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THE BATTALION COMMANDER'S HANDBOOK

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US ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania

11 Jun 1980

“NOT TO PROMOTE WAR, BUT TO PRESERVE PEACE”

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FOREWORD

This excellent handbook has been prepared by former battalion commanders at the USAWC to help newly designated battalion commanders prepare for and undertake command.

This document does not convey official Army doctrine nor does it prescribe the authority and responsibilities of the battalion commander. It does present, however, a synthesis of the vast and varied command experience of hundreds of former battalion commanders at the US Army War College and throughout the Army in the field.

The College is deeply indebted to the outstanding officers in the Class of 1980 for their efforts and is grateful for the significant contributions from all those former and current battalion commanders outside the US Army War College who gave generously of their time and knowledge to those who produced the book.

The handbook is not a recipe for command success; it is merely a guide which should help you to cope with the ever present challenges of working with soldiers. However, be sure to make this book your own. Revise its contents to suit your needs and remember that the ultimate goal is to promote a command environment which inspires in your subordinates a feeling of trust and confidence as well as a sense of loyalty and commitment to every task the unit may be required to undertake in peace or war. If it helps you achieve this, the handbook will have more than justified the effort required to prepare it.

DeWitt C. Smith, Jr.

DeWITT C. SMITH, JR.
Major General, USA
Commandant

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PREFACE

This handbook was written primarily for the newly-selected battalion commander. It provides tips on how to transition into command and how to approach some of the more difficult problems. At the same time, however, a great deal of information in the book can be useful to commanders at any level.

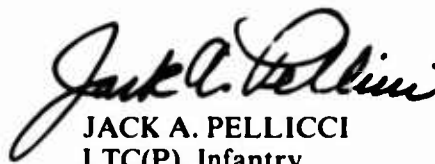
Fifteen former battalion commanders in the US Army War College Class of 1980, representing a cross-section of experience which varies by specialty, type battalion, geographical location, and major unit affiliation, completed this handbook as a part of the voluntary student research program. While the personal experiences of the study group members provided the basic framework for the handbook, the handbook really synthesizes the collective wisdom and experience of more than 100 former battalion commanders in the Class of 1980 as well as almost 100 incumbent or former battalion/brigade commanders interviewed throughout the US Army in the field.

Originally, the workgroup planned to update the outstanding handbook produced by students in the Class of 1977. However, as research progressed and the product began to take shape, the workgroup was inclined more to develop a new handbook. In the end, we borrowed heavily from our predecessors and added and changed as we saw necessary. We sincerely hope that the result will be most useful.

The first two chapters address the more common areas which apply to most new commanders regardless of the type battalion. While emphasis is on those areas which should be considered before and shortly after assuming command, there is a broad range of memory-joggers which should prove useful throughout an entire command tour. Chapters 3 through 6 deal with some unique aspects of specific type battalions which comprise the majority of command opportunities. The handbook is designed to be read completely by every newly designated commander in order to gain the fullest appreciation for concepts which could be of use in his or her particular command.

This handbook does not convey official Army doctrine, nor is it a roadmap to successful battalion command. It has not been staffed in any traditional sense, and it is likely that not all new commanders will agree with everything in it.

Regardless of how you decide to use this handbook, the authors and editors truly hope you will gain some new insights and perspectives which will help you to address your own command and to establish the best possible environment for your soldiers.



JACK A. PELLICCI
LTC(P), Infantry
Class of 1980

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The authors and editors gratefully acknowledge the support provided by their classmates and members of the staff and faculty at the Army War College who helped in preparing this handbook. Special thanks to Colonel Paul W. Child, Jr., our study group advisor and to all those who patiently typed revision after revision of each chapter. Also, we would like to acknowledge the outstanding cooperation by hundreds of battalion commanders in FORSCOM, TRADOC and USAREUR who provided valuable information through field interviews.

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CHAPTER 1

PREPARING FOR YOUR COMMAND

This chapter provides hints that will assist you in preparing to command effectively. The list is certainly not all-inclusive. The intent is merely to point out some successful techniques used by other commanders to prepare for command. The period between notification of command selection and assumption of command is extremely important. If properly used, it can contribute significantly to your ability to take charge confidently and intelligently. Once in command, time for self-study will be more constrained, and there is no substitute for professional competence. You are responsible for training your subordinate commanders. To do this you must know your job well. Therefore, prior to assuming command, do as many of the following as you can.

PRIOR TO THE PRE-COMMAND COURSE

- Determine what your unit's missions are and begin to analyze them.
- Study your unit's MTOE.
- Study the FM's that explain how your unit is supposed to fight.
- Obtain copies of your unit's tactical, maintenance, and administrative SOP's. Being familiar with them will help you relate what you learn in the Pre-Command Course to your unit.
- Study the geographical area where you will be serving. Acquire an appreciation of the terrain, people, and climate. If a foreign language is involved, study it.
- If your unit has reserve component responsibilities, learn something about how reserve units operate and train. Read Chapter 6 of this book, too.
- Get in good physical condition. You cannot do your best unless you are in excellent mental and physical health.
- Brush up on soldierly skills (running, hiking, shooting, and operating the tools of your trade). It is important to maintain the capability to lead by example.

PRE-COMMAND COURSE

This four-phased course, conducted at your service school and Fort Leavenworth, is to assist in individual preparation for battalion command by providing refresher training in selected areas. The course presents a common view of current US Army doctrine in the areas of training, personnel/logistics management, and tactics. While each individual situation is somewhat different, a great deal can be gained from the course if you go into it with an open mind. Here are some tips on how to get the most out of the course.

- Use the diagnostic test to determine the areas which you must emphasize.
- Take full advantage of the opportunity for hands-on weapons and equipment training.
- Devote special attention to innovations such as the Battalion Training Management System (BTMS) and new equipment that will be fielded during your command tour.

- Talk to contemporaries, junior officers, and NCO's who may have recently been stationed in the area to which you are being assigned, or who have recently served in the type unit you are scheduled to command.
- You will be loaded down with information. Organize a notebook on key points.
- Take advantage of the experienced battalion commanders in the course.

PREPARATION IN YOUR UNIT'S AREA OF OPERATION

- Insure that you and your boss have a common understanding of your unit's mission and priorities. Also make sure that you understand his mission and priorities.
- Get a feel for the environment by visiting the higher headquarters staff officers who help support your unit. Listen to their problems and find out how you can assist them. Ask for their support and invite them to visit your unit.
- Look through the past year's status reports and review any current inspection reports like the IG or MET.
- Establish a good relationship with your fellow battalion commanders. Find out how they operate and gain from their experience. A friendly environment in which commanders willingly share ideas and support each other is invaluable.
- Ask for ideas from CSM's of higher and adjacent units.
- When discussing the status of your battalion be positive and maintain an open mind. What others say may or may not be correct.
- In Europe partnership unit and community missions are important. Find out what your responsibilities are and meet those with whom you will be working.
- Get to know the managers of the various post facilities and find out what services are available for your soldiers and their families.
- Recon training areas by air and then on the ground.
- Observe junior officers, NCO's, and soldiers every chance you get.
- Take the time to sit down and write out your philosophy of command. Include those things you plan to do to establish the type of environment you want in your unit.
- Begin to formulate your goals, recognizing, however, you may have to alter them as your appreciation of the situation increases.
- Determine what you are going to say when you first talk to your commanders, XO, CSM, officers, and NCO's.

TRANSITION

The transition into command should be as smooth as possible, causing minimum disruption to the battalion and the soldiers. While there can only be one commander at a time, you should spend some time with the out-going commander. As a minimum, have him tell you:

- How he analyzes the battalion mission.
- What goals, objectives, and priorities he has established for the unit.
- How he views the current personnel situation, particularly in terms of key personnel.
- How he sees the overall command environment.
- What the unit's strengths and weaknesses are.

You and your boss should determine the amount of time you spend with the outgoing commander as well as the overall nature of the transitional period. Many commanders have found it beneficial to devote the time and effort involved in conducting the change of command transition model, as designed by the Organizational Effectiveness Center and School at Fort Ord, California.

SOME KEY POINTS FOR YOUR CONSIDERATION

Throughout your preparation be confident in your ability, but understand that there is much to learn. Study, listen, evaluate, and look forward to growing into your command position. When developing your approach to command, plan to build for the long term. Much can be accomplished if you:

- Understand your mission and establish priorities.
- Properly train subordinate leaders.
- Don't sprin. Pace yourself.
- Take good care of your own physical and psychological needs.
- Handle day to day operations in a decentralized manner.
- Keep an open mind and always look for better ways to do things.
- Identify reasonable long range goals and accomplish them in a firm and orderly manner. Do not compromise. Accomplish them according to schedule.
- Create a professionally rewarding and enjoyable environment based on mutual respect, honest communication, and trust.

CHAPTER 2

COMMANDING

When you receive the battalion colors you assume responsibility for command. During the weeks following the change of command much of your effort will be devoted to actually taking command. Although there will be many demands on your time, you must devote the lion's share to learning about your most precious resource—your soldiers. Reviewing your training and readiness procedure will take time, too. You must also take a good look at facilities within the battalion which support your soldiers and impact heavily on their morale. Additionally, you should examine other critical areas which deserve your early and continued attention because they are at the core of producing a highly motivated and effective battalion. Finally, you must think about relationships with higher and adjacent units in order to gain maximum support for the development of your programs and to provide support for those programs important to your boss.

TAKING COMMAND

This period is one of transition in which you will be adjusting to the unit and it to you. Soldiers will be observing your every action and reaction to see how you will affect the environment in which they have been working.

THE CHANGE OF COMMAND

- A tremendous amount of effort has gone into making this a great day; don't take it lightly.
- Take the opportunity to make comments, but be brief and don't steal the spotlight from the outgoing commander.
- Commend the soldiers for their part in the ceremony and thank those who have helped you and your family get onboard.
- Let everyone know how proud you are to be a part of the unit.

EARLY IMPRESSIONS ARE IMPORTANT

- The way you come across to soldiers initially will provide long-lasting impressions.
- State your case early-on and take charge of the battalion.
- Be honest; be yourself.
- Avoid the "my battalion" syndrome—you have been given stewardship, not ownership.
- Take time to talk informally to the XO and CSM about their impressions of the unit and the people in it.
- Meet with the company commanders and the staff on their turf—let them do the talking.
- Take the time to talk to soldiers and their families. If they sense you have a genuine interest in their well being, you will find out what's on their mind.
- Buffer external pressures that are not relevant to mission accomplishment or soldier development.

- Reward every success regardless of how small it might seem. It still takes 10 pats on the back to overcome one kick in the shins.
- Avoid playing favorites or giving the impression that you are. Watch out for how you react to "old friendships" with contemporaries who now work for you.
- Keep in mind that you are not the only one in the battalion who wants it to succeed.
- Remember that a good sense of humor and consistency will make it easier for people to approach you.

ADDRESSING YOUR SOLDIERS

- Talk to the troops as soon as possible after the change of command and share with them your personal convictions.
- Talk to the entire battalion at one time if you can and then address the officers and NCOs separately. If the mission precludes this, then do it by company or in groups.
- Beware of the heavy-handed "my policies" tone. Instead provide some meaningful elements of your command philosophy in terms soldiers understand.
- Don't criticize your predecessor or his policies.
- Beware of making promises you can't deliver.
- Give every soldier, even NCO's and officers, a few minutes to anonymously write out the one best and one worst thing about the battalion. Their ideas and the way they record them will give you tremendous insight.

GETTING TO KNOW YOUR SOLDIERS

- Soldiers are not in the battalion, they *are* the battalion. They want to get to know you as much as you want to get to know them and they will appreciate your efforts in "breaking the ice."
- Look soldiers straight in the eye during informal or formal face-to-face visits and make the effort to put them at ease.
- Seek their opinions and listen to what they have to say. Be careful not to talk down to them.
- Don't forget to tell them how much they are helping you learn about your new job as they tell you about their piece of the action.
- Get out to observe and even participate in athletic events, particularly those scheduled after duty hours, and talk to soldiers and their families.
- Visit soldiers or family members who are in the hospital.
- Make unannounced visits to the barracks and talk to soldiers in the area as well as those performing CQ duties.
- Spend some time rapping with the sometimes "forgotten few"—the cooks, the medics, and the mechanics—let them know how important they are to you and the battalion. (When you ask for their opinion *listen* and then let them know you *heard* what they said.)

TRAINING & READINESS

Your top priority is to build an effective unit which can fight or support superbly and survive on the battlefield. In order to accomplish this you must know where your unit stands and then take positive action to convince your soldiers that training and readiness are number one priorities.

Training:

- Review key documents such as the report of results on the most recent external ARTEP evaluation, SQT, EDRE or IG.
- Observe the system for "training the trainers" and make sure that every opportunity to train and coach subordinates is being used productively.
- Analyze training reports rendered on your units by higher headquarters and see how your headquarters checks training.
- Look at the unit's training SOP. It must insist on training to tough, measurable standards which are related to combat tasks and focus on what's important.
- Insure that procedures exist for the preparation of good training plans which lay out requirements/activities well in advance. See if your units are sticking to these plans.
- Develop a feeling for training distractors and then make every effort to stamp them out.

Readiness:

- Take a good look at the last few USR(2715) reports and 2406's submitted by your predecessor.
- Involve your subordinate commanders in development of the USR; accept nothing less than totally honest reports, and then use the results to manage internal efforts and to obtain external support.

CHECKING OUT THE FACILITIES

There is no substitute for getting out from behind your desk and inspecting the facilities that support your soldiers. They are critical to morale and readiness and you must quickly find out how they are affecting these two key areas.

The Barracks:

- Schedule a walk-through with the company commanders and first sergeants and get a first hand look at how soldiers are living.
- Pay close attention to the general appearance of individual rooms and common areas and look at the availability/serviceability of critical items.
- Ask about company policies for allowing single soldiers to live off post and draw BAS/BAQ. Be sure policies are in accordance with your boss' guidelines and are consistent throughout the battalion.
- Make sure supply sergeants aren't protecting items essential to the soldier's quality of life by restricting their issuance.

The Dining Facility:

- Quality and service of food significantly affects morale.
- Eat in the dining facility as often as you can and encourage your officers and senior NCOs to do the same. This means weekends, too!
- Insure that night, weekend, and holiday operating hours are structured for the convenience and needs of soldiers. This may mean tailoring a civilian KP contract, for example.
- Talk to your SDOs about the quality of food and service because they will eat most of their meals in the dining facility.
- Review head count figures and compare them with the number of meal card holders.
- Look for early signs of the "mermite mentality" and if you find it, turn things around as quickly as you can by getting mess teams out to the field.
- Don't shy away from the dining facility if your unit is using a consolidated facility operated by your boss or an adjacent unit. You are still responsible for this important aspect of your troop's welfare.
- Review financial administration and ration accountability procedures.

The PAC:

- Get feedback from the company commanders and first sergeants to see if they are being supported properly; remember that soldiers perceive the PAC as an extension of you and your staff.
- Make a personal visit to the area and talk to each key member. Ask how the battalion is doing on SIDPERS, the UMR, Form2s, and EERs.
- You may have to augment the PAC if you don't have the 76Bs or 71Ls to man it adequately, but before you do check the local ground rules on MOS mismatch.
- Check to see how soldiers get feedback on personnel actions initiated at company level.

The Motor Pool:

- Conduct a complete walk through of the facility as soon as possible.
- Talk to the PLL clerks, the tool room supervisor, and the dispatcher—you will get a good feel for how things are running.
- See how much of the mechanic's time is being spent doing the operator's job.
- Examine control of dispatches; the system must be "iron-clad."
- Check driver training and licensing procedures.

The Aid Station:

- Visit during non-sickcall hours but be sure to check it when sickcall is being conducted.

- Talk to the medical platoon leader and the PA to discuss the health of the battalion and the level of training for the 91Bs and 91Cs.
- Get a feel for the volume of sickcall for the past month or so and see if it appears to be excessively high on "training" days.
- Determine the number of people on temporary and permanent profile and find out who in the aid station has the authority to give a soldier a temporary profile.
- Look carefully at procedures for controlling, storing and accounting for drugs.

Warehouses or Storage Areas:

- Tour them early on; see what's in them and insist on having the individual responsible for the area present to answer questions.
- Check to see if physical security and property accountability are adequate.
- Look for obvious excesses and ask about shortages. Watch out for Conex's and Lofts.
- Determine if procedures for maintenance of the equipment stored there is adequate.

DETERMINING PRIORITIES AND FORMULATING OBJECTIVES

Relate what you see and hear to guidance provided by your boss to determine priorities before establishing firm objectives.

