

and places them in a plastic trash bag; and at Station 4, the team member cuts the soldiers' overshirts up the backs and removes them, and then pulls off the soldiers' overtrousers. He places these items, too, in a plastic trash bag.

At Station 5, which is manned by a medical aid man in addition to the team member, the soldiers' uniforms, boots, protective masks, and protective hoods are dusted. If there are no contaminated spots, the soldiers remove their masks and move to Station 6. If there are any contaminated spots, those are first neutralized by the team member. The aid man is

present to take care of any casualties and should have an adequate supply of antidotes to counter the various CW agents the company may have encountered.

Finally, at Station 6, the soldiers are issued fresh ICDE sets and other personal equipment.

A hasty PDS operation of this kind allows a company commander to decrease his unit's MOPP level, to conduct an ICDE exchange, and, therefore, to increase his unit's survivability. The equipment required is not excessive and can be obtained through the supply system. It can be used by any unit and can be adapted

to fit any situation. (A more detailed description of the operation of such a site is available from the Chemical Staff Officer, Headquarters 2d Brigade, 8th Infantry Division, APO New York 09034.)



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The Company XO

CAPTAIN HAROLD E. RAUGH, JR.

In an infantry company, the success or failure of many training and administrative activities can often be traced directly to the only officer in the company who does not wear "green tabs" — the executive officer. Not only is he the second-in-command of the company, he is also its primary logistical and administrative officer. In effect, he is the "staff" for the company commander.

Generally speaking, the executive officer is the senior and the most experienced lieutenant in the company, and as a result of his longevity he usually has a good deal of institutional memory. He is, therefore, able to provide valuable guidance and assistance to both his commander and his platoon leaders.

The executive officer is also in charge of the company's headquar-

ters section, and this usually gives him such additional duties as supply officer, communications officer, weight control officer, unit fund officer, NBC officer, motor officer, and the like. This means that he must be an effective and efficient manager of all of the resources available to the unit, which include time, manpower, supplies, vehicles, and money. In this way he can best help his company commander produce a cohesive, disciplined team of combat-ready infantrymen.

RELY ON NCOs

But he cannot do everything alone. If he is smart, he will often rely on the good judgment, assistance, and experience of the senior noncommissioned officer in the company — the

first sergeant. For example, he should coordinate closely with the first sergeant on all administrative matters so that he does not infringe on or interfere with the first sergeant's duties. One area of interest that both should be concerned with is a vigorous incentive and awards program. Closely supervising and monitoring this program is an excellent way for the executive officer to ensure that all deserving soldiers in the unit are properly rewarded for outstanding duty performances.

The executive officer also needs to work closely with his commander, the platoon leaders, and the training noncommissioned officer on the support that must come from outside sources — the use of training areas, for instance, and ammunition supply, additional transportation support, and meals. Once the company's



requirements for outside support have been determined, he should coordinate them with the responsible parties well ahead of time to see that the support is provided when it is needed.

In a field environment, the executive officer also has many duties and responsibilities. In addition to being a "fighting XO," prepared to lead part or all of the company into battle, he must provide logistical and administrative support for the company, which includes feeding the troops, resupplying ammunition, and supervising the company combat trains. In

short, he should lift these burdens from the company commander's shoulders so that the commander can devote all of his time and energy to commanding his soldiers.

Because of his numerous duties and responsibilities, the company executive officer plays a vital role in accomplishing his commander's mission, which is to mold the unit into a cohesive team of highly-motivated, well-disciplined, well-trained infantrymen, psychologically and physically prepared for combat.

Keeping that mission in mind, the company executive officer should

spare no effort in doing his duty, for his company commander and for all of the soldiers in the unit.



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