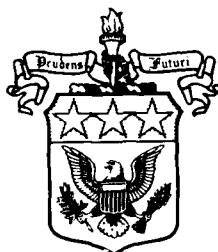


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THE BATTALION COMMANDER'S HANDBOOK 1984

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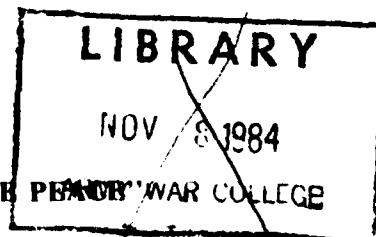


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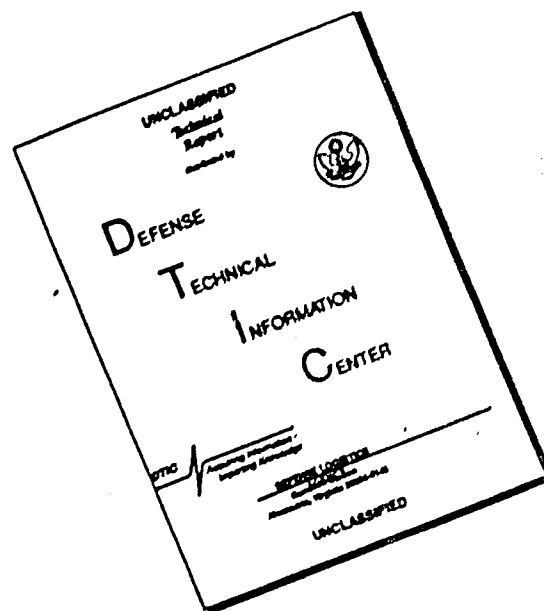


"NOT TO PROMOTE WAR, BUT TO PRESERVE PEACE"

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THE BATTALION COMMANDER'S HANDBOOK

Written by

Members and Spouses of the
Class of 1984

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United States Army War College
Carlisle Barracks, Pennsylvania
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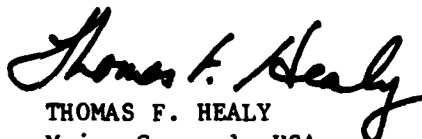
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FOREWORD

1> This ~~outstanding~~ handbook ^{was} ~~has been~~ prepared by former battalion commanders while students at the US Army War College, Class of 1984.

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 the authors. The Army War College is deeply indebted to these students and to their spouses who gave generously of their time and energy to produce the book.

—> This book is about soldiers and soldier-related challenges. It is not a recipe for command success; it is merely a guide. Our mission as a commander is to promote a command climate which fosters teamwork and commitment to every mission or task the unit may be required to undertake in peace or war. I hope this handbook can assist you in some small way in achieving a command climate which inspires in your soldiers a feeling of trust and confidence.

(to you)

THOMAS F. HEALY
Major General, USA
Commandant

(sent to you) **PREFACE** *While this handbook*

This 1984 version of the Battalion Commander's Handbook, as with previous Battalion Commander's Handbooks, was written primarily for the newly-selected battalion commander; however, it is nonetheless applicable at all levels of command. The twenty-two authors have extensive credibility and experience with respect to battalion command with an average of thirty months command time including two Korea short tour commands. The main thrust of these former battalion commanders is that they were there for the long-term and not there to "burn out" the unit and make a name for themselves. The following quote by Paul H. Dunn is on the mark.

A captain makes a grave mistake, if, in his mind, 'getting there' becomes more important than the joy and relationships of the journey. In fact, if he becomes so preoccupied with the destination that he forgets and neglects his relationships with his crew, with the sea and the sky and the ocean around him, with the boat itself, he may never get there at all.

This handbook reflects the personal views and experiences of the individual authors and is not official Army doctrine. You may not agree with some of the comments herein, but they worked for that successful battalion commander.

This handbook differs considerably from previous handbooks in that many new chapters are included: Training Battalions, Command of a Military Subcommunity - Germany, The Friendly IG: Paradox or Truth, The Distaff Side, and the Bachelor Battalion Commander. We hope these chapters will provide the new battalion commander with invaluable insight into these important areas.

I would like to take editorial license and digress for a moment into a philosophical area and discuss briefly the subject of "Commander" versus a "person in a position of command." Our boards do an excellent job concerning the broad technical areas of command selection. However, those things that must be done in order to change the label "person in a position of command" to "Commander" needs your serious attention. This is not an easy area to get a handle on since board members do not control the heredity of those selected!

The "person in a position of command" will be heard frequently to complain using some of the more fashionable phrases of our time:

- Don't have enough NCO's.
- Soldiers coming out of Basic and AIT/OSUT are not proficient.
- Can't make a mistake around here without getting my butt chewed.
- The Army is screwed up.

- My seniors don't care.
- Discipline isn't what it used to be.
- No time to do what I want to do. Too many "higher" requirements.
- My plate is too full and nobody listens.
- My troops won't reenlist because they never have enough time with their families.
- We need more schools to train my NCO's and officers.
- Standardization stifles initiatives.
- What do you mean PT, athletics, barracks, shaving every day, clean troops/equipment, counselling, IG General Inspection, education, weapons proficiency, live-fire, in-ranks inspections, unit schools, SQT, EIB, EFMB, multi-echelon training, BTMS, short range program, military justice, reports of survey, dental and medical appointments, etc., are important. The CSA said training was important and that, by God, is what I'm doing. Just look at my training schedules and you will see that over the past six months we have spent over 30 days in the field.

Now for the individual whom we can label a "Commander":

- The most important reason for my existence is to prepare this unit to fight, win, and live to fight again. This means that everything we plan to do and to accomplish must directly contribute to preparations for winning on the battlefield. If I cannot find a correlation, then we will not do it.

- The first ingredient to learning is discipline. Therefore, I am going to build and maintain a high level/climate of discipline. This means that all tasks will have standards that will be enforced to the letter. The result will be a climate of desire to excel and a confidence in leaders. Whether the situation to reinforce standards involves a PT formation, a 3-second rush during movement to contact or not moving in an ambush although on an ant hill, standards will be met!

- I have analyzed the GOALS and OBJECTIVES of my higher headquarters and have developed my GOALS and OBJECTIVES and informed those who should know where we stand.

- I work to get along with higher headquarters. I want my men to talk to their counterparts frequently even if only to chat about the weather. That way, when a problem needs to be ironed out, a line of communication is open--perhaps avoiding an adverse situation.

- The phrase "Freedom to Fail" can be abused. I believe that no one intentionally screws up. My experience will be used whenever it is evident that a subordinate is approaching an action that will waste money, hurt troops, result in dysfunctional use of time, or is counter-productive in the discipline arena.

- Technical competence in tactics, maintenance, training and administration are still essential. Leaders, commanders and soldiers must be knowledgeable if they are to be professional.

- I will not use the term SAFETY as a copout for taking the risks inherent in our business. I will not permit dumb things to be done--or smart things not done--in the name of SAFETY. Rather, we will learn to do all tasks safely. By setting realistic standards, safety is inherent in task accomplishment, not a strange external factor.

- All tasks that we do will be derived from analysis of our mission and directives provided.

- Standardization is the keystone for officer/NCO responsibility. We now have a solid basis for doing things right.

This comparison between the "person in a position of command" and the "Commander" could go on to great length, but I believe the point has been made!

Lastly, as commanders, we should not lose sight of the reason for our existence--the soldier. The following poem written by George Skypeck says it all.

A Soldier

I was that which others did not want to be.

I went where others feared to go and did what others failed to do.


I asked nothing from those who gave nothing, and reluctantly accepted the thought of eternal loneliness . . . should I fail.

I have seen the face of terror, felt the stinging cold of fear; and enjoyed the sweet taste of a moment's love.

I have cried, pained, and hoped . . . but most of all, I have lived times others would say were best forgotten.

At least someday I will be able to say that I was proud of what I was . . . a soldier.

Take care of your soldiers and they'll take care of you. Good Luck!
You're about to begin the best two years of your life!


COL James E. Mace, IN
Editor
USAWC Class of 1984

ACKNOWLEDGEMENTS

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CHAPTER 1

COMMANDING YOUR BATTALION

This chapter provides hints that will assist you in the preparation for and command of your battalion. Use the period between notification of command selection and assumption of command to prepare for the difficult challenge ahead. Much can be done to improve your ability to take charge confidently and intelligently.

When you receive the battalion colors you assume responsibility for command. During the weeks following, much of your effort will be devoted to actually taking command. Although there will be many demands on your time, devote the lion's share to learning about your most precious resource--your soldiers. Reviewing your training and readiness procedure will take time, too. Also, take a good look at facilities within the battalion which support your soldiers. 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, think about relationships with higher and adjacent units in order to gain maximum support for development of your programs and to provide support for those programs important to your boss.

GETTING READY

Prior to the Precommand 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.
- Study the geographical area where you will be serving. Acquire an appreciation of the terrain, people, and climate. If a foreign language is involved, take the Army language course, preferably with your wife.
- Learn something about how reserve units operate and train if your unit has reserve component responsibilities.
- Obtain copies of your battalion's and its higher headquarters' policy and guidance letters.

Precommand Course

This course, conducted at your service school, Fort Leavenworth and the National Training Center, 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 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 your strengths and weaknesses.
- Take full advantage of the opportunity for hands-on weapons and equipment training.
- 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.
- Take advantage of the other experienced commanders in the course.
- There is flexibility in the course, especially in the service schools. If needed, do not hesitate to ask for adaptations.

Upon Arrival, but Prior to Change-of-Command

Call the current battalion commander and introduce yourself. Insure that you don't appear to be anxious to take over his command, however attempt to establish a good rapport and get his ideas as to how you should prepare yourself. Find out what the long range unit missions are that probably will occur while you are in command. Get as many do's and don'ts that are unique to this particular command so that no time is wasted on things that will not affect you or your command. Inquire about the strengths and weaknesses of the unit and its key personnel. Follow this up with conferences with the CSM and your boss, and make similar inquiries. If you are replacing a commander who has been reassigned because of poor performance, arrange a conference with your new boss, as quickly as possible.

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 and objectives, 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. It should include the main points of your philosophy of command. The spoken word is usually more effective than the written word. Compliment, motivate and inspire your leaders with your first talk. At the end of your remarks, open it up for Q&A--be a good listener! When discussing the status of your battalion be positive and maintain an open mind. What others say may or

may not be correct. Don't criticize the battalion's past performance. We'll talk more about this subject on page 5.

Make a good first impression. When you arrive on the post where you are to command, you will be evaluated by all concerned. Your professionalism, courtesy and style of leadership will be subject to evaluation long before you take command. Therefore put your best foot forward from the day you arrive on post. "Laid back" or "Mr. Cool" style leaders usually are counterproductive in the long haul. Sincere, dedicated soldiers usually resent this in their leaders. Above all don't criticize the commander you are to replace.

Change-of-Command

The change-of-command ceremony is oriented toward the outgoing commander. You will be given an opportunity to talk to the command. Keep your remarks brief. Avoid any reference to your own accomplishments and anything that could be considered self-serving. The troops on the field do not want to hear how great the new commander is. They will find out soon enough. Keep things in perspective. Remember you are to be of service to the battalion and not vice versa. Say that you are proud and honored to be their new commander, and so forth. You will appreciate the same courtesy when you relinquish command.

Transition Hints

- Ask to be briefed by your XO and staff. Go to your staff and support sections for the briefings. See and meet your staff in their environment. Keep the briefings informal and allow plenty of time for a two-way discussion of the material presented.

- When the briefings are completed, make only those changes which are immediately essential. Be seen; get to be known. Sound an upbeat interest in human beings, and communicate with your soldiers. Display a pride of mission, pride in the soldiers, pride in the unit and in the Army.

- Visit other battalion commanders and find out how they do things. There is nothing wrong with soliciting good ideas. Display a sincere interest in their policies and programs. Let them know that you would appreciate their help and that you stand ready to assist them. Generate confidence and trust. Whatever your style of leadership is, insure you are considered to be an "up-front" commander who is trusted by his fellow commanders.

- Look through the past year's status reports and review any current inspection reports. You may be sure that any area that your unit failed or scored low in during the last IG General Inspection will be of concern to your brigade commander. Know exactly what they are. Be able to discuss them with him and tell him what you are doing about it. You can't afford to be "blind sided" by your brigade commander knowing more about your unit's weaknesses than you do.

- 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.

- Observe junior officers, NCO's, and soldiers every chance you get to determine state of discipline, standards, and morale of different companies.

- Consider an organizational effectiveness change-of-command transition exercise. This can be very helpful in reducing initial communication problems.

- Arrange a conference with your boss' CSM and inquire about your new unit; particularly, the strengths and weaknesses of your noncommissioned officers.

- Visit the higher headquarters staff officers who help support the operation of your unit. Listen to their problems and find out how you can assist them. Ask them for their support in the performance of your duties. Invite them to visit your unit. It may be a "first visit" for most.

- Don't make new policy statements arbitrarily just to prove your authority. "If it ain't broke don't fix it." There will be plenty of broken things to "fix".

- Don't be awed with your own importance.

Addressing Your Soldiers

Soldiers are your most important resource. Take good care of them and their families. People can make or break you and your battalion's mission; therefore, the tone you set and your relations with people should be your priority concern. Be yourself and concentrate on developing a team spirit; avoid creating a nervous and uptight atmosphere within the battalion.

When you first talk with your soldiers, do it at a time that makes sense. It is suggested that the first talk not include a long list of do's and don'ts. The thrust of the talk should be that you consider them to be the nation's finest young men. They are special. They are different and you have great respect for them as soldiers and it is an honor to serve with men who represent the true strength of the nation. However the commander says it, the soldiers must feel that the commander speaks from the heart, is sincere and has great trust and respect for the soldiers. At no time must the talk cause the troops to believe that "The old man is getting his ticket punched" or "The old man will be glad to finish up his command and get out of here as soon as he can." The

soldier must believe the commander loves to be with them and would stay forever if he could.

When talking to the troops, insure they know you support your boss and you will work hard for him and the chain of command above him. Let them know you consider loyalty to be as important as honesty, integrity, and character. Insure the soldiers understand the Army's mission is tough and demanding, but also there is a great deal of pride, satisfaction and "fun." They should know that you expect them to enjoy being soldiers. The first talk to the troops will go a long way in generating the attitude, command climate, and overall environment of the battalion. The first talk to the troops will have been successful if the soldiers walk away saying "I believe I trust the new commander."

Getting to Know Your Soldiers

Get out and talk with the soldier on "his turf." Talk with him where he works and where he is at ease "to tell it like it is." Spend time in the barracks at night. Another technique is to sit and eat with soldiers in the dining facility or in the field. Informal discussions are where the commander can find out "what's really going on" in the unit. It is here the attitude and honest feelings toward the unit and policies are more likely to be revealed by the soldier.

READINESS

Training

THE BATTALION COMMANDER IS THE TRAINING MANAGER OF THE BATTALION--not the S3 or subordinate commanders. As such, you must emphasize and insure that mission-oriented training is the driving force around which all other activities are satellited.

As a new commander, you can develop and implement a professional, comprehensive and thorough training program for your unit which will alleviate many of the people and administrative problems.

Soldiers expect job satisfaction in the form of good mission-related training. You're the key to insuring that your soldiers receive meaningful training. THEIR TIME MUST NOT BE WASTED! They're in the battalion because they want to be challenged.

Review how your battalion fits into the 12-18 month Master Training Schedule; normally referred to as the "horse blanket." A very real danger and temptation is to fall into the trap of becoming "flap oriented"--reacting rather than acting--and letting requirements drive you and your battalion. A GOOD PLAN MAY BE MODIFIED TO COPE WITH CHANGE BUT A STATUS OF "NO PLAN" ASSURES CONTINUED CONFUSION, FRUSTRATION, AND PERFORMANCE MEDIOCRITY. You should:

- 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.

- 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.

- Based on the results of the training estimate you will develop an approach which strikes a balance between "centralized" and "decentralized." Centralized training is appropriate when you lack qualified trainers for decentralized training or when you want to standardize the method of training in a particular area. In adopting a particular approach, special consideration must be given to the type of battalion you command. Combat service support units may centralize training for range firing, CBR, medical or other such tasks.

- Personally visit as many training sessions as possible. You will at times see some poor training and you should correct it on the spot. Never, never walk by anything you know to be screwed up without correcting it or you have just condoned that low standard. BAD TRAINING LEARNED WELL IS DIFFICULT TO UNLEARN. You can bet that news of your interest in good training will spread throughout the battalion. ALWAYS CHECK ACCOUNTABILITY OF PEOPLE. WHY ARE SOME NOT PRESENT? WHERE ARE THE LEADERS?

- Never forget that TRAINING IS EVERYTHING AND EVERYTHING IS TRAINING.

MAINTENANCE

- Do not invent a maintenance management system. The Army has one and it works.

- Command involvement is essential to insuring the emphasis vital for success. The XO should be the materiel readiness officer, but the commander must be personally knowledgeable and involved.

- Insure that scheduled maintenance is well organized, supervised and conducted.

- Encourage coordination with support maintenance activities and innovation at organizational maintenance level.

- Force equipment to be employed during field operations to build confidence in its operation and reliability.

- Conduct frequent operational checks on critical equipment and periodic rollouts of all organizational assets.

- Wage war on old parts requisitions and support maintenance job orders. Establish a system of frequent follow-up.

- Encourage, where practical, the use of maintenance contact teams to perform on-site maintenance.

- Recognize excellence in maintenance.

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.

- Visit forward support sites and provide liaison with supported organizations.

CHECKING OUT 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.

- Conduct "walk-throughs" unannounced and especially at night and on weekends.

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 NCO's to do the same. This means weekends, too! Precede your meal by inspecting the Dining Facility.
- 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 SDO's about the quality of food and service because they will eat most of their meals in the dining facility. Have them inspect the dining facility (using a checklist) and submit the inspection results as part of the SDO report.
- Review headcount figures and compare them with the number of meal card holders.
- Insure that low calorie options are on the serving line.
- 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 soldiers' welfare.

The PAC

The attitude of the PAC toward soldiers is very key. The PAC sees soldiers first as they are being processed into the unit and when handling their complaints. It is imperative for the attitude of the PAC to be positive and sincere.

- 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 PAC area and talk to each key member. Ask how the battalion is doing on SIDPERS, the UMR, Form 2's, and EER's.
- You may have to augment the PAC if you don't have the 76B's or 71L's to man it adequately, but before you do check the local ground rules on MOS mismatch. Never allow "bonus personnel" to be malassigned.

- Check to see how soldiers get feedback on personnel actions initiated at company level.

The Motor Pool

- Anytime a piece of equipment is deadlined, KNOW IT AND BE INVOLVED. Do not tolerate delays which are not supported by valid cause. THIS IS A MUST.

- 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.

- Your maintenance officer must be superb. Consider giving him near equal authority as your company commander. You must support him.

- Determine adequacy of motor pool for maintenance operations.

- Check availability of labor saving devices.

- Check physical security procedures.

- Be seen in the motor pool.

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 91B's and 91C's.

- 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.

- Review the program for weight control.

- Determine the adequacy of medical support of female soldiers, if appropriate.

Warehouses and 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 connex's and lofts.
- Determine if procedures for maintenance of the equipment stored there is adequate.

RELATIONSHIPS WITH KEY TEAM MEMBERS

The XO, CSM, company commanders, chaplain, 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

- He is key to the tone you want set with units and agencies outside the command. He must project the attitude and tone you wish or he can bring you unnecessary grief. A balance of diplomacy and firmness work well.
- Discuss with him his relationship and his authority with the CSM and company commanders. Give the XO a memorandum of understanding of those duties you expect him to perform.
- Help him develop and train the staff, but neither do his job nor allow him to deprive them of free access to you. Use him as a Chief of Staff.
- Give him the authority to handle routine or recurring requirements and let him represent you at meetings that don't require your presence.
- 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.
- You must be able to trust him completely. If you can't trust him you should arrange for another XO.

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.
- Give him a memorandum of understanding of those duties you expect him to perform.
- Have him present when you administer Article 15's. Always ask his advice.
- Do not treat him like an officer; he will probably be uncomfortable and you will reduce his credibility with the NCO corps.
- Make him the principal resource for the training/professional development of all NCO's 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 new you plan to do; e.g. new programs, policies, 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 NCO's.
- Require him to review all SEER's and award recommendations on enlisted personnel.

Company, Battery or Troop Commanders

- Get the right officer for the right unit and keep him or her there as long as you can. Be careful about moving officers too much to "develop" them. You can "develop" yourself out of a good unit.
- Praise in public and critique in private. Avoid playing favorites.
- Visit with your commanders often. Do not call them to see you all the time. Look at those areas which they would like for you to see. Make it a habit to visit them whenever their units conduct activities as a complete unit, especially in the field.
- Work at developing trust, real communication, and a mission-oriented team. Stress the importance of teamwork, and of the exchange of ideas between companies for the overall good of the battalion.

- 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.

- Emphasize character and honesty. Make sure they know you must be able to trust them and that they can trust you.

- Include them in the decision making 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 honest mistakes as occasions to teach and train.

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.

- Have him 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.

- Make him the POC for positive counseling in the unit.

- Encourage him to share with you the implications of any sensitive information that 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.

The Staff

Generate an environment that is "precise yet relaxed" to gain maximum efficiency. If your staff is uptight and suspicious, big trouble is ahead.

- Get them together early and emphasize that their job is to serve the line units.

- Don't allow them to say "no" to a company commander or higher headquarters without your approval.

- Keep communications flowing. Good judgement is the key. Keep staff actions in proper channels, but anybody can get in to see the commander in order to get decisions to avoid bottlenecks and wasted time.

- Insist on team play among the staff and between them and the company commanders. Quickly stamp out any "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.

- Make them discuss adverse information with the company commander before they report it to you unless time is critical.

DISCIPLINE AND MILITARY JUSTICE

- Assess discipline 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: AWOL's, barracks larcenies, 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 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 the facts before you act. Remember that decisions might be based on erroneous information if you don't.

- Get personally involved in supporting your commanders who need support on Court Martials. Don't let troublemakers hang around the barracks influencing the good troops. Take action within hours, not days, on serious cases.

- 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 judicial 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.

- Treat an Article 15 not only as a punishment, but as a teaching tool to improve the soldier who made the mistake. But remember, if the Article 15 is other than the summarized version, it will probably deny reenlistment.

- You can retain authority for giving Article 15's for more "serious" offenses such as DWI, assaults and drug violations.

- Remit or suspend imposed punishments if the situation warrants. Knowing how, when and with whom to use this authority will pay dividends. Use of the suspended sentence is highly recommended. When exercised properly it is very effective. Again, insure the CSM is involved in the process.

- Be consistent. Your punishments should 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 shov-
eled off to a CQ or SDNCO.

MORALE AND ESPIRIT-COHESION

Morale

Build on longstanding unit strengths such as a proud heritage and a colorful motto. A technique that works is to take the first five minutes at a PT formation and have a junior EM talk about some aspect of the unit's heritage, e.g., hold up a streamer from the unit's colors and talk about it. Concentrate on taking care of people. Work hard at this.

Reception, Integration and Sponsorship

- A smooth and efficient transition will normally make a new soldier a "long term" member of the team.
- 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.
- Observe first-hand the procedures for bringing new people into the battalion. Make sure they are being treated as individuals.
- Look at the plan to feed, brief, and bed-down new arrivals who arrive after duty hours.
- Check out the sponsorship program for both married and single personnel. Be certain it's really working and not just getting lip service.
- Talk to every new soldier that arrives. Schedule them so that families (if available) 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.
- 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. Don't let it overwhelm you.
- Make every attempt to place 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, but let the good soldiers go to their professional development schools.
- 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.

- Do not allow subordinates to zero-out a squad or platoon because of low strength. Look at leadership opportunities and training of junior leaders, not just numbers in the unit.

Promotions

- 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. NCO boards chaired by the CSM and made up of 1st sergeants can be very effective.

- Insure timely notification of soldiers eligible to appear before the board. Pre-screening at company and battalion improves a soldier's chances for selection.

- Get personally involved in promoting all E-6's and above. At least be there, it may be better for the company commander to do the honor.

- When an E-4 is promoted or appointed to the NCO ranks, wherever possible transfer him to a new unit. It helps him to transition into his new job.

Reductions and Relief

- Attempt to reassign NCO's who have been reduced. They often do better in a new environment. Move relieved soldiers quickly and make sure that appropriate remarks are included in their efficiency reports.

- Don't usurp the authority of your subordinate commanders or boss and never 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. Be sure of your own authority.

Awards and Recognition

Get personally involved in getting your unit favorable publicity in the division or post newspaper. Have your S-1 stay 2-3 weeks ahead of publication. Minimize officer and NCO coverage; get the troops' names and faces in the paper--not yours!

- 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. Use the Army Achievement Medal as much as possible.

- 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. This is big. Give the troops their weekends off as much as possible.

- 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, then get the photo back to the troops. Don't let the photo lay around on someone's desk.

- 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.

Reenlistment

- Retaining quality soldiers is a mission which deserves your personal attention.

- Learn current reenlistment policy at the precommand course and then keep current. Only above average soldiers are eligible to reenlist; the specific criteria vary from time to time.

- If possible, insure 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.

- Each time you talk to the battalion mention the "good deal" of reenlisting. Keep it up front in everyone's mind always. Don't wait for the last minute push.

- 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.

- 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.

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. No "back biting" or "bad mouthing" should be tolerated. "All men are good" attitudes will carry the unit a long way.

- 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.

- Compete to unit and higher headquarters' standards. 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 spirit. 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.

- Don't plan unit activities on holiday weekends. Allow this time for families who wish to take a trip to see relatives, take care of business or simply relax.

- Use organization days, battalion ceremonies, and family days to build esprit and have fun. Don't oversupervise them.

- Watch the climate for wives' activities. Younger wives should not feel coerced to participate. Senior wives shouldn't dictate; planning and anticipation should be strictly voluntary.

- Remember the average young soldier's spouse is vulnerable and inexperienced. Be ready to provide the kind of assistance they need.

- DO NOT ENCOURAGE ALCOHOL ABUSE!

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.

Know your job, be completely dedicated to your mission and your soldiers. Go out of your way to show your appreciation and respect for them and they will do anything you ask of them.

Leadership

- Don't underestimate your importance to the battalion or the Army.

- Setting the example is extremely important--physically, mentally and ethically. Soldiers are looking for physical leadership, mental toughness and moral guidance; all evident in your actions.

- 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.

- Take time to critique subordinate commanders and staff. Feedback allows for progress, development and corrective action.

- Review the principles of leadership periodically--they are time tested and will help you keep your perspective. DON'T FORGET THE BASICS!

- You are the one responsible for the climate in the command. You are the one most responsible for generating/sustaining the will to fight!