- Take advantage of your early objectivity to understand the organizational environment in which your battalion operates.
- Look for the institutionalized factors that govern real priorities, even if your boss tells you that the mark of a good unit is one which does everything well.
- Know what's on the frontburner but don't assume automatically that it is a high payoff for the battalion. *DON'T CONFUSE URGENCY WITH IMPORTANCE.*
- Balance your priorities with those which exist and develop a clear, concise list for your subordinates. If operations, training, and readiness are not *number one*, find out why.
- If you elect to state objectives, make sure they are relevant to your priorities and that they are obtainable and measurable. If they are not they will probably be time wasters.
- Watch out for long laundry lists. More than three or four objectives is too many. Publish a simplified short version for the troops. Remember—*DON'T FIX IT IF IT AIN'T BROKE.*
- Be flexible! Modify priorities and restate objectives when the situation requires it. Don't forget to brief your boss; he can help if he is informed.

RELATIONSHIPS WITH KEY MEMBERS OF THE TEAM

The XO, CSM, chaplain, company commanders, and staff are essential to any commander. How you use and relate to them will have a significant impact on your overall effectiveness. You must tell them what you expect and then let them do their job.

The XO:

- Tell him what the extent of his authority is when dealing with the CSM and company commanders.
- Help him develop and train the staff, but neither do his job nor allow him to deprive them of free access to you.
- Give him the authority to handle routine or recurring requirements and let him represent you at meetings that don't require your presence.
- Make him keep your in-box manageable; you can always ask to see more.
- Help him make some changes if his style does not complement yours.
- Make sure he understands that he must fully support the headquarters company commander.
- Train him, coach him, and keep him well informed so that he can fill your shoes at a moment's notice. You cannot make "crash" efforts to get him up to speed on the day before you are going TDY.

The CSM:

- Use him as a doer as well as an advisor—it can make the difference between having a good unit and just an average one.
- Treat him and his position with respect or replace him. There is no middle ground; you both must understand that.
- Do not treat him like an officer; he will probably be uncomfortable and you will reduce his credibility with the NCO corps.
- Make him a principal resource for the training/professional development of all NCOs in the battalion and make sure he effectively supervises the NCO support channel.
- Operate as a team but encourage him to go his own way. You may have to provide him transportation.
- Give his views and those of the company commanders equal consideration, even if they differ.
- Insure that he feels free to go anywhere, see anything, and talk to anyone in the battalion.
- Get his views on just about everything you plan to do—new programs, policies, judicial/nonjudicial actions, awards, etc.—and use his feedback in your decision process.
- Give him a meaningful role in all NCO matters to include determining the assignment or reassignment of NCOs.
- Let him review all SEERs and award recommendations.

The Chaplain:

- Insist on part-time coverage if you are not lucky enough to have one assigned full time.
- Understand that you, the commander, are responsible for establishing and maintaining the religious, moral, ethical, and humanitarian quality of life for soldiers and that the chaplain is a resource for implementing your programs.

- Get him to brief you on his priorities and either reinforce them or give him new ones.
- Give him a decent place in which to operate—one which affords a reasonable degree of privacy to soldiers and their families.
- Use and develop him as a staff officer. He can provide useful information at command and staff functions.
- Don't assign him extra duties; his job should be full time.
- Encourage him to share with you the implications of any sensitive information he may have learned and make sure you protect the confidentiality of what he says so that he is not compromised.
- Make him productive in the field by getting him out to see soldiers rather than having him wait for business at the CP or trains. Make him arrange services for soldiers of *all faiths*.

Company, Battery or Troop Commanders:

- Get the right officer for the right unit and keep him or her there as long as you can.
- Develop a close knit command team by establishing close personal relationships based on mutual trust and confidence.
- Know them well. Understand their strengths and weaknesses and treat each one as an individual.
- Teach and train them to be better commanders and don't be concerned with which one is the best; rather make each one the best he or she can be.
- Tell them *what* to do, *not how* to do it. Take the heat and allow them the opportunity to grow.
- Let them know how they are doing—praise them in public but critique them in private.
- Give them a straight shot to you to talk about things that are important to them—good or bad.
- Don't overreact to bad news.
- Include them in the decisionmaking process whenever possible because involvement means commitment.
- Avoid wasting their valuable time with long-winded meetings which don't help them get their job done.
- Beware of fostering competition between them at the expense of destroying cooperation and teamwork.
- Underwrite their *honest* mistakes, but use them as occasions to teach and train.

The Staff:

- Get them together early and emphasize that their job is to serve the line.
- Insure that they are getting appropriate advance info from counterparts at higher headquarters.
- Don't allow them to say "no" to a company commander without your approval.

- Insist on team play among the staff and between them and the company commanders and quickly stamp out any of the "we-they" syndrome.
- Make them pull their fair share of the load in headquarters company.
- Insist on completed staff actions but remember you are at battalion level, not DA.
- Don't allow staff officers carte blanche authority to inspect for you and don't let them burden the company commanders with requests for "things the Colonel needs."
- Make them discuss adverse information with the company commander before they report it to you unless time is critical.

OTHER CRITICAL AREAS

There are many other critical areas essential to the smooth and effective operation of the battalion. You must be able to identify them and then give them your early attention.

- Begin with problem areas mentioned by your boss and "soft" areas surfaced during the change of command transition model, if you used one.
- Talk to key people at higher headquarters to get their perspectives—the IG, JAG, PMO, AG, XO, and CSM will help.
- Integrate your impressions with findings obtained from a *personal* assessment of your unit's strengths and weaknesses.
- Visit supporting or supported unit commanders and get their views.

DISCIPLINE

Assess it carefully; it will be the glue which binds your soldiers together into a cohesive unit.

- Set the tone, demand high standards, and deal in a firm and fair manner with those who don't measure up. Reward compliance too!
- Look carefully at personal appearance and military courtesy.
- Check some of the statistics which relate to discipline: AWOLS, barracks larcencies, discharges and Art 15's. Be careful to use your impressions constructively.
- Remember that discipline is a two-way street; **SOLDIERS OWE THEIR LEADERS OBEDIENCE—LEADERS OWE THEIR SOLDIERS CARE AND CONCERN.**

Military Justice:

- Military justice properly administered can help you build discipline.
- Know and use the provisions of AR 27-10.
- Stay current and know the local ground rules concerning legal authority.
- Get all the facts before you act. Remember that many decisions are based on erroneous information.

- Use the SJA as a sounding board to pre-test your ideas or decisions to see if they make sense and will fly. Don't fire from the hip.
- Include "your lawyer", the trial counsel, early in the military justice process.
- Periodically review Article 15 procedures with your commanders—especially new ones.
- Don't administer an Article 15 unless you have sufficient evidence to support a court martial.
- The effectiveness of Article 15 punishments is generally inversely proportioned to the time it takes to execute them. Avoid undue delay of the administration or appeal processes.
- Remember, you can retain authority for giving Article 15's for more "serious" offenses such as DWI, assaults and drug violations, but you must recognize the disadvantage such retention of powers may have on development of junior officers.
- Remit or suspend imposed punishments if the situation warrants. Knowing how, when and with whom to use this authority will pay dividends.
- Be consistent but avoid *standard* punishments for certain offenses. Make your punishments suit the offense as well as the difference in people; extenuation and mitigation are important factors.
- Make sure that supervision of extra duty and restriction programs at both battalion and company level is "iron clad" and not merely shoved off to a CQ or SDNCO.

MORALE AND ESPRIT

Build on longstanding unit strengths such as a proud heritage and a colorful motto, but concentrate on taking care of people.

Reception, Integration and Sponsorship:

- A smooth and efficient transition will normally make a new soldier a "long term" member of the team.
- Observe first-hand the procedures for bringing new people into the battalion. Make sure they are being treated as individuals and not as pieces of meat.
- Develop a first class reception and integration SOP for new soldiers, especially those coming from the training base. Provide special handling for all new arrivals and make sure that quality soldiers are assigned to help them get settled.
- Look at the plan to feed, brief, and bed-down new arrivals who arrive after duty hours.
- Check out the sponsorship program for married personnel. Be certain it's really working and not just getting lip service.
- Personally participate in periodic orientations for newcomers; schedule them so that families are able to attend and give the soldier time off to personally escort his family.
- Do everything possible for the new arrival with severe financial problems. Showing that you care will make a lasting impression.
- Remember, most soldiers formulate their opinion of the unit during the first 72 hours.

Assignments and Reassignments:

- Personnel turbulence will be a problem. Attack it head-on to reduce its effect on training and operations.
- Put soldiers in the right job when they are first assigned; good UMR management will make this easy.
- Establish assignment priorities for your S-1 and PSNCO and then make them stick.
- Stabilize key personnel who are performing well.
- Get personally involved in approving SD's or requests for borrowed manpower.
- Use the UMR to effectively manage MOS mismatches, overstrengths, utilization of people, and distribution of SD's.
- Don't accept a soldier who has a profile which precludes accomplishment of the job he is being assigned to do without raising the issue with the assigning headquarters. Treat the soldier with dignity though, he's just following orders. If warranted, start reclassification action immediately.
- Don't stack your headquarters at the expense of the companies.
- Be careful in determining whether you allow subordinates to zero-out a squad or platoon because of low strength. Look at leadership capabilities, not just numbers.

Promotions, Reductions and Relief:

- These are key areas which generally affect a soldier's career. Be thoughtful, be precise, and act with discretion. Insure that NCO's are included in determining who will be promoted.
- Conduct first-rate promotion boards which link promotion points to performance of selected soldier manual tasks. AVOID USING ACADEMIC QUESTIONS TO TEST FOR MILITARY KNOWLEDGE.
- Insure timely notification of soldiers eligible to appear before the board. Pre-screening at company and battalion improves a soldier's chances for selection.
- Properly observe all promotions. Invite families and add personal touches which will make it a memorable occasion.
- Get personally involved in promoting all officers, warrant officers, and E-6's or above.
- Make a physical change wherever possible, when an E-4 is promoted or appointed to the NCO ranks; change his room and his unit, it helps him to transition into his new job.
- Reduce a soldier if the situation warrants but beware of hidden ramifications. If you reduce a married E-4 living in government quarters you should help him get resettled.
- Attempt to reassign to another battalion E-5's who have been reduced to E-4. They often do better in a new environment.
- Don't usurp the authority of your subordinate commanders and don't relieve someone on impulse or in anger.

- It is extremely important to follow the relief procedures outlined in regulations. Check with your boss if you are contemplating relief of a key officer or NCO. He will appreciate the information and help you do it right.
- Move relieved soldiers quickly and make sure that appropriate remarks are included in their OER or EER.

Awards and Recognition:

- Awards and recognition programs are essential to motivating and rewarding soldiers. Know your local command policy and support it, but don't allow it to keep you from properly recognizing truly deserving soldiers of *all* ranks.
- If in your opinion an award is unjustly disapproved or downgraded, resubmit and fight for it. Your personal involvement will carry a lot of weight.
- Never miss an opportunity to recognize soldiers and their families at appropriate ceremonies. Photo coverage is a big plus.
- Establish a standard recognition such as a certificate or plaque for all departing soldiers who have made a contribution to the unit.
- Impact awards are very effective—know the procedures for using them and educate your subordinates.
- A good awards and recognition program should:
 - Have the desired effect on soldier behavior.
 - Be consistent and predictable.
 - Be based on attainment of a standard rather than on direct competition.
 - Have standards attainable by the majority of soldiers if they apply themselves and are conscientious.
 - Be oriented on the high-pay-off areas.
- If you use "time off" as an award for excellence be sure you deliver.

Reenlistment:

- Retaining quality soldiers is a mission which deserves your personal attention.
- Make sure you have a full-time counselor at battalion level—one who has credibility with soldiers.
- Get involved personally and conduct an aggressive program which focuses on face to face relationships with potential reenlistees. Make certain your company commanders do the same.
- Use a suspense file based on SIDPERS; verify it with the company commanders; and start talking to good soldiers early.
- When trying to reenlist a quality soldier, work closely with the company commander and have the CSM do the same with the first sergeant.

- If you go after a good soldier, make sure he feels wanted. Tell him and others in his company that you really *want* him to reenlist.
- Once a soldier decides to reenlist, insure that a first class reenlistment ceremony is conducted. Include the family and lay on a photographer. Your *personal* presence is a must.
- First termers normally require more effort, but don't forget the importance of reenlisting careerists.
- Use every legitimate technique to reenlist quality soldiers. Get your boss or even the CG to talk to them if you think it will help.
- Give a soldier who is considering reenlisting in a new MOS the opportunity to spend some time visiting people who are working in that MOS.
- Offer to provide soldiers who reenlist the chance to spend a few weeks working in their new MOS. Your battalion reenlistment NCO should schedule it just prior to clearance and PCS.

Competition:

Competition is essential to development of a winning attitude but it must be managed carefully so that it does not destroy cooperation and teamwork.

- Avoid competitions in military related skills which pit one unit directly against another. They are detrimental to building teamwork and cohesion.
- Individual and unit competitions usually produce one winner. Everyone else is a "loser." Look carefully at gearing competition so that it recognizes as winners all who meet challenging standards which contribute to success and survival on the battlefield.
- Confine competitions which pit one unit directly against another to sports activities where the competition is truly for fun.

Battalion Social Life:

A healthy, happy social environment is key to high morale and esprit. You and your spontaneity will set the tone right from the beginning. Remember, the living and working conditions vary greatly between CONUS, USAREUR, and KOREA, so adapt your policies to what is best for your area.

- Don't push unwanted social events down people's throats. "Command performance" events are generally resented. Everyone cherishes their free time; respect it.
- Involvement is commitment—let the officers and NCO's (spouses, too) plan battalion parties.
- Affordable socials which periodically bring all ranks together provide excellent opportunities to pull the battalion together.
- Dining Ins maintain traditions and foster comraderie, but use common sense in planning them. (Don't have a stag affair when the unit has just returned from a month of field training!)
- Schedule periodic "super suppers" or "family nights" in the dining facility. The cooks like to have a chance to show off and the families enjoy it.
- When invited to a company party, *be there!*—even if only for a few minutes. Be sure transportation is provided to help those who had "too much fun" get back safely.

- Use Organization Days, Battalion Ceremonies, and Family Days to build esprit and have fun. Don't oversupervise them but have workable plans to get everyone home safely.
- Watch the climate for wives activities. Younger wives should not feel coerced to participate. Senior wives shouldn't dictate; planning and participation should be strictly voluntary.
- Don't tolerate an informal chain of command among battalion wives. Channel their efforts into a "chain of concern."
- Remember how vulnerable and inexperienced the average young soldier's spouse is. Be ready to provide the kind of assistance they need.

LEADERSHIP AND MANAGEMENT

Both these key processes are essential to a commander. Remember, though, that they embody different traits. Leadership seeks to inspire or motivate soldiers while management needs compromise and consensus to conserve resources.

Leadership:

- Don't underestimate your importance to the battalion.
- Setting the example is extremely important—both physically and mentally. Soldiers are looking for physical leadership and mental toughness.
- Act confidently and speak positively in the presence of your troops. Your attitude and feelings will affect every soldier in the battalion.
- Be technically competent in all key areas of the battalion's operation—maneuver, support, maintenance, management, etc. Don't delegate the responsibility for expertise in these key areas to your staff. **BECOME A CRAFTSMAN OF YOUR TRADE.**
- Review the principles of leadership periodically—they are time tested and will help you keep your perspective.

Management:

How you manage your resources to include your own time will greatly influence how effective you are.

Time Management:

- Build your own calendar. Don't let your subordinates determine when and where you will spend your time.
- You are the ultimate judge of how you use your time. You may not be the only or even the most important judge, but you are the ultimate judge.
- Where you spend your time will set the priorities in your battalion to a greater extent than what you say your priorities are. Spend this time wisely.
- Determine the high payoffs, the low payoffs, and the critical tasks that you must perform.
- Some high payoff events are major training exercises, deployments to major training areas, EDRE's, ARTEP evaluations, SQT's, NSI's, TPI's, AGI's, CPX's, RC support and ROTC support.

- Spend the majority of your time with high payoffs. They yield the largest return to the unit and, therefore, deserve the majority of your time.
- Set aside some quiet time to deal with high payoffs. Schedule it to coincide with your prime time—the hours when you are normally in top form and can think better.
- Schedule the time to accomplish high payoffs. If you schedule it, it has a higher probability of occurring.
- Delegate the lower payoffs whenever practical. Manage low payoffs indirectly through the staff. Ask yourself “How many tasks do I perform that could be *satisfactorily* done by a subordinate?”
- Reduce the flow to your in-box. Question the purpose of paperwork requiring your signature. Let your XO, or S-1 sign for the commander whenever possible.
- Avoid the tendency to let your in-box dictate your priorities.
- Attempt to handle each piece of paper only once. Each time you pick up a piece of paper make a decision to move it to its ultimate purpose. Critical decisions are the exception.
- Your company/troop commanders will be the busiest individuals in the battalion; you must do everything in your power to relieve them of “nickel and dime” actions.
- Discourage and discontinue unnecessary meetings; eliminate marginal meetings; question routine meetings. Learn to use a conference call to your company commanders—most military operators can set it up and call you back when it is ready.
- Remember subordinates will oftentimes attempt to mirror the amount of time you spend in the battalion. Tell them not to come in just because you do; schedule meetings at reasonable times, and in garrison tell subordinates to go home when their work is done.
- Consider the use of a “zero-base” approach for reports required from company to battalion. Make the staff justify fully all such reports.
- Take a minute to confirm your appointments before you leave your office. The payoff is more than the time you save—it is also the respect you gain from others when they realize you consider their time important as well as yours.
- Avoid the tendency to substitute *more urgent* low payoffs and defer the *less urgent* high payoffs.
- Emphasize results not activities.
- Don't encourage your subordinates to excel in tasks that don't warrant such achievement. Encourage them to excel in high payoff areas. “A dozen goods is better than two bests and 10 sorries.”
- Don't ask for “gee whiz” data. Ask for data if it will assist you in reaching a *better* decision.

