

The Devil's Adjutant: Jochen Peiper, Panzer Leader by Michael Reynolds, Sarpedon Publishers, New York, 1995. 320 pages. \$27.50.

Decisive, ruthless, and fanatical, Colonel Jochen Peiper was the consummate panzer leader of the German Army in World War II. In the forests of the Ardennes in 1944, Peiper reached the high-water mark of his remarkable career as he led the spearhead of the German armored attack in the Battle of the Bulge. His tactical accomplishments are still studied by tankers today, but his other battlefield actions earned him a death sentence at the 1946 war crimes trials at Dachau.

Michael Reynolds' new book, *The Devil's Adjutant*, is a journeyman effort to portray Peiper as a dedicated soldier and a hapless victim. Reynolds is a retired British general officer, a reputed expert on the Battle of the Bulge, and an able writer. He has put together a well-crafted and detailed story, backed by excellent photographs, maps, American and German orders of battle, and other addenda.

Most of the book focuses on Peiper and his powerful *kampfgruppe* in December 1944, but it is actually his earlier years that are more interesting. Peiper quit high school in 1933 to join the "Liebstandarte Adolf Hitler," the regiment known as Hitler's bodyguard. Later in the war, the LAH became a full division, the 1st SS Panzer Division. Peiper quickly rose through the ranks to become an officer, serving as Heinrich Himmler's adjutant during the Polish campaign. His service with the infamous Himmler earned Peiper the label of "The Devil's Adjutant." With the LAH, Peiper fought in Holland, France, and Russia, distinguishing himself as an outstanding combat leader.

By 1943, the LAH had earned a well-deserved reputation for battlefield proficiency and courage, as well as a vicious reputation for brutal excess and atrocity. Peiper was groomed in this environment. Unfortunately, Reynolds does not spend much time with Peiper during these years, instead devoting his efforts to Peiper's involvement in the Ardennes.

In December 1944, Colonel Peiper commanded *Kampfgruppe* Peiper, the division's strongest regimental task force. Peiper's task was to lead the 6th Panzer Army's breakthrough attack through the Ardennes to the Meuse River. Here, the author reveals the strength of his research as he painstakingly details every aspect of Peiper's attack, as well as the frantic American countermeasures. The German attack was a complete surprise, and it initially gained momentum as it smashed weak, unprepared American units.

Reynolds provides expert analysis of German and American forces' strengths and weaknesses, plans, equipment, intelli-

gence, terrain and weather, as well as leadership and morale factors. Hour by hour, jumping from place to place on the battlefield, Reynolds moves the reader as the German attack slows and "friction and the fog of war" assume more dominance over the Germans and Americans. Peiper reacts as expected — decisive, resourceful, and imaginative, always focused on his objectives — despite bad weather, unfavorable terrain, missed opportunities, and an extra helping of bad luck.

Peiper's leadership pushes his *kampfgruppe* of tanks, armored infantry, pioneers, and artillery over 100 kilometers in 72 hours, deep behind American lines. It is during this push that Peiper's name would be indelibly linked to the horror of war, for it was Peiper's panzergrenadiers who executed unnamed American POWs at "the Malmédy Massacre." Peiper would ultimately be tried and sentenced to death for this atrocity.

Peiper survived the war, the trial, and prison, retiring to rural France and trying to live in obscurity. His remaining years are filled with controversy, highlighted by the violent and mysterious circumstances of his death in 1976.

This book is a well-researched account of one of World War II's most interesting combat leaders. Sadly, it is also a vehicle for the author to wearily debunk hundreds of previously accepted details and facts regarding the Battle of the Bulge. The constant correction of other authoritative sources is distracting and tiresome. The author's bias regarding Peiper's treatment by the Allies after the war is also an ill-disguised (and unconvincing) attempt to portray Peiper as an unwitting victim of war's cruelty and injustice. Despite these flaws, however, this is a fascinating story of inspired courage, battlefield flexibility, and combat leadership.