Time Management

- How you manage your own time will greatly influence how effective you are.

- Build your own calendar. Always keep in mind that you are the ultimate judge of how you use your time.

- Where you spend your time will set the priorities in your battalion. It sends a stronger message than what you say your priorities are.

- Determine the high payoffs and the critical tasks that must be accomplished. They deserve the majority of your time.

- Avoid the tendency to let your in-box dictate your priorities and reduce the flow to your in-box whenever possible.

- 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.

- Work hard to discontinue unnecessary 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. Except in unusual circumstances, if you are having more than one meeting per week you are having too many.

- Remember, subordinates will often 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 and not wait until the boss leaves.

- Take a minute to confirm your appointments before you leave your office.

Resource Management

Managing people, 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) and Tactical Unit Financial Management Information System (TUFMIS).

- 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.

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.

- Force decisions to the lowest level that is appropriate.

- 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.

- If you are wrong, abandon or reverse a decision, and freely admit your mistake.

- 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.

- 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. You may do many things well but if you have not earned the trust of the boss you are probably dead in the water.

- 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. If there is a major disagreement discuss it with the boss in private.

- 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.

- Don't 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 or take PT with the unit. He will enjoy it and so will the soldiers.

- Don't try to impress him with elaborate briefings or whitewash.

- 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 the boss know. However, insure that you have exhausted all means at your disposal to solve the problem before going to him.

- 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.

- Invite your boss to your unit's social functions. He needs to know your officers/NCO's and they will appreciate getting to know him.

The Boss' Boss

- 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 or note them and move on. Send the concerned commander(s) a note when the problem has been fixed.

- 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. Never invite off-post senior officers to your unit or social functions without checking with your boss first. This is a sensitive matter.

Staffs at Higher Headquarters

- See to it that close, friendly relations are established between your staff and those at higher headquarters.
- Insure that your staff maintains an attitude of mutual cooperation, support, and assistance and meet with their counterparts frequently.
- 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.
- Don't expect higher level staffs to share your responsibilities. Do your own work.
- 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.
- 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.
- Constant "carping" at higher headquarters by your staff is self-defeating and counter-productive. Don't tolerate it. It is worth your time and effort to insure your staff has the proper attitude when dealing with higher staff.
- 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.

Higher Headquarters 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 senior NCO problems.

The IG

- Develop a professional and sincere relationship between you and the IG. He can be your best source of outside assistance, but you must make the effort.

- Assign your XO the responsibility of obtaining IG General Inspection criteria and keeping all key personnel current.

- 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.

Other Units

- 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. Share good ideas.

- 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.

- Remember the authority to support civilian activities with Army resources must be obtained from the CG. Prior coordination can eliminate embarrassment for the command.

CHAPTER 2

MANEUVER BATTALIONS

Introduction

The purpose of this chapter is to provide future maneuver battalion commanders with lessons learned by the authors when they were facing the challenges of command. As you will see, the command, leadership and management techniques used to command their battalion are as different as the personalities of the authors. The contradictory ideas presented here are neither right nor wrong. They are what worked for that particular battalion commander in his particular situation. Battalion command is a very personal thing; as such, you should take the ideas and recommendations in this chapter that you accept as valid and mold them to fit your personality and style of leadership.

General

The authors commanded maneuver battalions in CONUS, Europe, Panama and Korea for periods of 12 to 42 months. They commanded during the period of extended command tours and their philosophies of command generally represent sustained readiness rather than the "quick fix." In the paragraphs below they have written on leadership, personnel programs, readiness, staff relations/operations, support missions, command environment, competition, force modernization and other subjects they deemed important. The maneuver battalions represented herein are:

- Infantry Battalion (Korea)
- Infantry Battalion (Panama)
- Airborne Infantry Battalion (CONUS)
- Air Assault Infantry Battalion (CONUS)
- Ranger Battalion (CONUS)
- Mechanized Infantry Battalion (CONUS)
- Mechanized Infantry Battalion (CONUS)
- Armor Battalion (Germany)
- Armor Battalion (CONUS)
- Armor Battalion (CONUS)

INFANTRY BATTALION (KOREA)

Introduction

Welcome to Korea and command of a light infantry battalion. As a battalion commander you will find the challenges of Korea in general and of an infantry battalion in particular to be demanding, totally consuming and the most rewarding experience of your career. In my opinion, Korea is without a doubt the very best place in the Army to "Soldier."

In the 2d Infantry Division the infantry battalions are truly the backbone of the organization. They share on a rotating basis the challenging mission of guarding the US sector of the DMZ. A real world, "locked and loaded" mission that has very little margin for error. Although it's a tough 24 hour a day job, the mission ignites young soldiers and their units and develops boundless unit esprit and troop morale. Even in garrison you are only twenty miles from the DMZ and that dangerous, unpredictable enemy in North Korea. The close proximity of the border alone tends to keep units ready and oriented in the right direction.

Not only is there a real mission in Korea but the setting is superb. Your officers, NCO's and the soldiers all live in the battalion area. This makes leadership immediately available twenty-four hours a day. There are no cars to worry about, few family distractions to deal with and soldiers must have a pass (based on merit) to get off post.

A couple of words of caution are appropriate at this point. Although the normal command tour is only a year, it will probably be the fastest paced, most demanding twelve months that you have encountered. You must be physically and mentally prepared to hit the ground running as it's a fast moving train that doesn't slow down for new battalion commanders to come aboard.

Leadership

My philosophy of leadership is simple, the commander must set the example. He must establish tough but realistic standards. The chain of command must understand the standards and enforce them with conviction. Officers and NCO's that can't or won't support your standards should be moved. Be enthusiastic about what you do. The old "can-do" attitude is a positive element. It's surprising how infectious, enthusiasm can be, and how effective it is in lifting a unit up and improving its performance and morale.

Don't try and do it all. No one knows all the answers. Use your staff, your CSM and your entire chain of command in the decision-making process. There is nothing wrong with saying I don't know something and then get some advice on the subject.

Work closely with your CSM. If he is a good one let him have the lead and the responsibility for the professional development and leadership of your NCO's.

Personnel

Take care of your soldiers! Next to teaching them how to fight and survive on the battlefield taking care of their other needs is your biggest responsibility. The chain of command must be sensitive to the needs of their soldiers. Commanders have many tools to work with in the problem solving business if they will just take the time to care.

All of the good units have good discipline. Soldiers want the discipline that will help them improve and be the best. Again set high but realistic standards. Disrespect to the chain of command can't be tolerated and swift actions must be taken in those cases as it will undermine the organization. Drugs can be a problem, however, right up front simply state that regardless of their personal views on the subject, drugs are against the law! If they are caught with them the system will be unforgiving and probably won't allow them to remain in service.

Due to the harsh weather and difficult terrain, physical fitness is a critical ingredient in the light infantry battalion in Korea. You have a responsibility and an obligation to ensure your soldiers are in shape. Almost everything they do is physical and their performance is directly related to their physical condition. In the 2d Division, PT was done first thing each morning and that was constant unless the weather was very bad, then PT was done in the afternoon. I gave my companies general guidelines but allowed them to structure their own weekly schedules. Remedial PT is a must for out of shape soldiers in order to bring them up to speed quickly so they don't feel as if they are letting their units down. My goal was for all soldiers to meet standards as opposed to having some "studs" and some that could not meet minimum standards.

I'm a strong advocate of awards. I never missed an opportunity to reward excellence. Recognizing soldiers for doing something well is a superb, inexpensive, method of building morale and self-esteem. The division was very supportive of awards and you can obtain all types of certificates and other mementos for the troops.

Readiness

The capstone of all the commander does, is to maintain the readiness of his unit to go to war. You can never train enough. However, there is a big difference between training that is well planned and executed and that which is poorly done. As a battalion commander it is imperative that you focus your time on training management. Ask yourself the following type questions about training: what are we doing, why are we doing it, and how well are we doing it. The feedback will come in the form of performance on firing ranges, ARTEP's, SQT scores, EIB testing, real world alerts, and deployments. Poorly

conducted training which wastes soldiers' time can hurt a unit's morale as quick as any other single factor.

Maintenance and logistics training are a must if units are to meet and maintain their readiness posture. From the supply room to the motor pool there must be constant training and supervision. The chain of command at all levels must know and understand their equipment and how it works. If necessary, use officer and NCO classes to teach maintenance and logistics systems for it will pay great dividends when it comes to combat readiness.

Staff Relations

Demand that your staff be involved in the management of the battalion. Require that they be problem solvers and innovators. Give them all the guidance they require and then let them "run with the ball." My XO ran the staff in the traditional chief of staff fashion and because he was a fine officer and in tune with my philosophy I had a well organized productive staff. If you find weak or unmotivated staff members, then take positive actions to correct the situation. Don't let an unresponsive staff section or staff member degrade the efforts of your unit.

Command Environment

I found the open and positive approach to command to be extremely effective. The commander must be out of his headquarters and available to his soldiers. Support your chain of command and protect them from outside distractors that dilute their energies and effectiveness. I used what I call the "innocent until proven guilty" approach with my subordinates. This approach is one in which you give them all the freedom, flexibility and benefit of doubt that they display they can handle. They then must run their organizations with honesty, integrity, loyalty and compassion from a position of knowledge and skill. If this was done, then that individual should be highly successful. If for some reason that subordinate leader could not or would not run his unit in that manner, then he stood to lose his freedom, flexibility and perhaps even his job.

Competition

In my opinion, competition is a core value that young infantry soldiers can relate to. In my battalion friendly competition created interest and extra effort in almost everything that we did from road marches to the weekly deadline rate. I found competition to be healthy and beneficial to my unit's overall performance. Having said this however, competition needs to be regulated and supervised to insure that it's not done for the wrong reasons and then gets out of hand and becomes counterproductive.

Summary

If you are lucky enough to command a light infantry battalion in Korea, learn all you can about the unit and its mission ahead of time. Hit the ground prepared both physically and mentally for command in a fast paced, exciting division. If you are prepared for your great responsibilities then your rewards will be unending.

INFANTRY BATTALION (PANAMA)

Introduction

Panama is a great place to command a battalion. Task Force Bayonet, a part of the 193d Infantry Brigade, consists (at this writing) of four battalions: two light infantry battalions (one with an airborne company), a mechanized infantry battalion, and a combat support battalion. The battalions are located at different posts along and adjacent to the 56-mile long Panama Canal. You might find yourself being in charge of your installation--in addition to being a battalion commander--depending on the command arrangements.

Leadership

Leadership in an infantry battalion in Panama is no different from any other leadership environment. Those leadership traits that resulted in your selection for command will have utility. However, particular attention must be given to the racial composition of the battalion which will be addressed in the next section.

Personnel

Care of soldiers is of paramount importance in Panama as it is in any command. Your battalion, with respect to racial composition, will probably be predominately Hispanic. It would behoove you to conduct an extensive review of the Hispanic culture prior to taking command. This will facilitate your understanding of the battalion and the host country. Knowledge of the Spanish language, however, is helpful but not required.

Discipline problems of soldiers in Panama are unique because of the easy availability of drugs--any drugs. Numerous drugs (which we would consider to be illegal without a prescription) can be bought over the counter without a prescription in the host country; other drugs can be bought outside most post gates from indigenous personnel. This author kept drug and alcohol use to a minimum by the judicious use of unannounced health and welfare inspections and battalion level Article 15's for even minor drug related infractions. If such a forceful policy is known by all in the command, a dramatic reduction in the number of infractions will result. Any soldier with two drug related incidents on his record was a prime candidate for discharge from the Army under the appropriate regulations.

Problems regarding morality will be few in number. The posts are semi-isolated. This enhances closeness and cohesion of units and personnel to include dependents. You need to promote your soldiers getting away from the "enclave" concept of the old Canal zone and see this beautiful country.

Physical fitness of all personnel is mandatory. You will find that it is tough to work in a tropical environment because of the heat and humidity. Start with physical activities as early in the day as possible. Battalion runs should not exceed five miles in length (nine minute pace) and full gear road marches should not exceed fifteen miles. These standards are applicable if you want to foster cohesion in your battalion with the great majority finishing together as a unit. Plan on finishing road marches by 0830 or you're wrong! Regardless of level of physical fitness or acclimation, after 0830 you will suffer heat casualties.

With respect to the management of enlisted personnel, let your CSM handle this chore. He'll want to do it, and you'll instill in him your confidence in his managerial abilities. This in turn will pay you long-term dividends in the commander/CSM relationship. You and no one else must be the officer personnel manager for your battalion. You may sometimes find yourself at odds with your boss in this regard, but there are times that you have to "stand up and be counted" and this is one of them.

Ensure that every deserving man in your command gets some type of award or recognition on ETS, PCS, or a particular special achievement. It means a lot to your men and costs little, except a little effort on your part. Experience has taught us that this has to start at the top; e.g., the battalion commander recognizes the CSM, company commanders, etc. You'll be surprised at how fast the snowball effect takes place. Your unit and our Army will be stronger for your efforts and concerns. There are many vehicles available to accomplish this, but the Army Achievement Medal (which you will be authorized to award) seems to be the best.

Training

Training is considerably different in Panama than in many of the places US Forces are located because you are constantly training in a jungle environment--a la Vietnam. The training principles are the same as elsewhere in the Army, however. Your principal mission will be defense of the Panama Canal. Of particular note, prior to taking command, you should become very familiar with all facets of civil disturbance and riot control training as you will find your battalion doing a lot of this type of training. There will also be great training opportunities with the 53d Separate Infantry Brigade (Puerto Rico), the 92d Separate Infantry Brigade (Florida), and other countries in the region.

Maintenance

Maintenance in Panama is something of a nightmare due to the rainy season (five months) and proximity to salt water and salt air. You will still be battling this problem the day you exit the battalion, but you can stay ahead of it with good preventive measures and maximum supervision of subordinates.

Support

Support missions exist in Panama as they do elsewhere in the Army. The biggest problem you will face is that you may find yourself supporting at extended distances to include "the other side" of the isthmus.

Command Environment

The command environment in Panama is superb. Most battalions are far enough away from the "flagpole" to preclude your getting claustrophobia--but not so far that you won't get the supervision that all of us need from time to time.

Competition

Competition is key to good health, motivation, and cohesion in a command if not excessive. We are talking here of competition between individual units. You, the good commander, will know when you're approaching an excessive level of competition which would have counterproductive results. Every member of your command needs to know that he is being constantly evaluated in some manner--whether it is job performance or participation in mass athletics.

Positive Counseling

The next subject to be addressed is positive counseling. Insure that each man in your battalion is counseled at least once a month by his immediate supervisor as to the type of job he is doing. Document all negative counseling. If you don't it will haunt you later in a significant number of cases.

Host Country Relationships

Our relationship with the host country is directly correlated to whatever political faction is in power (pro/nonpro US). Local Panamanians are very pro-American; and the further you go into the rural areas, the stronger you find this trait.

Summary

Enjoy your command in Panama. It is an exciting, historical place; and the fishing is great!

AIRBORNE INFANTRY BATTALION (CONUS)

Introduction

This author commanded an airborne infantry battalion (CONUS) for a period of twenty-six months. Jobs that helped prepare me for battalion command were: command of four company size units; infantry battalion advisor in Vietnam; tactics instructor at the US Army Command and General Staff College; and in the 82d Airborne Division, brigade S-4, brigade S-3, battalion executive officer and deputy G-3.

Leadership

A leader of paratroopers must be totally honest; know his job and men; lead by example 24 hours a day; challenge unreasonable directions/orders; take care of his men; and recognize that command is a privilege.

Personnel

A leader of an airborne infantry battalion takes care of his men by challenging them; talking with and listening to them; teaching and counseling them; making on the spot corrections; giving on the spot recognition; insuring that they have proper and serviceable equipment and that their barracks are clean, safe and comfortable. Care of the soldier also means family welfare. Good medical care, family nights in the dining facility, father/daughter day and reasonable working hours are just a few examples of how to enhance the father/husband image within the family.

Discipline is reflected in personnel accountability, trooper appearance, military courtesy, barrack's maintenance, equipment maintenance and accountability, drug and contraband suppression, and safety. It is developed by rigorous on the spot correction, adherence to uniform and equipment SOP's, and by enforcing a "no lend, no borrow, no sell" policy for TA-50. It's enforced by a strong chain of command with a voice in all punishment proceedings involving their men.

Airborne soldiers need weekly road marches as well as upper body work and running to keep them fit. Company PT by ability groups several times per week increases the capability of everyone to include the best men. Weight control is enforced by a helping attitude versus threats and ridicule. A&R is for maximum participation at the lowest level to include officers and NCO's.

Talk to replacements ASAP; monitor preparation of SEER's/OER's; give credit for jumpmaster ability on SEER's/OER's; monitor SEER/OER suspense system, meal cards, separate rations and BAQ; and have first sergeants keep a suspense file on all company personnel actions. Crew served weapons should be manned at 100% with crew members stabilized for six months; companies should have three school trained armorers with no extra duties and all armorers should go to the Army Maintenance Management System (TAMMS) course after the armorer's course; DRAGON gunners should be E3/E4 not E5/E6 leaders; NBC NCO's should be on special duty; chain of command must monitor selection and preparation of personnel going to school; and must also verify jump pay hurts and pay losses.

Awards can be presented at the monthly battalion payday muster. Greater emphasis is always needed in recognition of departing troopers. Important facets of an effective awards program include: battalion trooper of the month; driver, cook and mechanic of the month; outstanding junior officer and junior NCO; and an annual Expert Infantryman's Badge (EIB) awards banquet.

Readiness

Combat readiness means a capability for no-notice deployment within eighteen hours to anywhere in the world. The Loading Area Control Center (LACC) and battalion deployment SOP's must be rehearsed and a detailed milestone calendar published prior to assumption of the Division Ready Force #1 mission. Individual marksmanship requires a concentrated program of training during the mission cycle with emphasis on use of preliminary marksmanship instruction, KD ranges, AMTU instructors, and what was formerly called the FORSCOM marksmanship program. TOW and mortar crew marksmanship also require concentrated dry and live-fire training programs. All Dragon gunners must refresh monthly and quarterly. During the intensified training cycle the standard was live-fire offensive and defensive operations from individual through company. Planning for ammunition, training areas and time are critical to a live-fire program. Grenades, claymores, demolitions and breaching of obstacles must be incorporated into all aspects of dry and live-fire exercises. Combined arms assets are also made available through careful long range planning.

Avoid overscheduling maintenance. Company commanders should plan maintenance and maintenance training in detail. Make sure there are sufficient drivers. Meet with company commanders in the motor pool. Check operator maintenance in the field. Get the maintenance contact teams to the field. Make leaders inspect weapons in ranks. Can they do it? Weapons cleaning kits should be handreceipted to the individual and always carried to the field.

Discuss property accountability with company commanders. Monitor reports of survey suspenses, POL usage and repair parts usage. Get involved in tracing actions on turned-in equipment. All weapon accessories, bipods, night vision devices, etc. should be taken to the field. Keep all ammunition magazines in the company arms rooms for easy access.

Staff Relations

The staff always needs training in the decision making process, staff estimates, fragmentary orders, situation reporting, use of secure communications, and use of battalion SOP's. Maintain sample frag orders. Test capabilities and train with four hour no-notice map exercises. The Tactical Operations Center (TOC) should be light and capable of rapid movement by parachute assault, airmobile insertion and motor convoy.

Support Mission

The battalion's most critical support mission is that of the Division Ready Force #9; it must be prepared to outload the division on a real or practice deployment. This mission requires planning, rehearsals and close coordination.

Command Environment

A good command climate means maximum authority to the lowest levels, strict enforcement of high standards yet freedom to make mistakes, positive reinforcement and recognition of emerging leaders. It means a quality of life atmosphere where the unit grows closer together, troopers police themselves, drug and alcohol use is reduced, the work day is reasonable, and there is an effective awards program. Discipline is sure, swift, and fair; punishment is tailored to the offense. The troops enforce their own high standards, peer pressure is effective and fear of ostracism is greater than fear of punishment.

Management By Objectives

The key to effectiveness and combat readiness is the Battalion Training Management System (BTMS). Early on, goals and objectives should be established, then revised as needed. In addition to BTMS workshops, other proven techniques are the transition meetings upon assumption of and departure from command, brainstorming sessions, weekly training meetings at all levels, division and brigade teambuilding conferences, and intensified training cycle briefings where each company commander must brief in detail his training plan, to include all required support.

Conduct of Airborne Operations

Leaders must be well versed in the Division's Airborne and Readiness SOP's. Deployment procedures must be rehearsed and wargamed. On all parachute assault operations the senior leader is responsible for establishing and maintaining a strong sense of urgency and for providing leader involvement in support of the jumpmasters. Everyone must meet strict standards of rigging, jumping and lowering individual equipment.

Live-Fire and Weapons Safety

Live-fire assaults are excellent training. Battalion should coordinate company level live-fire exercises and companies coordinate anything smaller. Company commander or S-3 should brief detailed plans early on and again on site just before the actual conduct. Battalion commander should be present throughout all company and platoon live-fires and initially present for all squad exercises. Check control of indirect fire, insure recognition panels are present for work with attack helicopters. Check direction of movement and fire against range fans; machineguns in the overwatch should always have left and right limiting stakes. Dry runs should proceed the live-fire. If it's a night exercise, make day and night dry runs over the same ground before going live. Hand grenades require extra caution and thorough training before ever being used in a live-fire assault. As small fragments will travel long distances all soldiers must be in the prone, face down once they hear the warning Grenade! All weapons should be cleared with a rod on the consolidation line after a live-fire assault, again before leaving the range area and a third time prior to entering the bivouac or barracks. There should also be a shakedown prior to leaving the range area and again before entering the bivouac or barracks. In garrison weapons should not be cleaned in individual rooms but rather outside or in a large inside area with chain of command supervision. To account for weapons and equipment upon return from the field, no one should be released until all weapons and equipment are accounted for. Our battalion also used smart cords in the field except when firing live. In 26 months we never lost a weapon.

Training The Company Commander

The most demanding position in the airborne company is that of the commander. He sets the tone; he makes or breaks his company. To be effective, the company commander must be physically and mentally tough, tactically and technically competent, responsible and dedicated, highly motivated, loyal and totally honest. If there are serious doubts about an officer taking a command, he shouldn't get it. The demands are too great and the last thing anyone wants is relief of a commander. It can be very traumatic, not only to the one being relieved but also to the unit that suffers through a recovery period which impacts greatly on morale and readiness.

The battalion commander trains company commanders. He cannot be the company commander's best friend or buddy because he occupies the more critical position of role model, leader, trainer; that positive example by which the company commander sets his standards. The company commander needs guidance and supervision in problem solving, planning training and planning use of resources. He must know how to organize his thoughts, set priorities, plan in detail, form decisions and backbrief; how to counsel and write OER's and EER's; how to be on time, how to relax, pace himself (he won't sleep in the field unless made to), and work under stress. He needs to learn patience and how to show compassion and understanding. He requires continuous training in company tactics, conduct of live-fire exercises, all aspects of safety,

maintenance operations and training, and the use of uniform, equipment and operational SOP's.

The company commander looks to his battalion commander for loyalty, patience and understanding. He looks to him as a buffer with higher headquarters, to emphasize his strong points to the brigade commander, to explain the big picture, and to act as a sounding board or safety valve to get things off the chest. He must not be afraid to approach his battalion commander. The battalion commander should always be available to his commanders, they should not have to wait for him and he should go to their location in the field unless it's more convenient for them to come to him. The battalion commander should tell his commanders what his idiosyncrasies are; i.e. when and how to approach him on certain subjects. And last, as the trainer he should selectively create stressful situations and pressures, in the field and in garrison, to strengthen his commanders' sense of urgency, ability to work under stress and willingness to take reasonable risks.

AIR ASSAULT INFANTRY BATTALION (CONUS)

Introduction

The purpose of this section is to provide some ideas and techniques for commanding an air assault infantry battalion, and to share with you my philosophy of command, leadership and management. What worked for me is not necessarily the panacea for command but is based on six consecutive years of service with the 101st Airborne Division (Air Assault), three of which were spent in command of an air assault infantry battalion.

As I reflect on 3 years as a commander, I believe that one goes through three phases or periods while in command. Phase I is the "Can Do" phase. You've been imbued with all the ideas, philosophies, techniques and tools of the trade--you've made a plan, set goals, determined objectives and you're ready to work as long and as hard as you can to be successful. At the end of a year or perhaps fourteen months you begin to reflect on your plan and what you've accomplished. Because of a myriad of distractions, constraints, regulations, restrictions and lack of almost everything, you wonder what went wrong with your well-laid plans. You enter Phase II "The Frustration Phase." You're frustrated to some degree with almost every system that's supposed to make your job easy; nothing seems to work, and you've only been partially successful. You've hopefully learned from your experience and made new plans based on all your experiences.

Another four to six months pass and again you reflect on the performance of the battalion. Things are improving. You're the old hand by now who knows all the shortcuts, who to call for help, how to make the systems work for you, and how to deal with all the problems. You are now entering Phase III "The Phase of Perseverance."

At this point you've made up your mind that you will be successful despite all the systems, the lack of resources, etc. You've done it all and called on every bit of knowledge, energy, talent and God given

ability you have and you're so damn proud of your soldiers, your staff (while it is probably the fourth one you've trained) and your commanders that you want to do this job forever. In your mind you're convinced that your unit is prepared to meet the challenge anytime--anywhere. Finally you thank almighty God for the privilege of leading the finest soldiers in the world.

Leadership

Much has already been published on leadership--the fundamentals, principles, case studies, et al, and most recently a new FM 22-100 which in my judgment is right on target. However, what the written word misses, in my opinion, is what your subordinates are thinking when they see you for the first time. They are sizing you up from the moment you set foot in the battalion area, wondering about your leadership style, your likes and dislikes, your physical conditioning, your philosophy of leadership, how you will deal with them professionally, on duty/off duty, socially, etc., your level of experience and knowledge in the air assault business, your competence as a tactician, how you will deal with the troops, whether or not you like the smell of soldiers in the field, whether you will lead by example, if you will see to their needs--professionally--financially--physically--medically--legally--mentally --spiritually and whether you really give a damn for the battalion or if you are just stopping off to punch your ticket. You must be aware of these facts and prepare yourself accordingly.