Resource Management:

Managing people, time, material, and money is a critical skill for any battalion commander.

- Don't “shovel off” resource management to your XO or S4. You and the S3 must be personally involved.

- Get into this area in detail early in your command. Understand your budget and how your key events are costed. Know how to use the Training Management Costing System (TMCS).
- Learn to use the printouts of the automated system which supports you in organizing and accounting for resources.
- Educate and involve company commanders, but don't burden them with detailed resource management requirements. They have neither the time nor the staff to do it.

PLANNING FOR MAJOR EVENTS

- Get to know your general defense plans in detail as soon as possible, especially if you are commanding in Europe or Korea.
- Determine how far into the future you are "locked in" by decisions already made by the previous commander and check to see what percentage of resources is committed.
- Most major units use a cyclic training and support schedule. Look carefully to see if "support cycles" are being used productively. Careful management of guard, detail, and other support requirements will allow units to accomplish some individual and crew training during this period.

Active Missions:

- Get to know your general defense plans in detail as soon as possible. Especially if you are commanding in Europe or Korea.
- Understand the relationships between these plans and your training program/equipment requirements.
- Walk the area and get to know the terrain early-on. You may find yourself briefing a corps or division commander a few days after assuming command.
- Become thoroughly familiar with sensitive peacetime missions such as patrolling the border or the DMZ. *Know the rules of the game!*
- Study your readiness SOP carefully and determine how well prepared your unit is to respond satisfactorily to a no-notice alert or EDRE.

Decisionmaking:

- Avoid the "ego-trap." Don't become emotionally embroiled in situations where you feel you must make decisions to save or protect your own ego.
- Don't just look for input which supports your own course of action.
- Don't rush your decisions unless it is absolutely required by a *valid* circumstance. Take adequate time to make an effective decision.
- Don't render unnecessary decisions.
- Force decisions to the *lowest* level that is *appropriate*.
- *Deal with situations requiring a decision as they are, not as they should be.*

- Accept your subordinate's advice and recommendations whenever possible. Normally there is more than one effective solution to each situation. The payoffs are that you will receive better advice and more committed implementation of your decisions.
- Most decisions are not made as a result of carefully planned decision briefings. As a practical matter, the majority of decisions are made in a less formal manner.
- Abandon or reverse a decision, and freely admit your mistake if you are wrong.
- Don't avoid conflict in decisionmaking. Many commanders assume that conflict is an unhealthy sign, but the reverse may be true. Encourage your subordinates to tell it like it is. Learn to resolve conflict as a matter of course.
- Don't be opposed to making a decision when it is required. It is difficult on your subordinates to "wait-it-out" and do nothing until the problem "goes away."
- Avoid decisions that are impossible to enforce or to achieve.
- Always identify and consider the potential unintended and undesirable consequences of your decisions.

RELATIONSHIPS WITH KEY PEOPLE OUTSIDE THE BATTALION

Key people outside your unit can have a significant impact on the performance of your command.

Your Boss:

- Observe the basic principles of loyalty. Your boss expects and deserves your total support. Remember that an ounce of loyalty is worth a pound of cleverness.
- You owe him your honest opinions. Don't just tell him what you think he wants to hear. "Yes men" who always display a "can do" attitude are of little value to a commander. *TELL IT LIKE IT IS, EVEN THOUGH HE MAY NOT WANT TO HEAR IT.*
- You have an obligation to disagree, when you honestly feel you must, but when the decision is made, support it with your fullest efforts. Give his course of action every opportunity to succeed.
- Don't use "The boss says we have to...." Regardless of where the orders came from, they are your orders as soon as you give them.
- Never criticize your boss, particularly to your subordinates. Even though you don't agree with his decision or method, try to determine the reasons for his actions, observe what happens, and learn from the experience.
- Keep attuned to your boss' problems and concerns. It has to be a team effort.
- Get to know your boss, his style, his preferences, and his idiosyncrasies. He doesn't adapt to you; you adapt to him.
- Encourage him to visit or inspect your command to build team spirit, reinforce goals, and to help him get to know your unit.
- Occasionally, invite him to present awards at troop formations. He will enjoy it and so will the soldiers.

- Don't try to impress him with elaborate briefings or whitewash. He has been down the same path and will recognize sincere efforts.
- Show him your entire unit, not just the best elements. He will be more inclined to help if he sees some of your problems.
- When you need help or guidance, ask for it. Don't wait until you are in trouble before you let him know. Observe the following guidelines:
 - First, insure that you have exhausted all means at your disposal to solve the problem.
 - Determine that the problem is important enough to warrant requesting assistance.
 - If it involves fighting a battle for you, make sure you provide him with enough good ammunition to win.
 - Do your homework and have proposed solutions and alternative courses of action available; don't just dump a problem on him.
- The power of command interest should not be underestimated, but use it sparingly.
- Keep the boss informed and don't allow him to be surprised.
- It's your job to get information to him, not his to extract it from you.
- Don't hide unfavorable matters. He may not like to hear when things go wrong, but make sure that he is the first to know. *"BAD NEWS DOES NOT IMPROVE WITH AGE."*
- When you give him bad news, have the facts ready and tell him what you intend to do to correct the problem. Admit mistakes, don't make excuses, and don't blame your subordinates or his staff.
- Report good news too, but don't blow your own horn. Tell him about the unit's achievements.
- Successful completion of tough tasks will earn you his respect and confidence.
- Try to do every job better than your boss expects it to be done, but not at the expense of your troops.
- Demonstrate enthusiasm and seek responsibility, but don't look up before you look down. Volunteer for the tough jobs occasionally, but make sure your unit is up to it.
- Invite your boss to your unit's social functions. He needs to know your officers and they will appreciate getting to know him.

The Boss' Boss:

- Take advantage of opportunities for the CG and ADC's to become familiar with your operations. The more they know, the more they can help. Direct involvement in your problems will give you a "friend in court."
- Use the chain-of-command. Always work through your boss, regardless of your personal relationships with the ADC or the CG.
- Keep your boss informed of your contacts with his seniors and pass to him any information you give or receive. Don't complain to his seniors about problems that you haven't reported to him.

- Expect informal and unannounced visits from the CG or ADC's. Use these visits to your advantage.
- Be receptive to their efforts to educate, train, and develop and be alert for guidance and command emphasis.
- Don't worry about things going wrong. If they find problems, fix them and move on. *Do what you think ought to be done and don't look back.*
- Take the opportunity to educate them on the unique aspects of your unit.
- Provide them the chance to talk to your officers and men without "crowding" them. They will appreciate it.
- Occasionally, invite the Division Commander and the ADC's to unit sponsored social functions. You should also extend an invitation to your boss and let him know whom you have invited.

Staffs at Higher Headquarters:

- See to it that close, friendly relations are established between your staff and those at higher headquarters. Formal staff procedures merely provide the framework for staff functioning; without the existence of the many informal relationships between staffs, effective operations cannot be conducted.
- Insure that your staff maintains an attitude of mutual cooperation, support, and assistance and meet with their counterparts frequently.
- Find out what their problems are and what you can do to help. Staff officers outside your unit can provide valuable insight into areas which require command interest.
- Conduct routine business through the chain of command, but maintain informal contact yourself. You normally cannot afford to wait for the formal word to get out.
- Maintain your contacts, but don't do your staff's work for them. Get a feel for how your staff interfaces with counterparts and provide constructive feedback if necessary.
- Know that if you jump the chain-of-command going up, you can expect it to be jumped coming down.
- Take advantage of the expertise of senior NCO's on the higher headquarters staffs.
- Encourage staff visits to your command and request courtesy inspections, when they can help. Have your new staff officers spend a few days at higher headquarters getting oriented.
- Don't let your staff get in the habit of fighting requests from higher headquarters.
- Never appeal a staff decision directly to your boss without first discussing it with his staff.
- Make maximum training use of requirements imposed by higher headquarters. You can often turn a perceived burden into a real benefit.
- Act as a buffer for your staff, when necessary. It's your job to defend your command's position.
- Commander/staff conferences at higher headquarters are not forums for solving problems with other units or staffs. Don't "drop bombs" during these conferences.

- Constant "carping" at higher headquarters by your staff is self-defeating and counter-productive. Don't tolerate it.
- Reserve the bulk of commander-to-commander communications for priority issues. Be sure that you advise your staff and your boss' staff of any decisions made.
- Your legitimate concerns will receive more attention if you don't make issues out of unimportant items.

Higher Headquarters XO/Chief of Staff:

- Keep him well informed. He is usually more intimately involved with the routine functioning and tasking of your unit than any other individual outside your command.
- Insist that your XO maintain good relations with him; they must communicate.
- Use him to mediate problems between you and his staff, before making it a commander's problem.
- Invite him to visit and attend unit social functions.

Command Sergeant Major:

- Periodically, stop by for a cup of coffee and some informal discussion to get the CSM's view of your unit. Use his knowledge of the staff to help with your programs.
- He will be a valuable source of insight into your boss' thinking.
- He can be of considerable assistance to your CSM with problem senior NCO's.

The IG:

- Assign your XO the responsibility of obtaining Annual Inspection (AGI) criteria and keeping all key personnel current.
- Maintain personal contact with the IG's office in order to keep up on current problem areas, get ideas, and determine command priorities.
- Review previous inspections of your unit. Focus first on those areas in which deficiencies were noted. Insure that corrective action was taken and establish follow-up procedures to prevent recurrence.
- Request assistance inspections in weak areas, particularly those which have not been recently inspected.

The JAG:

- Don't hesitate to ask for advice; however, beware of taking the "easy way." Do what is right for the unit and the soldier.
- Regularly discuss general trends and problem areas within the major command and identify potential trouble spots for your unit.
- Invite him to talk to your officers periodically on current items of concern in the military justice area.

PMO/CID:

- Establish a working relationship and understanding with the key personnel of this office. Show that you're concerned with every incident involving your soldiers and in working with them on incident prevention.
- Make sure that they know how to contact you in an emergency.
- Establish a program where your officers and senior NCO's ride along on MP patrols. They will gain an appreciation for the MP's job and become acquainted with trouble spots.

Fellow Battalion Commanders:

- Establish a spirit of cooperation with your counterparts rather than intense "cut throat" competition. While competition serves a purpose, all units will benefit when there is cooperation in competing against the standards. Let personal conscience and the common good serve as the main catalysts to achievement.
- Visit your contemporaries frequently and maintain good relations with them. They are more important to the success of your unit than you can imagine.
- Be generous with offers of assistance. Make trade-offs in areas of relative strengths and weaknesses.
- Provide assistance to improve training. When possible, loan them personnel for critical tasks or equipment to satisfy important training needs.
- Insist that your staff maintain good relations with adjacent units.
- When you have attached units, treat them as your own and use their particular expertise.
- Know who supports you and how the system works. Encourage face-to-face meetings with counterparts.
- Demonstrate command interest in your unit's relations with other units, particularly in the maintenance and supply areas. Recognize their efforts in helping you.
- Don't let your staff simply blame supporting units for lack of support. Look for systems errors, lack of knowledge, and bottlenecks.
- Empathize with the problems of supporting units. Work together at solving the problems.

Members of the Local Civilian Community:

- Identify the key individuals who impact on your unit's relations with the civilian environment and establish communications.
- Don't neglect social obligations, but do strike a balance. You can easily become overcommitted.
- Be alert for special favors, either asked for or received. Don't become obligated to provide services not authorized.
- Look for ways to improve relations between your soldiers and the community. There are many activities which can improve the quality of your soldiers' off-duty pursuits.

CHAPTER 3

MANEUVER BATTALIONS

The maneuver battalion is at the center of all activities on the battlefield and, as such, will offer you one of the most challenging and professionally satisfying experiences. This chapter incorporates comments and suggestions that apply to all maneuver elements except in those instances where reference is made to a specific type battalion. The chapter focuses on functional tasks and programs that every maneuver battalion commander will encounter during his command tour.

TRAINING

- The emphasis on systems modernization, massed fire power, and greater mobility tends to lead soldiers to the conclusion that they, as individuals, are not an important factor on the modern battlefield. Some commanders may share this view, and as a result, the soldier's physical condition, mental confidence, and marksmanship ability with individual weapons becomes deemphasized in training. Your battalion training program should avoid this pitfall and balance the building of individual soldier skills and confidence with unit training. The thrust should be to *challenge* and to impress upon the individual soldier that he is the key to success.
- Effective training should be based on five criteria. Don't be sidetracked on cosmetics such as instructor appearances, fancy status reports, eyewash, etc. These become areas to improve but should not be yardsticks to determine training effectiveness. The five effective criteria are:
 - Were a *proper* task, condition, and standard known to the soldiers?
 - Was the majority of instruction devoted to training to the standard?
 - Were the soldiers tested to determine if they attained the standard?
 - Were remedial training and testing given to all "No-Gos"?
 - Was the class taught to the proper soldiers?
- Your officers and NCOs may not know how to conduct performance-oriented training. The Battalion Training Management System (BTMS) workshop is an excellent tool to train your trainers.
- Fight to get your soldiers in division and higher schools — have primary and alternates scheduled. The CSM and your S-3 should coordinate this program. Talk to attendees prior to their departure for schools and reward them for graduating in the top 10% of their class. One of the key members of your command group must attend graduation.

Scheduling of Training:

- Write training schedules that are for and understood by your soldiers. Terms such as "selected personnel" may not convey a specific meaning to your soldiers.
- Schedule major events so as to allow your subordinate units the *opportunity* to do well in the high payoff areas. A feeling of general dissatisfaction (a feeling that no one can slow down the train) will result if your units are not allowed the *opportunity* to excel in key areas (ARTEP, AQT, AGI, MET, Tank gunnery, etc.).
- Attempt to schedule fewer events but do them better. DO LESS BETTER.

- Avoid training schedule changes; attempt to nail down upcoming events and time demands on the battalion. Changes normally will result in a degradation in the quality of training and excessive changes may provide a mental excuse for trainers not to do any preparation in anticipation of the inevitable change. ATTEMPT A 30-DAY "LOCK-IN" RULE.
- A significant portion of the training year will be devoted to heavy training with such activities as internal/external ARTEP evaluations, off-post training, tank gunnery, exchange programs, etc. These training weeks are necessarily fast paced and are a fact of life at the unit level. If your environment permits it, consideration should be given to configuring your schedule to slow down the pace when not engaged in heavy training. Scheduling techniques designed to slow the pace are:
 - Limit mission or combat training to three days per week.
 - Reward excellent soldiers by allowing them some free time on Friday afternoons. This will provide an incentive for training excellence, while, at the same time, allowing the chain of command more time to work with those soldiers who need added attention.
- Because of the lack of training time available at over-crowded major training areas in overseas locations, and a general lack of good close-in training areas, consider using Maneuver Rights Areas (MRA).
- Establish a training plan (mostly individual training) to take advantage of the time during support cycles. Very rarely will every soldier in each unit be committed. Unless you emphasize this, schedules will reflect support for everyone.
- Blend the training objectives of your supporting arms into your training and schedule them to train with you whenever possible.
- Weekly meetings to coordinate training plans from two to four weeks in advance are a *must*; the S-3, S-4, dining facility coordinator, support platoon leader, and company commanders should attend.

THE INDIVIDUAL TRAINING PROGRAM

Soldiers' Manual (SM) Training:

- The individual training program for the battalion should be based on and vested in Soldiers' Manual tasks. Use the five criteria (outlined in the effective training paragraph) for those MOSs for which a Soldiers' Manual has not yet been developed.
- Tailor Soldiers' Manual training to known deficiencies and to complement performance on other key events such as ARTEP, SQT, FTXs, off-post training, EIB, EDREs', etc.
- A basic trainee is generally taught 40 skills which relate to the first 72 hours of combat. The majority of training is your responsibility. Individual training records which reflect this training may get siphoned off before the soldier reaches your unit; insure your battalion receives and uses these records.
- NCO's should be responsible for training on a continuous basis. When possible, battalion quality control checks should be programmed for each quarter.
- NCO's (immediate supervisors) should keep track of which tasks the soldier can perform and which he can not perform. A job book should be used. When performing quality control checks, don't check the administration of training, check the soldier's ability to perform the task.

