to comply with safety precautions in handling materiel can result in injuries or accidents which could hamper company operations seriously. Therefore, an effective safety program is vital to the successful accomplishment of the company's mission.

*b.* All phases of operations are included in the safety program. Personnel must be trained in the proper handling of materiel; the safety procedures to be followed when using tools, machinery, or vehicles; and the precautions to be taken when handling or storing hazardous materials. At the same time, personnel must be impressed with the importance of detecting potential hazards, encouraged to take action to remedy the danger, and required to report all accidents or safety hazards immediately.

## 70. Safety Organization

*a.* The sole purpose of a safety program is to prevent accidents. The safety program should be based on the provisions of AR 385-10.

*b.* Implementation of a safety program requires formation of a safety organization. It is headed by a safety officer, who is responsible for supervision of all safety activities in the company. The safety officer is assisted by a safety committee consisting of section supervisors and foremen.

## 71. Safety Rules

*a.* Effectiveness of a safety program depends on the proper and continuous adherence to the following basic rules of accident prevention:

- (1) Create and maintain active interest to assure that all personnel participate in the program.
- (2) Assemble all the information bearing on accident occurrence so that the causes may be determined.
- (3) Analyze all facts bearing on accident occurrence and, on the basis of these facts, take corrective action to prevent future accidents.

*b.* Active participation on the part of all company personnel is the most important element of the safety program. Their interest in the program should be maintained by appealing to their pride and by pointing out their responsibilities to themselves and the company. Suggestions for improving practices and eliminating hazards should be encouraged, and the individuals making the suggestions should be given credit if their ideas are adopted, or explanations if their suggestions prove impractical.

*c.* If accidents occur despite precautions taken to avoid them, it is necessary to determine the cause and effect so that preventive measures can be taken to avoid future occurrences; so that operating procedures can be improved; and so that personnel can be made to realize the effect an accident has on operations, and the malpractice or hazard that was responsible. Therefore, in order to comply with AR 385-40 it is necessary to determine—

- (1) Who was injured or what was damaged.
- (2) Time and place the injury or accident occurred.

- (3) Severity and cost (in manpower and materiel) of the injury or accident.
- (4) Nature of the accident or injury.
- (5) Specific unsafe act committed, if any, and the reasons therefor.
- (6) Nature of any specific mechanical or physical hazard, if one existed.
- (7) Whether any tools or equipment being used were defective or used improperly.

*d.* After the facts have been determined, the factors contributing to the accident should be eliminated by improving operations, removing hazards, and training personnel in the proper use of tools and equipment. Moreover, corrective action must be supplemented by constant vigilance on the part of supervisors to assure that familiarity with operations does not lead to contempt for the safety practices involved.

## 72. Safety Plan

Some of the elements which should be included in the company safety plan are—

- a.* Designation of a safety officer, committee, and their duties.
- b.* Steps to be followed in reporting safety hazards or accidents. The plan should call for reporting all accidents, injuries, or possible hazards, no matter how slight they may seem.
- c.* The need for reporting damage to equipment which would cause injury to personnel if continued in use.
- d.* Investigation of all accidents or injuries to learn the cause and take steps to prevent recurrence.
- e.* Special precautions to be taken in storing and handling ammunition, gasoline, and other hazardous material, including designation and marking of storage areas, and the location and use of first aid and firefighting equipment.
- f.* Designation of firefighting and first aid teams.
- g.* Location, care, and use of special clothing and equipment.
- h.* Procedures for and frequency of accident prevention inspections.
- i.* Procedures for submitting suggestions on improving safety practices.

*j.* Procedures for distributing information on new operations or equipment to all personnel of the company.

*k.* Orientation of personnel as to the need for observing safety practices off the job and any special precautions to be taken.

*l.* Provision for setting up safety meetings periodically to talk over safety practices with emphasis on areas where laxity may exist.

## 73. Duties and Responsibilities of Personnel

*a. Commander.* He is responsible for seeing that all activities of his unit are carried out in accordance with established safety rules. In case of an accident, the commander is responsible for determining the cause and seeing that steps are taken to prevent recurrence. When a deviation from an established safety rule is desired, or in cases where no rule applies, it is his duty to make a decision in the case, or if in conflict with specific instructions of higher headquarters, get a ruling on the case from the appropriate headquarters.

*b. Safety Officer.* He is responsible to the commander for establishing and supervising the safety organization, preparing the safety plan, and establishing safety procedures. The safety officer also performs accident prevention investigations and is responsible for establishing and maintaining a continued interest in the success of all phases of the safety program.

*c. Supervisors.* Supervisors and foremen exercise direct daily control over operating personnel. In daily contacts with personnel on the job, they are in a position to personally witness working conditions and hazards to which operating personnel are exposed. Supervisors and foremen are the persons through whom the full force and effect of all accident prevention measures find application in daily operations. They should call frequent and regular meetings to brief all personnel on safety procedures, to discuss any suggestions on improving safety practices, and to inform the personnel of any newly adopted safety procedures. These meetings should be held at the work location to brief personnel on safe job performance for new and unusual work or routine jobs, and to impress workers with the need for observing safety rules at all times so

that familiarity with certain operations will not result in shortcuts or laxity which could result in increasing the accident rate.

*d. Individuals.* Personnel should be aware that the safety rules have been established for their protection. Therefore, it is their responsibility to adhere to instructions and to use all safeguards incident to the use of tools, machinery, equipment, and processes. Cooperation among workers in developing and practicing safe working habits is essential to prevent injuries to personnel and damage to equipment.

#### 74. Special Precautions

*a.* There is a "right way" and a "wrong way" to use tools and equipment. Unless personnel understand the proper use of tools and equipment, injuries, loss of efficiency, and damage to materiel or facilities probably will result. Personnel should familiarize themselves with the tools and equipment they use. This information may be obtained from appropriate training manuals or bulletins. Before beginning to repair or disassemble items the repairman is unfamiliar with, he should refer to the appropriate publication to learn of any special precautions which should be taken. If necessary, the supervisor should be consulted on any questionable points.

*b.* Gasoline is one of the greatest potential hazards to the safety of any organization. Precautions to be taken in handling gasoline are covered in TM 10-1101. All personnel should be familiar with the provisions of this manual.

*c.* Some of the items by a GS company are potential hazards because of their chemical properties. For instance, some items may explode. Others, like anhydrous ammonia, can result in explosively rapid burning while in a gaseous state. Some are toxic or, like carbon tetrachloride, produce toxic fumes which cause damage to body tissues when inhaled or ingested. Still others, such as sulphuric acid, can have a corrosive effect on materiel and cause serious damage to body tissue. Precautions to be taken are contingent on the hazard involved. When substances produce dangerous vapors, adequate ventilation is mandatory. In handling dangerous chemicals, care must be

taken to avoid spilling and containers must be kept tightly sealed. The use of chemicals also requires special handling techniques and may require special items of clothing and equipment. At the same time, personnel must be able to recognize symptoms of illness caused by chemicals and must be able to render prompt and proper first aid. For detailed information on the precautions to be exercised under various conditions, consult the technical manual pertaining to the item of equipment or operation with which the item in question is associated.

*d.* Vehicles moving through evacuation channels may contain items of ammunition lodged in weapons or lying loose in the vehicles. Regardless of the fact that ammunition personnel usually are available to render the special handling necessary (in the case of evacuated items containing ammunition, assistance from the nearest ammunition installation is requested), all company personnel must be familiar with the precautions to be used in handling ammunition. These precautions are covered in FM 9-5, TM 9-1900, and TM 9-1903.

*e.* In the GS company, the safety aspects of the following operations also must be stressed:

##### (1) *Vehicle operation.*

(a) Personnel who will be required to operate vehicles should be selected and trained in accordance with provisions of TM 21-300 and TM 21-301. Drivers should conduct a safety examination of the vehicle daily. Speed limits should be established within the company area and vehicles should not be allowed to enter the bivouac area at night.

(b) Special care must be taken when backing a vehicle. An individual, on the ground and in full view of the vehicle operator, should give backing instructions to the driver. In the case of semitrailers and cargo trailers, care must be taken to avoid jackknifing.

(2) *Lifting equipment.* In the operation of cranes, wreckers, jacks, or block and tackle, operators must be sure that booms, cables, and hooks are in serviceable condition. These should

be inspected before each operation to prevent lines from snapping or breaking. When engaged in the recovery of a vehicle, or using heavy lifting jacks, operators should make certain the equipment has the required capacity to perform the task. In most cases, this is not a one-man job. All wrecker operators should be familiar with procedures outlined in TM 9-8028.