You will be challenged daily by your soldiers. They will test you at every turn in garrison and in the field. To cope with this problem I fostered a very simple philosophy for "How to be Successful as a Soldier in the Battalion." I called it the "6 B" philosophy: Be on time and dependable; Be sharp; Be busy; Be courteous; Be careful, and Be good-to-go. Over a period of time this philosophy became a way of life for the battalion. The soldiers learned to live by it and performance improved across the board. Being on time and dependable meant never being late to anything and always having the right stuff with you. Being sharp meant not only a neat and clean appearance but a sharp mind and positive attitude as well. Being busy meant never wasting time. There was always so much to read, do, or check that one could always be busy and not waste time. Being courteous meant use of proper military and common courtesy to leaders, subordinates and peers. Being careful meant that there was always time for safety on and off duty, in training or in recreational activities. Being good-to-go meant that if you practiced all of the aforementioned B's you would in fact be good-to-go on any mission--anywhere.

Personnel

Proper use of your key subordinates can play a major role in running the battalion. Specifically, the use of your executive officer and your command sergeant major. I used my executive officer not only as a staff coordinator in the specific areas of maintenance, logistics and administration, but also as a planner for major projects. I did this on several occasions and it paid dividends many times over.

The key noncommissioned officer is your command sergeant major. I had five in three years and all were superb. I never put much stock in the addage that the CSM should be solely an advisor. He is too great an asset to waste on just this function. Most want to earn their keep and refuse to follow you around. He is usually the best individual trainer in the unit, so give him a meaningful job, in addition to doing all the things that the CSM would normally do; e.g. maintain the battalion area, soldier of the month boards, promotion boards, etc. I gave my CSM a letter outlining what I held him personally responsible for which included: recommending the assignments for noncommissioned officers, the individual training program; i.e. Soldier's Manual and common skills training, Skill Qualification Testing (SQT), EIB testing, training the first sergeants and primary staff NCO's, conducting all individual marksmanship training including crew-served weapons (less the TOW and 81 mm Mortars), the detailing of units for interior guard and post support, preparation of soldiers for interior guard and ceremonies, the unit schools program for the NCO's, the off post schools program in conjunction with the S-3, the Special Duty (SD) program for the battalion, training the battalion color guard, interviewing and counselling NCO's on their responsibilities in reenlistment, supervising the soldiers on "extra duty," conducting the remedial PT program, and personally welcoming each soldier into the battalion.

It may appear that the CSM couldn't do all these tasks, but to the contrary, each of the five thrived on being given those responsibilities. Each had his own methods, and produced superb results, and developed a solid corps of NCO's in the process.

Care of soldiers and their families will occupy some of your time. Fort Campbell has a superb family program which provides resources, advice and assistance routinely to all soldiers, but more importantly to those who are experiencing difficulty getting settled. Be alert for the trooper who is not getting what he needs. The resources are there--use them. The chaplain is a key player in this regard, as well as your battalion PSNCO, SJA, and your friendly finance officer.

The battalion is a team--works, plays and does everything as a team. I recommend that you and the CSM personally welcome all new players, regardless of rank, to the team. As with all good coaches, you should announce the rules before you start the game, i.e. lay out your game plan to the soldiers and explain how and why you have established certain rules and policies. Do this before the trooper gets in trouble. I made it a point to talk to the new troopers each week.

Never use the UCMJ as a substitute for leadership. Don't compromise on discipline and in punishing those who warrant punishment. Set high standards for discipline and never vary. Judge each case on its own merit and explain that philosophy to your troops. They may not understand the concept of mitigation and extenuation.

A system of rewards for soldiering in an outstanding manner is a key ingredient in the life of a unit. Take the time to say thanks with a decoration, a certificate, a letter or even a personal thanks and handshake. My philosophy in this area was "give roses to the living" i.e., don't wait until a soldier leaves your unit and then decide to

give him an award--it's too late. By the same token, if you decide not to give an award to a soldier, look him in the eye and tell him why he hasn't measured up.

My last comment on leadership is for you to develop a sense of humor, i.e. take your job seriously but don't take yourself seriously. Learn to smile and be happy in your work. Be seen by your soldiers and get to know them. Be positive and up-beat regardless of the situation. You will learn as you watch your unit grow that you can tell the state of morale and esprit of soldiers by the look in their leader's eye.

Management

Time and its management will be a major problem. Everything that happens will place demands on your time. The key to the problem is proper delegation of authority and responsibility--you can't do it all by yourself--there just isn't enough time and it's not fair to your subordinates. Further, since you can't be in more than one place at a time you must be selective about where you go and what you see. Don't let the adjutant run your life by an hourly calendar. Find time to reflect and think during the duty day--take the time to do this. Do it at work and not at home. Above all, continue to make time for your family. You will have the army forever, but you will only have your family (children) once. Don't wait to enjoy them--do it now.

The battalion budget will be in the area of \$200K annually. The majority of this money will be spent on repair parts and training activities. Spend it wisely and demand that the chain of command be aware of the fiscal responsibility for management of money. TUFMIS is a good management tool in this regard--use it. Additionally, it's a good idea to get acquainted with the G-3/DPT budget analyst. He can solve your money problems in a hurry. Fort Campbell is a one division post and the G-3 wears two hats and controls training resources--especially funds.

Personnel management will demand your personal involvement especially in the following areas: officer assignment and schooling, senior noncommissioned officer assignments/changes, low density MOS assignments (especially the 76Y, 31V and 36K CMF). A key point--the J series TOE does not authorize a battalion motor officer or maintenance technician. The service platoon leader is the nearest thing to a motor officer in the unit, but he can't do justice to both jobs; thus you should designate one of your best lieutenants as your full time motor officer. It is a matter of survival. Get to know the Division AG--he can help you solve most of your personnel problems.

Reenlistment is a most important management area, the philosophy being that we want to retain quality not quantity. Two points need to be made in this area: first, ensure that all your leaders (green tabbers) know that all of them are in the reenlistment business. Second, get a sharp, honest, level headed sergeant as your reenlistment sergeant. It may cost you a good noncommissioned officer from the line, but it will be more cost effective in the long term.

The facilities in which your unit lives and works are of utmost importance for obvious reasons. The CSM, LSG's and the S-4 section play a major role in managing this area, not only in terms of maintenance of the facility but security as well. In this regard, get to know the director of engineering and housing. He can and will make life worth living.

Readiness

"Training is everything and everything is training." My philosophy in training is that "Good training comes first, and good training produces good units." The ARTEP is the foundation upon which you should build your training program. Remember, train to standard--not to time. Coupled with the ARTEP is the Battalion Training Management System (BTMS). It, like the ARTEP provides the framework for training management. It is an effective system that will work if you make it work. I recommend you use it. Additionally, your training program should be realistic, meaningful and challenging. I would recommend that you focus on the fundamentals, the skills needed for success in battle, especially in air assault operations, and focus on sustainment of these skills. We can't afford to keep going back to basics. We must sustain a certain level of proficiency or in my judgment we will not be ready on a continuous basis.

Marksmanship and crew-served weapons training are examples of fundamentals. The focus of the battalion marksmanship program should be on the soldier's ability to shoot and hit the target rather than on statistics. The marksmanship program provides an excellent opportunity for your noncommissioned officers to excel in planning and executing the program.

Physical fitness, like marksmanship, is of the utmost importance in combat readiness/effectiveness. You should focus on total body development; building stamina, endurance and upper body strength. Fort Campbell has the latest in body building equipment, swimming facilities, and gymnasiums. Make maximum use of them year round. The air assault obstacle course is a superb challenge to the best units and provides a superb method of building unit cohesion.

Junior leadership development, both officer and noncommissioned officer, is essential to the long term effectiveness of the battalion. Development should include the opportunity to participate in the planning, resourcing, execution and evaluation of training IAW the BTMS model. This experience and opportunity to participate in what and how a unit trains should provide the framework for junior leader development. Additionally, I believe that it is unprofessional and a disservice to a noncommissioned officer to deny him the opportunity to attend his branch school IAW the NCOES because of operational necessities. No one is indispensable!

The battalion must be trained as a combined arms team. The integration of all components of the team is essential for success in combat. Ensure that your fire support element, your engineer platoon, combat aviation party and all elements of the combined arms team train

with you on a habitual basis. Get to know these players and invite them to participate in the total scope of battalion activities. The use of live-fire exercises and MILES are two ways of putting the team into action. Ensure interest on aviation support in all unit training from squad through battalion. Get to know the aviation battalion commanders--they can and will make it happen.

Training should be flexible and decentralized to the lowest level capable of accomplishing it. Remember, sergeants train soldiers, and officers train units. This is not to say that officers are not involved in individual training--they are indeed and should monitor effectiveness, coach their subordinate leaders, measure results and provide feedback.

Since your battalion is part of a unique division, there is a need to have as many soldiers air assault qualified i.e., graduate from the Air Assault School, as possible. Your CSM and 1SG's are the key players in this activity along with platoon sergeants and squad leaders. A realistic goal is that 75%-80% of the battalion be qualified. This translates to an annual target of 300 plus graduates. It's tough to do, but it can be done.

In terms of training references that you should read prior to taking command, I recommend the following: Division RSOP, CAM Regulation 350-1 and 385-5, Division Annual Training Guidance Letter, How to Fight Manual--Brigade and Battalion, FMs 71-101 and 7-20. Additionally, you should review the "How to Fight" TVT series available at TASC. Prior to assuming command I recommend a one-on-one with the OIC at Range Control, who works for the G-3/DPT, to include an overflight and orientation of the Fort Campbell reservation.

The very nature of the air assault concept demands that a unit maintain an operational capability to move quickly on short notice both strategically and tactically. To maintain the strategic deployment capability the division and the brigades conduct periodic unannounced Emergency Deployment Readiness Exercises (EDRE). The RSOP coupled with a thorough knowledge of the outloading procedures and the physical layout of Fort Campbell is an absolute necessity. Your key leaders must be trained in this regard. I always had a two day refresher course for the leaders prior to assuming the Division Ready Force (DRF) mission. Your S-3 air plays a key role in deployment planning and execution along with the motor officer and service platoon leader.

Tactically the battalion is extremely light in terms of command and control assets e.g., vehicles and communications. Your tactical SOP is the key to the dilemma. All units have one. I recommend that you try the existing one; then change as you see fit. Most of your tactical operations should be done at night or in periods of limited visibility. It takes very extreme weather conditions to preclude air assault operations.

Finally, I recommend that you make maximum use of your special staff. The chief of the combat aviation party is your key to successful air assault operations. You must know the aviation capabilities and language.

The logistics function of the battalion is small by comparison to other units e.g., mechanized, armor. Many of the functions have been consolidated under one section. The service platoon leader is a key player in the logistics area. Generally, he handled the food service, ammunition, transportation and supply functions, and he does this without a vehicle larger than a 1 1/4 ton. In the field he must be augmented with a dedicated truck unit i.e., 2 1/2 ton or have sufficient aircraft sorties to meet his needs.

Your direct support maintenance unit can make your life bearable if you have a good working relationship between your motor officer and the DS unit shop officer. As with your combat support units, get to know your DS company commander. I would recommend an officers' call at his unit periodically and have him take your officers through his facilities and shops to include his technical supply warehouse. This will pay great dividends.

Make it a point to visit your motorpool daily. Get to know your mechanics by name--they are a hard working group who want and deserve a word of thanks and encouragement. Ensure that your subordinates do the same. My philosophy on maintenance paralleled my training philosophy in terms of maintenance objectives i.e., task, condition and standard. I never believed that command motor stables worked very effectively. My technique was to insist that each commander develop a maintenance plan similar to his training plan and hold subordinates responsible for the execution of those plans. It worked, and the sense of pride in equipment and knowledge that developed was unbelievable. Focus on the PMCS by the operator and quality scheduled maintenance operations when services were done. Quality control is key. Don't let your mechanics pull a paper service. As with training, you must know maintenance from A to Z.

Supply economy will be with us forever. It is a way of life. Insist on accountability and responsibility through an audit trail of hand receipts for everything that is nonexpendable. It does two things. One, it ensures that someone is looking after it and that it will be good-to-go and second it will minimize the number of reports of survey and needless paperwork.

RANGER BATTALION (CONUS)

Introduction

What is a ranger battalion? General Creighton Abrams, when he formed the ranger battalions, said:

A ranger battalion is to be elite, light, and the most proficient infantry battalion in the world. A battalion that can do things with its hands and weapons better than anyone . . . wherever the ranger battalion goes, it is apparent that it is the best.

Thusly, the ranger battalion's TOE is highlighted by small numbers of personnel (611) and vehicles (2). The battalion's mission is to plan and conduct military operations in support of United States policy and objectives. The Rangers are to be employed against strategic targets, highly significant tactical targets, or time-sensitive targets; support the airland battle through raids and interdiction of lines of communication; and to conduct special operations. Ranger operations are characterized as quick response and deliberate operations. Quick response operations rely on the readiness of Ranger units to accomplish the mission prior to the enemy's ability to react to the Ranger presence in the area of operations. Deliberate operations rely on meticulous planning for every phase; detailed reconnaissance/surveillance of the target area; deceptive countermeasures and absolute secrecy; thorough preparation and rehearsals; and decisive execution characterized by surprise, speed, precision, and audacity.

Leadership

Leadership in a ranger battalion is a challenge. One would think that it would be the easiest command job in the world with all the handpicked officers, NCO's, and EM and that you would have to "back up to the pay table each month." This is not quite the case, however, as all of the magnificent spirit and energy that these quality men exude must be channeled in the right direction. Supervision is a must! As in any other battalion, those things go best that the boss checks. You must be personally involved in every aspect of the battalion's life. Most of all, you have to have credibility with your subordinates down to the last private--be it physical training, weapons marksmanship, airborne operations, etc.

Personnel

In the area of "care of soldiers," Rangers are no different than other soldiers. Their wants and needs (including family concerns) are the same as the rest of the Army. You must be acutely aware of the requirements to give the battalion and individuals time off. You will find that the battalion is deployed or in the field the majority of the eleven month training year. The ranger battalion takes "block leave" twice a year; at which time the entire battalion is on leave, minus a rear detachment.

There are exceptionally infrequent disciplinary problems with ranger battalion members. The major reasons are the quality of personnel you are dealing with, peer pressure, and the high probability of being transferred out of the battalion for infractions--the latter being the worst thing that can happen to a ranger battalion member.

Ranger battalion physical fitness is well known throughout the Army. Daily calisthenics, five to ten-mile runs, weight lifting, extended road marches supplemented with grass drills, hand-to-hand combat, and mass athletics are the regimen. You cannot do too much in this area, and the troops expect you to make it tough on them--you will lose

credibility if you don't, and you will never recover. This obviously implies that you must be a superstar in the physical fitness arena.

The CSM is the enlisted personnel manager and this is a big job. He is constantly in the recruiting business as well as managing his other CSM activities. Officer personnel management is your responsibility. Do not let company commanders, the adjutant, or the post do it for you. The best quality officers will come to you through "the old boy net;" that is to say, someone will recommend an officer to you. Be sure you personally interview a prospective Ranger officer before you request him from MILPERCEN. Your interview should emphasize the importance of a high level of physical fitness and an assessment of the officer's level of performance. Most officers who fail as a ranger battalion officer do so because they cannot keep up physically, much less lead the troops. MILPERCEN will work with you on the assignment of officers you want, and generally you will get them if they are available.

Recognition of deserving Rangers via the awards route is just as important here as in any other battalion. The individual Ranger is the epitome of America's youth in all aspects of his life with a strong emphasis on patriotism. He deserves the best recognition we can give him. The problem is that they do so many great things individually or collectively, that it is easy to overlook an individual or instance of achievement. Your awards program should not neglect the senior personnel in the battalion. Guard against it.

Training

Training in a ranger battalion is the best in the Army. Training distractions you find in most battalions do not exist for a ranger battalion. The only support functions you have are internal; e.g., parachute shakeout, guarding the field ASP, etc. Training revolves around the repetition of tasks (individual and collective) that fall out of the mission/task analysis process. These tasks are performed primarily in a live-fire or Miles-mode using the Ranger Playbook (a book containing training modules which comprise a total training package). This is a product improvement over ARTEP 7-15, but the scope is limited to the unit's mission/task analysis process. As educational research has proven that learning under stress takes place faster and is retained longer, stress is built into the Ranger training program as a predominate feature. Examples include day/night live-fire exercises, limited food, limited sleep, physically taxing events, etc. With regard to airborne operations, each Ranger will average about two jumps a month (most at night), with battalion mass tactical jumps (with follow-on ground missions) as frequently as possible.

Maintenance

Some may say that a ranger battalion does not have to worry about maintenance with only two vehicles on the books. Not so. The readiness requirements you have (that is: to go to war tonight and win) mandates that the maintenance of items other than vehicles be of immense importance. Your equipment has to be on hand, and it must work!

Command Environment

The command environment in a ranger battalion is great. At this writing, your day-to-day boss is usually the commander of the post to which your battalion is assigned, with your next level of command being Special Operations Command (SOCOM--Fort Bragg). The formation of the Ranger Regimental Headquarters and a third ranger battalion will alter the current command arrangements but it'll still be great!

Battalion Commander Selection

The last subject to be discussed is how to get to be a ranger battalion commander. It is not easy. Obviously you must do well in your initial battalion. The first step is to ask MILPERCEN to nominate you when you hear of vacancies. If your file will support the nomination, MILPERCEN will usually add your name to the other 25-35 aspirants. The biggest factors considered by the selectors are how well you kept the glass balls of training and maintenance in the air during your previous battalion command. You must also have demonstrated not only an all-around excellence (indicators might be that your battalion had the most EIB's in your division each year you were in command, you "maxed" all of your EDRE's, ARTEP's, AGI's, COMET's, DEMET's, etc.), but also the potential for success as indicated by your having incorporated tenets discussed herein.

Summary

It is tough to get to a ranger battalion, but it is not impossible. Good luck!

MECHANIZED INFANTRY BATTALION (CONUS)

Introduction

Commanding a mechanized infantry battalion in CONUS affords you an unparalleled opportunity to successfully prepare your battalion for combat. All other goals and priorities evolve from this singular purpose. For that reason this brief article is structured to address a proven, very successful way of conducting that preparation.

Preparation for Combat

We have at our disposal today, many useful training management tools, such as the ARTEP, BTMS, 5 week lock-ins, FM 25-2 (Test) and so on. We also find that many tasks, especially as they relate to weapons firing and gunnery fall somewhat routinely into place in the training plan simply because of range availability, ammunition restraints, and higher headquarters firing requirements. But, combat maneuver battalions still need some basic concept for their approach to the scheduling, planning, and execution of collective training.

Usually that concept consists of packaging various collective tasks that are to be performed by a specific level of command and then scheduling and planning around this package. The packages go by many names: platoon training, company ARTEP, company level training, platoon ARTEP, squad level training, battalion ARTEP, etc.

What we have really done is take the matrix created by all the tasks or missions to be performed, all the levels (echelons) of command who need to perform them, and develop different packages. The packages always result in a group of collective tasks that are to be performed by one specific level of command.

Yet, we also realized long ago that sequential cyclic training by levels (first squad, then platoon, then company, then battalion) is not a viable option: (1) it is not in consonance with personnel turnover; (2) training decay has set in long before you get to the end of the cycle; (3) during the squad, platoon, and company levels, significant numbers of leaders and personnel are not involved in training; (4) you often don't get to the end of the cycle; (5) it does not facilitate multi-echelon training. Understanding this, many divisions/posts choose to focus on a particular level based on the persuasion of the senior commander, i.e., "concentrate on the platoon (or squad or company), because this is the basic building block and the rest will fall in place" (or can be handled by multi-echelon).

With all due respect, this approach to collective training will rarely, if ever, address the myriad of oft forgotten general tasks and missions related to command and control, combat service support, and even all the tactical tasks and missions. Additionally, multi-echelon as a concept is certainly superb, but in reality, difficult to execute habitually on a routine basis. It is most often used during a specifically arranged period following a significant amount of preparation.

The solution to this problem is to draw your line through the aforementioned matrix of tasks . . . and levels of command . . . the other way. Instead of packaging collective field training by level, package it by task; e.g. while in the field for collective training the orientation of training is not on a level such as squad, platoon, company or battalion, but rather on a major basic task. Training is then executed with all levels of the battalion task force in the field, training on that task.

Why the battalion? The battalion is the level which combines the various arms tactically on the terrain and brings its combined combat power to bear on the enemy; it is the first level with a staff to provide and coordinate all aspects of combat support and combat service support; and finally it is also the most important level of training management.

Going to the field frequently as a battalion is absolutely essential if; (1) a "mind-set" is to be established throughout the unit that "training for combat" is the number one priority in the battalion and; (2) that the battalion and companies are not only ready to fight, but can also live and sustain in the field.

How often, and for how long, do you have to go to the field as a battalion/TF? There are many variables that will affect your particular unit, but for us once a month, a week at a time, worked out optimally. This allowed time to schedule weapons firing/gunnery, red/green/amber (or other cyclic designators) paydays, holidays, and allowed garrison time for lead up training.

The week should not include weekends, and need not even include Mondays. Tuesday through Friday gives plenty of time to allow for a lot of training. Remember that with the whole battalion in the field, everything you do really is training. A prerequisite to the mind-set/discipline of total orientation to combat is that nothing is done administratively; not eating, not meetings, not medevac, not refueling, not recovery, nothing!

Execution is fairly straightforward and simple. Using movement to contact as an example: the "ideal" progression would have training at the platoon level for 1 or 2 days, followed by each company practicing movement to contact as a company for a day or two, followed on the final day with a battalion movement to contact. But herein lies one of the assets of this approach. If a particular company is not ready on Friday to be part of a coordinated battalion movement to contact, they can spend Friday reworking at the company or even platoon level; but the rest of the task force would be brought together and conduct a TF movement to contact. This causes the battalion staff to produce an operations order in the field (never let the order be written before going to the field), the fire support plan must be generated, and all combat service support tasks must be performed.

There is always an anticipated plan as to how many days will be spent at each level (e.g., 2 days at platoon, 1 day at company, 1 day at battalion) but the accuracy of predicting this anticipated mix varies with the experience and longevity of the various leaders and commanders involved. But it doesn't matter. Progress to a higher level is based on each leader in the chain's evaluation of the unit's proficiency. A company team might operate with only two platoons, while a third remained to train at the platoon level. A battalion might attack with only one company. It might attack with only one company and two commanders jeepexing with the battalion commander. The combinations and permutations are limitless. Fallout one is used as a teaching tool extensively. Company or battalion CO's can pull out platoon leaders or company commanders and have them watch their own element operate from the back of the CO's jeep, and have the CO not only critique but teach. These two latter techniques can be done in any field exercise, but it is facilitated and seems to happen routinely when the entire chain of command is put into the field, together, for a whole week every month, with no pressure to get on to the next task.

Let's look at what you have caused by just using this approach: (1) you have gotten all the leaders to the field with their troops for a whole week (and 4 days is a week when you're training 18-20 hours a day); and in turn, caused continual internal and external ARTEP evaluation. (2) You've simplified the training process. Young leaders who must go out for a week prepared to address move, attack, defend, assembly areas, relief in place, etc., are usually overwhelmed and know

a little about everything but not much about anything. When they can orient on one significant collective task they can cope far better and can be expected to know more even though they are junior. (3) We've caused reinforcement. The squad and platoon works on their movement techniques every day for a week, but each day as part of a bigger force. (4) They not only gain the benefits inherent in reinforcement, but also gain an appreciation for how they fit into the big picture, and how they work with other pieces of the task force team. (5) Finally, with the entire battalion oriented toward and training on a particular task, we've made multi-echelon training happen automatically. Leaders are teaching leaders and talking tactics at all levels oriented toward a single purpose.

Now just how do we plan for this "Task Oriented Battalion Field Week?" Obviously every division/post does their long range planning slightly different, but that doesn't matter. "Battalion Field Weeks" must be placed on the long range planning calendar as far out as the calendar is made. They then become the hub of the training development process. Being scheduled far out in advance, the requests and coordination can be made throughout the division for the support required to fill out the combined arms task force. Tanks, FIST, GSR's, ADA, engineers, etc., will be able to allocate the battalion its slice of combat and combat service support well in advance. This not only makes more support available to the battalion, but also assists those supporting units in their own planning. At this point a "real world" note is appropriate. Until the entire division is using this fundamental approach of "Task Oriented Battalion Field Weeks" you will rarely if ever get all the support required to form a "complete" task force. Although this "fact of life" causes the battalion TF to operate in a more austere environment, it by no means effects the TF approach.

The selection of the specific task to be trained is itself a direct result of the BTMS process but the development of a short range plan will be greatly enhanced by the ability to focus on one major or basic task. Subsequent planning for all other training works backwards from these field weeks. All of the presently recognized planning steps as espoused in the BTMS process with regard to identifying leader and soldier tasks are still valid; but they are aided significantly by the clear focus of a major collective task afforded by the "Task Oriented Battalion Field Week." Once the individual tasks, subunit to squad level tasks, and leader tasks are identified, they are allocated training time during the interim weeks. These tasks by their very nature are usually very adaptable to a garrison or close-in training area (CITA) environment. This means that once the unit moves to the field as a battalion, the supporting tasks through squad level, and leader tasks have been taught. We see the reinforcement process again come into play here, as these recently learned (or relearned as the case may be) individual squad and leader tasks are used as part of the larger unit's collective effort. It should not be inferred from the foregoing that no individual or squad/section training goes on during the "Battalion Field Week." Quite the contrary. Some tasks are not conducive to a garrison or CITA environment but there is more than enough time in a field week to do significant amounts of individual and squad training. In fact the leaders are limited only by their imagination and own ingenuity as to how much they can do.

If it is sometimes necessary to conduct "formal", externally evaluated ARTEP's, so be it. The battalion task force goes "to the field" as per normal but that particular week is devoted not to a task but the level to be formally evaluated. The ARTEP is run with the entire permanent, regular command support structure operational.

Summary

In summary, the "Task Oriented Battalion Field Week" concept involves taking the battalion to the field in the task force mode one week per month, with the training for that week oriented on one major task or mission. The interim weeks between the field weeks are focused on all individual, squad, and leader tasks that will be needed to train on the designated field week mission. The field week is then immediately followed by a scheduled, disciplined closure procedure.

Advantages of this concept are that it: causes multiechelon training to happen automatically; provides a process that really enables training to progress based on unit proficiency; uses the concept of reinforcement; addresses many oft forgotten command and control and combat service support tasks; simplifies and orders training for junior leaders; emphasizes combined arms; continually trains leaders and staffs; provides for the real world requirements of maintenance and supply accountability; is adaptable to red/green/amber or other training priority plans; accommodates personnel turnover; facilitates greatly the development of the long and short range training plan; eliminates peaking; is very adaptable to fall out one; superimposes the entire battalion leader chain into the training process for one solid week per month (repeatedly gains the benefit of one, two or three field grade officer's experience which is many times not captured); and finally it develops the mindset that "training for combat" is the number one priority of the whole battalion.