Skill Qualification Test (SQT):

- Training for the SQT must be a high priority effort because the results of this test are critical to the individual soldier.
- NCO's should be responsible for SQT training on a decentralized basis, but the battalion should conduct quality checks on a centralized basis to determine NCO effectiveness. A combination of both the decentralized and centralized approaches will produce better SQT results.
- There are over 30 MOSs in the battalion, and over 1400 skill level 1 tasks in a typical maneuver company. Insure that a specific program and quality check is programmed for each MOS.
- Seek assistance for training low density MOS's (legal clerk, supply clerk, etc.) from outside battalion assets, but assign specific responsibility for the management of every MOS to an individual inside the battalion.
- Direct SQT competition against a standard, not against other units.
- Use the hands-on method to train for hands-on, skill, and job site components; use sample tests/questions provided in SQT notices.
- The majority of skill component questions will make maximum use of audiovisuals, illustrations, and simulations. Insure that your training program incorporates these techniques in both training and practice testing.
- Incorporate actual test conditions when performing quality control checks; do not budge on this standard.
- Check the ability of 1st line supervisors to administer the job site component.
- Establish a testing area that is free of distractions.
- Conduct remedial training for soldiers who do not meet the standards. Don't make the common error of ignoring the "extra training" requirements for No-Go's.
- Make use of TRADOC "Rollouts" on your unit's performance. They can tell you how your soldiers compare to the army standard.
- Most soldiers will not utilize TEC trainers on their own time. They are excellent devices which will be used if scheduled during duty hours as part of normal training.
- TEC tapes have a high correlation (about 75% depending upon the task) to obtaining the correct responses on skill component questions.
- TEC trainers are effectively used in both the field and garrison as concurrent training stations. They are effectively used during training that may have longer waiting periods such as range firing, live fire exercises, NBC training, and POMEXs. TEC trainers are excellent for remedial training programs.
- Civilian-run learning centers are in existence on many posts and can be used to supplement training.

Physical Training:

- Physical training programs should produce soldiers and units that are fit to fight.

- Running is the most effective method of improving physical fitness.
- To achieve a minimum level of fitness, running should be performed 3 or more days per week, 30 or more continuous minutes at a time, and at an intensity that raises the pulse rate from 120-160 beats per minute, depending on individual levels of fitness (FM 21-20, Chapter 8).
- Running in troop formation may be good for team building, but it won't achieve desired fitness levels unless performed at the duration and intensity mentioned above.
- Strength and flexibility are also important and can be achieved through exercises and vigorous games. Integrate upper body exercises and vigorous road marching into your program. Light infantry should build to distances of 25 miles within eight hours with full field pack, and upon completion soldiers should be able to perform any ARTEP event. Anything less will not prepare light infantry to survive in combat.
- A unit will only be as effective as its commander; physical training is for everyone, and the officers and senior NCOs must lead the way. *Age or position affords no excuse!*
 - Provide physical training time on the training schedule and stick to it.
 - Establish standards that are high, but also reasonable and attainable.
 - Schedule a concurrent program for profiles.
 - Lead and supervise!

THE UNIT TRAINING PROGRAM

ARTEP:

- The unit training program for the battalion should be based on ARTEP tasks and balanced between contingency and special training requirements.
- Bn FTX's tend to exercise command and communications systems, logistics operations, TOC displacements, fire support coordination, battalion maneuver, and issuance of OPORDs. Platoons, squads, and soldiers may not benefit as much from Bn FTXs as they would from more lower-level training. Consider the use of Tactical Exercises Without Troops (TEWTS), battle simulations, more decentralized training, and less centralized training. External squad and platoon ARTEP evaluations administered within the battalion are *essential* to act as a quality check on unit decentralized training.
- Conduct some TEWTs for officers at the end instead of the beginning of an FTX; this technique has the added benefit of giving the NCOs the responsibility to bring the troops home and supervise clean-up and maintenance operations.
- Read your Bn ARTEP. Don't rely on your S-3 to know the details of your ARTEP. Be a Pro—know it inside and out.
- Use OPFOR commitments as a chance to practice ARTEP events where aggressor and U.S. tactics overlap. Avoid negative learning experiences during OPFOR details. View every event as a training opportunity.
- Don't get sidetracked on exotic training if your battalion can't execute all ARTEP events. The ARTEP and the Soldiers' Manual should be the primary vehicles to achieve training readiness.

- Attainment of level 1 ARTEP standards is generally based on several assumptions:
 - 100% fill of TOE personnel and equipment.
 - Adequate time and space to train.
 - Individual soldiers are trained in basic level skills.

If your battalion does not measure up to these basic assumptions, don't change the ARTEP standards just so you can make it.

- Most battalions can sustain year round ARTEP standards at the platoon level. In any case, spend the majority of your time training at the squad and platoon level. Company and battalion level ARTEP standards can be attained in less time only if the squad and platoon base is sound. It is easier to find time for squad and platoon training in non-prime time periods.
- Concentrate training on your weaknesses; attempt to minimize your peaks and valleys in attainment of ARTEP standards above the platoon level.
- When conducting internal or external evaluations remember that they are diagnostics, not tests.

Expert Infantry Badge (EIB) and Expert Field Medical Badge (EFMB):

- Combine EIB/EFMB preparation with SM/SQT training.
- Train volunteers who are highly motivated to earn the EIB or EFMB.
- Don't "mass-train" the battalion; utilize SM/SQT training for non-EIB/EFMB participants.
- Avoid competition for sheer numbers of EIBs/EFMBs. If the atmosphere in your division unfortunately demands numbers of EIBs/EFMBs then go for the maximum.
- Medical battalion assistance for EFMB training is mandatory; don't "shovel" this program to your headquarters commander and your medical platoon leader.

OPERATIONS

Command Post and Tactical Operations Center:

- Keep the battalion CP small and light; displace it frequently.
- Remote all radios, including your FSO, TACP, and other attachments.
- Practice good camouflage discipline and provide for security.
- The battalion TOC should be capable of displacing rapidly. This is more difficult for light infantry units that build a TOC around tentage and light sets. Light infantry should consider constructing a TOC that uses the back of gamma goats in much the same manner that mechanized and armored units utilize command and operations tracks.
- Organize the TOC for 24 hour operations. Establish shifts *immediately* upon arrival in the field.
- Efficient night CP displacement, conducted under blackout conditions, is essential to adequately accomplish most ARTEP tasks and is considered the hallmark of a good unit.

- Many visitors to your unit in the field will formulate their opinion of you and your unit from visits to your CP.
- Locate your battalion command group (Jump CP) forward of the TOC.
- Issue orders as far forward as possible.
- Use verbal FRAGOs, OPORDs, and warning orders *whenever possible* to save time.
- CSC CP should be used as an alternate battalion TOC; practice letting the alternate TOC assume control of operations during FTXs/CPXs.

Emergency Deployment Readiness Exercise (EDRE):

- Stick to basics. There is a tendency to focus on exotic tactical exercises, airborne or airland operations, and requirements to support the tactical phase of the EDRE. While the tactical aspects of the EDRE are important, they often are allowed to overshadow the deployment phase of the EDRE which should be the mainstay of the exercise.
- Avoid the temptation to assume away small deployment problems. Pay close attention to the following areas during each EDRE:
 - Configure each vehicle with the actual deployment load IAW a properly filled out load card.
 - Scale each vehicle; check the center of gravity of applicable vehicle loads.
 - Insure that applicable vehicles have proper shoring and that each vehicle load is tied down properly.
 - Complete dangerous cargo inspections and paperwork.
- Conduct joint inspections for both mechanical and safety standards. A common error is to conduct an ARMY MET Inspection which differs from the USAF Joint Inspection.
- Check POM items.
- Configure with approved aircraft or sealift loads.
- Maintain secure commo control during the deployment phase.
- Simplify the battalion deployment sequence.

Communications:

- Be particularly aware of COMSEC.
- Use wire as a primary means of communication in the defense. Use wire *whenever possible* in all other forms of maneuver.
- Create an aggressive attitude in your TOC, trains location, and forward combat elements to maintain communications and use proper radio and COMSEC procedures. The TOC should NCS the command net and the combat trains should NCS the A&L net and ruthlessly enforce these proper procedures.

- Use your RATT rig and retransmission station whenever possible.
- Practice frequent changes in frequencies and call signs, both programmed and in response to electronic warfare. Use jammers in training whenever possible.

Fire Support:

- Traditionally, the FSO is a member of your staff during field training. With the advent of the FIST program, use your FSO to assist in planning, supervising, and evaluating a program of 81 mm and 107 mm mortar readiness.
- Insure that your FSO and air force FAC have integrated and remoted communications when operating from the TOC location.
- The FSO, FAC, and S-3 must work *closely* in development of the battalion scheme of maneuver. Insist that they develop a fire support plan for each operation.

AI: Cavalry:

- The chain of command must understand cavalry doctrine and tactics. Because of current personnel assignment procedures, incoming officers and NCOs will not necessarily be properly educated unless they are coming from another cavalry unit. Screening and necessary corrective training is imperative.
- The adaption of aircrew training manuals and the supporting flying hour programs to cavalry training is complicated and can be difficult. A very thorough understanding of the relationship between ATMS, ARTEP and the flying hour program is necessary in order to produce combat ready aircrews that are proficient and safe.
- Air cavalry units must go to the field and train. Flying out of an airfield/garrison environment does not teach sustainability and survivability.
- Train with other combat arms units in the field. Coordination and communication with your battlefield neighbors is a vital necessity; reporting of information is critical.
- Threat vehicle recognition and a basic grasp of threat tactics is mandatory.
- Scout and attack helicopters should conduct almost all of their training (to include live firing) together.

Combat Aviation:

- An historical look at your flying hour program will identify which units get how much support, impact of training/support if program gets cut, and wasted blade time. Include the interface between the air training manuals, ARTEPs and flying hour program, as well as the requirements for border checkouts and DMZ qualifications. This can serve as the base for developing units and your maintenance support battalion commander, and then hold subordinate unit commanders responsible for meeting it.
- Early-on, brief the commanders you support on how you can best support their missions and how you can provide the most support.
- During operations, send your best individual as your liaison officer. The ground unit will be judging your organization by the manner of performance of your liaison officer.

- Demand that supported units give mission type requests for aviation support (not full blown micro-uctails) so that you, your commanders, and staff can determine the most efficient and effective means to support the request.
- Aviation units habitually do poorly in night training, field aircraft maintenance at night, and night vehicular training. Integrate these activities with supported unit training schedules and exercises. Stick to the basics in your training program.
- Pursue active support roles of aviation for ground battalion/squadron commanders to best develop the combined arms team concept.
- Commanders and aviators need to understand that the quality of mechanics is not less than in the past, but the budget does not allow training to the skill levels demanded by field units.
- Your experienced warrant officers can provide you the best feedback regarding standardization and safety, impact of your policies, feelings of your pilots, health of the aircrews, and what your decisions are doing to the flight line in the context of aviation soldiering.
- The aircrew training manuals program for each type aircraft in the battalion/squadron should be reviewed to determine how each was designed and how they are being implemented, to include records keeping and impact on your budget.
- It is not really important that you be the best aviator in the battalion/squadron. However, flying with your aviators will allow you to experience their problems and frustrations, as well as give you a first hand look at standardization and safety. Try riding in the cargo compartment on a troop or cargo lift and listen to the crew conversation and learn from them.
- Unit operations officers and S-3s tend to become desk bound. Get these individuals out on operational flights, to coordination meetings with supported units, and looking within the battalion/squadron at internal operations.
- Crew discipline and procedures keep you alive. Do not allow short cuts and reduced standards in these areas.
- Keep tabs on your blade bank time. If your maintenance officer does not keep the aircraft properly spread between inspections and the S-3 fails to keep him honest, your battalion's/squadron's blade bank time may get too low and eliminate the capability for an operational flying hour surge during an emergency.
- There never seems to be a good solution for accomplishing "other" training. The aviation-related and maintenance-related training always seems to get done. Extra efforts have to be made to integrate training in first aid, NBC, and weapons firing.
- Early in your tour, visit *all* supported units and review their operations plans for delineation of aviation support. Also review the plans at your higher headquarters. You may be surprised to find that you are being under-utilized, mal-utilized, or over-committed.
- Safety versus realistic training is a hard decision to make, but it is *your* decision and must be based on the entire environment in which you work.
- The battalion/squadron safety officer should work directly for you and everyone should know it. Further, he should be the safety officer for *all* areas, not just for aircraft and crews.
- Aircrew rest regulations are a chain of command problem. Know what the regulations require.

- If crewmembers cannot perform physical training, then they *should not* be on flight status.
- Can your battalion/squadron move to the field and conduct sustained tactical operations by using its internal mobility assets? If not, find out why and determine where you will be getting support for the moves.
- Medicine and dentistry have an active place in and an impact on Army aviation. Acute medical and dental diseases can debilitate the aviator to the point of grounding. The majority of severe medical and dental conditions can be prevented. Seek early coordination with supporting MEDDAC/DENTAC commanders.
- For overseas areas, include policies for time to recover from jet-lag before newly assigned or attached aviators are put on flying duties.

Additional Operational Points:

- Review the battalion TAC SOP. It should:
 - Be pocket-sized.
 - Be as *brief* as possible.
 - Assist in curtailing the size of OPORDs.
 - Incorporate ARTEP standards.
 - Be void of philosophy and filled with pure information on routine, recurring actions and reports.
 - Be available for attachments.
- Consider using the CSC commander for:
 - Alternate TOC.
 - Security force commander.
 - Task force commander.

INTELLIGENCE

- Intelligence is the key to successful combat operations. In order to fight outnumbered and win, the terrain must be analyzed and enemy capabilities determined. There are also a multitude of countermeasures required to insure your own operational security.
- In many aviation organizations, particularly air cavalry, it is critical that lines of communication be streamlined and that intelligence be timely. The S-2 must constantly disseminate information up, down, and laterally.
- Insist on extensive threat training for aircrews.
- In aviation organizations with nuclear surety missions, the S-2 is extremely critical. Review procedures to insure that the S-2 is pulling his share of the load and really providing the intelligence input for the nuclear surety operations.

In-Garrison Intelligence:

- Insure during in-processing that the S-2 identifies those individuals who should have security clearances and assists them in obtaining the appropriate clearance expeditiously. The S-2 can also alert you to potential troublemakers.
- The All Source Intelligence Center (ASIC) is a facility at the division headquarters which is often overlooked. The ASIC can be of significant value to wartime planning. If you, the Executive Officer, S-3, and S-2 have not been processed for access to the ASIC, make this project one of the S-2's special tasks.
- Determine what classified equipment is in the battalion. Ask how it is secured and maintained.
- Spot check the Physical Security Program (to include key control) of your subordinate units.
- Review the local Operational Security (OPSEC) situation with the S-2, to include hostile intelligence collection incidents, terrorist threats, thefts of government property, and bomb threats as well as plans to be implemented by the battalion to counter these problems.
- Insist upon the S-2 arranging for support from the CEWI Battalion to monitor your battalion communications nets during training exercises and gunnery practice at training areas. Arrange for recurring offenders to be with this signal unit to hear how poorly their sections are performing on the radio.

Intelligence Training:

- The Battlefield Information Coordination Center (BICC) is relatively new to most units. It is designed to provide the battalion commander with more comprehensive and useful intelligence. Ask the S-2 about plans for orienting key staff on this system and training key individuals to use it.
- Insure the S-2 provides newly assigned subordinate leaders in the battalion an analysis of the area of operations and a Soviet chemical threat brief. This is especially important.

Tactical Intelligence:

- Do not fall into the trap of thinking that you should be your own S-2 or that you do not need one.
- Insure that the S-2 has coordinated a battalion surveillance plan with the S-3 and the supporting CEWI battalion.
- Insure that subordinate commanders, combat trains staff, and the alternate command post receive intelligence estimates from the S-2.
- Insist upon the S-2 accompanying you whenever possible to RECON maneuver areas.
- The S-2 should be assigned responsibility for coordinating opposing forces (OPFOR) play during training exercises.
- Ask the S-2 how weapons are secured in the field and what the plan is for insuring sensitive items accountability.

INVOLVEMENT WITH RESERVE COMPONENTS

- Many active component maneuver battalions are associated with reserve component units in either an

affiliation or roundout program. This association is considered a *major* mission and *appropriate* time and resources must be allocated on a year-round basis.

- Providing assistance constitutes the lion's share of the mission; here are a few guidelines:
 - Use Readiness Group/Element assistance to the maximum to supplement your assistance in a *coordinated* effort.
 - Don't foster complete *dependence* through assistance; coach and train the reserve unit in the direction of *independence*.
 - Your assistance is primarily geared towards enhancement of training readiness; other sources (USAREC and Readiness Groups) are geared to provide personnel readiness and material readiness assistance.
 - Assistance mostly involves your key leaders; give them a compensatory break when you can.
 - Assistance during annual training is a *major* undertaking that must be *jointly planned* well in advance.
 - Lending equipment can be of joint benefit and a two-way street for both units.
- Realize that strength maintenance (recruiting and retention) may be your reserve unit's biggest problem. Your interests are more geared to increasing training readiness, but, logically your counterpart must spend a significant amount of time enhancing strength maintenance. Priorities upon which reserve units are formally rated each year are:
 - Strength maintenance (officer and overall).
 - MOS Qualification.
 - IDT and AT attendance.
 - AGI results.
 - AT performance.
 - Training year effectiveness.
 - Training readiness condition.
 - Balance your efforts and assistance with known reserve unit problems and priorities.
- ARTEP proficiency at the platoon level is normally a reasonable and achievable goal for most reserve units. Some units will exceed this level of proficiency when strength and turbulence problems are not present.
- Don't view reserve units as "second class." You both have problems; be open and honest about them. You can be of benefit and assistance to each other.