- (3) *Power tools.* Workmen should wear safety goggles when using grinders and drills and in most lathe operations. They should also see that their clothing is not loose or that they do not have any wiping rags dangling from their pockets which may get caught in the moving parts. Supervisors should see that exposed fan belts, gear boxes, etc., are covered to prevent these from trapping workmen's hands, clothing, or small tools. Electric lines furnishing power for the machinery should be kept off the floor or ground and secured so as not to cause workmen to trip when passing by.
- (4) *Welding.* All welders must be familiar with the processes and procedures covered in TM 9-237 and the TM applicable to the equipment with which they are supplied. Personnel must at all times use the safety equipment provided, must consider the safety of other personnel when welding, and must not be allowed to operate equipment in areas where sparks might result in fires or explosions, or where personnel may receive eye burns from the arc.
- (5) *Gasoline, oil, chemicals, and solvents.* Personnel should exercise care not only when handling these items in bulk quantities, but also when working near vehicles, stoves, lanterns, etc. Workmen should be on the lookout for danger signals, such as leaks or the presence of strong fumes, when

working near or with these items. Personnel should also be cognizant of the location and types of extinguishers which are most effective to control any fires resulting from these items.

- (6) *Storage and packaging.* Boxes and packages must be sturdily constructed. Care also must be taken to see that items are stacked properly, and rows or pallets are level and not piled too high. Heavy or bulky boxes or packages should not be lifted by one man.
- (7) *Handtools.* Picks, axes, wrenches, saws, and other handtools can constitute a minor hazard if not carried and stored properly. Tools, when not in use, should be placed out of the way to prevent them from falling on workmen or causing them to stumble, or getting lost or damaged by being run over by vehicles. Minor cuts or bruises suffered in the use of these handtools should be treated immediately to prevent infection.
- (8) *Generators.* Wiring on generators should be treated with respect, especially in the field where this type of equipment is in constant use. Cables should be covered to prevent damage by vehicles and personnel who may pass over them. Defective wiring may cause a fire or injury to workmen. Overloading may result in the breakdown of the generator at a crucial moment.
- (9) *Hand lifting methods.* Personnel should not attempt to lift awkward, bulky, or heavy items. This may result not only in injury to them or the workmen nearby, but also may damage the part or piece of equipment involved.
- (10) *Carbon monoxide.* Carbon monoxide poisoning is a threat when personnel work in an enclosed area. Therefore, provision should be made for proper ventilation.

## APPENDIX I

### REFERENCES

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The DA Pam 310-series should be checked frequently for latest changes or revisions to publications relating to material covered in this manual.

#### 1. Army Regulations

30-41	Field Rations.
31-154	Commissaries; Troop Train and Motor Convoy Ration Procedures.
31-157	Troop Train and Motor Convoy Subsistence Accounts.
31-310	Commissaries; Purchase, Stockage, and Supply of Authorized Subsistence Supplies.
40-207	Individual Sick Slip.
65-75	Unit Mail Service.
140-138	Qualification Record, Officer, Warrant Officer, Enlisted Personnel.
220-45	Duty Rosters.
220-70	Companies: General Provisions.
230-5	General Policies.
230-10	Nonappropriated Military Welfare Funds.
230-20	Accounting Procedures for Military Welfare Funds.
230-21	Accounting Procedures for Nonappropriated Unit Funds, Inmates' Welfare Funds, Stockade Welfare Funds, and Commandants' Welfare Funds.
310-3	Preparation and Processing Military Publications.
320-5	Dictionary of United States Army Terms.
320-50	Authorized Abbreviations and Brevity Codes.
335-60	Morning Reports.
345-5	Personnel Management—Personnel Records.
385-10	Army Safety Program.
385-40	Accident Reporting and Records.
385-55	Prevention of Army Motor Vehicle Accidents.
600-103	Legal Assistance.
611-103	Officer Qualification and Classification.
611-201	Manual of Enlisted Military Occupational Specialties.
614-240	Reassignment of Enlisted Personnel.
623-105	Officer Efficiency Reports.
623-201	Enlisted Conduct and Efficiency Ratings.
624-200	Appointment and Reduction of Enlisted Personnel.
635-200	General Provisions for Discharge and Release.
635-204	Dishonorable and Bad Conduct Discharge.
635-205	Discharge and Release, Convenience of the Government.
635-206	Discharge, Misconduct (Fraudulent Entry, Conviction by Civil Court, AWOL, Desertion).
635-208	Discharge, Unfitness.
635-209	Discharge, Unsuitability.
640-203	Enlisted Qualification Record.

672-5-1	Decorations, Certificates, and Letters for Service.
680-20	Special Services.
711-16	Installation Stock Control and Supply Procedures.
715-30, C1	Local and Regional Purchase of Civilian Type Items.
725-950	Local Purchase and Requisitioning of Ordnance Expendable Items.
735-10	Principles and Policies: Accounting for Lost, Damaged, and Destroyed Property.
735-11	Accounting for Lost, Damaged, and Destroyed Property.
735-35	Supply Procedures for TOE Units, Organizations, and Non-TOE Activities.
750-4	Major Overhaul Policy and Program for Oversea Commands.
750-5	Maintenance Responsibilities and Shop Operation.
750-8	Command Maintenance Inspections.
750-325	Spot Check Inspection and Reports, Chemical Corps Materiel.
750-425	Spot Checks—Technical Inspections, Adjectival Ratings and Reports, Quartermaster Corps Material.
750-625	Maintenance Inspections and Reports; Signal Equipment.
750-925	Spot Check Inspection and Reports, Ordnance Corps Materiel.
910-10	Authorization, Organization, Operations, and Procedures.
940-10	National Red Cross Service Program and Army Utilization.

## 2. Special Regulations

605-105-5	Commissioned and Warrant Officer Personnel Military Occupational Specialties.
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## 3. Field Manuals

5-20	Camouflage, Basic Principles and Field Camouflage.
9-1	Ordnance Service in the Field.
9-4	Ordnance General and Depot Support Service.
9-5	Ordnance Ammunition Service.
21-5	Military Training.
21-6	Techniques of Military Instruction.
21-30	Military Symbols.
21-40	Small Unit Procedures in Nuclear, Biological, and Chemical Warfare.
21-41	Soldier's Handbook for Nuclear, Biological, and Chemical Warfare.
21-48	Training Exercises and Integrated Training in Chemical, Biological, and Nuclear Warfare.
21-77	Evasion and Escape.
21-77A	Evasion and Escape. (U)
24-18	Field Radio Techniques.
24-20	Field Wire and Field Cable Techniques.
25-10	Motor Transportation, Operations.
31-15	Operations Against Airborne Attack, Guerilla Action and Infiltration.
41-5	Joint Manual of Civil Affairs/Military Government.
55-31	Highway Transportation Service in Theaters of Operations.
100-10	Field Service Regulations; Administration.
101-5	Staff Officers' Field Manual; Staff Organization and Procedure.
101-10	Staff Officers' Field Manual; Organization, Technical and Logistical Data. (U)

## 4. Technical Manuals

9-237	Welding Theory and Application.
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- 9-1900 Ammunition, General.
- 9-1903 Care, Handling, Preservation, and Destruction of Ammunition.
- 9-2810 Preventive Maintenance, Supply, Inspection, and Training Procedures:  
Tactical Motor Vehicle.
- 9-8028 Operational and Organizational Maintenance: 5-ton, 6 x 6 Cargo Truck M41, M54; Chassis Truck M40, M61, M139, and M139C; Dump Truck M51; Tractor Truck M52; Medium Wrecker Truck M62; and Tractor Wrecker Truck M246.
- 10-206 Kitchen Cars, Supplies, Equipment, and Rations.
- 10-405 Army Mess Operations.
- 10-1101 Petroleum-handling Operations.

## 5. Supply Bulletins

- 9-156 Publications for Packaging Ordnance General Supplies.
- 9-184/1 Ordnance Storage and Shipment Chart: FSC Group 23 Motor Vehicles, Trailers, and Cycles: FSC Group 24 Tractors: and FSC Group 25 Bulldozers.