MECHANIZED INFANTRY BATTALION (CONUS)

Introduction

This author served as a battalion commander of a mechanized infantry battalion in CONUS for thirty-three months. The highlights of the tour were a deployment to Fort Chaffee, Arkansas to serve as a quick reaction and security force for the Cuban Refugee Resettlement Program and a deployment and training exercise at the National Training Center at Fort Irwin, California.

Leadership

Battalion command will provide you with the best opportunity to be of the greatest service to your country, your army and your soldiers that you have known until this point in your life. If you deeply believe in the principles of leadership, the reason our army and leaders exist, then battalion command will be one of the most rewarding and professionally satisfying experiences you will know.

I will not attempt to list the generally accepted principles of leadership that are taught in our service schools and found in our leadership manuals; that is a given at this point. I will attempt to impart experiences and lessons learned by me and fellow commanders that may be helpful to incoming battalion commanders. The emphasis of this work will be in creating the proper environment that will allow a battalion to reach a high state of combat readiness, while demonstrating the pride, discipline, moral and esprit de corps that will carry it through to victory in intensive, sustained combat.

My belief is that successful battalion leadership is a combination of many factors that are exercised when best suited for the specific time and circumstance. In order for the battalion commander to have the desired scope of influence you must broaden your sphere of influence of your subordinate leaders and troops beyond your formal rank and position. In order to accomplish this you must truly gain the willing support of your subordinate chain of command and the troops.

Teamwork, pride in unit, belief in themselves and unit cohesion in the unit is essential. The sharp salute, aggressive and sure tone of voice, the manner in which troops carry themselves and their weapons, and a confident grin can tell the battalion commander the troops believe in themselves and their commander. They must believe they will win in battle.

To create this environment and generate this attitude begin the first time you address the battalion after the change of command. Insure you emphasize to the battalion that you believe they are the finest men our nation can produce. They are the fighters, the fate of the nation depends on them. There is nobody else. They are it. Therefore, it is a great honor to serve as a member of that combat unit and especially as its commander. It is important that you make it clear that you are the commander, yet the troops must sense that "we are all in this thing together." Every commander should make it clear that he considers himself to be very fortunate to be their commander out of a sincere desire to be of service to the troops and to insure their success as individuals and as a unit. Great care must be exercised so you do not give the impression that you are there only to "get the ticket punched" or that you are just "passing through." "A commander's heart and soul must be with the men of his battalion." The troops must sense the battalion commander does not look forward to his command tour ending at some predesignated time, conversely the troops must sense the battalion commander is concerned that his command tour will end all too soon. Obviously this message can be conveyed in many different styles but the main point is that the message must be delivered in a believable, heartfelt and sincere manner. If this message is accepted very early in the first few days of your command then a very big first step in the right direction has been taken.

At the first officers' call it should be emphasized that it is imperative that communications and information flow freely and move quickly. All members of your staff, commanders and senior NCO's are encouraged to talk with you whenever necessary. Emphasize that subordinates are encouraged to present their ideas and you will always hear them out, time and situation permitting. It is extremely important that

it be emphasized at the first officers' call that the attitude among the officers of the battalion is that "we speak ill of no man." Make it clear that healthy competition is encouraged but at no time will "back biting" among fellow officers be tolerated. If one officer "drops the ball" another should be quick to pick it up and continue with the mission. Sort out right and wrong later. The message is that if this attitude prevails the officers will trust each other, enjoy their jobs more and everyone will come out a winner. Higher headquarters and outside support agencies should be spoken well of and supported 100%. If there are obvious problems with any external units, the problem should be discussed in private and then brought to your attention. Needless to say, the very same message should be conveyed to the NCO's of the battalion within the first day or two of your command tour. Generate mutual trust and respect and all things will go much better.

Personnel

How you handle disciplinary problems clearly has an impact on the environment of the command. Whenever circumstances permit, handle battalion Article 15's and Summary Court Martials as expeditiously as possible. The policy of some battalion commanders is to handle disciplinary problems after duty hours because they wish to devote their full attention to the good soldiers during normal duty hours. They may be right. A major consideration however, is to carry out justice quickly and fairly and, when necessary, remove the bad influence from the unit. At least do not allow him the privilege of continuing to be a disruptive force in the platoon and company while awaiting to see "if the old man is going to do anything." Allow the proper time allotted the offender but as a minimum see him and get his attention quickly.

On cases that are clear-cut a quick call from the company commander to the battalion commander can have many cases disposed of by battalion Article 15 within a short time. More serious matters that merit a Summary Court should be handled as quickly as proper legal procedures will permit. The battalion commander can handcarry Summary Courts to the brigade commander for approval. In some cases the Summary Court can be carried out within the next two or three days. You will gain tremendous support from your NCO's and your good soldiers when you show you want action taken immediately. It is time well invested that goes far beyond just the area of discipline. Let your good NCO's and good soldiers know you do not wish to tie up their off duty time needlessly. I wish to emphasize that disciplinary action taken must be carefully checked and obviously it must be legal. Know the rules and check with the JAG whenever you are the least bit unsure. Do it quickly whenever possible but most importantly, do it right.

Taking care of the soldier and his family must be a top priority for any battalion commander. If your unit does not have a Couples Off Post Enrichment Program (COPE), then establish one quickly. Simply stated this program brings together the senior representatives of all the support agencies on post (JAG, family health clinic, commissary and PX representatives, housing, etc.) and explain just what is available to families and how to go about obtaining this support. Give the husband off that morning so he can bring his wife so they both may attend the

meeting. Arrange for lunch there so nobody leaves for lunch which sometimes brings about a reassembly problem. Battalion commanders should make every effort to attend; as a minimum give a welcome speech. Caution: Don't allow the support agency representative to "talk down" to the families. The critical point is to have the families attend within two weeks after arriving on post. Schedule COPE meetings twice monthly. If stationed in a semi-remote area, trips to large cities by bus can be arranged. Some units have taken as many as 500 members of the battalion and their families on such trips. By organizing the trips to cities with a "Six Flags Over Georgia," or "Astroworld" on a weekend when a major sports team is playing, a package deal for all tickets and hotel accommodations can usually be arranged. Funds are sometimes available through the DPCA to defray the cost of bus transportation depending on budgetary constraints. The commanders and their chain of command must go for control purposes but most importantly they should go because they want to go in order to be with their troops. The leaders must love their troops and want to be with them because they respect and enjoy them.

Readiness

Mechanized infantry unit training and maintenance go hand in glove. The commander who thinks of them separately is probably headed for trouble.

The rule of thumb on maintenance, whether it is in garrison or in a field environment, is that all leaders from the battalion commander on down, know and pull maintenance.

In garrison, the 100% maintenance day should be on Monday. If deficiencies are noted and vehicles are dropped on Monday, your chances are much improved to get the vehicle up more quickly than if dropped on Friday when much of the post support facilities are working on limited shift or closed on the weekend causing the unit to reflect down time on its vehicles for the weekend needlessly. That must never happen.

Battalion commanders must stay ahead of the maintenance personnel problem by establishing a continuous OJT program of mechanics from the more mechanically inclined infantry troops. The system will seldom provide you the maintenance personnel you need, therefore OJT is required for mechanics and company motor sergeants. Maintenance officers are no longer authorized in mechanized battalions. Almost all units find it necessary to assign one of the very sharpest officers as the battalion maintenance officer if the unit is to have a viable maintenance program. When repair parts come in they must be put on the vehicle before the mechanic or vehicle crew leave that night. You compensate the mechanics by always EDing them from the duty roster. Otherwise, they can't keep the pace over an extended period of time. Send all officers and senior NCO's to TAMMs and PLL school as quickly as possible.

If training is oriented toward a rotation at the National Training Center, begin your train-up at home station with the battalion slice and support troops that will be the same ones that undergo the complete

train-up and support you at the National Training Center. It is absolutely imperative that engineer officers and artillery officers do not change. Probably the most difficult task a mechanized battalion will encounter in the train-up is the breach of mine field, tank ditch and concertina barrier using engineer CEV's, bulldozers and AVLB's at night in full MOPP. This seems to present the greatest challenge. Train hard. Remember many battalions do not do well at the NTC. "There are no bad regiments only bad colonels." Recovery teams of destroyed or disabled vehicles must be aggressive and tuned to a fine art. The recovery VTR's and M88's must closely follow the attacking units, recover and evacuate quickly. Recovery teams do not "tag along," they are "poised" ready to strike in an instant.

The area of logistics is extremely important and the very best personnel must be assigned there. While this area is always important, if not properly organized and led with a real sense of urgency at the National Training Center, in combat and all fast moving situations the beans, bandages and bullets will not catch up to the troops. Refueling procedures are absolutely critical for both day and night. If you do not "top off" every night, disaster will overtake you sooner or later.

Summary

In summary, work hard and enjoy every minute of your command. It will pass all too quickly. This is the last opportunity to really be close to the troops. Let the troops know you really do care. It's going to be great!

ARMOR BATTALION (GERMANY)

Introduction

The mission of US Forces in the NATO region is to deter war. Accomplishment of this task requires the highest level of professionalism within the chain of command and the total support of each soldier. On a daily basis US forces must actively demonstrate credibility and combat power. US Forces must look prepared, act prepared and be prepared to deter war.

When the alert siren sounds, every maneuver battalion must be able to notify the personnel, upload weapons plus critical equipment, and move to designated dispersal areas. All of these actions must be completed within hours while under the watchful eyes of our allies and adversaries.

The execution of these alert measures within a European tank battalion requires an extremely detailed plan and well trained personnel. But no matter how well trained the battalion has become, it will be continually plagued by key personnel turbulence. This one factor more than any other, will degrade the level of training proficiency achieved.

Standardization

General Myers, as Chief of Staff of the Army, established a program of Army-wide standardization in 1980. The thrust of this program was to attempt to reduce the effect of personnel turbulence upon unit training. The objectives were to standardize basic troop procedures and daily routine actions to reduce the requirement for retraining. This initiative, although not effectively implemented by the Army, has great potential at battalion level.

The number of training events and routine actions at battalion level that lend themselves to standardization are limitless. Every task or activity that can be standardized reduces the acclimation time required for new soldiers and it allows interbattalion transfers of key personnel without learning curve disruptions. Once these tasks and actions are selected for standardization they must be formalized in writing. The minimum requirements that must be accomplished and the procedures to be utilized must be established. The procedures must be easily understood, capable of implementation at the lowest level and most importantly stand in the absence of orders.

Readiness

Training--the soldier's manual and the Army Training Evaluation Program (ARTEP) are the basic building blocks of an effective individual and collective training program. Utilizing these manuals as a guide, the first step in the process becomes the determination of the individual or unit's level of proficiency. Once this level is identified, the second step is the development of a program to bring the individual or unit to the proper level of performance. The third step is the development of a method which will allow the maximum number of soldiers to participate. This can be accomplished by the designation of prime time training days. On these days, routine distractors and appointments are not permitted during designated hours. Training is conducted by section or platoon, and to the maximum degree possible, should be hands on performance oriented with immediate feedback to the individual(s).

Utilizing the platoon as the basic formation for training has many advantages. It allows the platoon sergeant to be responsible for the training of his unit. It reinforces the chain of command while building trust and respect. It also provides the opportunity to state the qualifications of the platoon sergeant and how well his unit is trained on his SEER. These benefits may also be enjoyed by selecting platoons to accomplish police and guard details rather than selecting individuals by use of a duty roster. This action will provide additional exposure for the chain of command and enhances the platoon's ability to work together under various conditions.

The soldier's training day can be made even more effective and challenging by the establishment of a routine in which the soldier knows what will be accomplished. This standardization tends to allow the soldier to be more organized and better prepared. An example of this is:

<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
PT	PT	PT	PT	PT	
Individual Inspection	Individual Inspection	Individual Inspection	Individual Inspection	Individual Inspection	Remedial Training
SQT TASKs	Prime Time Training	Prime Time Training	Prime Time Training	Maintenance Weekly Clean up	
Individual Skills			Coaching		

Once the training schedule is "locked in" don't change it. As frequently as possible, tactical exercises and NBC training should be integrated into the daily training plan.

There are other routine actions which can be standardized to enhance the level of readiness in Europe:

- Alert Plans.

- Establish one winter/summer alert uniform and don't keep changing it.

- Establish a required list of personnel items for alert bags.

- Issue weapons by section or platoon to reduce long lines and increase supervision by the chain of command.

- During the alert all individuals will wear the alert uniform even if they are nondeployable. This action is to create a tactical mind-set as to the importance of the mission.

- Once all personnel and equipment are loaded, the company commander must request "turn over." This action eliminates individual turn over and continuous idling of vehicles. The effort saves fuel! It is recommended 10 minutes for summer and 20 minutes for winter.

- Load Plans

- Over the past several years the amount of equipment required to survive on the modern battlefield has increased significantly. In order to ensure that these critical items are identified and space is allocated on a vehicle requires a detailed load plan. The Department of Army has developed a program of recommended vehicle load plans for each new type of equipment. It is suggested that these plans be reviewed carefully because of the differences in battalion MTOE's and regional requirements.

- Each vehicle and trailer within the battalion must have a load plan. There must be only one standard plan for each type of vehicle and it must be posted on the vehicle to check for compliance.

For example, the load plan for tanks would include identical storage locations of ammunition, alert bags, NBC equipment, BII, tools, and rations. The only thing that should be different on each tank in the battalion would be the bumper numbers.

●● These actions are not easy to accomplish and require continuous spot checking. The results of this effort will be obvious when a member of A Company becomes a combat replacement for C Company.

●● Many of the critical items required to be carried for combat must be stored in arms rooms and supply areas. In some cases they may also be stored in CONEX containers in the motor pool. In order to assure these items are located on the proper vehicle requires load plans for arms rooms and storage areas. In each of these areas there must be posted a load plan identifying each combat essential item that must be loaded and its location within that area. Upon locating the piece of equipment, it must be marked with the bumper number of the vehicle it is to be loaded on and have a tag showing the date that the equipment was inspected for serviceability and accountability. The final check would be to go to the vehicle identified as the carrier and determine if the piece of equipment is listed on the vehicle load plan. This attempt at standardization becomes very important when personnel from another platoon must load the equipment and ensure that it is all accounted for and loaded on the proper vehicle.

Maintenance

The procedures for periodic services may also be standardized by platoon to prevent missed services, incomplete services, or long delays in performing services because of poor planning or overtaxing the facilities. These procedures include:

- All services will begin with a procedural briefing for the platoon given by the battalion motor officer.

- A technical inspection of the vehicles will be performed by the battalion maintenance and communications personnel.

- The vehicle will be clean.

- The complete chain of command for the platoon will be present at all times.

- Platoon leaders and platoon sergeants are required to perform a reconciliation of the DA Form 2404 to the equipment and with the document register.

- Vehicles will not be released from Q-service until all organizational deficiencies and shortcomings have been corrected even if this must be accomplished on weekends.

- All priority 12 parts received must be installed immediately.

- Each service will be terminated by a complete PMCS check, a review of DA Form 2404 and a road test by battalion maintenance personnel.

- Each company motor sergeant must order all seals and filters for the next scheduled service.

The battalion may also increase its efficiency by establishing a battalion level maintenance SOP rather than requiring each company to publish their own. This will simplify procedures and make it more efficient to organize the battalion's assets. Other actions for standardization may include:

- Standardized shop layout to include the identified location of critical equipment, tools, first aid boxes, and fire extinguishers.

- Colocation of PLL clerks for supervision and training.

- Standardized PLL load plans for tank companies to include identical locations for each repair part.

- Standardized tool trucks and identical locations of tools and test equipment.

ARMOR BATTALION (CONUS)

Introduction

I commanded an armor battalion in the 194th Armored Brigade at Fort Knox, Kentucky. The battalion's mission was to be ready for deployment worldwide and augment support to the Armor Center with personnel and equipment. The officers, men and their equipment then and now are the best ever. We had several key players. Clearly, company commanders were and are some of the most critical. But especially good soldiers are particularly needed in other positions as well: command sergeant major, first sergeant, support platoon leader, PAC supervisor, dining facility manager, motor sergeant, EER/OER clerk, awards clerk, PLL/TAMMS/ADAP clerk, armorer, supply sergeant, SIDPERS clerk and the chaplain. We would not leave these positions vacant, and we tried to minimize turnover.

The command sergeant major is vital. I was fortunate to have the same CSM serve with me for 26 months. We agreed upon our separate responsibilities and stuck to them. We talked and listened to each other daily. His responsibilities included teaching first sergeants; overseeing the assignment of all enlisted personnel, the NCO Professional Development Program, the Overweight Program, SQT, and the Sponsorship Program; providing recommendations on all Field Grade Article 15's, discharges, reenlistments, transfers, and awards; and the day-to-day operation/maintenance of garrison living and work areas. He was assigned a radio equipped 1/4 ton truck. In the field, he insured the soldiers understood the mission, performed to standard and the chain of command responded to the needs of the soldier.

Leadership

I emphasized three qualities of leadership: integrity, competence, and being positive. I briefed all officers and NCO's on these qualities emphasizing our mission and standards of performance.

Integrity is most important. Each soldier must know why integrity is so vital to men of arms. Lieutenants, especially must understand that integrity is not merely telling the truth, but includes a responsibility to meet moral and ethical standards that serve as an example for the command.

Likewise, competence is particularly important. The crew depends on each other. Lead (leader) by definition means to show the way by going ahead. A tank leader can't show the way, if he doesn't know the tank and its tactics and those of the enemy. Troopers will willingly follow good, tough tankers. They are less concerned about how well paper moves. Leaders must actively participate in training. They must take tests with their soldiers and learn along with them. Then we have skill and cohesion. Otherwise, we will be General Myer's "Hollow Army." Further, leaders must be innovative and take initiatives. Otherwise, training opportunities will be missed, maintenance will flounder, and soldiers will perceive an indifferent command.

Leaders must set a positive, constructive example. They should be sincere, exhibiting a lofty sense of confidence, generated from integrity, competence, loyalty and dedication to each other, the unit and the mission. In short, they must "Rise above petty complaining and do what is important."

Personnel

Care of soldiers has always been important and hasn't changed. We started with a good sponsorship program. The battalion called each new soldier in his old unit and let him know we expected him and wanted him. We also worked to provide good training, administration, billeting, recreation, and personal services. We expected our chaplain to know how to deal with soldiers and their families. He was a vital command resource--not just a "sunday preacher." We tried to equip the soldier "first class"--field gear, tools, test equipment, office equipment, facilities, etc. I believe this was accomplished through good budgeting, aggressive fiscal management, and a working knowledge of purchase order catalogs and MTOE/TDA's. Anything less is amateurish!

Discipline comes from realistic, challenging and innovative training based upon clearly understood standards. If nonjudicial punishment was necessary, I required the chain of command to be present. Everyone learned from the experience. Facing the accused, leaders described his performance, potential to the Army and recommended punishment. The junior leaders always spoke first. If we had any questions concerning military justice, we consulted the JAG, especially before referring a case for court martial.

Alcohol is the major drug abuse problem. Local clinical support is often questionable and active involvement of the chain of command is essential. The tendency is to cover up the problem until it is too late. Company commanders and first sergeants must be decisive and make referrals for treatment, telling the whole problem to the clinician. If the clinician/counselor proves immature or incompetent, document it and force the issue with the DPCA to correct the problem. The command's credibility is at stake!

Every Monday morning the battalion ran 2 to 5 miles, with the battalion commander and primary staff leading. Companies normally had their PT on Wednesdays and Fridays, plus remedial training as required. We needed (in the battalion area) body strength building equipment, obstacle courses, and sawdust pits for hand-to-hand combat training.

Efficiency and SIDPERS reports are obviously important. The responsible clerks must be good. If the reports are erroneous, it will hurt the soldier and his family through pay, promotions and assignments. Once good clerks are trained, don't let them be moved and frequently recognize them through awards, letters and just a pat on the back.

The awards program should be aggressive. The battalion tried to recognize at least 70 percent of the soldiers during their tenure. To communicate the importance of this program and the preparation of efficiency reports, both clerks worked immediately outside my office. We reduced bureaucracy and company commanders had more access to the clerks. Every departing soldier was considered for an award. The company commander and first sergeant were required to recommend an award or state why one was not be submitted. For effective suspense control, status reports were provided at biweekly command and staff meetings. Award presentations were normally made at a monthly battalion formations with PIO coverage.

Readiness

Training was clearly the biggest challenge. Spontaneous or "hip pocket" training was particularly a challenge. For such training, junior officers and NCO's must have the skill and confidence to take initiatives and teach subordinates as unscheduled time becomes available. Pre-SQT's were conducted to refresh and orient the soldier before taking the real test. Officers and NCO's also took the pretest, plus the Task Crew Gunner's Skill Test (TCGST). Their participation generated more team spirit, better training and improved everyone's performance overall. Collective training included CPX's, Situation Training Exercises (STX), ARTEP's and a rotation to the National Training Center (NTC) every other year.

The FORSCOM requirement to report combat capability of CREWS/SQUADS in addition to the Unit Status Report prompted us to conduct more comprehensive sustainment training. However, meeting the requirement by just firing weapons doesn't provide a true indicator of readiness. For example, the tank commander and gunner should be qualified on TCGST, Tank Table VIII, individual skills (SQT equivalent), a platoon STX and some type of MILES equipped tactical exercise involving one tank and

then two tanks, (wing tank). Quarterly and monthly programs must be scheduled to sustain this collective proficiency. Priority for time and local training areas is key and requires higher headquarters support.

The NTC rotation provides the best training opportunity for any tank or mechanized unit. Prepare at least one year prior to deployment. Reconnaissance of the terrain is essential. Commanders and the scout platoon leader should observe a rotation. Conduct frequent sandtable and CPX exercises using Fort Irwin terrain. Include all the DS and attached players. Take advantage of Armor Target Battle Simulation System (ARTBASS). The battalion must become expert with MILES. Concentrate on knowing and applying Army doctrine. Don't try to be sneaky and cute with local techniques/procedure. My battalion's biggest problems were MILES gunnery, positioning of weapon systems and combat reporting. Read, analyze and disseminate all after-action reports. Remember the definition of lead, stay well forward, keep all leaders well forward.

I gave high priority to officer and NCO training/teaching. We fenced half to one full day per week for officer training. Each quarter we tried to fence one week. The NCO's ran the battalion and vice versa. The battalion commander and command sergeant major must participate. School and education quotas should be sought, not turned back. Soldiers' expectations for quality leaders are far greater than before. Leaders must be prepared to meet these expectations.

Only command presence in the tank park and in the field can assure proper maintenance and training. I tried to be there daily and expected the same of subordinates. The object is not to be disruptive, but to be involved and demonstrate commitment. I personally taught company commanders how to inspect the tank, other vehicles, PLL/TAMMS/ADAP, weapons and the facilities. If commanders can't talk about the backside of a 2406 from memory, they don't know the problems. However, avoid personally getting into bean counting but jump in with both feet to set priorities or solve work allocation problems, (does DS or the unit do the work). The objective is to work smarter, not harder.

Logistics requires planning, accounting, and hard work. S-4 should take care of the budget. He must coordinate closely with the other staff and commanders. Dollar value factors should be established to correlate unit activity (training, maintenance, and garrison support) to cost. When brigade wants to cut or reallocate funds, the battalion must be ready to provide a meaningful impact statement. By May, we had a revised list of unfinanced requirements to include prepared requisitions to take advantage of end-of-year funds. Local purchase is a valuable tool, but requires close coordination with the procurement officer to avoid trouble.

The executive officer and S-3 were rated by the battalion commander and should be senior rated by the brigade commander. In the field, the S-2 and commo officer reported to the S-3. In garrison, the XO supervised all the staff except the S-3. None of the staff were allowed to say NO to a commander or higher headquarters. Organization of the staff was based upon mission and personality. A minimum of one year stability is best. The S-1 and motor officer should attend the schools at Fort Ben Harrison and Fort Knox, respectively.

Support missions to the installation or some higher headquarters is endemic. The commander's responsibility is to minimize distraction from scheduled training, degradation of readiness, and identify coincidental training opportunities--conducting the support in the best way possible.

Command environment was open, relaxed and nonthreatening. It was achieved through good communications, clear standards and priorities, and accessibility. Nobody likes to be surprised up or down the chain of command. If there is a sense of loyalty in both directions, this also helps immeasurably.

ENJOY YOUR OPPORTUNITY TO COMMAND!

ARMOR BATTALION (CONUS)

Introduction

This author commanded an armor battalion in the 1st Cavalry Division at Fort Hood, Texas for twenty-three months. Fort Hood, with its large training area, exceptional facilities, and supportive surrounding community is an excellent place to command. Battalion command was exciting, challenging, demanding, rewarding and fun.

The battalion had participated in the Division Restructure Study (DRS) test, changed command, and immediately participated in a poorly planned and poorly executed REFORGER. Following REFORGER, the battalion started converting from the DRS TOE to the H-Series TOE. The battalion commander was relieved and replaced with an interim commander. I was the fourth battalion commander in ten months. During my inbriefing, my brigade commander, who had taken command three weeks earlier, described my new unit as a "sick battalion" and told me to fix it. The method used to restore the health of the battalion was to institute programs, policies and SOP's that would fix and sustain the battalion rather than cosmetic quick fixes. The remainder of this paper will discuss some of the things I think are important whether you get a strong or weak battalion.

Leadership

Lead from up front. Tank gunnery provides an excellent opportunity to display leadership. Train for gunnery with your troops, shoot your tank, be first down range and qualify. A tank battalion commander that doesn't fire his tank is either telling his troops that gunnery isn't important or that he is technically incompetent to perform the tasks. Both are horrible messages that will undermine all other attempts at positive leadership. Share hardships with your soldiers. The worse the weather is, the more they need you. Your presence and knowhow will improve morale and improve the care your troops are getting. Your presence also improves participation. I found that by personally staying on the wash rack until the last vehicle was washed that everyone else in the battalion participated and reduced the time required to wash the battalion by one-third.

Personnel

I believe the most important thing you can do to care for your soldiers is to train them to perform their combat mission and survive on the battlefield. However, that is only the beginning of the chain of command's responsibility. Caring is an infectious attitude that starts at the top and extends through the NCO's. You can solve any problem your soldiers have if you know about it. The chain of command has to be trained to recognize problems, solve those that they can and promptly elevate the others to the next higher level. Caring for your soldiers will produce some of your best memories about battalion command.

Fortunately, most of our soldiers are well disciplined. Don't tolerate those who are not. I am convinced that the best thing you can do for a good soldier is to get rid of a bad one. Prior to assuming command, if possible, a visit to the SJA to be briefed on local policies is recommended. You will probably find that some offenses (e.g. DWI) must be handled by the battalion commander. A word of caution, make sure you are thoroughly familiar with the procedure before you give your first Article 15. It is important that you do it right every time.