ANNUAL GENERAL INSPECTION (AGI)

- AGI standards are normally based on the important aspects of directives, manuals, regulations, and SOPs of all the headquarters higher than the battalion. Although in the past, AGI's were based on

compliance with regulations, and still may be in some organizations, the Army is moving rapidly toward a systemic approach. You should determine the environment in which you are commanding and manage your AGI preparations accordingly. Don't make up your own standards that conflict with or are lower than those of the AGI.

- Develop a battalion cyclic inspection program that conducts inspection and assistance visits to the company or troop each month. The cyclic teams, composed mostly of the battalion staff, should inspect and assist the units using each AGI standard. Successful features of the cyclic program are:
 - The battalion will become totally familiar with important standards and what is happening at the company/troop level.
 - The battalion will spend less time on garrison management and, at the same time, achieve better results on the AGI because the AGI standards are more likely to be habitually met.
- Let your XO *run* the program. Let the XO give inspections directly to the company or troop. Get involved if a unit repeatedly fails to make corrections, a "serious" problem arises, or a unit receives the same finding on a repetitive basis.

MAINTENANCE

- The first step is to develop an accurate appraisal of your battalion's maintenance program. You should:
 - Visit the chief of the material management center (DMMC), the G-4, and the maintenance support battalion commander to determine their perceptions of your unit in the area of maintenance.
 - Visit the commander of the direct support maintenance company servicing your battalion. Ask for a tour of the company shops and speak to the managers about your battalion maintenance activities. Check the status of job orders and determine the history of your unit on replacement of major end items, engines, transmissions, etc.
 - Read your battalion, brigade, and division maintenance SOPs.
 - Have your battalion maintenance management staff (normally the XO, S-4, BMO, and maintenance WO) brief you on how the system works in your unit.
 - Talk to your company motor sergeants and drivers to see how the system *actually* works.
- Your commanders must understand driver-level maintenance and the Army's maintenance management system.
- If you're unsure of the level of expertise, require a simple hands-on test of personnel in the maintenance chain. Use the Soldiers' Manual.
- Check on personnel status in the maintenance area. Assign only good soldiers as PLL and TAMMS clerks. Allow overlap of replacements in these key areas to insure continuity.
- Daily maintenance updates by the BMO and, if necessary, your commanders are a must.
- Have enough coveralls and steel toed shoes for your mechanics.
- Consider pulling *quarterly* services by platoons and muster every soldier (to include *leaders*) possible to assist when their platoon is scheduled. This should appear as a training event on your training schedule.

- Establish a Quality Control Cell for all types of equipment to include engineer, armament, tracked and wheeled vehicles, etc. Example: the battalion NBC NCO inspects and supervises all BN NBC maintenance activities. Use same system as battalion cyclic inspection described under AGI section in this chapter.
- When conducting battalion field training insure that your unit can support and maintain itself from *field* locations.
- Watch carefully for an adversary relationship developing between the BMO and your commanders. Don't let this happen; finger pointing seldom solves problems.
- Consider pulling all quarterly services on tanks and M113's at battalion maintenance. Rotate company mechanics to insure they are trained on Q services.
- When deadlining parts arrive, work until the vehicle comes up.
- Have an effective awards program for good maintenance. Award skill badges and safety awards publicly. Good maintenance incentives are the key. An example: drivers who receive 100% on road-side spot checks get a three day pass and are recognized during the battalion payday talk by the commander. Remember your mechanics, too.
- Consider a 100% scrub of company PLL to reduce unnecessary items. Unit PLL should include chemical armament, engineer, and class IX items.
- Is company PLL uploaded? If not why not?
- Compare battalion PLL with other like units. Look at the latest PLL change listing from DMMC. Were changes submitted?
- Check several PLL items with a zero balance against what is actually in the storage bins.
- Motor sergeants, PLL and TAMMS clerks should be able to explain their part in the flow of 2404 actions.
- There should be a system to identify, train, and license the operator of each vehicle or major item of equipment. A listing should be maintained which includes date of licensing, ETSSs, DEROSs, and projected replacements.
- Tool accountability is critical. Check to see who is signed for them, how they are controlled, and what procedures are followed to replace lost or broken tools.
- Authorization to dispatch vehicles from the motor pool should be tightly controlled. Prior to dispatch they should receive a technical inspection (TI).
- Check your test equipment to determine if it is calibrated or if it is being used. If not, why not?
- Look at the latest due-out listing and determine what action was taken on parts released for issue (RFI) and never received by the unit. Remember, once a part has been RFI, you pay for it regardless of receipt. The Bn S-4 should be aware of these items.
- Only you should authorize command substitution. Don't overlook the used parts replacement yard ("can" yard) as a source of parts.
- Determine the adequacy of the battalion Quarterly Service Program for vehicles. Who spot checks if it is being done by the companies? Is it really being done or is it eyewash?

- Set the maintenance standards. Get out and inspect the equipment in the motor pool and in the field. Give no slack in this area until your standards are met.
- Remember that maintenance is training. Schedule it accordingly and require your key leaders in the chain of command to be in the motor pool supervising it.

Combat Aviation Maintenance:

- Aircraft maintenance is a critical item for the commander. In CH47 units, aircraft maintenance and proper scheduling is your lifeblood.
- Personally inspect each type of aircraft regularly and fly as many as possible. Check trends yourself to substantiate what your subordinates are reporting to you.
- Aviation units tend to receive armament and avionics personnel on a cyclical basis. Take a quick historical look at your unit's record and plan ahead for such cycles. A check of qualification of other battalion/squadron personnel may identify temporary help during shortages in MOS's for critical subsystems.
- Get to know the key personnel who provide you with AVIM and AVUM. Visit their places of duty and get them to do the same for you. Bone up on TAMMS before you visit and afterwards you will be able to trace your requisitions which are causing problems. The AVIM should be acting as an extension of your maintenance unit.
- Set reasonable/achievable goals for phased inspection standards.
- No hangar queens!
- Closely monitor 1352s, OR/NORS/NORM.
- An *adequate* PLL is a must—your PLL clerk is critical and should be one of the best soldiers in your unit.
- Emphasize timely submission of requisitions with vigorous follow-up for potentially grounding items.
- Conduct periodic unit reconciliations with supporting maintenance units.
- *Cannibalization* must:
 - Be controlled by *you*.
 - Be used only if you cannot get the part quickly through another authorized means.
 - Show you exactly which parts are missing from each aircraft at any time.
 - Result in a *properly ordered* part replacement for each item used.
- Aircraft should not be down for maintenance for more than 30 days. If they are, consider taking necessary parts from the next aircraft coming into phase maintenance.
- Remember, an aircraft maintenance officer's effectiveness depends upon having lots of flyable aircraft so he can control which ones fly and how much, thereby controlling his maintenance program.

CHAPTER 4

SUPPORT BATTALIONS

While support battalions have leadership challenges and opportunities similar to maneuver battalions, they also have unique dimensions. Key is that support commanders lead troops who must be both soldiers and specialists to provide the support required and expected. Support units have high visibility; therefore, the projection of an image of confidence and demonstrated mission ability is paramount.

UNIQUE LEADERSHIP ASPECTS

- Support outfits frequently have an image problem. Service is our unit's business, but it takes extraordinary efforts to make your diverse unit both soldier and support. Your operating methods will set the stage for your unit's credibility.
- Your unit is diverse and probably widespread. "Education" of your boss and supported units as to unit limitations and capabilities is paramount.
- Go visit customers often; this is even more important if your unit is spread widely.
- Spend maximum time where your troops are working and training; they need to see their commander in action.
- Decentralize authority to the maximum; you cannot control it all.
- Establish a good internal review and analysis system for troop and mission indicators.
- Recognize successes of others; encourage their innovations on and off the job.
- The nature of support units requires that your policies on formations, duty hours, disciplinary actions, and other troop related actions be considered accordingly.
- Troops need to know that customers appreciate their efforts. Make special efforts in this area; it will pay big dividends.
- Stress individual soldier self-discipline; unit commitments will seldom be by company, platoon, or section.
- Support soldiers must do what is right and expected, without detailed supervision.
- Stressing the pride that comes with doing tough support jobs well builds unit esprit and cohesion.
- Find unique ways to recognize and reward soldiers; support jobs are usually not "glamorous."
- Company command of support units is tough; these companies are complicated, diverse, and fragmented.
 - Select commanders carefully and support them fully; allow them to command.
 - Educate customers so the company commander only has one boss.
 - The battalion staff must totally support company commanders' missions and training. Remember that each company in a support battalion has different missions, assets, and capabilities.

- Put the best soldiers in companies; that is where the battalion's missions are accomplished.
- Round-the-clock missions mean you will seldom see all your troops at one time. Use any occasion to talk to troops and get out to see them where they work.
- Officers in support units are usually technically proficient, but you will find it necessary to personally educate officers in the responsibilities and characteristics of leadership and professionalism.
- Dispersal and duty hours distort verbal communications; feedback is necessary to assure the word from battalion is getting out to and is understood by soldiers in all organizational elements.
- Watch for weak NCO crossover points; the transition from technical backgrounds to leadership positions is sometimes a "rocky road."
- Support skills are highly marketable in civilian life; you must make a special effort to promote Army "satisfiers" to retain the good soldiers.
- Outside influences, such as operating post functions, make significant change difficult in support units.
- Support unit missions will require unique unit standards and goals; commit them to paper.

MANAGEMENT AND DECISIONMAKING

The pre-command course is designed to ready you for command, but it is not tailored well for unique support units. You know your strengths and weaknesses better than anyone, so be honest with yourself, talk to the present commander, and study areas where you are not current. Are you up to speed in maintenance management, supply accountability, reenlistment, military justice, administrative actions, drug/alcohol programs, OPMS/EPMS, leadership of female soldiers, and unit resource management? There will always be surprises in support units, but they are manageable if you have done your homework.

- Time management is the most difficult job of the support unit commander.
- Be in charge of your own calendar; you have too many "masters" in a support unit.
- Reduce time-consuming meetings; use brief phone calls and memos to the maximum, both up and down the chain of command.
- Quickly learn the environment where your unit operates.
- Special attention must be given to your boss and his staff, and to supported units.
- Your unit will have many MOS's. MOS mismatch is driven by borrowed manpower, NCO shortages, and profiles; these three factors cause most support unit problems.
- The lack of centralization in support units (numbered companies, separate sections, unique missions, widely dispersed) makes administrative management difficult, but it contributes directly to the unit's reputation for excellence.
- Safety requires constant vigilance; make a supervisor responsible for safety at every unit work and training site.

TRAINING AND OPERATIONS

Soldiering is the name of the game and support troops must never forget this. Each soldier, however,

must also be proficient in his support skills. Time constrains training the "whole soldier." Your personal involvement will inspire others.

- Train everywhere; integrate training in motor pools, the field, on the job—everywhere.
- Be ruthless in your demand for comprehensive training proficiency; your battalion's ability to perform wartime missions depends on it.
- Post and support missions often conflict with training.
 - Identify SQT tasks performed on jobs; isolate remaining tasks for unit and individual training.
 - Seldom will your soldiers be trained adequately in their support roles coming out of Army schools; plan for detailed OJT.
- Diversity and geographical spread of support units makes section/team building especially important, but difficult to achieve.
 - Carefully coordinate the training schedule to accommodate the diverse nature of operations.
 - Adapt hours of operation at support sites to customer needs, but also accommodate your training requirements.
 - Educate your boss and supported units as to your unit's mission uniqueness, capabilities, and special training needs.
- Decentralized support unit operations require that you make special efforts to train the battalion's trainers. It is tough to prepare instructors, but make the time for it to be done right.
 - Stress professional development, teaching, inspecting, and management of responsibility.
 - Use outside help, as necessary; "piggyback" on maneuver units whenever practicable.
- Support units require multiple learning centers; they must be open seven days/24 hours. TEC equipment must be colocated with Army manuals for optimum benefit to participants.
 - Consolidated training on common subjects may be necessary for isolated sections or shift workers.
- Routine PT is not routine for support units. Stress supervised PT at each work site for all soldiers, with occasional company and battalion PT "evaluations."
 - Innovate occasionally with adventure training and obstacle courses.
 - You will need a modified PT program for profiles so that they participate fully.
 - Plan training for support units in detail and supervise it carefully.
 - Conduct the class that is scheduled; good preparation of instructor and facility is a must in fragmented training.
 - Administer a written test (and hands-on test, if applicable) for each class to see what students learned.
 - Give a "go" or "no-go" in the soldier's job book.

- Immediately schedule off-duty hours remedial training for "no-go's." This is hard to stay on top of, but essential to proficiency. Make sure it is scheduled even though it may require adjustments of support missions.
- Field duty and deployment training are difficult to do because of your day-to-day support missions. Your boss and your customers must understand this; your persistence in educating them will gain the support needed.
- It is difficult to get support units to the field due to support missions; use the ARTEP as a "wedge" to make this happen.
 - Use platoon/section ARTEPs initially and build toward company level.
 - Send your soldiers to the field with supported units; this will provide realism as well as credibility.
- Take the entire unit to the field at least quarterly.
 - Demand detailed plans for tough, meaningful training; support soldiers must understand what they are doing out there and why.
 - Go "tactical" from the time you leave garrison until you return.
 - Do all your support missions from the field; this is the true test of support proficiency.
 - Watch out for the large "signal signature" in support units; use radios little; SOPs and coded reports to the maximum.
 - Cover and concealment are difficult in support units. Frequent, demanding practice will help.
 - Moving your support unit at night is difficult and dangerous; practice it frequently.
- Cause your S-2 to actively seek, find, and share intelligence info needed by your unique support.
 - Use aerial photos, infrared and videotapes to document camouflage, road movements, and other aspects of field operations; share with the troops in "real time" to maximize lessons learned.
- Combat units depend on your knowing your unit's deployment mission.
 - You are the orchestrator; everyone has his role to play.
 - Support units are difficult to move for many reasons, but you must understand the requirements and practice them frequently.
 - You will have to practice by phases, with total unit practices quarterly due to ongoing support missions.
 - Every practice will require detailed coordination with your boss and supported units.

SPECIAL PERSONNEL CONSIDERATIONS

The widest variance of mission duties are in support units. Given your structure, dispersal, tactical, and support missions, you must select the key people and insure their training and "grooming" coincides with unit missions, goals, and aspirations.

- Go for team players; development of small support unit elements is essential to your mission accomplishment.
- Constantly articulate the need for technically skilled soldiers; you will have numerous "low density" skills that must be managed.
- Know where the soldiers in your fragmented unit are; demand subordinate leaders also know; check shift workers at odd hours.
- Combat arms commanders see their soldiers almost daily; you will not have that luxury, but insure you see your soldiers at least monthly.
- Support units frequently have numerous female soldiers. This requires your unique leadership and management efforts. You must be cognizant of the differences and approach the situation accordingly.
- Equal treatment is paramount from the standpoint of both male and female soldiers and the perceptions of both; this applies to field situations as well as garrison.
- Expect and demand as much in the way of job performance and military appearance from your female soldiers as you do from your males.
- Use female soldiers in accordance with their military training. They have an MOS; make/allow them to work in it. This includes your female officers and NCOs.
- Recognize the fact that there *are* physiological differences between male and female soldiers which may impact on performance.
- Policies related to female soldiers change frequently. Stay current and remain knowledgeable on assignment limitations and uniform regulations (AR 670-1) and enforce them strictly.
- Know the regulations for dealing with soldier pregnancy and single parents.
- Educate male officers and NCOs for their role in supervising female soldiers.
- Let your troops (and commanders of supported units) know that you will not tolerate sexual harassment; take prompt action in substantiated cases. Remember, too, that it works both ways.
- Nip male leader-female soldier fraternization in the bud. Demand that all soldiers be treated equally, to include addressing all by rank and last name.

LOGISTICS - HIDDEN PROBLEMS

Support units usually support others well, however, internal logistics is frequently a problem that gets commanders in trouble.

- Visit maintenance areas often, but know what to do after you get there.
- Personally inspect samples of all gear regularly; especially vehicles, CBR, weapons, field mess, commo, tents, stoves, generators, and individual equipment. Hold a specific subordinate responsible for each piece of equipment.
- Know what equipment is deadlined or short, and why, on a daily basis. You might be meeting your customer requirements, but what about the tactical?

