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EVOLUTION OF THE US ARMY INFANTRY BATTALION: 1939-1968

by

Virgil Ney

October 1968

Prepared by
TECHNICAL OPERATIONS, INCORPORATED
COMBAT OPERATIONS RESEARCH GROUP
under
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for
HEADQUARTERS
UNITED STATES ARMY COMBAT DEVELOPMENTS COMMAND
FORT BELVOIR, VIRGINIA

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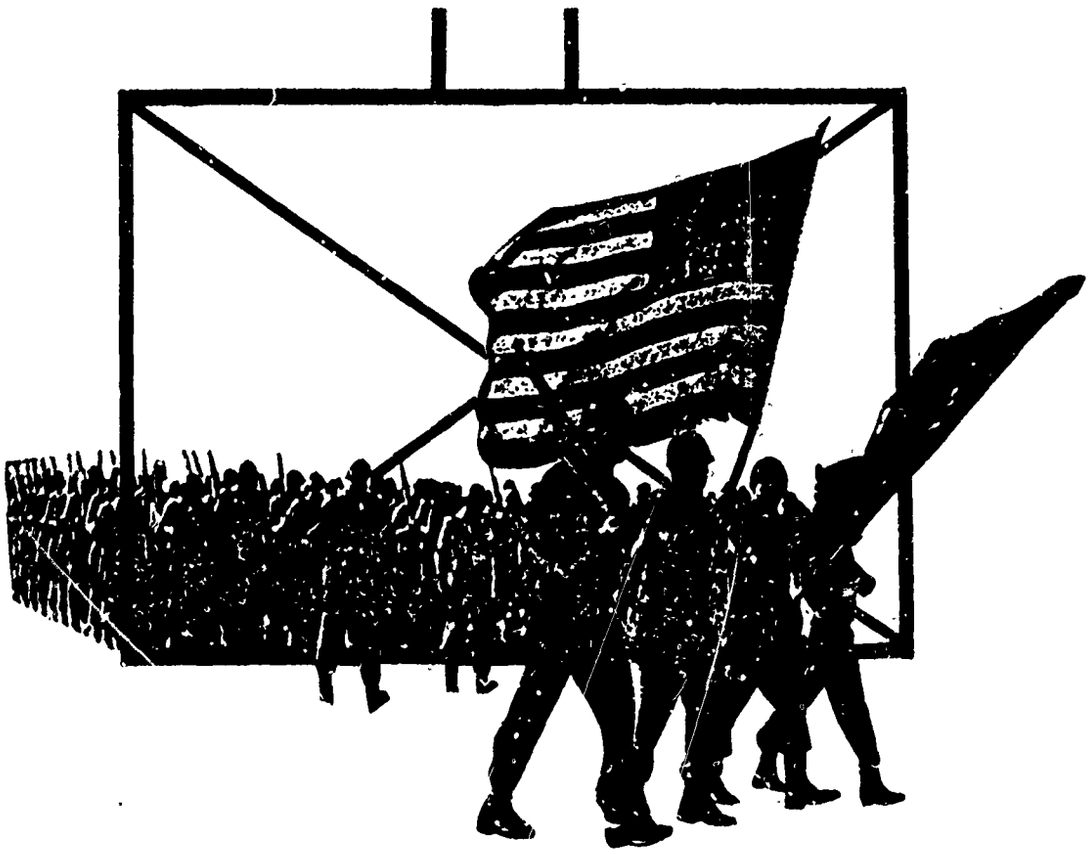
ABSTRACT

The infantry battalion has evolved over a period of several thousand years; its American ancestors may be found in the units organized during the American Revolution. The modern infantry battalion in the United States Army began in the period just prior to World War II. The battalion was forged and tested on the battlefields of Europe and in the Pacific Area. Nuclear weapons, the Korean War, and the Cold War have exerted considerable influence on the size, composition, and weaponry of the present-day infantry battalion. The adaptation of the World War II armored division organization to the ROAD division has given the infantry battalion of the United States Army the highest fire and movement capability it has ever possessed in our military history. The advent of the helicopter and its application to troop carrier and fire support missions enables the infantry battalion to become highly air mobile.



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SUMMARY

The infantry battalion has evolved over a period of several centuries. Prior historical eras produced the ancient equivalents of the military formation which became known as the battalion. In the United States Army, the battalion first emerged in the American Revolutionary Army under the command of General George Washington.

The modern United States infantry battalion may be dated from the period of 1939-1945.

The Korean War period began with the infantry battalion much the same organization it had been in World War II. Heavier weaponry, better small-unit (squad) organization and training were noted in the infantry battalion of 1950-1953. Aside from the missions of conventional warfare, the infantry battalion was faced with operational requirements for possible nuclear warfare. The "flexible response" was a doctrinal approach toward establishment of an infantry unit which could function in response to the requirements of conventional or nuclear war or any other land combat mission. The battle group of the 1960's eliminated the regiment permanently and the battalion temporarily from the Army for a brief period of time. The battle group was abandoned primarily because of its assumed poor capability of response to low-intensity, nonconventional warfare. The infantry battalion was returned to the Army as the basic building block for the Reorganization Objective Army Divisions (ROAD) program of creating streamlined, combat units which would be responsive to all types of 20th century warfare.

In the mid-1960's the trend toward air mobility of the infantry battalion, other than airborne troops, was evidenced in the experimental tests conducted at Fort Benning with a view toward an airmobile division. These tests culminated in the activation of the 1st Cavalry Division (Airmobile) and its deployment to Vietnam where it has already earned a citation for distinguished combat service.

The infantry battalion has evolved, over the years, into an essential element of our combat forces. Vietnam is the proving ground for establishing its efficacy in a limited, low-intensity type of warfare. What it does there will portend what it will be, and what it can do, in the near and distant future.

EVOLUTION OF THE US ARMY INFANTRY BATTALION: 1939-1968

HISTORICAL BACKGROUND - 1775-1940

On the 14th of June 1775, the Continental Congress authorized the formation of ten companies of riflemen which were to be raised in Pennsylvania, Maryland, and Virginia. The six companies from Pennsylvania were organized as William Thompson's Rifle Battalion. Historically, Colonel Thompson's Battalion was the first rifle battalion in the Continental Army and, as such, the lineal ancestor of all infantry rifle battalions of the United States Army. At this early date in American military history, it should be noted that the term "battalion" was often interchangeable with the term "regiment" (Ref 1).

> By December 1775 there were forty-nine infantry battalions (or regiments, for the two terms were virtually synonymous) and several unattached companies in the establishment. (Ref 1, p 2)

British and American forces were organized in similar fashion. In the English regiment there were ten companies. Eight of these companies were termed the "battalion companies" and the remaining two the flank or "elite" companies. Of these two flank units, one was designated as the "grenadier company" and only the best men were assigned to it. Often these grenadier companies were detached from their parent regiments and consolidated into provisional grenadier battalions for difficult assignments and dangerous posts on the battle line. Another interesting development in the British Army battalion was the designation also of the tenth company as a "light company." Like the grenadier units, they could be consolidated into battalions for provisional service as scouting, screening, and harassing units with the mission of moving in advance of the regular line of battle. The riflemen, under such skilled commanders as Daniel Morgan, carried out the same missions for the Americans (Ref 1).

The following extract is significant because it shows the first official recognition of the value of "light infantry" in the early American military organization. This recognition has persisted in every war in which the United States has engaged.

> At first there was no counterpart to flank companies in the Continental Infantry. Beginning in August 1777, however, General Washington directed that 108 men and 9 officers be drawn from each brigade and formed into a temporary Corps of Light Infantry. When winter came this corps was disbanded; but it had proved so useful that Washington urged Congress to authorize one light company for each battalion to be formed into a separate corps, during every campaign thereafter. It was with the Light Corps, which resulted, that Anthony Wayne stormed Stony Point 15 July 1779, in the most celebrated night attack made by Americans during the Revolution. (Ref 1, p 6)[1]

Baron Friedrich Wilhelm von Steuben, as the volunteer Inspector General and Drillmaster of the Continental Army at Valley Forge, exerted great influence upon the organization and tactical training of the Continental Army. His Regulations for the Order and Discipline of the Troops of the United States was such an important contribution to the military art that some of its features may still be seen in the United States Army of today. General von Steuben's reorganization of battalions and companies into standardized units and his instructions for their commanders brought order out of the military chaos at Valley Forge and success to American arms (Ref 2).

It is of further interest to note that, after 1777, regiments in the Continental Army were authorized a strength of 728 officers and men, with each company containing 78 enlisted men. These strengths were greater than the British counterpart units which totalled 477 and 38, respectively. While American unit strengths were greater than the British, General Washington was forced to reorganize and consolidate units after every campaign due to battle losses and the uncertainty of the militia recruiting system then in vogue. At the surrender at Yorktown, 18 October 1781, the Continental Army contained a total of sixty battalions of infantry. With the end of the war and the ratification of the peace terms in 1783, the Army and its battalions was steadily reduced until by 2 June 1784 there were only 80 artillerymen left on duty guarding military stores at West Point and Fort Pitt. At this point in the Army's history there were no battalions in existence! (Ref 1).

In the interim between the American Revolution and the War of 1812, the infantry of the United States Army underwent innumerable crises. The regiment, with its battalions much the same as in the Revolution, proved unwieldy and unsuccessful in its early Indian campaigns (c. 1790) against the Miami Indians in Ohio. The disastrous experience with the Miamis resulted in a drastic reorganization of the minuscule Army.

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[1] A brigade generally consisted of two infantry regiments with supporting artillery.

> The entire military establishment was converted in 1792 into a legion, that is into a field army in which the three combat branches, infantry, cavalry, and artillery, were combined in the same organization. The element of the Legion in which they were combined was known as a Sublegion, of which there were four. Each sublegion contained infantry, riflemen, cavalry, and artillery; indeed it was the forerunner of the modern regimental combat team.(Ref 1, p 9)

The sublegion was not only the forerunner of the regimental combat team of World War II, but it must be considered an ancestor of the battle group instituted in the post-World War II search for a suitable unit for nuclear and/or conventional combat in the atomic age. In 1796 the legion was legislated out of existence by Congress as it had not proved successful in the field against the Indians. Like the battle group of over a century later, the legion was an experimental search for a flexible combat formation to meet all requirements.

The period before the War of 1812 was a time of drought for the infantry. At one point in 1802 there were only two infantry regiments in service. British aggressive acts caused the Congress in 1808 to increase the Regular Army by five infantry regiments and to reactivate the regiment of riflemen. By 1812, Congress had authorized the largest regiments and battalions seen up to that time in the United States (Ref 1).

> Second, it established an organization that was at variance with the seven existing regiments. As a result, in the first six months of 1812, there were three different-sized infantry regiments, besides one of riflemen. The 1st and 2d Regiments made up the infantry of the "military peace establishment," and they had ten companies of seventy-six enlisted men. The 3d through 7th Regiments, authorized in 1808, were called the infantry of the "additional force," and comprised ten companies with two more officers and two more enlisted men than the 1st and 2d had. The 8th through 17th in no way resembled the others, for they had 18 companies of 110 enlisted men, arranged in two battalions.
>
> *
>
> In June 1812...there...were to be twenty-five regiments of infantry, exclusive of the rifle regiment, each containing ten companies of 102 men. Thus all the infantry regiments were made uniform on paper, and a standard of organization established that persisted throughout the conflict. (Ref 1, pp 10-11)

After the War of 1812 the forty-six infantry regiments and four rifle regiments were reorganized, consolidated, and reduced to eight infantry regiments and one rifle regiment. Each infantry regiment had ten companies, each with a reduced strength of seventy-eight men. In 1821

Congress reduced the size of the companies to 51 enlisted men. At the same time, Congress deactivated the rifle regiment and the 8th Infantry (Ref 1).

The Seminole War (1836-1842) had some effect upon the organization of the infantry of the Regular Army. By 1838, an additional thirty-eight privates and one sergeant were added to each infantry company and another Eighth Infantry Regiment was formed. Threat of war with Mexico brought forth official permission to increase each infantry company to a strength of 100 enlisted men. The regiment comprised ten companies -- with the designations "regiment" and "battalion" interchangeable. The companies were lettered after 1816, instead of being numbered or named after their captains, although the naming practice persisted until after the Civil War (Ref 1).

> In the War with Mexico, light battalions of Regulars were often formed for specific missions by temporarily detaching companies -- not necessarily the flank ones -- from different regiments. Composite battalions of this sort usually did not do as well in battle as established ones, in which the men and officers understood each other, and regimental pride was an active stimulant. There was, however, more distinction between flank and line in the volunteer regiments. Two companies out of ten were specifically organized as light and were given a choice between rifles and muskets. The flank rifle companies which resulted were often detached from their regiments and used together for special sharpshooting assignments. (Ref 1, p 15)

Improvements in weapons, notably the invention of the expanding base lead bullet by Captain Minié of the French Army and development of the experimental breech-loaders, increased the accuracy and lethality of infantry shoulder weapons. This factor caused all infantrymen to become light infantrymen or "skirmishers" -- all were required to function as the flank companies of historic fame.

In answer to President Lincoln's call for troops, the War Department on 4 May 1861 prescribed the organization and strength of the regiments to be formed. The volunteer regiments, furnished by the States, were patterned after the Regular Army units of the period. Briefly, each infantry regiment was composed of ten companies. Each company comprised a captain, a first lieutenant, a second lieutenant, a first sergeant, four sergeants, eight corporals, two musicians, one wagoner, and from sixty-four to eighty-two privates. The minimum strength of the regiment was 869 officers and men; maximum strength was 1046. The regimental staff consisted of the colonel, a lieutenant colonel, a major, an adjutant, a quartermaster, a surgeon, two assistant surgeons, a chaplain, three sergeants (sergeant major, quartermaster sergeant, commissary sergeant), a hospital steward, two principal musicians, and a band of twenty-four members. The latter organization was not usually retained by the regiment. Following the old tactical patterns, the regiment could be

handled in combat either as two battalions, commanded by the lieutenant colonel and major, respectively, or as a single battalion. The cavalry regiment consisted of six squadrons (battalions) of two companies (troops) each.

The European influence upon American military organization was particularly strong during the Civil War in the areas of organization and tactical doctrine. Weigley explains this by noting that

> In European armies the organization of the regiment into several battalions was growing in favor in the middle nineteenth century, since it made for greater tactical flexibility and permitted the detachment of battalions for recruiting duty. The nine new Regular infantry regiments which were called for on May 4, 1861, reflected this tendency. They were to be composed of two or more battalions each, of eight companies to the battalion. Each of them was to have the three majors appropriate to three battalions. Also reflecting European practice, each of them was assigned to a geographical region from which it was to recruit. But these regiments, the 11th through the 19th, failed to reach full strength, because recruits perferred the looser discipline and higher bounties of the volunteers. At Gettysburg none of the Regular regiments represented had more than eight companies present. When the war ended, the new Regular regiments were reorganized to the conventional one-battalion pattern. (Ref 3, pp 226-227)

It is of interest to note that the Army of The Confederate States followed generally the patterns of organization established by the Federal Army except that all regiments in the Confederate service contained ten companies. Each company was authorized a minimum of 64 and a maximum of 125 private soldiers. Infantry regiments numbered about 642; in addition, there were 9 legions, 163 battalions, and 62 companies unattached to regiments (see Fig. 1).

In 1866, the post-Civil War United States Regular Army was authorized forty-five regiments of infantry. The regiment, now no longer the three-battalion type, was established as the traditional prewar, ten-company unit, with regiment and battalion one and the same (Ref 1).

From 1866 to 1890, the infantry of the Regular Army underwent a number of changes in organization. By 1876, because of an economic depression and government retrenchment, the strength of a company dropped to a low of thirty-seven men. After the Custer massacre in June 1876, the infantry strength was reduced by 5,000 men and the cavalry increased by 2,500. With a lessened need for troops on the western frontier, a further reduction in 1890 eliminated two companies, I and K, from each of the twenty-five authorized regiments. The remaining two hundred companies each contained one sergeant and four corporals less than before and a total of forty-six privates (Ref 1).

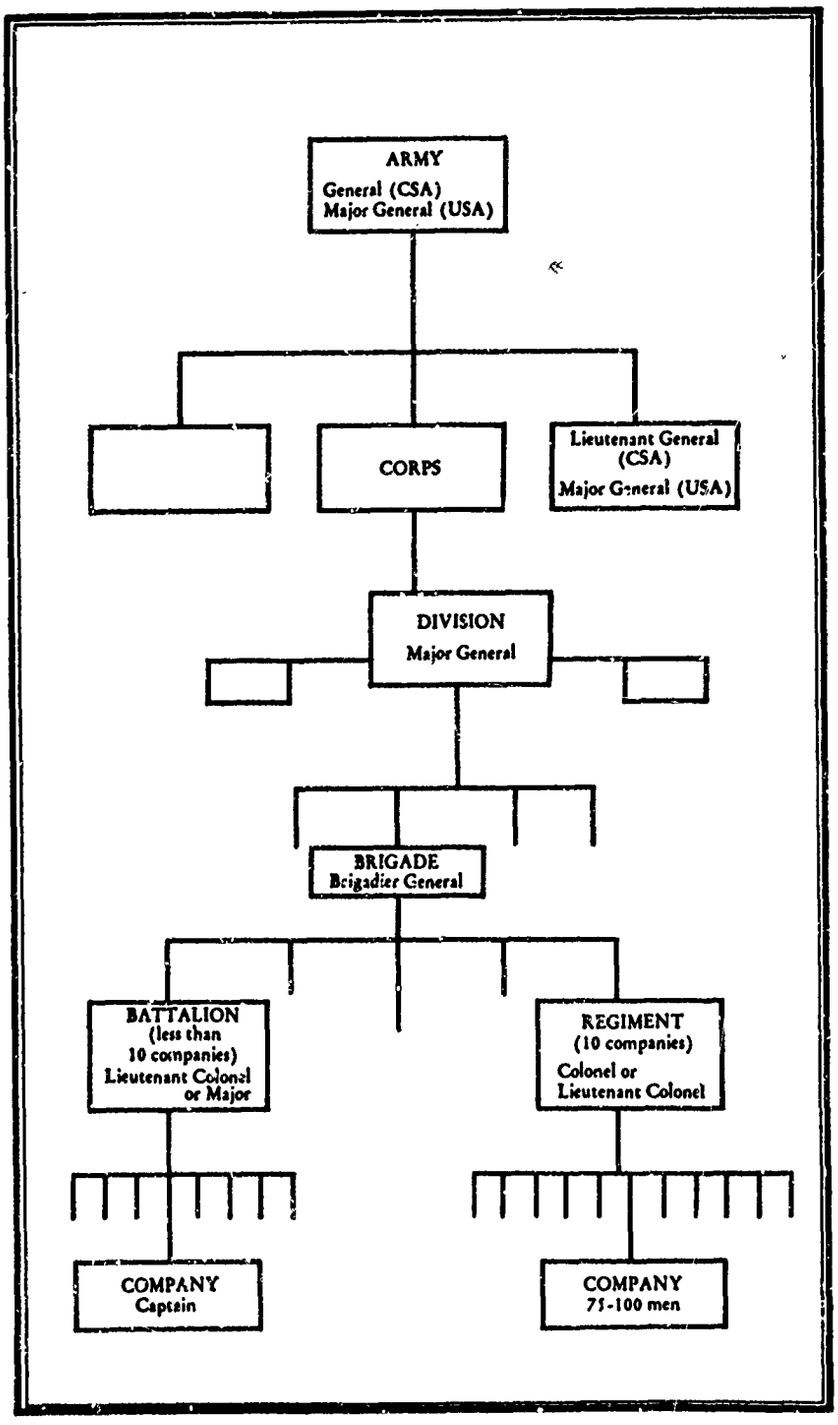

Figure 1. Chart of Civil War Army Organization
Source: Civil War Centennial Commission

The improvement of weapons, especially in breechloading small arms and artillery, caused the military thinkers of the 1890's to consider the need for dispersion on the battlefield, and its direct effect upon the control of the troops by the commander. It was believed by these authorities that no man could control ten companies (the regimental organization) in combat. A three-battalion regiment (four companies each) was urged by the Secretary of War in 1890 (Ref 1).

In 1898, the United States entered war with Spain. The three-battalion infantry regiments previously suggested by the professionals of the Regular Army were adopted. Companies were increased from 50 to a total of 106 enlisted men. The battalion contained 424 men, and the regiment, with addition of noncommissioned staff, consisted of 1309 enlisted men. The following extract describes the role of the battalion in the US Army after the Spanish-American War:

> The organization of infantry regiments into three battalions of four companies each -- finally brought about by the War with Spain -- persisted as a permanent alteration. With this, it is interesting to note, the Army had returned to the regimental organization used from 1790 to 1792. This 100-year reversion, however, did not arise from a study of the earlier period -- rather it sprang from the experience of the Civil War, coupled with that of the later wars in Europe. As we have seen, this experience had demonstrated that the old regiments were far too big to be effectively controlled in battle. As long as the system in which battalion and regiment were one and the same was followed, the regiment was a fighting subdivision in the line of battle. On the other hand, in the shift to more modern practice which the infantry was making, the battalion was a fighting subdivision while a regiment exercised administrative control over three of them. The fault in the shift was that the American battalion was too small to perform its work. This may be illustrated by comparing the new organization with those in Europe. The French and Prussian infantries both used regiments of three battalions, but the battalions were far larger.. The Prussians had 1,000 enlisted men in theirs, the French had close to 700, while we had no more than 425. (Ref 1, pp 30-31)

The World War I US infantry regiment was organized to include three battalions and a regimental machinegun company. The battalion comprised four companies of 6 officers and 250 men each. The regimental strength was 112 officers and 3,720 enlisted men (Ref 3).

By July 1917, the number of machinegun companies in the regiment had been increased optimistically to one per battalion but this could not be continued, by terms of the National Defense Act of 1916, without eliminating rifle companies from the battalions. The solution was to

create separate machinegun battalions and to leave one machinegun company in the regiment. The machinegun battalions were: brigade (three companies); and division (four companies) which was eventually reduced to two companies and motorized. Under this organization, the machinegun battalion elements could be attached to and detached from attacking or defending units as required.

Major General David W. Gray, Headquarters, United States Continental Army Command has commented, in detail, upon the organization of the infantry at all levels. Of especial interest is his evaluation of the changes wrought in the infantry which is quoted below:

> The 1918 organization of the division had undergone considerable change from that of 1914. The three brigades of three regiments each had been reduced to two brigades of two regiments each (the so-called "square division"). Each regiment still had three battalions of four companies each, but the rifle companies now had four platoons instead of two. Each platoon had two sections of three squads each, giving the division 1,132 squads, or about 50 more than the infantry was the addition of a light mortar and 37-mm gun platoon in the regimental headquarters company and a machine-gun battalion in the division.
>
> *
>
> To support the infantry advance, 37-mm guns, three-inch mortars and machine guns from the regiment and brigade were usually attached to the battalion. Clearly then the basic element of fire support became the battalion. Thus the battalion commander no longer as a normal practice accompanied his battalion in the attack but positioned himself where he could control the use of his supporting fires and of his reserves. This meant that the company had become the basic element of maneuver and the company commander the highest-ranking officer habitually advancing to the assault. As a rule, a rifle company attacking on a normal 250-yard front deployed two platoons in assault and two as reserves. In each platoon one section led and one section followed as a support. These supports provided the additional momentum essential to break into the enemy's position, while the reserve platoons could either outflank or pass through the initial assault platoons to continue the attack. In fifty years we had moved from a division commander's war to one by battalion commanders. (Ref 4, pp 24-25)

The infantry battalion of the United States Army in 1940 was the lineal descendant of those battalions which had served in the wars and expeditions of the past. Essentially, the battalion of 1940 was tried and proven in the maneuvers of 1940 which tested the triangular division concept against the old World War I square infantry division. World War II was a war of

movement and all units, including the division, were pared of excess personnel and equipment to give them greater mobility and flexibility. Table of Organization 7-15 (see App B) of 1 October 1940 prescribed an infantry rifle battalion as follows: a headquarters (T/O 7-16); a headquarters detachment (T/O 7-16); three rifle companies (T/O 7-17); and a heavy weapons company (T/O 7-18). The battalion was commanded by a lieutenant colonel assisted by a major as executive officer. The aggregate strength of the battalion was 932, of which 28 were commissioned officers.

In examining the above unit structure it will be noted that the 1940 infantry battalion was quite dissimilar to the prewar one. The Chief of Infantry, Major General George Lynch contended in his annual report that

> in the years from 1937 to 1941 American Infantry had undergone a real revolution. Organizationwise, the foot establishment was arranged along lines that had been more carefully tested than ever before in peacetime. As for weapons, they were turned over completely, except for the .30-caliber heavy machine gun. In other words, the 60-mm mortar (first adopted as standard in 1937, but remaining scarce) had replaced the old Stokes and its successors, while the heavier mortar, 81-mm, had been adopted and the BAR so much improved as to be virtually made over. Finally, the Springfield 1903 shoulder rifle had yielded to the semi-automatic M1. In addition, new small arms such as carbines and submachine guns, had entered infantry armament, together with the larger machine gun, the .50-caliber. (Ref 1, pp 47-48)

An historical summary of the evolution of the infantry battalion and the span of control from 1777 to 1964 is given in Appendix C.

THE WORLD WAR II RIFLE BATTALION

The attack upon Pearl Harbor and the invasion of the Philippines by the Japanese brought all prewar preparation to a climax. There was then a definite purpose to maneuvers and training as the Army faced combat in every type of environment in a global war. The organization of the infantry units prior to Pearl Harbor was to be tested in combat. The phase-out of the horse and horse-drawn equipment was in its final stages. All vehicles in the infantry were motor-propelled and the infantry battalion was furnished transportation for nearly every purpose from command to weapon and supply vehicles. The $\frac{1}{4}$ -ton truck (jeep) became at once the "pet" of the infantryman. Almost immediately, this versatile vehicle gave the infantry a mobility which it had never before experienced. The jeep served as a command vehicle, a gun vehicle, and a hauler of supplies. Other vehicles were assigned to the battalion and by 1 April 1942, T/O 7-15 (see App B) allotted a total of forty-seven vehicles, of which 22 were jeeps; also included were 3/4-ton weapons carriers. The enlisted strength of the battalion was set at 884 compared with a total of 904 in the T/O 7-15 of 1 October 1940 -- a reduction of 20 men. These cuts were found principally in the rifle companies and heavy weapons companies. The rationale behind these reductions may be found in the following extract:

> General Lesley McNair... had been chief of staff of the provisional division that had tested triangularization in 1937, and he believed in the basic principles of the revision that had resulted. Foremost among these was pooling. Its natural corollary was to keep all units lean, because, when extraordinary needs arose, those units could draw from the pools maintained at the next higher level. Another one of the important principles embraced by McNair was that which gave the best of men and equipment to the offensive portions of units, and cut the other segments to a minimum. The application of these austere principles was sharpened by the urgent need to conserve shipping space; so McNair caused infantry organization to be finely combed for excess personnel and equipment. (Ref 1, p 52)

By 1942, the conversion of the prewar United States Army to a wartime national force was being accomplished slowly but surely. Training, testing, and grading the newly formed units occupied the bulk of the energies and talents of General Headquarters of the Army. However, there were those in command who did not feel that the troops were properly organized and trained for the waging of modern war.

> Large unit organization, in March 1942, embodied the outcome of the reforming ideas of the 1930's and the establishment of the Armored Force in July 1940. The March

directive enumerated six types of divisions: infantry, armored, motorized, cavalry, airborne and mountain.

> Infantry divisions were barely emerging from a tumult of reorganization. The main features of the new plan -- triangular structure through elimination of the brigade, adaptation to conditions of open warfare, use of motor transportation only - had been discussed in the Army since the early thirties (had in fact been urged by General Pershing in 1920), and tentatively endorsed by the War Department in 1935 and tested in the field in 1937 and 1939. Not until 1940, after the collapse of France, did these ideas crystallize in an approved table of organization. The Regular Army divisions were then physically reorganized. Not until after Pearl Harbor did it prove feasible to bring the National Guard divisions into conformity with the new system. The purely wartime divisions, which began to be activated in March 1942, followed the new pattern from the start. (Ref 5, p 7)

The War Department took a novel step toward correction of these deficiencies by the establishment of the Army Ground Forces in 2 March 1942. The mission of the Army Ground Forces, as stated in Circular 59, was "to provide ground force units properly organized, trained and equipped for combat operations." The tactical organization which offered the greatest possibility of success in battle became the principal desideratum of all planning and organizational changes (Ref 5).

> Tactical organization, which designed for combat, was indispensable to the preparatory effort as well. Tables of organization and equipment were the basic guide to mobilization. T/O units were the blocks out of which the Army was built. The total of all T/O units constituted the major portion of the troop basis... The internal character of each unit, as fixed by its tables, dictated the total number of similar units required. (Ref 5, pp 1-2)

The Army Ground Forces, under the command of General Lesley J. McNair (1883-1944), exerted a profound and lasting influence upon the organization of every unit in the United States Army, from the rifle squad to the division. Essentially one of the Army's finest artillerists, General McNair was a genius at organization and training. Naturally conservative as a professional soldier, he demanded that all units be functional and without excess personnel or materiel. He questioned everything that went into the TOE and especially he cut command and headquarters personnel to the minimum. He believed that all people in a combat unit should be able to function in combat. His ideas were implemented during World War II; today

they survive in the tactical organization of the current Army, and constitute excellent guidelines for the Army of the future. The following paragraph sums up the General's ideas on tactical organization:

> General McNair's leading idea in tactical organization was a simple and definite one: to concentrate a maximum of men and materials in offensive striking units capable of destroying the enemy's capacity for resistance. The derivatives of this idea were many. One was to have a minimum of non-combat soldiers, to hold down non-tactical overhead and make tactical staffs small and efficient. Headquarters companies, staffs and administrative personnel could be kept small by elimination of unnecessary links in the chain of command, by reduction of paper work and the use of verbal orders. Combat units should be streamlined for quick decisive action; they should have only such personnel and equipment as were needed always. What a unit needed only occasionally should be held in a reserve pool under higher headquarters. Such pools not only kept personnel and equipment from idleness, but also permitted rapid massing for concentrated use. Transport and impedimenta of all kinds should be assigned sparingly and pooled where possible. Weapons and units primarily defensive in character should absorb as little as possible of the national resources. Special type units and excessively specialized personnel, useful on certain occasions only, should be discouraged. Links in the chains of supply and administration should be cut; divisions and corps should be lightened, with their overhead machinery relegated to armies. (Ref 5, p 6)

From the above extract may be derived the general organizational policy which existed during World War II and has persisted until the present. General McNair was saying, in effect, that "he wanted military units that were lean and mean." Lean to the point of functional numbers and mean as to firepower, striking force, and effect upon the enemy. This ideal strives to be achieved in the tables of organization and equipment published for the United States Army. This is especially true of the combat-type units, such as the infantry, artillery, and armor. (For special type battalions see App B).

The triangular division cut off nearly 13,000 men from the square division's strength. The strength of the new division was about 15,000 men. The overall reduction was achieved by elimination of personnel in the infantry divisions as follows:

> The triangular division lopped some 13,000 men from the old square-division strength, emerging with about 15,000. The reduction was achieved by reducing

> headquarters and administrative staffs and thinning out support and service troops. Equipment and matériel were cut to the essentials. The result was a lean, tough, more maneuverable division. (Ref 6, p 35)

In the infantry battalion, the 1 April 1942 TOE substituted a headquarters company for the old headquarters detachment as it existed in the 1940 TOE. The strength of the new headquarters company totalled 130 enlisted men and 5 officers compared with the old headquarters detachment of 48 enlisted men. This new organization in the rifle battalion was not well received by General McNair but it and the new regimental cannon company were included over his vigorous objections. Automatic rifles were brought out of the automatic rifle squad (which was dropped) and returned to the rifle squads where they had been before February 1940, that is, one per squad. (App B and Ref 7)

In November 1942, the overseas troop-movement shipping space problem became so critical that another drastic reduction in infantry units was ordered by General McNair. A Reduction Board was established to accomplish this difficult and sometimes painful task. The General was determined to cut the infantry rifle regiment by 400 men and to do this without removing many riflemen from the battalions. These drastic changes were reflected in TOE 7-15 published 1 March 1943. The principal casualty in this reduction within the infantry was the cannon company which was dropped from the table and its howitzers placed in the regimental headquarters and headquarters company. This arrangement did not last long. The Reduction Board finally cut 216 men from headquarters and the heavy weapons companies of the battalions. Appropriate TOE were published on 15 July 1943. (Ref 1)

How these radical cuts in strength were accomplished is shown in the following extract. It is of considerable value to note the rationale used in the removal and addition of men and weapons to the component units of the rifle battalion. The recognition of the "close-in fighters" as the base for the division and its combat units is a most valid one, it was valid then and its validity has not diminished.

> ...the infantry rifle squad was unchanged. It remained a team of twelve men, armed with ten M1 rifles, one automatic rifle and one M1903. Three such squads formed a rifle platoon. Three rifle platoons were grouped with a weapons platoon to form a rifle company. The weapons platoon was modified slightly. It retained two cal. .30 light machine guns and three 60-mm. mortars as its primary weapons. It lost two automatic rifles, but gained three antitank rocket launchers and one cal. .50 machine gun, the latter for antiaircraft defense. Personnel of the rifle company was virtually untouched, being cut from 198 to 192 through removal of a transportation corporal, a truck driver, a cook's helper, a messenger, an orderly and a basic private. The 27 rifle companies of the division retained a strength of 5,184 --

> the close-in fighters around whom the rest of the division was built. Saving 6 men in each company saved 162 in the division, or 16,200 if 100 infantry divisions should be mobilized.
>
> The heavy weapons company, with which three rifle companies were grouped in the infantry battalion, was cut into more deeply than the rifle company, being reduced from 183 to 162 officers and men. Thirteen of the 21 men removed were truck-drivers. Armament was strengthened. To the primary weapons - six 81-mm. mortars and eight cal. .30 heavy machine guns - seven antitank rocket launchers and three cal. .50 machine guns were added. (Ref 5, p 22)

It will be noted in the extract above, that, in the last paragraph, mention is made of the heavy weapons company and how the economies in personnel were achieved. This instance seems to exemplify an axiom which might read, in effect, "whenever unit strength is reduced, weapon strength must be increased." The gaps in the line must, perforce, be closed by additional firepower. Obviously, the type of weapons to be added, or amplified, will depend upon the unit and its mission. It is safe to conclude that in infantry units of all types and sizes, only those weapons that will assist or accelerate the maintenance of fire and movement will be found in this category. The following commentary bears out this great need for continuous support of battalion weapons.

> The fire power of a mortar platoon at the immediate call of the battalion commander is needed. Lessons learned from the European Campaign point out that the support of battalion weapons must be continuous and, therefore, they must be capable of being displaced by hand or transported across country. There was a suggestion that the 4.2" mortar replace the 81mm mortar but a clear majority (47 out of 57) preferred the 81mm mortar. (Ref 8, p 8)

The anticipated losses in firepower within the rifle battalion was compensated by the addition of seven caliber .50 machineguns, M1, HB, flexible, to each rifle battalion, that is, one to each rifle company and three to the heavy weapons company. At this time the new 2.36-inch rocket launcher (the Bazooka) appeared in a total issue of 24 to the battalion. These advanced (for the times) antitank weapons were located in the headquarters company, the rifle companies, and the heavy weapons company within the battalion. Thus, the rifle battalion's firepower was increased despite reduction of manpower and in an area where it was anticipated that it would be badly needed-- antitank defense.

It should be noted that the addition of the rocket launchers and the .50 caliber machineguns to the battalion was in keeping with General McNair's basic concept that antitank and antiaircraft defense should be the responsibility of individually fired weapons, not those that were crew-served.

Here again, we find an excellent example of the economy-of-force principle that guided the general in his organizational concepts. He did not like the mine platoon of the antitank company because he considered that it was purely a defensive unit. Although it was dropped in the TOE of 26 May 1943, it was reinstated in the same year in July, with a strength of 31 men. The 37mm guns of the antitank company and the remaining nine guns were divided equally among the headquarters companies of the three battalions. The total enlisted strength of the rifle battalion under TOE 7-15, 1 March 1943 was 818, with 32 officers. (App B)

Not all changes shown on the TOE were actually made, as noted in the following extract:

> The headquarters company of the battalion, falling from 135 to 108, was cut proportionately far more than the line companies, on the principle that headquarters overhead should be trimmed. The loss was largely in the antitank platoon, on the principle that defensive personnel should be held to a minimum. Defensive weapons earmarked for the security of headquarters were particularly frowned upon by General McNair. The four 37-mm. antitank guns assigned to the antitank platoon were reduced to three. The 37-mm. gun was retained despite adverse report from North Africa, on the grounds that it was easier to manhandle than the 57-mm. gun proposed in its place, that it was effective when used within its proper range, and that in any case 57's were not yet available to replace it. Three cal. .30 machine guns, one cal. .50 machine gun, and eight antitank rocket launchers were added to the battalion headquarters company, which therefore, although reduced 20 percent in personnel, obtained a net augmentation of armament.
>
> Total reduction of personnel in the infantry battalion was from 916 to 850, a saving of 66, of which only 18 were in the rifle companies. (Ref 5, pp 22-23)

The General Board, European Theater of Operations, was charged with specific study of the battlefield functioning of all units, including the infantry rifle battalion and its component elements. The purpose of the board was to recommend changes in organization with a view toward better combat performance and guidance for more efficient organization in the future. These reports were not theoretical; they were based upon direct interviews with numerous commanders, at all levels of command, and members of the type units concerned. With reference to the battalion headquarters company, the board reported:

> The problems encountered by this unit are closely parallel to those of the regimental headquarters company. Communication is the greatest problem and insufficient personnel is presently allotted to insure a continuing and adequate wire and radio net. Experience indicates that an

> increase in the personnel of the communication platoon by two wire teams is necessary. No enlisted men are available to perform the functions of command post guards, escorts for prisoners of war and other miscellaneous duties which arise in combat. Provision should be made for personnel to perform these duties without depleting the strength of the ammunition and pioneer platoon or the rifle companies. For this purpose a section, 12 enlisted men, has been added as a military police section. Supply of the battalion is a responsibility of the battalion commander; however, the battalion supply officer (S-4) is not assigned to the battalion and is answerable only indirectly to the battalion commander. It is thought best to assign this officer to the battalion. The inability of the battalion anti-tank platoon to furnish adequate protection against hostile armor, for reasons listed earlier under the heading of the anti-tank company makes it desirable to eliminate this platoon. (Ref 8, p 7)

With reference to the foregoing battaion strength and organizational patterns, the following extract is highly significant:

> All the complications...faced by Army Ground Forces during the year from October 1942 to October 1943, and the organization developed for infantry in that year persisted for the duration of the war in Europe. However, when redeployment to the Pacific area became necessary, Ground Forces once more examined the tables of organization and equipment. This time three factors were decisive in the appraisal. The first one was the wealth of combat experience accumulated in Europe; the second, that the scarcity of shipping space had ceased; and the third, the death of General McNair.[2] These factors resulted in a general enlargement of infantry units. (Ref 1, p 54)

World War II witnessed the first use of armored infantry by the US Army. Essentially, this requirement was caused by the advent of the armored divisions. The best military thought at the time pointed to the need for infantry integral to the armored division for the protection of the tanks and for seizing and holding terrain. Hence, the design of armored infantry battalions and regiments to carry out these vital missions was initiated somewhat over the objections of the Chief, Army Ground Forces. To appreciate this organization problem, it is necessary to review the background. In 1940 the tanks were separated from the infantry and the armored force was established. This solution did not solve the problem of the infantry/tank relationship on the battlefield. The armored divisions, when first organized, did not provide organic infantry for the protection of tanks and ground exploitation

[2] Lieutenant General Lesley J. McNair was killed in action at St. Lo, France, 25 July 1944, while observing frontline units in combat. He was promoted to General posthumously in 1954.

of armored gains. The initial inception of the armored infantry in the United States Army may be noted in the following extract:

> The next type of specialized infantry... was that intended to provide the foot elements of the new armored divisions. It was called "armored infantry." The first of this type in the United States Army came into being when the old 6th Infantry was converted to armored on 15 July 1940. After that, certain numbers which had been inactive on the infantry list since just after the first World War were activated in 1941 and 1942 to become armored infantry. These were the 36th, 41st, 46th, 48th-52nd, 54th-56th, 58th, 59th, and 62d Regiments. Within a few months the new armored infantry regiments were broken up to form separate armored infantry battalions. First and last there were sixty-six of the latter.(Ref 1, p 49)

The armored infantry battalions were essentially copies of the standard infantry rifle battalions. However, they were smaller with less men in the rifle companies. One factor which reduced the number of fighting men available in the armored infantry battalion was the specific battalion requirement for drivers and maintenance personnel. Conversely, the firepower was greater than the standard battalion because of the machineguns mounted on the vehicles (M2 and M3 half-tracks). The training given the armored infantry battalion was essentially dismounted infantry tactics, although some training was given in fighting from the vehicles. This training was seldom employed in combat, as the armored infantry, once deployed from the vehicles, fought dismounted the same as standard infantry (Ref 9).

General McNair was again to exert great influence in the organization of the armored infantry. His attitude toward the armored force and its basic concept is shown in the extract below:

> General McNair... had always doubted the invulnerability of the tank. It became clear that tanks would frequently have to be escorted by foot troops sent ahead to locate and destroy antitank defenses. It was recognized that the armored division, internally, required more infantry in proportion to tanks and, externally, would usually operate in closer proximity to infantry divisions than had been supposed. The increasing rapprochement between tanks and infantry raised not only the question of the internal structure of the armored division but also that of the number of armored divisions which ought to be mobilized. (Ref 10, pp 322-323)

The armored infantry battalion, as provided under TOE 7-25, 1 March 1942, contained a battalion headquarters and headquarters company (T/O 7-26) and three rifle companies (T/O 7-27) with a total of 676 enlisted men and 24 officers. This battalion was the smallest infantry battalion in the US Army during World War II. Obviously, there were standard infantry battalion elements, such as the heavy weapons company, which it did not require for the performance of its combat mission. A look at the armament of the armored

infantry battalion shows that it was, at this early period, furnished with organic weapons affording heavy firepower support, that is, antitank guns, assault guns, 60mm mortars, and 81mm mortars. (App B)

It was at this point in the organization of the armored division that the concept that interchangeable battalions of all types were mandatory for that unit appeared. Even before the armored divisions entered combat and

> ...in view of wide differences of opinion, both the Army Ground Forces and the Armored Force desired as elastic and adaptable a structure as possible... The regimental echelon in the armored division was abolished. The battalion became the basic unit. The division received organizationally three battalions of tanks, three of armored infantry, and three of armored field artillery. Infantry strength in proportion to tanks was thereby doubled. At the same time separate tank battalions, separate armored infantry battalions, and separate armored field artillery battalions were set up in nondivisional pools. These battalions were made identical with the corresponding battalions organic in the armored division. Hence they could readily be attached to the armored division. (Ref 10, p 327)

The armored infantry regiment was retained within the armored division until 15 September 1943, at which time the regiment was disbanded and separate armored infantry battalions were established. The ratio, based upon combat experience in Africa and Sicily, of armored infantry battalions to tank battalions, was now changed from one-to-two to one-to-one. The rationale for this change was found in the improvement of antitank weapons, such as rocket launchers and the German Panzerfaust, and the extensive use of antitank mines. At El Alamein, in October 1942, General Sir Bernard L. Montgomery of the British Eighth Army used his armored infantry to probe the German lines and to open a gap through which the armored units could advance.

The following extract is of value because it differentiates between the types of armored divisions and explains the employment of the armored infantry battalions:

> Both the 1942 type of division and the 1943 type were employed in combat. The 1st, 2nd, and 3rd divisions were employed under the 1942 table of organization, the 1st later being reorganized in Italy to conform to the 1943 table of organization. The 2nd and 3rd ended the war as old type "heavy" divisions. All other divisions were employed as organized under the 1943 table of organization or as "light" divisions. The "heavy" type was capable of longer sustained action than the "light" type. Both types of divisions were successful. Certain weaknesses were found in both. Both were weak in infantry, particularly the "heavy" division with its two armored regiments of six tank battalions and armored infantry regiment of three armored infantry battalions. The

> "light" division with three tank battalions and three armored infantry battalions fared better, but needed at least one additional rifle company in each armored infantry battalion in order that tank and infantry battalions could be married up--squad for squad, platoon for platoon, and company for company. (Ref 11, p 34)

TOE 7-15, 15 September 1943, shows the armored infantry battalions of the armored division to contain 35 officers, 3 warrant officers, and 962 enlisted men. The increase in overall strength within the armored infantry battalion was found basically in the inclusion of the additional rifle company.

The organization of the standard infantry rifle battalion as it was in 1943 and 1944 remained fairly stable with minor additions of men and equipment. TOE 7-15, 26 February 1944, was the table establishing the infantry rifle battalion until 1 June 1945, when new tables were published. The 1944 TOE 7-15 carried a total of 825 enlisted men and 35 officers for the battalion. This was "a lean and mean" organization, so lean that many thought that its efficiency in combat had been decreased. The rifle companies were believed to be too small for the type of heavy ground combat encountered in Europe. The strength of the company was increased from an aggregate of 193 to 242 men so that casualties could be absorbed and enough personnel left to function efficiently in a fast-moving combat situation. New members of the battalion were principally in the rifle companies where two new sections were added to the weapons platoons, that is, the assault section (2.36-inch rocket launchers) and the special weapons section (57mm recoilless rifles).

> Experience in the European Theater indicates that the major subordinate units of the infantry division were insufficient in strength and general composition to insure the division's ability to conduct offensive and defensive operations independently with maximum efficiency. The absence of tanks in the division organization was especially felt. (Ref 8, p 2)

In the infantry rifle battalion the new 75mm recoilless rifle was added in a new gun platoon in the heavy weapons company. These new weapons gave the infantry rifle battalion a new type of mobile artillery which greatly increased firepower. (See App B for complete TOE 7-15, 26 February 1944 with changes to 30 June 1944.)

The TOE 7-15, 1 June 1945, reflects the influence of US Army infantry combat experience in both Europe and the Pacific. The austerity program of General McNair was replaced by a program of "beefing up" the battalion and its elements to ensure the manpower and firepower to bring the war to a victorious close. With this goal in sight, the planners in the War Department and Army Ground Forces faced toward the Pacific and a new problem: redeployment (App B).

Examination of the TOE noted above reveals that the infantry regiment was increased in personnel from the old 1944 strength of 3,323 enlisted men to a new strength of 3,538 enlisted men. The bulk of these men were assigned to the rifle companies within the battalions. Enlisted strength of the rifle

company rose from 187 to 235. The towed guns (57mm) were eliminated from the regimental antitank company and were replaced by tanks mounting 90mm rifles. The regimental cannon company, equipped with heavy tanks mounting 105mm guns, was, in effect, a tank unit for the direct support of the battalions of the regiments.

Backup for the changes effected above, may be found in the following extract from Report No. 15, European General Board:

> The present 57mm towed anti-tank gun is unsatisfactory. Lack of cross-country mobility, coupled with the fact that the penetrating power of the 57mm projectile is insufficient to stop the modern tank, makes it imperative that another weapon be substituted. The majority of experienced combat leaders agree that the present anti-tank weapon should be replaced by a self-propelled tank destroyer or a medium tank... Present recoilless weapons lack the necessary penetrating power demanded in an effective regimental anti-tank weapon and other protection is therefore mandatory. (Ref 8, p 6)

The principle of flexibility in the employment of the infantry regiment and its battalions was noted in the creation of the regimental combat team (RCT) for the accomplishment of specific combat missions. This concept consisted of a planned grouping of certain divisional elements around a standard infantry regiment, that is, a battalion of artillery (105mm), a combat engineer company, a medical collecting company, and a signal corps detachment. These ad hoc organizations were employed with success in both the European and Pacific Theaters during World War II. (Fig. 2) It is of interest, in view of the concepts advanced by General McNair, to note that, even at this early date, military thinking was tending toward "a flexible response" to the requirements of the modern battlefield. Prior to the formation of the regimental combat team, the group and grouping concept with reference to the battalions within a division had been advanced by the Commanding General, Army Ground Forces.

