

**Required Training and Administrative requirements
VS Operational Tempo
(The Paper Drill)**

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Today's training requirements, both required training and administrative requirements verses the current operational tempo. Produces not only ethical dilemmas but also paper drills. I have observed on many occasions where young squad leaders have had so many tasks that they were taking short cuts. This to them seems to be their only course to complete all tasks assigned them. A prime example is the standard POV (privately owned vehicle) inspection that we complete at the beginning of a long weekend or prior to a leave period.

We fill out the paper work and just have someone sign them. As opposed to physically checking the vehicle as required by regulation. Is it better to streamline the system than just to add more to make everyone feel better? We as an Army have many regulations and requirements that means well but we have to temper them to attainable goals. We apply many requirements down to the squad level that could be streamlined to a higher level and a more efficient system.

Just recently we have come up with many requirements online to better prepare our force to watch out for terrorist situations. But really does it make us a better prepared military? Your average squad leader will just go online, complete the training in a hurried manner and will in some cases have his men do the same just to get it done, check the block as to speak. This creates a dilemma as to ethical behavior. Do the right thing or in the interest of time finger drill it and get it done.

Many of our soldiers are taking the easy route. Is this a huge deal? To me it would be better to find a way to complete a good block of instruction, where all actively participate, and insure that all understand the meaning, purpose and desired outcome of that training, whatever it may be.

In today's Army the pace is so fast and busy that we must take a hard look at this type of stuff. We must ensure that our soldiers are cognizant of the importance of doing the right thing. Simple as it may seem, if young soldiers think that it is ok to short cut on this type of stuff then they might likely take short cuts on other things; more important things. Another example of this type of stuff is the required training that we place on our soldiers. Not to understate some of that training, but we should be able to streamline some of this training. An example would be the Sexual harassment, Posh (Co2) and suicide prevention training.

All good training; all valuable training, and all worth while training. However in my observation the timing of these training events seem to never happen at an opportune time. It seems that it is always during the busiest time and therefore gets finger drilled somewhat. I would rather organize the training so that all could be there, and receive good solid training. It would mean more, and hopefully sink in to the younger soldiers a little better.

Counseling is another situation that it is a valuable tool in the development of our young leaders. However it gets pushed to the side in the interest of time, and then when needed in some cases it gets paper drilled. Just go to any unit in the Army and ask for the Bravo company, 2d platoon, third squad, alpha team counseling. I think we would all be surprised at the incompleteness. Some Squad leaders will be all over it, but the goal should be that it is closer to 100%? We as senior leaders must ensure that counseling is on the schedule and protected so that our junior leaders will make the right ethical decision; and do the right thing.

Another requirement that is kicked to the side is the prep for leave. Soldiers will take short cuts in the interest of time. Important requirements just the same but you think we could streamline these as well. If we were to do it by the numbers it would take the average unit a good three days to execute it correctly. Three days that most units do not have in this time of operations. These all lead to soldiers being in ethical dilemmas. Do the right thing and spend the time or save the precious item of that time and take a short-cut.

I have highlighted just a few instances of requirements that create ethical dilemmas. I know and understand that this issue will differ from unit to unit, however it is up to the individual unit leadership to tailor this training so that all requirements are met, and attainable to our junior leaders. That way when confronted with ethical dilemmas, they make the right choice.