- Logistics and readiness reporting demand you tell it like it is.
- Require your commanders and staff to do the same thing.
- Occasionally require the entire unit to exercise (or roll out) what they reported ready the previous day.
- When deficiencies are discovered, bring all unit resources to bear on solving problems quickly. Go to the problem areas!
- Effective facilities management and maintenance contribute directly to the support troops' morale and motivation.
- Billets, even if old, can be made liveable by aggressive self-help maintenance and a few materials. Be conscious of your shift workers' needs.
- Insure the soldiers' work space is allocated appropriate to functional requirements of their respective jobs.
- Allocate enough money for the billets, arms room, dayrooms, dining facility, motor pool, and other "community" areas. This is especially critical to support your shift workers.
- For your deployment mission, assure that blocking, bracing, tie downs, and other necessary gear are on hand and properly secured.
- Fight to have your own dining facility. In any case, be actively involved in the one supporting your troops.
 - Eat there frequently; visit at odd hours. Insist shift workers receive the same treatment as those eating during normal duty hours.
 - Teach and require commanders to operate company field messes; your companies deploy separately so they must be able to run their own messes.
- Civilian contractors are part of most support unit operations. You must know the exact contract specifications and require exacting performance.
 - Remember, contractor's work hours are frequently different than your troops'; adapt the division of labor so the entire operational work week is covered.
- Insist on comprehensive property accountability. A support unit's unique sets, kits, and outfits are extremely difficult to keep track of and to secure.
- Remember, the opportunity for property accountability problems increases with fragmented operations.
- Insure hand receipts are cleared prior to a soldier departing the unit.
- Provide training schedule time for property inspections.
- Tap the wealth of local assistance available to the battalion. You or your XO must know the heads of outside support agencies.
- Advance scheduling of recreation services facilities, equipment, and instruction will enhance everything in your widespread unit.

- Volunteer representatives to commissary, PX, clubs, and other community support activities' councils in your unit's several locations.

COMMUNITY IMPACTS

Depending on the battalion's type and location, there will be varying demands from the military and civilian communities. Support units are especially susceptible to "extracurricular missions" due to their special capabilities.

- Attempt to accept only those jobs which are your unit's fair share of the community load.
- Remember, family problems increase in direct proportion to your unit's geographical spread.
- Don't forget how young, vulnerable, and inexperienced the average soldier's spouse usually is; be ready to provide the kinds of assistance needed.
- Special functions are difficult to plan and execute in support units. Be prepared to support and attend all over your command. You set the tone; plan on it.
- Involvement in the planning by junior leaders and families will usually enhance attendance.
- Insure unit functions are well supervised, but don't stifle.
- Have workable plans for getting everyone home safely.

RESERVE COMPONENT COOPERATION

There is One Army, and Reserve Component (RC) support units fill important slots in the force structure; they must be prepared for mobilization and you can help. Roundout RC companies are an integral part of many CONUS active Army support battalions. This requires a year-long close working relationship with the RC commander.

- You will find it advisable to conduct integrated annual training for your entire battalion. This will require detailed, long-range planning to maximize benefits, and it will require education of your active soldiers to accept the RC counterparts as full-fledged members of the battalion.
- Help RC units that you are affiliated with to provide meaningful, "hands-on" training at weekend drills.
- Consider RC affiliation training in maintenance shops, traffic control, minor construction projects, transporting personnel/equipment, air/rail loading exercises, and commo center operations at your installation.
- The RC soldier/specialist is generally more MOS "skilled" than his active counterparts—he produces a good "product" and he benefits from worthwhile, interesting training.
- OCONUS RC unit training requires even more exacting planning because of longer travel times and in-processing requirements.

CHAPTER 5

COMMAND OF A TRAINING BATTALION

You may not have experience in a training brigade, and you will find interaction with thousands of new soldiers different than your interaction with troops in a TOE unit. It will take you a few months to get the "command edge" of working with new soldiers and a small, primarily NCO staff. However, you will quickly find it a myth that training battalion command is an administrative command and easier than TOE command. In fact, the Initial Entry Training (IET) environment is an extremely tough, stressful, and challenging one. You should experience a command, however, that enables you to see results, correct mistakes, and obtain great satisfaction from accomplishing daily your primary mission of developing soldiers with whom you would share a foxhole in the next war. IET is also an environment in which the soldier wants to be disciplined, expects high standards and fair, concerned, and consistent treatment as a soldier, not as a "trainee." Leadership by example and command presence have special meaning for you and all members of your training command team. The contents of this chapter, and chapters one and two in particular, should assist you in preparing for and meeting the challenges of command of new soldiers.

PREPARING FOR TRAINING BATTALION COMMAND

- Get reading files from the post, brigade, and battalion to which you are going. As a minimum, read the Program of Instruction (POI), Quality Control Test, End of Course Test, and policy letters.
- There is a lot of literature in Army Research Institute (ARI) channels on training of the new soldier. Build a proper base of knowledge, particularly if you have not had experience in a training center, by reading the references in the selected reading section of this handbook, which are applicable to IET.
- Learn the language and acronyms of the training environment quickly.
- You need to be in *excellent* physical condition (running and marching) when you assume training battalion command. There is no quicker way to lose the respect of your troops and drill sergeants than falling out or not participating in physical training. Prepare now.
- Prepare yourself for the challenges and problems unique to the leadership of women.
- If your battalion has any aspect of self-paced training, learn this concept well before assuming command.
- You need to know the recruiting options and contracts as well as veterans benefits. Get with recruiters and go over their regulations. Learn the bonuses and how they are affected by Military Occupational Specialty (MOS) changes. Find a recruiter who knows the options for United States Army Reserve (USAR) and National Guard (NG) soldiers. Learn the differences between the Regular Army (RA) options and USAR/NG options. Know what happens to the soldier at the Armed Forces Entrance & Examining Station (AFEES) and the Reception Station.
- In the Precommand Course (PCC), you will visit the Fort Jackson Reception Station. Follow the new soldier through the process from the time he reports to the station until he gets on the bus for Basic Training (BT)/Advanced Individual Training (AIT)/One Station Unit Training (OSUT).
- The PCC will enable you to "flesh out" the framework for training battalion command offered by this chapter. Use the time there wisely. It's an excellent course.

COMMAND AND MANAGEMENT

- There are major differences in command climates between various training centers and brigades. The climate is determined by the personalities and abilities of the general officer and colonel commanders. You need to establish an in-depth understanding of your specific command relationship at the earliest possible time.
- Advice from seasoned training battalion commanders:
 - Be positive and enthusiastic.
 - Don't overreact, but have a deep sense of responsibility for the soldiers you train.
 - Never underestimate your influence on your battalion. The battalion will reflect your personality.
 - Be there when things happen, but let your commanders and drill sergeants do their jobs.
- Determine what activities have the greatest rewards and risks in terms of mission and troop welfare; put your command emphasis there. Be consistent in articulating the priority of these key activities with your subordinates.
- Keep your time and energy focused on the primary mission of training soldiers, to include motivation, tradition, pride, spirit, self-discipline, physical fitness, spiritual soundness, and technical skills. Don't get bogged down doing your sergeant's work.
- Time management will be a major challenge for you; block out your calendar in accordance with your command emphasis. In a TOE unit, trained, motivated and disciplined soldiers are more capable of functioning without total control by the chain of command. This is not true in a training unit of new soldiers. Focus your primary attention (command presence) on training and on removing from the Army those soldiers who are unable or unwilling to be productive soldiers. This will require a large amount of your time, but you are the quality control for our soldiers who go out to the Army in the field.
- Put great personal emphasis on developing and taking care of your cadre and building team work. Get the drill sergeants on your side; the troops are transitory but the drill sergeants stay for two years.
- If you or the brigade commander tend to make changes every time you see something that could be done better, you and he will get involved in micromanaging your units. If that happens, the staffs and company chains of command lose much of their effectiveness.
- Realize that command emphasis on a problem, such as dining facility management, will solve the specific problem. But also realize that when you back off, the problem is likely to occur again.
- You may find that the Personnel Administration Center (PAC) is inadequate for 1000+ soldiers. If you can't correct this (an outstanding Personnel Staff NCO or PAC officer is essential), you will find that your first sergeants are your chief administrators and that holdover soldiers are doing clerk's work in the companies.
- Obtain the leave records of all the officers in your unit and insure they are taking leave. Minimize leave lost at the end of the fiscal year; lead by example in this area also. Insist your command sergeant major does the same with the NCO's.
- Reflect a positive attitude toward the All Volunteer Army. Resist any temptation to "bad mouth" the quality of the new soldiers. If they perceive that you view today's Army in a negative sense, they will interpret it as a lack of confidence in them.

- Know the various ethnic groups in each cycle and do your homework accordingly before talking to individual soldiers and groups.
- Every soldier must pull his or her weight in training and on the job. Fair and equitable treatment regardless of sex must be demonstrated.
- Understand the policy on AWOL's and how to minimize them. The key to a low AWOL rate is chain of command (particularly drill sergeant) communication with the soldiers from the day they arrive in the company. The primary reason soldiers go AWOL is because they feel no one cares about their problems.
- Prepare your troops to exercise more self-discipline in their TOE units. Encourage them to not lower their standards, motivation, and discipline in their new unit even if the NCO and officer leadership does not demonstrate the same care and concern experienced in IET. Be careful, however, not to degrade the Army as a whole in the eyes of these new soldiers. They are very impressionable.
- A policy of no consumption of alcoholic beverages by your soldiers except as specifically authorized by the commander in a controlled setting will help minimize disciplinary problems. Most fights are caused by abuse of liquor or other drugs.
- Establish a program for cadre wives such as quarterly luncheons at which you speak on occasion. Conduct periodic tours of training for the wives and serve them lunch in the field.
- Have a program that immediately identifies the new soldier's wife and provides assistance to her; she cannot and should not be ignored.
- Soldiers in training like to hear words of encouragement as they complete specific phases of training. Give them pep talks and develop ways to provide other forms of recognition as they progress towards graduation.
- Be aggressive in opening conversation with your soldiers. They enjoy talking to officers of senior rank and you will find them inspirational.
- Periodically write and call field commanders to get their evaluation of your graduates, particularly the marginal performers.

LEADERSHIP BY EXAMPLE & COMMAND PRESENCE

- The principles of leadership by example and command presence apply particularly to the battalion commander, his command sergeant major (CSM), the company commanders, and their first sergeants and drill sergeants.
- The sheer presence of the battalion commander is so important in the training environment that it is almost guaranteed you will experience soldier abuse and substandard performance by your subordinates if you don't get out of your office.
- Be present for critical events such as runs, road marches, live fire exercises, patrolling, and other forms of physically demanding training. These tough activities are where soldiers gain confidence in the chain of command and where the potential for soldier abuse and injury or death is highest.
- You and the drill sergeants should take the PT test with your soldiers.
- If you routinely arrive late or depart early, be aware that the rest of the chain of command will eventually follow your example. The troops will ramble and nobody will know what goes on in your area until a serious incident occurs.

- Come in and see what your soldiers are doing late Saturday night or early Sunday morning. Get your chain of command involved in doing the same, i.e., your executive officer, command sergeant major, company commanders, etc.
- Maximum attention to detail in wearing of the uniform and load bearing equipment is a must.

BATTALION STAFF

- Have a plan in mind for utilizing your executive officer and command sergeant major. They must carry a great load since you may not be authorized an S-1, S-2, S-3, or S-4.
- Utilize your executive officer as the "inside man" to allow you to exercise command presence at critical activities.
- With a small staff, you may be the principle battalion planner. If you don't plan for the future and cause actions to be initiated, you and your companies will be in constant turmoil.
- The battalion and brigade chaplains can be key staff officers. They counsel many soldiers and cadre members and can provide you valuable information on personal problems, possible abuse, potential AWOL's, and a sensing of the command environment. Don't be soft on chaplains; treat them as staff officers and insist they pull their weight.
- Decentralize your operation to your staff as much as possible, but check, check, check results.

YOUR LIEUTENANTS AND CAPTAINS

- Many senior officers who have not had recent experience in the BT/AIT/OSUT environment are ignorant of the tremendous challenges of training company command. This makes it even more important that your commanders succeed.
- Your lieutenants and captains may perceive an institutional prejudice against training center duty. Don't gloss over this. Be positive, set the example and convince them that they are improving their professional development by developing their leadership and specialty skills as a result of service in the tough, demanding environment of IET.
- The successful officer who serves in both TOE and training units during his company grade years is building a base of knowledge and professional experience that will stand him in good stead to face the challenges of future times; he is not behind his contemporaries who have only TOE experience.
- Develop ways to show your lieutenants and captains you care sincerely about their professional development and personal maturity. Do not abdicate your responsibility for junior officer development to the NCO channel.
- A good command sergeant major can help you by interacting with the junior officers and by counseling an NCO if he is out of line in his relationship with an officer.
- Seldom do you see a TOE company commander relieved for poor training. But training company commanders are relieved because their soldiers are not properly trained. Don't let it happen to one of yours for want of proper development.
- Talk to your company training officers frequently. They do not have peers in the company from whom to learn as they would in a TOE company. You are the primary coach of your company grade officers, particularly since many first lieutenants and some second lieutenants command training companies; underwrite their mistakes unless they resulted from apathy.

- Company commanders should brief you on how they plan to develop their executive/training officer.
- Don't get frustrated with officer shortages. There is little you can do to get more officers. Those you have will probably have little training background. Help them, guide them and support them; if you don't, the drill sergeants will.
- Don't be afraid to give up a good officer or NCO to further his or her development.
- Because of low officer density and off-cycle parties at company level, there is socialization between NCO's and officers. Insure all your officers understand, however, it is difficult to enforce discipline if they are overly familiar with their subordinates.
- Be aware that you stand a high probability of having five separate "communities" in your battalion. Companies are as different as their commanders. Foster the willingness of your company commanders to learn good things from each other. You do the same with your fellow battalion commanders.

THE DRILL SERGEANT

- Be acutely aware of and understand the men and women under the hat. Some of the characteristics of a drill sergeant are:
 - A hard charger and very proud.
 - Knows the system and how to use it to advantage.
 - Very, very good (they have a very high promotion rate).
 - Unique soldier who is the role model for his or her entire platoon.
 - Often feels he or she is the "abusee" and not the soldier.
- Some expected reaction:
 - When under stress or frustrated with soldiers, a drill sergeant may tend to treat them as he or she was treated as a trainee. Break the mold if it involves negative or abusive leadership.
 - May raise dead issues with the new battalion commander even though he doesn't really expect anything to be done. This is the drill sergeants' way of registering dissatisfaction on some things. It is important that you listen.
- Some drill sergeants believe they must tear down soldiers and rebuild them in the drill sergeant's image; this is wrong.
- Some drill sergeants are attracted to drill sergeant duty because of the power of the position. Watch out for the few who place themselves on a pedestal and abuse the authority of their position. Reward the ones who get down and show their troops how to do things right by crawling in the mud with them.
- Break the mold of NCO's who were taught and still believe it is macho to drink, fornicate, curse, and break things up. The first sergeant and command sergeant major can break that mold most effectively.
- Attempt to create a command climate where the drill sergeants can police themselves. They should come down hard on fellow drill sergeants who do dumb things.

- Many drill sergeants disagree with TRADOC's "Committee of Nine Review of Initial Entry Training." For example, some believe that because they are no longer addressed as drill sergeant they have lost some prestige, that they are not being supported as they should, and that they are not being allotted the time to do the job the Army expects from them. Be alert to these perceptions and deal with them.
- Most troops need a parent figure and they find it in the drill sergeant. He must bounce that expectation off the pressures of the POI and home life; he is under a great deal of stress in a hell of a tough job. Be sensitive to it, reduce stress where possible, and help him deal with it where not possible. Talk to your drill sergeants as often as possible and listen to them.
- The best way to know what's going on in your battalion is to talk to soldiers as well as drill sergeants. In most cases, troops praise their drill sergeants. When they do so, tell the drill sergeant.
- Some drill sergeants may perceive you are over-supervising by interacting directly with the soldiers. Counter this perception by feeding back in a non-threatening manner to the drill sergeant what you hear from the troops, but don't inhibit your communications with your soldiers.
- Teach the drill sergeant how to communicate with the soldier in a positive sense. Praise of a soldier by his drill sergeant is extremely effective, but most drill sergeants are reluctant to do it.
- Maintain a *Drill Sergeant Book* in your headquarters with policy letters that each new drill sergeant should read upon reporting for duty.
- Interview new drill sergeants with their wives or husbands present and explain the realities of the challenges both will face. Provide the spouse the names and numbers of points of contact for assistance.
- Drill sergeants should go through training with their soldiers in the same uniform as the troops.
- Drill sergeants should hold a briefing/discussion rap session with their platoons each night before lights out. This will build the soldiers' confidence; they will know where they stand and what the next day's training will consist of. You will find that this has a positive effect on your AWOL rate.
- Insist on an open door policy when drill sergeants are counseling soldiers; it is for the drill sergeants' protection.
- Give impact awards to drill sergeants and other cadre if they do something outstanding which deserves recognition. You have the authority to sign DA Certificates of Achievement. Have your command sergeant major work up others; there are many possibilities.

