

handkerchief, sheet of paper, the tissue paper from an MRE (meal, ready to eat), or the inside stuffing from a first-aid bandage.

Radio. Using the radio has the advantage of not exposing your exact location to those who are firing at you. First, try contacting the unit that is firing on you over your higher headquarters net. In addition to directly addressing the unit firing at you, this also informs the higher headquarters of your situation. If you are unsure which unit is shooting at you, then refer to it in relation to its location, or yours: "Friendly unit at (its location), this is (your call sign). You are firing at us. Stop shooting. Over." Or "All stations this net, this is (your call sign). Whoever is shooting at us at (your location), stop. Over." If possible, refer to the locations shown on the operational graphics. Giving grid coordinates over an unsecured net is a violation of communication security, and a grid location may be difficult to plot quickly.

If you are quite certain which friendly unit is firing at you but it is not responding to you on the higher headquarters net, then use the SOI to get that unit's internal net and try to raise it that way.

Several of these first eight measures must be designated before an operation begins. (To prevent their use by the

enemy if compromised, they are not permanent.) This information must be disseminated to all U.S. and allied units operating in your area of operations or adjacent to it, and at the same time you receive their anti-fratricide measures.

If for some reason your present operation does not have the predesignated communication measure that you need to use, try the one from the previous operation. For example, if the operation order of the present mission did not include a running password or recognition signal, use the word or signal from the last mission's operation order to stop friendly fire. It may work.

Withdraw. If all your attempts to end the friendly fire situation through communications or recognition signals are unsuccessful, then it may be necessary to withdraw. Understandably, this may prevent or delay you from accomplishing your mission, but this is something you and your higher commander will have to consider. Use smoke and CS grenades to prevent pursuit while you withdraw.

Cease Fire. Returning fire is probably the worst thing you can do. Thinking that the friendly soldiers firing on you will recognize the report of your weapons is ridiculous. And shooting back risks escalating a small firefight into an outright battle that won't stop until all of you are dead.

In essence, these ten suggestions are simple. If asked, most leaders with any experience can quickly respond with at least a few of the ten. What is important is that a leader think through these ten, plus any other possible ways of stopping friendly fire, and then quickly decide upon and implement what seems to be the fastest, most effective way.

The fear, excitement, uncertainty, smoke, and noise involved in "the fog of war" complicates this thought process. U.S. casualties from recent operations prove that U.S. leaders have not completely mastered ways of stopping fratricide.

As a final suggestion, if you are a leader about to conduct a mission in dense terrain, bad weather, limited visibility, or in any uncertain enemy situation or confused friendly situation, then review the ways of stopping friendly fire. If necessary, make a list on the butt of your rifle or anywhere else that you can refer to immediately in the event of friendly fire. Or better yet, memorize and practice the list. Your soldiers deserve every protection you can offer them.

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Property Accountability For the New Company Commander

CAPTAIN ROBERT E. MILANI

All too frequently, otherwise successful company commands are ruined by the most distasteful aspect of company command — property accountability.

Many "successful" commanders find out in their final days of command just how successful they have really been when they must put in a report of survey

worth thousands of dollars because of missing equipment and poor accountability procedures.

To avoid the same pitfalls, a com-

mander, from the very moment he assumes command, must be organized, knowledgeable, and thorough in his inspections and inventories of his company's equipment. He must follow the guidelines and procedures established by his senior commanders and property book officers (PBO) in regard to accountability.

There are many techniques that can help a commander account for his property. Some of the best include monthly 10-percent inventories, sensitive item inventories, and hand-receipt reconciliations.

The 10-Percent Inventory. Each company commander is usually required to conduct a monthly 10-percent inventory of his installation and organization property. The idea is for a commander to look at 120 percent of his property in a given year. A successful 10-percent inventory is always conducted by the commander, never delegated to someone else.

Sensitive Item Inventory. Company commanders are also usually required to conduct monthly inventories of all the sensitive items on the company property book. Each month, a PBO team provides an updated list of all the sensitive items on a commander's primary hand receipt and includes the serial numbers of those items. A commander can delegate this task to a commissioned officer in the company, and, in fact, it is usually rotated among the company's platoon leaders. The inventory verifies the serial numbers of such items as weapons, night sights, communication security equipment, and the like, and ensures that all sensitive items are either on hand or properly accounted for.

Hand Receipt Reconciliation. This technique, although not required, is an excellent way for a commander to verify that all of the equipment in his company is accounted for on sub-receipts. The most commonly used technique is to balance the sub-receipts against the working copy of the property book. This technique of ensuring that the hand receipts are up to date is particularly effective for conducting an inventory before a change of command.

Essentially, the reconciliation is done by posting the quantity issued for each line number on each sub-receipt to the working copy of the primary hand receipt. For instance, suppose the company has 15 sub-receipts and the commander is working with sub-receipt number 15. Let's say, too, the hand receipt holder for receipt 15 is signed for six widgets under line number W80808. The commander (or his representative) turns to that line number in the working copy of the property book and, next to "on-hand quantity," records "HR# 15 = 6." When all sub-receipts have been tallied, the hand receipt quantities should equal the on-hand quantities. Wherever they do not, those items are not being accounted for properly.

Inventories are successful only when all participants understand their roles in the monthly inventory and reconciliation process. To make sure they do, the following guidelines and responsibilities should be incorporated into any policy letter governing 10-percent inventories:

Company Commander:

- Develop a 10-percent inventory schedule with the executive officer (XO), the first sergeant, and the supply sergeant. Disseminate 10-percent inventory schedules in weekly training meetings.