The reorganization of the nondivisional units in the Army ground forces during World War II was to have a salient effect upon the existing wartime Army organization and the formation of the present Army. In 1942, the nondivisional regiments (antiaircraft, field artillery, mechanized cavalry, and combat engineers) were converted to separate battalions. Group headquarters companies (batteries), with a ratio of 1 to 4 battalions (squadrons), were activated. This was a daring and novel experiment in US Army unit organization which made of the group

> ...a form of organization already employed with certain newer weapons, notably tanks and tank destroyers. It differed from the regiment in that component battalions were self-sufficient for supply and administration (in the manner... of the reorganized armored division), and that the battalions were not assigned organically to the group, but attached to it and detached from it as circumstances

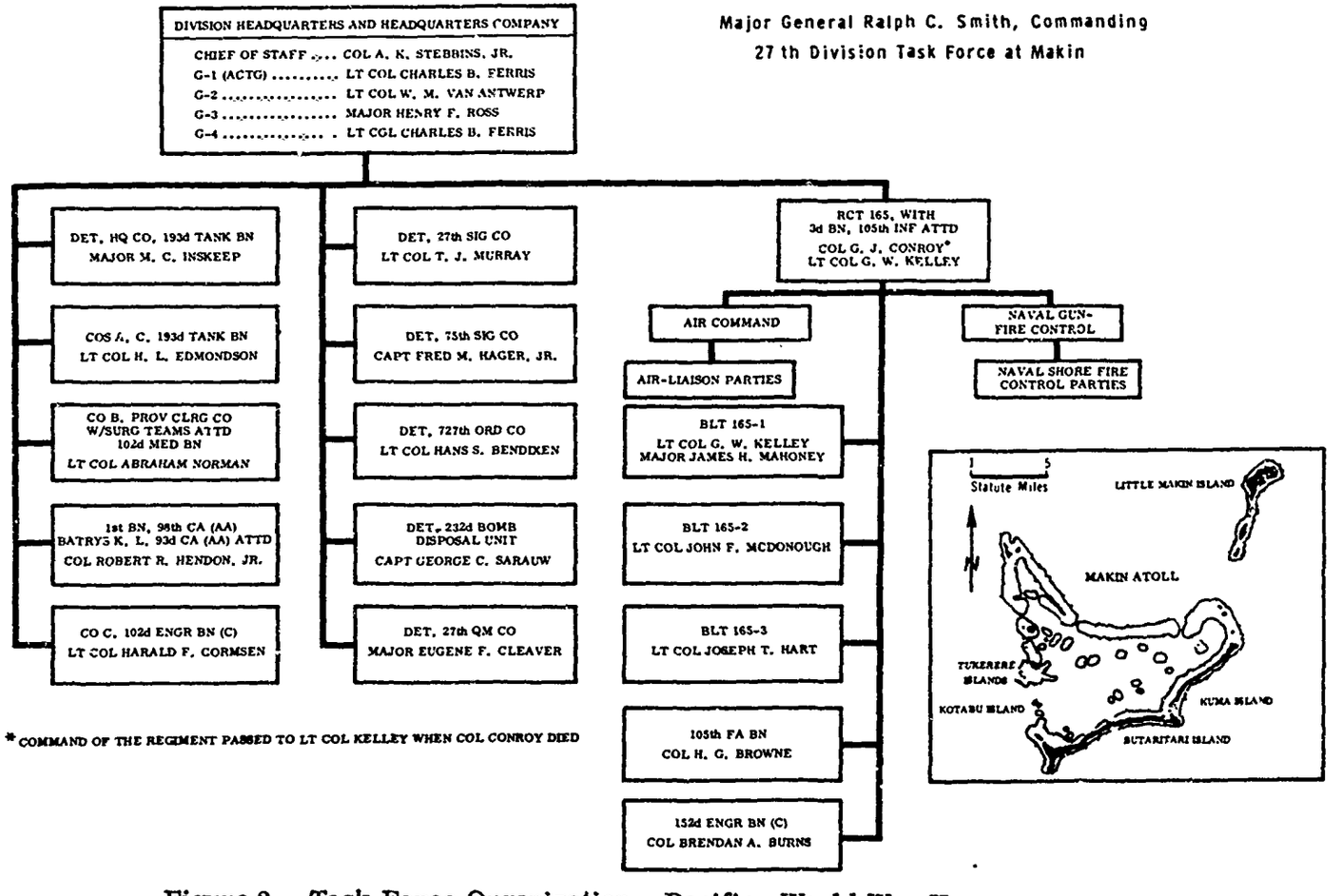

Figure 2. Task Force Organization - Pacific, World War II

> dictated. The group was not a T/O unit. It might contain, at a given moment, no battalions or half a dozen battalions, though three or four were considered normal. Group headquarters were supposed to eschew administration, to be tactical only, to control battalions in combat, and to supervise their training. Battalions in principle dealt directly with army on administrative matters, and brought their own supplies from army supply points. (Ref 5, p 51)

The above conversion served General McNair's purposes. It effected a considerable economy in the elimination of the headquarters of the regiments of the cited nondivisional units. It also served as a pattern for the elimination of the regiments in the armored division and the creation of separate armored infantry battalions where there had formerly been armored infantry regiments of three battalions. The same purpose was achieved in the armored division with the establishment of the Combat Commands, A, B, C, which were, in effect, group headquarters. A further benefit of the reorganization was the cutting of the strength of the headquarters companies at all levels (Ref 5, p 52).

The infantry battalions of World War II were the most modern and best-equipped of any infantry units ever fielded by the United States Army, up to that time. Well supplied with the best weapons American ingenuity and industrial knowledge could produce, they were sized and shaped for combat by careful military planning and eventual combat experience. As early as 1938, the infantry battalion of the US Army possessed an aggregate strength of 691. By June 1941, prior to the attack on Pearl Harbor, the battalion had grown to a strength of 932; within one year its strength was slightly less: 916. The proposed strength for the rifle battalion in March 1943 was 850. By July 1944, it had been increased to 871 and by January 1945 it had been reduced to 860. In June 1945, the aggregate strength of the battalion rose to a wartime high of 1,014. During the period of World War II, the average strength of the US Army infantry battalion was 876 men.

During World War II the struggle in many areas of the globe became a battle for air bases. This was especially true in the Pacific and to a lesser extent in Africa. The requirement for the military unit known as an air base security battalion became evident in 1942 while the North African campaign was in full operation. In the United States Army these battalions (in reality infantry) were hastily assembled from a temporary TOE and trained to take over the task of holding the air fields after the regular infantry battalions had conquered the areas in which they were situated (App B).

The air base security battalion was tailored for a very specific task of defense and only a limited number were organized. However, they are worthy of careful consideration in view of current air base protection and security problems in Vietnam. The air base security battalion was commanded by a lieutenant colonel and possessed the usual battalion staff. Organically the battalion included a headquarters company, three rifle companies, and a heavy weapons company. All elements of the battalion were motorized, mounted in half-tracks and armored cars. Heavy machineguns

and cannon were included in the battalion's weaponry. Jeep-mounted machineguns, both light and heavy, were also included in the armament. The general organization of the security battalion stressed high mobility and heavy firepower. A highly efficient system of communication was provided within the battalion and with other combat nets within the battalion's area of air base security responsibility.

The global character of World War II dictated certain tailoring of organizations to special climatic and environmental conditions. The European Theater of Operations functioned in a conventional temperate zone four-seasonal weather pattern. This condition called for troops and organizations capable of operation in hot, dry, wet, cold, and snow-type weather. No particular organizational problems were presented by the European environment. Battalions were not required to be especially organized for combat--except in Italy where infantry mountain divisions were utilized. Mountain units were lightly equipped with motor transport and the troops were trained in mountaineering skills. Ranger battalions were employed in the European Theater, but this was because of the peculiar nature of the mission and had little or nothing to do with the environmental conditions. Special forces, ski troops, and those trained for Arctic service appeared in various highly specialized operations where conventional troops could not be expected to perform efficiently and effectively.

The Southwest Pacific area presented a variety of environmental differences from that encountered by the troops in the European Theater of Operations. Planners in the War Department and individuals in the various training commands and units, were of the opinion that the jungles and tropical areas of the Pacific would require specialized military organizations. Hence, there were light infantry battalions and regiments, especially organized and trained for jungle warfare. The theory behind the light features of these units was that in heavy jungle areas the standard infantry battalion would become "bogged down" with conventional unit organizational patterns and equipment and vehicle transport. But in actuality, these units which were designed and trained for jungle combat in the Pacific never had the opportunity to prove themselves in jungle combat. As the result of training tests these units, the 71st and 89th Infantry Divisions, were reconverted to standard infantry in 1944. Thus, standard infantry battalions were used in jungle combat in the Pacific and proved themselves to be adequate for the task (Ref 1, p 50).

The Rangers were a traditional American military organization dating back to the French and Indian War period of our colonial history. Tough, lean, and functional in organization and personnel, the six Ranger battalions were organized as hard-hitting, light infantry battalions capable of independently conducted commando-type raids deep into enemy territory. These elite units were noted for their high esprit, dash, and physical toughness. These battalions fought with distinction in both Europe and the Southwest Pacific area. In the SWPA and the Philippines, the Sixth Ranger Battalion served with the Sixth US Army under General Walter Krueger. Additionally, General Krueger organized a non-TOE unit of battalion strength which he designated as the "Alamo Scouts." Following closely the ancient Ranger tradition and the scout idea of nineteenth century

western Indian and Philippine campaigns, the Alamo Scouts became one of the most effective intelligence-gathering and raiding units in the Pacific area [3] (Ref 12).

In World War II the requirements of possible special missions, such as operating behind enemy lines during winter under adverse weather conditions, led to the formation of an unusual type of specialized unit, the 1st Special Service Force. Ideally composed of lumberjacks, forest rangers, and game wardens, this unit was an especially elite force. In addition, it had the unusual distinction of being filled with both United States and Canadian soldiers as an experiment in international cooperation. From this viewpoint, it was highly successful and while it operated well, it was eventually deactivated in December 1944 and its members transferred to a standard infantry regiment (Ref 13).

In addition to the foregoing special-type infantry units, including those of company, battalion, and regimental sizes, was another "commando-type" unit, the 5307th Composite Unit (Provisional) which became famous as "Merrill's Marauders." This unit was organized for a specific mission in Burma and in essence, was a carbon copy of the contemporary British "Long Range Penetration Unit" [4] which operated in Africa and the Middle East. The unit was filled with jungle-fighting specialists, both officers and men, who were volunteers. The mission was a "behind the enemy lines" type of operation which meant that the "Marauders" had to possess high mobility, flexibility, and independence of action. Obviously such a unit must either live off the country or rely upon air-drop delivery of rations, ammunition, and other essential supplies. Transport was a combination of animal pack trains and essential air-deliverable motor vehicles. Mortars and howitzers were mule-packed and man-carried. After an arduous and bitter campaign against the Japanese in Burma, the 5307th was reorganized as the 475th Infantry Regiment in August 1944 (Ref 14).

World War II battlefield experience from Europe and the Pacific continued to influence the teachings at the Service Schools and its effect was noted in the reorganization of infantry units. In the new tables of organization dated 1 June 1945, the somewhat lean infantry battalions were increased in personnel. With redeployment to the Pacific a fact to be faced when the war in Europe was terminated, infantry regiments were increased from 3,323 enlisted men to 3,538 and additional weapons and vehicles were included. Logically, the greatest increase was in the infantry rifle battalion, with the rifle company increased from 193 to a total of 242 enlisted men.

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[3] For detailed information on the wartime service of Ranger and Scout battalions and the armored infantry and separate infantry battalions, see The Army Lineage Book, Vol II; Infantry. Washington: Department of the Army, Office of the Chief of Military History, 1953.

[4] See Virginia Cowles, The Phantom Major, New York: Harper and Bros., 1958, for an account of one of these units and its activities.

A considerable number of these additional men were located in the new assault and special weapons sections added to the weapons platoons of the rifle company. The increase from three to six of the 2.36-inch rocket launchers (Bazooka) in the company and the addition of the 57mm recoilless rifle required additional operators in the assault and special weapons sections, respectively.

The novel and highly unorthodox 75mm recoilless rifle appeared in the infantry rifle battalion at this time, operated by a gun platoon which was added to the heavy weapons company. The addition of this recoilless rifle, gave the infantry battalion the heaviest and most accessible weight of fire in our military history up to that time (Ref 1).

A World War II modification of the divisional organization of the infantry was noted in the organization and employment of what were termed "Regimental Combat Teams."[5] This type organization was temporary and utilized in connection with special missions. Essentially organized around the infantry regimental structure, the typical combat team comprised the following: a regiment of infantry, a battalion of 105mm artillery, a company of combat engineers, a medical collecting company, and a signal detachment. Without lineage or tradition, these RCT were military tactical ad hoc organizations of great flexibility. Usually, when the mission was accomplished, they reverted to their regular divisional unit. These temporary units were of especial value in the Pacific area where they were the answer to the requirement for forces capable of landing and taking an island-based enemy objective (Ref 1).

Conversely, the infantry rifle battalion was capable of being formed into what was designated as a "Battalion Landing Team" which, in effect, was a smaller version of the RCT formed for separate amphibious operations. When the battalions were operating within the RCT structure, it was still possible for certain battalions to be organized and designated as "Battalion Landing Teams" for the accomplishment of special missions. AR 320-5, Dictionary of United States Army Terms, April 1965, has this to say about a Battalion Landing Team:

> In an amphibious operation, an infantry battalion normally reinforced by necessary combat and service elements; the basic unit for planning an assault landing. (Ref 15, p 62)

[5] The reorganization of the infantry under the ROAD concept has eliminated the regiment from the US Army--the ROAD infantry brigade approximates the WWII and Korean War RCT organization.

With the elimination of the regimental organization under the ROAD concept, the old "Regimental Landing Team" becomes "The Brigade Landing Team" and is defined thus:

> An assault landing team. It is a balanced task organization composed of a brigade headquarters, two or more battalion level combat units and the reinforcing combat and service elements required for combat and interim logistical support during the period it conducts independent tactical operations.
> (Ref 15, p 73)

In the above-quoted extract it will be noted that considerable flexibility has been built into the concept in that two or more battalions may comprise a brigade landing team, depending upon the mission and the objective assigned. The ROAD concept of the use of the battalions as "building blocks" is employed in this temporary organization--as well as in the permanent organization structure.

THE POST-WORLD WAR II BATTALION AND THE KOREAN WAR

The end of the war in Japan and the surrender of the Imperial Japanese government to the Supreme Commander, Allied Powers, General of the Army Douglas MacArthur marked the end of an era. Gone was the period of exclusively conventional explosives for the waging of war. These had been overshadowed and outranked by a new and terrible force. The detonations at Hiroshima and Nagasaki served to end the war with Japan but more than that they heralded a new age of nuclear war. The absolute lack of experience of any Army in combat under nuclear conditions served to inhibit, frustrate, and puzzle the military profession.

At the same time, a new form of political warfare "the cold war" was mounted by the Union of Soviet Socialist Republics and its satellites against the Western Allies with whom it had collaborated during World War II. The principal tactic of the Soviet Union was to be difficult and testy in her diplomatic relations with the West. Her ideology and propaganda were employed and her military might displayed as often as possible to upset the status quo in the post-War world. For a few years after World War II, the United States and her Allies were in a somewhat secure position because the United States possessed an atomic monopoly. However, whenever the USSR would achieve a breakthrough in the atomic field, the United States and her Allies must be prepared for nuclear warfare.

The United States Army had just finished the demobilization of the World War II Army and was in the throes of reorganization to meet the prospective challenge of the nuclear age when the United States Army plunged back into combat in the Korean War (1950-1953).

The divisions first committed in Korea were those hastily ordered from occupation duty in Japan. While some attempt had been made to make them war-ready, they were not, as yet, up to the task of facing a tough, aggressive enemy like the North Koreans. The reduced battalion regiments were not large enough and the infantry battalions (reduced by one rifle company) were even weaker when facing a determined foe.

> The North Koreans proved to be skillful, tough, and numerous. American troops hastily shuttled to Korea from the occupation army in Japan were unready for them physically, psychologically, and even in equipment. The two-battalion regiments were too thin for sustained resistance on fluid battlefields on which the enemy had captured momentum before they arrived. (Ref 3, p 507)

TOE 7-15, 16 April 1948, established the infantry battalion as having the capabilities of furnishing a base of fire, maneuvering in all types of terrain and climatic conditions, furnishing limited antitank protection, and seizing and holding terrain. These capabilities were not essentially different from those possessed by the World War II infantry battalion under the 1945 TOE. The assigned mission was "to close with the enemy, capture or destroy him by means of fire and maneuver or repel his assault by fire or close combat." There was little new in the assigned mission; it was the

traditional mission of infantry battalions from time immemorial. The battalion still consisted of headquarters and headquarters company (TOE 7-16N); the heavy weapons company (TOE 7-18N); and three rifle companies (TOE 7-19N). The aggregate strength of the battalion was 917 (34 officers and 883 enlisted men). There were three 57mm recoilless rifles in each rifle company, and four 75mm recoilless rifles in the heavy weapons company (see App B).

It is of considerable interest to note the comment upon the postwar Army by Russell F. Weigley:

> This Army of 1950 was very much a postwar Army, shaped less by military doctrine looking to a future war, to which this Army so often seemed irrelevant, than by the past, by the last war, of whose massive armies it was the remnant. Under the shadow of atomic power, development of nonatomic weapons had lagged, and procurement had lagged still more, so the weapons of the Army remained those of World War II, developed as long ago as the period from World War I through the mid-1930's, and now often warworn: the M-1 rifle, the Browning Automatic Rifle, .30- and .50-caliber machine guns, 60- and 81-mm and 4.2-inch mortars, 75-mm bazookas, and 105-mm howitzers. Though Pershing tanks had made limited appearances on World War II battlefields, available tanks were still mainly Shermans, despite their shortcomings. With World War I weaponry, the Army was geared for World War II tactics. (Ref 3, p 502)

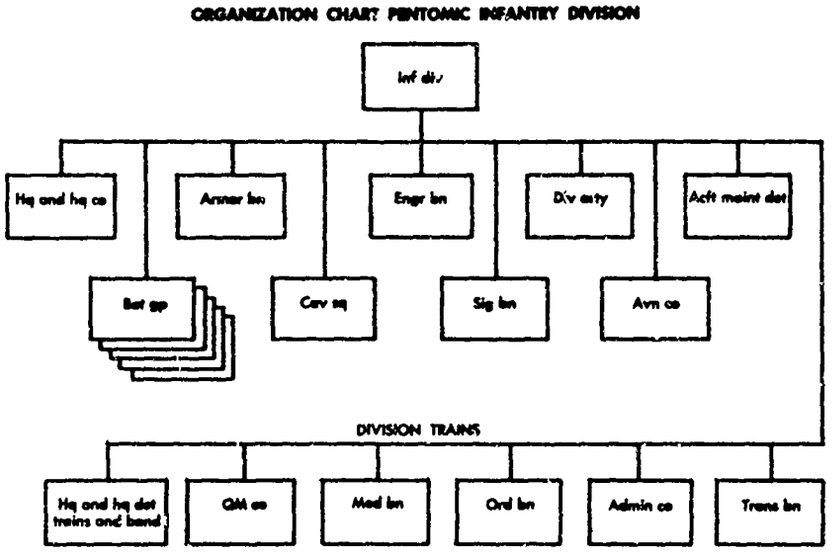
On 27 June 1949, a Reduction Table No. 7-15-N-20 Infantry Battalions, Active Army, was published by the Department of the Army. This table reduced the 1948 battalion from 917 men (34 officers and 883 enlisted men) to an aggregate strength of 32 officers and 685 enlisted men. This reduction was ordered approximately one year before the outbreak of the Korean War. Its effect was to be tragically felt upon the early battlefields on the Korean Peninsula.

The infantry battalion of the Korean War was essentially that prescribed by TOE 7-15, 15 November 1950. It provided for a headquarters and headquarters company (TOE 7-16); a heavy weapons company (TOE 7-18); and three rifle companies (TOE 7-17). The full strength of the battalion was 919; reduced strength was 722 (see AppB). The combat in Korea called for strengthening of the battalion in both personnel and weapons.

The possession of an "atomic monopoly" after World War II gave the United States a distinct advantage in planning for the organization of the postwar units of the United States Army. This great power, both actual and political, served to preserve the status quo of the existing military units. The infantry divisions which entered the Korean peninsula were much the same as those which had fought across Europe and the Pacific six years before. The only real change organizationally in the infantry division was the addition of a tank battalion and the reduction in strength of the infantry battalions.

In 1955, the Soviet Union exploded its first tactical atomic device and thus marked the end of an era. This historical event signalled the requirement of the United States Army for military units capable of operating on the atomic battlefield. What the future battlefield would demand of units seemed to center about the matter of dispersion and avoidance of the massing of troops. With these qualities in mind, the planners were forced to look toward Army units possessing mobility, rapid and highly efficient communications and, above all, devastating firepower.

The armored division, by virtue of its World War II organization, was almost the ideal atomic warfare combat unit. Inherently, it was dispersed in its three combat commands and small battalions, and it had high mobility, great firepower, and shock action. Thus the armored divisional organization offered a partial solution to the planning for nuclear warfare. The infantry and airborne divisions were not so adaptable in organizational format--they required complete overhauling for use in future warfare, nuclear or conventional. The following extract describing the pentomic division (see Fig. 3) as the new organization was called, explains the radical changes introduced:



Source: Army Information Digest, September 1965.

Figure 3. Pentomic Infantry Division

> Except for the armored division, whose strength remained about the same (14,617), the pentomic division was smaller than the triangular division. The infantry division was reduced from its 56 strength of 17,460 to 13,748 and the airborne division from 17,085 to 11,486. The airborne division was lighter with less vehicles and heavy weapons, and was completely air transportable. The infantry division was partially air transportable. The armored division had complete mobility, all elements being mounted on tracked or wheeled vehicles or in army aircraft. (Ref 16, p 61)

General Clyde D. Eddleman, who was Deputy Chief of Staff for Military Operations, said of the pentomic concept of organization in 1958:

> In looking to the future, and in projecting the Pentomic concept beyond its present successful start, we must continue to seek the best balance between selective firepower (atomic and conventional) and new mobility means. The trends in development of future firepower are reasonably evident. In the field of battlefield mobility, we must look largely to new forms of air vehicles for our greatest advances. (Ref 17, p 10)

Major General David W. Gray points out in a most succinct manner the employment of the pentomic concept. As he notes, these changes were far-reaching in that they eliminated the regiment and the battalion:

> By the end of the Korean War, planners were hard at work on certain very fundamental changes in the organization of the infantry divisions--changes which ostensibly were designed to better enable the Army to fight a tactical nuclear war. This organization, the pentomic, was adopted as standard in 1956. The three regiments were replaced with five battle groups, each having five companies. Each rifle company had four rifle platoons and one weapons platoon. The regimental 4.2-inch mortar company was retained in the battle group but now it was manned by artillerymen. The three 81-mm mortars were placed in the weapons platoon of the rifle company. (Ref 4, p 26)

The regimental organization which had served the United States Army since the American Revolution was eliminated and the new "battle group" took its place in the order of battle (see Fig. 4). The battle group (1,400) was an unusual unit, larger than a battalion and smaller than a regiment. By July 1958, the divisions of the Army were reorganized according to the pentomic formula. New infantry weapons, the M14 and the M60 were replacing the older M1 rifle, the Browning machinegun, and the automatic rifle. There was a strong trend toward added air mobility for the infantry, and boards such as the Howse Board deliberated, experimented, and recommended.

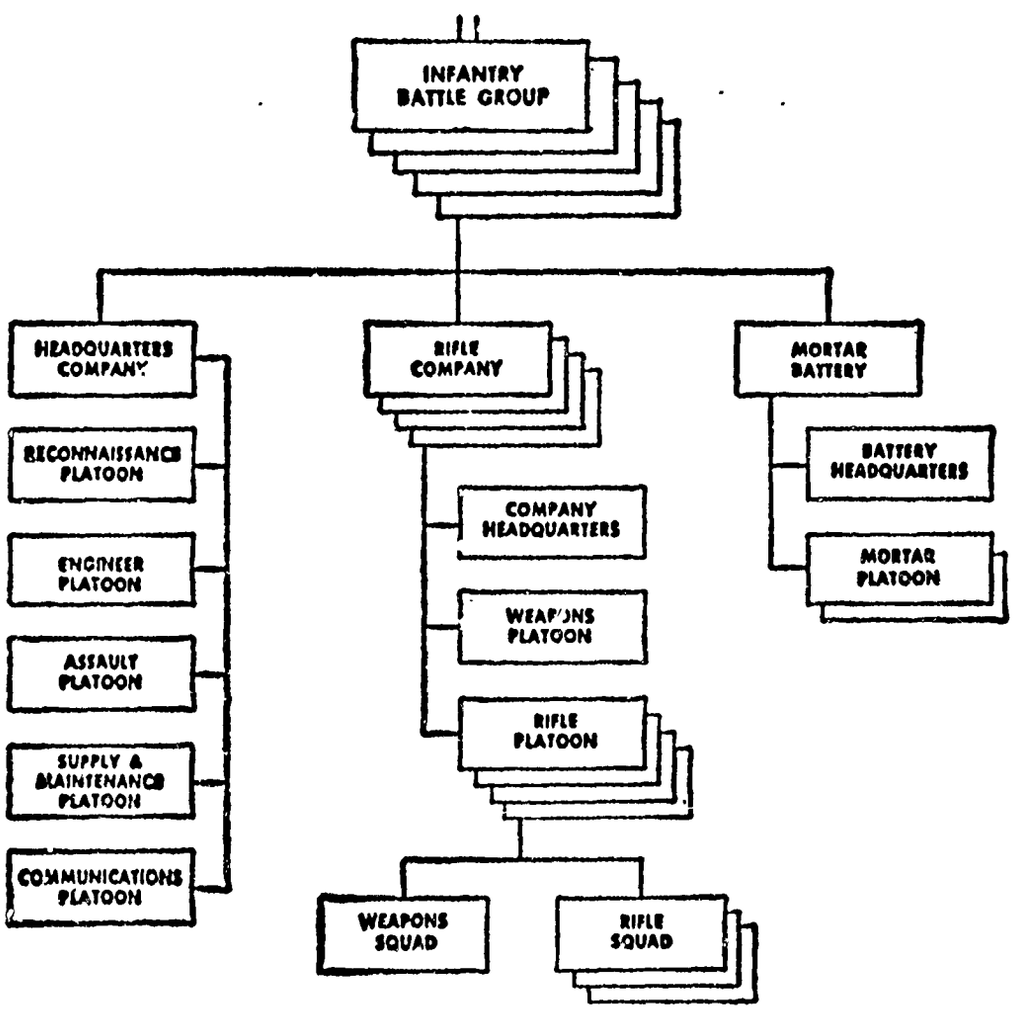


Figure 4. Infantry Battle Group "Pentomic" Division

The level of command at which "pentomic" planning was conducted is shown in the following extract from a recent (1968) book:

> The official theory that future wars would be atomic encouraged at least one change for which the Army could show genuine enthusiasm. That was the reorganization of the combat division to give it smaller, less cumbersome maneuver units, intended to operate independent of the traditional front lines of earlier wars. Westmoreland was closely involved with (General Maxwell D.) Taylor and his operations staff in devising the new commands and giving them a name--the "pentomic" division, made up of five battle groups instead of three regiments. (Ref 18, pp 239-240) (parenthesis added)

The loss of the regimental organization, the substitution of the battle group headquarters, and the phasing out of the battalion puzzled many traditionalists among the military professionals. The regiment and the battalion were units that had served from the very beginning of our Army's history; the creation of the battle group which was neither a regiment nor a battalion presented an enigma. The trend was toward "flexible response" to all types of warfare and the organizational criteria required to achieve this ideal military condition were well-stated in the following comment by Colonel (now Major General) William E. DePuy:

> There would seem to be merit in the idea of organizing heavy, perhaps medium and light, combat forces in separate TOE building blocks which could then be assembled in various combinations within non-TOE divisions heavily supported with organic and supporting mobile nuclear weapons systems in order to fit more precisely any set of variants in the enemy or the mission, mode of movement, terrain and climate, and nuclear or conventional operations. (Ref 19, p 40)

Under the pentomic concept the battle group as organized was a most radical departure from traditional US Army unit organization, especially in that it eliminated the regiment as a tactical unit of the infantry division. The regimental organization had been the cornerstone of all US Army organizational structure since the American Revolution (Ref 30). However, the military planners in the Pentagon and at the Service Schools could justify the demise of these ancient and traditional tactical structures by virtue of the possibility of their having to engage in nuclear warfare. The best thinking in the United States Army held to the thesis that nuclear war unit battlefield vulnerability to nuclear weapons could be reduced...

> First, by dispersion into formations smaller than those considered to be lucrative atomic targets. Dispersion must be coupled with other passive measures

designed to reduce the susceptibility of our forces to detection, such as concealment and camouflage.

Second, by mobility so that the enemy would be presented only with fleeting targets.

Third, by physical protection against heat, blast and radiation, including the use of armored fighting vehicles and carriers. (Ref 17, p 4)

At this point in the reorganization, the smallest unit within the infantry division was completely reorganized. The infantry rifle squad was divided into two fire teams of five men each. This organization, small as it is, is important because the squad is the forward element of the battalion having close contact with the enemy. Hence, the effectiveness of the battalion in combat is measured in terms of the effectiveness of the rifle squad as it performs its combat mission by fire and maneuver.

General Gray has this to say about the reorganization of the rifle squad:

> The most important change in the infantry structure was the division of the squad into two five-man fire teams. This meant that now the basic element of close combat was the five-man fire team of which the company could dispose at most 24--the same number, although they were now smaller, as in World War I. This was a momentous step, for it finally recognized, after many, many years of error, that one man cannot effectively control eight or more fighters in the critical phase of close combat, and that with the defender dispersing in greater depth the attacker needed more rather than fewer basic close combat elements. (Ref 4, pp 26-27)

The battle group has passed into military history but it is worthy of note for certain contributions to flexibility it made during its brief existence. In 1958 Captain Marvin L. Worley, Jr. commented upon the battle group as follows:

> The battle group is a self-contained unit consisting of a headquarters and headquarters company, four organic rifle companies and an artillery mortar battery. The battle group will normally be employed as an organic element of the infantry division to which it is assigned. When properly reinforced, the battle group may be assigned independent missions under corps or field army control. The formation of battle group task forces will be accomplished by the attachment of tanks, additional fire support elements, engineers, and transport means allocated by the division commander. The composition of task forces may change frequently to meet the need for flexibility in the organization of the division for combat.

> The rifle company consists of a company headquarters, 4 identical rifle platoons, and 1 weapons platoon. Each rifle platoon has 3 rifle squads of 11 men each, organized into 2 fire teams of five men each; and a weapons squad with 2 machineguns and two 3.5 rocket launchers. The weapons platoon with its three 81mm mortars and two 106mm recoilless rifles provides fire support for the 4 rifle platoons. (Ref 20, p 61)

One of the distinctive features of the battle group was its support by an organic artillery mortar battery. This support was the heaviest ever allocated organically to a United States Army infantry unit smaller than a regiment. The mortar battery was organized and equipped to tie into the division artillery fire support nets in order to call in additional fire support. The battery was also provided with a forward observer section to be with each rifle company. There was also an air control team for communication with the forward air control officer (see App B).

The rifle company of the battle group was compactly organized and supported with organic heavy weapons. There was considerable maneuver built into the rifle squad with the establishment of two fire teams of five men each. The weapons squad was armed with two caliber .30 machineguns and two 3.5-inch rocket launchers. These latter weapons gave the rifle platoon its own antitank capability. The headquarters and headquarters company of the battle group was a most versatile unit. It provided communications, reconnaissance, and antitank support for the group. The communications platoon was equipped to handle communications for the battle group headquarters and to the companies but not within any other elements. The reconnaissance platoon was a basic unit for battlefield surveillance and target acquisition but it also possessed the characteristics of a patrolling and screening force for the battle group commander. The assault gun platoon, with four 106mm recoilless rifles mounted on jeeps, provided the group with an extra heavy antitank fire capability. The eventual plan contemplated equipping the assault gun platoon with the M56 gun or the DART. The counterfire squad was equipped with sound-locating devices for target acquisition. It functioned under the group intelligence officer (Ref 20).

> A supply and maintenance platoon and personnel section which provide logistical and administrative support. Additional support will be provided by the division service support units. In normal situations, the division transportation battalion will deliver all supplies, except ammunition to the battle group (unit distribution). When required, vehicles from the transportation battalion may be attached to the battle group so that the battle group can draw and transport its supplies from the division supply points. Unless vehicles from the division transportation battalion are attached, the battle group does not have the capability to effect its own resupply under the supply point distribution system, except for ammunition and emergency food supplies. (Ref 20, p 62)

By 1962, the pentomic concept had lessened somewhat in importance because of the international situation. The Army planners were convinced that there should be only one basic type division for both nuclear and conventional combat. The armored divisions, with their three combat commands under the division headquarters, pointed the way toward the new one-type divisional concept. With the headquarters functioning as the "power handle," the three combat commands were highly interchangeable and flexible. The same concept was applied to the infantry division under the program of Reorganization Objective Army Divisions (ROAD) (see App C). The following extract explains:

> For example, an infantry division might have 8 infantry battalions and 2 tank (armor) battalions; an armored division might contain 6 tank battalions and 5 mechanized (infantry) battalions; a mechanized (infantry) division might have 7 mechanized (infantry) battalions and 3 tank battalions; and an airborne division might include 9 airborne (infantry) battalions and 1 tank battalion. The new airmobile division is heavy with cavalry battalions (infantry). Three of these, one brigade, are parachute-qualified. However, there is no fixed normal or standard mix of maneuver battalions for ROAD divisions. The airborne division has a strength of approximately 13,500; the others have a strength in excess of 15,000. (Ref 16, p 63)

Of greatest significance to the Army was the return of the battalion to the infantry division and the elimination of the battle group. The battle group was replaced by the traditional battalion--adjusted to a new age. The regiment was not revived although its protagonists fought a sharp rear-guard action in the pages of the Service Journals in an attempt to restore the ancient and honored unit. However, modern war, hot or cold, nuclear or conventional, seems to have left the regimental colors and traditions to the tender care of the historians and museum curators (see Fig. 5).

The phaseout of the battle group in 1962 and its replacement by the maneuver battalion of the ROAD division did not eliminate some of the better features of the pentomic battle group. The new battalion organization retained the rifle squad and its two fire teams, which gave the infantry the most maneuverable and balanced rifle squads in its long history. The 4.2-inch mortar company, the fifth company in the old battle group, was reduced to platoon strength. Further, the artillerymen who formerly operated the mortars for the battle group were replaced by infantry mortarmen. The 81 mm mortars remained with the rifle company in the weapons platoon. Thus the maneuver rifle battalion of the ROAD division was assured of the support fires of organic heavy weapons (Ref 4).

In the Army Information Digest of March 1962, the following comment was made relative to the ROAD concept:

> A fundamental concept underlying the new structure is that of tailoring divisions to meet varying requirements. This is done with "building blocks" that are interchangeable within and between divisions.

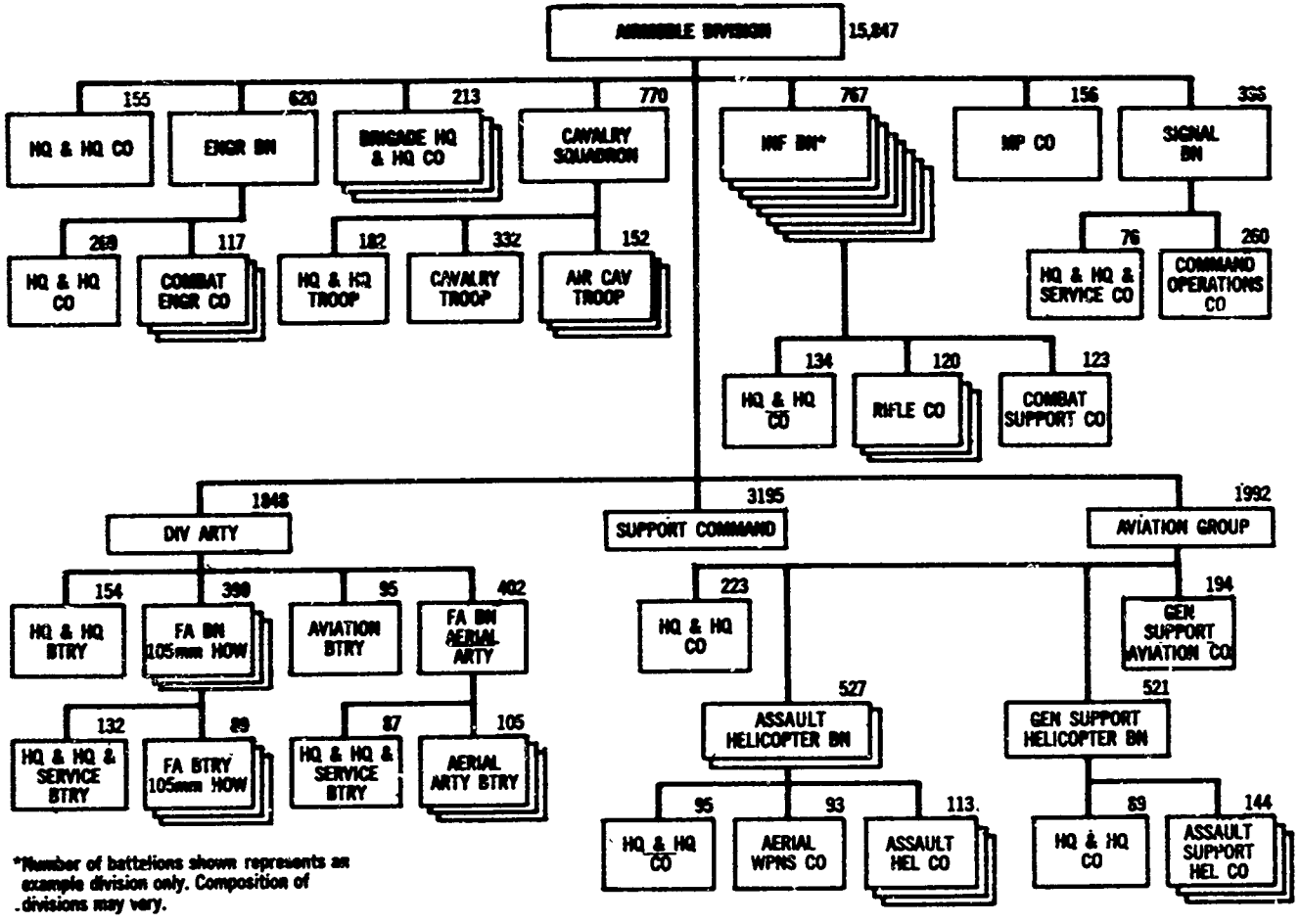


Figure 5. The Airmobile Division Organization

> These building blocks are the COMBAT MANEUVER BATTALIONS that are assigned to a common DIVISION BASE.
>
> The DIVISION BASE contains the elements required for all divisions. It includes the command and control elements; the division artillery, other required combat and combat support units such as the reconnaissance squadron, an aviation battalion, a signal battalion, and an engineer battalion; a support command which provides administrative and logistical support of the division; and three brigade headquarters. The types of units that make up the division base are the same for all divisions; however, their equipment, organization, and methods of operating may vary depending upon the type of division and its mission. (Ref 21, p 4)

The ROAD concept was not new to the United States Army. While it was not so identified, the ROAD concept grew out of the organization of the World War II armored division. The following comment is significant of the ROAD fundamental concept.

> All ROAD divisions have a common base. Although there are slight variations in the composition of the base, for all practical purposes it consists of the division headquarters, three subordinate brigade headquarters (thus retaining the triangular armored division' s format of three combat commands), the division artillery, an engineer battalion, an aviation battalion, a signal battalion, a cavalry squadron, a military police company, and a support command. The primary mission of the cavalry squadron is reconnaissance; it perpetuates the term "cavalry" bacause it employs ground vehicles and aircraft in much the same manner as troopers of old employed horses. (Ref 6, p 39)

The support command, a new departure for the United States Army, was charged with provision of medical, administrative, maintenance, and supply service. Artillery support for the ROAD division was contained in three 105mm howitzer battalions. In addition, there was a missile battalion with HONEST JOHN and LITTLE JOHN rockets, and a battalion (composite) of 155mm and 8-inch howitzers. As can be seen from the above, the ROAD division possessed artillery and missile weapons with both conventional and nuclear capabilities.

The ROAD division brought a maximum of flexibility and versatility to the infantry. Essentially, its flexibility rests in the three brigade headquarters and the maneuver battalions; the pentomic battle group was eliminated and a smaller battalion substituted in its place. There were a number of reasons for dropping the battle group, one of which was its unwieldy command structure--there was no intervening authority between the group commander (colonel) and the company commander (captain or lieutenant). The "experience gap" of the commanders in the battle group chain of command was too great for modern warfare with its requirements of dispersion and independent operations. The pentomic concept was one

which served essentially as an interim measure until a better infantry division structure, such as ROAD, could be conceived, tested, and adopted.

The 4.2-inch mortar survived with distinction the various organizational changes effected by Reorganization of Combat Infantry Division (ROCID) and ROAD. The obvious need for a weapon with artillery capabilities and effects in support of the infantry battalions in all types of foreseeable combat caused the 4.2-inch mortar to be retained. Combat experience of the infantry in Korea with the 4.2-inch mortar had been good. The heavy mortar provided not only a heavier punch but it could, by virtue of its high angle of fire, reach areas that artillery could not.

General George S. Patton, Jr. was essentially an armor commander, yet he was somewhat of a generalist rather than a specialist. His notes and recommendations for the conduct of war throw considerable light upon his military thinking and they are as valid today as when written. The following quotations are significant rationale for retention of the 4.2-inch mortar in the ROAD organization:

> A battalion of 4.2-inch chemical mortars, when available should be attached to an infantry division. An infantry regiment in combat should have a 4.2 chemical company attached. (Ref 22, p 407)

> In the battalion the heavy weapons company paces the battalion. (Ref 22, p 410)

The 4.2-inch mortar was retained for several cogent reasons. The ROAD divisional organization was established to give the infantry a built-in flexibility for response to a requirement for operations in either conventional or nuclear war. In essence, this response was to be effected by the traditional doctrine of fire and maneuver. But in nuclear war, dispersion of units for combat was indicated. From consequent increased independence of command and maneuver under nuclear warfare arises the requirement for independent and heavy supporting fires for the infantry battalion. The 4.2-inch mortar possessed characteristics similar to field artillery which was authorized in the ROAD reorganization of the infantry division. However, it is well to note the advantages of the heavy mortar over the conventional artillery cannon in the following terms:

> Cannon are capable of delivering all types of fires. They are characterized by flexibility in employment, accuracy, the ability to shift fires quickly, a high rate of sustained fire, and the ability to mass large volumes of fire from dispersed positions under all conditions of weather and terrain. Cannons have restricted mobility in difficult terrain, relatively short ranges, and comparatively heavy tonnage requirements for ammunition.

> Heavy mortars have capabilities similar to cannon. They differ from cannon primarily in their higher trajectory, shorter minimum and maximum ranges, and greater volume of fire per tube. They are readily moved by air and can be

> emplaced in positions inaccessible to ground vehicles. They are useful in providing large volumes of fire in support of close combat forces. (Ref 23, p 37)

A battle group comprised a headquarters company, four rifle companies, and a mortar battery. The mortar battery included a battery headquarters and two mortar platoons. Although the battle group was, in reality, a large battalion, it required the same organic heavy fire support as the eliminated regimental organization. It will be recalled that in World War I, the heavy machinegun was organized into machinegun battalion units which were separate from the infantry rifle battalions and regiments. By this token, the infantry rifle battalion had no heavy machineguns organically assigned. Required machineguns were attached to companies and battalions for specific missions and combat operations. This arrangement was not satisfactory and the planner of ROCID and ROAD organizations had this lesson of history before them. Ergo, the 4.2-inch mortar remained organic to the ROAD battalion, as it was neither desired nor desirable to form a separate divisional heavy mortar unit.

In the infantry rifle battalion, especially in Vietnam, where jungle rice paddy and mountains make the movement of the 4.2-inch mortar and its ammunition a heavy task for the foot soldier, there is a tendency to return to the smaller caliber mortar (the 81mm) as a heavy weapon for the battalion, and employ the 4.2-inch mortar in a more or less semi-fixed fire base along with the artillery.[6] As has been noted in Evolution of the US Army Infantry Mortar Squad: The Argonne to Pleiku, the Marines have returned the 60mm infantry mortar to combat service. This return of the smaller caliber mortar has not displaced the M79 grenade launcher in the battalion rifle companies. The M79 is still regarded as a fine grenade launcher. The trend toward smaller caliber and lighter mortars may be a particular requirement of the limited war in Vietnam. That the trend would obtain in a conventional conflict cannot be judged with any degree of accuracy, since the doctrine of fire and movement and the need for certain weight fires and certain celerity of movement would still govern. In Vietnam, this doctrine is being tested by combinations of guerrilla war, terror, and conventional war including siege warfare, in the current battle actions.

The principal component of the rifle battalion, the rifle company, was reorganized under ROAD to contain three rifle platoons and a weapons platoon. The rifle platoon contained three ten-man rifle squads and a five-man weapons squad.

The use of the armored personnel carrier (APC) by infantry units has been on the increase since the Korean War. The armored or mechanized infantry rely almost entirely upon the APC for mobility and maneuver to the final assault phase of the combat. Within the past year or so there has been considerable feeling that the soldier mounted in the APC should be firing from the moving vehicle. Experimental firing ports have been installed in a number of APC with the idea of employing the full combat potential of the

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[6] These comments are based upon information received from a former Chief of Infantry Section, OCAFF, now G-3, ARPAC.

troops being carried therein in the maneuver phase. There are those who consider this move as one in the wrong direction and they are quick to allege that the APC, thus altered, is a poor tank. The following comment in 1965 is of significance in view of the trend toward fighting from the APC:

> Armored infantry are specialized in that they advance mounted in armored personnel carriers and upon dismounting, fight as infantry. They can operate in combat without tanks or they may combine both mounted and dismounted actions in their tactical patterns. Mounted combat from the present armored personnel carriers is difficult if not impossible for the squad personnel within the vehicle. Fires of the carrier-mounted weapons only can be delivered while the vehicle is moving. The addition of numerous gun and rifle ports in the hull would tend to weaken the personnel protection potential of the carrier. The protection afforded by the armored personnel carrier enables the armored infantry squad to get as far forward as possible for the delivery of a decisive blow upon the enemy when he is subjected to or recovering from the heavy fire power of the accompanying tanks. The fires of the carrier-mounted weapons assure the squad close support when it is needed. (Ref 24, p 55)

Here we are presented with a dilemma: the sacrifice of the overall protection of the APC up to the point of close contact with the enemy or engagement while moving by small arms and grenade fires from ports in the hull of the APC. Conversely, there are advantages, psychological and military, to be gained by firing from the interior of the APC while it is in motion. Among these are occupation of the passengers with a combat task prior to disembarkation and closing with the enemy, that is, delivery of aimed fires upon the hostile position and personnel prior to dismounting, thus inhibiting the hostile force from delivering accurate and effective fire against the APC as they advance.

COMMAND, CONTROL, AND COMMUNICATIONS OF THE INFANTRY BATTALION

The span of control may be defined as the number of principal subordinates a commander must direct to insure that the unit he commands is functional in garrison or in the field. Historically, the span of control has been established by the format of military tactical organization which is prescribed by regulations or orders based upon current doctrine. Broadly, the span of control is limited by both human and material factors, that is, the physical and mental abilities of the commander and the state of the art of weaponry and communications, including transport. Specifically, the span of control is limited by the terrain, climate, and general environment of the combat area. Throughout history, the military profession has endeavored to limit the number of individuals in the commander's span of control by constant reorganization of units and redefinition of tactical doctrine and individual functions.

In the Greek phalanx and the Roman Legion, the span of control was measured in terms of the number of subordinates the leader could control in combat with his voice or visual signals. At that period of history, the number was deemed to be in the area of eight to ten men. Prior to this era, the Chinese general, Sun Tzu, had stated:

> The control of a large force is the same in principle as the control of a few men. It is merely a question of dividing up their numbers.
>
> Fighting with a large army under your command is nowise different from fighting with a small one. It is merely a question of instituting signs and signals. (Ref 25, p 55)

Aside from the requirements for mechanical and lethal weaponry there are additional factors involved in the organization and control of the infantry battalion. The size, shape, and interior organization of the battalion has been influenced throughout history by human factors. Inasmuch as war is conducted by humans and not machines, the human qualities of age, experience, education, training, intelligence, bravery, ability, and determination exert significant influence upon the span of control of the commander. How many subordinates can a commander control under the stress of combat? This condition has varied throughout military history and is directly related, not only to the human factors, as cited above, but to the weapons, tactics, and state of the military art. Each period of history has produced outstanding field commanders at all levels of military organization. Assuming that the human factors do cause what the psychologist terms "individual differences," there must be criteria that affect the organization, size, command, and control of the infantry battalion. It is impossible to average these individual differences, but a standard military training and academic education will tend to equalize these differences.

AR 320-5, Dictionary of United States Army Terms, defines command in the following terms: "Command: The authority vested in an individual of the armed forces for the direction, coordination, and control of military forces."

Command is then an expression of the authority of the state in the person of an individual who holds rank for this purpose. The battalion and other military organizations from the field army to the rifle squad of the infantry are subjected to command by an individual assigned solely for that purpose by virtue of his rank and position in the military service. Command of any military unit is exercised by the commander through means of subordinate commanders. The number of principal subordinate commanders serving under a higher commander constitute the "span of control." Over the years and through many campaigns, wars, and battles, the number of subordinates that a commander can control has been found to depend upon the state of communication existing between them. In ancient times, vis-à-vis control was traditional, but with warfare becoming more complex and dispersed due to improved weapon lethality and mobility this was no longer possible. Beginning at the end of the nineteenth century (1890) this fact was recognized by the reorganization of the US infantry regiment into three battalions of four companies, each under the command of a major. Thus the span of control of the battalion was established at four subordinate unit commanders plus a minimal battalion staff of two or three officers and noncommissioned officers. This span of control has survived generally until the present period of 1968.

Examples of command and control situations from history have shown that there is a limit to the number of subordinates a commander can control. Recent advances in communication techniques have afforded the commander instant and effective communication with his unit commanders. Ergo, assumption will be made by some that because of improved communications the span of control may be increased. There is justification for challenging the foregoing statement. Questions relating to the above assertion may be phrased somewhat as follows: (1) Is span of control a direct function of the efficiency of the means of communications available to the commander? (2) When did communications evidence such improvement that the span of control could be increased? (3) What form of improved communications has exerted the most influence upon the span of control? The following extract will shed some light upon the above queries:

> From the earliest times through the Napoleonic period, the primary means of transmitting orders on the battlefield was either by runner or by mounted aide: semaphoric and later rudimentary electrical means were employed only between the army in the field and the seat of government. But early in our own Civil War the Union Army took the lead in the adoption both of the mobile field telegraph, connecting armies, corps, and division, and of Major Meyer's visual signalling system which extended to smaller units. While neither of these systems can be compared in efficiency to the electronic methods... they were both vast improvements over the use of runners or horsemen; and by the latter part of the Civil War, they were in common use in both contesting forces. (Ref 26, pp 11-12)

The matter of individual differences establishes the superior from the average or mediocre performer. However, the military structure is based upon approved, established tables of organization and promotion systems. These are career patterns by which certain individuals are posted to specific assignments by rank. These ranks have been attained by prescribed periods of service in grade, seniority, or selection. Assumption is made by all concerned that by the time the individual has reached a certain grade in his specific arm or service, that he is qualified professionally, by experience, training, etc., to command a unit comparable to his rank. Thus, the span of control for each rank, in the military hierarchy, is established by law. Such fact assumes that the incumbent at each level of the command structure is involved in a span of control situation, either as a superior or as a subordinate of a superior commander. It follows that the spans of control of all commanders are established and they must perforce accept them and operate.