NCO SUPPORT CHANNEL

- You must make a decision about how to employ your battalion command sergeant major and how to use the NCO support channel. Much depends on the strength of character of your command sergeant major and first sergeants, as well as their ability. Insist that they participate with the troops in tough training. Remember there can only be one chain of command, but there can be numerous channels of communication.
- Articulate clearly your "Sergeants' Business" philosophy and don't let it get confused with the chain of command which is "Officers' Business." The NCO channel is healthy when it supports the formal chain of command.
- Rely on your NCO's. You may have only one other officer on your staff. It all begins with trust in your subordinates and delegation of authority and responsibility.

- Get your command sergeant major involved in insuring the barracks are maintained in inspection order and all other things NCO's should do. FM 22-600-20, *The Duties, Responsibilities and Authority of Noncommissioned Officers*, January 1980, is a good reference.
- The NCO channel operates best when the brigade command sergeant major works primarily with battalion command sergeants major and the battalion command sergeant major works with first sergeants. If the brigade command sergeant major becomes too accessible to your drill sergeants, the chain of command is usurped.
- Avoid the creation of a permanent "field first sergeant." Rotate responsibility among drill sergeants for that kind of responsibility. The company first sergeant should be a *trainer* in a training battalion. Insist the first sergeant attend training and do the job as he is supposed to do it. Many of the things some first sergeants do can be done by the company training officer or training NCO.
- Use of NCO task forces in problem solving can be very effective. Call in randomly-selected NCO's to get their ideas. Give them the problem, a time limit, walk out, and return later for a briefing on their solution. This also demonstrates trust in the NCO's and helps you get to know them better.
- Get your drill sergeant candidates, drill sergeants, and other cadre (company officers, first sergeants, etc.) to the training courses (drill sergeant course and cadre course) available at your installation, as soon as they arrive in your battalion. Special effort must be made to get them proficient in counseling.

OTHER CADRE

- Pay attention to your cadre who are not drill sergeants. They are important, too. Reward them and communicate with them. The influence of supply sergeants, armorers, mail clerks, administrative personnel, and cooks on the morale and welfare of the troops is tremendous and they need to share the glory.
- Think about how you can cope with personnel shortages in your cadre ranks. Make good use of drill sergeant candidates and outstanding soldiers such as those waiting to attend the Branch Immaterial Officer Course, flight school, or even those pending medical discharge.

"BURN-OUT"

- Leave is the key to good family relationships and to avoiding "burn-out" for you, your drill sergeants, first sergeants, and company commanders. Enforce your leave policy. If you don't take leave, many of your subordinates won't either.
- Design procedures to sense when your cadre is reaching their "burn-out" level and take appropriate action before an individual becomes a stress casualty.
- Off-cycle periods are also essential to prevent drill sergeant "burn out," but if these periods exceed two to three weeks, drill sergeants tend to lose their "fighting edge." Be aware of this when the new cycle begins.
- Extend few, if any, of your drill sergeants past their 24 months on drill sergeant status. Do it only with the agreement of the entire chain of command plus the drill sergeant's spouse.

NCO DEVELOPMENT

- Become a career counselor for your NCO's; make full use of your command sergeant major.
- Keep your NCO's informed of what's happening in their career management fields (CMF's). Use Commander's Call for this. Task an officer or NCO to brief the group on professional development

and other issues. *FOCUS*, published by MILPERCEN, is a useful reference. Invite outside speakers from the personnel management community to address your officers and NCO's.

- Have a command program to prepare your cadre for their Soldier Qualification Test (SQT). For some MOS's, the qualification test which your soldiers must pass for graduation supports the cadre's SQT. However, in the training battalion, mission training may not equate to SQT for all cadre.

TRAINING

- Establish high standards and help your soldiers meet them. The primary pressure on the soldier should come from the standards he is striving to meet.
- Early in your command tour, attend all classes/training periods to learn what your soldiers are receiving.
- Know how the critical skills you teach in IET fit into overall individual and unit training.
- Understand in detail the tasks, conditions, and standards of each MOS your unit trains; your basic mission is to insure your soldiers are trained. But never forget you are producing a total soldier, not just one who can perform a few critical tasks.
- Learn how to bring about change in the POI when you believe change is needed. Interaction through brigade with the Deputy for Plans and Training (DPT) and Committee Group is necessary to influence the POI.
- Learn the Basic Skills Education Program (BSEP). Many of your soldiers are likely to be enrolled.
- No matter what you hear, you are a training manager and must not neglect your responsibilities to maximize use of training time.
- Aggressively pursue control of your own training; don't let brigade put you in a housekeeping role.
- It is a myth that the training company commander and drill sergeants have little influence on training. The drill sergeant determines the soldier's qualification for graduation. He and his commander have the overall authority and the commensurate responsibility to insure the soldier is trained to standards to graduate. The drill sergeants who view Committee Group instruction as a bonus will insure their troops are fully trained.
- You must know Chapters 1, 2 and 3 and Appendix D of FM 21-6, *How to Prepare and Conduct Military Training*. If you don't, you may fall into a trap of inspecting the process rather than the results of a training period. Come to a training period near its conclusion, know how to inspect training, and determine if the troops have learned what they should.
- Create the environment that accommodates the differences in individuals' learning capabilities. This can be enhanced by insuring your drill sergeants have some flexibility.
- The battalion commander is even more of a coach in the training battalion than in a TOE battalion. Focus your primary effort on coaching your drill sergeants as you observe them giving reinforcement training or PT.
- View your soldiers' development of pride, motivation, spirit, discipline, physical fitness and spiritual soundness as you do training them in their technical skills. Have programs to support each.
- Much make-up training is conducted by the drill sergeants. Concentrate on those skills a soldier is required to pass to graduate. A soldier must not be sent to a permanent unit until getting a "go" on

the critical tasks taught at the training center. Qualifications must be properly annotated in individual training records (they go along on permanent change of station (PCS.)

- When there is no formal concurrent training station, it should be a drill sergeant responsibility to assemble the troops and conduct reinforcement training; performance-oriented training avoids soldier boredom. Don't waste valuable training time by boring the troops with "dead time." Use peer instruction by soldiers who are most knowledgeable.
- PT, drill & Ceremonies, Personnel Affairs, and Inspections are the total responsibility of the battalion and company. Get the lesson plans and become familiar with them as soon as possible.
- There will be time when you and your company commanders can schedule events of particular interest to you. Be innovative with this time.
- Statistics are a necessary part of the training environment. Place them in proper perspective as one tool to help measure training effectiveness in BRM or physical fitness. If their use gets to the point where drill sergeants and commanders feel pressure to compromise their integrity, it has gone too far.
- Schedule a battalion commander's inspection of soldiers in ranks and in the barracks once each cycle at the company level. Question them on their knowledge of their MOS skills. You will learn much about how your standards are being met.
- Check night training and bivouacs frequently. Spend nights in the field with your companies; insure your CSM does the same.
- Don't cancel training because of inclement weather unless it represents an unacceptable safety hazard. Troops need to learn to function in bad weather. They should train as they are expected to fight.
- Seven training principles; things you need to ingrain in your soldiers before they are awarded their MOS:
 - Physical fitness
 - Mental toughness
 - Teamwork
 - Technical Proficiency
 - Spiritual soundness
 - Will to win
 - Willingness to defend our country
- Some essential elements of a program to develop discipline are:
 - Day starts with a formation and inspection of soldiers and barracks.
 - Use of soldier chain of command: challenge the super soldier and all others by placing them in leadership positions, but be alert to possible abuse of authority. Have soldiers run an awards parade.
 - Insist on standardization in wearing of field gear, both cadre and soldiers.

- Personal appearance to high standards.
- PT at least six days a week if possible.
- As a minimum, all soldiers must leave the training base well trained in physical fitness, MOS skills, and discipline.

PHYSICAL TRAINING (PT)

- Most new soldiers state they don't think PT was tough enough in their initial entry training. Make PT tough and innovative—the soldier will be proud of himself and his unit when he achieves a high level of physical fitness.
- Do not rely on the Army POI on PT to give the soldier an adequate amount of physical fitness training. Design your own PT program. Make it tough, but complement it with a strong heat and cold casualty prevention and treatment program.
- "Train don't strain" is a good PT philosophy until the soldiers of each cycle become acclimated and are conditioned to rigorous training. This will also help avoid stress fractures.
- Decentralize PT to company or platoon level but set high standards. Participate in PT with soldiers daily.
- Don't be concerned about not being a super jock in PT. The important thing is to participate with your troops in a credible manner.
- There is absolutely no place in the training battalion for a fat or out-of-shape commander or drill sergeant. They become jokes to the soldiers when they cannot lead them in PT, runs or road marches.
- Every soldier should be challenged physically. Men and women soldiers have different physical capabilities, but all should be required to meet the standards established for their sex.
- Require company commanders or training officers with stop watches to be in front of the company on runs to time the unit to your established standard and to insure emphasis is on progressive, but realistic, training.

SAFETY

- Demand that your drill sergeants participate fully (no short cuts in uniform or time of participation) in the physically demanding activities of running, marching, and all activities where there is threat of heat or cold injury. They are needed for safety, troop welfare, and leadership by example.
- Heat and cold casualties must be prevented during all forms of training. Learn how to recognize when a soldier is about to become a heat or cold casualty and take immediate action. Your drill sergeants must watch their soldiers closely and force the soldiers to drink water with regularity on hot days and nights. They must also be expert at administering cardiopulmonary resuscitation; they will use it. When a soldier becomes a casualty, treat it as an emergency.
- Insure water is available at all PT, meal, and training sites, and during runs; constantly check.
- Insist the soldiers drink fluids before and during hot weather activities. Your drill sergeants must enforce this policy! This is especially important during the summer months when the Army trains approximately 50% of its annual soldier accessions and when potential for heat casualties is highest.

- Don't rely on United States Military Academy and Reserve Officer Training Corps cadets, drill corporals, and drill sergeant candidates to prevent heat casualties. Watch out for "dumb things" being done by inexperienced or uneducated cadre members in charge of troops.
- Have all newly assigned cadre attend classes on how to prevent and treat hot and cold weather injuries.
- The susceptibility to cold weather injuries varies between ethnic groups; learn the differences.

COMPETITION

- Competition is an important element of training in a training battalion. Although your companies are competing against a standard, the Advanced Physical Fitness Test (APFT) for example, they will naturally compete against each other to better the standard. This is healthy, but watch it so competition doesn't become "game playing" to beat the system. Be sure that drill sergeants aren't pushed to get their platoons to achieve higher and higher scores.
- Soldiers are high on competition. It capitalizes on their need to be a winner. The key to healthy competition is the outside tester/grader (the Test & Evaluation Committee at some training centers): one who has nothing to lose or gain by results.
- Competition on the athletic field is perhaps the healthiest and most aggressive development you can foster. For the most part, today's troops are athletic fanatics. Have a strong, broad athletic program that includes facilities and equipment for use during unscheduled training time.

SOLDIERS' RECEPTION

- Make the soldiers feel they are an important part of the unit from the day they arrive for training; address them as "soldier" and not "trainee" from the moment they take their oaths of enlistment at the Armed Forces Entrance & Examining Station (AFEES).
- New soldiers should be greeted immediately upon arrival by an officer or drill sergeant whose uniform with awards and decorations serves as an example of the personal appearance standards of your command.
- The initial greeting should consist of a welcome to the Army, the soldier's unit, and an explanation of what he or she can expect over the next few days.
- Shock must not be used to greet the soldier. The job of the greeters is to minimize trauma, consistent with good order, and to provide conditions free of physical or mental harassment.
- Don't be afraid of using theatrics in your orientation of the new soldiers at the beginning of the cycle. Tell them what they will be doing each week during training under your command.

GRADUATION

- Graduation is a military exercise that must be accomplished with precision and formality. Make it an event the soldier will long remember as a significant milestone in his or her life.
- Graduation is not only a very special event for the soldier, but its significance to his or her family and friends is tremendous. When the graduate is outprocessing, assemble family and friends in the dining facility, serve refreshments and speak to them about the Army; this builds confidence and is good for recruiting.

- Consider having a "super supper" for all cadre and their families at the dining facility the evening of graduation. This is a good time to recognize deserving soldiers, NCO's, officers, and to hail & farewell members of the battalion.

RESERVE FORCES

- Become familiar with the reserve structure as it relates to the training base and the satellization program. Learn how to help the reserve unit that will train with you and what not to say or do to hinder its effectiveness.
- One-third of the soldiers you train may be from the USAR/NG. Insure their total integration into your companies. Allow no discrimination against a soldier because of his component.

SOLDIER (TRAINEE) ABUSE

- Soldier deaths through abuse occurred at Forts Jackson and Dix in the summer of 1978. The incidents at both centers were attributed to lack of command presence and supervision. Read *Deaths and Abuses of U.S. Army Trainees* (See bibliography). Obtain a copy as soon as possible.
- As the battalion commander you must assess when and where there is the highest probability of soldier abuse and/or injury or death and BE THERE. Instill this in your company commander. Some key activities are road marches, physical training, in-processing of new soldiers in the company, bivouac, and activities during hot and cold weather; there are others.
- Abuse of soldiers consists of more than physical abuse; get the post and brigade policy letters on this critical subject before you assume command.
- Do not permit any member of your unit to use his or her position to gain favors, money, or any advantage from the soldiers which is not sanctioned by the chain of command.
- A good policy is no gifts of any sort to anyone at any time, to include upon departure from the command.
- Policies which will assist in preventing incidents of abuse include:
 - Prohibiting cadre members from going into barracks in civilian clothes or after consuming alcoholic beverages.
 - Requiring an additional drill sergeant or member of the cadre to be present during counseling sessions.
 - Prohibiting physical contact and other procedures which may give the appearance of supporting trainee abuse.

THE TRAINEE DISCHARGE PROGRAM (TDP)

- The TDP is an important tool. Don't abuse it or it will be taken away.
- You must quickly establish your policy on the discharge and recycle of deficient soldiers. You will be tested early on this issue by your company commanders, first sergeants, and drill sergeants since there will be some disagreement no matter what the policy. Don't get "sandbagged" on TDP's and recycles before knowing what you are talking about; reserve judgment initially. You have an obligation to the soldier and the Army as well as to establish a fair policy that is consistently administered.

- Get the actively disruptive soldiers discharged expeditiously. A company can manage several passively inferior soldiers, but not many actively inferior ones.
- Don't become ego involved with a soldier who has been given a fair chance to soldier, but is unwilling or unable to meet standards. If you are confident he or she has been given full attention by the drill sergeant, first sergeant, and company commander, discharge him or her.
- Interview potential TDP candidates very early in the training cycle so you can have a personal impact on making them productive soldiers. For example, when you go to the field for training, ask the drill sergeants who they think their TDP candidates are; talk to them on the spot.
- Sensible and expeditious use of your TDP authority can help minimize potential abuse and drill sergeant frustration with unacceptable soldiers.
- You may want to have your XO interview some TDP candidates. This is appropriate if you find counseling all candidates is inhibiting your ability to get out to training.
- Become knowledgeable of medical board procedures. This is a slow, tedious process often causing long delays.
- Unless absolutely necessary, do not remove soldiers undergoing TDP action from training. Keep them with their platoons under drill sergeant control at all times.
- If you are a BT commander, don't pass a TDP candidate to the AIT commander. It just delays the elimination and causes problems for another unit.

THE FEMALE SOLDIER

- A word on female soldiers in the IET environment:
 - Don't expect problems to happen just because females are in your unit.
 - Female soldiers will resist going on sick call just like males. Be aware of drill sergeants who subtly influence soldiers not to go on sick call so they will not miss training.
 - They want to succeed in their training and to be properly utilized in their MOS's.
- Visit a training battalion that trains both male and female soldiers; you will learn a lot even if your battalion is all male.

FRATERNIZATION

- Fraternization is defined as any nonprofessional, social relationship of a personal nature between any permanent party personnel and a soldier (trainee) which is outside of any duty association required to accomplish the training mission.
- There are legal implications of fraternization; learn what they are through discussions with your JAG. Make sure everyone knows your policy on fraternization and what they can expect if they violate it.
- Obtain the post and unit regulations and policy letters on fraternization as soon as possible. Understand them in detail and insure all your soldiers and cadre, both male and female, do the same. The key to minimizing fraternization is education of the soldier and the drill sergeant. All must understand the rules of fraternization. This must be emphasized every cycle.

- Fraternization between a soldier and cadre member can be viewed as a form of abuse and can be the grounds for relief of a drill sergeant under TRADOC regulation. In no way accept fraternization between a drill sergeant and a soldier, but don't be a zealot; use common sense.
- In some battalions of male and female soldiers, fraternization between drill sergeants and soldiers is the single biggest leadership challenge. If a drill sergeant uses his or her position to solicit or accept sexual favors, take immediate action to remove him or her from drill sergeant status. If you have female soldiers who are soliciting sexual favors, get rid of them too.
- You may find female soldiers who would rather be assigned to a platoon with a male drill sergeant. Some may have been socially conditioned to look toward the male as the authority figure. This can provide a climate for fraternization.
- Make appearances at the lower grades enlisted club to check who goes there. Be alert to senior grades going there to pick-up soldiers.
- Cadre members are not to have contact with soldiers outside of that required by official duty. If your lower grade cadre members reside in the same barracks as your soldiers, you are guaranteed major problems. Fraternization between permanent party soldiers can destroy a company.
- Key persons in minimizing fraternization and abuse are first sergeants and the command sergeant major.