Every soldier that leaves your unit should get something: an award, a DA Certificate of Achievement or a Division or Battalion Certificate of Achievement. If not, it should be because he doesn't deserve it, not because someone forgot or was lazy. A suspense system will insure timely submissions in order to present awards prior to the time the soldier departs the unit.

Readiness

The readiness of your unit will be measured by you and your senior commanders based on the status of training and maintenance. My training time was generally planned at 40% for tank gunner, 40% for maintenance and 20% for tactical training. Each is important, but tank battalions exist for tank gunnery marksmanship. Good arguments can be made that a poorly maintained unit won't make it to the battle and that a unit that can't maneuver will be destroyed in battle; and I agree. However, a well maintained tank unit that is highly skilled in maneuver that can't shoot is worthless on the battlefield. The tasks are clearly defined in ARTEP's, Soldier's Manuals and Tank Gunnery Manuals. There is no great need to be overly innovative or original, just train to the tasks conditions and standards provided in the manuals. Individual training is the ground work for collective training. It must be planned as thoroughly as collective training and, in my opinion, cannot be effectively done as "hip-pocket" or opportunity training. NCO's should be responsible for individual training, but it must be scheduled like all other training. NCO development is a major part of a battalion training program. If it is directed from higher headquarters, make sure that it isn't designed to make CSM's out of your tank commanders. Officer development is your job; the more you teach them, the better your battalion will be.

Good quarterly services are the backbone of a successful maintenance program. We maintained platoon integrity for Q-Services and all Q's were performed by the battalion maintenance platoon under the

supervision of the battalion maintenance sergeant. Strict SOP's delineating responsibilities were established and enforced. Meticulous planning and no nonsense execution of Q-Services can turn a poor maintenance program around. You should be able to personally inspect vehicles, shop operations, PLL and TAMMS.

Staff Relations

The most productive and effective method I found for dealing with staffs is to force them to work with each other. There is a tendency for higher headquarters staff officers to phone the battalion commander or executive officer for quick responses. Be polite but say that your staff officer will call him back. When the decision is made, your staff officer relays the information to the higher staff. This method keeps your staff informed and eventually creates closer staff working relationships.

Command Climate

The command climate in the 1st Cavalry Division was the best I have ever seen. My brigade commander was largely responsible because he insisted on having a brigade rather than four separate battalions. He judged battalions against standards rather than each other. This resulted in a strong team of battalion commanders who cared for and helped each other. This method also works effectively when applied to company commanders.

Summary

Command of American soldiers is an immense privilege with awesome responsibilities. Take good care of your troops, work hard, play hard and enjoy every minute of it. Good luck!

CHAPTER 3

COMBAT SUPPORT BATTALIONS

INTRODUCTION

The leadership challenges and opportunities within combat support battalions are similar to those of maneuver battalions. In some respects, however, they are unique. Divisional combat support units are integrated with maneuver elements in both field and garrison, but they remain distinguishable by the equipment, specific skills, and the operating methods that characterize the particular combat support arms. Non-divisional combat support units likewise support maneuver units either directly or indirectly, through another combat support unit. A common thread of providing support runs through all combat support battalions.

The purpose of the following general section is to comment upon the challenges common to all combat support battalions. Subsequent sections provide specific comments and leadership approaches used by commanders of artillery, aviation, engineer, and signal battalions in different locations and operating environments. They follow the general section in this order:

- Airborne Field Artillery Battalion (CONUS)
- Non-Divisional Tactical Signal Battalion (Korea)
- Divisional Combat Engineer Battalion (Hawaii)
- Divisional Combat Engineer Battalion (USAREUR)
- Combat Signal Battalion (CONUS)
- Combat Aviation Battalion (CONUS)

GENERAL

Leadership and Management

Combat support units are diverse, sometimes widespread geographically, and by nature of their complexity (equipment, maintenance, skills, and operation) are frequently not fully understood by the "uninitiated." Education of your boss and supported units regarding capabilities and limitations is absolutely essential and must be continuous. Don't assume they understand! Education works both ways. Know the units that you support. Two way communication is essential, even if disagreements surface. It's much better to have them surface and be resolved in peacetime than on a battlefield. Once agreement is reached on standards of support, insure that your subordinates who must execute

the support missions understand those standards, train to them, and adhere to them.

You can't control everything. Decentralize authority to the maximum extent possible. Remember that wartime mission accomplishment in combat support units depends upon decentralization. By decentralizing in peacetime, you train subordinates. In addition, decentralization creates mutual trust and confidence and aids in speeding decisionmaking in your units.

Company command in combat support units is particularly tough. Units are diverse, complex, and often fragmented. In addition to commanding his unit, the young commander frequently wears a second hat, that of acting as advisor and staff expert in his area of expertise to a more senior maneuver commander. Select your commanders carefully. Educate them fully regarding your standards. Support them. Allow them to command. Be prepared to underwrite honest mistakes; don't underwrite failure. Insure that supported unit commanders understand that your subordinate unit commander has only one boss.

Stress individual and small unit discipline, confidence, and competence. In the combat support business, the wartime cutting edge is at squad or section level. Soldiers must do what is right without detailed supervision.

Training and Operations

Maximize the value of every available training hour. View everything on the training schedule (including maintenance) as a training opportunity. If it doesn't support mission training or readiness, a training schedule event may be a training distractor. Work to eliminate distractors. Everything done in a unit should lead to improved combat readiness. Use all available feedback in development of your training program; ARTEP and SQT results merely touch the surface. Involve the chain of command in determining what subjects should be taught. You can't train and sustain proficiency in every individual and unit task all the time. Individual tasks are NCO business. Unit tasks are primarily commander business. Get the right people intimately involved. You must be intimately involved in the preparation of the overall battalion program to include providing central guidance and resources. Your CSM must be deeply involved in individual and NCO training programs.

Insure that your boss understands and supports your training program. Insure that your plans mesh with those of your higher headquarters and supported units. Then be ruthless in sticking to your plans. Shield your subordinates to insure they do not get diverted and that they meet training objectives.

Take maximum advantage of support requirements to realize the greatest training benefit possible. Solid combined arms training is critical to the combat support unit. Be sure you have coordinated with the supported maneuver unit to insure that mutual training objectives are established and met.

Combat support unit operations place special emphasis on competence and confidence of small unit leaders. Insure that you have a workable leader training program for officers and NCO's. Concentrate on developing a program that will emphasize critical leadership and technical skills. It may be difficult, due to mission requirements, to schedule this training. Realize that it is critical, schedule it carefully, and make it good.

Logistics

Insist on comprehensive property accountability. A combat support unit's unique sets, kits, and outfits in the fragmented operating environment can make this a tough job. Provide time on the training schedule for selected property inventory, inspection, and servicing. Be ruthless in insuring compliance with policy. If key supply personnel are not available, take extraordinary assignment action to insure a continuous chain of reliable, accountable personnel. Know the system.

Maintenance of material in combat support units is of critical importance. The problem is compounded by the quantity of low density equipment, by the support relationships that exist, and by the relative maintenance support priority afforded. You must be deeply involved in this program. Understand the system. Set aside time for organized maintenance activities on your training schedule; don't be surprised if up to 50% of your training month is devoted to it. Involve the entire chain of command. Insure that operator and supervisory responsibility is established for every item. Recognize those who do an outstanding job in the maintenance of assigned equipment. Keep key maintenance slots full of qualified soldiers, even at the expense of line elements. Know who supports you and work toward effective, continuous communications with them. You must be aggressive in this area. If your equipment is not operational, you cannot perform your mission.

Since your companies will likely operate separately in the field environment, operation of first rate field messes is important to you. Insist on excellence in this area.

Other Considerations

Habitual association of combat support units with maneuver units pays dividends which can exceed the potential loss of some flexibility to the combat support battalion. Habitual association completely supports the "combined arms team" approach so necessary to success on the battlefield. You'll know you have arrived when the maneuver unit commander thinks and talks of "my engineers" or "my communicators."

In a division, the support battalion commander (except for artillery) wears a second hat as a special staff officer for the division commander. For this role, he has an assistant who represents him full time at division headquarters. The wise support battalion commander is careful to select a respected, knowledgeable, experienced officer for this critical job, and delegate to him most of the day to day work involving his area of expertise at the headquarters.

Communications with the assistant is critical, so that he can adequately represent the battalion commander. The commander's direct involvement, in his role of special staff officer, is critical at certain times. Know when they are. Remember that the work you do in this area will impact across the division. Do it well.

AIRBORNE FIELD ARTILLERY BATTALION (CONUS)

Introduction

Battalion level command is the most professionally rewarding assignment I have had. There is great pride in having commanded. Initially, I was concerned about how I would measure up to the task. There should be a great deal of thought that goes into preparation for command.

I shall recount only a few thoughts and actions which worked for me while commanding an airborne field artillery battalion at Fort Bragg, North Carolina. Some thoughts are general; others are airborne FA specific. The battalion I was selected to command had a good reputation. ARTEP's, maintenance inspections, IG reports, and readiness reports all indicated the battalion was sound and well led. The officers and NCO's were well trained and pulled together. Morale was good and there weren't major problems. Commanders and staff throughout the division confirmed these reports. With no apparent major problems, my thoughts and interests turned toward maintaining the strong areas and improving those areas which would further my objectives. I decided to pursue the programs that were working and see them through to fulfillment. Time would change the battalion; we couldn't stand still. I decided that there wouldn't be change for the sake of change. When it happened, I wanted it to happen as the result of thoughtful purpose.

The battalion is a direct support FA battalion equipped with M102, 105mm howitzers. The Gama Goat is the prime mover. Our mission was to be prepared for worldwide deployment and provide fire support for an infantry brigade. I was responsible for maintaining the readiness posture at the highest level possible. This was done by meeting training needs, balancing resources, handling maintenance and administration, caring for soldiers and attending to their professional development.

My major combat task was that of serving as the infantry brigade fire support coordinator. The brigade FSO handled day to day tasks as the battalion representative to the maneuver unit and as assistant fire support coordinator. He handled FSO and FIST training, assisted as mortar platoon trainer and evaluator, etc. Our battalion support and response for these activities was, in my mind, key to the field artillery-infantry relationship. All FSO's worked at their supported infantry headquarters, not the FA headquarters.

The FSO's conducted fire support seminars, classes, briefings, live-fire exercises, observed fire and new equipment training. They supported CPX's, FTX's, and off-post training exercises. Fire support personnel spent a great deal of time in the field, away from home,

supporting infantry and artillery specific training. There were many competing requirements for the FIST's time. However, I tried not to lose sight of the vitally important combat task--that of supporting the brigade. In retrospect I could have done a better job in the following areas:

- Integrating infantry and artillery training plans.
- Combining training.
- Reducing turbulence in FIST/FSO assignments.
- Getting all leaders to interface and coordinate better with supported leaders from platoon to brigade.

The fire support mission is a tremendous challenge and one that needs to be at the forefront of your thoughts throughout your command.

Personnel

Turnover of people made the job both interesting and, at times, frustrating. About the time commanders and staff were working like a smooth combat team, it would again be time to move a key player. Team performance changed as duty assignment changed. Frequently, I found myself asking questions like: What now must be done to correct for the change? What do I start, stop, change, or improve? Where are we on the learning curve and how is it affecting the battalion's training program? What do we do to get back on target? There was always plenty to do in handling personnel and training matters. In 30 months, battery commanders changed three times, First sergeants two or three times, the battalion XO changed three times, S-3 five times, brigade FSO five times while all other staff and FSO positions changed four to six times. People decisions took time and were the toughest to make and plan for. I always sought field grade and battery commander advice.

The command sergeant major is the key person when it concerns enlisted soldiers. He was my primary personal advisor on all enlisted matters. He was charged with NCO professional development; enlisted assignments within the battalion, running promotion boards, and other boards such as: Soldier and NCO of the Month, reenlistment, and school boards. He handled battalion guard; post support requirements; ran the SQT training program; served as keyperson for AUSA and Division Association membership drives; and helped immensely in counselling, guiding and leading enlisted soldiers of the battalion. I simply couldn't have done the job without his support and dedication. I was always amazed at the amount and quality of work he produced. He soldiered and expected the same from the NCO's and soldiers. He was fair but firm and he was respected by those who worked for and with him.

The CSM made all NCO and enlisted assignments in the battalion. He was charged with keeping me advised. We always discussed key NCO assignments before they were made. The system allowed for interaction, coordination, and communication and it kept personnel decisionmaking at

the lowest levels and allowed me to concentrate on officer professional development.

Physical Fitness

Tough training requires mental and physical fitness. In my view, a unit's well-being is closely tied to its training status. The battalion which is morally and physically fit is ready to fight. General "Lighting Joe" Collins of World War II fame said, "Physical and moral stamina are an absolute essential quality for the leader." The fitness I am talking about is achieved by demanding, dedicated field and garrison training. High standards and levels of fitness must be required of all. We used variety in the physical fitness program. Battalion soldiers ran a minimum of three times a week and sometimes daily. Prior to the run, warm-up and conditioning exercises were conducted. Soldiers were expected to run four miles in 36 minutes or less. This was a realistic and attainable goal. The CSM ran 4 miles under 34 minutes, so this helped inspire the NCO's. Two days a week were devoted to doing other activities. These included battery competitions in cross-country, swimming, cycling, boxing, and conditioning marches. Team sports like softball, volleyball, football, basketball, and others were also played. The activities were both scheduled and supervised. Monthly battalion runs and annual PRT's validated fitness. There are no shortcuts to unit fitness. Soldiers have to exercise aerobically and anaerobically to maintain or improve their levels of fitness. Discipline and hard work are necessary to keep the battalion in shape.

For those who didn't meet the physical fitness standards, we created more closely supervised programs to get them up to speed. For soldiers who worked shifts, such as cooks, other PT hours were scheduled. We also managed profiles closely. The divarty commander had PAC, cook, and maintenance runs for those who worked in these sections and the division commander had "Green Tab" runs quarterly. Command emphasis stressed fitness throughout the division.

Training

Training must contribute to improved combat readiness. I found that establishing unit training objectives provided needed direction and helped to keep priorities straight in the long term. Emphasis changes frequently and so does battalion training readiness.

Our training emphasis centered around attaining and maintaining established ARTEP and SQT standards; making the combined arms team a reality; conducting FIST training to support the infantry; conducting independent training exercises including off-post exercises at least once a year for firing batteries; improving fire direction; and providing the best possible schools program for the soldiers. These were a few of many areas of training interest.

I believe successful training programs are a result of the trainer doing his job. Therefore, the trainer must know what and how to do his job. Sergeants who knew their jobs had the best sections.

We conducted training in a decentralized manner, but ensured it was well planned and supervised. First came the training plan. Both formal and informal guidance was provided to the commanders. They took the guidance and put their plans together working out schedule and resource requirements with the S-3, fellow commanders, supported infantry and the staff. Every piece of available information was considered when putting the plans together. A good plan is the key if distractors are to be minimized.

During our intensified training cycles emphasis was given to collective training. Here we concentrated on doing combat related ARTEP tasks. BTMS provided a training philosophy and the framework within which we developed the plan. Assessing and evaluating where the battalion stood was important.

Once the plan was developed and resource requirements were worked out, our field training began. Personal recons were always conducted prior to and during training exercises. We concentrated on doing the basics and stayed away from the exotic. We often tried to do too much. I learned to program time for conducting critiques, reviewing procedures and standards, doing events over, eating, etc. It can't all be done at once, so take manageable training pieces and then go to work. In discussion so far I've concentrated on planning, but when it's said and done, execution represents 95% of the effort.

FIST and FSO training presented interesting challenges primarily because we were short personnel. With or without all assigned personnel, fire support planning is a tough problem. Often the interface between leader and fire support coordinator should have been better. Know this and work to improve communication links. It's hard for the battalion S-3 to plan adequate fire support for the brigade when he doesn't understand the requirement. The major FIST problem seemed to be that of communicating with battalion, battery and mortar FDC's. Many problems were caused by inexperience and not knowing problems existed. Emphasis on fire support must be continuous.

Battery off-post training exercises were conducted to many different places: Panama, Alaska, Egypt, Germany and many different states. The commanders and the soldiers liked these opportunities because they added variety to battery training. These deployments were costly in terms of preparation, deployment and redeployment times. Deployments with the supported infantry battalion proved most beneficial to the combined arms effort. These exercises always seemed to lift morale and help unit cohesion.

Airborne Training

Maintaining airborne proficiency requires a great deal of training time. Airborne techniques and procedures require constant update and teaching. The commanders must ensure all soldiers make their required proficiency jumps and maintain jump currency. Insure jumpmaster

currency and program officers and NCO's into jumpmaster school. Every leader needs to be jumpmaster qualified and current. I maintained 45 or more current jumpmasters in the battalion. This proved sufficient to perform jumpmaster and safety requirements.

Another aspect of airborne operations is teaching and doing heavy drop rigging for all battalion equipment. We conducted classes at the heavy drop rigging site prior to every heavy equipment drop. This served to review or teach correct rigging and derigging procedures. These sessions paid off with faster, better rigging and derigging and more proficient section chiefs. I believe it reduced equipment losses.

Maintenance

Commanders need to be involved in maintenance because it takes command involvement to make the maintenance program work, and because maintenance is training. Battalion and battery XO's, maintenance warrants and maintenance personnel need the commander's support and interest if the program is to work. The battalion program included: scheduled maintenance hours, command inspections, constant checks by the battalion and battery XO's and the maintenance warrant, a program of technical inspections for all vehicles, maintenance personnel classes and schooling, scheduled maintenance programs for all equipment and daily inspections. The XO was responsible for materiel readiness. He tracked deadline items closely. I was briefed daily on deadline status.

Operator maintenance with section chief supervision was the key to a sound maintenance program. Battery XO's were required to keep the battalion XO fully informed about battery maintenance status and training. Scheduled services were placed on training schedules as were other scheduled maintenance activities and then done to standard. Maintenance activities cannot be overemphasized.

Command Environment

I tried to set a command climate and tone that achieved successful results while developing leaders to their fullest potential. The atmosphere stressed professional development and teamwork, yet fostered a healthy spirit of competition. Officers and NCO's were encouraged to make decisions, be innovative and get the job done right. There is a natural tendency for each commander to emphasize those goals most important to him. This is understandable. Surely we want commanders who will think, learn, make decisions, and act independently. There is a need for commanders to operate and act within the spirit and direction established by the senior. Each commander had his goals but I expected mine to be included at the top of their priority list. Don't let subordinate commanders establish priorities that are different from yours. Keep them on track.

Which is better, a centralized or decentralized style of command? Though a centralized philosophy of command has its place in the Army, I did not believe it had a place in the battalion. Each commander has a responsibility to train and teach those entrusted to his command. In

addition to accomplishing battalion tasks there must be time and latitude given commanders to accomplish tasks for themselves. Commanders will learn to act independently in your absence. It takes patience and understanding. There are disappointments from time to time, but the efforts made to reinforce good ideas and concepts pay off. The payoff usually comes when you're not there. Decentralization allows commanders to develop themselves and their subordinates to the fullest. Inspire and support a system which, with your effort, will lead to better decision making and problem solving capability within the battalion.

Conclusion

It is difficult to say what it takes to make a successful battalion. A good battalion is a frame of mind, a feeling, belief that soldiers have about their battalion. It is a good feeling. It is a place where leaders hear and listen to their soldiers--and care. It is a place where soldiers are recognized for being who they are and what they've done. It is a place where things happen. There is something special about airborne soldiers. They all have an airborne spirit which shows a will do, can do attitude. The battalion is a challenging place to be. It is a place where hope lives and a commander is closer to his troops than he ever will be again. The responsibility of commanding American soldiers is awesome but tremendously rewarding.

NON-DIVISIONAL TACTICAL SIGNAL BATTALION (KOREA)

Introduction

I commanded an area type tactical signal battalion in the Republic of Korea which has the responsibility for linking the Combined Forces Command and Eighth Army with the major US and Korean commands throughout the Republic. A typical deployment finds the battalion extended from one end of the peninsula to the other with individual companies, platoons and teams at 40 or more locations. Due to the extended length of the installed systems, virtually every piece of equipment in the battalion is committed on every major exercise leaving little, if any, in reserve for breakdowns, jumps or alternate routing. Maintenance therefore assumes critical importance and is the key to effective operations. This situation may be alleviated somewhat because of current plans to increase tactical signal support in the Republic.

The battalion is headquartered at Camp Colburn, one of the most beautiful locations in the Republic with the commander acting as the installation commander. Three of the line companies are located on other installations--one 160 miles to the south. Obviously, the dispersed nature of the unit creates administrative, logistical and training problems that must be considered in every decision. On the other hand, this presents unique opportunities for the company commanders to gain experience in operating a unit without minute by minute guidance and supervision from battalion headquarters.

Battalion command in the Republic of Korea is a unique experience for most of us more accustomed to duty in the United States or Europe.

Several factors, the one year "short tour," family separation and the attendant moral issues, living conditions, and the age of equipment all serve to differentiate Korea from other command areas. Therefore, the discussion to follow is oriented toward the aspects of command in Korea that are unique and are the greatest challenge.

Personnel

The one year tour is a significant problem that confronts the new commander. One-third of the battalion is always "short." Most of us have forgotten the turmoil created in units during the Vietnam era, but in Korea the commander must face the fact that one-third of the battalion turns over every four months. In fact, with unexpected departures for various reasons, the turnover is actually higher. This single factor is the most difficult area of command to manage and drives virtually every other program. Personnel management assumes such importance that the commander must review it constantly. Here I found it advantageous to not only to interview each new NCO assigned to the battalion, but in the case of senior NCO's, to jointly with the Command Sergeant Major, personally intervene in every assignment. While the primary purpose of our interviews was to meet the new person, give him a unit orientation and determine his suitability for the assigned job, an underlying question was always "what else could he do?" Rotational turbulence mandates an effective cross-training program and a thorough knowledge of your people to the extent that you know who can be moved to plug a hole if necessary--or better, that you attempt to plan in-unit moves early on so that all affected people are aware of the plans.

Connected with the one year syndrome is the factor of family separation. While not new to the Army, the problem exists and must be addressed by every leader in the battalion. The problem is often more acute with new soldiers away from home for the first time and requires supervisor sensitivity. The initial battalion orientation is a good place to start and an area worthy of personal immediate attention. It not only helps the soldier form his early impression of the battalion, but if properly designed can help a soldier cope with separation from the outset.

Having talked about the one year tour and family separation, I will now discuss a more significant problem that cuts through both areas and has created major problems for commanders in Korea--morality. The morality issue stems in large part from the open prostitution in the Korean villages and from family separation. It is also an issue on which a commander must take an immediate stand and should therefore devote some thought prior to the assumption of command. It may be disconcerting to know that I have never heard of a commander "winning" this battle, but some certainly handled it better than others. Colonel Glen Smith described the problem well in an earlier version of this publication:

I must describe the institution of prostitution in Korea, as seen by American soldiers. Numerous Korean prostitutes ply their trade openly in the campside villages. The competition for business is fierce.

All American men walking through the 'club' district of a campside village are openly accosted and propositioned. These prostitutes, or 'business girls,' are usually indebted to their 'mamasans,' or managers. This indebtedness frequently starts when the mamasan pays a bonus to a girl's father for the purchase of her services. The indebtedness increases (or, in some cases, begins) when the mamasan buys the girl some flashy clothes and charges her for room and board. The girl then has to pay off this 'company store' debt from her portion of her earnings. It takes a great deal of time for a Korean prostitute to work off her servitude. This financial burden is frequently exacerbated by a serious drinking or narcotics habit. Some of the Korean prostitutes never get out of debt to their mamasams. In such cases, the debts are usually written off and the women are abandoned when their attractiveness and success diminish to the point that they become more of a liability than an asset. On the other hand, the more successful 'business girls' become the mamasans of the future.

The first group of susceptible soldiers to this strikingly foreign moral environment are young, single soldiers overseas for the first time. Many of these soldiers have not previously been social "winners," particularly with girls. Unwarned, such a soldier is very likely to mistake an outpouring of physical affection for "true love." At the urging of a Korean prostitute, many young American soldiers have been led into marriage. With some exceptions, the prostitute has two reasons for wanting to marry an American soldier. First, she can get the soldier to pay off her revolving debt to the mamasan. Second, she attains American dependent status.

A second problem involved married soldiers becoming emotionally and financially involved with prostitutes. The primary participants in this problem were married NCO's, although it sometimes spread to junior soldiers and officers too. The "club" district term for this sort of involvement was "Yoboing." I believe that the literal translation of "Yobo" is "Sweetheart." In the campside villages, however, "Yoboing" meant establishing a semi-permanent relationship with a prostitute, or playing house. Usually, the prostitute would agree not to "hustle" other soldiers (sometimes with the exception of payday). In return, she would receive a flat fee for being the surrogate wife. The soldier and the prostitute would reach some sort of agreement on groceries and rent, usually with the soldier paying. Aside from the moral issue, most of the problems caused by "Yoboing" resulted because the married soldiers diverted significant amounts of money and personal affection away from their families at home. These diversions led to charges of nonsupport (Congressional, letters to commanders, etc.) and acrimonious letters and phone calls between the soldier and his real wife at home. All of these manifestations are serious problems for a command.

While each commander handled the problem differently, I took the immediate stand with the officers and NCO's that if they were married and chose to "Yobo," they were making a career decision. I never relented on the decision and unhappily had both officers and NCO's who tested the decision with unfortunate results. The end result was a significant reduction in incidents. I did not establish any specific means to "spy" on people. Once the policy was established, tested, and found to be a way of life, people who had previously turned their heads away from the problems began to intervene.

In a corollary matter (tour extensions), it quickly became apparent that a large portion of the people requesting extension were involved in the black market, "Yoboing," etc. A policy was soon established where virtually all extension requests were disapproved and in every case I personally reviewed each request. The battalion appeared no worse off because of the policy and the incident rate involving extended people dropped dramatically.

On a more positive note, I am convinced that the above actions probably saved a few marriages back home and were responsible for the generally low rate of black market violations and blotter reports. It may appear that an inordinate amount of effort has been spent discussing these "command problems," but I feel that it is time well spent since many command tours and units have been seriously harmed by failure to recognize and effectively come to grips with matters that seriously affected some people and in some cases, entire units.

The unaccompanied tour in Korea places a premium on the maintenance of attractive, healthy living accommodations, dining facilities, and morale support activities. Since many combat support battalions have companies physically located away from the headquarters, conditions vary widely and require personal intervention to ensure that they are adequate and high standards are enforced. Personal attention and interest pays big dividends because materials for renovation and repair are available; be aggressive to get your share. The troops appreciate it.