WILLIAM D. BUSHNELL
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Ticket to Hell by R. Frank Harwood, Southern International Research Press, P.O. Box 1323, Oxford, Miss. 38655, 162 pages. \$21.00.

On the surface, this book seemed to offer a good story: a biography of a hotdog P-47 pilot who grew up in the rural South, went to flight school, flew close air support for Patton's Third Army, and was shot down during an attack on the Mannheim railroad yards during the Battle of the Bulge. He was a prisoner of war from December 1944 until liberation in April 1945.

Unfortunately, that about covers it. The book, which could have told a great deal about each of these aspects of L. Thomas

Easterling's life, is amateurishly written and lacks any sort of depth. By the time the reader develops an interest in one phase (his trials as an underclassman in flight school, his aerial gunnery training, his experiences flying close air support in built-up areas of Eastern France and Western Germany), the author moves on to something else. The result is an unsatisfied hunger for more of what was just covered but is now a memory.

To make matters worse, the author includes "romantic" interludes (presumably based on fact) intended to spice up the tale. These do not add to the story. Instead, they tend to distract while contributing to the amateurish impression of the rest of the work.

However, after completing this book and thinking about it, I was struck by an image of my father and his generation that served in World War II. This image grew with reflection, and is the book's one redeeming strength. It gives a very strong impression of the simpler, more straightforward life and times of the people who fought in that war. More specifically, it shows the background of a "typical" man who could come from a rural, one-horse town, barely finish high school, and become a pilot in one of the toughest aircraft of the war. He did not have a lot of technical training, but did have a lot of experience driving cars, being self-reliant, and having suffered hardships through the Depression. Consequently, when Easterling breaks both legs bailing out of his aircraft over the rail yards in Mannheim and suffers through six months of captivity with no medical attention, we know how he manages to maintain the will to survive. More importantly, we know something of what is necessary to develop soldiers of character who could survive similar trials in the future.

Consequently, the book would be a good one to take on a long airplane flight: not too much meat, not too long to read, but an interesting picture of another generation's world and how it prepared them for war.

FRAME J. BOWERS III
LTC, Aviation
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Savage Peace: Americans at War in the 1990s by Daniel Bolger, Presidio Press, Novato, Calif., 1995. 420 pages. \$27.95.

As American military forces deploy to the former Yugoslavia, Daniel Bolger's *Savage Peace* offers some timely and pertinent conclusions about Operations Other Than War (OOTW) that leaders from lieutenant to lieutenant colonel should wrestle with. Bolger's message here is especially pertinent for the tank/heavy infantry community:

he concludes they have a real and necessary part in operations that have been misleadingly labeled as something other than war. After an introductory chapter describing how small unit leaders along the DMZ in Korea confront situations fraught with peril, even in time of "peace," the author takes a quick look at the New World Order and the United States military's training to confront the new challenges. Case studies illustrating success in OOTW include PROVIDE COMFORT in Northern Iraq, and the initial U.S. actions in Somalia as part of UNITAF. Case studies illustrating failure include the 24th Marine Amphibious Unit's (MAU) mission in Lebanon, which culminated in the disastrous and tragic bombing of the marine barracks in Beirut, and Task Force Ranger's mauling in the streets of Mogadishu during UNISOM II's undeclared war on Muhammed Farah Aidid. Along the way, Bolger derives some fundamental conclusions concerning the reasons for success, and failure in OOTW.

Savage Peace's message, that leaders from sergeant to lieutenant colonel are on the cutting edge of all this and their actions can have strategic implications, is hardly new, but Bolger's basic thesis challenges the fundamental definition inherent in OOTW and may prove to be the book's greatest contribution. The author contends that these leaders in the field, and their military and political masters, must realize that "OOTW are wars pure and simple — to believe otherwise is to court disaster." Thus, the 24th MAU's fundamental failure, Bolger argues, was that its leadership did not believe their mission was military in nature, so they didn't consider standard battlefield tactics applicable. PROVIDE COMFORT stands as a counterpoint wherein conventional forces, by doing the regular shoot, move, and communicate METL stuff, allowed the engineers, medics, and logisticians to do the bulk of the humanitarian work, and do it well.