## 6. Technical Bulletins

- 9-OSSC-A Ordnance Storage and Shipment Chart Group A, Major Items and Major Combinations of Group A.
- 9-OSSC-B Ordnance Storage and Shipment Chart, Group B, Major Items and Major Combinations of Group B.
- 9-OSSC-C Ordnance Storage and Shipment Chart C, Major Items and Major Combinations of Group C.
- 9-OSSC-D Ordnance Storage and Shipment Chart Group D: Major Items and Major Combinations of Group D.
- 9-OSSC-F Ordnance Storage and Shipment Chart, Group F: Major Items and Major Combinations of Group F.

## 7. Army Training Programs

- 9-201 Army Training Program for Ordnance of the Field Army.
- 20-5 Army Training Program for Field Exercises and Maneuvers.

## 8. Department of the Army Pamphlets

- 20-4 Correspondence Courses Offered by Colleges and Universities Through the United States Armed Forces Institute.
- 20-21 The Army School Catalog.
- 20-300 Techniques of Work Simplification; More Effective Use of Manpower, Equipment, Materials, Space.
- 20-301 Work Simplification in Action Through Use of Work Distribution Chart, Flow Process Chart, Work Count, Motion Economy, Layout Studies; Instructor's Guide.
- 21-52 Cold Facts for Keeping Warm.
- 21-71 The U.S. Fighting Man's Code.
- 27-1 Treaties Governing Land Warfare.
- 108-1 Index of Army Motion Pictures, Film Strips, Slides, and Phono-Recordings.
- 310-1 Index of Administrative Publications (Army Regulations, Special Regulations, Circulars, Pamphlets, Commercial Traffic Bulletins, Military Traffic Management Bulletins, Joint Chiefs of Staff Publications, General Orders and Bulletins).

310-2	Index of Blank Forms.
310-3	Index of Training Publications (Field Manuals, Reserve Officers' Training Corps Manuals, Training Circulars, Army Training Programs, Army Training Tests, War Department and Department of the Army Posters, and Firing Tables and Trajectory Charts).
310-4	Index of Technical Manuals, Technical Bulletins, Supply Bulletins, Lubrication Orders, and Modification Work Orders.
310-7	Index of Tables of Organization and Equipment, Type Tables of Distribution, and Tables of Allowances.
350-1	United States Armed Forces Institute Catalog, 10th Edition.
350-60	Announcement of Army Extension Courses.
750-1	Preventive Maintenance Guide for Commanders.

## APPENDIX II

### INSPECTION CHECKLIST

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This checklist is provided to serve only as a guide which may be used by a commander in conducting an inspection of the operations of the general support company. By checking the operations and functions listed in the sample below, the commander can determine which operations and functions are being performed satisfactorily. At the same time, the commander will be able to determine the areas in which improvement is needed. This list is not intended to be complete because local procedures and operational conditions will vary and command directives will necessitate modifications to the list as are required.

#### Part I. COMPANY ADMINISTRATION, MESS, AND SUPPLY

##### 1. Company Administration

###### *a. Safeguarding Defense Information.*

- (1) Are all classified documents properly secured?
- (2) Are all classified documents accounted for?
- (3) Are personnel who have access to classified documents familiar with the provisions of AR 380-5?

*b. Unit Fund.* Is the unit fund properly maintained?

*c. Unit Punishment Book.* Does the unit punishment book contain the information required by the MCM?

###### *d. Mail.*

- (1) Is the locator file kept up to date?
- (2) Are there adequate facilities for protection of registered mail?
- (3) Are the mail clerk and postal officer familiar with the provisions of AR 65-75?

*e. Morning Report (DA Form 1).* Are morning reports properly prepared?

###### *f. Duty Roster (DA Form 6).*

- (1) Is the duty roster properly maintained?
- (2) Are completed duty rosters kept in the organization 3 months before being destroyed?

*g. Individual Sick Slip (DD Form 689).* Are sick slips properly prepared?

*h. Company Orders.* Are company orders numbered serially starting with No. 1 at the beginning of each calendar year?

###### *i. Bulletin Board.*

- (1) Is the bulletin board located in a place readily accessible to all personnel?
- (2) Is it neat and up to date?

###### *j. Troop Information and Education.*

- (1) Is TIE being conducted as part of the unit training?
- (2) Is current USAFI information available to all troops?
- (3) Are troop information media available to all troops?

###### *k. Correspondence and Publications Files.*

- (1) Is the correspondence file being maintained properly?
- (2) Have all file materials which have become obsolete been destroyed?
- (3) Are required publications on hand and maintained properly?

###### *l. Personnel Records.*

- (1) *Service Records (DA Form 24).* Are DA Forms 24 maintained in accordance with existing regulations?
- (2) *Qualification Records (Enlisted Personnel DA Form 20).* Are DA Forms

20 maintained in accordance with existing regulations?

- (3) *Qualification Records (Officer's and Warrant Officer's DA Form 66)*.
- (4) *Immunization Records (SF 601)*. Are the individual immunization records of unit personnel up to date?
- (5) *Soldier's Deposits*. Are soldier's deposits administered in accordance with existing regulations?

## 2. Mess Management

### a. *Location When in the Field.*

- (1) Is the messing area at least 300 feet from latrines or all waste-disposal areas?
- (2) Is the mess area on high, dry ground to provide good drainage if possible?

### b. *Preparation and Serving of Food.*

- (1) Is food arranged and garnished for eye appeal?
- (2) Are recipes listed in the TM 10-412 series being followed in preparation of food?
- (3) Is food prepared in correct quantities and is the timing of preparation and cooking such as to assure that hot foods will be hot and cold foods cold when placed on the serving line?
- (4) Is trimming of meats and vegetables accomplished with as little waste as possible?

### c. *Personnel.*

- (1) Have mess personnel received a medical examination by a medical officer prior to their assignment and is the certificate posted?
- (2) Are mess personnel free from signs of internal illness, skin disease, infected cuts, or boils?

### d. *Equipment.*

- (1) Is authorized mess equipment serviceable, on hand or on requisition and being properly maintained?
- (2) Are authorized technical publications on hand?

### e. *Sanitation.*

- (1) Are personnel allowing all mess utensils to air-dry after washing?

- (2) Are garbage cans tightly covered?
- (3) Has a suitable rack been provided for knives, cleavers, and other cutlery?
- (4) Is the mess maintained in a high state of cleanliness?
- (5) Is mess gear immersed in boiling water before each meal as well as after when in the field?

### f. *Records and Accounts.*

- (1) Is the headcount being performed?
- (2) Are ration requests properly prepared, and is a file copy kept?
- (3) Is the cook's worksheet being properly used?

## 3. Company Supply and Property

### a. *Supply Records.*

- (1) Is the company property book maintained properly?
- (2) Are all individual clothing records properly maintained?
- (3) Are organizational supply files properly maintained?
- (4) Is lost, damaged, or destroyed property accounted for?

b. *Authorized Allowances.* Are authorized allowances either on hand or on requisition?

c. *Storage and Maintenance of Equipment.* Are supplies of the various technical services stored and maintained in conformance with pertinent regulations and directives of these services e.g., batteries removed from flashlights when not in use, and gas masks and tentage properly stored?

d. *Security.* Are adequate security measures taken to insure against unlawful entry into the supply room?

### e. *Supply Economy.*

- (1) Are supply economy posters prominently displayed in the unit area?
- (2) Is supply economy stressed in company meetings and training schedules?
- (3) Do company personnel exhibit an interest in the proper utilization of supplies and materiel?

## 4. Motor Transportation Operations

### a. *Driver's Records.*

- (1) Are the Vehicle and Equipment

Operation Records (DD Form 110) being used and filled out properly?

(2) Are the following forms and guides actually in the vehicles and used when necessary?

(a) Operator's Report of Motor Vehicle Accident, SF 91.

(b) Accident Identification Card, DD Form 518.

(c) Technical manual and lubrication order pertinent to vehicle.

(d) Driver's manual.

(3) Do all drivers have a Motor Vehicle Operator's Permit SF 46, authenticated for the type vehicle(s) operated?

*b. Vehicle Dispatching.*

(1) Is care exercised to insure that the vehicle is suited for the mission for which it is dispatched?

(2) Does the dispatcher maintain a Daily Dispatching Record of Motor Vehicles, DA Form 55-169?

*c. Inspections and Maintenance of Organic Vehicles.*

(1) Are inspection worksheets used in the performance of maintenance?