SPIRITUAL DEVELOPMENT

- Your participation in church services, and the participation of your company commanders and drill sergeants is encouraged. It will put things in perspective as your troops share meaningful experiences with their chain of command. Wear your blues to church on occasion. Most new soldiers have never seen the blue uniform.
- Consider conducting a "Duty Day with God" each cycle.
- Establish a schedule each day with your chaplain so that he mixes with the soldiers at training breaks, during visits to the barracks at night, at the club and snack bar, and during PT. You and your chaplain must work together closely to develop your soldiers' spiritual soundness.

RECYCLES

- A soldier who is ill, but continues to train, can suffer severe injury or death. If a soldier appears ill, or says he is, his drill sergeant must get him on sick call as soon as possible and follow up on his condition. Beware of soldiers who will not go on sick call for fear of being recycled or labeled a "turkey" by peers.
- Most units have little success with recycling soldiers who are unable or unwilling to soldier after an honest effort is made by the chain of command.
- Soldiers recycled for training, motivation, or physical deficiencies and other holdovers can present a morale and control problem. Have procedures to manage this problem.

OFF-CYCLE PERIODS

- During off-cycle periods (time between graduation and receiving soldiers for new cycle), assemble the cadre of each company, evaluate what was done right and wrong last cycle and discuss what needs to be done better next cycle.

- Suggestions for off-cycle periods:
 - Keep the battalion and company headquarters operational.
 - Shift to a normal duty day; 0800-1700.
 - Encourage leaves and time for personal affairs.
 - Conduct cadre professional development classes or SQT refresher training.
- Off-cycle periods are excellent times for inspections of supply, arms, administration, etc.
- During off-cycle periods, meet with your supply sergeants, cooks and clerks. This is not a question and answer session; it is a battalion commander's briefing to insure all policies are understood.

DINING FACILITY OPERATIONS

- You must learn dining facility management. Take a dining facility management course as soon as possible. Talk to food service supervisors at your current and new installation. If your dining facility is under civilian contract, read the contract in detail.
- Get into contract details early and meet the contractor's representative; don't let someone talk you out of this.
- If you have civilian K.P.'s, read and make an extract of their hours, reporting times, and standards specified in the contract.
- Establish dining facility advisory councils of soldiers that meet periodically during the cycle with the dining facility manager; get your command sergeant major involved.
- Eat breakfast at every opportunity with a company. Eat lunch in the field; insure each company serves as much fluids as the soldiers can drink.

CRIME PREVENTION AND PHYSICAL SECURITY

- Attention to detail and education are key to minimizing losses and theft of money, valuables, and items of equipment and clothing. Drill this into the soldier from the day he or she arrives.
- Specify and carefully control high value items soldiers are permitted to have in their possession. Make use of highly secured baggage rooms.
- Tight key control is an absolute necessity; it can minimize thefts.
- The sale of marijuana to new soldiers is a big problem in many units. Most of the efforts to minimize its sale and use will emanate from you and your command sergeant major. Aggressively seek the pushers who may be your own cadre members. Come down as hard as you can on confirmed pushers and remove them from the training environment. Announce your policy soon after taking command.
- The use of private vehicles to carry weapons or mail is a serious offense; have a firm policy against it.
- When a crime occurs, cause a thorough analysis of the event by the entire chain of command. Determine why it happened and how similar occurrences can be prevented. Include drill sergeants in the analysis sessions.

PERSONNEL ACCOUNTABILITY

- During the first several weeks of IET, twenty-four hour a day control of the new soldier is a must. For example, some commanders require that their troops be marched to the post exchange the entire time they are in training, while others believe control should be gradually lessened as the soldier's development and self-discipline progress.
- Check the personnel status report of your companies every time you view training; follow up on personnel missing from training.
- Lack of complete personnel accountability is usually indicative of more serious command problems.

CHAPTER 6

THE RESERVE COMPONENT BATTALION

Battalion command for the National Guardsmen or Army Reservist presents challenges which differ significantly from those found in the Active Army. This chapter supplements the material presented thus far in this handbook and focuses mainly on concepts unique to the reserve component commander. It deals with the most glaring differences in situations, relationships, and types of duty, but relies on the previous chapters for conventional military guidance.

UNDERSTANDING YOUR COMMAND

The Army National Guard (ARNG) and US Army Reserve (USAR) exist as a part of and necessary adjunct to the United States Army.

- The pacing demand for the force is its potential use in war or national emergency.
- Its size and shape are dictated by total Army needs. The resources required to operate and maintain this force are part of the overall Army funding package.
- In the Guard more than in the Reserves, there is a unique management system requiring commanders to operate units similar to those on active duty. Much pressure is exerted to make both the Guard and Reserve fit a "mold," but you must always remember that your operation is basically two days per month.

Career guardsmen and reservists share the peacetime obligation to educate the civilian and military communities on what their organization is and is not.

- Convey the reality that reservists are both careerists sharing an avocation for a variety of reasons and professionals pursuing a military career in a different setting. Relay this information in a meaningful way at every opportunity.
- Accommodate civilian occupations in order to recruit and retain the force.
- Fill every key slot with professionals; the task is too tough for the marginal performer.

Reserve and Guard commanders and their subordinates are fortunate that they bring civilian-acquired skills, cross-training, and expertise to their units.

- Most of your cadre have been in this part-time business longer than their active counterparts, are older, and are qualified in more than one branch.
- Your NCO's bring outstanding skills, maturity, and expertise to their unit.
- Most individuals serving indefinitely in the Guard and Reserve in peacetime choose another career as their primary pursuit and take pride in their service as an avocation, a hobby, a fraternity, or just a change of pace from the routine.
- They are dedicated, loyal, professional, and enjoy performing their tasks as well or better than their active counterparts.
- When well-led, properly supported, and fully trained, they can meet the toughest standards, but even so, they choose to remain citizen-soldiers.

- You should understand that the informal power structures generated by civilian occupation status can be used to support the unit in the attainment of key objectives.
- But don't forget, your soldiers are volunteers as are those in the active component.

When reservists and guardsmen train in the field, time is at a premium and many things must be done at once.

- Recognize early that personnel turnover and the inability to train frequently will make your task even more difficult.
- Remember to try again—maybe months later—the things your units do poorly but don't have time to repeat now.

SPECIAL RELATIONSHIPS WITHIN THE RESERVE COMPONENTS

The Command:

Few reserve component commanders know about the pre-command course and even fewer are given the opportunity to attend.

- The preparation and assumption of command for the Reservist or the Guardsmen is both the same and yet different.
- You frequently know your boss and he knows you. Consider yourself fortunate.
- Either he or his boss selected you for the job because of your technical and professional military skills.
- You will normally know your command relationships upward and probably downward.
- You also know the man you are succeeding. He is your best source of information about your command—both good and bad. Speak to him frankly and draw what you can firsthand.
- You probably will know many of your new staff, and their inputs will be valuable.
- Review the forms 1-R and 2-R from annual training and study the previous AGI report.
- Determine the status of all units and split units separately. The overall status of the command will then come into focus.

Time and Distance:

The reserve component commander's most significant constraint is time. This is often compounded by the geographical separation of subordinate units which may be hundreds of miles away and scattered over two or three states.

- Your battalion will have only 38 training days per year to attain and maintain combat proficiency. Plan carefully!
- Do your planning between drills and only conduct a minimum of administration during drills. Reserve the maximum amount of time for command supervision and interface with soldiers.

- Minimize conduct of staff and commander's calls during drills. If you must have one, schedule it well in advance so your key people can plan around it.
- Communicate regularly with your subordinate commanders. Use AUTOVON connections or state WATS lines if available. Keep records of commercial calls; they're deductible.
- If possible, combine business activities which take you to the location of one of your units with a quick lunch or visit with a subordinate commander.
- Long trips and overnight stays dedicated solely to visiting a unit may be required. Don't forget to keep track of expenses for your tax records.
- Make use of available military aviation assets to visit your units or to get a commander in to see you when a commander's call is required.
- Develop relationships carefully in those cases where you have units spread over more than one state. You will be interacting with unfamiliar commands. Develop these relationships carefully because two or three adjutants general are interested spectators.

Organization:

Reorganizing your new command to suit your style may not be possible, but you will be able to make some changes both in staff and subordinate commanders during your tenure.

- You will more than likely select almost a complete set of new staff officers and commanders during your command tenure.
- Remember that the quality of these selections will help determine future successes of your command.
- Don't forget that the climate you establish for these changes and your positive treatment of subordinates involved, both incoming and outgoing, are important.

Personnel:

Your full-time technicians and Command Administrative Assistant need to be top-notch and the sooner you know their capabilities, the better.

- Normally the CAA supervises these full-timers and you work through him; but, of course, you may be the CAA.
- Your success is highly dependent upon the support and professionalism of this group, and you in turn must support them. Develop strong relationships early.

Support:

- Use *all* the support and advice you can get from helpful sources.
- Check with your peers who are having similar problems. USAR schools and training divisions can conduct classes of all kinds. Your Readiness Group can train your trainers, and affiliated active units who have that "new" item of equipment you will be getting next year can help.
- All of these people have a vested interest in your unit and will be happy to help you solve your problems.
- Respect the limitations they have on their resources and don't waste them.

Goals and Objectives:

You must decide early what your goals and objectives are to be.

- When the mantle of command passes to you, the responsibility for direction is yours.
- Establish objectives in the light of command weaknesses and higher headquarters guidance which can be prioritized for accomplishment during your tenure. These may be training, retention, maintenance, recruiting, MOS qualification, attendance, or others; but careful choices will keep you on track.

Subordinates:

Your subordinates normally see you infrequently, so you must make special efforts to let them know you.

- Communicate with your staff and commanders with all the clarity, warmth, and feedback you can muster.
- Keep in touch—either in person or by telephone. Over time and distance, this may be expensive, but it is vital.
- Read *all* your own paperwork and *always* sign for yourself. It takes longer, but pays great dividends.

Recruiting and Retention:

USAR commanders rely primarily on Active Army recruiters while the National Guard does all of its own recruiting.

- In either case, retention is a command function which you will find more important than most.
- Full strength units function easier, better, and with more respect.
- High retention makes it all possible.
- Fill your lower ranks with people who view themselves and what they do as worthwhile, satisfying, challenging, educational, and aiding, at least in part, the success of your command.
- Make sure this happens because these people are also your best recruiters. They have friends that your command needs.

DUTY SCENARIOS OF THE RESERVISTS

IDT:

Your inactive duty training periods (MUTA-4's or 5's) which once seemed rather long, now seem shortened with you in command. Take advantage of the flexibility allowed by higher headquarters to make IDT both challenging and enjoyable.

- You, your staff, and subordinate commanders must plan carefully to accomplish this.
- Take full advantage of other RC or active units in your area to gain support for your training activities. Emphasis on ARTEP and SQT basics is important, but occasional adventure training is also useful.
- Consider making some of your field exercises MUTA-5's which begin on Friday night. Also, "back-to-back" drills conducted on the last weekend of one month and the first of the next are useful for

mechanized and armored units which must draw equipment from pools. Equipment can be guarded and left on location for the second weekend's drill to maximize training time.

- Portable learning centers featuring TEC have been developed and used effectively by many RC commanders during slack periods.
- A family day, scheduled coincident with a MUTA-2, can be very effective in gaining family appreciation for a soldier's job. Allow families to eat a meal, observe training, and look at some equipment while the soldier trains.
- Plan, delegate, and implement activities that train to your objectives and get all your people involved.
- Be oriented toward your readiness posture and the future. Know where you want your organization to be one year from now, two years, and later.
- Know where you are, where you want to go, and what it takes to get there. Stay ahead of the game and plan never to waste your resources.

AT:

Annual training is the capstone on your training year.

- Use every soldier in the job which requires the skills his MOS training has provided him.
- Months of low-key, but highly productive planning and preparation, are essential for a successful summer camp.
- Plan to expose the organization to real Army life, interact with your active counterparts, perform activities you cannot do on weekends, and measure your organization's readiness posture.
- Use the results to govern next year's training activity.
- Exploit the fact that poor showings generally whet appetites for improvement.
- Build cohesiveness among units during AT. This is especially important if they are geographically separated at home.
- Remember all your people want to enjoy AT, too. To the extent you make this possible—you retain and recruit.
- Work and play hard but above all give you command a sense of accomplishment at the end of AT.

State Duty:

The state duty mission is unique to the National Guard and it is very important

- The surprise, deployment, and diversity of a state mission in time of disaster or civil disturbance will tax your leadership and management capabilities to the maximum.
- Prepare yourself and your staff for several possible scenarios in advance.
- Plan to be personally involved if one of your units is—especially in the beginning.
- Make sure their operating environment suits you as the commander, then let the leader lead.

Mobilization:

Your ultimate use is the Federal service role.

- Insure that you emphasized those activities which contribute to the successful accomplishment of your mission on active duty as a TOE organization.
- Create and practice sound staff and command relationships you expect to use if the "balloon goes up."
- Develop and train quality young leaders and effective soldiers if you expect them to perform to expectations during this supreme test.
- Scarce resources, training time, and most of all, personnel, require the best possible managerial skills and leadership you can devote to this task.
- Seek and use whatever help is available from all sources, both active and reserve, to improve your organization's skills and abilities.
- Don't be afraid to accept and use good advice.

COMMAND AND MANAGEMENT PHILOSOPHY

You as a commander cannot change the structure of your organization, but you personally create and regulate the climate for successful command and management.

- Balance your professional knowledge and management skills with a credible command philosophy.
- Management style is personal like a suit—make sure yours fits.
- Planning can be mental, spoken, or written formally, but you must know your goals and have a plan to achieve them. This planning is dynamic and must be continually updated and then communicated to subordinates.
- Unit goals are yours and, while they should be in harmony with those of your higher headquarters, they are prioritized by you.
- You are then bound by your own ethics, professionalism, and motivation to do your best to pursue your goals or revise them.
- It helps to have a favorable environment. If it does not exist, then this becomes part of the challenge.
- Remember, you cannot accomplish your job alone. Organize your staff so that each person has a piece of the action.
- Often it is difficult to distribute tasks equitably among the full-timers and part-timers, but see that each subordinate carries a part of the total burden and has an opportunity to develop his own skills and abilities.
- Insure that each subordinate knows his responsibilities and then allow him freedom to accomplish tasks in his own way.
- Use your Command Sergeant Major to the maximum. He is key to your success as a commander-manager.

- Communicative skills help the RC commander-manager more than any other single quality. Impart your guidance effectively and assess the feedback correctly or you will be unable to efficiently control your organization no matter how intelligent, dedicated, and ambitious you are.
- Reservists and guardsmen at all levels must have a sense of purpose and accomplishment. They must believe that what they do and how well they do it makes a difference to the unit. This is motivation.
- You must always find time to spend with your junior leaders at all levels. Teach, train, inspire, and motivate, and get to know them as they learn about you.

CONCLUSION

Command is yours alone; it cannot be shared. Your organization in contrast belongs not to you, but to the Nation. You are merely the shepherd for a time—the commander-manager. The process is its own reward and can be one of the most enjoyable activities of human endeavor.

- Remember, you are in command by choice.
- Use all the assets (staff, junior leaders, technicians) you have.
- Don't waste your valuable resources (time, fuel, equipment).
- Don't take yourself so seriously that you fail to enjoy the command.
- *Everyone* wants you to succeed. Let them be a part of the success.
- At your best you will enjoy the spotlight and the command will prosper.
- Now, go back and see what you missed in the preceding chapters.

RECOMMENDED READINGS

The study group recommends that each newly designated battalion commander review the selections listed below. Though not an all-inclusive list, these readings present a balanced sampling of some practical concepts important to commanders and leaders.

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QUESTIONNAIRE**Battalion Commander's Handbook
1980**

Your response to the following questions and any pertinent comments you may have will help determine the usefulness and adequacy of the material covered in this publication.

1. To what extent does this handbook provide assistance in preparing for battalion command? (circle one)

/	/	/	/	/
No Value	Information Only	Of Some Practical Value	Generally Useful	Extremely Useful

2. How useful was it in helping you transition into your comand?

/	/	/	/	/
No Value	Information Only	Of Some Practical Value	Generally Useful	Extremely Useful

3. How helpful is it in addressing the day-to-day problems of command?

/	/	/	/	/
No Value	Information Only	Of Some Practical Value	Generally Helpful	Extremely Helpful

4. What additions or modifications would you recommend to make the handbook more useful?

5. Free Response.

(Attach extra pages if needed)

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