Training

Training must be planned on a macro basis at battalion level and detailed planning at company level is normally more critical than in other type units. This occurs because elements of each company are normally in the field constantly with supported units. Seldom can the commander conduct training for the company as a whole except during major exercises. The same situation is true at battalion level. Some training such as weapons qualification and individual training must be meticulously scheduled and conducted in an almost continuous cycle. Never allow a company or the battalion to miss an opportunity to go to the field with a supported unit. Especially beware of the people in the battalion who try to avoid teaching combat skills to combat support soldiers.

The rapid loss of key leaders and troops during the one year tour caused training to assume such importance that I found it necessary to devote an exceptional portion of my personal effort to this one area.

For example, from one major training exercise to another, platoons and even companys which had previously performed well would begin to falter. This really brought home the absolute necessity for cross-training, standardized procedures, and "by-the-book" training. Current and workable SOP's are a must. The loss of a key officer or NCO can be devastating unless training is kept first among priorities.

Driver training requires extraordinary attention. The unimproved roads through small villages, the mountainous terrain, the custom of walking and riding bicycles in the road, and the Korean driving habits create a frightening situation for an American in a 2 1/2 ton truck. For a combat support unit that has one vehicle for every 2 1/2 soldiers, the probability of accidents is high unless an aggressive, continuing program of driver and safety education is pursued. We were finally relatively successful in reducing the accident rate when we centralized the driver training program at battalion level.

Maintenance

Along with training, maintenance is an area that only functions well if the commander is personally involved. As noted earlier, the age of equipment is much more of a maintenance problem in Korea than in CONUS or Europe. There were over 250 vehicles in the battalion with some of the 2 1/2 ton trucks exceeding 150,000 miles. Power generation equipment was in a similar condition and a good part of the signal equipment was prior generation. In these circumstances, maintenance has to be intensive. Many of the soldiers are trained on newer versions of equipment and require training in the battalion to both operate and maintain the older equipment.

Staff Relations/Operations

Proper training of the staff is as critical as the training of soldiers if the unit is to function smoothly. While the executive officer supervises staff activities, the commander needs to be careful that he does not lose personal rapport. Two particularly critical areas are staff relations with the brigade staff and the duties and authority of the command sergeant major. In the first case, stress harmonious relations and frequent contact. Frequently visit individual members of the brigade staff for their views on how your unit is doing. With regard to the CSM, be absolutely certain that both he and the staff (and particularly the executive officer) understand his authority and responsibility. This is absolutely essential or there will be constant friction within the staff.

If you are an installation commander, as is frequently the case in Korea, understand fully your responsibilities, but turn over day-to-day supervision to your executive officer. To the extent possible, avoid involving any more of your principal staff officers than necessary.

Support Mission

Since the signal support mission in Korea involves Korean units as well as US forces, the commander must personally get out to each organization and establish personal rapport. Even though elements of the battalion are always in the field and the temptation is great to "set one out," never allow your S-3 to let a supported unit get to the field without their normal slice of signal support. You and your people must fully understand the tactics and plans of the combat units and you must be with them every time they train if you are to be accepted as an integral part of their operations. While this policy causes you to have to support numerous small training exercises, it certainly pays big dividends during major exercises where mistakes and breakdowns in signal support are not tolerated.

One last item that can be a major command problem in Korea is property accountability. The one year tour creates a constant turnover of property. Procedures to account for property must be well established, positively controlled, and ruthlessly enforced. A signal unit normally has more and higher value property than most other types of organizations and it must be signed for down to the user. This also means that procedures must be well established to turn over the property in the field with units deployed the entire length of the Republic since it is not uncommon to have units deployed for a month or longer. The bottom line here is to examine these procedures upon your arrival and if they are not solid, set them straight immediately.

This short article has addressed those areas considered most peculiar to Korea and has ignored the most common areas that apply to battalion command in general. Understanding this, review the other sections of this handbook because many points made are as applicable to signal units as to any other type of military organization. Good luck!

DIVISIONAL COMBAT ENGINEER BATTALION (HAWAII)

Introduction

"Winning isn't something you do. It is a habit you develop." These profound words of Vince Lombardi caught my attention in 1980, as I prepared for my all important command. LTC (now Major General) John Moellering used them in 1977 to introduce his command philosophy in "Battalion Commanders Speak Out." I devoured that publication and put most of it into practice. The results for my command, a combat engineer battalion in Hawaii, was to take a mediocre battalion to the level of being among the best battalions in the 25th Infantry Division.

Leadership

Pursuit of the right objectives is essential. I established two key goals for my battalion. The first was "To be ready to mobilize, deploy and conduct highly effective, sustained combat operations in support of the division." The second was "To set the standard of excellence in the division, or at least achieve it, in all areas." Although

initially these were my objectives, they became successful as leaders and soldiers adopted them as our objectives. Both imply very high standards. Set them; soldiers and units can achieve great things if properly motivated.

The title is "commander," but the attitude of "coach" is more productive. As General Bruce Clark said: "Assume the attitude of that of the 'coach' of your winning team. Use the attitude of the 'commander' very sparingly and only for unusual circumstances." The coach performs several key functions for his team. Keep alert to what is going on in the division. Plan in advance. Establish clear priorities. Teach. Compete and win.

The environment of any unit is key to its success or failure. People want to work in an environment where they are needed, are convinced they are doing something useful and can make their views known, thereby influencing what happens. Each wants to be a contributing member of a winning team.

Open communications is also very important. Having an open door is just a rudimentary beginning. The commander must get out frequently and meet with subordinate commanders, staff, NCO's and soldiers, on their turf. Do not shoot the messenger when the news is not favorable. I found it valuable to solicit input from subordinates who would execute once decisions were made, since involvement tends to develop commitment. Also, don't be too structured in your requirements for information from your staff and commanders. Conduct most business on the telephone and through informal written notes.

Awards, if properly handled, reinforce excellence and are the seeds for future achievement. The basic tools are now in the hands of the battalion commander. I handed out all awards on payday before the assembled command. It took an hour one month, but if I erred, it was on the side of too few when 125 soldiers received awards following a highly successful deployment and ARTEP.

Do not underestimate the impact of the social life of a command. My XO believed that the informal business transacted during a battalion beer call or division officers' call was more valuable than any other regularly scheduled meeting. We held an annual Dining-In, the one command performance of the year. These occasions truly built esprit. A team-building event my wife and I elected to sponsor was a reception for the battalion officers and wives following each company change of command. We also gave a holiday party in lieu of a New Year's Reception. The wives generated the ideas and the designated company made arrangements for our hail and farewell every other month.

Personnel

You need to have quality key subordinates and to use them wisely. I was blessed with an outstanding, junior, infantry CSM. Early on, I spent a weekend detailing his responsibilities and authority in writing. It was time well spent as he, the officers and senior NCO's soon understood he had my full trust and confidence as an advisor, but also as a

leader and action officer. Standards of appearance and discipline, barracks' standards, NCO assignments, NCO schooling and professional development, receipt of incoming personnel, independent monitoring of training and maintenance and a sounding board for use by all officers on enlisted matters were important responsibilities delegated to my CSM. The XO is at least as vital, but his responsibilities and basis of authority are better defined. An outstanding CSM and XO deserve great responsibility and authority to act.

The company commanders and several staff officer assignments are also key personnel decisions. Everyone knows the S-3 needs to be a qualified major or proven, hard charging captain. I contend the assistant division engineer (ADE) is an even more important position. The ADE works, largely unassisted, with the division command group, other commanders and the division staff, on major issues with far reaching implications. The company commanders are obviously the key junior officers. Leadership potential and aggressive determination and dedication were far more important to me than rank or an advanced course diploma. As a result, several young hard chargers got extended for command over more experienced captains. The results they produced were always among the best. There will probably not be enough top notch, experienced officers, but somehow the maintenance officer, S-4 and S-1 also need quality fill in that order.

Good soldiers like high, achievable, relevant standards. They provide a challenge. When achieved, this provides satisfaction, which in turn assists in jumping the next, higher hurdle. In their book, In Search of Excellence: Lessons from America's Best-Run Companies, John Peters and Robert Waterman discuss how IBM explicitly manages to insure that 70 to 80 percent of its salespeople meet quotas (standards). By contrast, an IBM competitor works it so that only 40 percent of the sales force meet quota. Label a man a loser, as in the case of IBM's competition, and he will start acting like one. We are not selling computers, but there is a lesson in the psychology of achieving excellence demonstrated by IBM.

Discipline in the battalion was consistently tough, but fair. When the case was clear beyond reasonable doubt, the chain of command made its recommendations and I imposed a tough sentence. Otherwise excellent performers got partial suspended punishment. My CSM took pride in the fact that no one ever served a second tour of battalion level extra duty. On the other hand, on several occasions when the case was not conclusive, I tore up the Article 15.

I initiated a "Three strikes and you are out (of the Army) policy." We insisted on sincere attempts to rehabilitate the soldier who got in trouble, but had potential. In fact, our greatest success story was a private with two Article 15's including 30 days in the correctional custody facility. He reformed and achieved runner-up Division Soldier of the Year and is now a sergeant. Fortunately as my command tour ended, we had still better soldiers and even higher standards, so "two strikes" became the name of the game.

A good start in the unit is key and it does not happen by accident. The officer sponsorship and orientation program generally works, but

what about the NCO's and in particular the soldiers, married and unmarried? Who gets to the new private first, the drug dealer or a soldier sponsor? I assigned this area to my CSM. The solution he and the senior NCO's developed included a good, trained sponsor for every soldier, orientation by each member of the chain of command, a tour of facilities and learning about off-duty activities.

Communicating with soldiers and families is important, but also not easy. If you think command and staff notes or even flyers get home, you are wrong. We resorted to direct mailing to get the word out, supplemented by a volunteer "chain of concern" direct phone system. A quarterly newsletter proved to be an excellent vehicle to explain activities, upcoming deployments and other useful community information. A family briefing also preceded each deployment. The chaplain took the lead in these areas.

Marijuana is readily available to the soldier in Hawaii. Not surprising then that when the division commander decided to crack down on drugs, an estimated 50 percent of the soldiers were using marijuana at least casually. My battalion was selected as one of three battalions to independently develop and test a grass roots (no pun intended) anti-drug use and alcohol abuse program. Ours worked, as verified by unannounced urinalysis testing, with marijuana use dropping over two years from 50 to 10 percent. The elements of that very successful program included: a well defined, tough discipline program, an aggressive effort to provide off-duty alternatives, a solid education program, more effective means of accepting new personnel and periodic random urinalysis testing to monitor progress.

Training

Training young NCO's is the best investment you can make. If the squad leader is truly a leader and is technically proficient, most engineer missions will be successfully accomplished. So one would think officers and senior NCO's would fight to get their best young NCO's into schools and the Army school system would fully support educating these young leaders. Neither is the case. We dedicated two top E6's to the education of our new leaders. One two-week course was for the newly promoted, or soon to be promoted, NCO. It involved skills such as leadership, teaching a class, map reading, caring for soldiers, authority under UCMJ, maintenance responsibilities, but nothing uniquely associated with being an engineer. The other three-week course was exclusively engineer MOS specific. It prepared the NCO to enter BNCOC at his proper skill level. As a result of these courses our NCO's were outstanding, technically proficient leaders.

We literally did SQT and ARTEP training and BTMS by the book. The squad/section leader must have adequate time to train his soldiers in SQT tasks. The successful SQT test reinforces both the soldier's and leader's confidence in their ability. We utilized ARTEP tasks as the standard and as a diagnostic tool. Our best, most productive annual unit training event was squad testing. This competitive day-and-night, 72 hour exercise put each squad through our 15 priority ARTEP tasks.

The considerable effort associated with developing the quarterly training plan utilizing BTMS was always paid back many times.

Both officer and NCO professional development training are essential, but costly. In addition to requiring battalion programs, the 25th Division ran a monthly program referred to as "model unit training." Among the topics covered were "model" platoon defense, anti-armor ambush, PT, marksmanship, bayonet, motor stables, artillery fire direction, air mobile operations. As you can imagine, "model" training establishing the division standard, was as good as the best put on in the service schools. Thus, these presentations required tremendous effort. Nonetheless, the battalion jumped at the opportunity to demonstrate engineer capability in support of the combined arms team. Conducting "model" training in mine warfare, reserve demolitions, river crossing and motor pool operations greatly assisted us in mastering these operations and sharing our expertise.

Logistics

In 1980, the battalion had a mixed reputation for maintenance. One company had won division honors, but the ES rate was 82% and IG failures occurred as often as passes.

I personally wrote a four page maintenance policy letter to set the tone and specifics for our remedial action. My policy emphasized having assigned, trained operators and supervisors, adequate scheduled and productive maintenance time, a monthly technical inspection for all equipment, prompt order and installation of parts and turn-in of equipment to support maintenance, proper services, knowledgeable commanders and supervisors, and recognition of operators and other maintenance personnel who achieve high standards. It takes good people to execute even good maintenance policy. I kept current on maintenance and supply personnel on a by-name basis. The maintenance officer was always a former commander of equivalent calibre to the S-3. I held a weekly detailed meeting with commanders and the maintenance staff addressing all deadlined equipment. It is essential to know the system and status precisely and the supporting personnel as well. Success builds upon success. Our ES averaged 88 percent and even with old, engineer unique equipment broke 90 on several occasions. A company won the division's annual best maintenance award again. The division commander called on the battalion to conduct "model motor pool operations" training. A design for an uploaded PLL in a trailer improved field operations. Companies passed IG maintenance inspections. Under the new CSA maintenance award program, two companies won the division's competition of the three categories. Maintenance takes emphasis and involvement in detail.

Supply is another unglamorous area that requires the commander's personal attention. My single caution in this area is not to let the chain of accountability by reliable personnel underlap. Again, recognition and competition helped motivate one company to "best supply" in the division honors, even though the supply sergeant faced mandatory retirement.

Competition

Competition is the name of the game in a division, even when de-emphasized. The seemingly diametrically opposed concept of cooperation with fellow commanders and units is also key.

The Battalion ARTEP is a step forward as a training vehicle, but examine your environment before concluding it is exclusively a "diagnostic tool" and not a "test" as well. In the 25th Division, it was also clearly a test. Resources were provided and the battalion commander was expected to capitalize on them over a year to produce a successful unit. The IG situation was no different. There is no substitute for successfully demonstrating mission capability.

A division also engages in a myriad of other forms of competition ranging from sports to military skill training to AG statistics. The key to our success related back to our objective "to set, or at least achieve, the standard of excellence in the division." One might expect a maneuver unit to set the PT and marksmanship standards. But our consistent, tough PT program was best and became the division standard. The battalion was the second battalion to have all companies achieve the division commander's "Silver Streamer" standard of excellence. We excelled similarly in marksmanship. When this became a division priority, we devoted the resources for the companies in direct support of the brigades to compete. With half the resources expended by other maneuver units, the combat engineers were suddenly the division's second best marksman. The division staff kept statistics on all programs. It is not essential to be at the top of the list, but if your unit should join the lower half, it is time for action.

Internal competition is also important. I defined the criteria for the "best company" competition monthly. It inspired healthy competition, an awareness of current priorities and results. An additional first place streamer was awarded several times when results were very close. Also based on staff evaluations, a dozen other streamers were awarded for the best in training through reenlistment.

Engineer And Command Unique

A dual responsibility as the division engineer, a special staff officer for the division commander, goes with the division engineer battalion command role. In addition to the usual staff planning responsibility for tactical operations, in the 25th Division, two additional garrison responsibilities were assigned: coordinate with the facilities engineer for all facilities support and direct the command's energy conservation program. The installation staffing guide says such assignments are inappropriate. But these were very important areas of interest for the division commander and hence he wanted a reliable member of his own staff to insure successful execution. We fully supported the division commander. A 30 percent increase in repair and maintenance funds and a Department of Energy award resulted.

Engineer projects are an area in which you can enhance the facilities available to the division. For example, the battalion built several covered bus stops, repaired roads, built several ranges, installed three PT courses and annually provided heavy equipment support as a quid pro quo for local ranchers for maneuver rights for other division units. Keep it legal and by the book. Such projects are good training and give the troops a sense of pride. Also check the contingency plans for disaster relief. Two hurricanes visited Schofield Barracks during the past three years. When disaster strikes, it's too late to plan--execution is the order of the day.

Three years ago the battalion had contingency missions, but no basic load of mines and demolitions and there were no overseas stocks. But then the battalion could not carry such obstacle material, even if authorized. Today the battalion can deploy with and haul 100 tons of obstacle material. This increase in capability was based on an "anti-armor trailer" modification to assigned assets. We designed and built the initial prototype to meet AF, Navy and Army standards, then pursued testing and approval by the Military Traffic Management Command. You can innovate in the field, and do not forget the "engineer" as a forum to share good ideas with the entire engineer community.

With 70 percent of the Army's engineer force structure in the reserve components, engineers particularly need to fully support their integration with active forces. My battalion had a National Guard roundout line company nearby on Oahu and a ribbon bridge company was activated in the Portland, Oregon Army Reserve to provide the division with river crossing capability. Active, close, productive affiliation with roundout units is vital, but it tends to be an untimely distraction for many officers and NCO's. Take the lead.

Conclusion

These are some ideas that proved useful to me in producing a highly successful command. The discussion is certainly not all-inclusive. Many other important points are noted in the general sections on command. What then is the bottom line, the single most important key to success? As Peter Drucker said: "There is no top-management task; there are only top-management tasks." Commanding a battalion requires more than doing some specific task well, more than just good management--solid leadership is vital. The battalion commander has the opportunity to influence, to inspire to demand performance on a larger scale than anyone else in the chain of command. It is an awesome responsibility. It demands the very best across the spectrum of activity from enlightened leadership.

DIVISIONAL COMBAT ENGINEER BATTALION (USAREUR)

Introduction

I was thrilled to have the opportunity to command a combat engineer battalion in the 8th Infantry Division (Mechanized). Structured with a HHC, four line companies, and a ribbon bridge company, it is a large

battalion with a challenging and exciting mission of supporting the division General Defence Plan (GDP). As battalion commander, I concurrently wore two additional hats that competed for time and attention: division engineer (a special staff officer at division level) and subcommunity commander at Anderson Barracks, Dexheim. (The latter command responsibility is discussed in Chapter 6, page 140). Needless to say, I found my command tour to be fastpaced, exciting, and fulfilling.

The division commander clearly established his priorities for the division from the start of the command. I keyed heavily on his guidance, adapting it to meet the unique situation I found within the battalion, throughout my command tour. I was extremely fortunate in that the command environment he established within the division was supportive throughout my tour.

Within the division, training to insure combat readiness was the first priority, a framework around which all other programs were structured. Maintenance, supply, and personnel matters were not given a back seat in this overall context; these programs were carefully monitored, scheduled, and executed. Training programs with heavy GDP focus, however, provided the overall structure. Sustained combat readiness was the overall objective.

From the outset and to the conclusion of my command tour, I dedicated myself to several principles which never failed me. I insisted on honesty and candor; 100% honesty in readiness reporting was especially critical. I made no bones about the fact that discipline was to be tough, but fair and consistent. I attempted to always set realistic standards and to use the chain of command to achieve them. Subordinate commanders were assured that, though I expected them (not me) to command their units, I would underwrite honest mistakes; I would not, however, tolerate actions that would knowingly jeopardize soldiers, their well-being, or their lives. Once I had demonstrated that I meant what I said regarding these principles, I had effectively established the internal command environment which characterized my tour.

Personnel

The battalion spent a large portion of its training time in the field, supporting maneuver units. The garrison subcommunity was relatively remote from supporting MILPO, AG, Finance, and CIF activities (45 km) and from major medical, AAFES, commissary, and commercial facilities (35 km). Care of soldiers and families takes on an added dimension in such an environment. We established a family support plan for the times we had units in the field. Using the S-1's word processor, we sent a letter to each affected family prior to an FTX. The letter detailed the anticipated period of the FTX. It also provided a list of points of contact that the family might contact if need arose during the sponsor's absence (medical, unit CQ, subcommunity, etc). Each listing also contained the name and phone number of one or more mature volunteer wives per unit who were willing to act as a point of contact for other wives during a spouse's absence. This initiative paid large dividends in assuring continuing care for families, continued training participation by soldiers, and a sense of community caring.

Special efforts were made to have supporting MILPO, Finance, and CIF activities come to Dexheim on a scheduled basis. These efforts reduced the necessity for soldiers, in ones and twos, to travel long distances for TA-50 exchange, record review, etc. Though careful coordination was required to make these visits count, major dividends accrued in terms of reduction of training distractors and care of soldiers.

I held UCMJ action privilege at my level for those offenses that I deemed serious. These included assault, dealing in a controlled substance, and possession of any quantity of a hard drug. I also maintained UCMJ authority at my level for DWI offenses, principally to insure tough, consistent punishment, where indicated, at every grade level. Soldiers were told early what they could expect if they violated laws and regulations. Toughness, of course, had to be tempered with fairness. I used the CSM as an advisor in enlisted cases and found his viewpoint to be invaluable.

Hashish and alcohol, largely because of their availability, were the substances most commonly abused in the battalion. In this area, nothing substituted for continuous aggressive action by the entire chain of command. We worked a full range of programs to reduce abuse. Abusers were automatically referred to mandatory counseling sessions. Chapter 9 discharges were used judiciously. We actively cooperated with the CID to identify and prosecute offenders. I was remorseless in prosecuting dealers. We never reduced abuse to zero. We did make it exceptionally difficult to deal in, use, or possess drugs in unit areas.

The PAC supervisor and the adjutant were exceptionally important personnel managers in the battalion. Nothing, however, substituted for the involvement of the CSM and myself in certain critical areas. I was blessed with two outstanding CSM's during my tour. Each of them eagerly assumed overall responsibility for enlisted personnel matters, to include sponsorship, orientation, internal assignment, promotions, and reenlistment boards. Each of them required my visible support in these areas, as well.

I found that I needed to personally and aggressively pursue timely fill action in key officer and NCO positions with the division staff. In Europe, long lead times are needed for assignment action. Nothing substitutes for looking way ahead on known losses and following up on projected gains.

Training

Training within the division and the battalion provided the backdrop and framework for other programs. Training had a decided GDP mission focus. Training programs were designed to stress realistic combined arms training, be multi-echelon in execution, and maximize the effective use of all training resources, to include time. The goal was to make training meaningful right down to the soldier level. For us, training to realistic standards was serious business that involved the entire chain of command.

I found it very helpful in my role as battalion commander, to be intimately involved with the G-3 staff in development of division training plans and guidance. Much of the day-to-day work in this area was done by the ADE; it was essential that he was a solid performer who understood the combat engineer business. What the division published directly reflected our input.

To insure proper focus in our battalion training programs, we (S-3 XO, unit commanders, and I) analyzed our GDP mission carefully. From that analysis, we determined critical GDP collective battle tasks that required training mission sustainment. Some of these were ARTEP tasks; some (e.g. ammunition upload) were not. Some applied across the battalion; others (e.g. establishment of the battalion aid station) applied only to specific sections or units.

The NCO's in the battalion, under the CSM's leadership, analyzed each collective task and determined supporting critical individual GDP battle tasks. The resulting list of critical collective and associated individual tasks was published and put in the hands of all trainers, to squad/section level, so they'd know where to place training and evaluation emphasis. As a result of involving the entire chain of command in this effort, trainers at every level developed a vested interest in training those tasks they had determined to be vital to our wartime mission.

I published battalion training guidance on a quarterly basis. I followed that up by conducting a "training seminar" in each company. Participants included all unit officers and NCO's, the CSM, and myself. The CSM and I discussed training objectives and areas of concern for the upcoming quarter. We got plenty of valuable feedback, questions, and suggestions. These sessions, typically 1-2 hours in length, emphasized open communication, top to bottom and back. They were super!

Once a quarter, company commanders and first sergeants were required to brief the CSM and myself on proposed quarterly training plans. These sessions surfaced potential problems, firmly established internal objectives, and insured balance on the training schedule. The result was always a contract. The unit commander and I would agree on a resultant plan. He would execute it; I would shield him from distractors.

We tied the subcommunity calendar into this planning process; we tried to resolve conflicts with supported maneuver units before we completed scheduling. The result, though never perfect, was a quarterly training schedule which was understood at every level in the battalion, was resourced, was tied to brigade and division schedules, and which could be translated into meaningful weekly schedules.

Careful, precise planning means little unless it is followed by solid execution. The CSM and I, and a host of others at every level, were deeply involved in evaluating training on a day-to-day basis. Our evaluations supported planning and execution in subsequent training quarters. I found that spending time with soldiers who are training, whether in the motor pool, at Baumholder, on REFORGER, or in PT formation, paid me my largest dividend as a commander.

Leader training assumed great importance in the battalion. The fighting edge in a combat engineer unit is at the small unit level; small unit leadership, confidence, and competence are critical. Among other initiatives in this area, the battalion established an initial officer training package that emphasized hands on orientation for the new platoon leader. In order to "earn his spurs," he had to complete a formal course which included an inventory of all platoon equipment, PMCS of all platoon equipment, a visit to his supported maneuver unit and GDP area, and preparation of a platoon level GDP "Battle Book." At the conclusion of this program, he would brief me on his GDP. Following this, we celebrated his achievement by special proclamation at the next officers' call. The program was well received and very successful.

I found that training opportunities exist at every corner in USAREUR. The smart commander will take everything on the training schedule to be a training opportunity. If it doesn't contribute to readiness, it's probably a distractor which should be eliminated.

Maintenance

An extremely frustrating, but critical, business in any engineer unit. A combination of low density equipment, turbulence in maintenance personnel, and relatively low priority of DS level support can be an absolute killer. I found it necessary to be very aggressive and involved in maintenance. My XO was my principle executive agent. I insisted on a daily update on equipment status. Once a week, unit commanders, XO, BMO, and I would meet to review the DA Form 2406 prior to division input. We would review status, problem areas, and possible solutions. Sometimes good, clear internal actions would result. Sometimes resolution required follow up at DSU or division level. Always, these sessions were worthwhile.

In the battalion, services were scheduled in advance for each quarter, briefed by commanders, and incorporated on the training schedule. This helped reduce conflicts between maintenance and operations. Services were scheduled within the 10% allowable variance to insure concurrent availability of equipment, operator, shop space, and maintenance personnel. Once scheduled, the XO and I checked to insure service was accomplished.

I spent a lot of time in the motor pool, and I tried to make it effective time. Fridays were infamous. Following the retreat gun, I would tour every equipment line. If I found something seriously amiss, the unit involved could expect a recall on Saturday morning to correct the problem. Unit commanders toured with me. Recalls were necessary only a few times once we started this program.