(2) Are drivers thoroughly instructed in vehicle operation and maintenance?

(3) Are adequate time and facilities provided for PM?

(4) Is the Preventive Maintenance Roster, DA Form 460, being used and maintained properly?

(5) Are Organizational Equipment Files, DA Form 478, being used and maintained properly?

(6) Does the company fully implement the Army system of PM?

(7) Are inspections of organic vehicles performed in accordance with pertinent vehicle TM's?

(8) Do assigned drivers correct minor deficiencies to the extent possible with available means?

(9) Has a reasonable attempt been made to construct and improve facilities for maintenance where necessary?

(10) Is authorized on-equipment materiel serviceable, on hand, or on requisition?

**5. Communications**

a. Is communications equipment maintained properly?

b. Are appropriate technical manuals available and being used by operating personnel?

c. Are communications security measures being administered to?

d. Do operators use correct radio and telephone procedures?

**6. Safety**

a. Is a safety committee established and functioning?

b. Is firefighting equipment available and adequate and are all personnel familiar with its location and use?

c. Is interest in the safety program maintained?

d. Are dangerous materials stored and handled properly?

e. Are all personnel familiar with the safety precautions applicable to the equipment they are using or the operation they are performing?

f. Are accidents promptly reported and investigated and are the causes eliminated?

g. Has a safety plan been established and are all personnel familiar with it?

h. Are personnel encouraged to submit suggestions to improve safety practices?

**7. Housekeeping, Morale, and Discipline**

*a. Appearance.*

(1) Are uniforms neat and properly maintained?

(2) Are uniform regulations being observed?

(3) Are the accepted standards of personal neatness and cleanliness (haircuts, shaves, shines, etc.) being observed?

(4) Are living quarters neat, uniform, and clean?

*b. Morale.*

(1) Are all personnel given the opportunity to attend religious activities? (This includes transportation to and from these functions.)

(2) Are all personnel given the opportunity

to take part in recreational activities provided for by special services?

*c. Military Courtesy.*

- (1) Do personnel in the area salute when required?
- (2) Do personnel report to inspecting officers properly?

*d. Sanitation and Hygiene.*

- (1) Are latrines and waste-disposal facilities adequate and properly located and constructed?

- (2) Are they kept clean and sanitary?
- (3) Are shower or bathing facilities available and being used?
- (4) Is the unit area kept well policed?

**8. Internal Security**

*a.* Are guards alert, and do they display military bearing?

*b.* Do the guards know their general and special orders?

**Part II. TACTICAL OPERATIONS**

**9. Company Defense and Security Plan**

*a. Area Security.*

- (1) Is an adequate unit defense plan set up and are all personnel familiar with it?
- (2) Does the layout of the company area provide for internal and external security measures for defense against guerrilla and airborne attack?
- (3) Does the unit defense plan incorporate both active and passive defense measures?
- (4) Are slit trenches dug close to the working area?
- (5) Does the unit have a plan for defense while on the march?
- (6) Does the unit coordinate with adjacent units to obtain the benefits of mutual support?

*b. Rear Area Security and Damage Control.*

- (1) Does the company plan provide for measures to be taken before, during, and after an attack or natural disaster?
- (2) Are damage control squads organized, trained, and equipped?

*c. Air, Chemical, Biological, and Radiological Defense.*

- (1) Were availability of natural camouflage and terrain features taken into consideration in the selection of an area for the unit?
- (2) Is camouflage discipline rigidly enforced?
- (3) Does the unit defense plan provide for a warning system?

(4) Are all personnel familiar with the CBR defense plan?

(5) Has the unit appointed a CBR officer and a noncommissioned officer, and are these personnel familiar with their duties?

(6) Are vehicles parked at odd angles and dispersed according to a plan that will not yield a pattern to aerial observers?

(7) Is provision made for evacuating casualties?

(8) Is maximum use made of terrain features to reduce effects of nuclear attack?

**10. Destruction of Materiel**

*a.* Does the unit defense plan provide for the destruction of materiel when the area can no longer be defended?

*b.* Do the plans provide for a priority of destruction?

*c.* Are destruction plans understood by the personnel concerned?

**11. Movement**

*a.* Does the company have a loading plan which can be implemented speedily upon receipt of a movement order?

*b.* Is provision made for phaseout of technical operations upon receipt of a movement order?

*c.* Are all personnel familiar with their duties and responsibilities with respect to motor marches?

*d.* Do movement plans provide for an advance and rear party?

## Part III. TECHNICAL OPERATIONS

## 12. General

*a. Personnel.*

- (1) Are personnel qualified in the MOS's in which they are serving?
- (2) Are key personnel acquainted with the duties and responsibilities or their positions?
- (3) Are personnel being cross-trained?

*b. Supervision.*

- (1) Are all supervisory personnel constantly inspecting, supervising, and instructing members of their sections?
- (2) Are all supervisors thoroughly acquainted with the status of work in their sections?
- (3) Do all supervisory personnel know the exact disposition of personnel under their supervision?
- (4) Is each supervisor held responsible for quantity and quality of work done by his section?
- (5) Does each supervisor enforce supply economy to the maximum extent?

*c. Administration.*

- (1) Is the appropriate section of the group labor record prepared and forwarded in the prescribed manner?
- (2) Is an adequate library of technical publications on hand and available to all personnel?
- (3) Are efficient filing systems being used in the shop and supply offices?
- (4) Are reports required by higher headquarters properly made out and submitted on time?
- (5) Are all necessary forms available?

*d. Appearance and Layout.*

- (1) Is the layout of each section planned to minimize movement?
- (2) Are unserviceable tools turned in for replacement?
- (3) Are tool sets and equipment signed out to individuals to insure property responsibility?
- (4) Are machine and handtools properly cleaned and stored after each day's work?

## 13. Area Selection

- a.* Does the area facilitate both technical operations and defense?
- b.* Has an alternate area been selected?
- c.* Is the road net adequate?
- d.* Are signs posted along main roads and near the entrance to the area showing the identification and location of the company?
- e.* Are section areas well marked?
- f.* Are the service and supply sections located so as to offer maximum convenience to all maintenance sections?
- g.* Is the shop layout to minimize the movement of individual repairmen, repair parts, and supplies?

## 14. Standing Operating Procedures

- a.* Does the company have an SOP incorporating functions to be performed by each section of the company?
- b.* Is the SOP being followed?
- c.* Is the SOP current and is it made available to all concerned?
- d.* Does the SOP conform to SOP's of higher headquarters?
- e.* Does the SOP simplify the preparation and transmission of orders, promote understanding and teamwork between the sections of the unit, and facilitate and expedite operations?
- f.* Are procedures for the safeguarding of property prescribed and being followed?
- g.* Does the SOP prescribe the format for reports, the handling of intrashop orders, and items of a like nature?
- h.* Does the SOP provide for maintenance of tools within the company?
- i.* Does the SOP provide for technical assistance service?

## 15. Training

- a.* Are training programs continuous and concurrent with present operations and mission?
- b.* Are shop foreman and section chief critiques and discussions held frequently with a view to improving efficiency?
- c.* Is the importance of the use of manuals

and other pertinent publications impressed upon all personnel?

d. Are records kept on the status of individual and specialist training?

## 16. Inspections

a. Are the initial and final inspection sections directly responsible to the company commander?

b. Are items for repair inspected immediately upon being received?

c. Is the job order number-marked on the item for proper identification?

d. Are the inspection forms filled out in detail as required?

e. Do inspectors use pertinent vehicle TM concurrently with inspection of each item to be repaired?

f. Do inspectors assist in determining parts requirements?

g. Does the final inspection section prepare a Rejection Memorandum, DA Form 829, and return item to shop section concerned when work is found unsatisfactory?

h. When items pass final inspection, are the inspection worksheets and DA Form 811 signed by the inspector to indicate that the items passed final inspection?

i. Are inspection section personnel utilized to perform in-process inspections when practicable?

## 17. Shop Office Operations

a. *General.* Is the shop office established near the principal entry into the shop area?

b. *Planning.*

- (1) Has the company commander established a priority system for repairing ordnance materiel?
- (2) Has each active Work Request and Job Order, DA Form 811, been marked to indicate the priority classification for repair?
- (3) Does the DA Form 811 specify, in detail, the work to be accomplished by the shop section?
- (4) Is a job number assigned to each job as work is received?

(5) Is job routing indicated on the DA Form 811?