Bolger asserts that our opponents have only to look at the historical record, from the Ia Drang Valley to the desert of Southwest Asia, to see the fate of those who try to fight the United States military in an operational and strategic manner that is inside the tidy box we like to call warfare. Bolger concludes that we must be ready to fight, but outside the box at the operational and strategic level. However, since Bolger's OOTW are really wars with a different face, we must still employ a force package prepared mentally and structurally to fight in the traditional style at the tactical level. Thus, OOTW force packages should be combined arms and joint — not just airpower, not just SOF, not just light infantry.

Several warnings fall out of Bolger's analysis that are especially pertinent in light of the debate over potential deployments. One recurrent theme is the interaction between the American military, the media, the people, and our politicians. The author

warns that media-driven policy can result in commitment of military forces without due consideration of such questions as purpose, method, end-state, and level of risk. Bolger contends that "civilian policy makers often do not think in these terms, and it is up to the military to ask, and keep on asking, these tough questions." Another, and more controversial, warning concerns the quest for easy answers to hard problems. The author argues that, much like airpower advocates in the '30s and '50s, the Special Operations community offered Task Force Ranger to policy makers as a quick and easy solution to the problem posed by Aidid in Somalia. Once the element of surprise was compromised by media coverage, this solution was essentially doomed to failure, despite the Task Force's endeavors, which were in keeping with the highest traditions of American military arms. Televised images of the bodies of American servicemen being dragged through the streets of Mogadishu caused a collapse in the will of the American people and the President and serves as an example to support another of Bolger's conclusions. Since the seemingly omnipresent electronic media serve as a direct link between "trigger pullers" and policy makers, journalists "play a huge role in giving tactical events operational and strategic significance." After pointing out the significance of this relationship, Bolger moves on with little comment, even though the situation seems to bode ill given the current adversarial relationship between the American military and our own media.

Bolger's writing style makes it somewhat difficult to determine the target audience. *Savage Peace* is certainly pertinent for any leader from platoon to battalion level heading to Bosnia or another OOTW/war. However, his analysis of larger issues, such as the integration and implementation of national interests, goals, and objectives, makes it equally valuable reading for military/civilian policy makers and students at the war and staff colleges. Unfortunately, the book is replete with glib phrases such as "the final sanction — one between the eyes," and "the day of the ninja had come." While such verbiage may make the message more appealing to junior officers and NCOs, it runs the risk of alienating the higher level audience, which would be unfortunate. Daniel Bolger is one of our foremost soldier/historians and freely admits he runs the risk of analyzing events so current that they hardly merit the label history. Further examination may refute some of Bolger's conclusions, but he warns that "great powers must study small wars to stay great," and analysis of these recent wars offer lessons of immediate utility so the effort cannot be left undone.

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A Short History of the Civil War by James L. Stokesbury, William Morrow & Company, Inc., New York, 1995. 354 pages, \$25.00.

It is with great pleasure that I recommend *A Short History of the Civil War* as an addition to the professional library of the armor/cavalry corps. This book is extremely informative, and yet most enjoyable to read. The author, who is a professor at Acadia University, has seven other books, five of which are *A Short History of...*'s, to his credit. The book is indeed a handy, useful reference, as well as an introduction to the American Civil War, for students of military history. This book will undoubtedly be used as a text in many colleges and universities.

The book opens with the election of Republican Abraham Lincoln as president of the United States. From there, the author discusses the causes and events which led to Lincoln's election, the subsequent secession of the Confederacy, and the war itself. He is very logical as he discusses each of the war's five years. For each year, the author explains the what, where, when, why, and how events transpired. His answers to these questions are clear and concise, and seem to be accurate. Likewise, the reader will become very acquainted with the men who fought in this war. Additionally, the author is careful to stress how society and war are not mutually exclusive, but rather have enormous impact on each other.