- Conduct a monthly 10-percent inventory. Physically inspect each item of equipment, whether it is signed out or not. Hand receipt inventories do not count. All component annexes and shortage annexes will be updated and verified.

- Reconcile appropriate hand receipts and adjustment documents and ensure that all equipment on the 10-percent inventory is either on hand or accounted for by an adjustment document.

- Reconcile the previous month's hand receipt with the current month's hand receipt.

- Sign monthly sensitive item and 10-percent inventories.

Executive Officer:

- Coordinate the monthly 10-percent inventory schedule with the commodity area chiefs.

- Prepare a schedule for the 10-percent inventory, then clear it with the company commander and the first sergeant.

- Maintain a duty roster for platoon leaders to inventory sensitive items and to conduct a monthly hand receipt reconciliation for all organization and installation property. Do not have the same lieutenant conduct both the sensitive item inventory and the monthly hand receipt reconciliation.

- Make sure the platoon leaders conduct the sensitive item inventory and adhere to the inventory schedule.

- Conduct an inspection of all commodity area equipment before the company commander's inspection. Inform the company commander of findings.

First Sergeant:

- Coordinate the monthly 10-percent inventory with the platoon sergeants.

- Conduct an inspection of all platoon equipment before the company commander's inspection. Inform the company commander of findings.

Supply Sergeant:

- Pick up the monthly inventories from the S-4 and deliver copies to the company commander, the executive officer, and the first sergeant.

- Escort the company commander during his inventory. Have a copy of the primary hand receipt and the appropriate sub-receipts, component annexes, shortage annexes, and adjustment documents including statements of charges, cash collection vouchers, reports of survey, and turn-in documents.

- Take notes during each inventory and ensure that all adjustment documents and hand receipts are initiated or updated. Before the commander signs the monthly 10-percent inventory, make sure all hand receipts, component annexes, and shortage annexes are updated. Order all missing items, including Class IX items, and initiate any necessary adjustment documents. Reconcile all discrepancies the commander discovers during the 10-percent inventory.

- Ensure that the company commander inventories all new equipment

that has been put on the property book since the previous month and reconciles all adjustment documents with the new hand receipt and the previous month's hand receipt.

- Ensure that all sub-receipts are updated.

- Prepare a Memorandum for Record stating that the monthly sensitive item inventory, 10-percent inventory, and hand receipt reconciliation were conducted and by whom. List any deficiencies discovered and the corrective action taken.

Commodity Area Chiefs and Platoon Sergeants:

- Ensure that the published inventory schedule is adhered to.

- Lay out all equipment for the company commander's inspection. Hand receipts will not count for property; a physical inventory of the equipment must be done.

- Ensure that all hand receipts are on hand with the appropriate adjustment documents.

Platoon Leaders:

- Ensure that the sensitive item inventory and the hand receipt reconciliation are done according to the schedule the XO has provided. Complete inventories not later than the 21st of each month.

- Brief the company commander on findings.

When the entire chain of command

is involved in the inventory, everyone becomes interested in property accountability. This process also adds to the professional development of the junior leaders because it exposes them to the intricacies of the unit supply system. For the commander, it virtually eliminates accountability problems within the company.

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Search and Attack

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There are two techniques for conducting a movement to contact — the conventional technique of movement to contact and the search and attack. During the low intensity conflict (LIC) phase at the Joint Readiness Training Center (JRTC), the opposing force (OPFOR) is dispersed throughout the zone and, initially at least, his weaknesses are unknown. In this situation, the search and attack is the more appropriate technique.

While the search and attack technique is the doctrinally correct means of conducting operations at the JRTC, its decentralized nature places many unexpected demands on a commander and a unit. For example, a company commander cannot use the same approach to conduct a search and attack that he would use for the conventional technique. Because much home station training focuses on the conventional technique, though, many units are not

well-rehearsed on the search and attack technique, and this shows when they try it out at the JRTC. The repeated success of the OPFOR is further proof of this.

A company commander can anticipate many of the challenges of a search and attack operation by preparing a detailed and thorough operations order that addresses the considerations of METT-T (mission, enemy, terrain, troops, and time) for the particular operation.

Of great importance is the intelligence preparation of the battlefield (IPB) to help identify named areas of interest (NAIs) where some OPFOR action is expected. The NAIs must focus on the OPFOR, not merely on a recognizable piece of terrain that is of little value except as a navigational aid. And once NAIs are identified, they must be observed. This will help confirm or deny the IPB. Remarkably, many NAIs are merely identified and never placed under observation. A good way to avoid this

oversight is an NAI matrix that assigns the responsibility for each NAI to a specific unit.

A detailed terrain analysis is even more fundamental to a search and attack than it is to other operations, because the OPFOR is dispersed and must be found. The commander will not usually have the time or the resources to conduct a police-call sweep of his entire zone and will have to use terrain analysis to focus his search efforts. By determining the key terrain and the avenues of approach, he can direct his search at likely OPFOR locations instead of walking haphazardly through the woods hoping for a chance contact.

Because the terrain is so important, subordinate leaders cannot rely upon an analysis from their higher headquarters for their particular zones. Rather, they must refine any analysis they receive to make it appropriate by using the factors of OCOKA (observation and fields of