(6) Do personnel of the shop office have a thorough knowledge of vehicle modifications, applicable technical bulletins, directives, and DA Forms?

(7) Does the shop office keep abreast of the workload?

c. *Job Order Register.* Are all jobs entered on the job order register?

d. *Tub File.*

(1) Is a tub file system established in the shop office?

(2) Does the tub file contain all active Work Requests and Job Orders, DA Forms 811?

(3) Does the tub-file clerk prepare a Job Order File, DA Form 9-80, for each DA Form 811?

(4) Does the tub file indicate an accurate status of the active job orders on hand?

e. *Control Board.*

(1) Is a production control board used in the shop office?

(2) Does the control board show all bays or sections and shops?

(3) Are tags representing each active job order in the tub file properly located on the control board?

(4) Are colored tags used on the control board to indicate the same priority of repairs as noted on the job orders in the tub file?

(5) After an item of equipment is repaired and has passed final inspection, is the corresponding tag removed from the control board?

(6) Do the company commander and operations control officer frequently review the control board and take corrective action to eliminate overload conditions or bottlenecks when necessary?

## 18. Supply Section Operations

a. *General.*

(1) Is the supply section laid out and

organized to facilitate ease of operation and supervision?

- (2) Are suitable precautions taken to safeguard property?
- (3) Does the supply section expedite repair parts for jobs awaiting parts to insure prompt repair of equipment?

## *b. Stock Control.*

- (1) Is the prescribed load of repair parts on hand or on order?
- (2) Is a visible file maintained for authorized stockage of repair parts?
- (3) Is a separate visible file card maintained for each item, size model, etc., of supply having a separate number and description?
- (4) Are visible file cards filed in accordance with stock number arrangement and sequence?
- (5) Are visible index files being correctly maintained and DA Forms 1546 properly processed?
- (6) Are excess supplies properly reported and turned in?

## *c. Inventory Procedures.*

- (1) Are stocks inventoried at prescribed intervals?
- (2) Are discrepancies covered by inventory adjustment reports or reports of surveys?
- (3) When discrepancies are found, are stock records adjusted to reflect true balance on hand?
- (4) Are special inventories conducted as necessary (e.g., zero or credit balances, spot check)?

## *d. Requisitions.*

- (1) Are outgoing requisitions properly prepared and submitted?
- (2) Is every effort made to avoid necessity for special requisitions?

## *e. Receipt and Storage.*

- (1) Does storage chief verify quantity of supplies received and inspect condition of shipment?
- (2) When quantity of supplies received differs from issue slip does storage chief take action as appropriate?

(3) Are repair parts and supplies stored so as to use available space effectively?

- (4) Are bins and drawers properly identified?
- (5) Are repair parts and supplies inspected, preserved, and identified prior to storage?
- (6) Is a locator system employed to locate items quickly?
- (7) Are open storage items properly stored utilizing damage and available canvas cover?
- (8) Are supplies stored to provide stability, speed in handling, and ease in making inspections and inventories?
- (9) Are supply section trucks and trailers utilized to store the bulk of supplies to maintain maximum mobility?

## *f. Salvage and Reclamation.*

- (1) Are all unserviceable reclaimable items properly cleaned and identified?
- (2) Are reclaimable items inspected by a qualified inspector to verify unserviceability?
- (3) Are end items which are economically unrepairable closely checked for serviceable assemblies, components, and parts which are critical?
- (4) Are unserviceable items properly segregated, identified, preserved and stored to eliminate further damage?

## 19. Service Section Operations

*a.* Does the section have an adequate stock of hardware and metal stock on hand to accomplish its mission?

*b.* Is the section located sufficiently close to the repair platoons to provide efficient allied trades support?

*c.* Does the service section dispatch specialists and equipment to other shop sections when this procedure will expedite repair?

## 20. Evacuation Section Operations

*a.* Are all orders and work requests channeled through the section chief?

*b.* Are personnel familiar with the operation of equipment used by the section?

*c.* Do operators know correct safety, rigging, and recovery procedures?

*d.* Are all personnel familiar with road nets, bridges, and terrain conditions?

## 21. Operation of Repair Platoons

*a.* Do mechanics refer to TM's while engaged in their work?

*b.* Are the shop service stock and special repair tools located centrally in order to be convenient to the shop and thus reduce the time

required to obtain standard hardware and special repair tools?

*c.* Do repairmen perform organizational maintenance on tools and equipment they use?

*d.* Is the shop office promptly informed of a change of job status?

*e.* Are supervisors or inspectors consulted to verify additional parts requirements?

*f.* Are repairmen familiar with the use of technical inspection worksheets and on-the-job order?

## APPENDIX III

### MOVEMENT SOP

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DATE

SUBJECT: SOP for Unit Movement  
TO: All Company Personnel

#### 1. Purpose

The purpose of this SOP is to outline the procedures to be followed and the responsibilities of company personnel for tactical and administrative movements conducted by this unit.

#### 2. Procedure Prior to Movement

*a.* The commanding officer will issue a warning order prior to any moves so the work sections will have time to dispose of jobs in the shops by completing the repairs, evacuating the equipment, or preparing it for movement to the new area. To allow the current task assignment to be phased out the unit will discontinue acceptance of new work and initiate necessary coordinating action with supported ordnance units. When notified by the CO, the first sergeant will assemble the shop officer, maintenance platoon leaders, service, supply, and evacuation platoon leader, supply officer, mess sergeant, supply sergeant, and motor sergeant to receive the "Warning Order" and "March Order."

(1) All personnel noted above will have notebooks and available maps.

(2) Platoon leaders will be prepared to submit names of personnel to be used as guides and rear party members.

*b.* The CO will conduct the map, route, and ground reconnaissances. At a time and location set in the warning order, the advance party will meet the CO at the new area to receive primary and alternate area assignments.

*c.* Section reconnaissance will include detailed route instructions from the platoon release point (RP) to the assigned area and in-

dividual vehicle locations within the assigned area.

*d.* The commander will inform the shop officer of the proposed command post (CP), mess, and unit supply locations in order that the operations section guide may be used as a guide for the company headquarters.

*e.* All personnel and TOE equipment will be loaded as indicated in attached loading plans.

(1) The evacuation section will make available sufficient wreckers to load the supply section's stock of heavy units.

(2) Crew-served weapons will be manned until the last possible moment, then mounted on the ring mounts (tactical only).

(3) Prior to removal of communications wire (field wire), each section will send one messenger to the company CP. The messenger will remain at the CP until the unit is prepared to move.

(4) Personnel will not be assigned to ride in trailers behind supply-loaded trucks.

(5) The CO will prescribe the uniform to suit climatic situations or the situation. Steel helmets, protective masks, and individual weapons will be kept readily available (tactical only).

(6) Slings, pack stands, and heavy fixtures will be carried on wreckers, but will be loaded so as not to hamper operations.

(7) The motor sergeant will obtain and load, on the evacuation section

wrecker, sufficient parts for roadside repairs for a 200-mile road march.

- (8) Advance party, march unit, trail, and rear party commanders will obtain and load in their columns sufficient POL for a 200-mile road march.
- (9) Full gas cans and OEM (on equipment materiel) will be carried by each vehicle.
- (10) Platoon and section leaders will report to CO when ready to move.

f. Platoon and section leaders will insure vehicles and weapons are checked and serviced prior to the movement.

g. One hour prior to movement, all drivers will perform the before-operations check as outlined in appropriate TM's and the unit SOP.

h. Each platoon leader will insure that his drivers know the proper order of march. Control of drivers passes to the march unit commander when his column is formed. Assistant drivers will be assigned to each vehicle.

i. Platoon leaders will report status of vehicles to the CO.

j. During tactical situations, columns will not be formed prior to movement. Each driver will know which vehicle he is to follow and will take up his position on the move. In administrative movements, columns will be formed in march order sequence prior to movement.

k. Compositions of the serial is as follows:

- (1) *Advance party.*  
 Shop officer— $\frac{1}{4}$ -ton truck  
 CBR with monitoring personnel  
 Guides — $2\frac{1}{2}$ -ton truck  
 Mess section — $2\frac{1}{2}$ -ton truck  
 (3 vehicles)
- (2) *Control.*  
 Company commander— $\frac{1}{4}$ -ton truck  
 Section chief (evacuation section) — $\frac{1}{4}$ -ton truck  
 (2 vehicles)
- (3) *1st march unit.*  
 Commander — $\frac{3}{4}$ -ton truck  
 (supply officer)