My XO deserves the major credit in a maintenance related area. Our motor park, over the course of years, had "sprouted" some interesting storage areas. Upon inspection we found these contained necessary platoon equipment, but also repair parts and just plain junk. As part of our schedule, we cleaned it out. If it couldn't be preloaded and carried to the GDP, we questioned its value. We turned back excess parts and materiel, placed some parts back in the PLL, got some equip-

ment up, and made the motor park look decent again. The results were gratifying, though, I am sure, frustrating to our "pack rats." The operation did send a needed message down through the chain of command regarding materiel maintenance and supply accountability.

Conclusion

In the foregoing I have simply touched the surface on some individual approaches taken during my command experience. One area deserving of mention is the absolute necessity for close coordination and mutual support between divisional and corps engineer units, staffs, and commanders, especially in the USAREUR environment. I sought, always, close contact and helped corps units support; they responded magnificently. Together, we trained hard in our combat support role. Together we reaped some outstanding results.

COMBAT SIGNAL BATTALION (CONUS)

Introduction

As a combat signal battalion commander in support of the 1st Calvary Division, Fort Hood, Texas I was responsible for commanding, directing and supervising 635 soldiers, 181 vehicles, and 228 generators. Total property was valued at 12.5 million dollars. My rater, as was the case for the other five battalion commanders in Special Troops, was the assistant division commander. My senior rater was the division commander. The battalion was authorized 26 officers (five were women) and 3 warrant officers. In addition to commanding the battalion I also functioned as the division signal officer responsible for advising the division on all communications matters to include assignment of signal officers, pictorial requirements, communications security, and how the selection of tactical locations affects communications.

My objectives throughout my thirty month period of command were: to sustain the training base by training the companies, teams and sections in individual and collective training events; to conduct SQT for the low density signal MOS's throughout the division; to insure my training dollars were properly managed and controlled; to insure that my weapons were fired quarterly and that I met the 80% qualification and sustainability criteria; to maintain all TO&E at an operational ready standard; to insure that all government property was secured and accounted for within the battalion; to stress reenlistment; to provide public address, COMSEC, photographic, radio wire integration, and motor messenger support to the division on a daily basis; to develop and sustain a junior officer and NCO development program; to provide quality training and evaluation during active component support for annual training; to operate the best two--battalion consolidated dining facility possible; and finally and most importantly, to provide dependable and timely tactical communications to the division in garrison and in the field.

Leadership

General E. C. Meyer, then the Chief of Staff, US Army, in a speech given at the Command and General Staff College in September 1982 said:

In battle soldiers will die. They cannot be managed to their deaths, they must be led there. Machines, programs and budgets are managed. Men are led. At each level in the Army is a mix of leadership and management. At the highest level more management than leadership. At the company level far more leadership than management, and in respect of how much then is at any level; leadership must lead and management must follow and support.

Personnel

The subordinate is the one who gets the job done whether it be for his family, his unit or his country. The key to developing esprit and pride in your soldiers is to let them be part of the decision making process. Bring them on early and inform them of the mission or task you have been given. Let them take part in the planning. Insure they understand the constraints you are faced with and allow them to propose courses of action. Hear them out. Provide them your rationale both for and against what is recommended and allow them to counter your answers. When your decision is made your subordinates will follow your direction to the letter. They, as a result of this technique, will not only fully understand the mission and its importance, but also the reasoning and thought process that went into making the decision. Additionally, you should:

- Learn to read the computer printout you are provided by SIDPERS. It is the key to windows for promotion boards, points needed for promotions, who needs to go to school, and in general how well your PAC is meeting its responsibilities to the soldier. Your CSM is the key to bring you up to speed in this area.

- Make liveable your billets, even if old, by an aggressive self-help maintenance program. Each company should have, at a minimum, two personnel who have a certificate from the Post Engineer Self-Help School. There they learn how to do repairs, make contacts, and obtain the authority to draw self-help materials. Failure to house your troops in clean, well maintained quarters will get you in trouble quicker than problems with combat support. Your CSM is the key to this program.

- Fight to have your own dining facility or be actively involved in the one that supports your battalion. Be ruthless in obtaining and retaining the best dining facility manager possible. He is the key. You must meet with him daily for he must know, well in advance, what the companies and the battalion plan to do.

My battalion had over 15% female soldiers many of which lived in the billets. My policy was clear--neither male or female was allowed in the other's room. Though I had very few fraternization problems, I

did investigate them thoroughly and punished one or both with equal harshness.

In the area of discipline, remember two points: first, the impact of reduction on the NCO or EM's life in the long run is much the same if you received an Article 15 or were reduced in grade; second, a punishment which effects a soldier's pay can always be traced through his or her financial records.

PT is normally geared to the average soldier and does not challenge the top 1/3 and overtakes the bottom 1/3. Yes it is fun to run the whole battalion each week and even more fun to enter the battalion in local marathons; it builds esprit. However, you must challenge the top 1/3 and treat those who don't move up to the middle 1/3 as either medical or disciplinary problems. Insure all officers and NCO's participate and you or one of your officers closely supervise remedial PT.

Within the division it is essential that you develop sufficient rapport with the division G-1 officer and assignment officer to permit you to interview all newly assigned signal officers coming to the division. You must know the complete status of every signal officer in the division and provide sound advice on every assignment. Most officers will want to be assigned within the signal battalion. Do not fall into the trap of trying to keep all the good ones. All signal officers should be rotated in and out of your battalion for career development with the most deserving eventually being extended and rewarded with company command. Additionally, females are not authorized in the maneuver battalions. This restriction hurts their career development. Try to make it up to them within the battalion.

All soldiers should get something (letter to LOM) when they leave or you should know why. NCO's should not receive lesser awards than officers. The criteria should be the same. Know your quota for Impact Awards and use this award for your EM.

Individual Training

Things that worked well for me in the individual training arena are as follows:

- Require all company grade officers to be technically proficient with every piece of equipment under their responsibility within 90 days after arrival.
- Institute a one week refresher course for all newly arriving NCO's on the equipment in their MOS within the battalion.
- Institute a two week MOS certification course for all newly arriving EM.
- Send at least two motor mechanics from each company to the DS battalion for generator repair training.

- Use the Soldier's Manual!

- Enforce PMCS and proper use of the 2404 with special emphasis on your vans/signal equipment.

Collective Training

Remember you are also the division signal officer and as such directly or indirectly responsible for all aspects of communications--electronics within the division. Take responsibility for establishing SQT training and testing for the low density MOS's (05C) personnel outside the battalion. They will do poorly without your help.

Communications center training is of particular importance. Use your warrant officer. Have him design and run this training in garrison. Remote your RATT into the comcenter at division main. Pass and control dummy traffic to and from all modes. This training is a must before all major field exercises and also an excellent way to check your equipment. Exercise your RATT with other installations throughout CONUS. Your ADSO can assist you in setting this up.

Require and teach your company commanders how to operate a field mess. The key here is to provide adequate space in garrison for storage, training, cleaning, repair and inspection of equipment. Make it a show place. Your problems will be time and fixing responsibility.

Collective Training has its greatest value only when there are subscribers/users with all companies interacting under the direction of SYSCON. Systems do not count, only circuits.

Maintenance

If you don't exercise your equipment you will never know its true status. Run your generators on a load bank in garrison--you're authorized one. Make your PLL/ASL mobile. Take it to the field and fix forward. Know the exact status of every 26 pair cable.

Beware of placing equipment in administrative storage due to lack of personnel. It is better in the long run to have one person responsible for three rigs than to lock them up for three months with no one actually accountable/responsible.

Logistics

Provide time on the training schedule for the monthly 10% inventories. Require PMCS/2404's on all equipment prior to returning to the field. Place special emphasis on your shelters/commo equipment; otherwise, they will be neglected.

Staff Relations/Operations

The corps will send multichannel and RATT teams to your division on exercises. Treat them as part of your battalion. Their success is as important if not more important than your own. The critical period is during displacements.

At division level your ADSO is your eyes, ears, and representative with the division staff. Your success as the division signal officer depends on his talents. You must think as one and you must keep each other informed.

Support Missions

When the brigades, divarty and DISCOM or even the separate battalions or maneuver battalions go to the field independently, support them with communications. The training, and the associations you develop are invaluable. Rotate the support you provide. Such training is low pressure and an excellent opportunity to check your equipment. It is also a chance to train with somebody else's money.

COMBAT AVIATION BATTALION (CONUS)

Introduction

The immense responsibilities of combat aviation command have increased markedly as a result of the recent decision to make aviation a separate combat arms branch. Among the concerns most often expressed by skeptics throughout the non-rated community are the following: a separate branch will lead ultimately to a degradation in mission responsiveness; a separate branch will result in a corps of commissioned aviators with greatly diminished understanding of total combined arms integration; and lastly, from a separate branch will emerge an inhouse Air Force--an arm that will ultimately end up serving itself as opposed to serving the combined arms team.

Rightly or wrongly, these perceptions/concerns exist. Not only is it our collective responsibility and challenge to make sure that none of these premonitions come true, we must assure that as a result of our new branch, mission responsiveness is improved; commissioned officer understanding of combined arms integration is increased; and lastly, and above all, we must remain "muddy-boots" soldiers, dedicated to and serving side by side with other members of the combined arms team.

Aviation command is unique in terms of the dollar value of assets managed, extensive maintenance requirements (both ground and air), paucity of maintenance personnel authorized, and potential for injury or loss of life--a very unforgiving business when judgemental or maintenance errors are made. The following comments are offered as helpful hints peculiar to aviation command. While not all encompassing, and, though some may appear rather obvious, reflection will undoubtedly result in deeper thought and meaning. In a couple of brief pages it is virtually impossible to comment on all germane subject areas and issues.

It is hoped, however, that the major issues are emphasized, and that these, combined with the information contained in Chapter 1 and throughout the remainder of this handbook will serve you well both now and throughout your command tour.

Operations and Training

Your unit will only be as good as it is perceived to be by the units that it supports. Indeed, feedback from supported units form the major portion of an aviation unit's reputation. A fine reputation is earned through hard work, genuine concern, meeting all commitments, close and continuous coordination with supported units, and a little bit of salesmanship. I will now discuss techniques that were helpful to me.

Visit supported major unit and battalion commanders and staffs early. Inquire as to the perceptions held of your unit (don't be thin-skinned or defensive); solicit their recommendations for improved support.

During operations, send the best officer possible as your LNO. It pays dividends even if you have to pull him from the primary or special staff. Not only will he facilitate air and ground operations: the supported unit will in large part judge your organization by the LNO's manner of performance.

Require supported units to give mission type requests for support so that you, your commanders and staff can determine the most efficient, effective and safest use of aircraft to perform the mission.

Maintain a continuous dialogue with supported units. Call/visit them frequently--either personally or through your staff. Invite them to participate in "How to Fight" seminars within your unit, and in turn, reciprocate when invited. There is absolutely no substitute for the cohesion that results from this form of interaction.

To fight and survive on the battlefield, Army aviation must deny the enemy's effective use of optically and radar directed weapon systems to the maximum extent possible. As a result, low level, night operations using night vision goggles must be stressed. Generally speaking, most aviation units do not perform night operations very well. Weaknesses are especially prevalent in night flying/navigation skills, occupation of field positions, ground convoy and security operations to mention just a few. Determine your unit's night fighting capabilities early. Then develop safe realistic training programs to achieve desired goals. Integrate these activities into operations and training at every opportunity.

Critically analyze your unit's mission, ARTEP and ATM requirements. Together with your commanders and Standardization Instructor Pilots ensure that ATM records are consistent and properly maintained.

You are not expected to be the best aviator in the battalion/squadron, but you should strive to be as proficient as time and circumstances allow. My experience has been that most unit aviators enjoy flying with "The Old Man." It gives them the opportunity to talk one-

on-one and allows them to demonstrate their knowledge and skill. Word of "The Old Man's" flying ability/knowledge, or lack thereof travels quickly, however, so make sure you are equal to the task before flying with the line pilots. Fly whenever possible, especially on the tough missions--marginal weather, night, etc. Your aviators will respect that. Also, from time-to-time, become an unannounced passenger in a pick-up zone. Ride through a mission without divulging your presence, monitor radios, crew coordination, etc., and provide feedback.

Aircraft maintenance and training are the first priority in every aviation unit--the proverbial two glass balls. Notwithstanding, there are tremendous amounts of other equipment begging maintenance (vehicles, support equipment, special tools and test sets, etc.) and many other training requirements begging emphasis (marksmanship, NBC, first aid, PT, etc.). There never seems to be enough time to do all things as well as we would like to. The commander must analyze his situation, priorities, and assume a certain degree of risk. To a large degree, non-aviation related maintenance and training is part of a zero sum game. A little more emphasis in one area results in a little less in another. Aircraft maintenance and training must always be at the top; yet, no area can be neglected completely. Cracking this nut requires detailed analysis, and development and enforcement of detailed SOP's, and hard work.

Take your entire organization to the field whenever practical. Far too often supply, PAC, and motor pool personnel will try to persuade you that critical tasks in the comfortable rear area will be left unattended if they are required to deploy. Rarely is that the case. Use discretion!

Deployment of aviation maintenance to the field can also be a two-bladed sword depending on backlog, weather, support activities, etc. It's desirable to get them out there, but not at the expense of degraded readiness rates. A workable compromise is to allow them to operate from the hangar as though it were a field location (i.e., sleep and work in the hangar, establish commo, etc.)

A high standard of physical fitness is important in all Army units. Set a high standard, lead by example and require all members of the battalion to participate in PT and achieve the standard. Where bonafide profiles exist, devise demanding alternative programs e.g., swimming, bicycle riding, etc., in lieu of unit running. Be tough on this or some older officers and NCO's will try to get over on you. Don't let it happen.

Safety

We owe our soldiers, their families, and the Army, the safest training environment possible. In the aviation business, as we all know, carelessness and/or bad judgement can be catastrophic.

The battalion safety officer must work directly for the commander. He can be invaluable in your accident prevention program, if properly utilized. Remember, he has had a wonderful education, and we are wrong

if we don't utilize his skills to the fullest. As a commander, you must know and trust him. If not, find another. Give him wide latitude if he is to be effective. His effectiveness will be in direct proportion to the trust that aviators place in him.

Crew discipline and adherence to procedures are the underpinnings of aviation safety. Deviations cannot be tolerated. Remember, most aircraft accidents occur on single-ship, nontactical missions. Aviator over confidence, shortcuts, "get-home-itis", and lack of supervision are the prime contributors to the majority of all pilot error accidents.

The subject of crew rest can be an emotional issue to both aviators and supported units. You owe to both a baseline guide in the form of a policy statement. The policy should not be an inviolate, inflexible rule. Rather, it should specify a flying hour ceiling beyond which requires chain of command approval to exceed. Use discretion when balancing mission requirements with crew rest. In training, safety must always prevail.

Safety must transcend everything your unit does. Your unit can train realistically, yet still not exceed acceptable risks.

Your flight surgeon can play a key role and add an important dimension to your safety program. Assimilate him into the unit early on; consult him frequently. Require him to present classes on aviation, medicine, survival, and safety related subjects.

Tough, realistic survival training and adequate aviation life support equipment are integral parts of a sound safety program. Practicing for the unexpected will reap huge dividends if and when it occurs.

Aviation Maintenance

This is your lifeblood. Select your very best maintenance officer as the BAMO; tell him what you want; give him wide latitude in accomplishing his goal. The following tasks are mandatory:

- Critically review maintenance forms daily. Analyze trends, monitor nonflyable aircraft status and ask questions: why? when? Requisition/work order number? etc? etc? Become an expert as early as possible. No single functional area is as important as aircraft maintenance. Your goal should be to exceed the DA standard, for aircraft type, on a recurring basis.

- Require that post-flight inspections be as thorough as pre-flights to discover maintenance problems before they result in mission no-shows.

- Get to know maintenance support personnel--AVIM, SMMC, etc--intimately. Solicit their assistance in helping your units; assist them as required.

CHAPTER 4

COMBAT SERVICE SUPPORT BATTALIONS

This chapter includes the command, leadership and management views of previous combat service support (CSS) commanders. We have attempted to capture a touch of our personal philosophy that was successful in order to assist future battalion commanders in providing not only a healthier command environment for their soldiers, but also improved support to their customers. The battalions represented are:

- Divisional Supply and Service Battalion (CONUS)
- Corps Supply and Service Battalion (CONUS)
- Divisional Supply and Transportation Battalion (CONUS)
- Divisional Medical Battalion (CONUS)
- Divisional Maintenance Battalion (CONUS)

INTRODUCTION

A distinguishing feature of the combat service support organization from its combat and combat support counterpart is that the mission is endless. Whether in garrison or the field, in peace or in war, the soldier and his equipment must be supported with a multitude of services. These vary in their importance in direct proportion to the logistical emphasis and innovation that the combat commander incorporates into his overall scheme of operations.

A combat service commander must ensure that a sense of urgency is foremost in the support effort and that the capabilities of the combat service organization are employed to their fullest potential. These responsibilities can be achieved only through dynamic leadership, meaningful training, and personal involvement in the internal and external logistical support processes.

Aside from the common challenges that confront a leader in the exercise of his duties, the effective combat service support commander must possess the capacity to deal with the peculiarities of providing support to meet the expectations and standards of a broad spectrum of customers, each possessing their own priorities and special interests. The effective leader must also be sensitive to the attitudes, incentives, and personalities of his command. The mental make-up of the average combat service support soldier and his role in the overall Army scheme is such that frequent "stroking" and sincere command support is far more productive than merely treating the soldier as another asset to fulfill a support tasking. The message to be conveyed here is that providing laundry and bath support or "humping pro-jo's" day-in and day-out is worthy of praise and personal recognition when the job is done well. Formal recognition from outside of the command, especially from the

supported commander can significantly boost individual morale and unit cohesion.

Women are soldiers and deserve the opportunity to perform as soldiers. You should expect and demand as much from female soldiers as you do male soldiers. Stay abreast of regulations governing pregnancy, assignment, utilization, and uniform requirements for women.

Occasionally, a male officer or NCO will be assigned who has not had previous supervisory experience with female soldiers. They will require further education in their supervisory role of women to insure fair and equal standards are maintained for both male and female soldiers.

Not only must emphasis be placed on fraternization, but also the perception of fraternization. Leaders must not permit themselves to be placed in a situation that even hints of the appearance of fraternization.

Equal opportunity is the bottom line. Let your troops know that sexual harassment or discrimination against any minority regardless of sex, race, or religious preference will not be tolerated. Corrective and appropriate action must be initiated in substantiated cases. Remember, you are not just the battalion commander, but the battalion equal opportunity officer as well. Your EO program will only be as effective as your personal example and actions.

Because of the nature of the combat mission, management of resources plays a more visible role in combat service support than would be apparent in a combat or combat support organization. The significance and tendency to employ industrial type management techniques increases in direct proportion to the echelon of support being provided. This situation invariably leads to the use of statistics, e.g., warehouse denial rate, demand satisfaction/demand accommodation, maintenance backlogs, etc., to judge the support effectiveness of the organization. While the "industrial management" approach may, by necessity, be an integral part of the work routine, the innovative leader can use the statistical performance factors to the benefit of his organization by integrating performance standards and goals into the operational routine. Internal programs which capitalize on constructive competition and provide tangible and intangible feedback, e.g., signs which depict a historical summary of the work site performance and special efforts to insure work site representation in unit activities, can be extremely valuable in achieving long term, sustained work performance and overall unit cohesion.

Most CSS battalions have a wide spectrum of technical specialties. Effective use of the Battalion Management Training System (BTMS), may not only be desirable; it may be your only system for developing technical and tactical competence in your young soldier. It can also be a major tool in developing the leadership abilities of junior NCO's. Hold NCO's accountable for the skills of the soldiers they lead. All too often the typical CSS unit's training system relies on a battalion expert to give a classroom lecture to the soldiers who could be "released" from a mission support area. If this is what you find in

your battalion, a great deal of command emphasis and CSM interest is required. Begin by selecting a period of time when support operations can be closed and designate that time "prime time" training. All soldiers should be in attendance--no exceptions! Individual training is a squad leader's responsibility. The squad leader should make an assessment of the skills and knowledge of each soldier based on personal observation and a review of the soldier's job book. An individual training plan should be developed and the soldier's progress tracked. Training should be done by squad, with the squad leader as the trainer of specific tasks under stated conditions until a go standard is achieved. Most CSS units are technically proficient at performing their support missions but lack the tactical skill to survive on the battlefield. This is understandable since the soldier spends the majority of his time in mission support tasks. Nevertheless, it is unacceptable. Hands-on common skills and tactical training is sorely needed. Seek ways to put your soldiers in a tactical environment. If taking the entire battalion to the field is a viable alternative, you ought to do so quarterly. If not, look for ways to "piggy-back" on maneuver units or to support division FTX's. Once in the field environment, have definite training objectives in mind. If soldiers are going to do nothing more than their technical skills in a field environment, they could learn almost as much on a recreational camping trip. Field training should be stressful and small unit oriented. Perimeter defense, RAP, patrolling, chemicals, noise and light discipline, and night operations should tax the soldier to the fullest.

Developing a training mind-set begins with the commander and the CSM. The myriad of duties requiring technical skills at various activities and headquarters precludes many NCO's from attaining unit experience. You may find some of your NCO's are brilliant technicians, but poor leaders. Establish an NCO professional development program and turn the management of the program over to the CSM.

Your PT program says a lot about your training priority. All soldiers, officers included, should participate in PT. This may mean PT sessions at several different times to accommodate the variance in schedules and several different levels of complexity to account for the state of PT training of the individual soldier. Medical profiles should not excuse a soldier from PT. Make the doctor state not only what the soldier can't do; have him state what he can do. Walking is still considered exercise. Don't forget your cooks!

Train everywhere possible. If you restrict training to prime time and view mission support as the routine "job," you will never attain ARTEP standards. Analyze your ARTEP and identify all the tasks that could be trained in garrison and those tasks which could be accomplished in a close-in training area. Make a third list of those tasks which require a field tactical environment. The next step requires innovative thinking and an understanding of how support missions are currently performed. The task is to devise methods to integrate the training that can be done in garrison into daily mission support performance. Training that can be done in close-in training areas may be viable as concurrent training at a qualification range or conducted in the motor pool.

Taking full advantage of the training that can be done in garrison will allow you to concentrate on the right things when you are in the field.

Try to set an example for maneuver units to follow in logistics. They expect it. What could be worse than a carpenter with a porch falling down? A logistician with a high reject rate, a PLL with zero balance, and inaccurate hand receipts. As support units, our priority is normally directed toward our customer unit. Don't overlook internal logistics. When CSS units do poorly in a logistics area it is embarrassing and shakes confidence in the entire system.

Protect your customers. Don't let them be surprised. As a subject area becomes a matter of command interest, get involved. Analyze each customer's performance. Give the appropriate customers a call. Tell them where they stand, how they can improve, and what you can do to help.

Most CSS support missions are equipment intensive. Your maintenance program must begin with maintenance training. The keys to success lie in trained operators (who perform quality PMCS checks), timely services, clean fuel, and no operator abuse. This can be attained through an effective operator training program and good NCO supervision.

Visit maintenance and supply areas frequently. Look for indicators that reveal how equipment/vehicles are being maintained: use of operators' manuals; piles of parts or excess supplies pushed in a corner; log books and trash left in vehicles; checking the 2406 for deadline status and the date a requisition or work order was submitted; and too many vehicles returned without performing post-operative checks. Company commanders must be held responsible when these actions are not done properly or in a timely manner.

No discussion on the combat service support organization should conclude without a few brief words about the relationships between combat service support organizations.

The former Army Chief of Staff, General E. C. Meyer used this phrase in discussing the Army's Training Program: "... that we train for war". The point to be gained here by the CSS commander designee is that CSS training must be oriented to the logistical base cluster concept and function as a part of a "forward support package". All elements of the support package (transportation, field services, supply and maintenance) must be capable of working as a well-coordinated team and possess confidence in each participants' capability to contribute to the overall support effort and to the mutual defense of the organization.

It goes without saying that cooperation between CSS commanders is critical to the success of the overall support mission. If you lend support to a fellow commander through informal agreement, then personally inspect the performance of your subordinates and give them recognition for their efforts. Your personal attention lets the members of each command know that their leader's cooperation serves as an example for subordinate commanders to follow. The climate of command cooperation should extend not only to mutual support of organic requirements, but also extend to lending assistance to external support tasks when

assistance is requested. Emphasis is placed on the word "requested." The inherent risks associated with command are great enough without having to worry about a CSS contemporary competing, surreptitiously, for a slice of the mission.

Finally, a word about "empire building". Unlike combat organizations, CSS organizations, because of the similarity of their missions to installation support functions, are more prone to expand the scope of their missions in relationship to the availability of TDA material and personnel assets. The innovative and forward thinking commander will resist reductions in the scope of support missions, however, the prudent commander will not seize on the opportunity to expand his assigned mission unless he is certain that on-hand resources, including special personnel skills, will continue to be available. This consideration is especially critical when tasks other than accepted TOE functional capabilities are involved. Again, the larger the scope of operations, the greater the risk factor; however, the effective and successful leader does not achieve mission success by avoiding responsibilities or support requirements.

DIVISIONAL SUPPLY AND SERVICE BATTALION (CONUS)

Introduction

The following information will present unique considerations and suggestions which, hopefully, will aide future commanders of this type battalion. It will not cover all aspects, but rather focus on those areas which tend to be problem oriented and require the commander's continuous attention. These observations are based on thirty-five months as a battalion commander in this environment.

The battalion is in the Air Assault Division and is organized with a headquarters detachment, a supply and service company, three forward support companies, an aerial delivery and equipment company, and the division's NBC defense company--an authorized total of 670 personnel. There are over thirty-five Military Occupational Specialties (MOS) represented. Each of the forward support companies are dedicated to a line brigade and operationally support under the forward area support coordinator (FASCO) concept. As of this writing the forward support battalion concept of Division 86 does not and will not apply to the Air Assault Division. The NBC defense company is under the operational control of the division G-3, and the battalion is responsible for administration and logistics.

Personnel

As a general statement, the soldiers today are as good or better than most that I have been exposed to in the Army. Regardless of all the negative aspects, soldiers respond to positive leadership and good training. However, there are some situations which must be presented because they will impact on the planning and design of the battalion training program and ultimately on mission effectiveness if not handled properly.

One of the major detractors to the battalion's readiness is the educational/skill ability level of soldiers. The problem is threefold. First, many of the supply and service MOS's have a low entry level knowledge requirement. Second, many are still on active duty without a high school education. Third, a large number of soldiers with a high school education do not meet minimum Army educational requirements. As an example, data was obtained by reviewing records at two different times approximately one year apart. This reflected that at any given time approximately one third of the E-4s and below, in this battalion, did not meet Army educational standards. Further, approximately one-half of that number were high school graduates. This is not saying these soldiers did not do a good job. They did an excellent job. The point is, the commander must recognize this situation and build a program that includes improvement of individual basic education skills as a part of the overall battalion training program.

