NBC Operations. While an executive officer rarely serves as the unit NBC defense officer, logic dictates that you will supervise many of the unit's NBC defense operations, including fallout prediction, radiological calculations, nuclear and chemical strike warnings, and decontamination operations. Because this information is critical to the unit's tactical performance (and difficult to memorize), a major portion of your battle book should be devoted to NBC reference data and status charts. Unfortunately, there is no single comprehensive source of NBC information, and you will have to consult a number of publications. Your book might include the following:

- NBC Task Organization Chart (showing what type of NBC equipment is carried on each vehicle).
- Radiation Exposure Status Chart. (See FM 17-95, Calvary—Draft—December 1981.)
- Chemical Contamination Status Chart.
- Notes on simplified and detailed fallout prediction. (See FM 3-22, Fallout Prediction, October 1973.)
- Data on nuclear weapons effects. (See FM 101-31-1, Staff Officer's Field Manual: Nuclear Weapons Employment Doctrine and Procedures, March 1977, and RB 100-34, Operations on the Integrated Battlefield, U.S. Army Armor School, 1981.)
- Data on nuclear radiation transmission factors for various vehicles and shelters (RB 100-34).
- Notes on conducting radiological surveys (route, pre-selected dose rate, and point techniques) and preparing the appropriate reports.
- Notes on preparing NBC 1 through 4 reports.
- Format and procedures for unit strike warnings.
- Data on MOPP levels (FM 17-95).
- Data on chemical weapon effects (RB 100-34).
- Data on duration of persistent chemical contamination and downwind chemical hazard (RB 100-34).
- Notes on conducting personnel and vehicular decontamination. (See FM 3-87, NBC Reconnaissance and Decontamination Operations, February 1980.)

Finally, your battle book can also be used as a repository for various other useful documents, and you should create status charts or reference material that will help manage any areas of special "command interest" in your unit. These miscellaneous materials might include the following:

- Load plans for headquarters platoon vehicles.
- Current battle roster.
- Prescribed load list with current Zero Balance Report.
- Julian calendar.
- Extra signature cards for Self Service Supply Center and Class IX pickup.
- Dry cell battery status chart showing requisition dates, quantity ordered, and current status.
- Communications equipment deadline chart (showing deficiency, date turned in, and current status).
- Searchlight deadline chart (showing deficiency, date turned in, and current status).

You will find that constructing a good battle book is a time-consuming task, but rest assured that the resulting efficiency will be well worth the effort, especially since much of the work can be done during time that otherwise might be wasted, such as downtime during gunnery.

Once you have experimented with the book and have arrived at a format that meets your needs, try providing a copy for your unit TOC, and see if operational and logistical reporting does not improve significantly.

As a combat arms executive officer, you occupy a unique position of great responsibility and broad scope. A well-designed battle book will help you perform this critical mission and will also help ensure that your unit is able to fight effectively on the modern battlefield.

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The Battalion Adjutant
A Perspective for the Commander

CAPTAIN ANTHONY J. TATA

A battalion commander, in choosing his primary staff, usually gives considerable thought to filling the S-3 position. For the S-1 and S-4 slots, however, he may accept officers who are waiting for company commands or buying time for other reasons, without seriously considering their qualifications.

A prudent commander, however, will select his adjutant and logistician with the same care he exercises when choosing a battalion operations officer. In particular, one of his most important decisions is his selection of a battalion adjutant.

Because of the close relationship between the commander and his S-1, every commander should weigh a potential adjutant by three criteria—his abilities,

his longevity in the unit, and his goals. The ideal candidate for the position is an officer who has superior communication and management skills, who will remain on the job for at least 12 to 18 months, and who has a genuine desire to be the S-1. The adjutant who knows he will be in the job for at least a year (and preferably longer) can lend continuity to the traditionally turbulent battalion staff.

An S-1 with a good command of the English language can dramatically reduce the commander's administrative load; he should also be an effective speaker because, if he is doing his job, no one in the battalion has more contact with high-ranking officers, other units, and public agencies. Frequently, the image a battalion staff officer projects will determine the battalion's reputation within the division; an articulate S-1, therefore, can promote good will among other units and supporting agencies.

A carefully selected S-1 who works closely with the same commander over a period of time will understand the commander's guidance or intent without always being told, and can convey that intent to the other primary and special staff members. This will reduce the traffic in and out of the commander's office and prevent duplication of effort. Further, the trust that develops between an S-1 and a battalion commander is not easy to replace.

Most important, an S-1 with longevity will be more likely to take a special interest in the Personnel Administration Center (PAC), and in many respects the success or failure of the PAC will be the barometer of the adjutant's performance. If an officer is to be an S-1 for only six months, for example, he probably will bne overwhelmed with his staff work and may ignore the PAC, feeling that he cannot be blamed for any problems that may result during that time. A stabilized S-1, however, will know that the PAC is his responsibility and will make the time to manage it properly and take steps to ensure its success. And a successful, responsive PAC will pay dividends in better troop morale and welfare.