The eleven maps, which are relevant to the issues being discussed, are understandable, but lack detail. This is the only shortcoming I could find with this text. An index is provided and is very complete. Additionally, he provides a section entitled "Suggestions for Further Reading," which includes commentary.

A Short History of the Civil War does not bore the reader with too much detail; rather, the quick pace grips the reader with anticipation and excitement. I enjoyed reading it very much.

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OPERATION DESERT STORM: Allied Ground Forces Order of Battle by Thomas D. Dinackus, (Self-Published), Alexandria, Va., 1995.

The author, a former Armor officer and *ARMOR* contributor, has self-published a comprehensive order of battle listing all U.S. combat arms units, down to the smallest TOE element, and major non-combat arms units. This will meet a need for those students of the conflict that cannot wait for

an official Army or Marine Corps order of battle. Another chapter lists the forces that made up the Allied coalition.

The book is available from the author for \$16 plus \$1.75 postage. His address is 4719 Major Court, Alexandria, Va. 22312.

ARMOR Staff

Leaders and Battles: The Art of Military Leadership by W.J. Wood, Presidio Press, 1995. 337 pages, maps, bibliography. \$15.95.

This is not a new book; it was first published in 1984 and has just been republished as a paperback. But it is certainly entertaining and interesting, as well as a first-rate teaching tool, particularly for the new student of military history.

The author has three objectives: "The first is to show Americans that battles can be won by the minds of leaders, those who are skilled in the art of leadership. The second is to demonstrate that the art of leadership is embodied in the man, not in some set of abstractions. The third is to establish that the art must be based on certain attributes which are found in leaders who have proved themselves in battle."

To do this, Wood adapted an unusual approach. He selected "certain attributes" — courage, will, intellect, presence, and energy — that he wanted to illustrate. Then after obviously prodigious research, he culled incidents in military history to those few that typified a particular attribute. Some of these historical moments are well known: Auerstadt, Ratisbon, Little Big Horn. Others are so obscure — Cempoella, Ilipa, Lungtungpen — that you wonder how Wood ever discovered them. The men involved are not all great captains; most are just fine soldiers who happened to have the attributes Wood was seeking, and who rose to the challenge in the stress of battle. But the examples are perfect for his purposes.

Then Wood created a novel-like scenario for each incident. He created dialogue that would be similar to what was actually said, and actions that must have taken place, and he put it all together like an historical novel. This makes easy and entertaining reading, even while the reader's mind is absorbing Wood's theses. This is the way history ought to be taught, much like the way *PS Magazine* teaches maintenance. Wood brings "dull history" to life in an exciting and fascinating way. A fine book. Get it and enjoy it. And someday in a spirited discussion with your friends, you may find yourself using Wood's examples to prove your point!

COL JOHN R. BYERS
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Deaths of Three Drivers in Six Months Spurs Change In TM, and a Search For Answers From Field

Turret traversing has killed three armor soldiers in the last six months, raising serious safety issues concerning crew communication, coordination, and discipline. In each accident, the tank driver's head was above the hatch when the tank commander (TC) traversed the turret. Additionally, "power" was called and the TC's intention to rotate the turret was announced. The tragedy in all three accidents is the fact that each could have been prevented.

The TC told his driver to "stay in the hole" and the driver replied "ok." The driver, however, was not properly seated, even though his seat was in its lowest position. He was killed when the TC rotated the turret and the turret struck the driver's head.

Lapses in communication directly relate to close calls as well as serious accidents in all combat vehicles. TM 9-2350-264-10-1 specifically directs that CVC helmets will be used any time a tank is moved. This standard is designed to optimize crew coordination. No crewmember should ever remove his means of communication — it is literally his lifeline.