- Supply section—five,  $2\frac{1}{2}$ -ton trucks  
 —van
- Service section—two,  $2\frac{1}{2}$ -ton trucks
- Operations section—van
- Artillery section—two,  $2\frac{1}{2}$ -ton trucks  
 tion
- Evacuation section—two, 5-ton  
 tion wrecker
- Maintenance — $2\frac{1}{2}$ -ton truck  
 section — $2\frac{1}{2}$ -ton tractor
- Small arms section— $2\frac{1}{2}$ -ton tractor  
 tion
- Instrument section— $2\frac{1}{2}$ -ton tractor  
 tion (20 vehicles)

- (4) *2d march unit.*  
 Commander — $2\frac{1}{2}$ -ton truck  
 (maintenance officer)  
 Company headquarters— $2\frac{1}{2}$ -ton truck  
 Maintenance —two,  $2\frac{1}{2}$ -ton trucks  
 section  
 Company headquarters— $2\frac{1}{2}$ -ton truck  
 equipment  
 Artillery section—20-ton  
 tion crane  
 Evacuation section—two, 50-ton  
 tion transporter  
 Supply section— $2\frac{1}{2}$ -ton  
 gasoline truck  
 Maintenance —two, 5-ton  
 section (11 vehicles)  
 wreckers
- (5) *Trail party.*  
 Commander — $2\frac{1}{2}$ -ton truck  
 (reconditioning section)  
 Reconditioning —two,  $2\frac{1}{2}$ -ton trucks  
 section  
 Reconditioning —5-ton  
 section (4 vehicles)  
 wrecker
- (6) *Rear party.*  
 Commander — $\frac{1}{4}$ -ton truck  
 (artillery section)  
 Rear party — $2\frac{1}{2}$ -ton truck  
 (2 vehicles)

*l.* Individual vehicles will be organized within each march unit on the basis of their location in the new area. Those vehicles which will be required to move farthest into the new area should be located close to the head of the column so no vehicles will have to pass the column to reach assigned locations.

*m.* Strip maps will be issued to and used by each driver.

*n.* The shop officer will inform supported units of the time this unit will cease technical operations in the old area and the tentative time and location of resuming operations in the new area.

*o.* The advance party will be responsible for performing the following:

- (1) Placing route markers at appropriate points.
- (2) Providing platoon and section guides from the platoon RP to the assigned area, and spotting each vehicle in its assigned area.
- (3) Securing the new area by—
  - (a) Checking the area for mines, booby traps, guerrillas, or infiltrators.
  - (b) Setting up and manning temporary outpost positions.
- (4) Laying communications wire from CP to gun positions and shop areas.
- (5) Preparing a hot meal for serving to the main body upon arrival.
- (6) Preparing kitchen sumps and latrines.
- (7) Monitors the area for radiological contamination.

*p.* The rear party will be responsible for performing the following:

- (1) Complete policing of old area.
- (2) Filling all sumps, latrines, and emplacements.
- (3) Departing from the old area after all work is completed.
- (4) Allowing sufficient time so as not to close on the main body before it closes in the new area.

### 3. Procedure During Movement

*a.* March distances will be maintained during the march, through cities and towns, and at the halt as follows:

- (1) Distance between march units will be five minutes.
- (2) Distance between vehicles will be 100 yards during a tactical daylight march. During a blackout march, it will be a blackout taillight visibility distance. During an administrative march, the distance will be twice the speedometer reading in yards.
- (3) Speed will be specified in the march order, but catchup speed will not exceed 35 mph.
- (4) Halts will be at intervals prescribed in the march order.

*b.* Duties of personnel are assigned as follows during the march:

- (1) Serial commander (CO) will control the movement of the serial; report IP, check points, RP, and closing times to next higher headquarters; and coordinate movement of the serial with other serials using or crossing the unit's route.
- (2) March unit commanders will control the movement of their march units; report crossing IP, RP, and check points to serial commander; continuously check and correct vehicle distances, speed, driver techniques and discipline; periodically check and correct distance behind the march unit ahead; report accidents, obstacles, and vehicular malfunctions to the serial commander, and insure proper maintenance and servicing of vehicles at the halt.
- (3) Drivers will maintain the prescribed distance and speed; service and maintain their vehicles at the prescribed times; at halts, move their vehicles as far to the right side of the road as possible; and in the event of a vehicular malfunction, fall out to the right side of the road, direct the remainder of the column around, and await the arrival of the trail party.
- (4) Assistant drivers will be alert to aid the driver; follow the route by using the strip map; change over with the driver at each halt; act as road guards

to aid other traffic around column when halted (first and last vehicle in each march unit), and perform the functions of security when halted during a tactical situation.

- (5) Guides will remain alert to direct all unit vehicles in the prescribed direction; obtain, use, and turn-in the directional arrows with unit designation; know the composition of each element of the serial, and remain at the posted location until picked up.
- (6) The trail officer will have deadlined unit vehicles repaired or picked up by the wreckers. Roadside repair time is limited to 30 minutes. He will insure that the route is cleared of vehicles and obstacles before proceeding. Assistant drivers of wreckers should be automotive repairmen skilled as troubleshooters.
- (7) After completion of his mission, the rear party commander will move his personnel and equipment on the prescribed route using the same procedures as the main body.

*c.* Communications and reports during the march.

- (1) The serial commander will set his unit radio on the assigned unit frequency and the frequency of the next higher headquarters.
- (2) Hand and arm signals illustrated in FM 25-10, Motor Transportation Operations, will be used to control personnel without radios.
- (3) Commanders will report IP, check point, and RP crossing times. Accidents, vehicular breakdowns, obstacles, or unusual occurrences will be reported. The first sergeant will note movement times, distances, and areas for inclusion in the morning reports.

*d.* Class I and III procedures during the march.

- (1) The mess section will move with the advance party to serve a hot meal on arrival of the main body. Sack lunches or C rations for the march will be distributed to each individual

at the last hot meal served prior to the march. Trash generated during the march will be kept on each vehicle until arrival at the new area or the overnight bivouac area.

- (2) Refueling operations will begin at the head of the column. March unit commanders will report to the serial commander when all vehicles have been refueled. The unit gasoline tank truck will be used.
- (3) POL for use during the march will be located within each march unit. March unit commanders will insure that all personnel know the exact location of the POL products.
  - e.* The following procedure will be followed in event of an accident involving a unit vehicle.
    - (1) The driver will follow procedures outlined in FM 25-10.
    - (2) The appropriate march unit commander will inform the serial commander as soon as possible.
    - (3) The driver will complete Standard Form 91 (Operator's Report of Motor Vehicle Accident) and DD Form 518's (Accidnet Identification Card).
    - (4) No one will make statements concerning responsibility or liability of the U.S. Army.
    - (5) The trail officer will make as complete an investigation as possible under the circumstances.
  - f.* The following procedures will be followed in event of attack during the march:
    - (1) Aircraft will not be fired upon unless the column is strafed. Speed and distances will be increased and the column will not be halted. On order, all individual and automatic weapons will be fired at the hostile aircraft.
    - (2) In event of ambush, column speed will be increased, and assistant drivers and other passengers will return fire at attackers.
    - (3) When a minefield or roadblock halts progress of the column, march unit commanders will organize personnel of their march units to reduce the hostile defending force before clearing the obstacle or minefield.

- (4) In event of chemical attack, the column will halt, all personnel will don masks, and the column will be moved from the contaminated area. Additional precautions during a spray attack will consist of using tarps, shelter halves, or ponchos for covering personnel and equipment.
- (5) Warnings will be as prescribed in SOP, supplemented by verbal warnings.
- (6) Immediately after the attack, march unit commanders will report the status of personnel, ammunition, and equipment to the serial commander.

#### 4. Procedure for Movement into New Area

*a.* The lead vehicle of each section or platoon will pick up a guide at the platoon RP. Platoons and sections revert to platoon and section control at this point.

- (1) Vehicles will not slow down or stop at the RP but will continue on to individual assigned locations.
- (2) All vehicles will be headed out before parking.
- (3) The gasoline tanker immediately will proceed through the area and refuel each vehicle in its assigned location.

*b.* In tactical situations, the advance party security elements will remain in position until relieved by the section or platoon leader in whose area the outpost is located.