As for the third criterion, an officer who has a genuine desire to be the S-1 stands a far better chance of succeeding at the job. The adjutant, after all, is responsible for numerous soldier and family care programs, and he can expect to occasionally take a verbal beating from the battalion and company commanders.

Since the PAC becomes responsible for soldier and family problems that cannot be handled at company level, the battalion commander will want his S-1 to manage these special cases carefully, especially those involving family members. If the adjutant does not show a genuine concern for those cases, many soldiers and families may become disillusioned with the Army.

Along with a desire for the job, an S-1 must also have the poise and composure to handle the assorted demands of the battalion and company commanders.

Once the battalion commander has selected his adjutant, he should make it clear what he wants the adjutant to do. Even the best staff officer cannot operate to his full potential if he does not know his commander's intent. The commander can focus his adjutant's attention on his own priorities—areas such as personnel management, soldier morale, and command administration.

One of the adjutant's usual tasks is to monitor personnel matters. Although the management of enlisted personnel is the responsibility of the command sergeant major and the PAC NCO, the S-1 still must keep abreast of the unit's NCO manning and strength.

Officer management is solely his responsibility. As part of this responsibility, he should develop management tools to help the battalion commander make officer placement decisions.

First, the S-1 should develop local preference statements for each officer

to complete, indicating schooling completed, previous assignments, longevity, and three job preferences for his next position. The S-1 can then compile these and transfer the data to a master spread sheet that makes the information readily available. The S-1, using another spread sheet, then graphically depicts each officer, his duty position, time in that position, expected promotion window, and date of rotation from the unit. From this data, the adjutant can make sound officer management recommendations to the battalion commander and can react quickly to short suspense taskings from brigade or division.

Using a similar system, the battalion commander can anticipate and predict officer changes and identify potential officer manning problems well in advance.

Perhaps the single greatest effect an adjutant can have on the soldiers of a battalion result from his management of those programs dealing with morale and with legal matters. The S-1 must implement efficient systems for dealing with soldier pay problems, family issues, awards, and legal actions. An adjutant who genuinely cares about the soldiers and their families will make sure the battalion chain of concern and family support programs are responsive to the needs of all the families. He should pay particular attention to any unresolved problems. The caring adjutant will fight for the soldiers and families of his battalion. Further, an S-1 can never underestimate the positive effect of the rapid and just processing of awards and legal actions.

Another important role for an S-1 is managing his commander's administrative tasks. Many officers have problems trying to manage part of another person's workload. Likewise, many commanders are equally uncomfortable dividing administrative responsibilities between themselves and their adjutants. In the absence of guidance, an S-1 must take the initiative and do as much as possible.

The adjutant will be deluged with paperwork that comes in through daily distribution, and he must be able to distinguish the important from the trivial. As distribution arrives in his in-box, he should immediately wade through it, first scanning the material for commander-to-commander messages and placing these in the center of the battalion commander's desk. He should then determine the items the commander needs to sign or review that day and place them in a "HOT" file folder in the commander's in-box. Finally, he should collect the information that is not as critical and place it in a reading file in the commander's secondary box. He should do the same when each new distribution arrives.

If he has time, the adjutant should research what he can and attach written information and recommendations to the basic correspondence. His commander only has to miss one suspense date for the S-1 to understand the true importance of helping his commander in administrative management. Although the adjutant is not the commander's secretary, he is a staff officer with specific duties and loyalties in the area of command administration.

A battalion adjutant cannot neglect his many other responsibilities, such as strength accounting, casualty reporting, and his staff relationship with the battalion executive officer. But neither can he ignore his duties of command administration, soldier caring, and personnel management.

The commander who uses extra care in selecting his S-1 will thus free himself to concentrate on other matters and can proceed with the comforting knowledge that his adjutant is representing his battalion well and is taking care of his soldiers.

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Forgotten Heritage

CAPTAIN ROBIN M. CATHCART

Companies from Pennsylvania, Maryland, and Virginia formed the Continental Army on 14 June 1775. The Third Infantry Regiment, "The Old Guard," joined the Regular Army on 3 June 1784.

We are justifiably proud of the achievements of these distinguished Army units. But all too often we forget that some units of the Army National Guard pre-date the formation of these units by more than 100 years, and that these National Guard units also frequently pre-dated the creation of their respective territories or states.

Although militia units had been formed earlier in Virginia, the creation of three regiments from existing companies by the Massachusetts Bay Colony on 13 December 1636 is officially recognized as the beginning of the modern Army National Guard. These units were the North, South, and East Regiments. The North Regiment, later renamed the Middlesex