



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS III CORPS AND FORT HOOD
FORT HOOD, TEXAS 76544-5056

AFZF-CG

21 NOV 02

MEMORANDUM FOR SEE DISTRIBUTION

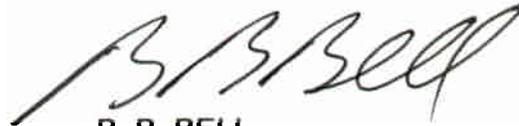
SUBJECT: Phantom Six Sends – Heavy and Dismounted Forces Operating Together

1. During a recent JRTC rotation a III Corps tank company was involved in a fatal accident with two dismounted infantrymen. The facts and circumstances of this tragedy are under investigation. However, we do know that a tank and dismounted infantry were operating in close proximity during a MOU operation at night.
2. Task organizing heavy and light forces has become a doctrinal cornerstone of how we fight. While this mix of heavy/light elements can give us the necessary, decisive edge on the battlefield, it also presents leaders a significant force protection and risk management challenge. For that reason, unit TTPs and SOPs must contain appropriate and effective safety provisions for small unit combat formations. Commanders and leaders must be engaged and conduct/monitor necessary battle drills that ensure safety and force protection in all weather, light, and terrain conditions. When conducting risk assessments, leaders must consider attached elements that may have different capabilities and procedures.
3. Key requirements to help ensure the safety of light/heavy force operations include the following:
 - Conduct a detailed comparison of platoon battle drills when you cross attach units. A light infantry platoon's battle drill for reacting to indirect fire may be in direct opposition to how a tank platoon would react. If these two units are going to operate together, they must develop and rehearse a coordinated drill that mitigates the risk to all involved.
 - Establish redundant communications between units.
4. The loss of life at the JRTC is a real tragedy and a cause for concern. The Army Safety Center is investigating this accident and a range of important lessons will be learned and disseminated. Until then, I want everyone to focus on the safe interaction

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of dismounted soldiers and mechanized/wheeled equipment--particularly at night in low visibility conditions. Leaders at all levels must ensure that TTPs/SOPs are in place to protect our soldiers while they train to standard.

A handwritten signature in black ink, appearing to read 'B. B. Bell', is centered on the page. The signature is fluid and cursive.

B. B. BELL
Lieutenant General, USA
Commanding

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