In the American Civil War (1861-1865) the tactical organization of the regular Army infantry battalion took the form of an eight- or ten-company unit. The battalion commander's span of control was almost as great as that of the Volunteer (State Troops) of the regimental commander which included ten company commanders in addition to his staff. The number of individuals controlled directly by either the battalion commander, or the regimental commander, under the span of control principle always included the staff of four to eight officers and noncommissioned officers at headquarters, in addition to the eight or ten company commanders. If battalions were formed in the Volunteers, it was possible for the lieutenant colonel and the major to command them, hence, the span of control of the colonel was reduced to his staff and two principal subordinates. It must be remembered that the staff officer of the battalion or regiment possessed the authority by delegation to issue orders in his commander's name (see Fig. 1).

The officers who reported directly to the colonel of the Volunteer regiment were the lieutenant colonel, the adjutant, the major, the quartermaster, the chaplain, and the two assistant surgeons. Administration was accomplished by the adjutant who worked directly under the second-in-command. Training and operations functions were performed by the major when he was not doing duty as a temporary battalion commander. In practice, the regimental commander had only to command his staff in order to implement his span of control over the companies, or battalions, when formed.

Numerically, the number of subordinates a commander can direct successfully in battle has been shown historically to be approximately eight or nine. The span of control of the battalion commander, from the beginning of the US Army, is noted in the Historical Background to this study. Traditionally, it has varied from three to ten subordinate unit commanders less a staff of from three to six battalion headquarters personnel. One of the peculiarities of the chain of command system which is the basic rationale for the span of control is that the commander may, under certain conditions, bypass his staff and issue orders directly to his principal subordinates. Occasions when this is done are in emergencies and usually when

the battalion commander is on the ground away from headquarters or his command post. In the type of combat encountered in Vietnam, this is usually the situation with the command helicopter constituting a highly-mobile command post for the battalion commander. In this instance, the battalion commander must keep his staff fully aware of his location and his actions and to whom he has issued specific orders either verbally or in writing, in full or fragmentary form. Unless he does this, the command and control function of the battalion under the chain of command and span of control system will collapse.

In further clarification of the span of control principle and its operation, the span of control can be discussed as three functions. These are the tactical, the administrative, and the staff functions. The tactical span of control is directly concerned with the command and control of combat troops in operations, whereas the administrative span of control is concerned with noncombat or support units. The staff span of control, exercised by the commander's deputy, second-in-command, or executive officer, is concerned with staff command. On high levels the chief of staff performs the command and control function under the orders, commands, and directives of the unit commander.

In the modern infantry battalion, the commander does possess a tactical span of control of four company commanders. He also possesses a staff and administrative span of control of his executive officer and the S1, S2, S3, and S4. As noted, he usually deals with his staff through his executive officer, hence, the span of control totals five men. Obviously, if the battalion commander does not follow the chain of command principle, his span of control will be increased as he deals directly with his staff and not through the executive officer. If this latter officer is bypassed, as a matter of personal policy or professional ignorance, the commander may find that his span of control has become unwieldy. In this instance, professional education and training will make the difference, that is, "there are no poor battalions, only poor battalion commanders."

The battalion is the largest ground unit which is personally influenced, under "usual" conditions of combat by its commander. A brigade commander, except in an emergency, does not interfere with the operations of one of his battalion commanders. However, a battalion commander often directly controls one of his own companies--for example, when the unit is faltering because of the combat loss of its commander. In the event that all company officers are casualties, the battalion commander would send one of his staff to take command, thus influencing the action indirectly. Within the battalion, the companies are the "building blocks" of the battalion structure, and the battalion commander's primary responsibility is that they are properly emplaced and combat functional.

Under the ROAD concept of organization the battalion commander's staff consists of an executive officer (major); an S3 (major); an adjutant (captain); S1 (captain), and S2 (captain), an S4 (captain), a communications officer (captain); and a sergeant major. This is a typical infantry battalion commander's staff. While the staff does increase the number in the span

of control, it should be noted that in practice the battalion commander deals with his staff through the executive officer who functions as a chief of staff. The battalion staff operates through the elements of the headquarters and headquarters company assigned as integral to the battalion. The headquarters and headquarters company has grown from a battalion headquarters detachment of World War II days to an organization comprising 19 officers, 2 warrant officers, and 269 enlisted men and, as such, is one of the four companies within the span of control of the battalion commander. Theoretically, in 1968 the battalion commander possesses a span of control of one executive officer plus four company commanders. If he does not use his executive officer as he should, his span of control may be enlarged as he controls each staff officer personally. Whether this situation occurs depends mainly upon the professionalism and experience of the battalion commander and the training of his subordinates. As such, the battalion staff officer does not command, he issues orders and directives in the name of the commander on the basis of delegated authority. He is, in a sense, an extension of the commander's authority so that he may cope with the span of control required for control of the battalion. This span of control principle enables the battalion commander to operate with a span of control of six (one staff officer and five company commanders).

Concerning modern tactical communication and its impact upon the span of control, the thinking among professional soldiers is that the dimensions of the battlefield are growing. Today, the battlefield can be national, international, or local, in site and area. This belief is based essentially upon the fact that the past World Wars were global in extent. These latter conflicts involved millions of men and millions of miles of territory. The great distances required a maximum effective performance from the contemporary communication media. These media included radio, both voice and CW (code), telephone, land telegraph, panels, flags, and lights. These were the types of communication available to the air, ground, and naval services of the combatants. World War II, Korea, and Vietnam were especially marked by the advent of the portable, tactical radio-telephone and its assignment down to the infantry rifle platoon and squad. With communication thus assured from the higher to the lower level units a control of combat was achieved to a degree never before attained in the long history of warfare.

In modern warfare, sophisticated communications systems have not enlarged the span of control but have afforded better control by the next higher commander. Captain Roger H. C. Donlon, USA hero of Vietnam, commented thusly: "The key to the whole thing is communications. Without it we had nothing."

The span of control principle is, of course, basic to the organization and operation of the battaion. How many subordinates a commander can control in battle is determined by several conditions. Among these conditions are the period of history involved or the time frame in which the commander finds himself and his unit. Weaponry, and especially communications, available to the commander have significant effect upon the control limitations imposed upon the commander. Historically, the span of control has been

demonstrated as having exerted vital and far-reaching influences upon the successful or unsuccessful exercise of military command. There is a limit to the number of subordinates that a commander can control in garrison or in the field. It should be noted that these circumstances are environmentally and tactically different. Nonbattle or garrison situations are marked by an absence of the pressure engendered by the possibility of combat wounds, deaths, and military failure --that is, surrender.

The span of control in a noncombat situation will be affected by the mission of the unit--training. The maneuver phase, which is employed by the military profession to test proficiency, should reflect a realistic span of control comparable to that employed in combat. Whether or not three or four companies are the maximum that a commander can control in combat is a question that has never been definitely answered. That the battalion organization is centered about the span of control is an acknowledged fact of military life. Theoretically, under the span of control concept, the commander functions by controlling three or four company commanders. For his rank and responsibility this span of control is about all he can operate under combat conditions. With the battalion headquarters personnel of executive S1, S2, S3, S4 (the battalion staff), and various enlisted men as assistants, it will be seen that the span of control of the battalion commander extends much farther than to the three or four company commanders of the battalion organic units.

Colonel Arthur P. Wade, late of the staff and faculty of the United States Military Academy at West Point, had this to say in his previously cited paper on the subject of the span of control:

> In recent years a theory has gained circulation that a commander's span of control is directly related to his means of communicating with his subordinate commanders. The theory has now been expressed officially in the directives which led to the reorganization of the infantry division. A basic tenet of the reorganization, for example, was the idea that the new division should optimize a span of control, defined as 'the maximum number of subordinate elements at each echelon which can be controlled effectively.' This theory was expressed, in general terms, by the principle of 'recognition of increased span of control possible through modern signal communications'. (Ref 26, p 11)

The modern means of communication available to the commander enabled the Army to reorganize the infantry division and its component units under the now outmoded and outdated battle group (ROCID) concept. At the time of this concept, 1956, it was noted that:

> ... the division commander now controls directly 8 subordinate maneuver elements: 5 infantry battle groups (the battalion was eliminated--as well as was the regiment), a reconnaissance squadron, a tank battalion, and under the new concept of employment of atomic fires--the nuclear delivery means of division artillery. This span of control

is contrasted with that of the old triangular division, wherein the division commander controlled directly only three infantry regiments, a tank battalion, and to a lesser degree, a reconnaissance company. (Ref 26 p 11)

The World War I United States Infantry was organized and reorganized along the lines of the French and Allied tables of organization. Eventually the various infantry units were organized as follows:

Organization	Enlisted Men	Officers
Company	250	6
Battalion	1,026	27
Regiment	3,755	100
Brigade	8,210	225
Division	27,152	975

In the World War I United States National Army organization, there were 4 companies of 250 men in each infantry battalion. The infantry regiment consisted of three battalions of approximately 1000 men each. The infantry brigade was comprised of 2 infantry regiments of 3000 men each and the infantry division consisted of 2 brigades with a division rifle strength of about 12,000 riflemen. The span of control of the infantry rifle company commander covered 5 lieutenants and his company first sergeant, mess sergeant, and supply sergeant. On battalion level, the battalion commander, a major, commanded four company commanders and his adjutant, or, second-in-command. The regimental commander's span of control encompassed three battalion commanders and a small regimental staff, the adjutant, the regimental executive officer and S-1 Personnel, S-2 Intelligence, S-3 Operations, S-4 Supply. There was generally a Chaplain assigned plus the necessary medical officers, including veterinarians. (Ref 27, pp 83-84)

The infantry organization of World War II was perhaps the best planned and most tightly organized ground force ever sent into battle by the United States. The battalion was larger, but lean in personnel and mean in its weaponry and capabilities.

Spacing between troops and units as a factor of span of control has always been a minor concern of the commander in the field. Historically, the ancients utilized the order of battle alinement system to help solve this perplexing problem. Weaponry and its employment in battle exerted considerable influence upon the precise, mathematical spacing of the men and the lining up of the units. Weapons wielded by muscular power alone required that the wielders be compactly arranged to give the maximum effect of the cutting edge of the hand-held weapons in the man-to-man struggle.

With the discovery of gun powder, the traumatic power of the weapon was increased since it projected its force at greater distances. The battle thus became more indirect and the soldier only closed with his enemy at the final phase of the battle. But the theory of massed fires of

companies and battalions caused the compact phalanx or square-type formations of the ancients to be retained until weaponry became too accurate and lethal to withstand in formation.

Basically, the spacing of troops in modern war dated from the field manuals of the Civil War which stated "that the comrades in battle were to maintain visual and vocal contact." Essentially, in the United States Army, this has meant a five-pace interval between skirmishers on the line. In the parade formation ranks the distance between ranks is traditionally 40 inches, with the distance between soldiers about 14 inches. The size of the infantry squad (eight to ten men) has been correlated with the number of men the squad leader can control in combat by hand and voice signals. With modern communication devices the distances between soldiers have increased. The factors of environment, terrain, climate, and visibility determine the spacing of the troops and units. Under modern mobile conditions of combat no precise mathematical table, as worked out by the ancients, is applicable. The soldier must adjust himself to the terrain, taking advantage of all cover and concealment. Improved communications permit distances between "his comrades in battle" to be greatly increased.[7]

There has been some doubt raised as to the effect of the state of the communication art upon the span of control exercised by the commander on the battlefield. In terms of contemporary communications before the great discoveries and inventions, the personal and human capabilities of the commander and the commanded are directly involved:

> Radio telephone, wire telephone and other less technical means of communication gave the commander of a World War II unit communication above and beyond that ever before available. Units, at all levels, were controlled and directed toward their missions by fragmentary orders. Given over the radio by the voice of the commander, these orders were as pertinent and direct as they were personal and human. This was not the equivalent of the direct, personal, vis a vis leadership of the Civil War combat commander, who waved his sabre and charged. Over the radio, the tone of the voice and the personal contact with the commander, even remote, was, in a modern war-- a good substitute. (Ref 27, p 117)

Span of control must always be correlated with the contemporary state of the art of tactical communication. From the Civil War through World War I, battlefield communication was constantly drawing away from the vis-a-vis command procedures of previous wars. Improved weaponry and updated organization and tactics exerted significant influences upon the span of control.

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[7] The spacing or dispersion of units on future battlefields, especially in event of nuclear war, cannot be predicted accurately. However, comparisons have been made in an interesting and informative article in the Military Review of March 1960, entitled "Interaction of Firepower, Mobility and Dispersion." While this article does not claim to prescribe troop spacing it does furnish invaluable historical comparison with a view toward the future.

Human factors are essential elements in the span of control in the areas of memory, mental concentration, and the specific intelligence quotient of the commander himself. It has been said that the span of control is basically a function of the mind of the commander. Individual mental, physical, and moral factors will positively or negatively influence this function. Wade has said it well in the following extract from his cited paper:

> Even with the ultimate in communications -- long-range thought transference -- optimum span of control would still vary with individual commanders. Those blessed with rare flexibility of mind, keen concentration, and a photographic memory might have no difficulty in controlling 8 or 9 subordinate elements; others, probably equally fine tacticians, would find it restrictive to work directly with more than 5 or 6 subordinates. (Ref 26, p 14)

Historically, tactics and organizational concepts will change, and weapons and communications will reach fantastic capabilities. However, these will be subject to the limitations of the military professional intellect which must direct and control their implementation. Justification of increased span of control solely upon the invention and utilization of improved means of communication is neither sound nor wise. As noted, the limited capabilities of the human mind tend to negate the advantages of these technical advances in communications.

In effect, an increase in the span of control wholly based upon improved communications may handicap the average commander. If he is gifted with certain attributes of the great captains such as a photographic memory, a highly-developed intuition, creativity, and supported by a highly competent staff, he will experience little or no difficulty (Ref 26). However, if he does not possess these, the increased span of control may not only be a handicap but a military disaster as well.

In World War II, the addition of the so-called Walkie-Talkie and SCR 300 gave the infantry and other arms instantaneous and generally reliable communication. For the first time in our military history, there was radio communication between the elements of the infantry company. The Army Lineage Book comments:

> Five hand radios were included in a company's equipment. These, and telephones, knit companies tighter together than had been the case since the Civil War; but it by no means made them act as one man. Dispersion to avoid the deadly effects of enemy fire threw squads, or fractions of squads, on their own in combat, particularly in dense foliage, in the mountains, and in night operations. (Ref 1, p 57)

Thus, in World War II, the Korean War, and Vietnam, it was and is possible for a commander of an infantry battalion to talk directly with the leaders of the attacking units and direct their efforts. Often this direction is vital because the commander is either airborne or in a terrain or tactical situation remote to the subordinate unit commanders. Supporting

fires of mortars and artillery are also controlled and directed by radio and telephone (airborne or ground) communication in ways which were never thought attainable in past wars. [8]

Beginning with the Korean War, the helicopter began to assert itself as a most important new means of command, control, and transport at all levels. Highly maneuverable and capable of vertical ascent and descent, this air vehicle enabled a commander to reach the troops quickly. Enroute, he was afforded maximum observation of the battle area. Aside from its great command and control potential, the helicopter was an ideal transport vehicle for evacuation of the sick and wounded. Maximum employment of the helicopter in this activity was initiated in Korea. During the Korean War and after, there was some advancement of the idea that helicopters possessed a tactical combat potential.

In the post-Korean development period, the helicopter came into its own as a command, control, fire support, and transport vehicle. With its high speed and vertical ascent and descent characteristics, the helicopter introduced radical changes in the time and space factors of tactical ground operations. The effect of the helicopter upon the span of control at battalion level has been noted primarily from the standpoint of communications. By its inherent speed and mobility, the helicopter has given the battalion commander in Vietnam a high degree of personal contact with and control over his frontline elements. Never in our military history has the infantry battalion commander been able to fly, or hover, above his combat units on site and possess visual and vocal contact with the units and individuals in his span of control. This outstanding contribution of the helicopter is, of course, in addition to its revolutionary effect upon tactical operations in the delivery of troop units to or from the combat area.

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[8] See Army 1967 Green Book, pp 172 and 174, for a condensed review of communication facilities and equipment available to the infantry from squad to division level.

THE ROAD AND AIRMOBILE BATTALIONS IN VIETNAM

In Vietnam, standard infantry battalions of the ROAD concept are engaged in combat. The "building block" employment of the rifle battalions within the brigade and division has functioned well according to reports received from the battle zone. In connection with operations in Vietnam it must be recalled that the US Army is fighting a three-faced type of warfare, that is, conventional war, guerrilla (unconventional war), and nonviolent warfare (civic action). To establish a battalion organization that can operate equally well in all three types of combat has been difficult for US Army planners. The following commentary by a combat-experienced brigade commander in Vietnam is of interest as it defines the role of the battalion in the typical "search and destroy" operations carried out there:

> The battalion is the basic operational unit in jungle search-and-destroy operations. Its fighting is done principally by squads and platoons under company commanders' control. The unit that locates the enemy should not be reluctant to break contact and withdraw far enough to permit free, uninhibited employment of supporting fires. After supporting fires have done their damage, the unit can again push forward small units to survey the situation and to bring in new supporting fires, if appropriate, or continue its search.
>
> The brigade commander, once the enemy is located, should see that massive volumes of supporting fires are put on the enemy and simultaneously commit additional battalions to block the enemy's withdrawal and to employ supporting fires to destroy him.
>
> * * * * * * * * * * * * * * * * *
>
> Battalion, brigades, and divisions operate by means of platoon and squad tactics. Therefore, battalion, brigade, and division commanders must know how their platoons and squads operate and insure that they operate soundly and professionally. (Ref 28, p 17)

In Vietnam combat experience has demonstrated many important facts about the battalions of the present-day infantry arm. In both the ROAD standard infantry division and the airmobile 1st Cavalry Division, the battalion is the primary functional unit for supply and combat operations. These battalions possess mobility and celerity never envisioned even in World War II and Korea. Because of these two factors, planning at all levels, including the battalion, must be more closely coordinated than in the days before the helicopter became a vehicle of command and control, supply, and fire support. The infantry battalions depend upon the UH-1D helicopter for logistic support and the artillery and armor battalions look to the CH-47 to deliver the goods to the battle units.

The position of the brigade in the overall chain of command is well established by the tables of organization of the various types of infantry

divisions. How the brigade commander and staff serve the battalions is excellently stated in the following extract:

> There are several ways in which the brigade can assist battalions with logistic support of their operations. The brigade provides planning guidance to the battalion and insures a close marriage of operations and logistics during planning and execution. It insures that the division locates logistic elements in the best position to support the brigade's operations. The brigade acquires, allocates, and coordinates the use of helicopters for logistic support of the battalions, and also expedites solutions to the logistic problems with which the battalions need assistance. (Ref 29, p 38)

The brigade and division headquarters are related to the maneuver battalions of the infantry division as the "power handle" is related to the attachable-detachable tools it operates. The transmission of this "power" to the battalions is controlled by the brigade commander.

> The brigade commander can assist the battalion commander in several ways. He can insure the availability of adequate supporting fires and airborne artillery observers and forward air controllers constantly overhead. He can place at the battalion commander's full-time disposal at least one and preferably two helicopters. The battalion commander can use one helicopter for command and control purposes and for assisting his units with land navigation. The other he can use for administrative and logistical missions. One OH-13 and one UH-1D will satisfy the battalion commander's minimum needs. The brigade air officer must aim to provide maximum support to battalions. (Ref 28, p 18)

One of the problems envisioned by Army personnel when ROAD displaced the regimental structure and substituted the battalion was the matter of unit spirit. The regiment was, for centuries, the repository of the esprit of the fighting unit. In a sense, the regiment was in the same relation to the officers and men as was the family to its children; the commander was often in loco parentis to his troops. Further, the historical record of the regiment -- its wars, campaigns, battles, and expeditions -- set a pattern of heroic, faithful service which the current personnel by their membership were obliged to try to emulate. The battalion of today has inherited its history and traditions from the old regimental organizations of which the battalions were formerly integral parts. The lineage has not been broken as evidenced by the following:

> ...one solution to the problems of maintaining unit historical continuity throughout the United States Army, the Combat Arms Regimental System (CARS), was approved by the Secretary of the Army on 24 January 1957. The concept was designed to provide a flexible regimental structure that would permit perpetuation of unit history and tradition in the new tactical

organization of the divisions, without restricting organizational trends of the future.

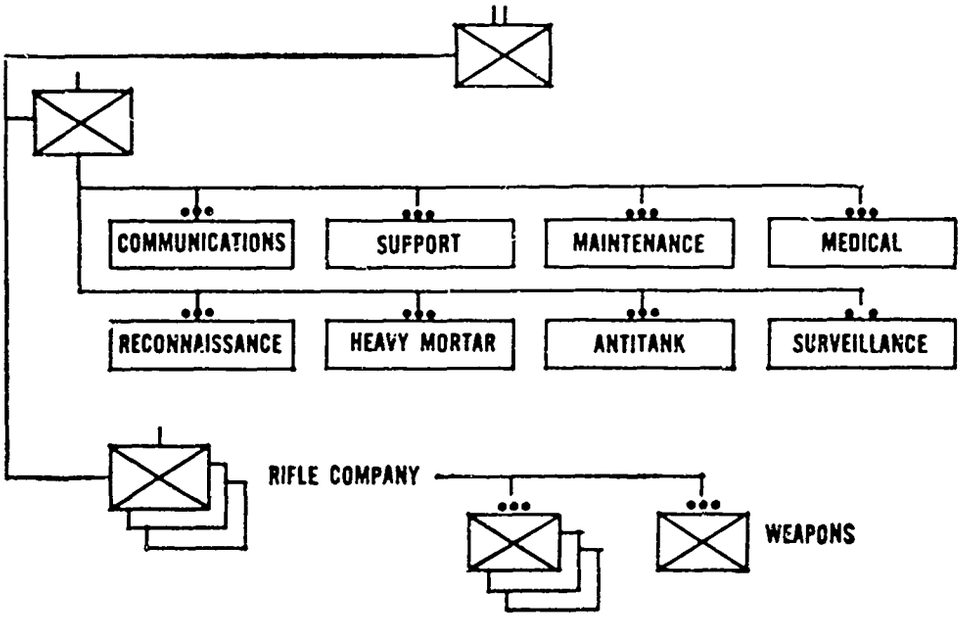
To accomplish the purpose, famous regiments were selected to serve as parent organizations of all Infantry, Armor, Cavalry, and Artillery tactical units in the Army. (Ref 30, p 17)

With reference to the brigade lineage and tradition authors of the above-cited article point out that brigade histories and traditions will come from

Brigades that were inactivated or disbanded when Regular Army divisions were triangularized in 1939-40. Except for the 1st and 2d Infantry Brigades, which served briefly in World War II as airborne Infantry brigades, and from 1958 to 1962 as Infantry brigades, the Regular Army Infantry brigades have not been used since then. This source will provide two of the three brigades for the 1st through 8th Infantry Divisions. The third brigade in each division will perpetuate the history of the former division headquarters company, which was inactivated when division headquarters was expanded to form the current division headquarters and headquarters company. (Ref 30, p 24)

Colonel Sidney B. Berry, Jr., USA, a brigade commander in Vietnam has furnished a most valuable contemporary commentary upon the function of the brigade commander vis-ā-vis the battalions and the division (see Figs. 6 and 7). He points out that unit spirit is an absolute of success in combat operations. This is an old military axiom and has been stated in many ways by as many commanders as there are armies. How to build esprit in the brigade which is in reality a functional "power handle" for the employment of its tools (battalions) constitutes a real challenge to the brigade commander. The battalions are not permanently assigned to the brigade, hence, one might surmise that the spirit of the brigade will be found in the spirit of the battalions it commands, for the time being. This is not essentially so as indicated in the following extract:

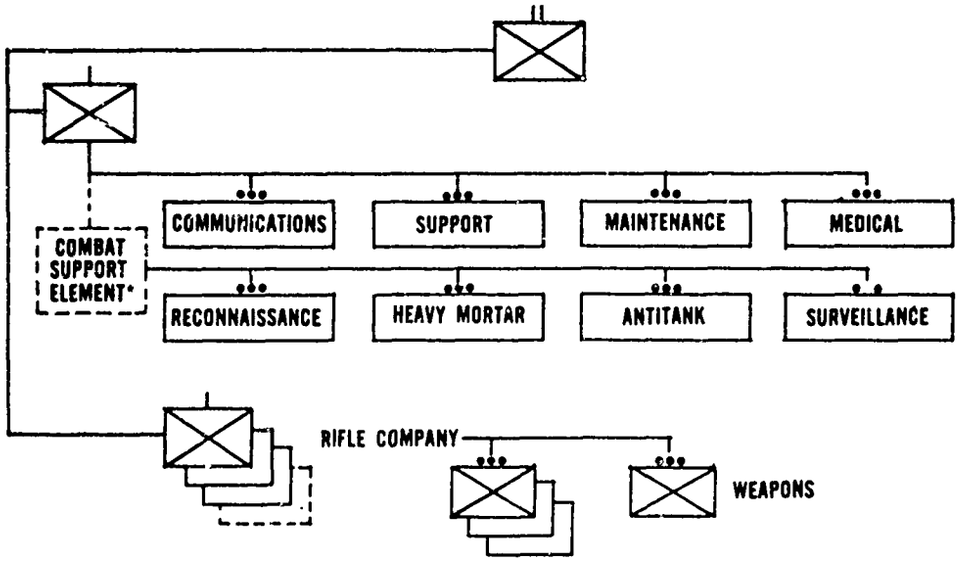
...unit esprit is built most effectively around the battalion and the division itself since these have distinctive histories and traditions and a fixed organization. However, the brigade commander has a different problem in building brigade esprit. Being one of three tactical headquarters which, at one time or another, commands every battalion in the division, the brigade should build its own esprit in a manner that disparages no other unit and contributes to the ability of all battalions and brigades to work together smoothly and in wholehearted cooperation. Being recently created and lacking a distinctive history or tradition, the brigade must build its esprit on the present and the future, not the past. (Ref 29, p 46)



Note: This organization is based on TOE 7-15E.

To simplify, company headquarters, and battalion headquarters section of headquarters and headquarters company, and Davy Crockett and chaplain sections augmentations are not shown.

Figure 6. Current Battalion Organization

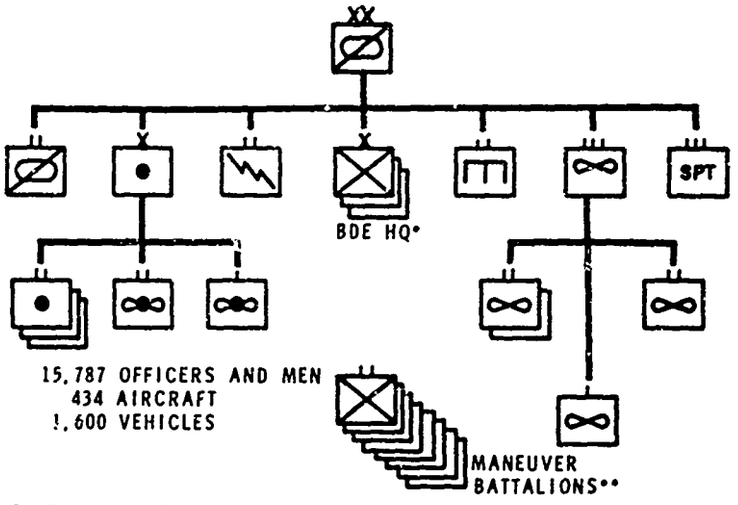


*This alternative shows combat support element retained in headquarters and headquarters company. A less desirable solution would be to form a separate combat support company The antitank platoon would be at cadre strength.

Figure 7. Revised Battalion Organization

Deployed to Vietnam in 1965, the 1st Cavalry Division (Airmobile) has already earned the Presidential Unit Citation for distinguished service in combat. For the first time in our military history infantry battalions have gained mobility far beyond even the early thinking expressed by General James M. Gavin in his book Airborne Warfare. The eight infantry battalions, of which three have airborne-qualified personnel, are assigned to the brigade headquarters in much the same manner as tools are attached to a power-handle unit (see Fig. 8 for battalion organization). The high degree of mobility of the 1st Cavalry Division (Airmobile) was succinctly stated by the then Secretary of Defense Robert S. McNamara on 16 June 1965:

> As a result, about one-third of its combat elements can be moved into combat by its own aircraft; the other two-thirds will move simultaneously either in air transport aircraft or by shuttling of the division' s own aircraft. (Ref 31, p 34)



*One Bde Hqs, and 3 Inf Bns, will have an Airborne Capability
**Maneuver Bns will be assigned to Brigades as required.

(Source: Army Information Digest; August 1965, p 36)

Figure 8. The Airmobile Cavalry Division

On brigade and battalion levels, the tactical advantages accruing to the airmobile division are many and varied. Mobility has been a desideratum for all commanders from the beginning of history; the airmobile concept appears to solve the maneuver problem in a positive and dynamic way. The following extract sums it up well:

> Airmobility brings to the Army the advantage of permitting the commander to apply decisive firepower and manpower in the most critical area of the battlefield at the most critical time of the battle. (Ref 31, p 35)[9]

[9] See Army Green Book, October 1967, pp 146-154 for a concise review of Army aircraft and aircraft weapons systems.

With reference to communications (within the airmobile division), the following comment has been made:

> The airmobile unit commander need not fret that he is outrunning his line of communications. Supply helicopters can catch up with him wherever he goes. Unlike paratroopers an air infantry assault force can fly out after a raid deep into enemy territory. In pursuit it can be persistent and deadly. Its ability to surprise the enemy is a real advantage. (Ref 32, p 14)

The infantry battalions now in combat in Vietnam are almost completely different from those that fought in World War II and the Korean War.[10] In view of the drastic changes brought to the infantry by ROAD and the airmobile concept, it is interesting to note what effect these changes have had on the commanders of these most modern military formations in such a combat situation as Vietnam. Because of the nature of the war there--a mixture of conventional and unconventional warfare and jungle and urban combat--the battalion commander faces a more proximate relation with combat and combat leadership. The following comment is revealing with reference to the area of human factors:

> Comparing the demands and stresses of combat in the jungles of Vietnam with those experienced during the first year of Korean combat, it seems that company commanders in Vietnam are subjected to about the same stresses as platoon leaders in Korea, and battalion commanders to about the same stresses as company commanders in Korea. While there are exceptions, the average company commander in Vietnam seems to burn himself out in five to seven months, and the average battalion commander in six to eight months. This, of course, varies with individuals and with their experiences, brigade commanders should be able to command for a longer time. (Ref 29, p 41)

While it is too early to deal with Vietnam with a proper historical perspective, it is not presumptuous to note that Vietnam is in reality a proving ground for the latest concepts concerning the organization and operation of the US Army infantry battalion. After-action reports indicate that the infantry battalion as constituted, armed, and commanded today is meeting the challenge of combat as well, or better, than its honored ancestors met the challenges of the past. One has only to read the listing of distinguished unit citations to be informed of this fact. These awards, achieved in the stresses of battle, attest to the ability of the newest concepts of military units to wage battle under conditions of modern warfare.

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[10] For a factual, on the ground, account of the operations of US infantry battalions and other units in Vietnam see Brig. Gen. S. L. A. Marshall, Battles in The Monsoon, New York: William Morrow and Company, Inc., 1967.

CONCLUSIONS

The present-day infantry battalion has evolved over a period of several hundred years. Its formation and size have varied with the type of weaponry and tactics in use at a particular period of history. Essentially, the battalion evolved out of the necessity for a system of command and control on the battlefield. Initially, this system was one based upon conditions of visual or vocal control. Because of this, the "span of control" was recognized as a determining factor in establishment of the size, shape, and organization of a battalion. The present-day battalion with its self-sufficiency, mobility, and heavy firepower is capable of operating independently in certain type missions. To date, it has not been tested in nuclear war but it has shown its ability to function in conventional and unconventional operations and counter-insurgency campaigns. The battalion organizational structure has been shaped by the requirements of weapons and tactics. Within the battalion, the most important building block is the rifle company.

The battalion is a military unit having both combat and administrative functions. It can maneuver, fight, advance, hold, or defend ground. It can march or ride; be airborne or airmobile.. It can travel by water and land on hostile shores; it can land on hostile terrain from the air.

The battalion is an important building block of the current infantry division. It possesses great flexibility and firepower and can adapt to the varied conditions of land combat. It is an organizational military entity the parts of which are interchangeable much in the same way that a type tool is attached to a power handle (the brigade headquarters). The mission assigned to the unit will determine the type of tool (battalion) to be employed.

The company is the basic element of the battalion, which includes one or more such units. The elements of the battalion are controlled by a commander who is assisted in his exercise of command and communication by a staff. This staff consists of officers other than those assigned to the component companies. Usually, the staff officer has no command within the battalion -- he serves primarily as an assistant and advisor to the battalion commander. The staff operates on the basis of delegated authority; the responsibility for what the battalion does, or fails to do, rests upon the battalion commander.

In essence, the rifle company is to the battalion headquarters as the battalion is to the brigade headquarters. Within the rifle company, the platoons are in a like relationship to the company headquarters; within the platoons and between the rifle and weapons squads the same relationship to the platoon headquarters obtains.

When centralized control of communications fails, alternate and decentralized systems of communications must continue to furnish subordinate commanders with intelligence and operational directives and orders.

Less sophisticated and decentralized systems of communications will be required to function on the battlefields of the present and the future.

The span of control and the communications afforded the battalion commander have a critical bearing upon his ability to exercise unit control. In the rifle battalion, the commander possesses a span of control of four, that is, one headquarters and headquarters company commander and three rifle company commanders. The span of control principle has a direct bearing upon the physical size of the infantry rifle battalion. History has shown that there is a limit to the number of subordinates that a commander can control in battle. With advanced communication techniques, the span of control may be increased. Vulnerability of these communication techniques to failure, or to enemy action, will require that the span of control be basically that capable of operation with less sophisticated means of communication.

Centralized control of communications and staff procedures in warfare is one of the results of modern electronic progress. Such control has been sought after and achieved in varying degrees throughout military history. However, in the exercise of unit control, centralized control of communications and staff procedures has its limitations. Mechanical breakdown, or destruction by enemy action, of complex devices and machines which create such controls, is to be expected and planned for under modern operational conditions.

Sophisticated communication equipment may increase the degree of command and control over units of the battalion but it can never completely eliminate the human factor in command. The span of control principle will be assisted by new and now unknown and undeveloped communication equipment, but its operation will continue to be a human function; individual differences between commanders will always determine the quality of the control exercised over men and units. These communication devices will also have the adverse effect of removing the personal element in field leadership at higher echelons of command, including the battalion. There will be some compensation for this situation by the improved organization of the company and the platoon and the squad--those units which actually "close" with the enemy on the ground, and are the "forward" elements of the battalion.

The principle of pooling of equipment is as applicable to the infantry rifle battalion as it is to any other military organization. For years pooling of equipment and weapons has been a controversial subject in the military profession. In combat, the infantry soldier needs his weapons with him and immediately available for operation in the performance of his mission. To pool, or not to pool, weapons and other equipment is a decision governed by the military situation, the terrain, and the combat mission. Weapons, being the soldiers' principal tools of survival, will be less often pooled than vehicles. In current (1968) combat operations in which the infantry battalions of the United States Army are engaged, the pooling of organic vehicles is, for practical purposes, a standing operating procedure. It is concluded that in future operations pooling may become more general because of the success of this most recent combat practice.

For the warfare of the future, the infantry battalion will be required to meet new challenges in combat. A battalion organization can be structured with men and weapons to meet all tests of combat. Improvements and innovations in weaponry will cause distinct changes in combat doctrine affecting the battalion. The battalion may be decreased in strength as organic weapons become more lethal. Crew-served weapons may be found to be more useful and effective in establishment of certain types of infantry formations, as yet unknown to the military profession. The infantry platoon and company, integral parts of the infantry battalion, may likewise be decreased in size for the same reason.

The battalion commander of the future will have much in common with his brother officers of the past. However, with this difference, he will be operating in a context of combat which has become complicated and one wherein personal example and courage will be even more necessary than in the past. He will be required to operate, with his units, often in an independent mission--at remote distances from headquarters. Hence, he must make decisions which will not be those equated normally with his rank and service. He must be able to wage combat, or plan and conduct pacification operations, simultaneously, or separately. He must be able to wage combat with either violence or with nonviolent "civic action." He must be aware of the political connotations of warfare. In essence, he will be the "educated" soldier as envisioned by Milton "skilled in the arts of war and of peace."

APPENDIX A

TASK ASSIGNMENT

DEPARTMENT OF THE ARMY
HEADQUARTERS
UNITED STATES ARMY COMBAT DEVELOPMENTS COMMAND
FORT BELVOIR, VIRGINIA 22060

IN REPLY REFER TO
CDCRE-O

12 September 1967

(CORRECTED COPY)

MEMORANDUM FOR: Director, CORG

SUBJECT: Task Assignment 18-67, "Evolution of the U. S. Army Infantry Battalion: Valley Forge to Vietnam"

1. The Commanding General requests that you perform a study within the scope of Project 1 of your contract for Calendar Year 1967.

2. Title: Evolution of the U. S. Army Infantry Battalion: Valley Forge to Vietnam.

3. Objective: To show the evolution and development of the U. S. Army infantry battalion from the American Revolution to the present. Included in detail will be the historical perspective of the battalion-type organization -- as noted throughout our military history. The effects of weaponry and tactics upon the organization and function of the infantry battalion will be shown by historical examples. Further, the evolution of the battalion as a tactical unit -- rather than an administrative formation -- will be covered. The direct effect of the emergence of the battalion as an independent unit of maneuver and firepower, upon the command and rank structure of the Army will be noted.

4. Administration:

a. The study will be presented to the Commanding General in the form of a CORG memorandum.

b. Project officer. Mr. Jean Keith, HQ USACDC, 44632.

c. Direct coordination with the USACDC Infantry Agency is authorized.

5. Correlation: This project is assigned Action Control Number 11609.

6. This task must be completed by September 1968.

CDCRE-O
SUBJECT: Task Assignment 18-67, "Evolution of the U. S. Army Infantry Battalion: Valley Forge to Vietnam"

7. Request that you indicate your acceptance, analyze your resources and provide the following information:

a. Estimated technical man months by calendar year.

b. CORG Project Leader.

JOHN T. PIERCE III
Colonel, GS
Chief, Operations Research
Support Division
Evaluation Directorate

APPENDIX B

SELECTED TABLES OF ORGANIZATION AND EQUIPMENT

To understand in detail the evolution of the infantry battalion, especially in the period from World War I to 1968, it is useful to examine the various tables of organization and equipment which establish the battalion for a certain period of our military history. Many of the tables herein are rare and out of print and not generally available. For this reason they were included as valuable adjuncts to the documentation of this study. Because of the physical impossibility of the inclusion of all tables pertaining to the evolution of the infantry battalion, the author has included those tables which he considered most relevant and pertinent to the evolutionary, historical process involved in the creation of the modern Infantry Battalion. As additional aids to planners of future battalions, these tables should be of considerable value in establishing the "reason why," or the rationale, for the evolutionary changes noted in the long and distinguished history of the United States Army Infantry Battalion.

Washington, D. C., War Department, 1 October 1940

TO 7-15

Infantry Battalion, Rifle

1	2	3	4	5	6	7	8	9	10
	Specialists' Ratings (Class)	Headquarters (T/O 7-16)	Headquarters Detachment (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
1. Lieutenant Colonel		1				1			
2. Major		1				1			
3. Captain				3	1	4			
4. First Lieutenant		2		6	5	13			
5. Second Lieutenant				9		9			
6. Total Commissioned		4		18	6	28			
7. First Sergeant			1	3	1	5			
8. Staff Sergeant			2			2			
9. Sergeant			1	72	16	89			
10. Corporal			6	57	28	91			
11. Private, First Class)			(16	210	64	200)	16		
12. Private)			(22	309	96	427)			
13. Specialist	3d			(6)	(3)	(9)			
14. Specialist	4th			(9)	(4)	(13)			
15. Specialist	5th		(6)	(3)	(12)	(21)			
16. Specialist	6th		(6)	(27)	(27)	(60)			
17. Unrated			(22)	(417	(96)	(535)	16		
18. Basic			(4)	(57)	(18)	(79)			
19. Total Enlisted			48	651	205	904			
20. Aggregate		4	48	669	211	932			

Washington, D. C., War Department, 1 October 1940

TO 7-15

Infantry Battalion, Rifle

1	2	3	4	5	6	7	8	9	10
	Specialists' Ratings (Class)	Headquarters (T/O 7-16)	Headquarters Detachment (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
21. Gun, Machine, Browning, Cal. .30, M 1917					8	8			
22. Gun, Machine, Browning, Cal. .50, M2 Flexible					4	4			
23. Gun, Machine, Browning, Cal. .30, M 1919 A 4				6		6			
24. Mortar, 60mm				9		9			
25. Mortar, 81mm					4	4			
26. Motorcycle with sidecar		2		2		4			
27. Truck ½-ton) Command and) Reconnaissance		2		5		7			
28. Truck ½-ton, Weapon Carrier		2	6	16		24			
29. Pistol, Automatic, Cal. .45	4	19	138	152		313			
30. Rifle, Automatic, Browning, Cal. .30, M 1918 A 2			24	8		32			
31. Rifle, US Cal. .30, M 1		29	513	59		601			
This table supercedes T/07-15 Mar 1, 1940, including C1, April 26, 1940.									
Changes 1 War Department November 6, 1940									
Line 12			13						
Line 13			25						

Washington, D. C., War Department, 1 March 1942

TO 7-15

Armored Infantry Battalion

1	2	3	4	5	6
	Battalion Headquarters and Headquarters Co. T/O 7-26	3 Rifle Companies (each) T/O -27	Total Battalion	Enlisted Cache	Remarks
1. Lieutenant Colonel	1		1		
2. Major	1		1		
3. Captain	1	1	4		
4. First Lieutenant	3	2	9		
5. Second Lieutenant	3	2	9		
6. Total Commission	9	5	24		
7. First Sergeant	1	1	4	4	
8. Technical Sergeant	2		2	2	
9. Staff Sergeant	7	5	22	22	
10. Sergeant	12	18	66	56	
11. Corporal	8	11	41	4	
12. Technician, Grade 4	4	2	10	6	
13. Technician, Grade 5	27	23	96	3	
14. Private, First Class	41	49	188		
15. Private	55	64	247		
16. Basic	(14)	(16)	(62)		
17. Total Enlisted	157	173	676	97	
18. Aggregate	166	178	700	97	
19. Car half-Track, M2, w/armament	8	4	20		
20. Car. half-track, M3, with armament	3	12	39		

1	2 Battalion Headquarters and Headquarters Co. T/O 7-26	3 3 Rifle Companies (each) T/O 2-27	4 Total Battalion	5 Enlisted Cache	6 Remarks	
21. Car, half-track, M3, w/armament	1	1	4			
22. Car, half-track, M4, w/armament	3		3			
23. Carbine, cal. .30	56	58	230			
24. Gun, antitank, self-propelled	1	1	4			
25. Gun, antitank, Towed		4	12			
26. Gun, assault, self-propelled	3		3			
27. Gun, machine, cal. .30, light	1	1	4			
28. Gun, machine, cal. .30, light, with ground mount		6	18			
29. Gun, submach. (incl. on ordnance veh.)	19	18	73			
30. Gun, submach. (on ¼-ton truck)	9	1	12			
31. Mortar, 81mm	3		3			
32. Mortar, 60mm		3	9			
33. Pistol, cal. .45	31	13	70			
34. Rifle, Cal. .30	61	88	315			
35. Trailer, 1-ton, ammunition and fuel, armored	3		3			
36. Motorcycle, solo	4		4			
37. Truck, ¼-ton	9	1	12			
38. Truck, 2½-ton including:	3	2	9			
39. Equipment	(1)	(1)	(4)			
40. Kitchen	(2)	(1)	(5)			

1	2	3	4	5	6
	Battalion Headquarters and Headquarters Co. T/O 7-26	3 Rifle Companies (each) T/O 7-27	Total Battalion	Enlisted Cache	Remarks
41. Radio set	17	4	29		
This table supersedes T/O 7-25, November 15, 1940.					

Washington, D.C., War Department, 1 April 1942

Infantry Battalion

1	2	3	4	5	6	7	8	9
Unit	Technician Grade	Headquarters (T/O 7-16)	Headquarters Company (T/O 7-16)	3 Rifle Companies (each) T/O 7-17)	Heavy Weapons Company (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks
1. Lieutenant Colonel		1				1		
2. Major		1				1		
3. Captain		1	1	1	1	6		
4. First Lieutenant		1	1	2	4	12		
5. Second Lieutenant			3	3		12		
6. Total (Commissioned)		4	5	6	5	32		
7. First Sergeant			1	1	1	5	5	
8. Staff Sergeant			6	5	4	25	24	
9. Sergeant			8	16	10	66	17	
10. Corporal			11	16	24	83	5	
11. Technician Grade 4			4	2	3	13	12	
12. Technician Grade 5			7	3	3	19	16	
13. Private First Class			41	66	59	298		
14. Private, including			52	83	74	375		
15. Basic			(12)	(18)	(16)	(82)		
16. Total Enlisted			130	192	178	884	79	
17. Aggregate	4		135	198	183	916	79	
18. Carbine, Ca. .30		2	78	35	105	290		
19. Gun, 37mm, antitank			4			4		
20. Gun, machine, Cal. 30					8	8		
21. Gun, machine, light, cal. .30				2		6		
22. Mortar, 60mm				3		9		
23. Mortar, 81mm					6	6		
24. Pistol, automatic, cal. .45		2		10	28	60		
25. Rifle, automatic, cal. .30			7	11	7	47		
26. Rifle, cal. .30, M1			41	133	29	469		

1	2	3	4	5	6	7	8	9
Unit	Technician Grade	Headquarters (T/O 7-16)	Headquarters Company (T/O 7-16)	3 Rifle Companies (each) (T/O 7-17)	Heavy Weapons Company (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks
27. Rifle, Cal. .30, M1903			9	9	14	50		
28. Truck, ¼-ton			15	1	4	22		
29. Truck 3/4-ton, Command & Recon.					1	1		
30. Truck, 3/4-ton, Wpns Carrier			6	1	15	24		

This table supersedes T/O 7-15, October 1, 1940, including C1, November 6, 1940.

Washington, D. C., War Department, 1 March 1943

TO 7-15

Infantry Battalion

1	2	3	4	5	6	7	8	9	10
	Specialists' Ratings (Class)	Headquarters (T/O 7-16)	Headquarters Detachment (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
1. Lieutenant Colonel		1				1			
2. Major		1				1			
4. Captain		1	1	1	1	6			
5. First Lieutenant		1	2	2	4	13			
6. Second Lieutenant			2	3		11			
7. Total Commissioned		4	5	6	5	32			
8. First Sergeant			1	1	1	5	5		
9. Staff Sergeant			7	6	5	30	29		
10. Sergeant			5	15	9	59	11		
11. Corporal			8	15	21	74	5		
12. Technician, Grade 4			4	2	3	13	12		
13. Technician, Grade 5			7	3	4	20	14		
14. Private, First Class			31	64	50	273			
15. Private, including			40	80	64	344			
16. basic			(9)	(17)	(14)	(74)			
17. Total Enlisted			103	186	157	818	76		
18. Aggregate		4	108	192	162	850	76		
19. Carbine, Ca. .30, M1		2	47	28	78	211			
20. Gun, 37mm			3			3			
21. Gun, Machine, Cal. .30					8				

1	2	3	4	5	6	7	8	9	10
	Specialists' Ratings (Class)	Headquarters (T/O 7-16)	Headquarters Detachment (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
22. Gun, Machine, Light, Cal. .30			3	2		9			
23. Gun, Machine, flexible Cal. .50, M2 HB/			1	1	3	7			
24. Launcher, Rocket, AT, M1			8	3	7	24			
25. Mortar, 60mm				3		9			
26. Mortar, 81mm					6	6			
27. Pistol, Automatic, Cal. .45		2	6	10	28	66			
28. Rifle, Automatic, Cal. .30				9		27			
29. Rifle, Cal. .30, M1			47	135	48	500			
30. Rifle, Cal. .30, M1903			8	10	8	46			
31. Trailer, 1-ton			1			1			
32. Truck, ¼-ton			6		5	11			
33. Truck ¼-ton, amphibian			1			1			
34. Truck, 3/4-ton, Weapons Carrier			4		1	5			
35. Truck, 1½-ton			2	1	7	12			

This table supersedes T/O 7-15, April 1, 1942, including C1, October 4, 1942.

Washington, D. C., War Department, 26 February 1944

TO 7-15

Infantry Battalion

1	2	3	4	5	6	7	8	9
	Headquarters (T/O 7-16)	Headquarters Company (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
1. Lieutenant Colonel	1				1			
2. Major	1				1			
3. Captain	1	1	1	1	6			
4. First Lieutenant	1	2	3	3	15			
5. Second Lieutenant		2	2	4	12			
6. Total Commissioned	4	5	6	8	35			
7. First Sergeant		1	1	1	5	5		
8. Technical Sergeant		3	4	3	18	18		
9. Staff Sergeant		9	16	15	72	19		
10. Sergeant		6	15	11	62	3		
11. Corporal		5	1	13	21	5		
12. Technician, Grade 4		6	2	3	15	12		
13. Technician, Grade 5		11	4	2	25	14		
14. Private, First Class		55	104	79	446			
15. Private, Including		21	40	31	172			
16. Basic		(11)	(17)	(14)	(76)			
17. Total Enlisted		117	187	158	836	76		
18. Aggregate	4	122	193	166	871	76		
19. Carbine, Cal. .30	2	51	28	82	219			
20. Gun, Machine, Cal. .30, heavy, flexible				8	8			

1	2	3	4	5	6	7	8	9
	Headquarters (T/O 7-16)	Headquarters Company (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
21. Gun, Machine, Cal. .30, light flexible			2		6			
22. Gun, Machine, HB, Cal. .50, flexible		2	1	1	6			
23. Gun, 59mm, Towed		3			3			
24. Launcher, Rocket, AT, 2.36-inch		8	5	6	29			
25. Mortar, 60mm			3		9			
26. Mortar, 81mm				6	6			
27. Pistol, automatic, cal. .45	2	15	10	34	81			
28. Rifle, automatic, cal. .30			9		27			
29. Rifle, cal. .30, M1		56	143	50	535			
30. Rifle, Cal. .30, M1903, A4			3		9			
31. Trailer, ¼-ton		2	2	14	22			
32. Trailer, 1-ton		1			1			
33. Truck, ¼-ton		9	2	19	34			
34. Truck, 3/4-ton, Weapons Carrier		1		1	2			
35. Truck, 1½-ton, cargo		4			4			
This table supersedes T/O&E 7-15, 15 July 1943.								