The tank driver and loader were tasked to transfer ammunition with another tank. To do this, both soldiers knew they had to rotate their turret and move the vehicle 25 meters. The driver's seat was in the full-up position and neither soldier was wearing a CVC helmet. The loader traversed the turret, which struck the driver's head, killing him.

The Abrams tank has a very good safety record; however, in those instances when a crewman

gets in the path of its moving armor or equipment, serious accidents result. Therefore, to better protect Abrams tank drivers from turret rotation hazards, the following change to the TM has been made: **When an individual is in the driver's compartment, turret power is "on," and the turret or gun is unlocked, then the driver's hatch MUST be CLOSED.**

As always, TCs must announce "power" before traversing the turret and they should double-check, if necessary, to ensure everyone (inside and outside the tank) is aware of intended turret movements and clear from danger.

Risk management can help crews and leaders prevent turret-related accidents. Leaders must stress crew coordination drills, emphasizing the standards printed in the TM. Soldiers should drill until performance and familiarity with equipment is automatic. The turret is a known hazard to tank crewmen, but the controls for managing the turret hazards are also well known: train to standard, enforce the standard, and perform to standard all the time.

Program Manager, Abrams Tanks is looking for recommendations from the field for an engineering change to help prevent drivers from being injured or killed in turret traversing accidents. Send your suggestions to:

TRADOC System Manager,
Abrams Tank
ATTN: ATZK-TS
Fort Knox, KY 40121-5000

You may also call the new 24-hour-a-day Abrams Field Program Hotline number: 1-800-989-TANK (1-800-989-8265).

1996 Armor Conference

Tentative Agenda

1 - 6 June 1996

Training the Mounted Force in Transition

Saturday, 1 June	1300-1900	Armor Trainer Update (ATU) Registration (Gaffey Hall, Bldg 2369)
Sunday, 2 June	0715-0800 0800-0815 0815-0830 0830-0900 0900-0930 0930-1000 1000-1045 1045-1115 1115-1200 1200-1330 1330-1430 1430-1515 1515-1535 1535-1600 1600-1630 1800-2200	ATU Late Registration (Gaffey Hall) Administrative Information (Haszard Auditorium, Gaffey Hall) The Guard in Transition (Haszard Auditorium) The ARNG Armor Force (Haszard Auditorium) Break The Mounted Force in Transition (Haszard Auditorium) Ft. Knox in Transition (Haszard Auditorium) Ft. Knox Scheduling Update ARNG Force XXI Update (Haszard Auditorium) Lunch ARNG Force Structure Update (Haszard Auditorium) ARNG Force Modernization Update (Haszard Auditorium) Break ARNG TADSS Update (Haszard Auditorium) Close Combat Tactical Trainer (CCTT) (Haszard Auditorium) Social Event for ATU (Brick Mess)
Monday, 3 June	0800-1700 0800-0805 0805-0905 0905-0935 0935-1000 1000-1030 1030-1700	Armor Conference Early Registration (Brick Mess) ATU Administrative Information (Haszard Auditorium) SATS-TREDS (Haszard Auditorium) Simitar Update (Haszard Auditorium) Total Army School System (Haszard Auditorium) Break Virtual Training Program Demo (MWSTC, Bldg 2020)
Tuesday, 4 June	0800-1700 0800-1700 0800-1600 0800-0845 0845-0930 1000-1630 1100-1700 1700-1830 1830-2130	Registration (Brick Mess) Force XXI Training Program Demo (MWSTC, Bldg 2020) External Scheduling Conference (Skidgel Hall) Brigade and Regiment Commanders' Meeting (Gaffey II) Honorary Colonels of the Regiment (Gaffey II) 1st Annual Armor Classic Golf Scramble (Lindsey Golf Course) Off-line Update (TBD) CG's Garden Party (Quarters One) Regimental Buffet and Assemblies (Brick Mess)
Wednesday, 5 June	0730-1000 0800-1700 0800-0810 0810-0840 0840-0940 0940-1000 1000-1130 1130-1200 1200-1330 1330-1410 1410-1530 1530-1550 1550-1700 1830-2230	Late Registration (Message Center in Gaffey Hall) Force XXI Training Program Demo (MWSTC, Bldg 2020) Welcome/Admin Announcements (Haszard Auditorium) CG's Report to the Force/Franks Award (Haszard Auditorium) Presentations (Haszard Auditorium) Break Presentations (Haszard Auditorium) Armor Association Meeting (Haszard Auditorium) Lunch Keynote Speaker (Haszard Auditorium) Presentations (Haszard Auditorium) Break Presentations Cocktails/Armor Association Banquet (Armor Inn)
Thursday, 6 June	0800-1200 0800-0810 0810-0840 0840-1010 1010-1040 1040-1140 1200-1300	Force XXI Training Program Demo (MWSTC, Bldg 2020) Admin Announcements (Haszard Auditorium) CSA Address to the Force (Haszard Auditorium) Presentations (Haszard Auditorium) Cavalry Operations (Haszard Auditorium) Cavalry Panel (Haszard Auditorium) Chief of Armor Luncheon (Brick Mess)