*c.* In tactical situations, priority of tasks in the new area will be—

- (1) Emplace and man all crew-served weapons.
- (2) Complete the perimeter defense system by digging individual foxholes and clearing fields of fire.
- (3) Improve communications system.
- (4) Prepare for technical operations.
- (5) Set up bivouac.
- (6) Camouflage concurrent with all above.

*d.* As soon as possible after closing into the new area, platoon and section leaders will report the status of personnel, equipment and ammunition to the CP. Fire plans will be submitted to the CP within one hour after closing into the area. Each section will send one messenger to CP until wire communication is established.

*e.* The shop officer will notify supported units when the unit is ready for support operations.

Annex I. Vehicles Load- O. HOWIE FIXUM  
ing Diagram Captain, Ord Corps

Annex II. Loading Plan Commanding

Annex I. GENERAL SUPPORT COMPANY VEHICLE LOADING DIAGRAM  
(SAMPLE)

Vehicle Type ----- USA# ----- Adm# -----  
 Trailer Type ----- USA# ----- Adm# -----  
 Assigned To ----- (Section-Platoon)  
 Driver ----- Section or Platoon -----  
 Assistant Driver ----- Section or Platoon -----  
 Passenger ----- Section or Platoon -----

*Note.* This loading plan is intended to serve as a sample only since the conditions under which a GS company is required to move will vary. This plan is based on movement of the company using organic vehicles only. Under such circumstances, some supplies and equipment will have to be left behind to be picked up later by vehicles used in the first march unit, which will have to make an additional trip. If the entire move must be made in one trip, additional vehicles must be obtained from the Transportation Corps.

*TRUCK LOAD*

- (List personnel by name.)
- (Use block diagram to show equipment location.)
- (Personnel should not be loaded with equipment except for personal clothing and equipment.)

*TRAILER LOAD*

- (Use block diagram to show location of equipment.)
- (Personnel should *never* ride in or on a trailer.)

*Note.* A diagram should be prepared for each vehicle. The completed diagram should show the location of the various types of equipment in the vehicle load to facilitate loading and to permit easy access to certain pieces of equipment, when needed, without disturbing the rest of the load. The diagram should be kept with the vehicle to which it pertains.

Annex II. LOADING PLAN

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
<b>ADVANCE PARTY</b>		
Vehicle No. 1.....	¼-ton, 4 x 4 (Op Sec)..... ¼-ton trailer (Co Hq).....	Swbd Operator (Co Hq). OP Control Officer. Shop Clerk (Op Sec). Clothing and Equipment of Personnel.
Vehicle No. 2.....	2½-ton, 6 x 6, cargo (Sup Sec).....          1½-ton trailer (Sup Sec).....	Supply Specialist. Supply Clerk (Sup Sec). Sections Chief (Arty Sec). Mess Steward. First Cook (2) (Co Hq). Armt Rep Insp (Op Sec). Machinist (Svc Sec). Auto Repair Helpers (3). Sr Auto Repairman (2) (Maint Sec). Section Chief. SA Rprman (2) (Sm Arms Sec). Repair Helpers (4) (Recond Sec). Clothing and Equipment of Personnel.
Vehicle No. 3.....	2½-ton, 6 x 6, cargo, w/w (Co Hq).....  1½-ton trailer (Co Hq).....	Cook's Helper. Cooks (2) (Co Hq). TOE Mess Equipment and Supplies. Water.
<b>CONTROL</b>		
Vehicle No. 4.....	¼-ton, 4 x 4 (Co Hq).....	Light Truck Driver. IS Radio Operator. Company Commander (Co Hq).
Vehicle No. 5.....	¼-ton, 4 x 4 (Evac Sec).....	Auto Repair Helper (Maint Sec). Section Chief (Evac Sec).
<b>FIRST MARCH UNIT</b>		
Vehicle No. 6.....	¾-ton, 4 x 4 (Oper Sec).....  ¾-ton trailer (Oper Sec).....	Asst. Shop Clerk (Oper Sec). Supply Officer (Sup Sec). Administrative and Operational Equip- ment. TOE Equipment of Operations Section.
Vehicle No. 7.....	5-ton, 6 x 6, tractor (Sup Sec).....  12-ton sup van (Sup Sec).....	Heavy Truck Driver. Stock Records Sp (Sup Sec). Sr Auto Repairman (Maint Sec). Ordnance Repair Parts.

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
Vehicle No. 8-----	5-ton, 6 x 6, tractor (Sup Sec)-----	Heavy Truck Driver. Ord Sup Spec (Sup Sec). Auto Repairman (Maint Sec). Ordnance Repair Parts.
	12-ton sup van (Sup Sec)-----	
Vehicle No. 9-----	5-ton, 6 x 6, tractor (Sup Sec)-----	Heavy Truck Driver. Ord Sup Spec (Sup Sec). Sr Auto Repairman (Maint Sec). Ordnance Repair Parts.
	12-ton van (Sup Sec)-----	
Vehicle No. 10-----	2½-ton, 6 x 6, cargo (Sup Sec)-----	Stock Records Sp. Ord Sup Spec (Sup Sec). Sr Auto Repairman (Maint Sec). Ordnance Repair Parts. Ordnance Repair Parts.
	1½-ton trailer (Sup Sec)-----	
Vehicle No. 11-----	2½-ton, 6 x 6, cargo (Sup Sec)-----	Stock Records Clk. Sec Chief (Sup Sec). Sr Auto Repairman (Maint Sec). Ordnance Repair Parts. TOE Equipment of Supply Section.
	1½-ton trailer (Svc Sec)-----	
Vehicle No. 12-----	2½-ton, 6 x 6, shop van (Sup Sec)-----	Ord Sup Spec (Sup Sec). Sr Auto Repairman. Auto Repairman (Maint Sec). Ordnance Repair Parts.
Vehicle No. 13-----	2½-ton, 6 x 6, cargo (Svc Sec)-----	Machinist (Svc Sec). Sr Auto Repairman. Auto Repairman (Maint Sec). TOE Equipment of Service Section. TOE Equipment and Service Stock of Service Section.
	1½-ton trailer (Svc Sec)-----	
Vehicle No. 14-----	2½-ton, 6 x 6, cargo (Svc Sec)-----	Machinist (Svc Sec). Toolroom Keeper. Auto F-E Repairman (3). Auto Repairman (4) (Maint Sec). Pers Adm Clk. Supply Clerk (Co Hq). Auto Rep Insp (2). Clerk Typist (Oper Sec). Metal Body Rprman (2). Welder Helper. Machinist Helper (Svc Sec). Clothing and Equipment of Personnel.
	1½-ton trailer (Svc Sec)-----	
Vehicle No. 15-----	2½-ton, 6 x 6, tractor (Svc Sec)-----	Machinist. General Carpenter (Svc Sec). Auto Repairman (Maint Sec). TOE Equipment of Service Section.
	6-ton, shop van semitrailer (Svc Sec)-----	

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
Vehicle No. 16	2½-ton, 6 x 6, tractor (Svc Sec) 6-ton, shop van semitrailer (Svc Sec)	Sr Metal Body Repairman. Machinist (Svc Sec). Auto Repairman (Maint Sec). TOE Equipment of Service Section.
Vehicle No. 17	2½-ton, van shop (Oper Sec)	Lt Truck Driver. Repair Control Supv (Oper Sec). Sr Ord Sup Spec (Sup Sec).
Vehicle No. 18	2½-ton, 6 x 6, cargo (Arty Sec) 1½-ton trailer (Arty Sec)	Sr Turret Arty Rprman. Turret Arty Rprman. FA Repair Helper (Arty Sec). TOE Equipment of Artillery Section. TOE Equipment of Artillery Section.
Vehicle No. 19	2½-ton, 6 x 6, cargo (Arty Sec) 1½-ton trailer (Arty Sec)	Sr Turret Arty Rprman. Turret Arty Rprman. FA Repair Helper (Arty Sec). TOE Equipment of Artillery Section. TOE Equipment of Artillery Section.
Vehicle No. 20	5-ton wrecker (Evac Sec)	Wrecker Operator. Lt Truck Driver (Evac Sec).
Vehicle No. 21	5-ton wrecker (Evac Sec)	Wrecker Operator. Lt Truck Driver (Evac Sec).
Vehicle No. 22	2½-ton, 6 x 6, cargo (Maint Sec) 1½-ton trailer (Maint Sec)	Sr Auto Repairman (Maint Sec). Auto Repairman. Sr Auto Repairman (Maint Sec). TOE Equipment of Maintenance Section. TOE Equipment of Maintenance Section.
Vehicle No. 23	2½-ton, 6 x 6, tractor (Maint Sec) 6-ton van shop semitrailer (Maint Sec)	Auto Repair Helper. Platoon Sgt (Maint Sec). Sr Inst Repairman (Inst Sec). TOE Equipment of Maintenance Section.
Vehicle No. 24	2½-ton, 6 x 6, tractor (Sm Arms Sec) 6-ton van shop semitrailer (Sm Arms Sec)	Sr Sm Arms Rprman. Section Chief. Sm Arms Repair Helper (Sm Arms Sec). TOE Equipment of Small Arms Section.
Vehicle No. 25	2½-ton, 6 x 6, tractor (Inst Sec) 6-ton van shop semitrailer (Inst Sec)	Auto Repairman (Maint Sec). Section Chief. Instrument Repairman (Inst Sec). TOE Equipment of Instrument Section.