1	2	3	4	5	6	7	8	9
	Headquarters (T/O 7-16)	Headquarters Company (T/O 7-16)	3 Rifle Companies (T/O 7-17)	1 Heavy Weapons Co (T/O 7-18)	Total Battalion	Enlisted Cadre	Remarks	
Line 14		52	104	76	440			
Line 15		19	40	28	167			
Line 16		(6)	(17)	(8)	(65)			
Line 17		112	187	152	825			
Line 18		117	193	160	860			
Line 21		6	2		12			
Line 22		2	6		20			
Line 28			15		45			
Line 29		51	143	44	524			

TABLE OF ORGANIZATION
No. 7-415

WAR DEPARTMENT,
WASHINGTON, April 1, 1942.

AIR BASE SECURITY BATTALION

Designation: †------ Air Base Security Battalion

1	Unit	Headquarters and headquarters detachment (T/O 7-416)	Fixed defense company (T/O 7-417)	Striking force company (T/O 7-418)	Total battalion	Attached medical (for details see p. 2)	Aggregate	Enlisted cadre	Remarks
2	Lieutenant colonel	1	----	----	1	----	1	----	† Insert number of battalion.
3	Major	1	----	----	1	----	1	----	* Substitute: rifle, cal. .30.
4	Captain	3	1	1	5	1	6	----	
5	First lieutenant	----	2	3	5	----	5	----	
6	Second lieutenant	----	2	3	5	----	5	----	
7	Total commissioned	5	5	7	17	1	18	----	Warrant officers, basics, and relief crews are not included in this battalion since they will not be required in its normal function.
8	Master sergeant	1	----	----	1	----	1	1	
9	First sergeant	----	1	1	2	----	2	2	
10	Technical sergeant	2	----	----	2	----	2	2	
11	Staff sergeant	1	4	6	11	1	12	11	
12	Sergeant	1	7	20	28	----	28	14	
13	Corporal	2	19	21	42	1	43	3	
14	Technician, grade 4	5	3	3	11	----	11	2	
15	Technician, grade 5	7	3	16	26	2	28	2	
16	Private, first class	5	56	83	144	3	147	----	
17	Private	5	57	83	145	3	148	----	
18	Total enlisted	29	150	233	412	10	422	37	
19	Aggregate	31	155	240	429	11	440	37	
20	O Car, half-track, M2	----	----	4	4	----	4	----	
21	O Carbine, cal. .30*	34	51	120	205	----	205	----	
22	O Carrier, half-track, M3	----	----	12	12	----	12	----	
23	O Gun, 75-mm, self-propelled	----	----	4	4	----	4	----	
24	O Gun, machine, heavy, cal. .30	----	12	----	12	----	12	----	
25	O Pistol, cal. 45	----	30	36	66	----	66	----	
26	O Rifle, automatic, cal. .30*	----	6	----	6	----	6	----	
27	O Rifle, cal. .30	----	68	84	152	----	152	----	
28	Q Truck, ¼-ton	2	1	13	16	----	16	----	
29	Q Truck, ¾-ton, weapon carrier	----	6	----	6	----	6	----	
30	Q Truck, 2½-ton, cargo	----	----	3	3	----	3	----	
31	S Radio	4	----	----	4	----	4	----	

456461°——42

T/O 7-415

MEDICAL DETACHMENT, AIR BASE SECURITY BATTALION

Designation: Medical Detachment, †_____ Air Base Security Battalion

	1	2	3	4
1	Unit	Technician grade	Total	Remarks
2	Captain		1	† Insert number of battalion.
3	Total commissioned		1	The serial number symbol shown in parentheses is an inseparable part of the specialist designation. A number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circulars Nos. 14 and 67, War Department, 1942.
4	Staff sergeant, including		1	
5	Medical (673)		(1)	
6	Corporal, including		1	
7	Medical (673)		(1)	
8	Technician, grade 5		2	
9	Private, first class, including		3	
10	Private		3	
11	Company aid (123)		(4)	
12	Technician, medical (123)	5	(1)	
13	Technician, medical (123)		(1)	
14	Technician, surgical (225)	5	(1)	
15	Technician, surgical (225)		(1)	
16	Total enlisted		10	
17	Aggregate		11	

[A. G. 320.2 (4-9-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

TABLE OF ORGANIZATION
No. 7-415

WAR DEPARTMENT,
WASHINGTON, April 13, 1943.

AIR BASE SECURITY BATTALION

Designation: †------ Air Base Security Battalion

1	Unit	2 Headquarters and headquarters and service company (T/O 7-416)	3 2 airdrome combat companies (each) (T/O 7-417)	4 Total battalion	5 Enlisted cadre	6 Tank platoon‡	7 Transportation section‡	Remarks
2	Lieutenant colonel	1	------	1	------	------	------	†Insert number of battalion. ‡To be activated only when specified on activation order.
3	Major	1	------	1	------	------	------	
4	Captain	3	1	5	------	------	------	
5	First lieutenant	1	3	7	------	1	------	
6	Second lieutenant	------	2	4	------	------	------	
7	Total commissioned	6	6	18	------	1	------	
8	Warrant officer	2	------	2	------	------	------	
9	Master sergeant	1	------	1	1	------	------	
10	First sergeant	1	1	2	2	------	------	
11	Technical sergeant	4	------	4	4	------	------	
12	Staff sergeant	3	5	13	13	1	1	
13	Sergeant	1	9	19	6	3	1	
14	Corporal	------	22	44	2	------	------	
15	Technician, grade 4	9	------	9	5	3	1	
16	Technician, grade 5	10	1	12	5	6	9	
17	Private, first class	11	63	137	------	4	1	
18	Private, including	14	78	170	------	5	2	
19	Basic	(3)	(16)	(55)	------	(2)	(1)	
20	Total enlisted	54	179	412	39	22	15	
21	Aggregate	62	185	432	39	23	15	
22	O Car, scout, M3A1	------	------	------	------	------	5	
23	O Carbine, cal. .30	62	43	148	------	------	4	
24	O Carrier, personnel, half-track, M3	------	------	------	------	------	6	
25	O Gun, machine, cal. .50, M2, HB, flexible	------	6	12	------	------	------	
26	O Gun, submachine, cal. .45, M3	------	------	------	------	------	11	
27	O Launcher, rocket, AT, M1	3	------	3	------	------	------	
28	O Mortar, 60-mm, M2	------	6	12	------	------	------	
29	O Pistol, automatic, cal. .45	------	12	24	------	23	------	
30	O Rifle, automatic, cal. .30	------	9	18	------	------	------	
31	O Rifle, cal. .30	------	121	242	------	------	------	
32	O Tank, light	------	------	------	------	5	------	
33	O Trailer, 1-ton, 2-wheel, cargo	3	------	3	------	------	------	
34	O Truck, ¼-ton	3	1	5	------	------	------	
35	O Truck, ¾-ton, weapons carrier	------	1	2	------	------	------	
36	O Truck, 2½-ton, cargo	3	------	3	------	------	------	

[A. G. 320.2 (3-26-43).]

*This table supersedes T/O 7-415, April 1, 1942.

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

AIR BASE SECURITY BATTALION

CHANGES No. 1

WAR DEPARTMENT
WASHINGTON 25, D. C., 30 JULY 1945

T/O 7-415, 13 April 1943, is changed as follows:

Line	Column 1	3	4	6
18	Private, including.....	71	156	5
19	Basic.....	(9)	(21)	(1)
20	Total enlisted.....	172	398	21
21	Aggregate.....	178	418	22
31	0 Rifle, cal. .30.....	114	228	.....

(AG 320. 3 (24 May 45))

BY ORDER OF THE SECRETARY OF WAR:

OFFICIAL:
EDWARD F. WITSELL
Major General
Acting The Adjutant General

G. C. MARSHALL
Chief of Staff

TABLE OF ORGANIZATION
No. 7-416

WAR DEPARTMENT,
WASHINGTON, April 1, 1942.

HEADQUARTERS AND HEADQUARTERS DETACHMENT, AIR BASE SECURITY BATTALION·

Designation: Headquarters, †_____ Air Base Security Battalion
Headquarters Detachment, †_____ Air Base Security Battalion

	1	2	3	4	5	6	7	8
1	Unit	Technician grade	Battalion headquarters	Headquarters detachment	Communication section	Total	Enlisted cadre	Remarks
2	Lieutenant colonel	....	1	....	....	1	....	†Insert number of battalion.
3	Major	....	•1	....	....	1	....	• Executive.
4	Captain	....	▸2	•1	....	3	....	▸ S-1 and S-4 (acts as motor officer in addition to duties as S-4).
5	Total commissioned	....	4	1	....	5	....	• Detachment commander.
6	Master sergeant, including	....	....	1	....	1	1	⁴ Substitute: rifle, cal. .30.
7	Sergeant major (502)	....	....	(1)	....	(1)	(1)	Warrant officers, basics, and relief crews are not included in this battalion since they will not be required in its normal operation.
8	Technical sergeant, including	....	....	2	....	2	2	
9	Operations (814)	....	....	(1)	....	(1)	(1)	
10	Supply (821)	....	....	(1)	....	(1)	(1)	
11	Staff sergeant, including	....	....	....	1	1	1	
12	Communication (542)	....	....	....	(1)	(1)	(1)	
13	Sergeant, including	....	....	....	1	1	1	
14	Communication, assistant (542)	....	....	....	(1)	(1)	(1)	
15	Corporal, including	....	....	2	....	2	1	
16	Clerk (405)	....	....	(1)	....	(1)	(1)	
17	Supply, motor (348)	....	....	(1)	....	(1)	....	
18	Technician, grade 4					5	....	The serial number symbol shown in parentheses is an inseparable part of the specialist designation. A number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circulars Nos. 14 and 67, War Department, 1942.
19	Technician, grade 5					7	....	
20	Private, first class } including	....	....	6	16	5	....	
21	Private					5	....	
22	Chauffeur (345)	....	....	(2)	....	(2)	....	
23	Clerk, operations (405)	5	....	(1)	....	(1)	....	
24	Clerk, supply (374)	5	....	(1)	....	(1)	....	
25	Operator, radio and telephone (776)	4	....	....	(5)	(5)	....	
26	Operator, radio and telephone (776)	5	....	....	(5)	(5)	....	
27	Operator, radio and telephone (776)	....	....	....	(6)	(6)	....	
28	Orderly (695)	....	....	(2)	....	(2)	....	
29	Total enlisted	....	....	11	18	29	6	
30	Aggregate	....	4	12	18	34	6	
31	O Carbine, cal. .30 ⁴	....	4	12	18	34	....	
32	Q Truck, ¼-ton	....	....	2	....	2	....	
33	S Radio	....	....	....	4	4	....	

[A. G. 320.2 (4-9-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

TABLE OF ORGANIZATION
No. 7-416

WAR DEPARTMENT,
WASHINGTON, April 13, 1943.

HEADQUARTERS AND HEADQUARTERS AND SERVICE COMPANY, AIR BASE SECURITY BATTALION

HEADQUARTERS AND HEADQUARTERS AND SERVICE COMPANY, AIR BASE SECURITY BATTALION

Designation: Headquarters, † ------ Air Base Security Battalion
Headquarters Company, † ------ Air Base Security Battalion

1	2	3	4	5	6	7	8	9	10	11	12	13
			Headquarters company									
Unit	Technician grade	Battalion headquarters	Company headquarters	Administrative section	Supply and mess section[a]	Communications and operations section	Total company	Aggregate	Enlisted cadre	Tank platoon[b]	Transportation section[b]	Remarks
Lieutenant colonel		1						1				†Insert number of battalion.
Major		[d] 1						1				[a] Operates battalion mess.
Captain		[e] 2	1				1	3				[b] To be activated only when specified on activation orders.
First lieutenant			[f] 1				1	1		1		
Total commissioned		[e] 4	[e] 2				2	6		[e] 1		
Warrant officer				[c g] 1	[e h] 1		2	2				*Staff*
Master sergeant, including				[e] 1			1	1	1			[d] Executive and S–3.
Sergeant major (502)				(1)			(1)	(1)	(1)			[e] 1 S–1; 1 S–4.
First sergeant (585)			[e] 1				1	1	1			
Technical sergeant, including				[e] 1	[e] 1	[e] 2	4	4	4			[e] Armed with carbine, cal. .30.
Communication chief (512)						(1)	(1)	(1)	(1)			[f] Transportation and maintenance officer.
Operations (814)						(1)	(1)	(1)	(1)			[g] Clerical, general.
Personnel (816)				(1)			(1)	(1)	(1)			[h] Supply, general.
Supply (821)					(1)		(1)	(1)	(1)			[i] Drives truck, ¼-ton.
Staff sergeant, including			[e] 2		[e] 2		3	3	3	[e] 1	[e] 1	[j] Drives truck, 2½-ton.
Mess (824)					(1)		(1)	(1)	(1)			[k] Assistant tank drivers.
Motor (813)											(1)	[l] Also act as telephone operators.
Platoon (651)										(1)		[e] Armed with pistol.
Supply (821)			(1)		(1)		(2)	(2)	(2)			[e] Armed with gun, submachine.
Sergeant, including					[e] 1		1	1		[e] 3	[e] 1	
Dispatcher, motor vehicle (410)											(1)	
Mess (824)					(1)		(1)	(1)				
Tank commander (795)										(3)		

25	Technician, grade 4								9	9	5	▸3	1
26	Technician, grade 5								10	10	3	▸6	9
27	Private, first class	including			▪9	▪4	▪16	▪15	11	11		▸3	1
28	Private								14	14		▸6	2
29	Armorer (511)	5		(1)					(1)	(1)	(1)		
30	Bugler (803)			(1 1)					(1)	(1)			
31	Clerk, general (055)	5			(1)				(1)	(1)			
32	Clerk, general (055)					(1)			(1)	(1)			
33	Clerk, headquarters (501)	5			(1)				(1)	(1)			
34	Clerk, personnel (368)	4			(1)				(1)	(1)	(1)		
35	Clerk-typist (405)				(1)				(1)	(1)			
36	Cook (060)	4				(5)			(5)	(5)	(3)		
37	Cook (060)	5				(4)			(4)	(4)	(2)		
38	Cook's helper (521)					((1 1)6)			(6)	(6)			
39	Driver, half-track (734)	5											(▪6)
40	Driver, scout car (733)	5											(▪3)
41	Driver, scout car (733)												(▪2)
42	Driver, tank (736)	4										(3)	
43	Driver, tank (736)	5										(2)	
44	Driver, truck (345)	5		(1)					(1)	(1)			
45	Driver, truck (345)			(1)					(1)	(1)			
46	Gunner, machine, light (604)											(k 5)	
47	Gunner, tank (616)	5										(3)	
48	Gunner, tank (616)											(2)	
49	Lineman, telephone and telegraph (238)							(▪4)	(4)	(4)			
50	Mechanic, automobile (014)	4		(1)					(1)	(1)			(▪1)
51	Mechanic, automobile (014)	5										(1)	
52	Messenger (675)							((1 2)4)	(4)	(4)			
53	Operator, radio (177)	4						(1)	(1)	(1)			
54	Operator, radio (177)	5						(1)	(1)	(1)			
55	Operator, radio (177)							(1)	(1)	(1)			
56	Operator, switchboard (309)	5						(1 1)	(1)	(1)			
57	Operator, switchboard (309)							(1 2)	(2)	(2)			
58	Orderly (695)			(1)					(1)	(1)			
59	Repairman, radio (174)	4						(1)	(1)	(1)	(1)		
60	Basic (521)			(3)					(3)	(3)		(2)	(▪1)
61	Total enlisted			11	6	20	17	54	54	17	22	15	
62	Aggregate		1	13	7	21	17	58	62	17	23	15	
63	O Car, scout, M3A1											5	
64	O Carbine, cal. .30		4	13	7	21	17	58	62			4	
65	O Carrier, personnel, half track, M3											6	
66	O Gun, submachine, cal. .45, M3											11	
67	O Launcher, rocket, AT, M1				3			3	3				
68	O Pistol, automatic, cal. .45										23		
69	O Tank, light										5		
70	O Trailer, 1-ton, 2-wheel, cargo			2		1		3	3				
71	O Truck, ¼-ton			1			2	3	3				
72	O Truck, 2½-ton, cargo			2		1		3	3				

The serial number symbol shown in parentheses is an inseparable part of the specialist designation. See AR 615–26.

[A. G. 320.2 (3–26–43).]

T/O 7-416

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

T/O 7-416
C 1

HEADQUARTERS AND HEADQUARTERS AND SERVICE COMPANY, AIR BASE SECURITY BATTALION

CHANGES No. 1

WAR DEPARTMENT
WASHINGTON 25, D. C., 30 JULY 1945

T/O 7-416, 13 April 1943, is changed as follows:

1. Delete 1 basic (521), line 60, column 11 (not included in totals).

2. This results in the following:

Line	Column 1	Column 11
28	Private.....	95
60	Basic (521).....	(1)
61	Total enlisted.....	21
62	Aggregate.....	22
68	0 Pistol, automatic, cal. .45.....	22

(AG 320 .3 (24 May 45))

BY ORDER OF THE SECRETARY OF WAR:

OFFICIAL:
EDWARD F. WITSELL
Major General
Acting The Adjutant General

G. C. MARSHALL
Chief of Staff

TABLE OF ORGANIZATION
No. 7-417

WAR DEPARTMENT,
WASHINGTON, April 1, 1942.

FIXED DEFENSE COMPANY, AIR BASE SECURITY BATTALION

Designation: Company A, †_____ Air Base Security Battalion

1		Unit	2 Technician grade	3 Company headquarters	4 2 machine-gun platoons (each): Platoon headquarters	5 2 machine-gun platoons (each): 6 machine-gun squads (each)	6 2 machine-gun platoons (each): Total platoon	7 Rifle platoon: Platoon headquarters	8 Rifle platoon: 6 rifle squads (each)	9 Rifle platoon: Total platoon	10 Total company	11 Enlisted cadre	12 Remarks
2		Captain	---	1	---	---	---	---	---	---	1	---	† Insert number of battalion.
3		First lieutenant	---	1	1	---	1	1	---	1	2	---	ª Drives vehicle in addition to other duties.
4		Second lieutenant	---								2	---	ᵇ Substitute: rifle, cal. .30.
5		Total commissioned	---	ª2	ª1	---	1	ª1	---	1	5	---	ᶜ Armed with carbine.
6		First sergeant (585)	---	ª1	---	---	---	---	---	---	1	1	ᵈ For use of detachments reinforcing nearby air bases or when used as part of the mobile reserve.
7		Staff sergeant, including	---	1	1	---	1	1	---	1	4	4	ᵉ Armed with pistol.
8		Mess (824)	---	(ª1)	---	---	---	---	---	---	(1)	(1)	ᶠ Armed with rifle.
9		Platoon (651)	---	---	(ª1)	---	(1)	(ᵉ1)	---	(1)	(3)	(3)	This company will be used primarily to establish the fixed defenses of an air base and will be supplemented by personnel of the air base.
10		Sergeant, including	---	1	---	---	---	---	1	6	7	4	
11		Squad leader (653)	---	---	---	---	---	---	(ᵉ1)	(6)	(6)	(3)	
12		Supply (821)	---	(ª1)	---	---	---	---	---	---	(1)	(1)	
13		Corporal, including	---	1	---	1	6	---	1	6	19	1	
14		Clerk (405)	---	(ª1)	---	---	---	---	---	---	(1)	(1)	
15		Squad leader (653)	---	---	---	(ª1)	(6)	---	---	---	(12)	---	
16		Squad leader, assistant (653)	---	---	---	---	---	---	(ᵉ1)	(6)	(6)	---	
17		Technician, grade 4	---	17	2	3	20	2	10	62	3	1	Warrant officers, basics, and relief crews are not included in this battalion since they will not be required in its normal operation.
18		Technician, grade 5									3	1	
19		Private, first class									56	---	
20		Private									57	---	
21		Ammunition bearer (504)	---	---	---	(ª1)	(6)	---	(ᵉ1)	(6)	(18)	---	The serial number symbol shown in parentheses is an inseparable part of the specialist designation. A number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circulars Nos. 14 and 67, War Department, 1942.
22		Armorer (511)	5	(ª1)	---	---	---	---	---	---	(1)	---	
23		Chauffeur (345)	---	(ª6)	---	---	---	---	---	---	(6)	---	
24		Cook (060)	4	(ª2)	---	---	---	---	---	---	(2)	(1)	
25		Cook (060)	5	(ª2)	---	---	---	---	---	---	(2)	(1)	
26		Cook's helper (521)	---	(ª2)	---	---	---	---	---	---	(2)	---	
27		Gunner (605)	---	---	---	(ᵇ1)	(6)	---	---	---	(12)	---	
28		Gunner, assistant (605)	---	---	---	(ᵇ1)	(6)	---	---	---	(12)	---	
29		Mechanic, automobile (014)	4	(ª1)	---	---	---	---	---	---	(1)	---	
30		Messenger (675)	---	(ª2)	(ᵉ2)	---	(2)	(ᵉ2)	---	(2)	(8)	---	
31		Orderly (695)	---	(ª1)	---	---	---	---	---	---	(1)	---	
32		Rifleman (745)	---	---	---	---	---	---	(ᵉ7)	(42)	(42)	---	
33		Rifleman, automatic (746)	---	---	---	---	---	---	(1)	(6)	(6)	---	
34		Rifleman, automatic, assistant (746)	---	---	---	---	---	---	(ᵇ1)	(6)	(6)	---	
35		Total enlisted	---	21	3	4	27	3	12	75	150	12	
36		Aggregate	---	23	4	4	28	4	12	76	155	12	
37	O	Carbine, cal. .30 ᵇ	---	23	2	2	14	---	---	---	51	---	
38	O	Gun, machine, heavy, cal. .30	---	---	---	1	6	---	---	---	12	---	
39	O	Pistol, cal. .45	---	---	---	2	12	---	1	6	30	---	
40	O	Rifle, automatic, cal. .30 ᵇ	---	---	---	---	---	---	1	6	6	---	
41	O	Rifle, cal. .30	---	---	2	---	2	4	10	64	66	---	
42	Q	Truck, ¼-ton	---	1	---	---	---	---	---	---	1	---	
43	Q	Truck, ¾-ton, weapon carrier	---	ª6	---	---	---	---	---	---	6	---	

T/O 7-417

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

T/O 7-417
C 1

FIXED DEFENSE COMPANY, AIR BASE SECURITY BATTALION

CHANGES No. 1

WAR DEPARTMENT,
WASHINGTON, November 25, 1942.

T/O 7-417, April 1, 1942, is changed as follows:

Line	Column		
	1	8	10
22½ 31	Bugler (603)..... [Delete entire line.]	(•1)	(1)

[A. G. 320.2 (11-21-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

*T/O 7-417

TABLE OF ORGANIZATION
No. 7-417

WAR DEPARTMENT,
WASHINGTON, April 13, 1943.

AIRDROME COMBAT COMPANY, AIR BASE SECURITY BATTALION

AIRDROME COMBAT COMPANY, AIR BASE SECURITY BATTALION

Designation: Company †_____, ‡ _____Air Base Security Battalion

1	1	2	3	4	5	6	7	8	9	10	11	12	13
				Machine gun platoon			3 rifle platoons (each)						
1	Unit	Technician grade	Company headquarters	Platoon headquarters	6 machine gun squads (each)	Total platoon	Platoon headquarters	2 mortar squads (each)	3 rifle squads (each)	Total platoon	Total company	Enlisted cadre	Remarks
2	Captain		[a]1								1		†Insert letter of company.
3	First lieutenant,		[a]1	[a]1		1	[f]1			1	3		‡Insert number of battalion.
4	Second lieutenant,										2		[a] Drives truck, ¼-ton.
5	Total commissioned		2	1		1	1			1	6		[b] Drives truck, ¾-ton, weapons carrier.
6	First sergeant (585)		[a]1								1	1	[c] Armed with carbine cal. .30.
7	Staff sergeant, including		[a]1	[a]1		1	[f]1			1	5	5	[d] Armed with rifle, automatic, cal. .30.
8	Platoon (651)		(1)	(1)		(1)	(1)			(1)	(4)	(4)	[e] Substitution of gun, machine, cal. .50, Browning, M2, watercooled, flexible, complete w/mount, tripod, machine gun, cal. .50, A.A., M2 is authorized when directed by activation order.
9	Supply (821)		(1)								(1)	(1)	[g] Armed with pistol.
10	Sergeant, including								[f]1	3	9	3	[f] Armed with rifle, cal. .30, M1.
11	Squad leader (653)								(1)	(3)	(9)	(3)	The serial number shown in parentheses is an inseparable part of the specialist designation. See AR 615-26.
12	Corporal, including		[a]1		[a]1	3		[a]1	[f]1	5	22	1	
13	Clerk, company (405)		(1)								(1)	(1)	
14	Squad leader (653)				(1)	(3)		(1)		(2)	(12)		
15	Squad leader, assistant (653)								(1)	(3)	(9)		
16	Technician, grade 5										1	1	
17	Private, first class, including		[g]20	[f]2	3	20	1	[a]3	9	34	63		
18	Private										78		
19	Ammunition bearer (504)				(a 1)	(3)		(1)	([f] 1)	(5)	(21)		
20	Armorer (511)	5	(1)								(1)	(1)	
21	Bugler (803)		([a] 1)								(1)		
22	Gunner (606)				([g] 1)	(3)		(1)		(2)	(12)		
23	Gunner, assistant (605)				([g] 1)	(3)		(1)		(2)	(12)		
24	Messenger (675)		(3)	([b] 1) (2)		(2)	([f] 1)			(1)	(7)		
25	Rifleman (745)								([f] 6)	(18)	(54)		
26	Rifleman, automatic (746)								([d] 1)	(3)	(9)		
27	Rifleman, automatic, assistant (746)								([f] 1)	(3)	(9)		
28	Basic (521)		(16)								(16)		
29	Total enlisted		23	3	4	27	2	4	11	43	179	11	
30	Aggregate		25	4	4	28	3	4	11	44	185	11	

21	O	Carbine, cal. .30		5	2	2	14		4		8	42	
22	O	Gun, machine, cal. .50, M2, HB, flexible				1	6					6	
23	O	Mortar, 60-mm, M2							1		2	6	
24	O	Pistol, automatic, cal. .45				2	12					12	
25	O	Rifle, automatic, cal. .30								1	3	9	
26	O	Rifle, cal. .30, M1		20	2		2	3		10	33	121	
27	O	Truck, ¼-ton		1								1	
28	O	Truck, ¾-ton, weapons carrier			1		1					1	

[A. G. 320.2 (3-26-43).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

T/O 7-417
C 1

AIRDROME COMBAT COMPANY, AIR BASE SECURITY BATTALION

CHANGES No. 1

WAR DEPARTMENT
WASHINGTON 25, D. C., 30 JULY 1945

T/O 7-417, 13 April 1943, is changed as follows:

1. Delete 7 basics (521), line 28, column 3 and 11.

2. This results in the following:

Line	Column 1	Column 3	Column 11
16	Technician, grade 5	13	1
17	Private, first class including....		63
18	Private.....		71
28	Basic (521).....	(9)	(9)
29	Total enlisted.....	16	172
30	Aggregate.....	18	178
36	0 Rifle, cal. .30, M1.....	13	114

(AG 320.3(24 May 45))

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL
Chief of Staff

OFFICIAL:
EDWARD F. WITSELL
Major General
Acting The Adjutant General

TABLE OF ORGANIZATION
No. 7-418

WAR DEPARTMENT,
WASHINGTON, April 1, 1942.

STRIKING FORCE COMPANY, AIR BASE SECURITY BATTALION

STRIKING FORCE COMPANY, AIR BASE SECURITY BATTALION

Designation: Company B, †_____ Air Base Security Battalion

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Unit	Technician grade	Company headquarters	Self-propelled gun 75-mm platoon			Machine-gun platoon					3 rifle platoons (each)			Total company	Enlisted cadre	Remarks
			Platoon headquarters	4 sections (each)	Total platoon	Platoon headquarters	2 sections (each)			Total platoon	Platoon headquarters	4 squads (each)	Total platoon			
							Section headquarters	2 squads (each)	Total section							
Captain	----	1												1	----	†Insert number of battalion.
First lieutenant Second lieutenant	----	1	1	----	1	1	----	----	----	1	1	----	1	2 3	---- ----	a Rides in car, half-track, with squad.
Total commissioned	----	a2	a1	----	1	a1	----	----	----	1	a1	----	1	7	----	b Substitute: rifle, cal. .30.
First sergeant (585)	----	a1												1	1	c Armed with carbine.
Staff sergeant, including	----	1	1	----	1	1	----	----	----	1	1	----	1	6	6	d Or suitable substitute for artillery use.
Mess (524)	----	(a1)												(1)	(1)	e Armed with pistol.
Platoon (651)	----		(a1)	----	(1)	(a1)	----	----	----	(1)	(a1)	----	(1)	(5)	(5)	f Armed with rifle.
Sergeant, including	----	2		1	1		1	----	1	2		1	4	20	9	This company will be used primarily as a mobile reserve or striking force in the defense of an air base and may be supplemented by personnel of the fixed defense company. Warrant officers, basics, and relief crews are not included in this battalion since they will not be required in its normal operation.
Motor (813)	----	(a1)	----	----		----	----	----	----		----	----		(1)	(1)	
Section leader (652)	----		----	(a1)	(1)	----	(ae1)	----	(1)	(2)	----	----		(6)	(3)	
Squad leader (653)	----		----	----		----	----	----	----		----	(a1)	(4)	(12)	(4)	
Supply (821)	----	(a1)	----	----		----	----	----	----		----	----		(1)	(1)	
Corporal, including	----	1	----	1	1	----	----	1	2	4	----	1	4	21	1	
Clerk, company (405)	----	(a1)	----	----		----	----	----	----		----	----		(1)	(1)	
Gunner (603)	----		----	(a1)	(1)	----	----	----	----		----	----		(4)	----	
Squad leader (653)	----		----	----		----	----	(a1)	(2)	(4)	----	----		(4)	----	
Squad leader, assistant (653)	----		----	----		----	----	----	----		----	(a1)	(4)	(12)	----	
Technician, grade 4 Technician, grade 5 Private, first class Private	---- including	19	4	3	16	4	1	3	7	18	4	10	44	3 16 83 83	1 1 ---- ----	*Armament of vehicles*
Ammunition bearer (504)	----		----	----		----	----	----	----		----	(a1)	(4)	(12)	----	Carrier, half-track, M2—
Armorer (511)	5	(a1)	----	----		----	----	----	----		----	----		(1)	----	Gun, machine, heavy, cal. .30 2
Cannoneer (531)	----		----	(a2)	(8)	----	----	----	----		----	----		(8)	----	
Cook (060)	4	(a2)	----	----		----	----	----	----		----	----		(2)	(1)	Gun, machine, heavy, cal. .50 1
Cook (060)	5	(a2)	----	----		----	----	----	----		----	----		(2)	(1)	

29		Cook's helper (821)	----	(• 3)	------	------	----	------	------	------	----	----	------	------	------	(3)	----
30		Driver, gun or half-track (735)	5	}	------	(• 1)	(4)	------	------	(• 1)	(2)	(4)	------	(• 1)	(4)	{ (12)	----
31		Driver, gun or half-track (735)	----	}	------	------	------	------	------	------	------	------	------	------	------	(8)	----
32		Driver, truck (345)	----	(• 6)	(• 2)	------	(2)	(• 2)	------	------	----	(2)	(• 2)	------	(2)	(16)	----
33		Gunner (605)	----	------	------	------	------	------	------	(• 1)	(2)	(4)	------	(• 1)	(4)	(16)	----
34		Gunner, assistant (605)	----	------	------	------	------	------	------	(• 1)	(2)	(4)	------	(• 1)	(4)	(16)	----
35		Mechanic, automobile (014)	4	(• 1)	------	------	------	------	------	------	------	------	------	------	------	(1)	----
36		Mechanic, automobile (014)	5	(• 1)	------	------	------	------	------	------	------	------	------	------	------	(1)	----
37		Messenger (675)	----	(• 2)	(• 2)	------	(2)	(• 2)	(• 1)	------	(1)	(4)	(• 2)	------	(2)	(14)	----
38		Orderly (695)	----	(• 1)	------	------	------	------	------	------	------	------	------	------	------	(1)	----
39		Rifleman (745)	----	------	------	------	------	------	------	------	------	------	------	(• 6)	(24)	(72)	----
40		Total enlisted	----	25	5	5	25	5	2	4	10	25	5	12	53	283	19
41		Aggregate	----	26	6	5	26	6	2	4	10	26	6	12	54	240	19
42	O	Car, half-track, M2	----	------	------	------	------	------	------	1	2	4	------	------	------	4	----
43	O	Carbine, cal. .30 [b]	----	26	4	4	20	4	1	2	5	14	4	4	20	120	----
44	O	Carrier, half-track, M3	----	------	------	------	------	------	------	------	------	------	------	1	4	12	----
45	O	Gun, 75-mm, self-propelled [d]	----	------	------	1	4	------	------	------	------	------	------	------	------	4	----
46	O	Pistol, cal. .45	----	------	------	1	4	------	------	2	4	8	------	2	8	36	----
47	O	Rifle, cal. .30	----	------	2	------	2	2	1	------	1	4	2	6	26	84	----
48	Q	Truck, ¼-ton	----	2	2	------	2	2	------	------	----	2	2	------	2	13	----
49	Q	Truck, 2½-ton, cargo	----	2	------	------	------	------	------	------	------	------	------	------	------	2	----

Summary of weapons

Carbine, cal. .30	120
Gun, 75-mm, self-propelled	4
Gun, machine, heavy, cal. .30	20
Gun, machine (HB), cal. .50	4
Pistol, cal. .45	36
Rifle, cal. .30	84

The serial number symbol shown in parentheses is an inseparable part of the specialist designation. A number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circulars Nos. 14 and 67, War Department, 1942.

[A. G. 320.2 (4-9-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

STRIKING FORCE COMPANY, AIR BASE SECURITY BATTALION

CHANGES No. 1

WAR DEPARTMENT,
WASHINGTON, November 25, 1942.

T/O 7-418, April 1, 1942, is changed as follows:

Line	Column 1	Column 8	Column 15
28½	Bugler (808)	(*1)	(1)
38	.....Delete entire line.....		

[A. G. 320.2 (11-21-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-95

WAR DEPARTMENT,
WASHINGTON 25, D. C., 21 July 1943.

INFANTRY BATTALION, SEPARATE

INFANTRY BATTALION, SEPARATE

SECTION I

ORGANIZATION

A. INFANTRY BATTALION, SEPARATE

Designation: †_____ Battalion

1	Unit	2 Headquarters (T/O & E 7-96)	3 Headquarters company (T/O & E 7-96)	4 3 rifle companies (each) (T/O & E 7-17)	5 Heavy weapons company (T/O & E 7-18)	6 Total	7 Attached medical (for details see p. 3)	8 Attached chaplain	9 Aggregate	10 Enlisted cadre *	11 Remarks
2	Lieutenant colonel	1				1			1		†Insert number of battalion.
3	Major	2				2			2		* Infantry only.
4	Captain	2	1	1	1	7			7		ᵇ To be furnished only as required and available within the continental limits of the United States. Will be furnished prior to departure for oversea duty.
5	Captain or first lieutenant						3		3		
6	First lieutenant	1	2	3	3	15		1	16		
7	Second lieutenant		2	2	4	12			12		
8	Total commissioned	6	5	6	8	37	ᵇ3	1	41		
9	Warrant officer		1			1			1		
10	Master sergeant		1			1			1	1	
11	First sergeant		1	1	1	3			5	5	
12	Technical sergeant		6			6			6	5	
13	Staff sergeant		8	6	5	31	1		32	30	
14	Sergeant		4	15	16	65			65	8	
15	Corporal		9	15	21	75	1		76	5	
16	Technician, grade 3						2		2		
17	Technician, grade 4		11	2	8	20	3		23	17	
18	Technician, grade 5		17	4	2	31	9		40	15	
19	Private, first class		37	64	48	277	9		286		
20	Private, including		50	80	62	352	11		363		
21	Basic		(13)	(17)	(14)	(78)	(3)		(81)		
22	Total enlisted		144	187	153	863	36		899	86	
23	Aggregate	6	150	193	166	901	39	1	941	86	
24	O Carbine, cal. .30	3	62	28	88	237			237		
25	O Gun, 57-mm		3			3			3		
26	O Gun, machine, cal. .30				8	8			8		
27	O Gun, machine, light, cal. .30			2		6			6		
28	O Gun, machine, HB, cal. .50, flexible		4	1	1	6			6		
29	O Launcher, rocket, antitank AT, 2.36"		12	3	6	27			27		
30	O Mortar, 60-mm			3		9			9		
31	O Mortar, 81-mm				6	6			6		
32	O Pistol, automatic, cal. .45	3	15	10	28	76			76		
33	O Rifle, cal. .30, M1		73	143	50	552			552		
34	O Rifle, cal. .30, M1903A4			3		9			9		
35	O Rifle, automatic, cal. .30			9		27			27		
36	O Trailer, ¼-ton		2	2	14	22	2		24		
37	O Trailer, 1-ton		6			6			6		
38	O Truck, ¼ ton		10	2	19	35	2		37		
39	O Truck, ¼-ton, weapons carrier				1	1			1		
40	O Truck, 1½ ton, cargo		4			4			4		
41	O Truck, 2½-ton		8			8			8		

B. Medical Detachment, Infantry Battalion, Separate

Designation: Medical Detachment, †_____ Infantry Battalion, Separate

	1	2	3	4	5
1	Unit	Technician grade	Medical detachment	Enlisted cadre	Remarks
2	Captain or first lieutenant		(d 1)3		† Insert number of battalion.
3	Total commissioned		a 3		a To be furnished only as required and available within the continental limits of the United States. Will be furnished prior to departure for oversea duty.
4	Staff sergeant, including		1	1	b Also drive trucks.
5	Medical (673)		(1)	(1)	c Includes 12 company aid men—1 per rifle platoon; heavy weapons platoon.
6	Corporal, including		1		d Dental.
7	Medical (673)		(1)		For specification serial numbers shown in parentheses, see AR 615-26.
8	Technician, grade 3		2	1	
9	Technician, grade 4		3	1	
10	Technician, grade 5 including		9	1	
11	Private, first class		6		
12	Private		11		
13	Litter bearer (857)		(12)		
14	Technician, dental (855)	5	(1)	(1)	
15	Technician, medical (409)	4	(1)	(1)	
16	Technician, medical (409)	5	(1)		
17	Technician, medical (409)		(b 2)		
18	Technician, surgical (861)	3	(c 2)	(1)	
19	Technician, surgical (861)	4	(c 2)		
20	Technician, surgical (861)	5	(c 5)		
21	Technician, surgical (861)		(c 5)		
22	Basic (621)		(3)		
23	Total enlisted		36	4	
24	Aggregate		39	4	
25	O Trailer, ¼-ton		2		
26	O Truck, ¼-ton		2		

SECTION II

EQUIPMENT

FOR MEDICAL DETACHMENT ONLY

For equipment of other components of this organization, see section II of the Tables of Organization and Equipment shown in column headings under section I of this table.

GENERAL

1. This table is in accordance with AR 310–60, and it will be the authority for requisition in accordance with AR 35–6540, and for the issue of all items of equipment listed herein unless otherwise indicated. This table rescinds all Tables of Basic Allowances and Tables of Equipment heretofore published except T/E 21, Clothing and Individual Equipment, so far as they pertain to the allowances of equipment for the organization and individuals covered by this table.

2. When there appears a discrepancy between the allowances shown in column 2, "Allowances," and column 4, "Basis of distribution and remarks," the amount shown in column 2 will govern.

3. Items of clothing and individual equipment, components of sets and kits, spare parts, accessories, special equipment, special tools, and allowances of expendable items, are contained in the following publications:

Chemical Warfare Service.

Standard Nomenclature and Price List.

Allowances of Expendable Supplies, Circular No. 1, OCofCWS.

Corps of Engineers.

Supply Catalog, Parts 1, 2, and 3.

Allowances of Expendable Supplies, Series A.

Medical Department.

Medical Department Supply Catalog.

Allowances of Expendable Supplies, Circular No. 26, SGO, WD.

Ordnance Department.

Standard Nomenclature Lists SNL, index to which is the Ordnance Publications for Supply Index (OPSI).

T/A for Cleaning, Preserving and Lubricating Materials, Recoil Fluids, Special Oils and Similar Items of Issue.

T/A 23, Targets and Target Equipment.

Quartermaster Corps.

Table of Clothing and Individual Equipment, T/E 21.

Allowances of Expendable Supplies, Circular No. 1–18, OQMG.

Components, Spare Parts, Accessories and Contents of Chests, Kits and Sets and Other Items of Quartermaster Property, Circular No. 4, OQMG.

AR 30–3010, Items and Price Lists of Regular Supplies Controlled by Budget Credits and Price List of Other Miscellaneous Supplies.

Signal Corps.

Signal Corps Catalog (T/BA items).

Circular No. 10–1, OCSigO, Allowances of Spare Parts, Accessories, and Expendable Supplies.

AR 310-200, Military Publications, Allowance and Distribution.

AR 775–10, Qualification in Arms and Ammunition Training Allowances.

CHEMICAL

1	2	3	4
Item	Allowances	For computation	Basis of distribution and remarks
Apparatus, decontaminating, 1½-qt, M2.	2	------	1 per trk, in T of Opns only.
Curtain, gas proof, MI	2	------	
Mask, gas, service	39	------	1 per indiv.
Respirator, dust, M2	4	------	2 per trk.

ENGINEER

Compass, wrist, liquid filled, or watch.	6	------	1 per O; s sgt; techn, med driving trk.
Net, camouflage, cotton, shrimp, 22' x 22'.	4	------	1 per trk, ¼-ton; tlr, ¼-ton. (Net, cam, cotton, shrimp, will be issued in od or sand, solid clr in T of Opns only when and as authorized by army or T of Opns comdr.)
Templet, map, transparent, M2	3	------	1 per O.

MEDICAL

Individual equipment

Brassard, Geneva Convention	39	------	1 per indiv in T of Opns.
Kit:			
Dental:			
Officer's	1	------	Per dent O.
Private's	1	------	Per dent techn.
Medical:			
Noncommissioned officer's	2	------	1 per s sgt; cpl.
Officer's	2	------	1 per med O.
Private's	33	------	1 per litter bearer; med techn; surg techn; basic.

Organizational equipment

Chest:			
MD #4	1	------	
MD #60	1	------	Per dent O.
Gas casualty chest	1	------	In T of Opns.
Kit, suction, snake bite	2	------	
Machine, imprinting	2	------	
Unit medical equipment, pack	3	------	Pending availability, the following may be issued in lieu thereof: 1—Case, tent pin. 2—Blanket set, small. 2—Chest, MD #1. 1—Chest, MD #2. 12—Litter, steel pole. 2—Splint set. 12—Splint, litter bar.

ORDNANCE

1	2	3	4
Item	Allowances	For computation	Basis of distribution and remarks
Binocular, M13	1	------	
Defroster and deicer, electric windshield.	2	------	1 per trk when authorized by army or T of Opns comdr.
Trailer, ¼-ton, 2-wheel, cargo	2	------	See SNL G–529.
Truck, ¼-ton, 4 x 4	2	------	See SNL G–503.

QUARTERMASTER

Individual equipment

Bag, canvas, field, od, M–1936	3	------	1 per O.
Belt, pistol or revolver, M–1936	39	------	1 per indiv.
Carrier, pack, M–1928	36	------	1 per EM.
Cover, canteen, dismounted, M–1910.	39	------	1 per indiv.
Haversack, M–1928	36	------	1 per EM.
Strap, carrying, od, bag, canvas, field.	3	------	1 per bag, canvas, fld.
Suspenders, belt, M–1936	3	------	1 per O.

Organizational clothing

Gloves, protective, impermeable	1	------	Per 40 EM outside continental US. (To be stored in nearest available dep for issue as determined by T of Opns comdr.)
Suit, protective, one-piece, impermeable.	1	------	Do.

Organizational equipment

Axe, intrenching, M–1910, with handle.	4	------	1 per 10 EM.
Bag, canvas, water sterilizing, complete, with cover and hanger.	1	------	
Bucket:			
Canvas, water, 18 qt	2	------	1 per trk.
General purpose, galvanized, heavy weight, w/o lip, 14-qt.	2	------	
Burner, oil, stove, tent, M–1941	1	------	Per stove, tent, M–1941 when authorized by WD.
Can, water, 5-gallon	8	------	1 per 5 indiv or fraction thereof.
Carrier:			
Axe, intrenching, M–1910	4	------	1 per axe, intrenching.
Pickmattock, intrenching, M–1910.	7	------	1 per pickmattock, intrenching.
Shovel, intrenching, M–1910	25	------	1 per shovel, intrenching.
Wire cutter, M–1938	7	------	1 per wire cutter, M–1938.

1	2	3	4
Item	Allowances	For computation	Basis of distribution and remarks
Case, canvas, dispatch	2	------	1 per med O.
Clipper, hair	2	------	1 per 24 indiv operating in extremely cold areas.
Cutter, wire, M–1938	7	------	2 per 10 EM.
Drum, inflammable liquid, (gasoline), w/carrying handle, 5-gallon.	2	------	1 per trk, ¼-ton.
Flag:			
Geneva Convention, Red Cross, bunting, ambulance and marker.	2	------	
Guidon, bunting	1	------	
Goggles, M–1943:			
With clear lens	2	------	1 per indiv driving trk.
With green lens	37	------	1 per indiv not otherwise issued goggles, M–1943 with clear or red lens when authorized by CG, Serv C or T of Opns comdr.
Kit, sewing	3	------	1 per 12 indiv.
Lantern:			
Electric, portable, hand	2	------	
Gasoline, two-mantle, commercial.	2	------	
Pickmattock, intrenching, M–1910, with handle.	7	------	2 per 10 EM.
Shovel, intrenching, M–1910	25	------	7 per 10 EM.
Stove, tent, M–1941, complete, with grate.	1	------	Per tent when authorized by army or T of Opns comdr.
Tent, command post, complete (with pins and poles).	1	------	
Tube, flexible nozzle	2	------	1 per trk.
Whistle, thunderer	4	------	1 per O; s sgt.
SIGNAL			
Flashlight TL–122–( )	7	------	1 per O; s sgt; cpl; indiv driving trk.

[A G. 320.3 (14 Jul 43).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:
J. A. ULIO,
Major General,
The Adjutant General.

*T/O & E 7-85

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-85

WAR DEPARTMENT,
WASHINGTON 25, D. C., 29 February 1944.

RANGER INFANTRY BATTALION

*This table supersedes all prior tables and equipment lists on the organization of this unit.

570501°—44—AGO 271

RANGER INFANTRY BATTALION

SECTION I

ORGANIZATION

A. RANGER INFANTRY BATTALION

Designation: †_____ Ranger Infantry Battalion

1	1 Unit	2 Headquarters and Headquarters Company (T/O & E 7-86)	3 6 Ranger companies (each) (T/O & E 7-87)	4 Total	5 Attached Medical (for details see p. 3)	6 Aggregate	7 Enlisted cadre *	8 Remarks
2	Lieutenant colonel	1	..	1	...	1	....	† Insert number of battalion.
3	Major	1	...	1	...	1	....	* Infantry only. See page 3 for attached medical cadre
4	Captain	3	1	9	....	9	....	‡ To be furnished only as required and available within the continental limits of the United States. Will be furnished prior to departure for oversea duty.
5	Captain or first lieutenant	.....	...	..	b 1	1	....	
6	First lieutenant	3	2	15	..	15	....	
7	Total commissioned	8	3	26	1	27	..	
8	Master sergeant	1	..	1	....	1	1	
9	First sergeant	1	1	7	....	7	7	
10	Technical sergeant	6	2	18	....	18	18	
11	Staff sergeant	2	10	62	1	63	30	
12	Sergeant	3	6	39	....	39	....	
13	Corporal	4	1	10	1	11	7	
14	Technician, grade 3	.....	....	....	1	1	....	
15	Technician, grade 4	17	....	17	1	18	10	
16	Technician, grade 5	27	....	27	3	30	5	
17	Private, first class	27	45	207	4	301	....	
18	Total enlisted	88	65	478	11	489	78	
19	Aggregate	96	68	504	12	516	78	
20	O Gun, machine, cal. .30, light, flexible	.....	4	24	....	24	....	
21	O Gun, submachine, cal. .45	20	6	60	....	56	....	
22	O Launcher, rocket, AT, 2.36-inch	2	2	14	....	14	....	
23	O Mortar, 60-mm	6	2	18	....	18	....	
24	O Mortar, 81-mm	6	....	6	....	6	....	
25	O Motorcycle, solo	7	....	7	....	7	....	
26	O Pistol, automatic, cal. .45	96	17	198	....	198	....	
27	O Rifle, antitank, cal. .55	8	2	20	....	20	....	
28	O Rifle, cal. .30, M1	50	46	326	....	326	....	
29	O Rifle, cal. .30, M1903A4	.....	2	12	....	12	....	
30	O Truck, ¼-ton	9	....	9	....	9	....	
31	O Truck, ¾-ton, command	1	....	1	....	1	....	
32	O Truck, ¼-ton, weapons carrier	4	....	4	1	5	....	