- Contractors displays will be open from 0800-1700 Monday, Tuesday, and Wednesday, and from 0800-1200 on Thursday at Skidgel Hall.
- POC for general officers billeting: Protocol Office, DSN 464-2744/6951, commercial (502) 624-2744/6951.
- Limited on-post billeting may be available for other personnel. Contact Mrs. Easter, DSN 464-3491, commercial (502) 943-1000.
- POC for equipment displays: DFD, DSN 464-3534/2176, commercial (502) 624-3534/2176.
- Overall POC for Armor Conference, CPT Matt Flom, DSN 464-1065/8878, commercial (502) 624-1065/8878.
- Conference uniform is battle dress uniform; banquet is casual; garden party is BDU, casual, or Class B with short sleeve shirt and open collar.
- Tickets for social functions will be sold during registration (estimated cost of social events - \$60.00).
- Visit requests for foreign nationals must be submitted through their embassies in time to allow for normal processing.
- To preregister for Armor Conference, call DCFA, Services Division, (502) 624-4235.
- 1st Annual Armor Classic Golf Scramble - \$20.00 entry fee covers greens fees, half a cart, club rental, and favor packet. Prizes galore! Registration begins at 1000; scramble starts at 1100. POC: Barry Bonifield, (502) 624-1546.

Armor Conference

The 1996 Armor Conference, the 1996 Armor Trainer Update (ATU), and the 108th meeting of the United States Armor Association will focus primarily on training and doctrine evolving from our digitization efforts and updates on current and future programs. We are planning a great lineup of speakers to talk about the Mounted Force's move into the 21st Century. We will also have state-of-the-art displays to demonstrate how the Mounted Force will move into the 21st Century.

Armor Trainer Update

The FY96 Armor Trainer Update is scheduled for 1-3 June and will be held in conjunction with the G3/DPTM Fort Knox Scheduling Conference on 3 June and the Armor Conference 4-6 June. Registration will be on 1 June from 1300-1900 with late registration from 0715-0800 on 2 June at Gaffey Hall. This year's ATU will focus on transitioning the Armor force to a digitized force using simulations and evolving technologies. Attendees will have the opportunity to view the newest in simulations, the Close Combat Tactical Trainer (CCTT), in addition to over 120 other displays.

All personnel planning to attend the FY96 ATU should preregister by contacting MAJ Belew at DSN 464-1960, commercial (502) 624-1960. The fax number extension is 1456. Written requests for information should be sent to: Commander, USAARMC, ATTN: ATZK-SA, Ft. Knox, KY 40121-5000.

G3 External Unit Scheduling Conference

The G3/Directorate of Plans, Training, and Mobilization will conduct the 4th Annual External Unit Scheduling Conference on 4 June 1996.