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
<b>SECOND MARCH UNIT</b>		
Vehicle No. 26-----	2½-ton, 6 x 6, cargo (Maint Sec)-----  1½-ton trailer (Maint Sec)-----	Auto Repairman. Auto Maintenance Officer. Platoon Sergeant (Maint Sec). TOE Equipment of Maintenance Section. TOE Equipment of Maintenance Section.
Vehicle No. 27-----	2½-ton, 6 x 6, cargo (Co Hq)-----       1½-ton trailer (Co Hq)-----	IS Radio Operator. Supply Sgt. First Sgt. Co Clerk (Co Hq). Auto Repairman (Maint Sec). Auto Repair Insp (Op Sec). AAA RC Repairman (Inst Sec). Repair Helper. F-E Repairman (3). Auto Rprman (3) (Recond Sec). Inst Rprman (Inst Sec). Clothing and Equipment of Personnel. Clothing and Equipment of Personnel.
Vehicle No. 28-----	2½-ton, 6 x 6, cargo (Maint Sec)-----  1½-ton trailer (Maint Sec)-----	Auto Repairman (Maint Sec). Auto Repairman (2) (Maint Sec). TOE Equipment of Maintenance Section. TOE Equipment of Maintenance Section.
Vehicle No. 29-----	2½-ton, 6 x 6, cargo (Maint Sec)-----       1½-ton trailer (Maint Sec)-----	Auto Repairman (4) (Maint Sec). Section Chief. Welder Foreman. Master Machinist (Svc Sec). AAA Rprman (2). Turret Arty Rprman (2). FA Rprman (3) (Arty Sec). Inst Rprman. Inst Rpr Helper (3) (Inst Sec). Clothing and Equipment of Personnel. Clothing and Equipment of Personnel.
Vehicle No. 30-----	2½-ton, 6 x 6, cargo (Co Hq)-----    1½-ton trailer (Co Hq)-----	Plat Leader (Arty Sec). General Carpenter. Platoon Leader (Svc Sec). TOE Equipment of Company Headquarters. TOE Equipment of Company Headquarters.
Vehicle No. 31-----	20-ton, crane-shovel (Arty Sec)-----	Crane Operator. Sr AAA Rprman (Arty Sec).
Vehicle No. 32-----	10-ton, 6 x 6, tractor (Evac Sec)-----  50-ton, 8W, tank trans (Evac Sec)-----	Tank Truck Driver. Lt Truck Driver (Evac Sec). FA Repair Helper (Arty Sec). TOE Equipment of Evacuation Section.

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
Vehicle No. 33-----	10-ton, 6 x 6, tractor (Evac Sec)----- 50-ton, 8W, tank trans (Evac Sec)-----	Tank Truck Driver (Evac Sec). Auto Repair Helper. Sr Auto Rprman (Maint Sec). TOE Equipment of Evacuation Section.
Vehicle No. 34-----	2½-ton gas tanker (Sup Sec)-----	Stock Records Clk (Sup Sec). Sr Auto Repairman (2) (Recond Sec).
Vehicle No. 35-----	5-ton wrecker (Maint Sec)-----	Wrecker Operator. Auto Rpr Helper (Maint Sec).
Vehicle No. 36-----	5-ton wrecker (Maint Sec)-----	Wrecker Operator. Auto Repr Helper (Maint Sec).

TRAIL PARTY

Vehicle No. 37-----	2½-ton, 6 x 6, cargo (Svc Sec)----- 1½-ton trailer (Svc Sec)-----	Senior Welder (Svc Sec). Auto Maint Officer (Recond Sec). Auto Repr Helper (Maint Sec). TOE Equipment of Service Section. TOE Equipment and Service Stock of Service Section.
Vehicle No. 38-----	2½-ton, 6 x 6, cargo (Recond Sec)----- 1½-ton trailer (Recond Sec)-----	Sr Auto Rprman. Auto Repairman (2) (Recond Sec). TOE Equipment of Recond Section. TOE Equipment of Recond Section.
Vehicle No. 39-----	2½-ton, 6 x 6, cargo (Recond Sec)----- 1½-ton trailer (Recond Sec)-----	Auto Repairman (2) (Recond Sec). Sr Sup Parts Spec (Sup Sec). TOE Equipment of Recond Section. TOE Equipment of Recond Section.
Vehicle No. 40-----	5-ton wrecker (Recond Sec)-----	Wrecker Driver (Recond Sec). Auto Repair Helper (Maint Sec).

REAR AREA SECURITY PARTY

Vehicle No. 41-----	¼-ton, 4 x 4 (Evac Sec)-----	Sm Arms Repairman (Sm Arms Sec). Motor Sgt (Co Hq). Sr Auto Rprman (Maint Sec). SA Rpr Helper (Sm Arms Sec).
Vehicle No. 42-----	2½-ton, 6 x 6, cargo (Recond Sec)----- 1½-ton trailer (Recond Sec)-----	Auto Repairman (Recond Sec). Auto Rpr Helper. Auto Repairman (4) (Maint Sec). Sr Turret Arty Rprman. Turret Arty Rep Supv. FA Rpr Supv. Sr FA Rprman. AAA Rpr Helper. F-E Repairman (3) (Recond Sec). Forklift Oper (Sup Sec). SA Rprman (2). Sr Rpr Helper (Sm Arms Sec). Sr Inst Rprman (2) (Inst Sec). Clothing and Equipment of Personnel.

Convoy position	Type vehicle and TOE assignment	Load (personnel and equipment)
See Note 1.....	6-ton semitrailer van, shop (Svc Sec).....	Supplies and Equipment.
See Note 1.....	12-ton semitrailer, stake body (Sup Sec)...	Ordnance Repair Parts.
See Note 1.....	12-ton semitrailer, stake body (Sup Sec)...	Forklift Truck Ordnance Repair Parts.
See Note 1.....	12-ton semitrailer, van supply (Sup Sec)...	Ordnance Repair Parts.
See Note 1.....	6-ton semitrailer van, shop (Inst Sec).....	Supplies and Equipment.

Notes. 1. These trailers represent those which could be left behind if the movement is made with organic transportation. Vehicles from the first march unit will return to the old area to pick up the trailers left behind. One 5-ton wrecker, with crew, also will return.

2. Clothing and individual equipment of personnel normally will be carried in the truck or the trailer of the vehicle in which the personnel are riding.

3. Trucks and trailers for which no equipment load is shown or those which include only clothing and equipment of personnel riding in cab of the vehicle may be used to haul ordnance stockage list items, miscellaneous TA items, and similar items not otherwise noted in this loading plan.

4. No personnel should be loaded in the cargo space of any vehicle in which heavy parts or equipment are being carried.

5. Three personnel have been assigned to ride in the cab of all 2½-ton and most larger trucks. AR 385-55 specifies that vehicles having a cab 52 inches or more in width may carry two persons in addition to the driver.

6. The first person listed under personnel for each vehicle is the assigned driver.

7. Items of equipment not listed in the loading plan should be issued to individuals and are to be included in "Clothing and Equipment of personnel riding in vehicle."

8. Certain items of equipment which are not listed may be mounted on vehicles; for example—

Can, Gasoline, Military Steel, 5-gal Cap (one mounted on each vehicle).

Shovel, Hand, Rd Pt, D-Handle (one mounted on each vehicle).

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