RANGER INFANTRY BATTALION

B. Medical Detachment, Ranger Infantry Battalion

Designation: Medical Detachment, †..... Ranger Infantry Battalion

	1	2	3	4	5	6
1	Unit	Specification serial No.	Technician grade	Total	Enlisted cadre	Remarks
2	Captain or first lieutenant, including			[a] 1		†Insert number of battalion.
3	Medical officer, general duty	3100		(1)		[a] To be furnished only as required and available within the continental limits of the United States. Will be furnished prior to departure for overseas duty.
4	Total commissioned			1		[b] Also drives truck.
5	Staff sergeant, including			1	1	[c] Includes 1 aid man per company.
6	Medical	673		(1)	(1)	For specification serial numbers shown in column 2, for enlisted men, see AR 615-26; and for officers see TM 12-406 and 12-407.
7	Corporal, including			1		
8	Medical	673		(1)		
9	Technician, grade 3			1	1	
10	Technician, grade 4 including			1		
11	Technician, grade 5			3		
12	Private, first class			4		
13	Technician, medical	409		[b] 1		
14	Technician, surgical	801	3	(1)	(1)	
15	Technician, surgical	861	4	[c] 1		
16	Technician, surgical	861	5	[c] 3		
17	Technician, surgical	861		[c] 3		
18	Total enlisted			11	2	
19	Aggregate			12	2	
20	O Truck, ¼-ton, weapons carrier			1		

*T/O & E 7-85

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-85

WAR DEPARTMENT
WASHINGTON 25, D. C., 7 AUGUST 1945

RANGER INFANTRY BATTALION

RANGER INFANTRY BATTALION

SECTION I ORGANIZATION

A. Ranger Infantry Battalion

Designation: /_____Ranger Infantry Battalion

1	Unit	2 Headquarters and headquarters company (T/O & E 7-86)	3 6 ranger companies (each) (T/O & E 7-87)	4 Total	5 Attached medical (for details see p)	6 Aggregate	7 Enlisted cadre [a]	8 Remarks
2	Lieutenant colonel	1	.....	1	.....	1	.....	/Insert number of battalion.
3	Major	1	.....	1	.....	1	.....	[a] Infantry only. See page 3 for attached cadre.
4	Captain	4	1	10	.....	10	.....	
5	Captain or first lieutenant	.....	.....	.....	[b]1	1	.....	
6	First lieutenant	2	2	14	.....	14	.....	
7	Total commissioned	8	3	26	[b]1	27	.....	[b] To be furnished only as required and available within the continental limits of the United States. Will be furnished prior to departure for oversea duty.
8	Master sergeant	1	.....	1	.....	1	1	
9	First sergeant	1	1	7	.....	7	7	
10	Technical sergeant	6	2	18	.....	18	18	
11	Staff sergeant	2	10	62	1	63	31	
12	Sergeant	3	6	39	.....	39	.....	
13	Corporal	4	4	28	1	29	13	
14	Technician, grade 3	.....	.....	.....	1	1	.....	
15	Technician, grade 4	15	.....	15	2	17	8	
16	Technician, grade 5	23	.....	23	3	26	4	
17	Private, first class	37	51	343	3	346	.....	
18	Total enlisted	92	74	536	11	547	.....	
19	Aggregate	100	77	562	12	574	82	
20	0 Carbine, cal. .30	20	10	90	.....	80	.....	
21	0 Gun, Machine, cal. .30 light, flexible.	.....	4	24	.....	24	.....	
22	0 Launcher, rocket, 2.36-inch	10	4	34	.....	34	.....	
23	0 Mortar, 60-mm	6	2	18	.....	18	.....	
24	0 Mortar, 81-mm	6	.....	6	.....	6	.....	
25	0 Motorcycle, solo	7	.....	7	.....	7	.....	
26	0 Pistol, automatic, cal. .45	100	21	226	.....	226	.....	
27	0 Rifle, automatic, cal. .30	.....	2	12	.....	12	.....	
28	0 Rifle, cal. .30, M1	54	47	336	.....	336	.....	
29	0 Rifle, cal. .30, M1C (Sniper)	.....	2	12	.....	12	.....	
30	0 Trailer, 1-Ton, 2W, water tank, 250 gallon.	1	.....	1	.....	1	.....	
31	0 Truck, ¼-ton	9	.....	9	.....	9	.....	
32	0 Truck, 3/4-ton, command, weapons carrier.	1	.....	1	.....	1	.....	
33	0 Truck, 3/4-ton weapons carrier.	4	.....	4	1	5	.....	
34	0 Truck, 2½-ton, cargo	4	.....	4	.....	4	.....	

RANGER INFANTRY BATTALION

B. Medical Detachment, Ranger Infantry Battalion

Designation: Medical Detachment, /_____Ranger Infantry Battalion

1	Unit	Specification serial No.	Technician grade	Total	Enlisted cadre	Remarks
1						
2	Captain or first lieutenant			1		/Insert number of battalion.
3	Medical officer, general duty	3100		([a]1)		[a]To be furnished only as required and available within continental limits of the United States. Will be furnished prior to departure for overseas duty.
4	Total commissioned			[a]1		[b]Drives truck, 3/4-ton.
5	Staff sergeant			1	1	[c]Includes 1 aid man for company.
6	Medical	673		(1)	(1)	For specification serial numbers for officers see TM 12-406 and 12-407; for enlisted men see TM 12-427.
7	Corporal			1		
8	Medical	673		(1)		
9	Technician, grade 3			1	1	
10	Technician, grade 4			2		
11	Technician, grade 5			3		
12	Private, first class			3		
13	Technician, medical	409		([b]1)		
14	Technician, surgical	861	3	(1)	(1)	
15	Technician, surgical	861	4	(2)		
16	Technician, surgical	861	5	[c](3)		
17	Technician, surgical	861		(2)		
18	Total enlisted			11	2	
19	Aggregate			12	2	
20	0 Truck, 3/4-ton, weapons carrier			1		

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-86

WAR DEPARTMENT,
WASHINGTON 25, D. C., 29 February 1944.

HEADQUARTERS AND HEADQUARTERS COMPANY, RANGER INFANTRY BATTALION

T/O & E 7-86

HQ AND HQ CO, RANGER INFANTRY BATTALION

SECTION I

ORGANIZATION

Designation: Headquarters, † ——— Ranger Infantry Battalion

Headquarters Company, † ——— Ranger Infantry Battalion

1	Unit	2 Specification serial No.	3 Technician grade	4 Battalion headquarters	5 Headquarters company: Staff platoon: Administrative and personnel section	6 Staff platoon: Intelligence and operations section	7 Staff platoon: Supply and transportation section	8 Staff platoon: Total platoon	9 Communication platoon	10 Total headquarters and headquarters company	11 Enlisted cadre	12 Remarks
2	Lieutenant colonel, including			1						1		† Insert number of battalion.
3	Battalion commander	1542		(1)						(1)		
4	Major, including			1						1		
5	Executive	1542		(a1)						(1)		a Also operations and training, S-3 (2162).
6	Captain, including			2	1			1		3		b Battalion pool of weapons.
7	Company commander	2900			(1)			(1)		(1)		c For messenger service.
8	Intelligence, S-2	9301		(1)						(1)		d British equipment.
9	Supply, S-4	4010		(1)						(1)		e 1 for supply and transportation section; 6 for battalion pool of weapons.
10	First lieutenant, including			3						3		f 1 per company, 2 spare.
11	Communication	0200		(1)						(1)		g Armed with pistol, automatic, cal. .45.
12	Operations and training, assistant S-3	2162		(1)						(1)		h Armed with rifle, cal. .30, M1.
13	Personnel, S-1	2260		(1)						(1)		For specification serial numbers shown in column 2, for enlisted men, see AR 615-26; for officers, see TM 12-406 and 12-407.
14	Total commissioned			7	1			1		8		
15	Master sergeant, including				1			1		1	1	
16	Sergeant major	502			(1)			(1)		(1)	(1)	
17	First sergeant	595			1			1		1	1	
18	Technical sergeant, including				2	2	1	5	1	6	6	
19	Battalion mess	824			(1)			(1)		(1)	(1)	
20	Communication chief	542							(1)	(1)	(1)	
21	Intelligence	631				(1)		(1)		(1)	(1)	
22	Operations	814				(1)		(1)		(1)	(1)	
23	Personnel	816			(1)			(1)		(1)	(1)	
24	Supply	821					(1)	(1)		(1)	(1)	
25	Staff sergeant, including						2	2		2		
26	Motor	813					(1)	(1)		(1)		
27	Supply	821					(e 1)	(1)		(1)		
28	Sergeant, including						3	3		3		
29	Motorcycle	679					(1)	(1)		(1)		
30	Supply, ammunition	505					(e 1)	(1)		(1)		
31	Supply, rations	821					(e 1)	(1)		(1)		
32	Corporal, including				1		1	2	2	4	1	
33	Clerk, company	405			(e 1)			(1)		(1)	(1)	
34	Communication assistant	542							(2)	(2)		
35	Motorcycle	679					(1)	(1)		(1)		
36	Technician, grade 4									17	10	
37	Technician, grade 5 including				23	5	24	52	19	27	5	
38	Private, first class									27		
39	Armorer artificer	511	5				(e 2)	(2)		(2)		
40	Clerk, mail	405	5		(e 1)		(e 1)	(2)		(2)		
41	Clerk, personnel	405	4		(e 1)			(1)		(1)	(1)	
42	Clerk, typist	405	4		(e 2)			(2)		(2)		
43	Clerk, typist	405			(e 2)	(e 2)	(e 1)	(5)		(5)		
44	Cook	060	4		(e 5)			(5)		(5)	(5)	
45	Cook	060	5		(e 5)			(5)		(5)	(5)	
46	Cook's helper	521			(e 5)			(5)		(5)		
47	Draftsman	076	4			(1)		(1)		(1)	(1)	
48	Driver, truck, light	345	5				(e 4)	(4)		(4)		
49	Driver, truck, light	345					(e 10)	(10)		(10)		

HQ AND HQ CO, RANGER INFANTRY BATTALION

	1	2	3	4	5	6	7	8	9	10	11	12
	Unit	Specification serial No.	Technician grade	Battalion headquarters	Headquarters company							Remarks
					Staff platoon				Communication platoon	Total headquarters and headquarters company	Enlisted cadre	
					Administrative and personnel section	Intelligence and operations section	Supply and transportation section	Total platoon				
	Private, first class—Continued.											
50	Mechanic, automobile	014	4	....	....	....	(a1)	(1)	....	(1)	(1)	
51	Messenger	675	....	....	(a2)	(a2)	....	(4)	....	(4)	....	
52	Motorcyclist	679	5	....	....	....	(2)	(2)	....	(2)	....	
53	Motorcyclist	679	....	....	....	....	(3)	(3)	....	(3)	....	
54	Operator, radio	776	4	....	....	....	....	....	(6)	(6)	(1)	
55	Operator, radio	776	5	....	....	....	....	....	(12)	(12)	....	
56	Repairman, radio	648	4	....	....	....	....	....	(1)	(1)	(1)	
57	Total enlisted			....	28	7	31	66	22	88	24	
58	Aggregate			7	29	7	31	67	22	b96	24	
59	O Gun, submachine, cal. .45	....	....	....	....	....	b20	20	....	20	....	
60	O Launcher, rocket, 2.36-inch	....	....	....	....	1	1	2	....	2	....	
61	O Mortar, 60-mm	....	....	....	....	....	b6	6	....	6	....	
62	O Mortar, 81-mm	....	....	....	....	....	b6	6	....	6	....	
63	O Motorcycle, solo	....	....	....	....	....	c7	7	....	7	....	
64	O Pistol, automatic, cal. .45	....	....	7	29	7	31	67	22	96	....	
65	O Rifle, cal. .30, M1	....	....	....	24	4	22	50	....	50	....	
66	O Rifle, antitank, cal. .55 d	....	....	....	....	1	c7	8	....	8	....	
67	O Truck, ¼-ton	....	....	....	....	....	c9	9	....	9	....	
68	O Truck, ¾-ton, command	....	....	....	....	....	1	1	....	1	....	
69	O Truck ¼-ton, weapons carrier, including	....	....	....	....	....	4	4	....	4	....	
70	Ammunition and extra weapons	....	....	....	....	....	(1)	(1)	....	(1)	....	
71	Gas and Oil	....	....	....	....	....	(1)	(1)	....	(1)	....	
72	Kitchen	....	....	....	....	....	(1)	(1)	....	(1)	....	
73	Ration	....	....	....	....	....	(1)	(1)	....	(1)	....	

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-86

WAR DEPARTMENT
WASHINGTON 25, D. C., 7 AUGUST 1944

HEADQUARTERS AND HEADQUARTERS COMPANY, RANGER INFANTRY BATTALION

*This table supersedes T/O & E 7-86, 29 February 1944, including C1, 8 July 1944.

ASF 100/20A/1521B--656866-45

SECTION I ORGANIZATION

Designation: Headquarters, /-----Ranger Infantry Battalion
Headquarters Company, /-----Ranger Infantry Battalion

1	2	3	4	5	6	7	8	9	10	11	12
				Headquarters company							
				Staff platoon							
1 Unit	Specification serial No.	Technician grade	Battalion headquarters	Administrative and personnel section	Intelligence and operations section	Supply and transportation section	Total platoon	Communication platoon	Total headquarters and headquarters company	Enlisted cadre	Remarks
2 Lieutenant colonel			1						1		/Insert number of battalion.
3 Battalion commander	1542		(1)						(1)		[a]Also personnel (2200).
4 Major			1						1		[b]Also classification specialist (275).
5 Executive	1542		(1)						(1)		[c]Battalion pool of weapons.
6 Captain			3	1			1		4		[d]2 for supply and transportation section; 6 for battalion pool of weapons.
7 Company commander	2900			(1)			(1)		(1)		[e]For messenger service.
8 Intelligence, S-2	9301		(1)						(1)		[f]1 per company, 2 spare.
9 Operations and training, S-3	2162		(1)						(1)		[g]4 are driven by persons designated by company commander
10 Supply, S-4	4010		(1)						(1)		[h]Armed with pistol, automatic, cal. .45.
11 First lieutenant			2						2		[i]Armed with rifle, cal. .30, M1.
12 Adjutant and S-1	2110		([a]1)						(1)		For specification serial numbers for officers, see TM 12-406 and 12-407; for enlisted men, see TM 12-427.
13 Communication	0200		(1)						(1)		
14 Total commissioned			7	1			1		8		
15 Master sergeant				1			1		1	1	
16 Sergeant major	502			(1)			(1)		(1)	(1)	
17 First sergeant	502			1			1		1	1	
18 Technical sergeant				2	2	1	5	1	6	6	
19 Battalion mess	824			(1)			(1)		(1)	(1)	
20 Communication chief	542							(1)	(1)	(1)	
21 Intelligence	631				(1)		(1)		(1)	(1)	
22 Operations	814				(1)		(1)		(1)	(1)	
23 Personnel	502			(1)			(1)		(1)	(1)	
24 Supply	821					(1)	(1)		(1)	(1)	
25 Staff sergeant						2	2		2	1	
26 Motor	014					(1)	(1)		(1)	(1)	
27 Supply	821					([f]1)	(1)		(1)		

HQ AND HQ COMPANY, RANGER INFANTRY BATTALION

	1	2	3	4	5	6	7	8	9	10	11	12
28	Sergeant						3	3		3		
29	Motorcycle	378					(1)	(1)		(1)		
30	Supply, ammunition	505					(*1)			(1)		
31	Supply, rations	821					(*1)	(1)		(1)		
32	Corporal				1		1	2	2	4	1	
33	Clerk, company	405			(bn1)			(1)		(1)	(1)	
34	Communications, assistant	542							(2)	(1)		
35	Motorcycle	378					(1)	(1)		(1)		
36	Technicians, grade 4 }									15	8	
37	Technicians, grade 5 } including				26	5	25	36	19	23	4	
38	Private, first class }									37		
39	Armorer, artificer	511	5		(*1)		(*2)	(2)		(2)		
40	Clerk, mail	055	5		(*1)		(*1)	(2)		(2)		
41	Classification specialist	275	4		(*1)			(1)		(1)	(1)	
42	Clerk, typist	405	4		(*2)	(*2)	(*1)	(2)		(2)		
43	Clerk, typist	405		4	(*2)			(5)		(5)	(4)	
44	Cook	060	4		(*7)			(7)		(7)	(4)	
45	Cook	060	5		(*6)			(6)		(6)		
46	Cook's helper	590		4	(*5)			(5)		(5)		
47	Draftsman	076	4			(1)		(1)		(1)		
48	Driver, truck, light	345	5				(*5)	(5)		(5)		
49	Driver, truck, light	345		5			(*9)	(9)		(9)		
50	Mechanic, automotive	014	4				(*1)	(1)		(1)	(1)	
51	Mechanic, automotive	014	5				(*1)	(1)		(1)		
52	Messenger	667			(*2)			(2)		(2)		
53	Messenger	761				(*2)		(2)		(2)		
54	Motorcyclist	378	5				(3)	(3)		(3)		
55	Motorcyclist	378		4			(2)	(2)		(2)		
56	Operator, radio	740	4						(1)	(1)	(1)	
57	Operator, radio	740	5						(1)	(1)		
58	Operator, radio	776	4						(1)	(1)		
59	Operator, radio	776		5					(3)	(3)		
60	Operator, radio telephone	745		4					(12)	(12)		
61	Repairman, radio	648	4						(1)	(1)	(1)	
62	Total enlisted				31	7	32	70	22	92	22	
63	Aggregate			7	32	7	32	71	22	P100	22	
64	○ Carbine, cal. .30						20	20		20		
65	○ Launcher, rocket, 2.36-inch					2	48	10		10		
66	○ Mortar, 60-mm						6	6		6		
67	○ Mortar, 81-mm						6	6		6		
68	○ Motorcycle, solo						7	7		7		
69	○ Pistol, automatic, cal. .45			7	32	7	32	71	22	100		

HQ AND HQ COMPANY, RANGER INFANTRY BATTALION

1	2	3	4	Headquarters company					9	10	11	12
				5	Staff platoon							
Unit	Specification serial No.	Technician grade	Battalion headquarters	Administrative and personnel section	Intelligence and operations section	Supply and transportation section	Total platoon	Communication platoon	Total headquarters and headquarters company	Enlisted cadre	Remarks
70 o Rifle, cal. .30, M1				27	4	23	54		54		
71 o Trailer, 1-ton, 2 wheel, water tank, 250 gallon						1	1		1		
72 o Truck, ¼-ton						6	6		9		
73 o Truck, 3/4-ton, command, weapons carrier						1	1		1		
74 o Truck, 3/4-ton weapons carrier, including:						4	4		4		
Ammunition and extra weapons						(1)	(1)		(1)		
Gas and oil						(1)	(1)		(1)		
Kitchen						(1)	(1)		(1)		
Ration						(1)	(1)		(1)		
79 o Truck, 2½-ton, cargo						4	4		4		

*T/O & E 7-87

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-87

WAR DEPARTMENT,
WASHINGTON 25, D. C., 29 February 1944.

RANGER COMPANY, RANGER INFANTRY BATTALION

*This table supersedes all prior tables and equipment lists on the organization of this unit.

RANGER COMPANY, RANGER INFANTRY BATTALION

SECTION I

ORGANIZATION

Designation: Company †—, ‡— Ranger Infantry Battalion

1	2	3	4	5	6	7	8	9	10	11	12	13	14
Unit	Specification serial No.	Technician grade	Company headquarters	Platoon headquarters	2 platoons (each): Section headquarters	2 assault sections (each): Assault squad	Light machine gun squad	Total section	Special weapons section	Total platoon	Total company	Enlisted cadre	Remarks
Captain, including	.....	.....	1	.....	.....	.....	.....	.....	.....	.....	1	.....	† Insert letter of company.
Company commander	1542	.....	(•1)	.....	.....	.....	.....	.....	.....	.....	(1)	.....	‡ Insert number of battalion.
First lieutenant, including	.....	.....	.....	1	.....	.....	.....	.....	.....	1	2	.....	• Armed with rifle, antitank, cal. .55, if required.
Platoon leader	1543	.....	.....	(•1)	.....	.....	.....	.....	.....	(1)	(2)	.....	▪ Armed with rifle, cal. .30, M1903A4.
Total commissioned	.....	.....	1	1	.....	.....	.....	.....	.....	1	3	.....	▪ British equipment.
First sergeant	.....	.....	▪▪1	.....	.....	.....	.....	.....	.....	.....	1	1	▫ Armed with pistol, automatic, cal. .45.
Technical sergeant, including	585	.....	.....	1	.....	.....	.....	.....	.....	1	2	2	
Platoon	.....	.....	.....	(▫▪1)	.....	.....	.....	.....	.....	(1)	(2)	(2)	▪ Armed with rifle, cal. .30, M1.
Staff sergeant, including	651	.....	.....	.....	1	.....	1	2	1	6	10	5	▪ Armed with gun, submachine, cal. .45.
Section leader	652	.....	.....	.....	(•1)	.....	(•1)	(1)	(•1)	(3)	(6)	(3)	
Squad leader	653	.....	.....	.....	.....	(•1)	.....	(1)	.....	(2)	(4)	(2)	For specification serial numbers for enlisted men shown in column 2, see AR 615-26. For officers, see TM 12-406 and 12-407.
Sergeant, including	.....	.....	.....	.....	.....	1	.....	1	1	3	6	.....	
Section leader, assistant	652	.....	.....	.....	.....	.....	.....	.....	(▪▪1)	(1)	(2)	.....	
Squad leader	653	.....	.....	.....	.....	(•1)	.....	(1)	.....	(2)	(4)	.....	
Corporal, including	.....	.....	1	.....	.....	.....	.....	.....	.....	.....	1	1	
Clerk, company	405	.....	(•1)	.....	.....	.....	.....	.....	.....	.....	(•1)	(1)	
Private, first class, including	.....	.....	1	2	.....	4	4	8	4	22	45	.....	
Ammunition carrier	504	.....	.....	.....	.....	.....	(•2)	(2)	(•2)	(6)	(12)	.....	
Gunner, machine gun	604	.....	.....	.....	.....	.....	(•1)	(1)	.....	(2)	(4)	.....	
Gunner, machine gun, assistant	604	.....	.....	.....	.....	.....	(•1)	(1)	.....	(2)	(4)	.....	
Gunner, mortar	607	.....	.....	.....	.....	.....	.....	.....	(•1)	(1)	(2)	.....	
Gunner, mortar, assistant	607	.....	.....	.....	.....	.....	.....	.....	(•1)	(1)	(2)	.....	
Messenger	672	.....	.....	.....	.....	.....	.....	.....	.....	(1)	(3)	.....	
Rifleman	745	.....	(•1)	(•1)	.....	(•4)	.....	(4)	.....	(8)	(16)	.....	

26		Rifleman, sniper	745			(a 1)						(1)	(2)	
27		Total enlisted			3	3	1	5	5	11	6	31	65	9
28		Aggregate			4	4	1	5	5	11	6	32	68	9
29	O	Gun, machine, cal. .30, light, flexible							1	1		2	4	
30	O	Gun, submachine, cal. .45			3	2						2	6	
31	O	Launcher, rocket, at, 2.36-inch									1	1	2	
32	O	Mortar, 60-mm									1	1	2	
33	O	Pistol, automatic, cal. .45			1	1			2	2	3	8	17	
34	O	Rifle, antitank, cal. .55a									1	1	2	
35	O	Rifle, cal. .30, M1			2	1	1	5	3	9	3	22	46	
36	O	Rifle, cal. .30, M1903A4				1						1	2	

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*T/O & E 7-87

TABLE OF ORGANIZATION AND EQUIPMENT No. 7-87

WAR DEPARTMENT
WASHINGTON 25, D. C., 7 AUGUST 1945

RANGER COMPANY, RANGER INFANTRY BATTALION

SECTION I ORGANIZATION

Designation: Company /_____, /_____Ranger Infantry Battalion

1	2	3	4	5	6	7	8	9	10	11	12	13	14
				2 platoons (each)									
					2 assault sections (each)								
1 Unit	Specification serial No.	Technician grade	Company headquarters	Platoon headquarters	Section headquarters	Assault squad	Light machine gun squad	Total section	Special weapons section	Total platoon	Total company	Enlisted cadre	Remarks
2 Captain	.....	.....	[c]1	.....	.....	.....	.....	.....	.....	.....	1	.....	/Insert letter of company.
3 Company commander	1542	.....	(1)	.....	.....	.....	.....	.....	.....	.....	(1)	.....	[f]Insert number of battalion.
4 First lieutenant	.....	.....	.....	[c]1	.....	.....	.....	.....	.....	1	2	.....	[a]Also classification specialist (75).
5 Platoon commander	1542	.....	.....	(1)	.....	.....	.....	.....	.....	(1)	(2)	.....	[b]Armed with rifle, automatic, cal. 30.
6 Total commissioned	.....	.....	1	1	.....	.....	.....	.....	.....	1	1	.....	[c]Armed with carbine, cal. .30.
7 First sergeant	1812	.....	[cp]1	.....	.....	.....	.....	.....	.....	.....	1	1	[d]Armed with rifle, cal. .30 M1C (snipers).
8 Technical sergeant	.....	.....	.....	1	.....	.....	.....	.....	.....	1	2	2	
9 Platoon	1812	.....	.....	([cp]1)	.....	.....	.....	.....	.....	(1)	(2)	(2)	[p]Armed with pistol automatic, cal. .45
10 Staff sergeant	.....	.....	.....	.....	1	.....	1	2	1	5	10	5	[r]Armed with rifle, cal. .30, M1.
11 Section leader	1812	.....	.....	.....	([r]1)	.....	.....	(1)	.....	(2)	(4)	(2)	For specification serial numbers for officers, see TM 12-406 and 12-407; for enlisted men, see TM 12-427.
12 Section leader	607	.....	.....	.....	.....	.....	.....	.....	([r]1)	(1)	(2)	(1)	
13 Squad leader	1812	.....	.....	.....	.....	.....	([r]1)	(1)	.....	(2)	(4)	(2)	
14 Sergeant	.....	.....	.....	.....	.....	1	.....	1	1	3	6	.....	
15 Section leader, assistant	607	.....	.....	.....	.....	.....	.....	.....	([p]1)	(1)	(2)	.....	
16 Squad leader	1812	.....	.....	.....	.....	([r]1)	.....	(1)	.....	(2)	(4)	.....	
17 Corporal	.....	.....	2	.....	.....	.....	.....	.....	1	1	4	2	
18 Clerk, company	405	.....	([ar]1)	.....	.....	.....	.....	.....	.....	.....	(1)	(1)	
19 Rifleman, automatic	746	.....	.....	.....	.....	.....	.....	.....	([b]p1)	(1)	(2)	.....	
20 Supply	821	.....	([c]1)	.....	.....	.....	.....	.....	.....	.....	(1)	(1)	
21 Private, first class	.....	.....	1	2	.....	4	4	8	7	25	51	.....	
22 Ammunition bearer	604	.....	.....	.....	.....	.....	([r]2)	(2)	.....	(4)	(8)	.....	
23 Ammunition bearer	607	.....	.....	.....	.....	.....	.....	.....	([r]2)	(2)	(4)	.....	
24 Gunner, machine gun	604	.....	.....	.....	.....	.....	([p]1)	(1)	.....	(2)	(4)	.....	
25 Gunner, machine gun, assistant	604	.....	.....	.....	.....	.....	([p]1)	(1)	.....	(2)	(4)	.....	
26 Gunner, mortar	607	.....	.....	.....	.....	.....	.....	.....	([p]1)	(1)	(2)	.....	
27 Gunner, mortar, assistant	607	.....	.....	.....	.....	.....	.....	.....	([p]1)	(1)	(2)	.....	

		1	2	3	4	5	6	7	8	9	10	11	12	13	14
28		Private, first class--Continued.													
29		Gunner, rocket	596								(P1)	(1)	(2)		
30		Gunner, rocket, assistant	596								(c1)	(1)	(2)		
31		Messenger	745		(i1)	(f1)						(1)	(3)		
32		Rifleman	745					(f4)		(4)		(8)	(16)		
33		Rifleman, automatic, assistant	746								(c1)	(1)	(2)		
		Rifleman, sniper	745			(d1)						(1)	(2)		
34		Total enlisted			4	3	1	5	5	11	10	35	74	10	
35		Aggregate			5	4	1	5	5	11	10	36	77	10	
36	0	Carbine, cal. .30			2	2					2	4	10		
37	0	Gun, machine, cal. .30, light, flexible							1	1		2	4		
38	0	Launcher, rocket, 2.36-inch									2	2	4		
39	0	Mortar, 60-mm									1	1	2		
40	0	Pistol, automatic, cal. .45			1	1			2	2	5	10	21		
41	0	Rifle, automatic, cal. .30, M1									1	1	2		
42	0	Rifle, cal. .30, M1			3	1	1	5	3	9	3	22	47		
43	0	Rifle, cal. .30, M1C (snipers)				1						1	2		

RANGER CO, RANGER INFANTRY BN

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Private, first class--Continued.													
28	Gunner, rocket	596								(P1)	(1)	(2)		
29	Gunner, rocket, assistant	596								(c1)	(1)	(2)		
30	Messenger	745		(f1)	(f1)						(1)	(3)		
31	Rifleman	745					(f4)		(4)		(8)	(16)		
32	Rifleman, automatic, assistant	746								(c1)	(1)	(2)		
33	Rifleman, sniper	745			(d1)						(1)	(2)		
34	Total enlisted			4	3	1	5	5	11	10	35	74	10	
35	Aggregate			5	4	1	5	5	11	10	36	77	10	
36	Carbine, cal. .30			2	2					2	4	13		
37	Gun, machine, cal. .30, light, flexible							1	1		2	4		
38	Launcher, rocket, 2.36-inch										2	4		
39	Pistol, automatic, cal. .45										1	2		
40	Rifle, automatic, cal. .30			1	1			2	2	5	10	21		
41	Rifle, cal. .30, M1									1	1	2		
42	Rifle, cal. .30, M1C (snipers)			3	1	1	5	3	9	3	22	47		
43					1						1	2		

WAR DEPARTMENT, Washington 25, D.C.

Change No. 1 — 1 July 1945

INFANTRY BATTALION

T/O&E 7-15, 1 June 1945, is changed as follows:

Reorganization to be effected under this table requires specific War Department approval. T/O&E 7-15, 26 February 1944, has been renumbered T/O&E 7-15-OS by Change No. 2, 1 June 1945.

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL
Chief of Staff

OFFICIAL:

J. A. ULIO
Major General
The Adjutant General

WAR DEPARTMENT Washington 25, D. C.

T/O&E 7-15 1 June 1945

INFANTRY BATTALION

1	2	3	4	5	6	7	8	9
	Headquarters (T/O&E-7-16-OS)	Headquarters Company (T/O&E-7-16-OS)	3 Rifle Companies (T/O&E each-7-17-OS)	Heavy Weapons Co (T/O&E-7-18-OS)	Total Battalion	Enlisted Cadre	Remarks	
2 Lieutenant Colonel	1				1			
3 Major	1				1			
4 Captain	2	1	1	1	7			
5 First Lieutenant	1	2	3	3	15			
6 Second Lieutenant		1	3	3	13			
7 Total Commissioned	5	4	7	7	37			
8 First Sergeant		1	1	1	5	5		
9 Technical Sergeant		2	4	4	18	18		
10 Staff Sergeant		7	18	19	80	19		
11 Sergeant		6	21	10	79	2		
12 Corporal		2	13	19	60	5		
13 Technician, Grade 4		6	3	3	18	11		
14 Technician, Grade 5		11	4	6	29	11		
15 Private, First Class		36	123	93	498			
16 Private		13	48	33	190			
17 Basic		(4)	(21)	(9)	(76)			
18 Total Enlisted		84	235	188	977	101		
19 Aggregate	5	88	242	195	1014	101		
20 Carbine, Cal 30	3	40	37	95	249			
21 Gun, Machine, Cal 30 Heavy, Flexible				8	8			
22 Gun, Machine, Cal 30 Light, Flexible			2	8	14			
23 Gun, Machine, HB, Cal 50 Flexible		1	1	2	6			
24 Launcher, Rocket, 2.36-inch		5	6	9	32			
25 Mortar, 60mm			3		9			
26 Mortar, 81mm				6	6			
27 Pistol, Automatic, Cal 45	2		22	46	114			
28 Rifle, Automatic, Cal 30			15		45			
29 Rifle, Cal 30, M1		48	171	54	615			
30 Rifle, Cal 30, M1 (Snipers)			3		9			
31 Rifle, 57mm, M18			3		9			
32 Rifle, 75mm, M20				6	6			
33 Trailer, 1/4-ton		3	4	14	29			
34 Trailer, 1-ton		1		3	4			
35 Truck, 1/4-ton		9	4	20	41			
36 Truck, 3/4-ton, Weapon Carrier		1		1	2			
37 Truck, 1-1/2-ton, Cargo		1		3	4			

INFANTRY BATTALION

1	2	3	4	5	6	7	8	9
	Headquarters (T/O&E-7-16-OS)	Headquarters Company (T/O&E-7-16-OS)	3 Rifle Companies (T/O&F each-7-17-OS)	Heavy Weapons Co (T/O&F-7-18-OS)	Total Battalion	Enlisted Cadre	Remarks	
20 Carbine, Cal 30		50			259			
29 Rifle, Cal 30, M1		38			605			

TABLE OF ORGANIZATION AND EQUIPMENT
No. 7-15N

DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., 16 April 1948

INFANTRY BATTALION

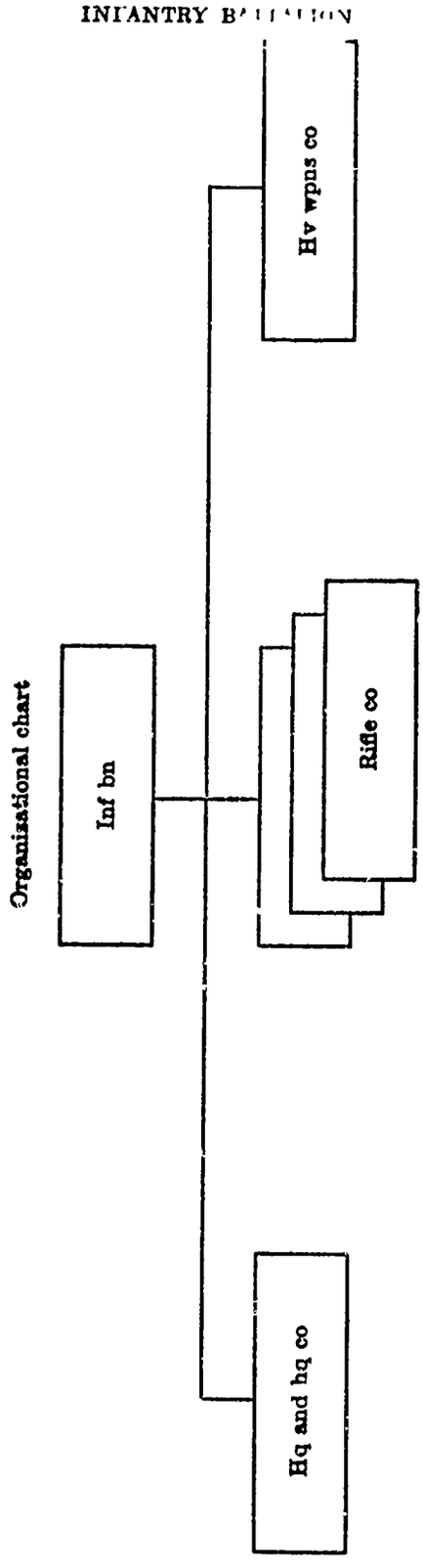
Reorganization to be effected under this table requires specific Department of the Army approval

SECTION I

GENERAL

1. **Mission.**—To close with the enemy, capture or destroy him by means of fire and maneuver; or to repel his assault by fire or close combat.
2. **Assignment.**—Organic to Infantry Regiment, T/O & E 7-11N.
3. **Capabilities.**—*a.* Furnishing a base of fire and maneuver.
b. Maneuvering in all types of terrain and climatic conditions.
c. Furnishing limited antitank protection.
d. Seizing and holding terrain.

T/O & E 7-15N



Organizational chart

SECTION II

ORGANIZATION

Designation: †_____, ‡_____ Infantry

1		2	3	4	5	6	7
1	Unit	Total battalion	Headquarters and headquarters company (T/O & E 7-16N)	3 rifle companies (each) (T/O & E 7-17N)	Heavy weapons company (T/O & E 7-18N)	Enlisted cadre	Remarks
2	Lieutenant colonel	1	1				†Insert number of battalion. ‡Insert number of regiment. For specification serial numbers for officers see TM 12-406; for enlisted men see TM 12-427.
3	Major	2	2				
4	Captain	8	4	1	1		
5	Lieutenant	23	4	5	4		
6	Total commissioned	34	11	6	5		
7	First sergeant	5	1	1	1	5	
8	Master sergeant	1	1			1	
9	Technical sergeant	26	7	5	4	26	
10	Staff sergeant	66	5	18	7	56	
11	Sergeant	65	6	16	11	4	
12	Corporal	81	2	21	15		
13	Technician, grade 3	19	4	4	3	11	
14	Technician, grade 4	44	18	5	11	15	
15	Technician, grade 5	63	17	8	22	6	
16	Private first class or private	513	47	127	85		
17	Filler personnel	(80)	(5)	(20)	(15)		
18	Total enlisted	883	108	205	160	123	
19	Total commissioned	34	11	6	5		
20	Aggregate	917	119	211	165	123	
21	O Carbine, cal. .30	253	67	37	78		
22	O Gun, machine, cal. .30, heavy	4			4		
23	O Gun, machine, cal. .30, light	13		3	4		
24	O Gun, machine, cal. .50	8	3	1	2		
25	O Launcher, rocket, 2.36-inch	9		3			
26	O Launcher, rocket, 3.5-inch	11	5		6		
27	O Mortar, 60-mm	9		3			
28	O Mortar, 81-mm	4					

1		2	3	4	5	6	7
	Unit	Total battalion	Headquarters and headquarters company (T/O & E 7-16N)	3 rifle companies (each) (T/O & E 7-17N)	Heavy weapons company (T/O & E 7-18N)	Enlisted cadre	Remarks
29	O Pistol, automatic, cal. .45	130	3	33	28		
30	O Rifle, automatic, cal. .30	45		15			
31	O Rifle, cal. .30	507	49	132	62		
32	O Rifle, cal. .30, sniper	27		9			
33	O Rifle, 57-mm	9		3			
34	O Rifle, 75-mm	4			4		
35	O Trailer, ¼-ton	27	7	4	8		
36	O Trailer, 1-ton	9	3	1	3		
37	O Truck, ¼-ton	37	12	4	13		
38	O Truck, ¾-ton, weapons carrier	5	2		2		
39	O Truck, 2½-ton, cargo	7	3	1	1		

Recapitulation of SSN

Officer SSN	Total SSN	Grade			
		Lt col	Maj	Capt	Lt
0200	1				1
0600	1				1
1504	1				1
1542	26	1	1	5	19
2110	1			1	
2162	2		1		1
4012	1			1	
9301	1			1	
Total	34	1	2	8	23

Enlisted SSN	Total SSN	Grade					
		1st	2d	3d	4th	5th	6th and 7th
014	7		1		4	2	
060	30			17	13		
062	13					5	8
345	40				10	22	8
405	2				1	1	
502	2	1	1				
511	9					9	
542	5		1		4		
590	11						11
630	5				5		
631	1		1				
641	9			1	3	3	2
648	3			2	1		
650	2				1	1	
667	11			1	2	1	7
729	28		1		3		24
740	3			1	2		
761	9				3	2	4
776	1					1	
803	5					5	
814	3	1		1	1		
821	6		1	5			
824	5		5				
1599	3					3	
1745	234						234
2745	315	3	12	51	45	69	135
2812	71						71
3812	50	1	3	6	11	20	9
Total	883	6	26	85	109	144	513

*T/O & E 7-15N

TABLE OF ORGANIZATION AND EQUIPMENT
No. 7-15N

DEPARTMENT OF THE ARMY

WASHINGTON 25, D. C., *15 November 1950*

INFANTRY BATTALION

Reorganization to be effected under this table requires specific Department of the Army approval

SECTION I

GENERAL

1. Mission.—To close with the enemy and capture or destroy him by means of fire and maneuver; or to repel his assault by fire or close combat.

2. Assignment.—Organic to Infantry Regiment, T/O & E 7-11N.

3. Capabilities.—*a.* Furnishing a base of fire and maneuver.

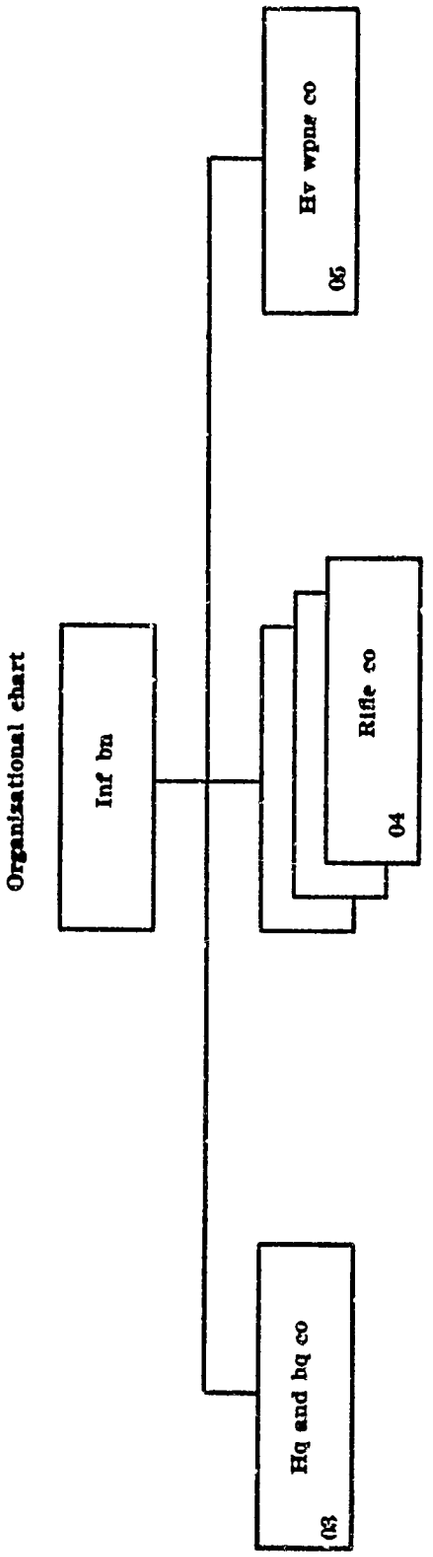
b. Maneuvering in all types of terrain and climatic conditions.

c. Furnishing limited antitank protection.

d. Seizing and holding terrain.

T/O & E 7-15N

INFANTRY BATTALION



SECTION II - ORGANIZATION

DESIGNATION:. . . . . BATTALION, ... INFANTRY

INDEX PARA	INDEX LINE	DESIGNATION	INCREMENT	GRADE	MOS CODE	FULL STRENGTH	REDUCED STRENGTH	OFFICERS GEN	COL	LT COL	MAJ	CAPT	LT	WO	ENLISTED E-7 1SGT	E-6 SFC	E-5 SGT	E-4 CPL	E-3 PFC	E-2 PVT	ENLISTED CADRE	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
		SRC 07015N8 00-				1	2														4	
03		HQ AND HQ COMPANY T-O-E 7-16N																				40
	01		O			11	9			1	2	4	4									
	02		W			1	1							1								
	03		E			108	84								6	7	13	25	35	22	26	
						120	94														26	
04		3 RIFLE COMPANIES T-O-E 7-17N																				41
	01		O			18	18					3	15									
	02		W			3	3							3								
	03		E			612	480								15	57	60	162	249	69	78	
						633	501														78	
05		HV WPNS COMPANY T-O-E 7-18N																				42
	01		O			5	5					1	4									
	02		W			1	1							1								
	03		E			160	121								3	7	16	22	94	18	19	
						166	127														19	
		TOTALS				919	722			1	2	8	23	5	24	71	89	209	378	109	123	
		RECAPITULATION																				
		FULL STRENGTH																				
		OFFICERS - WARRANT OFFICERS																				
			O	IN	0200	1							1									
			O	IN	0600	1							1									
			O	IN	1504	1							1									
			O	IN	1542	26				1	1	5	19									
			O	IN	2110	1						1										

			OTN	2162	2					1		1											
			OTN	4010	1						1												
			OTN	9301	1						1												
			W	2123	5								5										
					39			1	2	8	23	5											
		ENLISTED																					
			E	1014	2											2							
			E	1502	1									1									
			E	1542	5									1		4							
			E	1641	1											1							
			E	1674	1											1							
			E	1729	4									1	3								
			E	1740	1											1							
			E	1745	112									16	51	45							
			E	1761	3									1		2							
			E	1812	19									3	5	11							
			E	1814	3									1	1	1							
			E	1821	15										6		9						
			E	1824	5										5								
			E	3060	40											17	13		5		5		
			E	3174	3											1	2						
			E	3290	5												5						
			E	3729	25											3	6		7		9		
			E	4014	5												3		2				
			E	4345	2														2				
			E	4405	2												1		1				
			E	4641	12												3		7		2		
			E	4667	16												1		8		7		
			E	4740	2												2						
			E	4745	464												144		251		69		
			E	4761	6												4		2				
			E	4912	125												16		92		17		
			E	5740	1														1				
					890									24	71	89	209		378		109		
		REDUCED STRENGTH																					
		OFFICERS - WARRANT OFFICERS																					
			OTN	0300		1						1											
			OTN	1504		1						1											
			OTN	1542		26		1		1	5	19											
			OTN	2162		2				1		1											
			OTN	4010		1					1												
			OTN	9301		1					1												
			W	2123		5							5										
						37		1	2	7	22	5											
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	

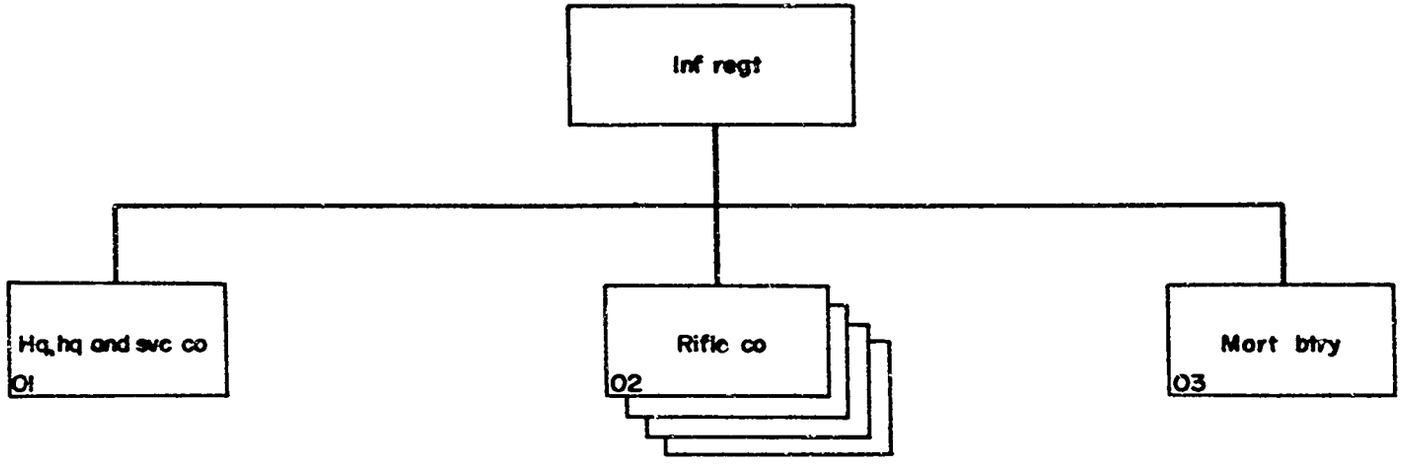
SECTION II - ORGANIZATION

DESIGNATION:

INDEX PARA	INDEX LINE	DESIGNATION	SECURITY	REMARKS	MOS CODE	FULL STRENGTH	REDUCED STRENGTH	OFFICERS GEN	COL	LT COL	MAJ	CAPT	LT	WO	ENLISTED E-7 MSGT	E-6 SFC	E-5 SGT	E-4 CPL	E-3 PFC	E-2 PVT	ENLISTED CADRE	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
		ENLISTED																				
			E		1014		2										2					
			E		1502		1								1							
			E		1542		5								1		4					
			E		1641		1										1					
			E		1674		1										1					
			E		1729		3								1	2						
			E		1740		1										1					
			E		1745		103								16	42	45					
			E		1761		2								1		1					
			E		1812		19								3	5	11					
			E		1814		3								1	1	1					
			E		1821		14									6		8				
			E		1824		5									5						
			E		3060		37										14	13	5	5		
			E		3174		3										1	2				
			E		3290		5											5				
			E		3729		15										2	4	5	4		
			E		4014		5											3	2			
			E		4345		2												2			
			E		4405		2											1	1			
			E		4641		10											3	6	1		
			E		4667		12											1	6	5		
			E		4740		2											2				
			E		4745		341											144	194	3		
			E		4761		3											2	1			
			E		4812		87											16	71			
			E		5740		1												1			
							685								24	61	84	204	294	18		
		ENLISTED CADRE																				
			E		1014												2				2	
			E		1502										1						1	
			E		1542										1						1	
			E		1641												1				1	
			E		1674												1				1	
			E		1729										1						1	

			E		1740												1					1	
			E		1745										16	42						58	
			E		1761										1		2					3	
			E		1812										3	5	2					10	
			E		1814										1							1	
			E		1821											6		5				11	
			E		1824											5						5	
			E		3060												10	6				16	
			E		3174													1				1	
			E		3290													5				5	
			E		4014													2	1			3	
			E		4405													1				1	
			E		4740													1				1	
															24	58	19	21	1			123	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	

INFANTRY REGIMENT



*TOE 7-15C
Appendix II

TABLE OF ORGANIZATION)
AND EQUIPMENT)
NR. 7-15C (Appendix II))

DEPARTMENT OF THE ARMY

Washington 25, D. C., 13 June 1956

INFANTRY BATTALION
(Mountain Operations)

Designation: _____ Battalion, _____ Infantry

SECTION I

GENERAL

ORGANIZATION

1. When operating under prolonged mountain conditions, units organized under TOE 7-15C, 13 June 1956, may be reorganized under this Appendix when specifically authorized by the Department of the Army. To determine authorized allowances of personnel and equipment for units organized under this Appendix the modifications shown herein will be applied to the authorized allowances in TOE 7-15C and changes thereto.

2. MISSION. That of Infantry Battalion, TOE 7-15C, under prolonged mountain conditions.

3. The Assignment, Capabilities, Basis of Allocation and Category of this unit are as established in TOE 7-15C, 13 June 1956.