During this conference, we will offer available resources to U.S. Army Reserve, Army National Guard, Active Army, and other branches. Our goal is to provide resources that will give the unit commander a wide range of training options and to integrate simulation technology into the mounted force training strategy.

Important Note: Due to this year's Armor Conference taking place in early June 1996, Fort Knox G3/Directorate of Plans, Training, and Mobilization will begin accepting formal requests for shared resources beginning 7 March 1996. However, in order to confirm training and logistical resource requirements, units must still send representation to the 4 June 1996 External Unit Scheduling Conference.

Each year attendance increases, as well as the support and resources we offer. The FY 97 scheduling conference will relocate to the much larger Abrams Auditorium in the Patton Museum. The attendees may also tour the magnificent displays in the Patton Museum. Some of the major resources available, but not limited to external units, are: MWSTC (old SIMNET) and JANUS with observer/controller support, Tank Driver Simulator, Conduct of Fire Trainers, Maintenance Trainers, ranges, and training areas. Plus, in limited quantity, we have the Thru-Site Video and Battalion/Brigade Staff Trainer this year. Fort Knox is continuously adding or upgrading resources to meet external unit training needs. Our most recent addition is another state-of-the-art Table VIII range with more modernization scheduled in the coming years. Resource availability can be identified and scheduled through September 1997.

All Reserve Component units should submit their requests to Commander, U.S. Army Armor Center and Fort Knox, ATTN: ATZK-PTE-U, Chief, Coordination Support Branch, Reserve Component Support Division, Fort Knox, KY 40121-5000; DSN 464-3137. As in the past, Fort Knox will continue to make every attempt/effort to ensure external units receive the training and resources as scheduled.

Point of contact for resource scheduling during this year's Armor Conference week is Ms. Evans at DSN 464-1266, or Mr. Hornback at DSN 464-3555.

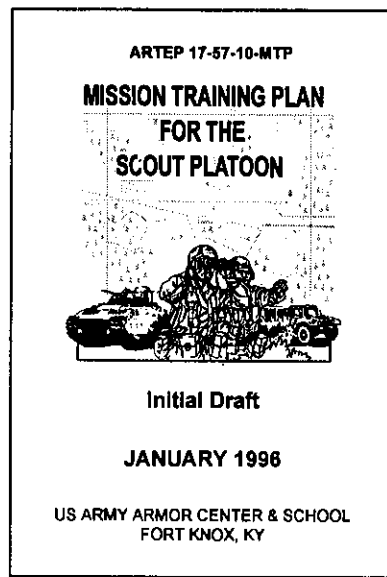
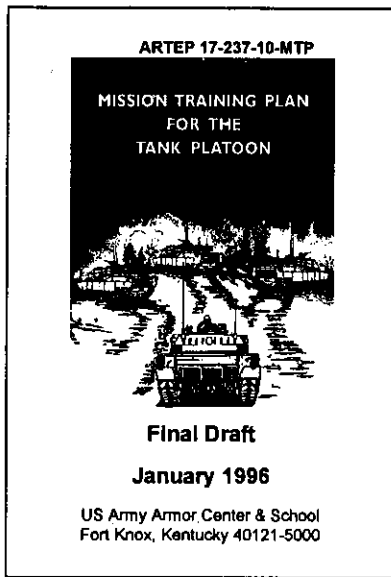
Comment on the Company Team Manual

FM 71-1, *The Tank and Mechanized Infantry Company Team*, is currently under revision at the Armor School. The Armor School shares proponentcy with the Infantry School for this manual, but has primary writing responsibility. We request your thoughts and ideas regarding the concepts, content, and structure in this manual. Current world events and the end of the Cold War are changing the roles and missions of the company team. The Armor School's charter in writing this manual is to provide the user in the field with relevant doctrine, as well as tactics, techniques, and procedures (TTP). We are seeking input from current commanders from company through brigade level, preferably those with command experience in the last five to six years. We are looking for input on the following:

- Should the manual be written for just the company commander, or should its audience include other company team elements (XO, ISG, PL, Attachments)?
- Regarding the content of current doctrine, what has changed since the 1988 version?
- Given the structure of current doctrinal manuals, what works and what needs changing in format and presentation of text?
- What issues are not addressed in the current manual?

