

ment with them and then taking their opinions and feelings into consideration. Keep your wife informed about your activities at work and any upcoming training events. This will make her feel like a part of your military life and not separate from it.

Participating in the social life of the Army brings you into contact with other military couples, and these friendships can help to sustain not only comrades in arms but their spouses, too.

The Army is a profession, not a job.

Do not expect to receive more than you give. Normally, you'll receive less. The pressure to succeed and continue advancing through the ranks will increase with your years of experience. No amount of money or benefits can adequately pay for the hours, the separations, the hardships that come with Army life. If after a few years of service you decide the Army is not for you, then finish your service honorably and move on to something you enjoy more. If you decide to stay, be the best officer you know how to be.



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HHC Executive Officer

CAPTAIN SAMUEL J. PADGETT, JR.

The executive officer (XO) of an infantry battalion headquarters company has a variety of duties and responsibilities that an officer newly assigned to the job may not fully understand. The headquarters XO is assigned many additional duties as well, depending upon the mission and organization of his particular unit.

An XO's first step in understanding his job should be to understand his unit's particular organization. In a regular infantry division, for example, an infantry headquarters company usually consists of a battalion headquarters section, which is made up of the S-1, S-2, S-3, and S-4 personnel, and a company headquarters section, which is made up of the company commander, the XO, the first sergeant, and the supply sergeant. In addition, there is a communications platoon, a maintenance platoon, a medical platoon, and a support platoon (which includes the mess team and the transportation section.)

Because of the diverse organization of the company, its commander must call on his XO to monitor several important aspects of the unit's daily operation—usually education, maintenance, crime

prevention, and physical security—and any other missions that may suddenly become crucial to the company's mission.

As education officer, the XO closely monitors the education level of the soldiers in the company. He is the link that connects the company to the education center for such classes as the Basic Skills Education Program (BSEP) and the Advanced Skills Education Program (ASEP).

He works with the sections, the platoons, and the first sergeant to identify the soldiers who need this kind of training. He keeps an up-to-date education bulletin board and talks to each soldier about his personal educational goals. Furthermore, he keeps all personnel informed of new classes, programs, and educational opportunities. (It takes a bright, intelligent soldier to operate and maintain the Army's new and sophisticated machinery.)

As maintenance officer, the XO represents the commander in the motor pool. This is a daily function and one that requires tedious attention to detail. Poor maintenance can instantly decrease unit readiness, especially if the unit has ve-

hicles that are older than the drivers, and the Army's new hardware requires its own kind of special care and attention.

The headquarters XO's primary function in this area is to see that all vehicles are operational. He must know the status of each and must see that all vehicles receive their scheduled maintenance, even when their drivers, for one reason or another, are not present for duty.

This means that he must check each vehicle regularly and see that all deadline deficiencies are corrected immediately. All priority (0-3) parts should be ordered the same day the need for them is determined, and regular (0-6) parts should be ordered as soon as possible after the priority parts. And he must check the deferred maintenance board to see that all items have been ordered and the requisitions properly recorded.

Each day, he should see that the parts bin is cleared out, and that the parts are put on the equipment within 24 hours. Vehicles that are not operational but awaiting parts must be repaired the same day those parts arrive.

Each day, the maintenance officer (XO) must inspect the vehicle line for police, leftover parts, and vehicle line-

up. (A well policed and straight line-up of vehicles reflects the discipline of a unit, and a mobile unit can remain mobile only if it has a successful maintenance program.)

Crime prevention and physical security are also high priority programs, because fraud, waste, and outright negligence have led too often in the past to lost and stolen equipment. The XO must therefore initiate effective programs that are aimed at safeguarding all U.S. Army hardware. This includes strict compliance with AR 190-31, Department of the Army Crime Prevention Program; AR 190-13, The Army Physical Security Program; and FM 19-30, *The Physical Security Manual*.

The XO's goal should be absolute security. He should see that all of the necessary forms are filled out properly so that weapons and ammunition are not lost or misplaced. At the same time, an emphasis on locking and securing wall lockers and rooms can save the Army and its individual soldiers money, manpower, and plain grief.

As part of his crime prevention effort, the XO must inspect the company areas at least once a month. A casual walk through the troops' rooms during a week-day, for example, can yield unexpected results. Troops lounging in their rooms often take shortcuts by leaving their rooms and valuables unsecured. By making on-the-spot corrections and by informing platoon leaders and platoon sergeants of any fraudulent violations, the XO can prevent potential problems.

And the XO must see that crime prevention and physical security are emphasized all the time—not just when a general inspection is coming up. Informative classes and posters can help maintain this emphasis.

In addition to these regular duties and responsibilities, a headquarters XO usually must also juggle such extra duties as tax assistance officer, unit fund officer, awards officer, indebtedness officer, unit supply officer, tool control officer, and field sanitation officer. His job is a difficult one indeed, for a failure in any one of these areas can result in low

morale and an ineffective organization. An XO must therefore display maturity and experience if he is to anticipate possible problems and prepare the unit to solve them.

In summary, the headquarters XO is the commander's inspector and his personal representative in all areas of tactical operations and daily garrison activities. He is also an advisor to the commander on many areas that in the headquarters section are normally divided among the staff officers. If he neglects one of these areas, his unit's combat readiness, to some extent, will be impaired.



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Mortaring

Can We Now Move Forward?

WARRANT OFFICER-1 KEITH F. HOYLE, British Army

Before we go too far down the rocky road of no return, our current mortaring systems need further review. While already in the throes of a major change, we need to adopt new procedures and new technology, and at the same time allow old and impractical procedures to fall by the wayside.

For example, the laser range finder and the thermal imager will greatly improve the fire support team's ability, and our gun line procedures must be ready and able to accept this change. But first, the

sentiment that surrounds the 4.2-inch mortar must be put to one side to allow room for newer and better systems that will have a more positive effect on the modern battlefield. Frankly, the 4.2-inch mortar provides complications that we can do without.

The weight of the whole system is impractical and unmaneuverable, and it does not lend itself to the fast moving and rapidly changing battlefield of the 1990s. It is essential that a weapon system be movable, either dismantled into easily

carried parts or placed on a carriage. Each 4.2-inch round weighs 29 pounds, which is three times as much as an 81mm round, but it does not produce three times the lethality. For each 4.2-inch round we bring forward, we can bring up three 81mm rounds.

Another problem is that the rifled barrel on the 4.2-inch mortar wears faster than a smooth barrel, and an extra fire direction center procedure must be employed to "aim off" a round for drift.

When comparing systems, of course,