4. MOBILITY. For mobility of components of the battalion, see paragraph 4, Section I, General, Organization, of each applicable Appendix and/or paragraph 6, Section I, General, Organization, of each applicable Table of Organization and Equipment.

*This Appendix supersedes TOE 7-15, Appendix II, 20 September 1952.

SECTION II - ORGANIZATION

INDEX PAR	INDEX LINE	DESIGNATION	IDENTITY	BRANCH	MOS	STRENGTH FULL (1)	STRENGTH REDUCED (2)	STRENGTH CADRE (4)	STRENGTH TYPE "B" (3)	OFFICERS GEN	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	WO	ENLISTED E-7	ENLISTED E-6	ENLISTED E-5	ENLISTED E-4	ENLISTED E-3	ENLISTED E-2	[illegible]
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		APPENDIX II MOUNTAIN OPERATIONS																					
		SRC 07 015C $ 05-				1	2	4	5														
01		HQ AND HQ COMPANY																					
		TOE 7-16C																					
		APPENDIX II																					
		PAR ADDITIONS				8	7													2	6		
02		3 RIFLE COMPANIES																					
		TOE 7-17C																					
		APPENDIX II																					
03		HEAVY WEAPONS COMPANY																					
		TOE 7-18C																					
		NET ADDITIONS				8	7													2	6		
		RECAPITULATION - ADDITIONS																					
		FULL STRENGTH																					
		OTHER ENLISTED																					
			E		31000	8														2	6		
			E			8														2	6		
		REDUCED STRENGTH																					
		OTHER ENLISTED																					
			E		31000		7													2	4	1	
			E				7													2	4	1	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

PAR NO	LINE ITT NUMBER	ITEM DESCRIPTION	QUANTITY FULL STRENGTH	QUANTITY REDUCED STRENGTH	QUANTITY TYPE B STRENGTH	REMARKS	FOR LOCAL USE
1	2	3	4	5	6	7	8
		APPENDIX II MOUNTAIN OPERATIONS					
		SRC 07 015C & 05-	1	2	5		
		RECAPITULATION					
		REDUCTIONS					
		ORDNANCE ITEMS					
	460050	TRUCK CARGO 3/4 TON 4X4	1	1			
		ADDITIONS					
		CHEMICAL ITEMS					
	126670	MASK PROTECTIVE FIELD	8	7			
		ENGINEER ITEMS					
	202375	AXE CHOPPING SINGLE BIT HANDLED 4 LB	2	2			
	204980	BELT LINEMANS SAFETY LEATHER W-70 INCHES SAFETY STRAP SIZE 22	8	6			
	272400	SHOVEL HAND GENERAL PURPOSE ROUND POINT OPEN BACK ROLLED SHOULDER TUBULAR SHANK SIZE NO 2 D-HANDLE	2	2			
		ORDNANCE ITEMS					
	401076	BAYONET KNIFE W/SCABBARD CARBINE	6	6			
	401086	BAYONET KNIFE W/SCABBARD RIFLE	2	1			
	404002	CARBINE CAL .30	6	6			
	405462	CHAIN TOW 7/16 IN X 16 FT	1	1			
	405962	OR	1	1			
	417112	GUN MACHINE CAL .50 BRG M2 HEAVY BARREL	1	1			
	420700	LAUNCHER GRENADE RIFLE	2	2			
	425560	MOUNT TRIPOD MACHINE GUN CAL .50 M3	1	1			
	425700	MOUNT TRUCK PEDESTAL FOR 1/4 TON 4X4 TRUCK	1	1			
	436090	RIFLE US CAL .30	7	1			
	497160	TRAILER CARGO 1/4 TON 2W	1	1			
	460110	TRUCK CARGO 2 1/2 TON 6X6 LWB	1	1			
	461790	TRUCK UTILITY 1/4 TON 4X4	2	2			
		QUART MASTER ITEMS					
	914355	CAN GASOLINE 5 GAL CAP	2	2			
	524660	CONTAINER FOOD INSULATED	6	6			
	524671	CONTAINER FUEL 1 QT	57	57			
	538886	GOGGLES M-1944	8	6			
	559471	OUTFIT COOKING 1 BURNER	19	19			
	595727	TUBE FLEXIBLE NOZZLE	3	3			
		SIGNAL ITEMS					
	610938	CLIMBERS LC-2407U	8	6			
	616420	FLASHLIGHT MX-991/U	6	3			
	678250	TELEPHONE SET TA-43/PT	21	21			
	668920	TOOL EQUIPMENT TE-33	8	6			
1	2	3	4	5	6	7	8

/ AG 320.3 (25 May 56) /

By Order of Wilber M. Brucker, Secretary of the Army:

OFFICIAL:
JOHN A. KLEIN,
Major General, United States Army,
The Adjutant General.

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Distribution:

Active Army:

Gen Staff, DA (5) except DCSLOG (2)
CNGB (10)
CARROTC (2)
COFCH (2)
CMH (1)
Tec Svc, DA (5) except CSIGO (21)
Admin & Tec Svc Bd (2)
Hq CONARC (60)
OS Maj Comd (5)
OS Base Comd (5)
Log Comd (3)
Armies (25)
Corps (10)
Div (8)
Instl (3)
Gen & Br Svc Sch (20)
PMST ROTC Units (1)
Trans Terminal Comd (2)
OS Sup Agencies (2)
Mil Dist (3)
MAAG (5)
Mil Msn (5)
Units org under fol TOE:
7-12R, Hq & Hq Co, Inf Regt (2)
7-16R, Hq & Hq Co, Inf Bn (2)

NG: State AG (5), TOE 7-1R (2), TOE 7-12R (2), TOE 7-16R (2).

USAR: Same as Active Army.

For explanation of abbreviations used, see SR 320-50-1.

*TOE 7-15C
Appendix III

TABLE OF ORGANIZATION)
AND EQUIPMENT)
NR. 7-15C (Appendix III))

DEPARTMENT OF THE ARMY

Washington 25, D. C., 13 June 1956

INFANTRY BATTALION
(Jungle Operations)

Designation: _____ Battalion, _____ Infantry

SECTION I

GENERAL

ORGANIZATION

1. When operating under prolonged jungle conditions, units organized under TOE 7-15C, 13 June 1956, may be reorganized under this Appendix when specifically authorized by the Department of the Army. To determine authorized allowances of personnel and equipment for units organized under this Appendix the modifications shown herein will be applied to the authorized allowances in TOE 7-15C and changes thereto.

2. MISSION. That of Infantry Battalion, TOE 7-15C, under prolonged jungle conditions.

3. The Assignment, Capabilities, Basis of Allocation and Category of this unit are as established in TOE 7-15C, 13 June 1956.

4. MOBILITY. For mobility of components of the battalion, see paragraph 4, Section I, General, Organization, of each applicable Appendix.

*This Appendix supersedes TOE 7-15, Appendix III, 17 August 1953.

TOE 7-15C, Appendix III

SECTION II - ORGANIZATION

INDEX PAR	INDEX LINE	DESIGNATION	IDENTITY	BRANCH	MOS	STRENGTH FULL (01)	STRENGTH REDUCED (01)	STRENGTH CADRE (01)	STRENGTH TYPE D (01)	OFFICERS GEN	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	OFFICERS WO	ENLISTED E7	ENLISTED E6	ENLISTED E5	ENLISTED E4	ENLISTED E3	ENLISTED E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		APPENDIX III, JUNGLE OPERATIONS																					
		SRC 17 015C 6 06-				1	2	4	5														
01		HQ AND HQ COMPANY																					
		TOE 7-16C																					
		APPENDIX III																					
		PAR REDUCTIONS				6	6													1	4		
02		3 RIFLE COMPANIES																					
		TOE 7-17C																					
		APPENDIX III																					
		PAR REDUCTIONS				1															1		
03		HEAVY WEAPONS COMPANY																					
		TOE 7-18C																					
		APPENDIX III																					
		PAR REDUCTIONS				3	3														1		
		NET REDUCTIONS				12	9													1	11		
		RECAPITULATION - REDUCTIONS																					
		FULL STRENGTH																					
		OTHER ENLISTED																					
			E		11130	6															6		
			E		11200	4															4		
			E		31000	1															1		
			E		63110	1														1			
			E			12														1	11		
		REDUCED STRENGTH																					
		OTHER ENLISTED																					
			E		11100		3														3		
			E		11200		4														4		
			E		31000		1														1		
			E		63110		1													1			
			E				9													1	8		
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

SECTION II - EQUIPMENT — TOE 7-15C, Appendix III

PAR NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY: FULL STRENGTH	QUANTITY: REDUCED STRENGTH	QUANTITY: TYPE "D" STRENGTH	REMARKS	DOD LOCAL USE
1	2	3	4	5	6	7	8
		APPENDIX III JUNGLE OPERATIONS					
		SRC 07 019C 6 06-	1	2	9		
		RECAPITULATION					
		REDUCTIONS					
		CHEMICAL ITEMS					
	126600	MASK PROTECTIVE FIELD	12	9			
		ENGINEER ITEMS					
	202979	AXE CHOPPING SINGLE BIT HANDLED 4 LB	17	14			
	29'110	MATTOCK PICK HANDLED 5 LB	9	9			
	272600	SHOVEL HAND GENERAL PURPOSE ROUND POINT OPEN BACK ROLLED SHOULDER TUBULAR SHANK SIZE NO 2 D-HANDLE	17	14			
		ORDNANCE ITEMS					
	401086	BAYONET KNIFE W/SCABBARD RIFLE	12	9			
	409462	CHAIN TOW 7/16 IN X 16 FT	4	4			
	409462	OR	4	9			
	420700	LAUNCHER GRENADE RIFLE	7	4			
	420700	OR	7	4			
	425700	MOUNT TRUCK PEDESTAL FOR 1/4 TON 4X4 TRUCK	1	1			
	436090	RIFLE US CAL .30	12	9			
	454810	TOOL SET GENERAL MECHANICS	1	1			
	457160	TRAILER CARGO 1/4 TON 2W	4	3			
	457220	TRAILER CARGO 1 1/2 TON 2W	6	5			
	460110	TRUCK CARGO 2 1/2 TON 6X6 LWB	1	1			
	460141	TRUCK CARGO 2 1/2 TON 6X6 LWB WW	4	4			
	461790	TRUCK UTILITY 1/4 TON 4X4	12	9			
		QUARTERMASTER ITEMS					
	514399	CAN GASOLINE 5 GAL CAP	22	19			
	538886	GOGGLES M-1944	17	14			
	595727	TUBE FLEXIBLE NOZZLE	19	16			
		SIGNAL ITEMS					
	616620	FLASHLIGHT MX-991/U	17	7			
		ADDITIONS					
		ENGINEER ITEMS					
	202979	AXE CHOPPING SINGLE BIT HANDLED 4 LB	25	25			
	290050	MACHETE 18 INCH M-1942 WITH PLASTIC SHEATH	132	108			
	291110	MATTOCK PICK HANDLED 5 LB	10	10			
	272600	SHOVEL HAND GENERAL PURPOSE ROUND POINT OPEN BACK ROLLED SHOULDER TUBULAR SHANK SIZE NO 2 D-HANDLE	25	25			
		QUARTERMASTER ITEMS					
	502990	BAG CANVAS WATER CARRYING 5 GAL COMP	60	46			
	503109	BAG CANVAS WATER STEN [illegible] COMP W/SUSPENSION ROPES AND COVER	19	19			
	514607	CAN WATER 5 GAL	168	144			
	559471	OUTFIT COOKING 1 BURNER	107	85			
1	2	3	4	5	6	7	8

TOE 7-15C
Appendix III

[AG 320.3 (25 May 56)]

By Order of Wilber M. Brucker, Secretary of the Army:

OFFICIAL:
JOHN A. KLEIN,
Major General, United States Army,
The Adjutant General.

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Distribution:

Active Army:

Gen Staff, DA (5) except DCSLOG (2)
CNGB (10)
CARROTC (2)
COFCH (2)
CMH (1)
Tec Svc, DA (5) except CSIGO (21)
Admin & Tec Svc Bd (2)
Hq CONARC (60)
OS Maj Comd (5)
OS Base Comd (5)
Log Comd (3)
Armies (25)
Corps (10)
Div (8)
Instl (3)
Gen & Br Svc Sch (20)
PMST ROTC Units (1)
Trans Terminal Comd (2)
OS Sup Agencies (2)
Mil Dist (3)
MAAG (5)
Mil Msn (5)
Units org under fol TOE:
7-12R, Hq & Hq Co, Inf Regt (2)
7-16R, Hq & Hq Co, Inf Bn (2)

NG: State AG (5), TOE 7-1R (2), TOE 7-12R (2), TOE 7-16R (2).

USAR: Same as Active Army.

For explanation of abbreviations used, see SR 320-50-1.

TOE 7-11D-PENTOMIC BATTLE GROUP, 1 February 1960

TOE 7-11D

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

PARA	LINE	DESIGNATION	AUTHORITY	BRANCH	MOS	STRENGTH: FULL (7)	STRENGTH: AUTHORIZED (8)	STRENGTH: CARRY (9)	STRENGTH: TYPE "A" (10)	OFFICERS: WO	COL	LT COL	MAJ	CAPT	1LT	2LT	ENLISTED: E9	E8	E7	E6	E5	E4	E3	E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
		SRC 07 011D 0 00-				1	2	4	7																
01		HEADQUARTERS AND HEADQUARTERS COMPANY TOE 7-12D																							
	01		O			24	21	8				1	2	8	11	4									
	02		W			9	9	2									9								
	03		E			210	177	40										1	8	6	11	40	83	63	
						237	201	50				1	2	8	11	4	9	1	8	6	11	40	83	63	
02		5 RIFLE COMPANIES TOE 7-17D																							
	01		C			30	30	10							5	23									
	02		E			890	885	145											5	20	75	188	270	169	
						920	915	155							5	25			5	20	75	188	270	169	
03		COMBAT SUPPORT COMPANY TOE 7-19D																							
	01		O			13	12	10							2	11									
	02		E			186	183	32											1	3	12	39	46	84	1
						199	192	42							2	11			1	3	12	39	46	84	1
						1356	1311	247				1	2	6	18	40	9	1	12	29	98	226	399	312	1
		RECAPITULATION																							
		FULL STRENGTH																							
		OFFICERS																							
			O	AR	1204	1									1										
			O	CM	9310	2							1	1											
			O	EN	1331	1									1										
			O	IN	0140	1									1										
			O	IN	0200	2								1	1										
			O	IN	0600	1								1											
			O	IN	1542	36						1	2		8	27									
			O	IN	1543	8									1	7									
			O	IN	2162	1								1											
			O	IN	52162	1									1										
			O	IN	2163	1									1										
			O	IN	2260	1								1											
			O	IN	2900	2									1	1									
			O	IN	4010	2								1	1										
			O	IN	9301	1								1											
			O	IN	99301	1									1										
			O	MC	3000	1								1											
			O	MC	3100	1									1										
			O	MS	3906	1										1									
						87						1	2	6	18	40									
		WARRANT OFFICERS																							
			W		0805	1											1								
			W		2200	1											1								
			W		4000	1											1								
						3											3								
		NON-COMMISSIONED OFFICERS																							
			E	NC	09160	1																1			
			E	NC	09360	2																2			
			E	NC	11160	154															61	93			
			E	NC	11170	15														15					
			E	NC	11260	64															9	55			
			E	NC	11270	7														7					
			E	NC	11360	2																2			
			E	NC	11370	2														2					
			E	NC	11380	2													2						
			E	NC	11980	7													7						
			E	NC	11990	1												1							
			E	NC	12160	3															3				
			E	NC	12170	1														1					
			E	NC	13160	1															1				
			E	NC	13360	4															2	2			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

TOE 7-11D

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			E	NC	13370	1													1						
			E	NC	13660	1														1					
			E	NC	31160	11														1	10				
			E	NC	31180	1												1							
			E	NC	33360	1															1				
			E	NC	63160	1														1					
			E	NC	63180	1												1							
			E	NC	64360	1																1			
			E	NC	71660	1														1					
			E	NC	71670	1													1						
			E	NC	76860	7														7					
			E	NC	76870	1													1						
			E	NC	76880	1												1							
			E	NC	91160	8														8					
			E	NC	91170	1													1						
			E	NC	94160	7														7					
						309											1	12	29	96	166	1			
		OTHER ENLISTED																							
			E		05110	2																2			
			E		05310	3																3			
			E		11100	292																	292		
			E		11110	231																231			
			E		11200	151																	151		
			E		11210	40																40			
			E		11220	14															12	2			
			E		11250	1															1				
			E		11310	5																1	4		
			E		12000	11																	11		
			E		13110	6																6			
			E		13120	3																3			
			E		13100	2																	2		
			E		13110	2															2				
			E		13120	2															2				
			E		13300	4																	4		
			E		13310	4																4			
			E		13610	16															7	9			
			E		21110	1															1				
			E		31000	37																7	29	1	
			E		31110	4															2	2			
			E		31120	1															1				
			E		61210	1															1				
			E		63000	6																	6		
			E		63110	11															2	9			
			E		63220	2																2			
			E		64000	7																1	6		
			E		64210	7															1	6			
			E		70110	1																1			
			E		71000	2																1	1		
			E		71110	3																3			
			E		71610	15															1	14			
			E		71620	1																1			
			E		71800	2																2			
			E		72310	3																3			
			E		76000	2																	2		
			E		76310	1																1			
			E		76710	1																1			
			E		76810	3															1	2			
			E		76820	7																7			
			E		91000	4																	4		
			E		91110	36															16	20			
			E		91120	9															9				
			E		91130	2														2					
			E		94110	29															15	14			
						981														2	68	398	512	1	
		REDUCED STRENGTH																							
		OFFICERS																							
			O	AR	1204		1								1										
			O	CH	9310		2						1	1											
			O	EN	1331		1								1										
			O	IN	0140		1								1										
			O	IN	0200		2							1	1										
			O	IN	0600		1							1											

TOE 7-11D

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

PAR	LINE	DESIGNATION	IDENTITY	BRANCH	MOS	FULL (7)	REDUCED (8)	CADRE (9)	TYPE "B" (10)	GEN	COL	LT COL	MAJ	CAPT	LT	WO	E9	E8	E7	E6	E5	E4	E3	E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			O	IN	1542		37				1	2		7	27										
			O	IN	1543		7							1	6										
			O	IN	2162		1						1												
			O	IN	2163		1							1											
			O	IN	2260		1						1												
			O	IN	2900		2							1	1										
			O	IN	4010		2						1	1											
			O	IN	9301		1						1												
			O	MC	3000		1						1												
			O	MC	3100		1							1											
			O	MS	3506		1								1										
							63				1	2	6	15	39										
		WARRANT OFFICERS																							
			W		0809		1									1									
			W		2200		1									1									
			W		4000		1									1									
							3									3									
		NON-COMMISSIONED OFFICERS																							
			E	NC	05160		1														1				
			E	NC	05360		2														2				
			E	NC	11160		154													61	92				
			E	NC	11170		15												15						
			E	NC	11260		64													9	55				
			E	NC	11270		7												7						
			E	NC	11360		2														2				
			E	NC	11380		2											2							
			E	NC	11580		7											7							
			E	NC	11590		1										1								
			E	NC	12160		3													3					
			E	NC	12170		1												1						
			E	NC	13160		1													1					
			E	NC	13360		4													2	2				
			E	NC	13370		1												1						
			E	NC	13660		1													1					
			E	NC	31160		10													1	9				
			E	NC	31130		1											1							
			E	NC	55360		1														1				
			E	NC	63160		1													1					
			E	NC	63180		1											1							
			E	NC	64350		1															1			
			E	NC	71660		1													1					
			E	NC	71670		1												1						
			E	NC	76860		7													7					
			E	NC	76880		1											1							
			E	NC	91160		2													2					
			E	NC	91170		1												1						
			E	NC	94160		7													7					
							301										1	12	26	96	165	1			
		OTHER ENLISTED																							
			E		05110		2															2			
			E		05310		3															3			
			E		11100		287																287		
			E		11110		231															231			
			E		11200		190																190		
			E		11210		40															40			
			E		11220		14														12	2			
			E		11230		1														1				
			E		11310		5															1	4		
			E		12000		8																8		
			E		12110		8															8			
			E		12120		3															3			
			E		13100		2																2		
			E		13110		2														2				
			E		13120		2														2				
			E		13300		4																4		
			E		13310		4															4			
			E		13610		16														7	9			
			E		21110		1														1				
			E		31000		27															6	20	1	
			E		31110		4														2	2			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

TOE 7-110

INDEX PAR	INDEX LINE	DESIGNATION	IDENTITY	BRANCH	MOS	STRENGTH FULL	STRENGTH REDUCED	STRENGTH CADRE	STRENGTH TYPE B	OFFICERS GEN	COL	LT COL	MAJ	CAPT	LT	WO	ENLISTED E9	E8	E7	E6	E5	E4	E3	E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			E		31120		1														1				
			E		61210		1														1				
			E		63000		6																6		
			E		63110		11														2	9			
			E		63220		2															2			
			E		64C00		7															1	6		
			E		64210		7														1	6			
			E		70110		1															1			
			E		71000		2															1	1		
			E		7' 110		2															2			
			E		71610		15														1	14			
			E		71620		1															1			
			E		71800		2															2			
			E		72310		2															2			
			E		76000		2																2		
			E		76310		1															1			
			E		76710		1															1			
			E		76810		2															2			
			E		76820		7															7			
			E		91000		4																4		
			E		91110		20														7	13			
			E		91120		5														5				
			E		91130		2													2					
			E		94110		28														14	14			
							944													2	59	388	494	1	
		CADRE STRENGTH																							
		OFFICERS																							
			O	AR	1204			1							1										
			O	IN	0200			1							1										
			O	IN	1542			13			1			6	6										
			O	IN	1543			7						1	6										
			O	IN	2162			1					1												
			O	IN	2260			1					1												
			O	IN	2900			1						1											
			O	IN	4010			1					1												
			O	IN	9301			1					1												
			O	MC	3100			1						1											
								28			1		4	9	14										
		WARRANT OFFICERS																							
			W		0103			1								1									
			W		4000			1								1									
								2								2									
		NON-COMMISSIONED OFFICERS																							
			E	NC	03160			1													1				
			E	NC	03360			1													1				
			E	NC	11160			62												61	1				
			E	NC	11170			15											15						
			E	NC	11260			43												6	37				
			E	NC	11270			7											7						
			E	NC	11360			1													1				
			E	NC	11380			2										2							
			E	NC	11580			7										7							
			E	NC	11590			1									1								
			E	NC	12160			3												3					
			E	NC	12170			1											1						
			E	NC	13160			1												1					
			E	NC	13360			3												2	1				
			E	NC	13370			1											1						
			E	NC	19660			1												1					
			E	NC	31160			7												1	6				
			E	NC	91160			1										1							
			E	NC	[illegible]			1												1					
			[illegible]	NC	63180			1										1							
			E	NC	64360			1														1			
			E	NC	71660			1												1					
			E	NC	71670			1											1						
			E	NC	76860			7												7					
			E	NC	76880			1										1							
			E	NC	91160			2												2					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

INDEX PAR	INDEX LINE	DESIGNATION	IDENTITY	BRANCH	MOS	STRENGTH FULL (1)	STRENGTH REDUCED (2)	STRENGTH CADRE (4)	STRENGTH TYPE "B" (5)	OFFICERS GEN	COL	LT COL	MAJ	CAPT	LT	WO	ENLISTED E9	E8	E7	E6	E5	E4	E3	E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			E	NC	94160			7												7					
								180									1	12	25	93	48	1			
		OTHER ENLISTED																							
			E		31110			1													1				
			E		31120			1													1				
			E		63110			4													1	3			
			E		63220			1														1			
			E		71110			1														1			
			E		71610			11													1	10			
			E		71620			1														1			
			E		72310			1														1			
			E		76810			1														1			
			Z		76820			1														1			
			E		94110			14													7	7			
								37													11	26			

PAR NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY FULL STRENGTH	QUANTITY REDUCED STRENGTH	QUANTITY TYPE B STRENGTH	REMARKS	FOR LOCAL USE
1	2	3	4	5	6	7	8
		SRC 07 011D 0 00-	1	2	5		
		RECAPITULATION					
		CHEMICAL ITEMS					
	108170	DETECTOR KIT CHEMICAL AGENT	8	8			
	132600	RESPIRATOR AIR FILTERING PAINT SPRAY	4	4			
		ENGINEER ITEMS					
	202670	BAG WATER STERILIZING COTTON DUCK POROUS STITCHED SEAMS 36 GA	15	16			
	222752	COMPASS MAGNETIC LENSATIC 1.58 IN DIA CARD	282	282			
	226380	DIVIDERS DRAFT PROPORT 7 3-4 IN LG	1	1			
	226880	DRAFT AND DUPLICAT EQUIP SET SMALL SKETCH NOTES AND ORDERS	1	1			
	232828	FIRE DIRECTION SET ARTY 15000 METER MAX RANGE	3	3			
	232940	FLASHLIGHT RT ANGLE 2-CELL LENS 1.695 IN DIA	199	109			
	235152	GENERATOR SET GAS ENG 1.5 KW 2 WIRE DC 28 V SKID MTD	5	5			
	235156	GENERATOR SET GAS ENG 0.5 KW 60 CY 1 PH 2 WIRE AC 120 V SKID MTD	2	2			
	235163	GENERATOR SET GAS ENG 1.5 KW 60 CY 1 PH 2 WIRE AC 120 V SKID MTD	5	5			
	235205	GENERATOR SET GAS ENG 3 KW AC 120 V 1 AND 3 PH 120/240 V 1 PH 120/208 V 3 PH 60 CY SKID MTD	1	1			
	238612	MALLET WOOD HEAD 10 IN LG 8 IN DIA FACE	2	2			
	243860	INTRENCHING OUTFIT INF	1	1			
	249076	LIGHT SET GEN ILLUM 25 OUTLET	7	7			
	249635	LOADER SCOOP TYPE DSL DRVN 4 WHLS 2 1/2 CU YD	1	1			
	250050	MACHETE RIGID HDL 18 IN LG W-SH	65	65			
	250577	MAGNIFIER MONOCULAR READ 3 IN DIA 1.6 PWR	1	1			
	251445	METASCOPE ASSEMBLY IMAGE INFRARED	30	30			
	257355	PLOTTING SET ARTY FIRE CONT	1	1			
	259890	PROTRACTOR SEMICIRC PLASTIC 10 IN DIA GRAD IN MILS YDS AND INCHES 1 - 10000 1 - 20000 1 - 40000	5	5			
	262175	RACK BATTERY CHARGING M2 AND 24000 V SNIPERSCOPE	1	1			
	267620	SAW CHAIN GAS DRVN 36 IN	3	3			
	269345	SCALE PLOT TRIAN 12 IN LG YDS METERS 1 TO 25000 METERS 1 TO 50000 1 TO 62500 SCALE IN AND CM	2	2			
	273200	SNIPERSCOPE	16	16			
	274210	SPRAYER INSECT HAND 2 GAL CAP	7	7			
	275600	STEREOSCOPE LENS AERIAL PHOTO INTERPR 2 1-4 PWR 4 1-2 IN FOCAL LG OF LENS	1	1			
	275610	STEREOSCOPE PRISM MIRROR 10 X 14 IN PHOTO 1.5 AND 4.5 PWR MAG	1	1			
	279510	SURVEYING SET ARTY FIRE CONTROL 4TH ORDER	1	1			
	282705	TAPE MEAS STL 3-8 IN W FT AND MET 100 FT LG	3	3			
	285850	TOOL KIT CARP ENGR SQD	9	9			
	285950	TOOL KIT PIONEER ENGR SQUAD	3	3			
	285952	TOOL KIT PIONEER ENGR COMBAT PLAT	1	1			
	285954	TOOL OUTFIT PIONEER PORTABLE ELECTRIC TOOLS	1	1			
	288790	TRAILER BASIC UTIL 2 1/2 TON	3	3			
	290379	TRIPOD SURVEY W/HEAD FIX LEGS MTL 39 IN	2	2			
		MEDICAL ITEMS					
	309150	BLANKET SET BED SMALL	10	7			
	329437	FIRST AID KIT GENERAL PURPOSE 12 UNIT	171	102			
	342000	INHALATOR SINGLE	4	4			
	344710	LATRINE MOR PREFABRICATED PORTABLE M-2	2	2			
	345980	LIGHT SURGICAL BRACKET PORTABLE BATTERY OPERATED	2	2			
	347040	LITTER FOLDING RIGID POLE ALUMINUM POLE	54	33			
	349175	MEDICAL INSTRUMENT AND SUPPLY SET DISPENSARY FIELD	2	2			
	349250	MEDICAL SUPPLY SET FIELD SUPPLEMENTAL SUPPLIES	12	12			
	358450	RESUSCITATOR HAND OPERATED BELLOWS TYPE	4	4			
	369400	SPLINT SET TELESCOPIC SPLINTS	8	8			
	373700	STOVE GASOLINE BURNER TWO BURNERS WITH METAL CASE	4	4			
	374280	SUPPORT LITTER FOLDING	2	2			
	374295	SURGICAL INSTRUMENT AND SUPPLY SET COMBAT	2	2			
	374298	SURGICAL INSTRUMENT AND SUPPLY SET INDIVIDUAL	32	25			
		ORDNANCE ITEMS					
	401078	BAYONET KNIFE W/SCABBARD CARBINE	1301	1270			
	401248	BINOCULAR 6X30 MILITARY RETICLE	159	148			
	401250	BINOCULAR 7X50 MILITARY RETICLE	8	8			
	401258	BIPOD RIFLE 7.62MM	92	92			
	401510	BOARD PLOTTING ARTILLERY	1	1			
	401519	BOARD PLOTTING AZIMUTH RANGING	20	20			
	409225	CARRIER PERSONNEL FULL TRACKED	2	2			
	409180	CIRCLE AIMING	10	10			
	410625	COMPASS MIL GRADUATIONS	73	73			
1	2	3	4	5	6	7	8

PAR NO.	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FOR LOCAL USE
			FULL STRENGTH	REDUCED STRENGTH	TYPE "B" STRENGTH		
1	2	3	4	5	6	7	8
	411788	DEMOLITION EQUIPMENT SET EXPLOSIVE INITIATING ELEC-NON-ELEC	8	8			
	411787	DEMOLITION EQUIPMENT SET EXPLOSIVE INITIATING NON-ELEC	9	9			
	417125	GUN MACHINE 7.62-MM LIGHTWEIGHT GENERAL PURPOSE	40	40			
	417247	GUN SUBMACHINE CAL .45	4	4			
	420800	LAUNCHER ROCKET 3.5-INCH	54	54			
	423525	MORTAR 4.2-INCH ON MOUNT	8	8			
	423630	MORTAR 81-MM ON MOUNT	16	16			
	425565	MOUNT TRIPOD MACHINE GUN 7.62-MM	40	40			
	425700	MOUNT TRUCK PEDESTAL FOR TRUCK 1/4 TON 4X4	4	4			
	429280	PISTOL CAL .45 SEMIAUTOMATIC	188	188			
	438950	RIFLE 106-MM ON MOUNT	10	10			
	439965	RIFLE 7.62-MM SEMIAUTOMATIC LT BARREL	1166	1121			
	443750	TABLE GRAPHICAL FIRING	4	4			
	443792	TABLE GRAPHICAL FIRING FOR 4.2-INCH MORTAR	3	3			
	444021	TANK COMBAT FULL TRACKED LIGHT GUN	2	2			
	449760	TELESCOPE BC	1	1			
	449980	TELESCOPE OBSERVATION	2	2			
	453650	TOOL KIT ARMORERS	7	7			
	453800	TOOL KIT GEN MECH	17	17			
	453890	TOOL KIT ORG MAINT NR 1 COMMON	1	1			
	453895	TOOL KIT ORG MAINT NR 3 COMMON	1	1			
	453910	TOOL KIT ORG MAINT NR 2 SUPPLEMENTAL	1	1			
	457040	TRAILER AMMUNITION 2-TON 2-WHEEL	2	2			
	457110	TRAILER AMPHIBIOUS CARGO 1/4 TON 2-WHEEL	81	49			
	457190	TRAILER CARGO 3/4-TON 2-WHEEL	91	91			
	457220	TRAILER CARGO 1 1/2-TON 2-WHEEL	14	14			
	457695	TRAILER TANK WATER 1 1/2-TON 2-WHEEL	7	7			
	459832	TRUCK AMBULANCE FRONT LINE 1/4-TON 4X4	14	7			
	460050	TRUCK CARGO 3/4-TON 4X4	91	91			
	460110	TRUCK CARGO 2 1/2-TON 6X6 LWB	8	6			
	460141	TRUCK CARGO 2 1/2-TON 6X6 LWB W/WN	10	10			
	460290	TRUCK CARGO 5-TON 6X6 LWB	3	3			
	460320	TRUCK CARGO 5-TON 6X6 LWB W/WN	2	2			
	460770	TRUCK DUMP 5-TON 6X6 W/WN	3	3			
	461790	TRUCK UTILITY 1/4-TON 4X4	88	86			
	461793	TRUCK UTILITY 1/4-TON 4X4 CARRIER FOR 106-MM RIFLE	10	10			
	461834	TRUCK VAN SHOP 2 1/2-TON 6X6	1	1			
	461880	TRUCK WRECKER LIGHT 2 1/2-TON 6X6 W/WN	1	1			
	461885	TRUCK WRECKER MEDIUM 5-TON 6X6 W/WN	1	1			
	465330	WATCH STOP TYPE B	1	1			
	465380	WATCH WRIST GRADE II	176	45			
		QUARTERMASTER ITEMS					
	500149	ACCESSORY OUTFIT GASOLINE FIELD RANGE	7	7			
	501485	AX SINGLE BIT 1 TO 1 1/2 LB 3 3/8 IN CUT 14 1/4 IN STEEL HANDLE	8	8			
	501495	AX SINGLE BIT 4 LB 4 3/4 IN CUT 36 IN HANDLE	165	134			
	502153	ATTACHMENT PACKBD PLYWOOD CARGO	46	46			
	502784	BAG AMMUNITION M2A1	4	4			
	506981	BOTTLE VACUUM 1 QT WITH MAILING CASE	8	8			
	510126	CABINET SPARE PARTS W/11 DRAWERS 52 5/8 H 28 W 27 DP	2	2			
	510280	CABINET STORAGE ASSEMBLY TOOL 46 3/4 W 38 13/16 H 23 9/16 DP	4	4			
	512674	BURNER OIL STOVE TENT	18	18			
	513493	CASE FLD OFF MACH 18 1/2 X 13 1/4 X 17 IN	7	6			
	513901	CASE FLD OFF MACH 22 1/2 X 13 1/4 X 17 IN	3	3			
	513669	CASE MILITARY WATER CAN 5 GAL	8	6			
	513981	CASH BOX STEEL SINGLE COMPARTMENT 4 3/16 IN W 9 9/16 IN LG	2	2			
	514757	CHAIR FOLDING	17	17			
	515113	CANVAS REPAIR KIT	1	1			
	515648	CHEST HYMN BOOK	1	1			
	520079	COMMISSARY OUTFIT FIELD BREAKDOWN M-1953	1	1			
	520653	COOK SET FIELD	55	55			
	522488	CLOCK MESSAGE CENTER	1	1			
	523789	DESK FIELD PLYWOOD 19 3/8 IN W 11 1/4 IN H 14 5/8 IN DP	3	3			
	523797	DESK FIELD PLYWOOD 22 3/8 IN W 23 7/8 IN H 14 1/2 IN DP	14	12			
	526901	DUPLICATING MACH STENCIL PORTABLE	1	1			
	529709	FLAG SET M-238	2	2			
	530623	FOOD CONTAINER INSULATED RECTANGULAR ALUMINUM 5 GAL	58	56			
	534364	FLAG CHAPLAIN CHRISTIAN-JEWISH	2	2			
	534385	FLAG COLOR ORGANIZATIONAL SILK	1	1			
	534413	HEATER DUCT TYPE PORTABLE GASOLINE 280000 BTU	1	1			
	534427	FLAG GENEVA-CONV-RED-CROSS BUNTING AMBULANCE AND MARKER	16	9			
	534489	FLAG GUIDON BUNTING	7	7			
	534493	HEATER SPACE COAL OR OIL 45000 BTU 18 3/8 IN H	18	18			
	534572	FLAG NATL COLORS SILK	1	1			
	538886	GOGGLES M-1944	200	191			
	541645	HEATER IMMERSION TYPE FOR CAN CORRUGATED	63	63			
	541686	HEATER WATER IMMERSION GAS OPERATED	7	7			
	542030	MATTOCK PICK 5 LB NOMINAL SIZE W-36 IN LG HANDLE	62	62			
1	2	3	4	5	6	7	8

PARA. NO.	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FSC LEGAL UCI
			FULL STRENGTH	REDUCED STRENGTH	TYPE "B" STRENGTH		
1	2	3	4	5	6	7	8
	947052	KIT BARBER W/CASE	7	7			
	947153	ORGAN FOLDING CHAPLAINS	1	1			
	947605	PACKBOARD PLYWOOD	23	23			
	947929	PAD SHOULDER	46	46			
	948693	PANEL MARKER GROUND SIGNAL TO AIRCRAFT	29	29			
	950828	LOCKER BOX	7	7			
	952189	PAULIN DUCK OD 17 X 12 FT	2	2			
	952197	PAULIN DUCK OD 40 X 20 FT	1	1			
	953613	PERFORATOR PAPER DESK ADJUSTABLE 3 PUNCH 1/4 IN DIA	1	1			
	953623	PERFORATOR PAPER DESK NONADJUSTABLE 2 PUNCHES 2 3/4 IN CTOC	2	2			
	958717	RANGE OUTFIT FIELD GASOLINE M-1937	22	21			
	959197	REFLECTOR LIGHT FOR GASOLINE LANTERN	4	4			
	959637	OUTFIT OFFICERS MESS	11	11			
	962002	PANEL SZT AP-30-C	1	1			
	962003	PANEL SZT AP-30-D	1	1			
	962013	RULER WOOD METAL EDGE SINGLE EDGE 18 IN LG	2	2			
	962101	SAFE 28 IN H 17 IN W 17 1/2 IN DP	8	8			
	963405	SCREEN LATRINE DUCK FWMMR OLIVE DRAB W/COVER	13	13			
	963996	SEALER STL STRAP MNO DBL CRMP END JAW 5/8 IN W 0.010 TO 0.022 THK	1	1			
	964933	SHEARS STRAIGHT TRIMMERS SOLID STEEL 4 5/8 IN CUTTING LG 9 IN LG	2	2			
	965301	SLING FLAGSTAFF WEBBING OLIVE DRAB SHADE NO 7	3	3			
	969801	SHOVEL HAND RD PT OPEN BACK D HANDLE 11 1/2 TO 12 1/2 IN BLADE	169	156			
	970109	STOVE GASOLINE BURNER 1 BURNER 5500 BTU	55	55			
	970461	STRAP QUICK RELEASE PACKBD	69	69			
	970788	STRETCHR STL STR MND RK-CR TAKE-UP 3/4 IN W 0.023 IN THK STRAP	1	1			
	972046	TABLE FOLDING LEGS WOOD SOLID TOP WOOD LEGS 26 L 76 W 27 28-32 H	30	29			
	974397	TENT COMMAND POST COMP W/PINS AND POLES	10	10			
	974629	TENT GENERAL PURPOSE MEDIUM COMP W/PINS AND POLES	1	1			
	974661	TENT KITCHEN FLYPROOF COMP W/PINS AND POLES	7	7			
	974677	TENT MAINTENANCE SHELTER COMP W/FRAME AND PINS	1	1			
	974550	TENT WALL SMALL FWMMR OLIVE DRAB COMPLETE W/PINS AND POLES	2	2			
	977622	SCALE WEIGH PLAT FOLDING A AND N TYPE 300 LB CAP	1	1			
	978741	TYPEWRITER PORTABLE ELITE W/CARRYING CASE	12	12			
	981069	WHISTLE THUNDERER	76	76			
	985966	STAPLER PAPER FASTEN OFF TYPE LT DUTY	3	3			
	996643	TYPEWRITER NON PTBL 11 IN CARRIAGE	7	6			
	996684	TYPEWRITER NON PTBL 14-15 IN CARRIAGE	3	3			
		SIGNAL ITEMS					
	603120	ANTENNA AT-339/PRC	8	8			
	603250	ANTENNA EQUIPMENT RC-292	14	14			
	604010	AXLE RL-27	20	20			
	609570	CHANNEL ALIGNMENT INDICATOR ID-292/PRC-6	2	2			
	609625	CHARGER RADIAC DETECTOR PP-1578/PD	21	21			
	609670	CHEST BC-5	7	7			
	610280	CIPHER MACHINE TSEC/KL-7	2	2			
	610284	CIPHER MACHINE TSEC/KW-9	4	3			
	611010	COIL C-161	24	24			
	611130	CONNECTING AND SWITCHING KIT MX-139/GT	2	2			
	611280	CONTROL GROUP AN/GRA-6	31	31			
	612610	CRYSTAL UNIT SET CK-6/PRC-6	15	18			
	613150	DETECTOR SET AN/PRS-3	9	8			
	614378	DYNAMIC LOUDSPEAKER LS-166/U	1	1			
	616820	FREQUENCY METER AN/URM-32	1	1			
	618114	ENGINE GENERATOR SET PU-624/P	10	10			
	619610	HANDSET-HEADSET H-144/U	84	84			
	627510	MODIFICATION KIT MX-898/GR	13	13			
	628135	MULTIMETER AN/PRM-15	1	1			
	628139	MULTIMETER AN/URM-105	8	8			
	628192	MULTIMETER ME-67/UBM-3B	1	1			
	634643	RADAR SET PORTABLE AN/PPS-4	3	3			
	634675	RADAR SET AN/TPS-21	2	2			
	634870	RADIACMETER IM-93/UD	72	72			
	634879	RADIACMETER IM-108/PD	31	31			
	639648	RADIO SET AN/GRC-7 MTD IN TANK COMBAT FULL TRACKED LIGHT GUN	1	-			
	639748	RADIO SET AN/GRC-8 MTD IN TANK COMBAT FULL TRACKED LIGHT GUN	1	1			
	640704	RADIO SET AN/GRC-19 MTD IN TRK 3/4 TON CARGO	1	1			
	641601	RADIO SET AN/GRR-5 MTD IN TRK 1/4 TON	1	1			
	641604	RADIO SET AN/GRR-8 MTD IN TRK 3/4 TON CARGO	2	2			
	643500	RADIO SET AN/PRC-6	90	98			
	643800	RADIO SET AN/PRC-10	113	112			
	649004	RADIO SET AN/VRC-9 MTD IN TRK 3/4 TON CARGO	2	2			
	649101	RADIO SET AN/VRC-10 MTD IN TRK 1/4 TON	12	12			
	649104	RADIO SET AN/VRC-10 MTD IN TRK 3/4 TON CARGO	3	3			
	649386	RADIO SET AN/VRC-13 MTD IN CARRIER PERSONNEL FULL TRACKED	2	2			
	649801	RADIO SET AN/VRC-18 MTD IN TRK 1/4 TON	9	8			
	649804	RADIO SET AN/VRC-18 MTD IN TRK 3/4 TON CARGO	2	2			
1	2	3	4	5	6	7	8

PAR NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FOR LOCAL USE
			FULL STRENGTH	AUTHORIZED ITEMS	TYPE A STRENGTH		
1	2	3	4	5	6	7	8
	650101	RADIO SET AN/VRQ-3 MTD IN TRK 1/4 TON	21	21			
	650104	RADIO SET AN/VRQ-3 MTD IN TRK 1/4 TON CARGO	1	1			
	651201	RADIO SET AN/VRC-24 MTD IN TRK 1/4 TON	1	1			
	657722	RADIO TELETYPEWRITER SET AN/GRC-46	2	2			
	660000	REEL RL-39	27	27			
	660060	REEL EQUIPMENT CE-11	85	89			
	660120	REEL UNIT RL-31	7	7			
	660945	RETRANSMISSION CABLE KIT MK-126/G	12	12			
	663823	SHELTER ELECTRONIC EQUIPMENT S-144/G	3	3			
	663895	SHUNT INSTRUMENT MULTIRANGE MX-1471/U	5	5			
	667000	SOUND RANGING SET AN/TNS-3	1	1			
	669160	SPOOL DR-8	110	110			
	672370	SWITCHBOARD TELEPHONE MANUAL SB-993/GT	13	13			
	672380	SWITCHBOARD TELEPHONE MANUAL SB-22/PT	9	9			
	672390	SWITCHBOARD TELEPHONE MANUAL SB-86/P	2	2			
	676870	TELEPHONE TA-1/PT	79	79			
	678260	TELEPHONE SET TA-312/PT	87	87			
	680750	TELETYPEWRITER SET AN/PGC-1	2	1			
	681690	TERMINAL STRIP TM-184	12	12			
	681715	TERMINAL TELEGRAPH-TELEPHONE AN/TCC-14	2	1			
	683652	TEST SET ELECTRICAL POWER TS-934/U	1	1			
	683665	TEST SET ELECTRON TUBE TV-7/U	3	3			
	688520	TOOL EQUIPMENT TE-33	156	147			
	688600	TOOL EQUIPMENT TE-41	4	4			
	689090	TOOL EQUIPMENT TE-113	1	1			
	694790	VIBRATOR PACK PP-68/U	3	3			
	698350	WIRE WD-1/TT ON SPOOL DR-8 1/4 MI	12	12			
	698390	WIRE WD-1/TT IN WIRE DISPENSER MX-306/G EA	179	179			
	698400	WIRE WD-1/TT RL-159/U	40	40			
	698470	WIRE PIKE MC-123	6	6			
	698522	WIRE REEL RL-159/U	18	18			
	698535	WIRE SPLICING KIT MK-356/G	16	15			
		TRANSPORTATION ITEMS					
	715773	CHAIN ASSY SGL LEG W/PEAR LINKS AND 1 GRAB HOOK 5/8 IN BY 16 FT	4	4			
	715775	OR	12	12			
	747920	LIFE PRESERVER YOKE GAS OR ORAL INFLATION W/NYLON ENVELOPE	17	14			
		DEVELOPMENTAL ITEMS					
	943056	LAUNCHER AND GUIDANCE SET TRUCK MTD ANTITANK/ASSAULT MISSILE	5	5			
	945780	SIMULATOR TRAINING ELECTRONIC SSS ANTITANK/ASSAULT MISSILE	1	1			
1	2	3	4	5	6	7	8

TOE 7-11T ROCID INFANTRY BATTALION

TOE 7-11T ROCID

SECTION II - ORGANIZATION

INDEX PAR	INDEX LINE	DESIGNATION	CAREER	BRANCH	MOS	STRENGTH FULL	STRENGTH REDUCED	STRENGTH CADRE	STRENGTH TYPE B	OFFICERS GEN	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	WO	ENLISTED E7	ENLISTED E6	ENLISTED E5	ENLISTED E4	ENLISTED E3	ENLISTED E2	REMARKS
1	2	3	4	5			8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
			E		13000		7												2	4	1		
			E		13120		2												2				
			E		13310		0													4	4		
			E		14000		46													7	39		
			E		14110		1													1			
			E		14120		0													3			
			E		14510		2													2			
			E		14520		2												2				
			E		14610		6													6			
			E		14620		4												4				
			E		31000		30													6	22	2	
			E		31110		4												2	2			
			E		71120		1												1				
			E		63000		7														7		
			E		63110		10												2	8			
			E		63220		2													2			
			E		64000		5													1	4		
			E		64210		4												1	3			
			E		71000		2													1	1		
			E		71110		2													2			
			E		71610		13												2	11			
			E		71620		1												1				
			E		71810		2													2			
			E		72310		2													2			
			E		74110		1													1			
			E		76000		2														2		
			E		76710		1													1			
			E		76810		2													2			
			E		76823		5													5			
			E		77310		1													1			
			E		91000		8														8		
			E		91110		25												22	3			
			E		91120		1												1				
			E		94000		6														6		
			E		94110		29												17	12			
							985												71	433	459	2	
		CADRE STRENGTH																					
		OFFICERS																					
			O	AR	1204			1							1								
			O	AT	1193			4						1	3								
			O	IN	1542			9			1			4	4								
			O	IN	2110			1					1										
			O	IN	2162			1					1										
			O	IN	2900			1						1									
			O	IN	4010			1					1										
			O	IN	9301			1					1										
			O	MC	3100			1						1									
								20			1		4	7	8								
		WARRANT OFFICERS																					
			W		0605			1								1							
			W		4000			1								1							
								2								2							
		NON-COMMISSIONED OFFICERS																					
			E	NC	00180			6									6						
			E	NC	00190			1									1						
			E	NC	05160			1										1					
			E	NC	05360			1											1				
			E	NC	11170			66										65	1				
			E	NC	11180			16									16						
			E	NC	11270			27										2	28				
			E	NC	11280			3									3						
			E	NC	11360			1											1				
			E	NC	11380			2									2						
			E	NC	12160			3										3					
			E	NC	12170			1									1						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