- What lessons can be learned from recent combat and training experiences (TTP)?
- Can we include any specific TTP for executing current and future company level missions?
- Should TTP specifically address situations such as operations in built-up areas, or should it be generic, requiring the commander on the ground to adapt it to the situation?
- Should heavy/light operations be addressed as a separate issue?
- Should we include specific TTP for conventional armor and mechanized forces conducting OOTW operations?

The Armor School would like your comments on these topics for review and potential use in the new manual. Input should be received by 30 April, but will be accepted after that date. There is no standard length or format for submissions. Please keep submissions concise and to the point that you wish to make (no war stories please!). Please include information where we may contact you. Submissions should be sent to: Commander, HQ, 3d Squadron, 16th Cavalry, ATTN: CPT Grant, Fort Knox, Kentucky 40121. E-mail can be sent to GRANTR@KNOX-EMH1.ARMY.MIL, or phone CPT Grant at DSN 464-6651 or commercial (502) 624-6651 for additional information.



The Tank and Scout Platoon MTPs

The Platoon Training and Doctrine Division announces the draft completion of tank and scout platoon Mission Training Plans (MTPs): ARTEPs 17-237-10-MTP and 17-57-10-MTP. The tank platoon MTP is in the final draft stage and is awaiting comments from the force before it is approved and released for DA publication. The scout platoon MTP is released as an initial draft. Both require immediate attention from the force and need to be reviewed and critiqued.

Both manuals feature significant improvements. The most notable refinements are changes to the Training and Evaluation Outlines (T&EOs) in Chapter 5, a new, more user-friendly format for the "crosswalk" training matrix in Chapter 2, development of a similar crosswalk training matrix between crew and individual training tasks in Appendix C, and a training exercise addressing operations other than war.

These manuals were developed with parallel formats to provide a standard outline for ease of use in all units. Although they execute different missions, scout and tank platoons perform some of the same tasks, which have been written collectively.

A review from the force is necessary to ensure the manuals provide units with the most up-to-date training material. Specific comments should be forwarded to the Platoon Training and Doctrine Division on DA Form 2028. Key points need to be addressed, not only to identify problems, but also to develop possible solutions. We need and expect comments since there was such a poor response to the initial draft critique of the tank MTP.

It is the intention of this division to make the MTP as accessible to review as possible. In addition to be-

ing sent directly to battalion-level units, the MTPs can be downloaded electronically to units and individual soldiers via the Internet and the World Wide Web (WWW). Look for the MTPs at the Fort Knox Doctrine home page with the following web URL (address):

<http://members.aol.com/awwg/knoxdoc.htm>

The Fort Knox Doctrine home page is part of the ongoing Internet Information Services Management System (IISMS) project. The IISMS project is being executed at the Armor Center to digitize the doctrine writing process. Other Armor Center manuals will be available on the Fort Knox Doctrine home page beginning in April.

Your comments can be sent by PROFS or mailed to this headquarters. Please include the name and telephone number of your POC with the comments. The mailing address is Commander, 2d Squadron, 16th Cavalry Regiment, ATTN: ATSB-SBB-D (Doctrine Division), U.S. Army Armor School, Fort Knox, KY 40121-5200. The PROFS ID is HILLW or SCHOLESM at KNO1. The E-mail address is:

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Note: The completed publication of FM 17-15, *Tank Platoon*, was released to the Department of the Army for final printing and will be available for ordering by units on the publishing date of 3 April 1996. This manual was also extensively modified to reflect current doctrine after being staffed throughout the force, most notably to the CTCs. This manual is also available on the Fort Knox Doctrine home page.