INDEX PAR	INDEX LINE	DESIGNATION	IDENTITY CODE	SERIES	MOS	STRENGTH FULL (1)	STRENGTH REDUCED (2)	STRENGTH CADRE (4)	STRENGTH TYPE O OR	OFFICERS GEN	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	OFFICERS WO	ENLISTED E7	ENLISTED E6	ENLISTED E5	ENLISTED E4	ENLISTED E3	ENLISTED E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
			O	AI	1189		4								4								
			O	AT	1193		5							1	4								
			O	AI	1199		1								1								
			O	CM	5310		2						1	1									
			O	EN	1331		1								1								
			O	IN	0800		1							1									
			O	IN	1942		32				1	1		5	25								
			O	IN	2110		1						1										
			O	IN	2162		1						1										
			O	IN	2164		1							1									
			O	IN	2900		2							1	1								
			O	IN	4010		1						1										
			O	IN	9301		1						1										
			O	MC	3000		1						1										
			O	MC	3100		1							1									
			O	SC	0210		1							1									
							59				1	1	6	12	38								
		WARRANT OFFICERS																					
			W		0605		1									1							
			W		2200		1									1							
			W		4000		1									1							
							3									3							
		NON-COMMISSIONED OFFICERS																					
			E	NC	00180		6										6						
			E	NC	00190		1										1						
			E	NC	05160		1											1					
			E	NC	05340		2												2				
			E	NC	11170		164											65	99				
			E	NC	11180		16										16						
			E	NC	11270		99											2	97				
			E	NC	11280		6										5	1					
			E	NC	11360		1												1				
			E	NC	11380		3										2	1					
			E	NC	12160		3											3					
			E	NC	12170		1										1						
			E	NC	13160		1											1					
			E	NC	13360		4											2	2				
			E	NC	13570		1										1						
			E	NC	14160		16											8	8				
			E	NC	14170		2										2						
			E	NC	14560		1											1					
			E	NC	14570		1										1						
			E	NC	14660		8											2	6				
			E	NC	31160		3											1	2				
			E	NC	31170		9										1		4				
			E	NC	31360		2												2				
			E	NC	31370		1												1				
			E	NC	55360		1												1				
			E	NC	63170		2										1		1				
			E	NC	64360		1												1				
			E	NC	71670		1											1					
			E	NC	76860		8											8					
			E	NC	76879		1										1						
			E	NC	91160		4											1	1	2			
			E	NC	91170		1										1						
			E	NC	94160		6											6					
							311										39	102	168	2			
		OTHER ENLISTED																					
			E		05110		3													3			
			E		05310		3													3			
			E		11100		272														272		
			E		11110		211													211			
			E		11200		81														81		
			E		11210		29													29			
			E		11220		12												12				
			E		11310		9													1	4		
			E		12000		8														8		
			E		12110		6													6			
			E		12120		3													3			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

PAR NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FOR LOCAL USE
			FULL STRENGTH	PRODUCTO STRENGTH	TYPE B STRENGTH		
1	2	3	4	5	6	7	8
	649001	RADIO SET AN/VRC-9 MTD IN TRK 1/4 TON	1	1	1		
	649004	RADIO SET AN/VRC-9 MTD IN TRK 3/4 TON CARGO	8	8	8		
	649101	RADIO SET AN/VRC-10 MTD IN TRK 1/4 TON	5	5	5		
	649104	RADIO SET AN/VRC-10 MTD IN TRK 3/4 TON CARGO	1	1	1		
	649566	RADIO SET AN/VRC-15 MTD IN CARRIER PERSONNEL FULL TRACKED	2	2	2		
	649801	RADIO SET AN/VRC-18 MTD IN TRK 1/4 TON	9	8	9		
	650101	RADIO SET AN/VRQ-3 MTD IN TRK 1/4 TON	5	5	5		
	650104	RADIO SET AN/VRQ-3 MTD IN TRK 3/4 TON CARGO	1	1	1		
	652901	RADIO SET AN/VRC-30 MTD IN TRK 1/4 TON	1	1	1		
	657227	RADIO TELETYPEWRITER SET AN/GRC-46	2	2	2		
	660000	REEL RL-39	13	13	13		
	660040	REEL EQUIPMENT CE-11	36	36	36		
	660109	REEL UNIT RL-31	7	7	7		
	660943	RETRANSMISSION CABLE KIT MX-126/G	2	2	2		
	668810	SOUND LOCATING SET GR-8	1	1	1		
	668120	SPLICING KIT TELEPHONE CABLE TL-582/U	7	6	7		
	669160	SPOOL DR-8	A9	A9	A9		
	672380	SWITCHBOARD TELEPHONE MANUAL SB-22/PT	4	4	4		
	672390	SWITCHBOARD TELEPHONE MANUAL SB-86/P	1	1	1		
	676870	TELEPHONE TA-1/TT	90	90	90		
	678256	TELEPHONE SET TA-264/PT	2	2	2		
	678260	TELEPHONE SET TA-312/PT	67	67	67		
	680750	TELETYPEWRITER SET AN/FGC-1	2	1	2		
	681690	TERMINAL STRIP TM-184	4	4	4		
	681726	TERMINAL TELEGRAPH-TELEPHONE AN/TCC-14	2	1	2		
	685665	TEST SET ELECTRON TUBE TV-7/U	1	1	1		
	688520	TOOL EQUIPMENT TE-33	96	84	96		
	688600	TOOL EQUIPMENT TE-41	4	4	4		
	698390	WIRE WD-1/TT IN WIRE DISPENSER MX-306/G	139	139	139		
	698400	WIRE WD-1/TT ON WIRE REEL RL-159/U	8	8	8		
	698470	WIRE PIKE MC-123	8	8	8		
	698522	WIRE REEL RL-159/U	4	4	4		
		TRANSPORTATION ITEMS					
	747930	LIFEPRESERVER VEST PNEUMATIC SELF-INFLATING TYPE B-5	24	24	24		
1	2	3	4	5	6	7	8

PARA NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FSCM LEGAL CODE
			FULL STRENGTH	REDUCED STRENGTH	TYPE "B" STRENGTH		
1	2	3	4	5	6	7	8
		SRC 07 011T ROCID 6 00-	1	2	5		
		RECAPITULATION					
		CHEMICAL ITEMS					
	108170	DETECTOR KIT CHEMICAL AGENT	7	7	7		
	126400	MASK PROTECTIVE FIELD	1627	1387	1619		
	132600	RESPIRATOR AIR FILTERING PAINT SPRAY	4	4	4		
		ENGINEER ITEMS					
	202375	AXE CHOPPING SINGLE BIT HANDLED 4 LB	121	117	121		
	204980	BELT LINEMANS SAFETY LEATHER W-70 INCHES SAFETY STRAP SIZE 22	12	10	12		
	216925	CARPENTER EQUIPMENT SET NO 1 ENGINEER SQUAD	3	3	3		
	222732	COMPASS LENSATIC LUMINOUS DIAL INDUCTION DAMPED 8 DEGREE AND 20 MIL GRADUATIONS WITH SCALE WITH CASE	272	272	272		
	226980	DIVIDER DRAFTSMANS PROPORTIONAL 7 3/4 INCH WITH CASE	1	1	1		
	226880	DRAFTING AND DUPLICATING EQUIPMENT SET NO 1	1	1	1		
	232028	FIRE DIRECTION SET ARTILLERY SET NO 4 16300 YD MAX RANGE	2	2	2		
	235192	GENERATOR SET ELECTRIC PTBL GAS DRVN SKID MTD AIR COOLED DC 28V 2 WIRE EQUIPPED FOR STARTING AT MINUS 65 F 1.5 KW	5	5	5		
	236120	GLASS READING 3 INCH CASE	1	1	1		
	239405	HATCHET AXE PATTERN HANDLED 5 3/8 IN	4	4	4		
	243860	INTRENCHING EQUIPMENT SET NO 2 INFANTRY	1	1	1		
	249076	LIGHT SET GENERAL ILLUMINATION SET NO 2 1 1-2 KW COMMAND POST	3	3	3		
	249077	LIGHT SET GENERAL ILLUMINATION SET NO 3 3 KW	1	1	1		
	250050	MACHETE 18 INCH M-1942 WITH PLASTIC SHEATH	62	62	62		
	251110	MATTOCK PICK HANDLED 5 LG	69	69	69		
	256040	PIONEER EQUIPMENT SET NO 1 ENGINEER SQUAD	3	3	3		
	256120	PIONEER EQUIPMENT SET NO 3 ENGINEER COMBAT PLATOON	1	1	1		
	257355	PLOTTING EQUIPMENT SET NO 1 COMMAND POST	3	3	3		
	259890	PROTRACTOR SLWICIRC PLASTIC MACHINE GUN 18 INCH DIA GRADUATED MILS AND YARDS	8	8	8		
	263660	REPRODUCTION EQUIPMENT SET NO 4 GELATIN PROCESS 22 X 33 INCH	1	1	1		
	267630	SAW CHAIN PORTABLE GASOLINE DRIVEN 36 INCH BLADE	9	9	9		
	268840	SCALE COORDINATE ALUMINUM SQUARE 1 TO 25000 AND 1 TO 50000 SCALE GRADUATED METERS YDS	1	1	1		
	269345	SCALE PLOTTING TRIANGULAR BOXWOOD 12 INCH LENGTH GRADUATED YDS AND METERS 1 TO 25000 SCALE METERS 1 TO 50000 AND 1 TO 62500 SCALE INCHES AND CENTIMETERS	2	2	2		
	272400	SHOVEL HAND GENERAL PURPOSE ROUND POINT OPEN BACK ROLLED SHOULDER TUBULAR SHANK SIZE NO 2 D-HANDLE	121	117	121		
	273600	STEREOSCOPE MAGNIFYING POCKET WITH LEATHER CASE	1	1	1		
	279610	STEROSCOPE SCANNING 1-5X AND 4-8X MAGNIFICATION WITH BINOCULARS AND CASE	1	1	1		
	279510	SURVEYING EQUIPMENT SET NO 18 ARTILLERY 4TH ORDER	1	1	1		
	282705	TAPE MEASURING STL METRIC-US 100 FT 3/8 INCH WIDE 0-00A INCH THICK GRADUATED ONE SIDE METERS DECIMETERS AND CENTIMETERS OTHER SIDE FT 10THS AND 100THS W-CASE	3	3	3		
	286130	TOOL SET CARPENTERS NO 2	2	2	2		
	286170	TOOL SET ELECTRIC PORTABLE 60 CYCLE	1	1	1		
	290579	TRIPOD RANGING POLE	2	2	2		
		MEDICAL ITEMS					
	303130	BLANKET SET BED SMALL	4	3	4		
	342000	INHALATOR SINGLE ONE MASK TYPE	2	2	2		
	344770	LATRINE BOX PREFABRICATED PORTABLE M-2	1	1	1		
	345980	LIGHT SURGICAL BRACKET PORTABLE BATTERY OPERATED	1	1	1		
	347080	LITTER FOLDING RIGID POLE ALUMINUM POLE	18	12	18		
	349175	MEDICAL INSTRUMENT AND SUPPLY SET DISPENSARY FIELD	1	1	1		
	349250	MEDICAL SUPPLY SET FIELD SUPPLEMENTAL SUPPLIES	6	6	6		
	358450	RESUSCITATOR HAND OPERATED BELLOWS TYPE	2	2	2		
	369400	SPLINT SET TELESCOPIC SPLINTS	4	4	4		
	373700	STOVE GASOLINE BURNER TWO BURNER WITH METAL CASE	2	2	2		
	374250	SUPPORT LITTER FOLDING	1	1	1		
	374293	SURGICAL INSTRUMENT AND SUPPLY SET COMBAT	1	1	1		
	374298	SURGICAL INSTRUMENT AND SUPPLY SET INDIVIDUAL	31	29	31		
		ORDNANCE ITEMS					
	401076	BAYONET KNIFE W/SCABBARD CARBINE	408	401	406		
	401088	BAYONET KNIFE W/SCABBARD RIFLE	844	811	838		
	401247	BINOCULAR 6X30	138	137	138		
	401232	BINOCULAR 7X50	17	17	17		
	401518	BOARD PLOTTING	31	31	31		
	401881	CABINET SPARE PARTS 6 TYPE 1 MODEL 1940	4	4	4		
	404002	CARBINE CAL .30	155	140	155		
	405235	CARRIER PERSONNEL FULL TRACKED	2	2	2		
	403497	CHAIN TOW 5/8 IN X 16 FT	8	8	8		
	403497	QR	31	31	31		
1	2	3	4	5	6	7	8

SECTION II - ORGANIZATION

TOE 7-11T ROCID

INDEX: PAR	INDEX: LINE	DESIGNATION	IDENTITY	BRANCH	MOS	STRENGTH: FULL (1)	STRENGTH: REDUCED (2)	STRENGTH: CADRE (4)	STRENGTH: TYPE B (8)	OFFICERS: GEN	OFFICERS: COL	OFFICERS: LT COL	OFFICERS: MAJ	OFFICERS: CAPT	OFFICERS: LT	WO	ENLISTED: E 7	ENLISTED: E 6	ENLISTED: E 5	ENLISTED: E 4	ENLISTED: E 3	ENLISTED: E 2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
			E		76810				2											2			
			E		76820				5											5			
			E		77310				1											1			
			E		91000				14												14		
			E		91110				27										22	5			
			E		91120				1										1				
			E		94000				5												5		
			E		94110				30										17	13			
									1036										71	459	504	2	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

PAR NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FOR LOCAL USE
			FULL STRENGTH	REDUCED STRENGTH	TYPE "B" STRENGTH		
1	2	3	5	6	6	7	8
	408180	CIRCLE AIMING	4	4	4		
	410626	COMPASS	54	54	54		
	411753	DEMOLITION EQUIPMENT SET NO 5 INDIVIDUAL	13	13	13		
	411755	DEMOLITION EQUIPMENT SET NO 7 ELECTRICAL	3	3	3		
	414940	GAUGE CLIMBERS STEEL 2 1/8 IN WIDE 1 LEG 1 1/16 IN LONG 1 LEG 5/8 IN LONG 3 IN OPNG 3 REFERENCE LINE MARKINGS	1	1	1		
	417082	GUN MACHINE CAL .30 BRG M1919A4	11	11	11		
	417097	GUN MACHINE CAL .30 BRG M1919A6	34	34	34		
	417112	GUN MACHINE CAL .50 BRG M2 HEAVY BARREL	4	4	4		
	417221	GUN 90MM SELF PROPELLED FULL TRACKED M56	4	4	4		
	417247	GUN SUBMACHINE CAL .45	4	4	4		
	420700	LAUNCHER GRENADE RIFLE	178	178	178		
	420800	LAUNCHER ROCKET 3.5-INCH	64	64	64		
	423929	MORTAR 4.2-INCH ON MOUNT	8	8	8		
	423630	MORTAR 81-MM ON MOUNT	12	12	12		
	425939	MOUNT TRIPOD MACHINE GUN CAL .30 M2	45	45	45		
	425960	MOUNT TRIPOD MACHINE GUN CAL .50 M3	4	4	4		
	425682	MOUNT TRUCK PEDESTAL FOR 3/4 TON 4X4 TRUCK	1	1	1		
	425700	MOUNT TRUCK PEDESTAL FOR 1/4 TON 4X4 TRUCK	4	4	4		
	429280	PISTOL AUTO CAL .45	194	194	194		
	429950	RIFLE 106-MM ON MOUNT	8	8	8		
	435980	RIFLE AUTO CAL .30 BRG M1918A2	110	110	110		
	436090	RIFLE US CAL .30	918	583	910		
	436130	RIFLE US CAL .30 SNIPERS	48	48	48		
	442970	STRAPPING KIT STEEL STRAPPING HAND 5/8 X 0.023 IN STRAPPING	1	1	1		
	443750	TABLE GRAPHICAL FIRING	9	9	9		
	446020	TANK 76-MM GUN	2	2	2		
	449760	TELESCOPE BC	1	1	1		
	449980	TELESCOPE OBSERVATION	2	2	2		
	454275	TOOL SET ARMORERS	9	9	9		
	454280	TOOL SET ARTILLERY MECHANIC MINOR MAINTENANCE	1	1	1		
	454810	TOOL SET GENERAL MECHANICS	12	12	12		
	455185	TOOL SET ORGN MAINT 2ND ECH NO 1 COMMON	1	1	1		
	455229	TOOL SET ORGN MAINT 2ND ECH NO 2 COMMON	1	1	1		
	455266	TOOL SET ORGN MAINT 2ND ECH NO 2 SUPPLEMENTAL	1	1	1		
	457040	TRAILER AMMUNITION 2-TON 2W	2	2	2		
	457140	TRAILER CARGO 1/4-TON 2W	38	34	38		
	457190	TRAILER CARGO 3/4-TON 2W	41	41	41		
	457240	TRAILER CARGO 1 1/2-TON 2W	12	12	12		
	457705	TRAILER TANK WATER 1 1/2-TON 2W	6	6	6		
	459870	TRUCK AMBULANCE FRONT LINE 1/4 TON-4X4	4	2	4		
	460050	TRUCK CARGO 3/4 TON 4X4	44	44	44		
	460110	TRUCK CARGO 2 1/2 TON 6X6 LWB	6	6	6		
	460141	TRUCK CARGO 2 1/2 TON 6X6 LWB WW	10	10	10		
	460290	TRUCK CARGO 5-TON 6X6 LWB	2	2	8		
	460320	TRUCK CARGO 5-TON 6X6 LWB WW	2	2	2		
	461040	TRUCK LIGHT WRECKER 2 1/2-TON 6X6 WW	1	1	1		
	461280	TRUCK SHOP VAN 2 1/2-TON 6X6	1	1	1		
	461790	TRUCK UTILITY 1/4-TON 4X4	32	32	32		
	465190	WATCH WRIST GRADE II	161	47	161		
	469320	WATCH STOP TYPE B CLASS 18	2	2	2		
		QUARTERMASTER ITEMS					
	802784	BAG AMMUNITION M2A1	24	24	24		
	803102	BAG CANVAS WATER STERILIZING POROUS COMPLETE WITH SUSPENSION ROPES AND COVER	13	13	13		
	804810	BOTTLE VACUUM 1 QT CAP PAPER SHAPE W/BAIL ON CUP	6	6	6		
	807948	BOX CASH SMALL	1	1	1		
	812211	BUCKET GEN PURPOSE METAL GALV HV WGT W/O LI 14 QT	30	30	30		
	812676	BURNER OIL STOVE TENT	13	13	13		
	814208	CAN CORR NEST GALV W/COVER 10 GAL	14	14	14		
	814271	CAN CORR NEST GALV W/COVER 32 GAL	48	48	48		
	814359	CAN GASOLINE 5 GAL CAP	229	229	229		
	814487	CAN WATER 5 GAL	293	274	293		
	815113	CANVAS REPAIR KIT	1	1	1		
	814459	CARRIER WIRE CUTTER	88	88	88		
	816799	CASE FLD OFF MACH 18 1/2 X 15 1/4 X 17 IN	7	6	7		
	816818	CASE FLD OFF MACH 22 1/2 X 19 1/4 X 17 IN	3	3	3		
	817990	CHAIR FOLDING	15	15	15		
	819726	CHEST HYMNAL MUSIC EDITION FIBER	2	2	2		
	822449	CLOCK ALARM	8	8	8		
	822488	CLOCK MESSAGE CENTER	1	1	1		
	824216	COMMISSARY OUTFIT FLD BREAKDOWN	1	1	1		
	824460	CONTAINER FOOD INSULATED	88	88	88		
	829087	COOKSET MOUNTAIN	43	43	43		
	876291	COVER WATER CAN INSULATED 5 GAL CAP OF CAN	6	6	6		
	828039	CUTTER WIRE	99	99	99		
	828582	DESK FIELD EMPTY FIBER COMPANY	3	3	3		
	828615	DESK FIELD M-1945	13	13	13		
	833781	FILE PAPER CLIP BOARD 9 IN WIDE 15 1/2 IN LONG	1	1	1		
	894564	FLAG CHAPLAIN CHRISTIAN-JEWISH	2	2	2		
1	2	3	4	5	6	7	8

PARA NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	FOR LOCAL USE
			FULL STRENGTH	REDUCED STRENGTH	TYPE OF STRENGTH		
1	2	3	4	5	6	7	8
	534385	FLAG COLOR ORGANIZATIONAL SILK	1	1	1		
	534427	FLAG GENEVA-CONV-RED-CROSS BUNTING AMBULANCE AND MARKER	9	9	9		
	534489	FLAG GUIDON BUNTING	6	6	6		
	534572	FLAG NATL COLORS SILK	1	1	1		
	534809	FLAG SET M-238	2	2	2		
	538086	GOGGLES M-1944	150	146	150		
	541665	HEATER IMMERSION TYPE FOR CANS CORRUGATED	54	54	54		
	541670	HEATER TENT GASOLINE 250000 BTU	2	2	2		
	541688	HEATER WATER IMMERSION GAS OPERATED	6	6	6		
	547035	KIT BARBER W/CASE	6	6	6		
	549519	LANTERN GASOLINE LEADED FUEL	37	37	37		
	550803	LOCK PAD BRASS 1 3/4 INCH	8	8	8		
	550828	LOCKER BOX	7	7	7		
	552230	MACHINE DUPLICATING STENCIL FIELD KIT	1	1	1		
	559201	ORGAN FOLDING CHAPLAIN W/CASE	2	2	2		
	559637	OUTFIT OFFICER'S MESS	10	10	10		
	561128	PAD SHOULDER	101	101	101		
	562002	PANEL SET AP-30-C	1	1	1		
	562009	PANEL SET AP-30-D	1	1	1		
	562034	PANEL SIGNAL VS-17 GVX	92	20	92		
	564318	PAULIN DUCK OD 40X20 FT	1	-	1		
	564339	PAULIN DUCK OD 17X12 FT	11	11	11		
	565171	PERFORATOR ADJUSTABLE 3 HOLE	1	1	1		
	565191	PERFORATOR NON-ADJUSTABLE 2-HOLE	2	2	2		
	572223	RANGE FIELD A PACK	6	6	6		
	572226	RANGE FIELD B PACK	23	23	23		
	573142	REFLECTING CONE GASOLINE LANTERN	2	2	2		
	575177	RULER MAPLE BRASS EDGE 18 IN	2	2	2		
	575711	SAFE FIELD COMBINATION LOCK	2	2	2		
	577422	SCALE WEIGH PLAT FOLDING A AND N TYPE 300 LB CAP	1	1	1		
	578130	SCREEN LATRINE COMP W/PINS-POLES	11	11	11		
	579815	SHEARS OFFICE BANKERS 9 INCH	2	2	2		
	582727	SLING FLAG WEB OD	2	2	2		
	583966	STAPLER PAPER FASTEN OFF TYPE LT DUTY	3	3	3		
	588329	STENCIL OUTFIT COMP W/FIGURES AND LETTERS 1/2 IN AND 1 IN	1	1	1		
	586908	STOVE COOKING GASOLINE 1-BURNER W/CASE	43	43	43		
	586989	STOVE TENT	13	13	13		
	588697	TABLE CAMP FOLDING	24	23	24		
	590200	TENT COMMAND POST COMP W/PINS-POLES	10	10	10		
	590265	TENT KITCHEN FLY PROOF COMP W/PINS-POLES	6	6	6		
	590279	TENT MAINTENANCE SHELTER W/FRAME AND PINS	2	2	2		
	590635	TENT WALL SMALL COMP W/PINS-POLES	2	2	2		
	595727	TUBE FLEXIBLE NOZZLE	168	163	168		
	596643	TYPEWRITER NON PTBL 11 IN CARRIAGE	7	6	7		
	596684	TYPEWRITER NON PTBL 14-15 IN CARRIAGE	3	5	3		
	596788	TYPEWRITER PTBL W/CARRYING CASE	11	11	11		
	598931	WHISTLE THUNDERER	81	81	81		
		SIGNAL ITEMS					
	603120	ANTENNA AT-339/PRC	4	4	4		
	603250	ANTENNA EQUIPMENT RC-292	9	9	9		
	604010	AXLE RL-27	8	8	8		
	609570	CHANNEL ALIGNMENT INDICATOR ID-292/PRC-6	1	1	1		
	609670	CHEST RC-5	6	6	6		
	610280	CIPHER MACHINE TSEC/KL-7	2	2	2		
	610598	CLIMBERS LC-240/U	12	10	12		
	611010	COIL C-161	4	4	4		
	611130	CONNECTING AND SWITCHING KIT MX-155/GT	3	3	3		
	611280	CONTROL GROUP AN/GRA-6	23	23	23		
	612610	CRYSTAL UNIT SET CK-6/PRC-6	4	4	4		
	613150	DETECTOR SET AN/PPS-3	10	7	10		
	614378	DYNAMIC LOUDSPEAKER LS-166/U	2	2	2		
	614990	EMERGENCY SWITCHBOARD SB-187/GT	10	6	10		
	616420	FLASHLIGHT MX-991/U	202	101	202		
	616820	FREQUENCY METER AN/URM-32	1	1	1		
	619408	HANDSET-HEADSET H-81/U	4	4	4		
	627910	MODIFICATION KIT MX-898/GR	1	1	1		
	628139	MULTIMETER AN/PRM-15	1	1	1		
	628193	MULTIMETER ME-77	4	4	4		
	634600	RADIAC DETECTOR CHARGER PP-630/PD	12	12	12		
	634630	RADIAC SET AN/PDR-39	8	8	8		
	634670	RADIACMETER IM-93/UD	46	46	46		
	636901	RADIO SET AN/ARC-27 MTD IN TRK 1/4 TON	1	1	1		
	639648	RADIO SET AN/GRC-7 MTD IN TANK 76MM GUN	1	1	1		
	639748	RADIO SET AN/GRC-8 MTD IN TANK 76MM GUN	1	1	1		
	640704	RADIO SET AN/GRC-19 MTD IN TRK 3/4 TON CARGO	1	1	1		
	641601	RADIO SET AN/GRR-5 MTD IN TRK 1/4 TON	1	1	1		
	641604	RADIO SET AN/GRR-5 MTD IN TRK 3/4 TON CARGO	2	2	2		
	643500	RADIO SET AN/PRC-6	40	36	40		
	643701	RADIO SET AN/PRC-9 MTD IN TRK 1/4 TON	8	8	8		
	643800	RADIO SET AN/PRC-10	42	42	42		
1	2	3	4	5	6	7	8

SECTION II - ORGANIZATION

FOR T-117 RCCD

ORDER PAR	ORDER LINE	DESIGNATION	IDENTITY	DIVISION	SOC.	STRENGTH FULL (11)	STRENGTH REQUIRED (11)	STRENGTH CARRY (11)	STRENGTH TYPE B (11)	OFFICERS CDR	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	WO	ENLISTED E-7	ENLISTED E-6	ENLISTED E-5	ENLISTED E-4	ENLISTED E-3	ENLISTED E-2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
			E	NC	13160			1										1					
			E	NC	13360			3										2	1				
			E	NC	13370			1									1						
			E	NC	14160			8										8					
			E	NC	14170			2									2						
			E	NC	14560			1										1					
			E	NC	14570			1									1						
			E	NC	14660			2										1	1				
			E	NC	31160			1										1					
			E	NC	31170			9									1		4				
			E	NC	31270			1											1				
			E	NC	63170			2									1		1				
			E	NC	64260			1											1				
			E	NC	71670			1										1					
			E	NC	76860			4										4					
			E	NC	76870			1									1						
			E	NC	91160			2										1	1				
			E	NC	94160			8										8					
								175									38	99	38				
		OTHER ENLISTED																					
			E		14110			1												1			
			E		31000			1												1			
			E		31110			1											1				
			E		31120			1											1				
			E		63110			4											1	3			
			E		63220			1												1			
			E		71110			1												1			
			E		71010			10											1	9			
			E		71020			1											1				
			E		72210			1												1			
			E		76010			1												1			
			E		94110			12											8	4			
								39											11	24			
		TYPE B STRENGTH																					
		OFFICERS																					
			O	AR	1204				1						1								
			O	AT	1185				1						1								
			O	AT	1189				4						4								
			O	AT	1195				9					5	4								
			O	AT	1199				1						1								
			O	CH	8310				2				1	1									
			O	EN	1291				1						1								
			O	IN	0600				1					1									
			O	IN	1242				35		1	1		6	26								
			O	IN	2110				1				1										
			O	IN	2182				2				1	1									
			O	IN	2184				1					1									
			O	IN	2900				2					1	1								
			O	IN	4010				1				1										
			O	IN	9303				2				1	1									
			O	MC	3000				1				1										
			O	MC	3100				1					1									
			O	SC	0210				1					1									
									87		1	1	6	28	39								
		WARRANT OFFICERS																					
			W		0505				1							1							
			W		2200				1							1							
			W		4005				1							1							
									3							3							
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

INDEX PAR	INDEX LINE	DESIGNATION	AUTH	CLASS	MOS	STRENGTH FULL (1)	STRENGTH REDUCED (2)	STRENGTH CADRE (3)	STRENGTH TYPE B (4)	OFFICERS GEN	COL	LT COL	MAJ	CAPT	LT	WO	ENLISTED E7	E6	E5	E4	E3	E2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		NON-COMMISSIONED OFFICERS																					
			E	NC	00180				6								6						
			E	NC	00190				1								1						
			E	NC	05160				1									1					
			E	NC	05360				2										2				
			E	NC	11170				164									65	99				
			E	NC	11180				16								14						
			E	NC	11270				39									2	37				
			E	NC	11280				6								5	1					
			E	NC	11360				1										1				
			E	NC	11380				5								2	3					
			E	NC	12160				3									3					
			E	NC	12170				1								1						
			E	NC	13160				1									1					
			E	NC	13360				4									2	2				
			E	NC	13370				1								1						
			E	NC	14160				16									8	8				
			E	NC	14170				2								2						
			E	NC	14560				1									1					
			E	NC	14570				1								1						
			E	NC	14660				8									2	6				
			E	NC	31160				4									1	3				
			E	NC	31170				9								1		8				
			E	NC	31360				2										2				
			E	NC	31370				1										1				
			E	NC	55360				1										1				
			E	NC	63170				2								1		1				
			E	NC	64360				1										1				
			E	NC	71679				1									1					
			E	NC	76860				8									6	2				
			E	NC	76870				1								1						
			E	NC	91160				6									1	1	4			
			E	NC	91170				1								1						
			E	NC	94160				6									6					
									318								39	104	171	4			
		OTHER ENLISTED																					
			E		05110				3											3			
			E		05310				3											3			
			E		11100				290												290		
			E		11110				311											311			
			E		11200				86												86		
			E		11210				29											29			
			E		11220				12										12				
			E		11310				5											1	4		
			E		12000				11												11		
			E		12110				6											6			
			E		12120				3											3			
			E		13000				7											2	5	1	
			E		13120				2											2			
			E		13310				8											4	4		
			E		14000				55											7	48		
			E		14110				1											1			
			E		14120				8											8			
			E		14510				2											2			
			E		14520				2										2				
			E		14610				6											6			
			E		14620				4										4				
			E		31000				40											7	31	2	
			E		31110				4										2	2			
			E		31120				1										1				
			E		63000				3												3		
			E		63110				10										2	8			
			E		63220				2											2			
			E		64000				5											1	4		
			E		64210				4										1	3			
			E		71000				2											1	1		
			E		71110				3											3			
			E		71610				13										2	11			
			E		71620				1										1				
			E		71810				2											2			
			E		72310				3											3			
			E		74110				1											1			
			E		76000				2												2		
			E		76710				1											1			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

SECTION II - ORGANIZATION

TOE 7-11T ROCID

INDEX						STRENGTH				OFFICERS							ENLISTED						
PAR	LINE	DESIGNATION	IDENTITY	BRANCH	MOS	FULL (1)	REDUCED (2)	CADRE (4)	TYPE B (5)	GEN	COL	LT COL	MAJ	CAPT	LT	WO	E-7	E-6	E-5	E-4	E-3	E-2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		SRC 07 011T ROCID	6	UO4		1	2	4	5														
01		HEADQUARTERS, HEADQUARTERS AND SERVICE COMPANY TOE 7-12T ROCID																					
	01		O			23	19	8	23		1	1	6	10	5								
	02		W			3	3	2	3							3							
	03		E			284	251	55	276								11	19	60	91	103		
						310	273	65	302		1	1	6	10	5	3	11	19	60	91	103		
02		4 RIFLE COMPANIES TOE 7-17T ROCID																					
	01		O			28	28	8	28					4	24								
	02		E			944	920	132	944								24	72	156	340	352		
						972	948	140	972					4	24		24	72	156	340	352		
03		MORTAR BATTERY TOE 6-10T ROCID																					
	01		O			11	11	4	11					1	10								
	02		E			134	125	23	134								4	13	26	32	57	2	
						145	136	27	145					1	10		4	13	26	32	57	2	
						1427	1357	232	1419		1	1	6	15	39	3	39	104	242	463	512	2	
		RECAPITULATION																					
		FULL STRENGTH																					
		OFFICERS																					
			O	AR	1204	1									1								
			O	AT	1183	1									1								
			O	AT	1189	4									4								
			O	AT	1193	5								1	4								
			O	AT	1199	1									1								
			O	C[illegible]	9310	2							1	1									
			O	EN	1331	1									1								
			O	IN	0600	1								1									
			O	IN	1542	34					1	1		6	26								
			O	IN	2110	1							1										
			O	IN	2162	2							1	1									
			O	IN	2164	1								1									
			O	IN	2900	2								1	1								
			O	IN	4010	1							1										
			O	IN	9301	2							1	1									
			O	MC	3000	1							1										
			O	MC	3100	1								1									
			O	SC	0210	1								1									
						62					1	1	6	15	39								
		WARRANT OFFICERS																					
			W		0605	1										1							
			W		2200	1										1							
			W		4000	1										1							
						3										3							
		NON-COMMISSIONED OFFICERS																					
			E	NC	00180	6											6						
			E	NC	00190	1											1						
			E	NC	05160	1												1					
			E	NC	05360	2													2				
			E	NC	11170	164												65	99				
			E	NC	11180	16											16						
			E	NC	11270	39												2	37				
			E	NC	11280	6											5	1					
			E	NC	11360	1													1				
			E	NC	11380	5											2	3					
			E	NC	12160	3												3					
			E	NC	12170	1											1						
			E	NC	13160	1												1					
			E	NC	13360	4												2	2				

TOE 7-117 ROCID

SECTION II - ORGANIZATION

PAR (1)	LINE (2)	DESIGNATION (3)	IDENTITY (4)	BRANCH (5)	MOS (6)	STRENGTH FULL (7)	REDUCED (8)	CADRE (9)	TYPE B (10)	OFFICERS GEN (11)	COL (12)	LT COL (13)	MAJ (14)	CAPT (15)	LT (16)	WO (17)	ENLISTED E7 (18)	E6 (19)	E5 (20)	E4 (21)	E3 (22)	E2 (23)	REMARKS (24)
			E	NC	13370	1											1						
			E	NC	14160	16												8	8				
			E	NC	14170	2											2						
			E	NC	14560	1												1					
			E	NC	14570	1											1						
			E	NC	14660	8												2	6				
			E	NC	31160	4												1	3				
			E	NC	31170	5											1		4				
			E	NC	31360	2													2				
			E	NC	31370	1													1				
			E	NC	55360	1													1				
			E	NC	6317	2											1		1				
			E	NC	64360	1													1				
			E	NC	71670	1												1					
			E	NC	76860	8												6	2				
			E	PC	76070	1											1						
			E	NC	91160	6												1	1	4			
			E	NC	91170	1											1						
			E	NC	94160	6												6					
						318											39	104	171	4			
		OTHER ENLISTED																					
			E		05110	2														2			
			E		05310	3														3			
			E		11100	292															292		
			E		11110	311														311			
			E		11200	86															86		
			E		11210	29														29			
			E		11220	12													12				
			E		11310	5														1	4		
			E		12000	11															11		
			E		12110	6														6			
			E		12120	3														3			
			E		13000	7													2	4	1		
			E		13120	2													2				
			E		13310	8														4	4		
			E		14000	55														7	48		
			E		14110	1														1			
			E		14120	8														8			
			E		14510	2														2			
			E		14520	2													2				
			E		14610	6														6			
			E		14620	4													4				
			E		31000	40														7	31	2	
			E		31110	4													2	2			
			E		31120	1													1				
			E		63000	8															8		
			E		63110	10													2	8			
			E		63220	2														2			
			E		64000	5														1	4		
			E		64210	4													1	3			
			E		71000	2														1	1		
			E		71110	3														3			
			E		71610	13													2	11			
			E		71620	1													1				
			E		71810	2														2			
			E		72310	3														3			
			E		74110	1														1			
			E		76000	2															2		
			E		76710	1														1			
			E		76810	2														2			
			E		76820	5														5			
			E		77310	1														1			
			E		91000	14															14		
			E		91110	27													22	5			
			E		91120	1													1				
			E		94000	6															6		
			E		94110	30													17	13			
						1044													71	459	512	2	
		REDUCED STRENGTH																					
		OFFICERS																					
			O	AR	1204		1								1								
			O	AT	1183		1								1								

TOE 7-11G-INFANTRY BATTALION, 31 March 1966

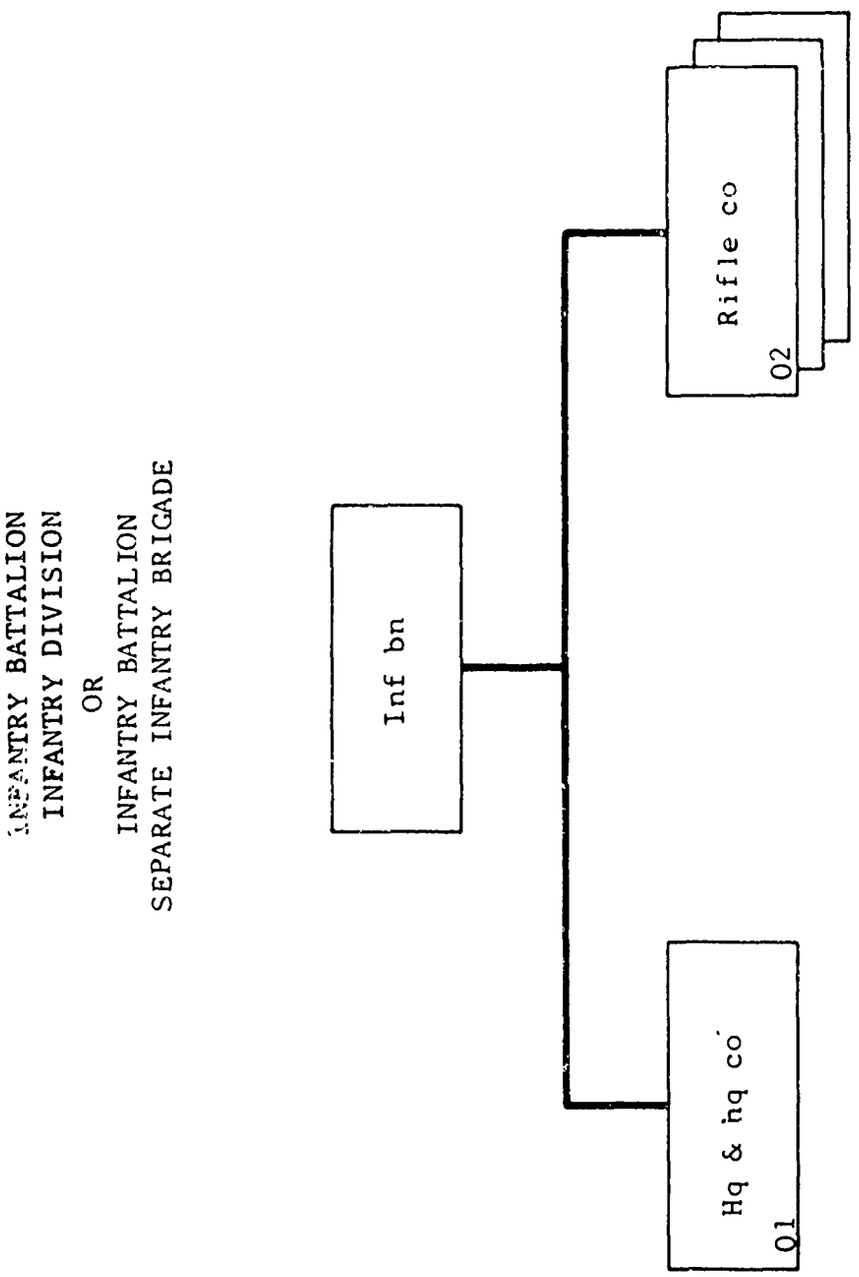


TABLE OF ORGANIZATION AND EQUIPMENT — TOE 7- 196

SECTION II: PERSONNEL ALLOWANCES

31 MARCH 1986

INDEX PARA	INDEX LINE	DESCRIPTION	GRADE	MOS	SPEC QUAL	STRENGTH LEVELS 1	2	3	AUTH A	TYPE B	CAMP C	CHANGES 1	2	3
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o
		SRC C7C196500												
01		HQ AND HC COMPANY TOF 7- 160												
	01					19	16	16			13			
	02					2	2	2						
	03					285	256	229			62			
						306	276	247			75			
02		* RIFLE COMPANIES TOF 7- 186												
	01					18	18	19			6			
	02													
	03					525	468	417			81			
						543	486	432			87			
		TABLE TOTALS				849	762	679			162			
		RECAPITULATION BY GRADE OFFICERS												
			LTC	01542	IN	1	1	1			1			
			MAJ	01542	IN	1	1	1						
			MAJ	02162	IN	1	1	1			1			
			CPT	00200	IN	1	1	1			1			
			CPT	00600	IN	1	1				1			
			CPT	01542	IN	3	3	3			3			
			CPT	02110	IN	1	1	1			1			
			CPT	02900	IN	1	1	1			1			
			CPT	03100	MG	1	1	1			1			
			CPT	04010	IN	1	1	1			1			
			CPT	52163	IN	1	1	1						
			CPT	59301	IN	1	1				1			
			LT	01204	AR	1	1	1			1			
			LT	01542	IN	18	17	14			4			
			LT	01543	IN	1	1	1			1			
			LT	02900	IN	1	1	1						
			LT	01506	MS	1	1	1			1			
			LT	04000	IN	1	1	1						
			WC	631A0	*	1	1	1						
			WC	361A0		1	2	1						
		TOTAL OFFICERS				39	38	33			19			
		ENLISTED												
			E-9	11G50	MC	1	1	1			1			
			E-8	11F50	MC	2	2	2			2			
			E-8	11G50	MG	4	4	4			4			
			E-8	63B50	MC	1	1	1			1			
			E-7	11B40	MC	9	9	9			9			
			E-7	11C40	MC	4	4	4			4			
			E-7	11D40	MG	1	1	1			1			
			E-7	11F40	MC	1	1							
			E-7	11H4C	MC	1	1	1			1			
			E-7	31F4C	MG	1	1	1			1			
			E-7	64C40	MG	1	1	1						
			E-7	71M40	MC	1	1	1						
			E-7	76K40	MC	1	1	1						
			E-7	91B4C	MC	1	1	1			1			
			E-6	11B40	MC	38	38	38			37			
			E-6	11C40	MC	5	5	5			5			
			E-6	11D4C	MG	2	2	2			2			
			E-6	11F40	MC	2	2	2			1			
			E-6	11H40	MC	4	4	4			4			
			E-6	31F40	MG	1	1				1			
			E-6	54B40	MC	1	1							
			E-6	64C40	MG	1	1	1			1			
			E-6	76K4C	MC	5	5	5			4			
			E-6	91C20		2	2	2						
			E-6	94B40	MC	4	4	4			4			
			E-5	09C40	MC	1	1	1			1			
			E-5	11B40	MG	56	55	56						
			E-5	11C20		8	0	5						
			E-5	11C40	MC	25	25	22			16			
			E-5	11D40	MC	2	2	2						
			E-5	11F20		4	4	4						
			E-5	11F40	MG	3	2	2						
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o

DA FORM 2349 1 APR 86 — REPLACES AGO DA FORM 2349, 1 JAN 80, WHICH IS OBSOLETE EFFECTIVE 1 JUL 86.

TOE 7- 196 TABLE OF ORGANIZATION AND EQUIPMENT

SE MARCH 1966 SECTION II. PERSONNEL ALLOWANCES

INDEX PARA	INDEX LINE	DESCRIPTION	GRADE	MOS	SPEC QUAL	STRENGTH LEVELS 1	2	3	TYPE A	TYPE B	CARGO T	SHADES 1	2	3
a	b	c	d	e	f	g	h	i	j	k	l	m	n	o
			E-9	11H40	MC	9	9	9			9			
			E-9	31B20		1	1	1			1			
			E-9	31F40	MS	5	5	4			5			
			E-9	63B20		3	3	3			1			
			E-9	71B30		1	1	1						
			E-9	91B20		22	22	0						
			E-9	91B30		2	2	2						
			E-9	91B40	MC	1	1	1						
			E-9	94B20		22	22	22			9			
			E-8	05B20		2	2	2						
			E-8	05C20		2	2	2						
			E-8	11B20		147	147	147						
			E-8	11B29		4	4	4			1			
			E-8	13C20		13	13	13						
			E-8	11D20		5	5	5			1			
			E-8	11F20		9	7	7						
			E-8	11M20		8	8	8						
			E-8	11M30		3	3	3						
			E-8	26C20		1	1	1						
			E-8	31F20		5	5	5						
			E-8	36A10		4	4	3			1			
			E-8	44C20		1	1	1			1			
			E-8	62B2C		1	1	1			1			
			E-8	63B20		8	8	8			4			
			E-8	64A10		1	1	1						
			E-8	64B20		2	2	2						
			E-8	71E20		1	1	1						
			E-8	71B30		7	7	7			1			
			E-8	71M20		4	4	4			1			
			E-8	76D20		2	2	2			1			
			E-8	76K20		2	2	2						
			E-8	76K30		4	4	4			1			
			E-8	91B20		24	24	24						
			E-8	94B20		3	6	6			4			
			E-8	05B2C		2	2	2						
			E-7	11B10		167	128	85						
			E-7	13B1C		4	4	4						
			E-7	13C10		45	47	36						
			E-7	11D10		4	4							
			E-7	11M10		26	17	19						
			E-7	36A10		18	14	9						
			E-7	62B10		1	1	1						
			E-7	63A10		7	8	8						
			E-7	64A10		5	5	5						
			E-7	64B20		1	1	1						
			E-7	71A10		1	1	1						
			E-7	76A10		2	1	1						
			E-7	94A10		4	4	4						
			E-6	44A10		3								
		TOTAL ENLISTED				610	724	646			145			
		TOTALS				849	762	679			162			
		RECAPITULATION BY MOS												
		OFFICERS		00200	IN	1	1	1			1			
				00600	IN	1	1	1			1			
				01204	AR	1	1	1			1			
				01342	IN	22	22	19			8			
				01543	IN	1	1	1			1			
				02110	IN	1	1	1			1			
				02162	IN	1	1	1			1			
				02908	IN	2	2	2			1			
				03100	MC	1	1	1			1			
				03506	MS	1	1	1			1			
				04000	IN	1	1	1						
				04010	IN	1	1	1			1			
				62162	IN	1	1	1						
				34301	IN	1	1				1			
				62180		1	1	1						
				76180		1	1	1						
		TOTAL OFFICERS				39	38	33			19			
		ENLISTED		05B20		4	4	4						
				05C20		2	2	2						
				05C40	MS	1	1	1			1			
				11B10		167	128	85						
				11B10		4	4	4						

DA FORM 2349 1 APR 66 REPLACES DA FORM 600, 1 JAN 56, WHICH IS OBSOLETE EFFECTIVE 1 JUL 66.

SECTION II - PERSONNEL ALLOWANCES

PARA a	LINE b	DESCRIPTION c	GRADE d	MOS e	BRANCH f	STRENGTH LEVELS 1 g	2 h	3 i	AUG A j	TDA B k	CADRE C l	m	NOTES n	o
				11H20		147	147	147						
				11B20		4	4	4			1			
				11B40	NC	103	103	103			46			
				11C10		65	47	38						
				11C20		21	21	18						
				11C40	NC	34	34	31			25			
				11D10		4	4							
				11D20		5	5	5			1			
				11D40	NC	5	5	5			3			
				11F20		15	31	11						
				11F40	NC	6	5	4			1			
				11F50	NC	2	2	2			2			
				11G50	NC	5	5	5			5			
				11H10		26	17	15						
				11H20		8	8	8						
				11H30		3	3	3						
				11H40	NC	14	14	14			14			
				26C20		1	1	1						
				31B20		6	6	6			1			
				31F40	NC	7	7	5			7			
				36A10		22	18	12			1			
				44C20		1	1	1			1			
				52B10		1	1	1						
				52B20		1	1	1			1			
				54B40	NC	1	1							
				63A10		7	3	3						
				63B20		11	11	11			5			
				63B50	NC	1	1	1			1			
				64A10		9	6	6						
				64B20		3	3	3						
				64C40	NC	2	2	2			1			
				71A10		1	1	1						
				71B20		1	1	1						
				71B30		8	8	8			1			
				71H20		4	4	4			4			
				71H40	NC	1	1	1						
				76A10		2	1	1						
				76D20		2	2	2			1			
				76K20		2	2	2						
				76K30		4	4	4			1			
				76K40	NC	6	6	6			5			
				91B20		26	26	22						
				91B30		2	2	2						
				91B40	NC	2	2	2			1			
				91C20		2	2	2						
				94A10		4	4	4						
				94B20		21	18	18			9			
				94B40	NC	4	4	4			4			
		TOTAL ENLISTED				810	724	644			143			
		TOTALS				849	762	679			162			

DA FORM 1 APR 60 2940 REPLACES DA FORM 2940, 1 JAN 59, WHICH IS OBSOLETE EFFECTIVE 1 JUL 60

TOE 7-15E

INFANTRY BATTALION
INFANTRY DIVISION

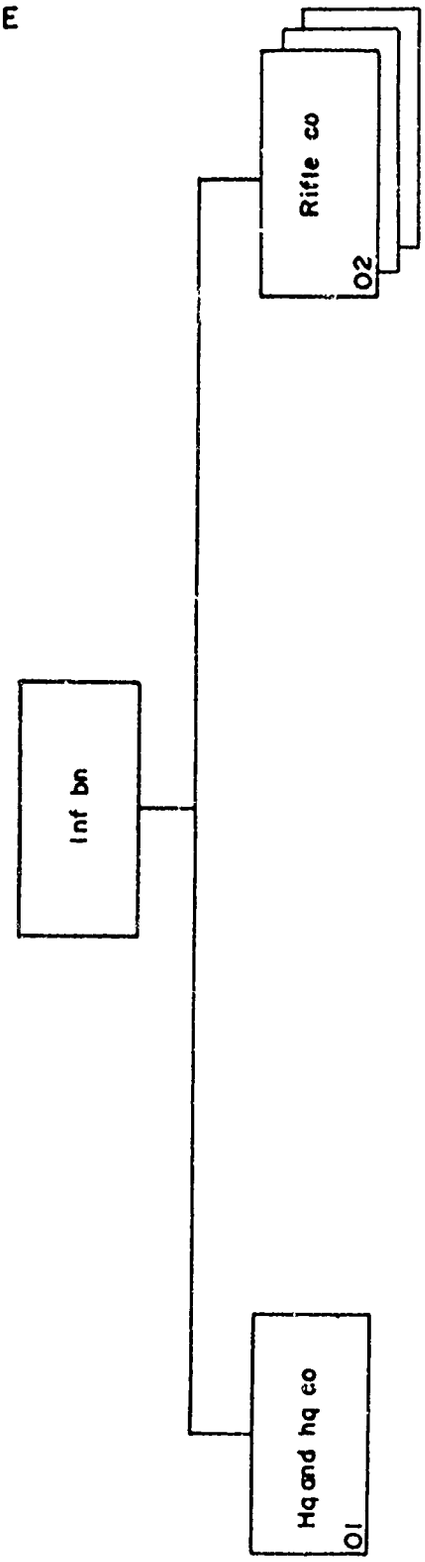


TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

TO: 7-15E

BASIS PAR	BASIS LINE	DESIGNATION	MILITARY OCCUPATIONAL SPECIALTY	BRANCH	MOS	STRENGTH: PRESENT FOR DUTY	STRENGTH: AUTHORIZED	STRENGTH: CADRE	STRENGTH: TYPE "A"	OFFICERS: CWO	OFFICERS: COL	OFFICERS: LT COL	OFFICERS: MAJ	OFFICERS: CAPT	OFFICERS: LT	WO	ENLISTED: E-9	ENLISTED: E-8	ENLISTED: E-7	ENLISTED: E-6	ENLISTED: E-5	ENLISTED: E-4	ENLISTED: E-3	ENLISTED: E-2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
		SPC 07 015E 3 000				1	2	4	3																
01		HEADQUARTERS AND HEADQUARTERS COMPANY TOE 7-16E																							
	01		O			19	17	13				1	2	8	6										
	02		W			2	2									2									
	03		E			269	240	60									1	4	8	18	61	81	93	3	
						290	259	73				1	2	8	8	2	1	4	8	18	61	81	93	3	
02		3 RIFLE COMPANIES TOE 7-18E																							
	01		O			18	18	2						3	15										
	02		E			522	501	85										3	12	45	67	168	207		
						540	519	87						3	15			3	12	45	67	168	207		
						830	778	160				1	2	11	23	2	1	7	20	63	149	249	300	3	
		RECAPITULATION																							
		FULL STRENGTH																							
		OFFICERS																							
			O	AR	1204	1									1										
			O	IN	0200	1								1											
			O	IN	0600	1								1											
			O	IN	1542	23						1	1	3	18										
			O	IN	1543	1									1										
			O	IN	2110	1								1											
			O	IN	2142	1							1												
			O	IN	5216	1								1											
			O	IN	2900	2								1	1										
			O	IN	4900	1									1										
			O	IN	4C10	1								1											
			O	IN	59301	1								1											
			O	MC	3100	1								1											
			O	MS	3506	1									1										
						37						1	2	11	23										
		WARRANT OFFICERS																							
			W		691A7	1										1									
			W		761AU	1										1									
						2										2									
		NON-COMMISSIONED OFFICERS																							
			E	NC	05360	2																2			
			E	NC	11160	91														37	54				
			E	NC	11167	3														1	2				
			E	NC	11170	9													9						
			E	NC	11260	43														8	35				
			E	NC	11270	5													5						
			E	NC	11360	4														1	3				
			E	NC	11370	1													1						
			E	NC	11380	2												2							
			E	NC	11580	4												4							
			E	NC	11590	1											1								
			E	NC	13360	4														2	2				
			E	NC	13370	1													1						
			E	NC	31160	6														1	5				
			E	NC	31170	1													1						
			E	NC	51460	1														1					
			E	NC	63160	1												1							
			E	NC	64360	1														1					
			E	NC	71670	1													1						
			E	NC	76860	5														5					
			E	NC	76870	1													1						
			E	NC	91160	1															1				
			E	NC	91170	1													1						
			E	NC	94160	4														4					
						193											1	7	20	61	104				
		OTHER ENLISTED																							
			E		05115	2																2			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26

TOE 7-15R

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II . ORGANIZATION

SHORT PAR	SHORT LINE	DESIGNATION	GRADE	BRANCH	MOS	STRENGTH PULL	STRENGTH REDUCED	STRENGTH CADRE	STRENGTH TYPE "P"	OFFICERS GEN	OFFICERS COL	OFFICERS LT COL	OFFICERS MAJ	OFFICERS CAPT	OFFICERS LT	WO	ENLISTED E-9	ENLISTED E-8	ENLISTED E-7	ENLISTED E-6	ENLISTED E-5	ENLISTED E-4	ENLISTED E-3	ENLISTED E-2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			E		05310	2																2			
			E		11100	162																146	162		
			E		11110	146																	5		
			E		11107	5																2			
			E		11117	2																	91		
			E		11200	91																24			
			E		11210	24															8				
			E		11220	8															6	8			
			E		11310	14																1	4		
			E		11390	1																4			
			E		13300	4																1			
			E		13310	4																4	18		
			E		21110	1															1	5			
			E		31000	22																1			
			E		31110	6																1	7		
			E		35110	1															3	8			
			E		44210	1																1	5	3	
			E		63000	7																2	1		
			E		63110	11																1			
			E		64000	9																2			
			E		64210	3																1			
			E		71000	1																2			
			E		71110	1																4	2		
			E		7112F	2																			
			E		716xx	4																1			
			E		76000	2																2			
			E		76310	1																4			
			E		76810	2															12	14			
			E		76820	4															2				
			E		91110	24														2			4		
			E		91120	2															12	9			
			E		91130	2																			
			E		94000	4																			
			E		94110	21																			
						598														2	44	249	100	3	
		REDUCED STRENGTH																							
		OFFICERS																							
			O	AR	1204		1								1										
			O	IN	0200		1							1											
			O	IN	0600		1							1											
			O	IN	1542		2					1	1	3	17										
			O	IN	1543		1								1										
			O	IN	2110		1							1											
			O	IN	2162		1						1												
			O	IN	52163		1							1											
			O	IN	2900		1							1											
			O	IN	4000		1								1										
			O	IN	4010		1							1											
			O	IN	59301		1							1											
			O	MC	3100		1							1											
			O	MS	3506		1								1										
							35					1	2	11	21										
		WARRANT OFFICERS																							
			W		631A0		1									1									
			W		761A0		1									1									
							2									2									
		NON-COMMISSIONED OFFICERS																							
			E	NC	05360		2															2			
			E	NC	11160		91														37	54			
			E	NC	11167		3														1	2			
			E	NC	11170		9													9					
			E	NC	11260		43														8	35			
			E	NC	11270		5													5					
			E	NC	11360		3														1	2			
			E	NC	11380		2												2						
			E	NC	11580		4												4						
			E	NC	11590		1										1								
			E	NC	13360		4														2	2			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

TOE 7-15E

INDEX PAR (1)	INDEX LINE (2)	DESIGNATION (3)	GRADE (4)	BRANCH (5)	MOS (6)	STRENGTH FULL (1) (7)	STRENGTH REDUCED (2) (8)	STRENGTH CADRE (3) (9)	STRENGTH TYPE "F" (4) (10)	OFFICERS GEN (11)	COL (12)	LT COL (13)	MAJ (14)	CAPT (15)	LT (16)	WO (17)	ENLISTED E-9 (18)	E-8 (19)	E-7 (20)	E-6 (21)	E-5 (22)	E-4 (23)	E-3 (24)	E-2 (25)	REMARKS (26)
			E	NC	13370		1												1						
			E	NC	31160		6													1	5				
			E	NC	31170		1												1						
			E	NC	53460		1													1					
			E	NC	63180		1											1							
			E	NC	64360		1													1					
			E	NC	71670		1												1						
			E	NC	76860		5													5					
			E	NC	76870		1												1						
			E	NC	91160		1														1				
			E	NC	91170		1												1						
			E	NC	94160		4													4					
							191										1	7	19	61	103				
		OTHER ENLISTED																							
			E		05110		2															2			
			E		05310		2															2			
			E		11100		157																157		
			E		11110		146															146			
			E		11107		5																5		
			E		11117		2															2			
			E		11200		66																66		
			E		11210		24															24			
			E		11220		8														8				
			E		11310		10														6	4			
			E		11330		1															1			
			E		13300		4																4		
			E		13310		6															4			
			E		21110		1															1			
			E		31000		12															4	8		
			E		31110		6														1	5			
			E		35110		1															1			
			E		44210		1															1			
			E		63007		7																7		
			E		63110		11														3	8			
			E		64000		6															1	5		
			E		64210		2															2			
			E		71000		1																1		
			E		71110		1															1			
			E		71120		2															2			
			E		71620		4															4			
			E		76000		2																2		
			E		76310		1															1			
			E		76810		2															2			
			E		76820		4															4			
			E		91110		26														12	14			
			E		91120		2														2				
			E		91130		2													2					
			F		94000		4																4		
			E		94110		21														12	9			
							550													2	[illegible]4	24[illegible]	259		
		CADRE STRENGTH																							
		OFFICERS																							
			O	AR	1204			1							1										
			O	IN	0200			1						1											
			O	IN	0600			1						1											
			O	IN	1542			8				1		3	4										
			O	IN	1543			1							1										
			O	IN	2110			1						1											
			O	IN	2162			1					1												
			O	IN	2900			1						1											
			O	IN	4010			1						1											
			O	IN	99301			1						1											
			O	MC	3100			1						1											
			O	MS	3506			1							1										
								19				1	1	10	7										
		NON-COMMISSIONED OFFICERS																							
			E	NC	05360			1													1				
			E	NC	11160			36												36					

TOE 7-15R

TABLE OF ORGANIZATION AND EQUIPMENT
SECTION II - ORGANIZATION

CHANGE						STRENGTH				OFFICERS						WO	ENLISTED								
PAR	LINE	DESIGNATIONS	SECURITY	BRANCH	AUTH	FULL (1)	REDUCED (2)	CADRE (3)	TYPE "C" (4)	GEN	COL	LT COL	MAJ	CAPT	LT		1-5	1-6	1-7	1-8	E-5	E-4	E-3	E-2	REMARKS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
			E	NC	11167			1												1					
			E	NC	11170			9											9						
			E	NC	11260			34												8	26				
			E	NC	11270			5											5						
			E	NC	11360			1												1					
			E	NC	11380			2										2							
			E	NC	11580			4										4							
			E	NC	11590			1									1								
			E	NC	11360			2												2					
			E	NC	13370			1											1						
			E	NC	31160			6												1	5				
			E	NC	31170			1											1						
			E	NC	43180			1										1							
			E	NC	64360			4												1					
			E	NC	76860			4												4					
			E	NC	76870			1											1						
			E	NC	91170			1											1						
			E	NC	94160			4											1		4				
								116									1	7	18	58	32				
		OTHER ENLISTED																							
			E		31000			1														1			
			E		31110			1													1				
			E		39110			1														1			
			E		46210			1														1			
			E		63110			5													1	4			
			E		71120			1														1			
			E		71620			4														4			
			E		76310			1														1			
			E		78820			1														1			
			E		94110			9													5	4			
								25													7	18			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26

SECTION III - EQUIPMENT

[illegible]	[illegible]	[illegible]	QUANTITY [illegible]	QUANTITY [illegible]	QUANTITY [illegible]	REMARKS	[illegible]
1	2	3	4	5	6	7	8
		SRC 07 013E 3 00-	1	2	3		
		RECAPITULATION					
		CHEMICAL ITEMS					
	108050	DECONTAMINATING APPARATUS PORTABLE 1 1/2-27	117	116			
	108171	DETECTOR KIT CHEMICAL AGENT VGH	24	24			
	110450	FLAME THROWER PORTABLE	9	9			
	117200	DISPERSER RIOT CONTROL AGENT PORTABLE	6	6			
	135405	SERVICE KIT, PORTABLE FLAME THROWER-RIOT CONTROL AGENT DISPERSER	2	2			
		ENGINEER ITEMS					
	202470	BAG WATER STERILIZING COTTON DUCK POROUS STITCHED SEAMS 36 GAL	16	16			
	222752	COMPASS MAGNETIC LENSATIC 1.58 IN DIA CARD	161	161			
	224490	DETECTING SET MINE PTBL METALLIC	4	4			
	223580	DIVIDERS DRAFT PROPORT 7-1/2 IN LG	1	1			
	224880	DRAFT AND DUPLICAT EQUIP SET SMALL SKETCH NOTES AND ORDERS	1	1			
	232940	FLASHLIGHT PLASTIC RIGHT ANGLE 2 CELL MINIATURE FLANGE LAMP WATERPROOF	244	122			
	235133	GENERATOR SET GAS ENG 3 KW DC 28 V SKID SHOCK MTD	2	2			
	235134	GENERATOR SET GAS ENGINE 5 KW 60 CY 1 AND 3 PH 4 WIRE RECONNECTABLE TO 2 WIRE AND 3 WIRE AC 120 120/240 120/208 V AIR COOLED SKID MOUNTED	1	1			
	235152	GENERATOR SET GAS ENG 1.5 KW 2 WIRE DC 28 V SKID MTD	2	2			
	235163	GENERATOR SET GAS ENG 1.5 KW 60 CY 1 PH 2 WIRE AC 120 V SKID MTD	3	3			
	235205	GENERATOR SET GAS ENG 3 KW 60 CY 1 AND 3 PH 4 WIRE AC 120/240 V 120/208 V SKID MTD	1	1			
	249076	LIGHT SET GEN ILLUM 25 OUTLET	6	6			
	251446	METASCOPE ASSEMBLY IMAGE INFRARED TRANSISTORIZED	21	21			
	257355	PLOTTING SET ARTY FIRE CONT	1	1			
	260115	PROTRACTOR SEMICIR PLASTIC 16 IN DIA GRAD UNITS AND METERS	2	2			
	269345	SCALE PLOT TRIAN 12 IN LG YDS METERS 1 TO 25000 METERS 1 TO 50000 1 TO 62500 SCALE IN AND CM	2	2			
	274210	SPRAYER INSECT HAND 2 GAL CAP	4	4			
	275400	STEREOSCOPE LENS AERIAL PHOTO INTERPR 2 1/4 PWR 4 1/2 IN FOCAL LG OF LENS	1	1			
	283108	TEMPLATE AND TRACER PIN MILITARY	1	1			
	285979	TOOL KIT WELDERS	1	1			
	294056	WEAPON SIGHT INFRARED	10	10			
		MEDICAL ITEMS					
	305150	BLANKET SET BED SMALL	8	8			
	342000	INHALATOR SINGLE	2	2			
	344770	LATRINE BOX PREFABRICATED PORTABLE M-2	1	1			
	345980	LIGHT SURGICAL BRACKET PORTABLE BATTERY OPERATED	1	1			
	347060	LITTER FOLDING RIGID POLE ALUMINUM POLE	30	30			
	349175	MEDICAL INSTRUMENT AND SUPPLY SET DISPENSARY FIELD	1	1			
	349250	MEDICAL SUPPLY SET FIELD SUPPLEMENTAL SUPPLIES	4	4			
	369400	SPLINT SET TELESCOPIC SPLINTS	4	4			
	373700	STOVE GASOLINE BURNER 10000 BTU TWO BURNERS WITH METAL CASE	2	2			
	374220	SUPPORT LITTER FOLDING	1	1			
	374293	SURGICAL INSTRUMENT AND SUPPLY SET COMBAT	1	1			
	374298	SURGICAL INSTRUMENT AND SUPPLY SET INDIVIDUAL	21	21			
		ORDNANCE ITEMS					
	400115	AIMING CIRCLE	10	10			
	401088	BAYONET KNIFE W/SCABBARD FOR 7.62MM RIFLE	796	744			
	401248	BINOCULAR 6X30 MILITARY RETICLE	93	93			
	401250	BINOCULAR 7X50 MILITARY RETICLE	17	17			
	401251	BINOCULAR 7X50 W/O RETICLE	1	1			
	401258	BIPOD RIFLE 7.62MM	56	56			
	401519	BOARD PLOTTING AZIMUTH RANGING INFANTRY	15	15			
	410625	COMPASS MIL GRADUATIONS	52	52			
	411785	DEMOLITION EQUIPMENT SET EXPLOSIVE INITIATING ELEC-NON-ELEC	3	3			
	411787	DEMOLITION EQUIPMENT SET EXPLOSIVE INITIATING NON-ELECT	1	1			
	414448	FIRE DIRECTION SET ARTILLERY 15000 METERS MAX RANGE	2	2			
	416565	GUIDANCE AND LAUNCHING STATION /FMTAC-1	3	3			
	417112	GUN MACHINE CAL .50 BRG HVY BARREL FLEX	13	13			
	417125	GUN MACHINE 7.62-MM LIGHTWEIGHT GENERAL PURPOSE	25	25			
	420670	LAUNCHER GRENADE 40-MM	85	85			
	420800	LAUNCHER ROCKET 3.5-INCH	17	17			
	423525	MORTAR 4.2-INCH ON MOUNT	4	4			
	423630	MORTAR 81-MM ON MOUNT	9	9			
	425561	MOUNT TRIPOD MACHINE GUN CAL .50	13	13			
1	2	3	4	5	6	7	8

	425565	MOUNT TRIPOD MACHINE GUN 7.62-MM	75	75		
	428350	PEDESTAL GUN MOUNT 7.62-MM FOR M151	4	4		
	428500	PERISCOPE BATTERY COMMAND	1	1		
	429280	PISTOL AUTOMATIC CAL .45	239	239		
	435800	RIFLE 90-MM	18	18		
	435950	RIFLE 106-MM ON MOUNT	8	8		
	435965	RIFLE 7.62-MM SEMIAUTOMATIC LT BARREL	539	539		
	437250	SCALE GRAPHICAL FIRING FOR 4.2-INCH MORTAR	6	6		
	437260	SCALE GRAPHICAL FIRING FAN FOR 105-MM HOWITZER	2	2		
	440835	SIGHT BORE MORTAR	4	4		
	449980	TELESCOPE OBSERVATION	4	4		
	453895	TOOL KIT ORG MAINT NR 2 COMMON	1	1		
	457110	TRAILER AMPHIBIOUS CARGO 1/4 TON 2-WHEEL	45	46		
	457190	TRAILER CARGO 3/4-TON 2-WHEEL	35	35		
	457220	TRAILER CARGO 1 1/2-TON 2-WHEEL	16	16		
	457495	TRAILER TANK WATER 1 1/2-TON 2-WHEEL	4	4		
	459832	TRUCK AMBULANCE FRONT LINE 1/4-TON 4X4	6	6		
	460050	TRUCK CARGO 3/4-TON 4X4	37	37		
	460080	TRUCK CARGO 3/4-TON 4X4 W/WN	2	2		
	460110	TRUCK CARGO 2 1/2-TON 6X6 LWB	9	9		
	460141	TRUCK CARGO 2 1/2-TON 6X6 LWB W/WN	9	9		
	460320	TRUCK CARGO 5-TON 6X6 LWB W/WN	2	2		
	461790	TRUCK UTILITY 1/4-TON 4X4	41	40		
	461793	TRUCK UTILITY 1/4-TON 4X4 CARRIER FOR 106-MM RIFLE	8	8		
	461834	TRUCK VAN SHOP 2 1/2-TON 6X6	1	1		
	461885	TRUCK WRECKER MEDIUM 5-TON 6X6 W/WN	1	1		
	465330	WATCH STOP TYPE H	1	1		
	465380	WATCH WRIST GRADE II	50	13		
		QUARTERMASTER ITEMS				
	500020	ACCESSORY OUTFIT GASOLINE FIELD RANGE	4	4		
	503120	BARBER KIT	4	4		
	504726	BOTTLE VACUUM 1 QT WITH MAILING CASE	4	4		
	505965	BURNER ASSEMBLY SPACE HEATER	22	22		
	507580	CABINET TOOL AND SPARE PARTS 11 DRAWERS 35 1/2 IN H 27 IN D	4	4		
	50760	CABINET TOOL AND SPARE PARTS 12 DRAWERS 35 1/2 IN H 20 IN D	1	1		
	507681	CABINET TOOL AND SPARE PARTS 39 H 46 3/4 W 23 9/16 IN D	2	2		
	510320	CASE FIELD OFFICE MACH 18 1/2 22 1/2 26 1/2 OR 34 1/2 L ID	6	6		
	510521	CASE MILITARY WATER CAN 5 GALLON 14 1/2 L 19 1/2 H 6 3/8 W	4	4		
	510550	COOK SET FIELD	46	46		
	513620	CLOCK MESSAGE CENTER CHELSEA CLOCK M-2	1	1		
	518370	DESK FIELD PLYWOOD 22 5/8 IN W 25 7/8 IN H 14 1/2 IN D	14	14		
	518600	DUPLICATING MACH STENCIL HAND AUT FEED	1	1		
	524380	FILE VISIBLE INDEX CABINET STEEL GRAY ENAMEL 7 8 OR 9 SLIDES	1	1		
	525620	FLAG RED CROSS NYLON-WOOL AMBULANCE MARKER	7	7		
	526281	FOOD CONTAINER INSULATED RECTANGULAR 5 GAL CAPACITY ALUMINUM	33	32		
	526728	FOR TENT FRAME TYPE MED	1	1		
	529100	GOGGLES SUN 2 PLASTIC LENS 1 COLORLESS 1 POLARIZED GREEN	128	127		
	531120	HEATER IMMERSION LIQUID FUEL FIRED 37 1/4 IN LG	4	4		
	531140	HEATER SPACE COAL OR OIL 45000 BTU 18 5/8 IN H	22	22		
	532515	HEATER DUCT TYPE PORTABLE GASOLINE ENGINE	1	1		
	532610	HEATER IMMERSION LIQUID FUEL FIRED 30 IN LG	52	52		
	532940	INTRENCHING OUTFIT INFANTRY ENG SM-5-4-5180-511	1	1		
	534385	FLAG COLOR ORGANIZATIONAL SILK	1	1		
	536197	FLAG NATIONAL USA RAYON W/FRINGE 3 FT HOIST 4 FT FLY	1	1		
	540075	PACKBOARD PLYWOOD W/TONGUELESS BUCKLES SHOULDER STRAP 24 LG	26	26		
	540240	PAD SHOULDER PACKBOARD FELT W/CTN DRILL 11 3/4 LG 3 W	52	52		
	540500	PANEL MARKER AERIAL LIAISON NYLON 6 FT LG 2 FT WIDE VS-17GVX	36	18		
	540550	PANEL MARKER SET AP-30-C	2	2		
	540575	PANEL MARKER SET AP-30-D	2	2		
	541075	PAULIN CTN DUCK FMWWR OD 17 FT LG 12 FT W	2	2		
	541175	PAULIN CTN DUCK FMWWR OD 40 FT LG 20 FT W	1	1		
	544371	GUIDON NYLON AND WOOL BUNTING	4	4		
	549225	RANGE OUTFIT FIELD GASOLINE	13	13		
	554125	SAFE 2 SHELVES 1 DRAWER 2 COMPARTMENT 26 H 17 W 17 1/2 IN D	3	3		
	558125	SLIDE RULE DOUBLE FACE 10 IN L WOODEN METAL OR PLASTIC BODY	2	2		
	558175	SLING FLAGSTAFF WEBBING TEXTILE OLIVE DRAB IRON SOCKET	2	2		
	558400	SLING UNIVERSAL INDIVIDUAL LOAD CARRYING	632	624		
	561201	STRAP QUICK RELEASE PACKBOARD	78	78		
	563450	TABLEWARE OUTFIT FIELD 14 COMPONENTS	7	7		
	565875	TENT GENERAL PURPOSE MEDIUM WITHOUT WINDOWS FMWWR WITH PINS	3	3		
	565901	TENT GENERAL PURPOSE SMALL COTTON DUCK FMWWR OLIVE DRAB	13	13		
	566001	TENT KITCHEN FLYPROOF FMWWR OLIVE DRAB WITH COVER PINS POLES	4	4		
	567480	REPAIR KIT TENTAGE	1	1		
	569051	TOOL KIT ARMORERS ORD DRAWING NO 7540640	4	4		
	569151	TOOL KIT AUTOMOTIVE MAINTENANCE ORD DRAWING NO 7540641	18	18		
	569475	TOOL KIT CARPENTERS ENG SM9-4-5180-504	1	1		

SECTION III

FIG NO	LINE ITEM NUMBER	ITEM DESCRIPTION	QUANTITY			REMARKS	SUB LOCAL USE
1	2	3	4	5	6	7	8
	269850	TOOL KIT ELECTRICIANS NO 2 ORD DRAWING 7941473	1	1			
	271009	TOOL KIT PIONEER ENGINEER SQUAD ENG SMS-4-5180-517	9	9			
	271559	TOOL KIT SIG PART NO TE-33	1	1			
	279060	STOVE GASOLINE BURKER 1 BURNER 9500 BTU	44	44			
	279935	TRUNK LOCKER METAL-WOOD METAL REINF 51 LG 17 W 13 DEEP	1	1			
	279885	TYPEWRITER NONPTBL 11 IN CARRIAGE GOTHIC NO 4 TYPE	4	4			
	275910	TYPEWRITER NONPTBL 16 18 19 OR 20 IN ELITE OR PICA TYPE	1	1			
	279925	TYPEWRITER NONPTBL 21 22 OR 26 IN ELITE OR PICA TYPE	1	1			
	2759??	TYPEWRITER PTBL UPPER AND LOWER CASE ELITE OR PICA 42 KEYS	9	9			
	276310	TABLE FOLDING LEGS WOOD SOLID TOP WOOD LEGS 36 L 24 W 27 29/32 H	18	18			
	277225	TANK AND PUMP UNIT LIQUID DISPENSING TRUCK MOUNTED	2	2			
	277227	TANK UNIT TRAILER MOUNTED	2	2			
		SIGNAL ITEMS					
	603116	ANTENNA AT-984/G	7	7			
	603119	ANTENNA AT-784/PRC	9	9			
	604010	REELING MACHINE CABLE HAND RL-27D	11	11			
	609625	CHARGER RADIAC DETECTOR PP-1578/PD	15	15			
	609670	CASE BC-9	9	9			
	610280	CIPHER MACHINE TSEC/KL-7	2	2			
	614378	LOUDSPEAKER PERMANENT MAGNET LS-166/U	3	3			
	614915	ELECTRONIC TELETYPEWRITER SECURITY EQUIPMENT TSEC/KW-7	2	2			
	616820	FREQUENCY METER AN/URM-32	1	1			
	618109	GENERATOR SET GASOLINE ENGINE PU 932/PPS	4	4			
	618111	GENERATOR SET GASOLINE ENGINE PU 622/U	2	2			
	619410	HEADSET MICROPHONE H-144/U	20	20			
	628139	MULTIMETER AN/URM-105	5	5			
	634443	RADAR SET AN/PPS-4	4	4			
	634480	RADAR SET AN/TPS-33	2	2			
	634670	RADIACMETER IM-93/UD	49	49			
	634679	RADIACMETER IM-108/PD	27	27			
	640704	RADIO SET AN/GRC-19 MTD IN TRK 3/4 TON CARGO	1	1			
	641604	RADIO SET AN/GRR-5 MTD IN TRK 3/4 TON CARGO	1	1			
	643101	RADIO SET AN/VRC-53 MTD IN TRUCK, 1/4 TON CARGO	2	2			
	643400	RADIO SET AN/GRC-125	9	9			
	643401	RADIO SET AN/GRC 125 MTD IN TRUCK 1/4 TON CARGO	2	2			
	643509	RADIO SET AN/PRC-6	54	54			
	644300	RADIO SET AN/PRC-25	46	46			
	651204	RADIO SET AN/VRC-24 MTD IN TRK 3/4 TON CARGO	1	1			
	655201	RADIO SET AN/VRC-46 MTD IN TRK 1/4 TON	8	7			
	655204	RADIO SET AN/VRC-46 MTD IN TRK 3/4 TON CARGO	3	3			
	655269	RADIO SET AN/VRC-46 MTD IN TRK SHOP VAN	2	2			
	655701	RADIO SET AN/VRC-47 MTD IN TRK 1/4 TON	19	19			
	655704	RADIO SET AN/VRC-47 MTD IN TRK 3/4 TON CARGO	3	3			
	656501	RADIO SET AN/VRC-49 MTD IN TRK 1/4 TON	1	1			
	657124	RADIO SET CONTROL GROUP AN/GRA-39	22	22			
	657222	RADIO TELETYPEWRITER SET AN/GRC-46	1	1			
	660000	REELING MACHINE CABLE HAND RL-39	52	52			
	660060	REEL EQUIPMENT CE-11	26	26			
	660120	REELING MACHINE CABLE HAND RL-31	2	2			
	660139	REELING MACHINE CABLE MOTOR DRIVEN RL-172/G	3	3			
	667863	SPEECH SECURITY EQUIPMENT TSEC/KY-8	2	2			
	668160	REEL CABLE DR-8	23	23			
	672370	SWITCHBOARD TELEPHONE MANUAL SB-993/GT	8	8			
	672380	SWITCHBOARD TELEPHONE MANUAL SB-22/PT	6	6			
	672390	SWITCHBOARD TELEPHONE TERMINAL SC-86/P	1	1			
	676870	TELEPHONE SET TA-1/PT	73	73			
	678260	TELEPHONE SET TA-312/PT	74	74			
	681490	TERMINAL BOARD TM-184	8	8			
	685657	TEST SET AN/UPM-99	1	1			
	685663	TEST SET ELECTRON TUBE TV-7/U	1	1			
	689616	TOOL KIT, RADIO REPAIRMAN TK-115( )/G	3	3			
	689620	TOOL KIT RADAR AND RADIO REPAIRMAN TK-87/U	1	1			
	694790	INVERTER VIBRATOR PP-68/U	1	1			
	697520	TEST SET RADIO FREQUENCY POWER AN/URM-95	1	1			
	698350	WIRE WD-1/TT ON DR-8 1/4 MI	69	69			
	698390	WIRE WD-1/TT MX 306/G	90	90			
	698400	WIRE WD-1/TT RL-159/U	16	16			
	699522	REEL CABLE RL-159/U	10	10			
	698535	SPLICING KIT TELEPHONE CABLE MK-356/G	19	19			
		TRANSPORTATION ITEMS					
	711740	CHAIN ASSY EGL LEG W/REAR LINKS AND 1 GRAD HOOK 5/8 IN BY 16 FT	2	2			
	711740	OR	10	10			
		DEVELOPMENTAL ITEMS					
	94——	SIMULATOR TRAINING S-88/DA-491(ENTAC)	2	2			

TOE 7-152 SECTION III - EQUIPMENT

			QUANTITY				
	949859	STEREOSCOPE PRISM-MIRROR W/CASE CARRYING	1	1			
	940010	ANTENNA AT-791	9	9			
	962740	MODULE TEST SET ORGANIZATIONAL FOR AN/PRC-25	4	4			
	962741	MODULE TEST SET ORGANIZATIONAL FOR AN/VRC-12	4	4			

APPENDIX C

EVOLUTION OF THE INFANTRY BATTALION AND THE SPAN OF CONTROL

Historical Period	Number of Companies	Span of Control	Strength	Remarks
American Revolution 1777	4 companies each with 40 or more men	4	160	Rifle battalions were formed. When the number of men in the regiment exceeded 160, battalions were formed with the senior captain as commanding officer.
	4 companies each with less than 40 men	4	Less than 160	When the number of men in the regiment was less than 160 it was operated as a battalion with the regimental commander as commanding officer. (von Steuben, "Regulations")
Post-Revolutionary Army Act of September 29, 1789	4 companies, each with 3 officers and 70 men	4 or 8	280 men 12 officers	The infantry regiment was authorized 8 companies, each consisting of 1 captain, 1 lieutenant, 1 ensign, 4 sergeants, 4 corporals, 2 musicians, and 60 privates.
Organization of the Legion of the United States Sections 2 and 3 of the Act of March 5, 1792				In combat the regiment was operated as an 8-company battalion, unless two 4-company battalions were organized. This organization was based upon the Roman Legion and certain theories of Marshal Maurice de Saxe. The legion, commanded by a major general, was composed of four sublegions, each commanded by a brigadier general. Each sublegion was composed of an infantry battalion, a rifle battalion, a company of dragoons, and a company of artillery.
	8 companies, each with 3 officers and 95 men	8	766 men 32 officers	The infantry battalion was composed of 8 companies armed with caliber .69 smoothbore muskets.
	4 companies, each with 35 officers and 95 men	4	383 men 16 officers	The rifle battalion was composed of 4 companies armed with caliber .54 (or smaller) rifles and was employed as flank support for the infantry.
				The dragoons were mounted troops, trained to fight as cavalry when mounted, or as infantry when dismounted.
				The legion was dropped in the reorganization of 1796.
Organization of the Army Act of April 30, 1790	4 companies, each with 3 officers and 76 men	4	304 men 13 officers, including 1 major	The regiment was increased to 12 companies (3 battalions) with 3 majors as battalion commanders. This was the largest US regiment to date.
Organization of the Army March 3, 1791	4 companies, each with 3 officers and 76 men	4	304 men 13 officers, including 1 major	
Organization of the Army April 12, 1808	10 companies, each with 4 officers and 78 men	10 or 5	390 men 20 officers	The infantry battalion did not appear as an established unit. If required, 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel.
Organization of the Army June 26, 1812	10 companies, each with 4 officers and 102 men	10 or 5	510 men 20 officers	The infantry battalion did not appear as an established unit. If required, 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel.

Historical Period	Number of Companies	Span of Control	Strength	Remarks
Organization of the Army March 3, 1815	10 companies, each with 3 officers and 70 men	10 or 5	3[illegible]0 men 15 officers	The infantry battalion did not appear as an established unit. If required, 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel. This post-war reduction resulted in a total "peace" establishment of 10,000 men.
Organization of the Army March 2, 1821	10 companies, each with 3 officers and 51 men	10 or 5	255 men 15 officers	The infantry battalion does not appear as an established unit. If required, 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel. This reduction decreased company strength to the lowest ever authorized. It remained at this strength for 15 years.
Organization of the Army July 5 - 7, 1838	10 companies, each with 3 officers and 89 men	10 or 5	440 men 15 officers	The infantry battalion does not appear as an established unit. If required, 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel. The Seminole War (1836-1842) necessitated the addition of 38 privates and 2 sergeants to each infantry company.
Organization of the Army May 13, 18, 19 and June 18 and 26, 1846	10 companies, each with 3 officers and 106 men	10 or 5	530 men 15 officers	The regiment and battalion were the same. Of the 10 companies, 8 were designated as battalion companies and 2 were assigned as flank companies. Composite battalions were formed for specific missions. During this period companies were designated by letters rather than by their captain's name. Flank companies were designated A and B, the battalion companies C through K. If required 2 battalions of 5 companies each were formed with one battalion commanded by a major and the other by the senior captain. When battalions were not formed, the infantry regiment contained 10 companies (a large battalion) and was commanded by a colonel. This was the infantry organization during the Mexican War (1846-1848). The caliber .69, smoothbore, flintlock musket and the new caliber .54 percussion cap rifle, Model 1841 were the regulation infantry shoulder weapons.
Organization of the Army July 29 and August 3, 1861	8 companies, each with 100 men	8	800 men	This act provided for 10 regiments of infantry in the old army and 9 regiments in the new regular army. The regiments of the new army contained 3 battalions, 2 of which were used in the field and one was used as a depot or training unit.

Historical Period	Number of Companies	Span of Control	Strength	Remarks
Civil War 1861 - 1865	10 companies, each with 3 officers and 98 men	10 or 5	980 men 66 officers	The volunteer infantry regiments were raised by the States. They were organized as 10 company (battalion) regiments because the War Department believed that the new 3-battalion regiment was too complicated for the State-raised units. By the end of the war over 1,700 volunteer regiments had served. Each company contained 1 captain, 1 1st lieutenant, 1 2d lieutenant, 1 1st sergeant, 4 sergeants, 8 corporals, 2 musicians, 1 wagoner, and 64-82 privates. The regiment had a lieutenant colonel and a major in addition to a colonel and it was possible to organize 2 battalions from the 10 companies, but this was, tactically, rarely done. When the war ended the new regular infantry regiments were organized as 10-company (battalion) units.
Organization of the Army June 16 and 23, 1874; March 2 and 3, 1875, and June 26, 1876.	10 companies, each with 3 officers and 48 men	10	484 men 30 officers	This regiment was one of the smallest ever authorized; company strength in the Indian Campaigns fell to as low as 37 men. There were no battalions.
Organization of the Army March 8, 1898 (Spanish-American War)	10 companies,	4	424 men 12 officers	As in the Civil War, the States were requested to furnish volunteer troops. In addition, 10 United States Volunteer (Non-State) regiments were formed--five negro and five white-- each authorized 992 enlisted men. These regiments were composed of men who were immune to tropical diseases. Of the 10 companies authorized for each regiment, 8 were active and were divided into two 4-company battalions. The two inactive companies plus two new companies formed the third battalion. As early as 1890, the Secretary of War recommended adoption of a 3-battalion, 12-company regiment. A similar organization was established in 1790 but it was supplanted by the Organization of the Legion of the United States in 1792. Because of improvements in firearms (dispersion), the proper span of control was thought to be 4 companies for 1 leader (a battalion commander). By March 1, 899 companies contained 112 men and regiments 1,378. In the Philippines infantry rifle companies were increased to 128 men in the non-regular volunteer units.
The National Defense Act of 1916	12 rifle companies and 1 machine-gun company	5		This act provided for 64 infantry regiments organized into 3 battalions of 4 companies each. A regimental machinegun company was added to the regiment at this time. Four companies in a battalion plus an attached platoon of the machinegun company made one more leader in the span of control.
Tables of Organization, 1917 - 1918	4 rifle companies, each with 6 officers and 250 men	6 3 4	1,026 men 27 officers	These tables were basically the foundation for the rifle battalions of the World War I army, but they required adjustment to French and British combat experience. The brigade machinegun battalion of 3 companies and the division machinegun battalion of 4 companies (later reduced to 2 motorized companies) were formed as separate infantry units to support infantry rifle battalions, companies, and platoons.

Historical Period	Number of Companies	Span of Control	Strength	Remarks
				Automatic rifles (BAR) were introduced at squad level. Because of the introduction of new weapons (the machinegun, trench mortar, hand and rifle grenades) and the defense doctrine of trench warfare with its need for manpower, the infantry rifle company was increased from 150 to 250 men and from 3 officers to 6. The insistence by General Pershing, Commander-in-Chief, American Expeditionary Force, upon open warfare and maneuver brought the battalion and smaller units into fire and movement tactics.
World War II (pre-Pearl Harbor) Table of Organization, 7-15 Infantry Battalion, Rifle 1 October 1940	3 rifle companies, 1 heavy weapons company	4	904 men 28 officers	The battalion commander was now a lieutenant colonel. The traditional commander, the major, was second in command. Machineguns and heavy mortars were now organically assigned to the heavy weapons company of the battalion. The rifle battalion had 24 vehicles.
Table of Organization, 7-25 Armored Infantry Battalion 1 March 1942	3 rifle companies, 1 battalion headquarters and headquarters company	4	676 men 24 officers	This battalion was formed to furnish protection and infantry support for the armored divisions. Although smaller in strength than the rifle battalion, it was a highly mobile unit mounted in half-track cars (M2 and M3) with armament. There were 4 self-propelled antitank guns and 12 towed antitank guns in each battalion. This type of battalion is an example of the specialized units created by the advances in weaponry and tactics.
Table of Organization, 7-15 Infantry Battalion 1 April 1942	3 rifle companies, 1 headquarters company, 1 heavy weapons company	5	884 men 52 officers	This battalion with its greatly increased strength and the addition of the headquarters company reflects the trend toward better control and more personnel to absorb expected combat losses.
Table of Organization, 7-15 Infantry Battalion 1 March 1943	3 rifle companies, 1 heavy weapons company	4	818 men 32 officers	The battalion headquarters company was dropped and the headquarters detachment reinstated by this TO. General McNair's policy of trimming all TO of "excess" units and personnel influenced this change. The detachment, as part of the headquarters, did not increase the span of control of the battalion commander.
Table of Organization, 7-15, Infantry Battalion February 26, 1944	3 rifle companies, 1 heavy weapons company, 1 headquarters company	5	836 men 35 officers	The increase in strength was necessitated by prospective combat losses in the ground combat to be waged in Europe. The new 75mm recoilless rifles were added to the battalion in the new gun platoon of the battalion heavy weapons company.
Table of Organization, 7-15, Infantry Battalion June 1, 1945	3 rifle companies, 1 heavy weapons company, 1 headquarters company	5	977 men 37 officers	With General McNair's death in action, his austerity program was no longer a factor in organizational policy. This organization of the largest infantry battalion during World War II indicates the desire to strengthen the battalion because of the impending victory in Europe and the probable redeployment of units to the Pacific.
Post World War II - Pre-Korean War Period Table of Organization and Equipment, 7015N Infantry Battalion April 16, 1948	3 rifle companies, 1 heavy weapons company, 1 headquarters and headquarters company	5	883 men 34 officers	This post-war battalion reflected a reduction in personnel in an effort to return to peacetime unit strength and at the same time be capable of furnishing a base of fire, maneuver capabilities in all terrain and climates, limited antitank protection, and a force for seizing and holding terrain.
Pre-Korean War Period Reduction Table No. 7-15-N-20, TOE 7-15 Infantry Battalion June 27, 1949	3 rifle companies, 1 heavy weapons company, 1 headquarters and headquarters company	5	685 men 32 officers	This greatly reduced battalion was the result of post-war economies. Unfortunately, the Korea Police Action began in 1950 and these low-strength units were found to be inadequate to meet the demands of combat.

Historical Period	Number of Companies	Span of Control	Strength	Remarks
Korean War Table of Organization, 7-15N, November 15, 1950	3 rifle companies, 1 heavy weapons company, 1 headquarters and headquarters company	5	Full strength 880 men 5 warrant officers 34 officers Reduced strength 685 men 5 warrant officers 32 officers	A full-strength and reduced-strength battalion was provided by this Table. The authorization for rapid expansion to meet combat requirements was a built-in feature of this organization which was at that time engaged in combat in Korea.
The Pentomic Period Table of Organization and Equipment, 7-11D Battle Group 1 February 1960	4 rifle companies, (5 in the Pentomic Airborne Battle Group) 1 headquarters company 1 mortar battery (4.2-in)	6	1286 men 3 warrant officers 67 officers	Reorganization Objective, Current Infantry Division (ROCID). This organization eliminated the regiment in favor of the battle group. The battle group was smaller than the regiment but larger than the battalion. The commanding officer was a colonel. "It was designed for sustained combat operations either alone or in combination with one or more battle groups. Individual and crew-served weapons were replaced by improved models that increased firepower, decreased weight, and simplified operation and maintenance." (Pizer). Among the weapons replaced were the M-1 and the Browning automatic rifle. The addition of the mortar battery, which was staffed with artillery personnel, made the battle group similar to the regimental combat team of World War II and Korea. The organization of fire teams in the infantry rifle squad was also a feature of the battle group. The battle group was considered "not big enough" (Weigley). For this reason the Army almost returned to the triangular division organization of World War II and Korea.
Table of Organization and Equipment, 7-15E Infantry Battalion, Infantry Division 15 July 1963	1 headquarters company, 3 rifle companies	4	792 men 2 warrant officers 37 officers	The Reorganization Objective Army Division (ROAD) was organized and tested during the 1962 to 1964 period. Four types of divisions were organized under ROAD -- infantry, armored, airborne, mechanized, and airmobile. These divisions are currently authorized by TOF. The ROAD infantry battalion (maneuver) was organized as an integral part of the division structure (see Note). The battalion and brigade were restored to the infantry division, but the regiment was not. The basic structure of the ROAD division is: headquarters and headquarters company aviation battalion engineer battalion armored cavalry squadron support command military police company signal battalion brigade headquarters and headquarters company division artillery tank battalion infantry battalion

Note:

The number of maneuver (infantry) battalions may vary. They are assigned or attached to division headquarters (brigade headquarters structure). Although in practice division structures vary, examples of representative mixture of maneuver battalions can be approximated for each type division. For example, an infantry division might have eight infantry battalions and two tank battalions, an armored division might contain six tank battalions and five mechanized (infantry) battalions, a mechanized (infantry) division might have seven mechanized (infantry) battalions and three tank battalions; and an airborne division might include nine airborne (infantry) battalions and one tank battalion.

The new airmobile division is heavy with cavalry battalions (infantry). Three of these -- one brigade -- are parachute-qualified. However, there is no fixed normal or standard mix of maneuver battalions for ROAD divisions.

The airborne division has a strength of approximately 13,500, the other divisions have a strength in excess of 15,000.

SOURCES: See "Sources," p 184.

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APPENDIX D

THE SPAN OF CONTROL: ROCID AND ROAD DIVISIONS

The ROCID division actually added more subordinate units, or commands, to the division commander's span of control. In combat, the divisional brigade provided by ROCID contained a two-battle-group task force commanded by the assistant division commander (ADC). The division commander's span of control consisted of seven units: the brigade, three battle groups, the armor battalion, the cavalry squadron, and the artillery. In practice, the ADC was directly under the division commander. If the brigade was not used, the ADC was relieved of active control of a maneuver unit. Hence, the division commander's span of control, in that case, would be eight units.

The ROAD concept reduced the division commander's span of control from eight to five units. This was an achievement in assuring stronger and more effective unit control. In 1962, the ROAD organization consisted of three brigade headquarters, an armored cavalry squadron, and division artillery.

In 1964, under the provisions of TOE 7E, the ROAD Infantry Division consisted of the following units and personnel:

Officers - 974
Warrant Officers - 132
Enlisted - 14,488

HHC	Engr Bn	MP Co	Avn Bn
0-42	0-44	0-9	0-45
E-95	E-896	E-179	E-250
	W-2	W-1	W-23

Sig Bn	Div Arty	Bde HHC (3)
0-24	0-191	0-23
E-547	E-2308	E-94
W-4	W-17	W-6

Armd Cav Sqdn	Spt Comd**	Tank Bn	Inf Bn* (8)
E-749	0-141	0-34	0-37
0-45	E-1778	E-538	E-792
W-22	W-23	W-3	W-2

*Number of battalions shown represent a type division only. Compositions of divisions may vary.

**The support commander's responsibilities to the administration company are limited to tactical, security, and movement aspect.

Principles of Organization

All military organizations are designed to perform an anticipated mission. The requirements of the mission determine the number of men and the type of equipment which the unit must possess. To effectively direct the efforts of the various groupings of men and equipment toward the accomplishment of the mission, a command or control structure is necessary. Essentially then, there are two basic principles which must be considered in developing any organization regardless of the mission. These are the principles of Mission and Control.

Mission

In providing a unit with the necessary means to accomplish its mission, care must be exercised to insure that the following factors are considered:

- Economy. Only the personnel and equipment normally required in performance of the mission should be organic to the unit. Equipment not used on a day-to-day basis should be pooled at the highest echelon practical and requested by the using units as needed.
- Simplicity. The simplest weapon is the fist or a club. An army organized and equipped in this manner however, would be short-lived on the battlefield of today. Simplicity must be tempered with consideration of the other factors affecting organization, such as a weapons system, that will insure success on the battlefield.
- Flexibility. Infantry units must be capable of a wide variety of operations, with or without nuclear weapons support, and in any type of terrain, weather, or situation. Consequently, the organizational structure of these units must be one that will facilitate the formation of combat groupings or task forces containing the necessary elements to accomplish the essential functions of finding, fixing, fighting, and finishing the enemy. Infantry units have this flexibility to a high degree and are capable of receiving and directing the operations of attachments and coordinating the efforts of reinforcing units.

Control

The organization must have an effective command and control system. In developing a control system for a unit, the following factors must be considered:

- Unity of Command. This factor expresses the need within a command structure of having one and only one commander. The commander is responsible for everything which his unit does or fails to do. At each level of command, responsibility must be

matched by corresponding authority which enables the commander to carry out his responsibilities.

- Span of Control. By definition, span of control is the number of immediate subordinates one commander or leader can effectively control, supervise, or direct. Maximum and minimum limits of span of control vary with the conditions under which the unit is designed to operate and the complexity of functions performed. In a unit, for example, composed of identical elements each performing the same function, the span of control should be greater than in a similar size unit composed of different type elements each with a different function. Other factors affecting span of control are: freedom of movement, communication facilities, and staff and command assistants available to the commander.
- Chain of Command. Chain of command is the succession of commanding officers from a superior to a subordinate through which command is exercised. It is the factor which enables the commander to retain unity of command of all elements of his unit without exceeding the maximum practical span of control. The commander has overall responsibility for the actions of all elements of his unit. If he directly commanded the actions of all elements however, his span of control would be excessive. By using a chain of command he can limit the number of subordinates that he directly supervises. In the Infantry Division Infantry Battalion, for example, the battalion commander assigns tasks to his unit commanders and holds them responsible for the successful execution of such tasks. Unit commanders employ the same procedure with platoon leaders, and platoon leaders with squad and section leaders.

Source: Infantry Reference Data, ROAD, United States Army Infantry School, Fort Benning, Georgia, February 1964.

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13. ABSTRACT

ABSTRACT

The infantry battalion has evolved over a period of several thousand years; its American ancestors may be found in the units organized during the American Revolution. The modern infantry battalion in the United States Army began in the period just prior to World War II. The battalion was forged and tested on the battlefields of Europe and in the Pacific Area. Nuclear weapons, the Korean War, and the Cold War have exerted considerable influence on the size, composition, and weaponry of the present-day infantry battalion. The adaptation of the World War II armored division organization to the ROAD division has given the infantry battalion of the United States Army the highest fire and movement capability it has ever possessed in our military history. The advent of the helicopter and its application to troop carrier and fire support missions enables the infantry battalion to become highly air mobile.

DD FORM 1 NOV 68 1473 REPLACES DD FORM 1473, 1 JAN 64, WHICH IS OBSOLETE FOR ARMY USE.

UNCLASSIFIED
Security Classification

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Security Classification

14 KEY WORDS	LINK A		LINK B		LINK C	
	ROLE	WT	ROLE	WT	ROLE	WT
battalion						
infantry						
company						
rifle						
command						
control						
unit						
Pentomic						
ROCID						
ROAD						
span of control						
organization						
communications						
airmobile						
American Revolution						
War of 1812						
Mexican War						
Civil War						
Valley Forge						
World War I						
World War II						
Korean War						
Vietnam						
division						
brigade						
landing team						
task force						
regiment						
Army Ground Forces						
weapons						
fire-power						
maneuver						
major						
lieutenan colonel						

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