A word must be devoted to female soldiers. The female population during my command tour averaged eighteen to twenty percent of the battalion. Female soldiers are represented in all MOS's. They are not a problem!

The requirement for physical fitness is recognized throughout the Army. However, for many different reasons, supply and service units historically have more physically profiled soldiers than combat Army units. The Air Assault Division supply and service battalion is no different. Many of the soldiers in this category are strong, career NCO's who have been reclassified from the combat arms into supply MOS's. The critical aspect here is to insure the physical training program includes the profile soldiers. The important thing is that all soldiers perform physical training within the limits of their abilities. This can create a great deal of resentment within the battalion if not handled properly.

Readiness

The battalion mission, both field and garrison, provides for approximately ninety percent of the technical tasks to be trained during normal day-to-day activities. The key is to insure that the first line supervision is planning for and capturing the training. This is readily accomplished through the weekly training meetings associated with BTMS. The more difficult task is keeping soldiers competent in the basic common skills. The point is, it just won't happen. The commander and the command sergeant major must make it happen. There are many ways to do this. An effective method was the scheduling of military stakes as battalion training. It is conducive in identifying strengths and weaknesses in both soldiers and their NCO teachers. Additionally, common skills must be built into all field training exercises and the company commanders must have training and evaluation plans prepared to support all major training events.

In the divisional supply and service battalion, maintenance is paramount overall. There are over 400 major pieces of equipment to be maintained. This impacts on every aspect of battalion readiness. Included are the division's capability for material handling, surface

transportation, fuel distribution (both bulk and retail), and water production and distribution. Maintenance is made even more critical by the age of the equipment. Many of the forklifts and large trucks (2 1/2 ton and larger) are Vietnam vintage. Fuel system pumps are also very old. Maintenance of existing equipment coupled with new systems associated with force modernization makes the motor pool a major challenge. The battalion must have a strong maintenance management system. The system can take many forms but it must include communications from the commander to the individual mechanic. This can only be accomplished by personal involvement of the entire chain of command. In the divisional supply and service battalion; "How goes maintenance--so goes the battalion."

Refueling operations are one of the major and most sensitive missions. The battalion has a fuel capacity in excess of 500,000 gallons. This is made up of six fuel system supply points with 60,000 gallons each, 284 five hundred gallon fabric drums, and 10 five thousand gallon tankers. The bulk of this equipment is used to support more than 500 aircraft and virtually all operations are conducted in a field environment. It is not uncommon to have 175,000 gallons on the ground in support of a brigade task force operation. Safety becomes all important; particularly in fuel handling procedures to include fuel sampling and testing.

A tremendous capability exists in the aerial delivery and equipment company. An example is shown in the volume produced. From January 1981 to January 1983, they rigged in excess of one million pounds a year with no rigging malfunctions. The tricky aspect is to get the customer to plan for and maximize the use of aerial delivery resupply.

Staff Relations/Support Missions

There is only one area for discussion here, but it is very important to the overall operational support mission. This battalion provides the food, water, fuel and ammunition for the division and any attachments. The biggest problem with both staff and command relationships is that the customer insists on telling the battalion how to support rather than establishing the support requirement. As a result, the battalion commander becomes personally involved in operational planning by the supported brigades. This is necessary and accomplishes three important aspects of the support business. First, it provides the opportunity to educate the customer. Second, it builds the customer's confidence in his supporting unit. Third, as a result of the first two, it provides the supporting commander the freedom to be innovative in the support provided. This enhances training and maintenance, and ultimately, unit pride and confidence.

Summary

In summary, the foregoing is provided to point out areas which are peculiar to the air assault supply and service battalion and were found to need special attention. However, lest the author be misunderstood, this battalion has the capabilities to do it all. Yes, some areas need

special handling, but the soldiers are great and the mission is exciting. I would love to have the opportunity to do it all over again!

CORPS SUPPLY AND SERVICE BATTALION (CONUS)

For a career logistician and troop leader, command of a supply and service battalion is probably the most challenging and satisfying experience in the entire Army. It goes without saying that the size of the organization and the scope of its mission has a great bearing on the degree of challenge and the exercise of professional leadership. I was fortunate to have been selected to command a corps level, composite battalion comprised of four line companies, each with its own TOE prescribed mission, a water purification detachment, and a parachute packing and airdrop detachment. The missions of these units included general support level repair parts, general supply support, conventional ammunition direct support, supply and services to corps level units and selected divisional elements, and parachute maintenance and airdrop support for active and reserve component forces. This wide range of logistics support responsibilities presented the more than 1000 personnel within the battalion a rare opportunity to train and perform as logistics operators in practically every area of logistics.

It has been written that an organization is a reflection of its leadership. If this observation has merit, and the true potential of the organization is to be realized, the commander must personally influence and give direction to four major areas: personnel; training; maintenance; and the staff. I refer to these areas as pillars of the organization and each will be discussed as it was treated within the corps level supply and service battalion.

Personnel

First, the personnel who form the battalion are its greatest asset. A survey would have probably revealed that the aptitudes of many of the soldiers within the battalion were skewed toward the more basic occupational specialities. Also, similar to other CSS organizations, the minority ethnic groups formed the majority of the organization's population. Aside from these characteristics, which caused the leadership to be more sensitive to different cultures, patterns of behavior, and personal values, the aspirations and support requirements of the soldier were the same as any young person from our turbulent society.

The adage "Know your soldiers and look out for their welfare" should be the cardinal rule for any commander whose troops are normally performing support duties behind the scene and away from the "dash and flash" of the tactical operation. Soldiers enjoy the presence of their chain of command at their work sites as well as in the barracks environment. Through daily visits to mission sites and field operations, I could frequently solve problems, train junior leaders, and observe the effectiveness of the battalion's formal and informal system for disseminating information. Of equal importance, I was able to feel the pulse of the organization which enabled me to respond quickly to potential issues of conflict and matters of operational concern.

As a means of reinforcing the leadership program and leader involvement I required each leader to carry status cards reflecting the platoon's/section's status on personnel, training, equipment, and operational posture of the mission site. This program paid considerable dividends in developing the less dynamic and weaker leaders and was especially beneficial in improving the quality of standup type briefings for visiting officials.

Monthly formal battalion musters are extremely productive in conveying command information, award presentations, and building unit "esprit de corps". Similar to barracks inspections, I am convinced that the soldiers are impressed and enjoy participating in well organized and smartly executed battalion and larger formations. Certainly these programs, combined with daily formations organized in accordance with FM 22-5 and directed by the unit chain of command, serve to strengthen soldier discipline and develop much needed leadership skills in junior officers and noncommissioned officers. I will extend this opinion to the conduct of unit physical training, weapons qualification ranges, and dismounted drill. All of these activities must include the entire unit chain of command; thus unit cohesion is developed through personal contact and teamwork.

Social problems which confronted the members of my command were, in every respect, representative of the society from which they came. The incidents of misconduct were increased and in some instances intensified by the fact that female soldiers made up approximately 15% of the battalion. Despite an active program of off-duty barracks inspections, the chain of command was never able to eliminate the occasional "lovers tryst" and barrack's visitation policy violation. The violators who were apprehended or reported were dealt with by their unit commander, unless the misconduct involved a more serious offense. The more hardened cases of social nonconformity and alcohol related misconduct normally involved soldiers who had recently returned from overseas assignments. Because of this problem, the CSM and I placed special emphasis in this area during the battalion's monthly "Newcomers briefing." This emphasis combined with an aggressive administrative separation program and stricter reenlistment standards aided our efforts to establish a more healthy social and moral climate in the battalion. In no case should a reported incident of sexual harassment or fraternization be allowed to pass without an investigation and corrective action as appropriate.

Physical fitness is the key to sustained mission performance and its benefits are highly visible during emergency deployment readiness exercises and field training exercises. In addition to being trained for physical and mental endurance, I found that the soldier's "staying power" could be developed by requiring personnel to extend themselves for lengthy periods of time during training exercises. Also, the chain of command must train to pace themselves and build a reliable and responsive second team. Field training exercises and ARTEP's were good vehicles for developing the second team approach.

The final subject in the personnel area that I will mention is insuring that the soldier is employed in his/her MOS. Innovation in developing local training programs, internally developed missions, and

formal support/training agreements with the local installation support activities can overcome many of the training problems especially, those which stem from low density MOS's and lack of viable missions. Installation activities can also be valuable sources of MOS training for reclassified NCO's, who under other circumstances would be required to participate in OJT programs within the organization often under the tutelage of an immediate subordinate.

Training

Readiness within the battalion is only achieved through personal involvement, dynamic leadership, foresight, and honesty in assessing combat readiness. In today's Army the battalion commander who rests on his laurels and shows readiness statistics that are not frequently tested and challenged through self-initiated readiness checks, will meet professional embarrassment or even worse--mission failure. The successful commander is the one who "trains to maintain."

Training must be oriented to maintaining skills, both individual and collective. I have no doubt that some of my key NCO's at one time were highly competent in individual soldier skills such as weapons qualification and NBC procedures, but through lack of practice, these skills were allowed to deteriorate. This problem was particularly common among senior NCO's who had several logistics staff type assignments prior to joining the command. To overcome this training problem, the CSM, the executive officer and, I spent many valuable, but productive hours grooming and reorienting senior NCO's and junior officers on their roles and responsibilities in the command and the Army in general. Officer training tasks were shared jointly by the executive officer and myself. I tended to rely on the "brown shoe Army" techniques for the officer training program, in that I assigned a topic and the responsibility for presenting it to a specific unit. An officer or officers of the unit would prepare a lesson plan and outline of the presentation for my review prior to the class. I found this procedure not only improved the quality of instruction, but enhanced the officer's technical knowledge and communicative skills.

In addition to officer and NCO development training programs which were mandated by regulation and BTMS, which I might add, also varies in effectiveness in direct proportion to command emphasis, I instituted two other recurring training programs that paid sizeable dividends. The first was the "newcomer's orientation session," normally a morning per month class which was presented by the staff and command group. The second program was directed solely at the female soldier, both officer and enlisted. I referred to this training as "Reinforcement Training" for the female soldier as it was aimed at filling the information voids created by accelerated basic training programs, individual experience limitations, and peculiarities of the command and local surroundings. The topics of training ranged from prevention of sexual harassment to child care and sole parent responsibilities. The classes were taught by the professional staff of the installation medical activity, social service counselors, and the battalion chaplain. Male soldiers also received periodic formal counseling on their responsibilities as members of a "coeducational type" organization.

Maintenance

No discussion of readiness training would be complete without mention of maintenance training and the conduct of operator and organizational maintenance. First and foremost, the leaders, officers and NCO's must be taught the functional purpose of the various, frequently inspected, components on vehicles and other equipment. Surprisingly few young leaders know the purpose of axle vents and CV boots. More important, many of the young leaders do not appreciate the consequences of the common forms of equipment abuse during the various stages of operation. Because of the variety of special purpose type equipment assigned to the battalion, it was difficult to maintain proficiency within the organizational maintenance operation to repair such items as laundry units, POL pumps, and the various items of materials handling equipment. A viable solution to the problem was to place a group of more dedicated and mechanically inclined mechanics under the direct technical supervision and tutelage of the battalion maintenance technician. Through his efforts units were always assured of an organic source of maintenance expertise for the low density, but critical special purpose equipment employed in their operations. This training concept was extremely beneficial in providing maintenance personnel to support off-post exercises and missions of high risk, including emergency deployment readiness exercises.

I will conclude the discussion of readiness training with a short list of maintenance and training considerations:

- If you operate installation support activities, try to obtain your commander's approval for specific times for prime time training and on those days or hours reduce manning at mission sites to a minimum.
- Conduct formal training for leaders prior to commencing weapons qualification since few logistics NCO's and junior officers understand the essentials of weapon's marksmanship training. The installation's Army Marksmanship Unit is an ideal source for competent instructor personnel. This training should key on marksmanship fundamentals, the role of the coach, and formal procedures for range operations.
- Field training objectives should be limited to not more than four major objectives. Concentration on more than four will only erode the training effort.
- Avoid deploying to the field on Monday mornings or returning on Friday afternoons. Murphy's law will invariably disrupt a training event on these days and result in key training starting or ending on a sour note.
- Encourage the use of contact teams in performing organization and DS level repairs. The approval and support of the DS maintenance commander is required, however, prior to engaging in DS level maintenance in organizational shops.
- Aggressively pursue and implement a functional battalion communications net for organic communications equipment, including RATT and FM equipment. This system, will serve a highly beneficial, practical

purpose during the course of routine operations and pay tremendous benefits during ARTEP's and EDRE's since personal skills have been maintained.

- Be personally involved in the daily training of junior officers and cause them to stretch their minds, emphasizing technical and leadership responsibilities. Push them to the front and let them receive credit for their efforts.

- Use approved doctrine as the basis for training and not locally invented support theory. We must make existing systems work before inventing new ones.

Staff Relationships

Finally, I want to discuss the staff and its role in the coordination of operations, and the overall mission support.

A key point to remember is the battalion staff exists to support the subordinate units as well as to advise the commander. The staff is not an allocator of resources, they are merely coordinators and planners. Thus, the only person who can say "No" or commit battalion assets is the commander. I delegated routine commitments authority to the battalion logistics officer (S-3). Junior staff officers and ex-unit commanders frequently neglect this consideration, consequently a major obstacle to smooth working relationships and true professionalism develops. In most cases the battalion will interface with a higher level staff, e.g., the COSCOM, AC of S Material or possibly the director of industrial operations. These offices have no command authority and normally are keenly aware of this fact. The prudent commander lets his executive officer and staff interface with these offices and reserves the "big guns" for crisis issues or conflicts which must be resolved on the "six net."

Unit commanders and the battalion staff should be encouraged to personally seek out and acquire support for the various installation level support activities. e.g., director of facilities engineering, TASO, DIO maintenance shops, etc. Through this contact, the officer and enlisted member learns to appreciate the functions of the civilian sector of the Army, obtains valuable support, and develops professionally.

When a battalion is actively engaged in performing installation support missions and providing combat service support to field exercises, a conflict invariably arises. We were able to generally resolve this conflict by performing our various installation missions from the field location, by reducing manning at installation mission sites and by designating specific days and time periods for unit training activities. No mission sites were ever closed without at least 30 days notice to the customer. Logistics commanders must be extremely conscious of their images as a source of support and work toward building good customer relations through responsiveness and going the extra mile to satisfy a customer's requirement.

In providing both installation support and combat service support to tactically deployed divisional or corps elements, many conflicts can be avoided through advance liaison by the respective staffs. Depending upon the complexity of the support requirement and risk involved, personal contact with the supported commander may also be desirable. Generally, advance coordination is taken as an expression of concern and is useful in defusing conflicts which invariably develop during the course of most support missions. In closing my discussion of the supply and service battalion, the following bits of general wisdom are offered:

- Be responsive to the needs of your personnel and your customers. Instill a sense of urgency in your subordinates.
- Practice and encourage follow-up action. This keeps subordinate leaders involved and interested, tests the effectiveness of the chain of command and keeps the organization moving forward.
- Make time to listen to the soldier in a private setting and be a good listener. Quite often, a good listener and fair hearing is all the the soldier wants.
- Upon assumption of command, make certain that all property accounts within or maintained by the battalion are current, have valid inventories, and appropriate adjustments have been made and accepted by higher authorities.
- Where physical security requirements exist, ensure that physical security inspection records are current and the Installation Physical Security Officer has performed an annual check of the facilities. Crime prevention surveys conducted by the CID are also helpful in getting attuned to potential criminal activity and crime conducive operations.
- If your command performs a physical security mission by providing a guard force, ensure that the guard force is drawn from the entire command by duty roster. A system of permanent guard personnel only invites the temptation of collusion and conspiracy.
- The chaplain can "save more souls" in the motor pool and mission areas than he can in chapel. An active visitation program, supported by a dedicated vehicle, is essential to the spiritual well-being of the battalion.
- Through self-example, set the moral climate for the battalion. Tolerate no breaches of moral discipline among the officer corps. Offenders should be eliminated as "The officer serves as the dye that colors the fabric of the Army."
- Encourage troop leaders to make periodic visits to the quarters of their subordinates as a means of looking out for their total welfare. Caution should be exercised in the visitation program to ensure that intended purpose is served and the soldier and his family are not inconvenienced or embarrassed.

• Give equal support and encouragement to community service endeavors inside the command. The CSM, officers and NCO wives' groups can be extremely helpful in identifying and aiding needy families, especially in crisis and at Christmas. Soldiers take great pleasure in being involved and seeing their efforts serve a productive and appreciated purpose.

DIVISIONAL SUPPLY AND TRANSPORTATION BATTALION (CONUS)

Introduction

The divisional supply and transportation battalion has a wide diversity of missions which have been greatly expanded by DIVISION 86. The large vehicle fleet, extensive TOE support equipment and spectrum of personnel MOS's presents unique challenges. Support provided to maneuver battalions must be timely and efficient to sustain realistic training. High visibility missions must be accomplished in a decentralized manner by individual soldiers or squad teams. You, as the commander, must sustain a unit with the technical skill to perform diverse missions and the tactical skill to survive on the battlefield.

I will try to describe some of the techniques and procedures I used. They are certainly not the only way; they just happen to match my leadership style.

Personnel

The creation of an environment which supports professional growth is characterized by concerns for soldier health, proper living standards, and intolerance for anything less than quality soldier support. This kind of environment begins with the soldier's first day in the unit. Upon arrival, soldiers were met by the CSM. After initial processing the new arrival was picked up by his company commander and LSG and escorted to his company. He was then briefed and interviewed by the entire chain of command. The briefings included the unit's missions, training objectives, standards of conduct, responsibilities expected of all soldiers and general information regarding company SOP's and administration. The soldier was introduced to the members of his squad and assigned a carefully selected billet area to assure a wholesome peer influence. During company processing, the soldier's previous training records and job book were evaluated and he was given a tour of installation facilities by his squad leader. Once a month, the CSM and I hosted a newcomer's breakfast. Together we pitched a "big picture" briefing on the battalion missions. This may sound like a time consuming process, but it paid big dividends.

Keeping concern for the soldier and his family in the foreground gave rise to good personnel management practices. "Hey you" details were forbidden and all duty rosters, training schedules and any individual tasking which changed normal duty hours or required special preparation were posted and briefed to the soldier seven days in advance. This was an area of personal emphasis by the CSM.

The personnel administration center (PAC) is the hub of all personnel support actions. Since the PAC is perceived by soldiers as an extension of the commander, the service they receive there must be first class. With prime time training in the morning, the afternoon was dedicated to soldier support. Squad leaders were encouraged to accompany their soldiers to the PAC if the problem appeared to be a complex issue. The PAC NCO should see all soldiers who report to the PAC for help and monitor the assistance provided. It is imperative that you develop a means to obtain feedback on how your soldier support systems are functioning. I used a monthly Soldiers' Breakfast hosted by the CSM and myself to do this. Approximately ten soldiers were selected by the CSM. The breakfast was informal. We asked leading questions such as "What do you like least? Most? Want to see changed?" Mostly, we listened!

The discipline environment in a unit begins with the establishment of a standard and the detailed explanation of the standard to the soldier. The standard should not be presented as a threat for it must be understood as the unit ethic. True discipline is self-discipline, based on pride in self and unit. It is nurtured by a mutual trust and respect between the soldier and the chain of command. Exercising the NCO chain of command to enforce standards is essential to build a team that can function independently. Violations of the standard must be dealt with quickly, but justly. I used the full spectrum of alternatives provided: extra training, administrative action and the Informal Article 15. These actions are normally sufficient to encourage a behavior change without creating an adverse permanent record. Firm action must be taken on any offense which poses a threat to the safety of other soldiers or which by its nature tends to undermine the mutual trust between soldiers.

SIDPERS is the basic system by which we account for assigned soldiers, record personnel actions, identify soldiers who qualify for promotion and obtain new soldiers to fill vacancies. I tasked my XO to chair a monthly scrub of the Unit Manning Document with the S-1 and each company commander. The purpose of this drill was to assure that each soldier was properly assigned and, in fact, working where assigned. This scrub gave us control. Once a quarter we scheduled an administrative stand-down day. We used this period for dental checks, shots and to administratively check the soldiers' records. The process assured the updating of deployability files and proved invaluable for accomplishing a myriad of time distracting administrative tasks.

Before departing the personnel area a word about female soldiers is appropriate. The word is equal. All soldiers are assigned an MOS. I expected each soldier to perform duty in their assigned MOS and demanded the same standard of competence, regardless of sex, in garrison and in the field.

Readiness

My readiness objective was to sustain the capability of performing assigned missions in support of the division under any conditions. I emphasized my priority on training, maintenance and discipline, by

designating "prime time" for training and maintenance, spending a lot of time coaching at training and maintenance sites and whenever possible, passing all other issues directly to the XO and the staff.

Training

Training begins with an in-depth analysis of your program and its results. Look at the last ARTEP, EPRE, the file on SQT Summary Reports and IG General Inspection results that pertain to training. Your battalion weaknesses should become apparent. Next examine your unit's training objectives and the long and short range training plans to determine if they address weaknesses. In a combat service support unit, training time is precious. If your program won't get you where you have to be--change it early. Examine the procedures for mission support. Imagination is the only barrier to integrating training with mission support. Train at every opportunity.

Your PT program is an indicator of the priority you place in training. Everyone took PT in one of three programs: a sustainment program, a remedial program for those who required development work and a medical profile program tailored to each soldier's medical profile. Truckers, cooks, clerks and suppliers all took PT with the entire chain of command participating.

Designate a prime time period for training. During this time cease all other activity and train. Visit training at every opportunity, but be sure you are thoroughly familiar with the task, condition and standard being trained. Training must be to ARTEP standards or it will be disfunctional. Never miss an opportunity to share the miseries of bad weather, darkness and long hours with the soldier.

Exploit BTMS. It can be a purposeful tool for NCO development. Individual training is an NCO responsibility. A senior NCO was assigned in each career management field to monitor the individual training of junior soldiers in his field. He reviewed tasks trained, assisted squad leader trainers as necessary, conducted quality assurance (go/no go) testing and reviewed job books and individual training plans with the squad leaders. The monitoring NCO's responded directly to the CSM on individual training matters. BTMS builds unit cohesion and discipline. When training is accomplished by a knowledgeable squad leader, the end result is confidence in unit capability and leadership.

Training schedules set the training climate. Weekly schedules were required in draft five weeks out, in hard copy three weeks out and cast in bronze at one week. Schedules were initiated at squad and platoon and published by company with the administrative work accomplished at battalion. Training schedules were specific, and could be changed only by company commanders.

All too often, CSS units are technically proficient, but lack the tactical skills to survive on the battlefield. My battalion was no exception. I began taking the battalion to the field quarterly. As with all training--demand ARTEP standards. Use load plans, advance parties, secure areas, require perimeter defense, wire and FM

communications, fire support plans, aggressive patrolling, traffic plans and perform all support functions from the field location. To guide your training program, specific objectives and ARTEP tasks should be identified for emphasis and evaluation during each field exercise. Be sure to exercise displacement and RAP plans. As you progress make the conditions more challenging. Convoy and establish new areas at night or shorten response time on missions. During some phase of each exercise bench your "first string" and turn operations over too the next in command. This can be a great confidence builder.

Maintenance

The bread and butter of an S&T battalion is maintenance. Soldiers maintain only to the level they are trained to maintain. Require maintenance training on the training schedule and place emphasis on its quality. The key to sustainability is services! Consider periodic maintenance stand-downs. I stood down each platoon one week per month. During this period one-sixth of the platoon's vehicles were serviced and all weapons, TOE equipment, organizational and personal clothing were inspected and maintained. The week's activities were under the control of the platoon leader and platoon sergeant. Avoid the use of battalion experts, except as required for vehicle services. Squad leaders are responsible and accountable for maintenance standards. Label every piece of equipment with the name of an operator and his leader. This soldier-equipment relationship should be maintained on a battle roster. Possessiveness breeds concern.

Examine maintenance support programs. Look into: PLL, TAMMS, return of recoverables, tool accountability, driver training, dispatch and licensing procedures, oil analysis and test equipment calibration. How well these programs function is an indication of how well your maintenance managers understand the interdependencies of the system and their effect on readiness. Get the BMO on a program of routine checks.

When you take the battalion to the field, maintain in the field. My rule was, "If it breaks in the field--it gets fixed in the field." Require your maintenance shop to use the maintenance tent, maintain during the hours of darkness and exercise light discipline. Maintenance is training too.

On occasion, no notice rollouts are a good way to validate the status of equipment with maintenance records, check safety equipment, OVM, PMCS quality, exercise battle rosters and put the staff through their paces on frag orders, alert procedures and security control measures. About once a quarter worked for me.

Command/Staff Relations

An important philosophic point to remember is that your company commanders and battalion staff want to succeed and belong to an effective, respected battalion. The time that you expend in your first days of command to identify and prioritize goals and objectives in a

participative forum will provide a common sense of direction and set a climate of teamwork and cooperation.

The relationship that exists between a commander and his CSM is indeed, both special and personal. My CSM worked only for me and I would not tolerate officers meddling in his affairs. Although we operated as a team and compared notes, most often we traveled separately and spoke to different levels in the command chain. I established standards and coached officers. The CSM mustered the NCO chain and effectively supervised their efforts to attain and sustain those standards. The CSM must be a doer to have influence and credibility.

The XO has an extremely difficult position to fill. Commanders can help by keeping him informed and involved in the decision making process. My XO ran the staff and was my principal administrator. He had the responsibility and authority to make day-to-day management decisions. The key to providing the XO with the power base he needs to function is the perception of the rapport that exists between the XO and the CO. My XO never had to address company commanders in a directive manner; but then, his advice was never questioned either. I expected the staff to accomplish tasks to ARTEP standards and keep me informed. They were encouraged to tell it like it is, but tell it to the concerned company commander first. "No" answers were exclusively mine!

All company commanders need training. Coach them. Give them the freedom to try, fail and try again. On important issues, particularly those in someone else's fishbowl, prepare them so they can succeed. Restrict competition to the sports field. In professional areas, encourage an attitude of teamwork and cooperation. Clarify objectives and standards as often as necessary until desired results are achieved. The time you spend developing company commanders is an investment in the future Army.

Potpouri

Look for the easy way. A word processor, if available, can be a tremendous labor saving device. It can be used to maintain personnel rosters, battle rosters, training schedules, unit SOP's, hand receipts and most any type of listing.

Division 86 reorganization is substantial and affects every company in the battalion. Personnel and equipment are redistributed both within the battalion and to the forward support battalions. In addition, new missions are received. Planning for the reorganization should begin at least six months out. Mission support requirements will not cease. Division 86 reorganizational requirements will have to be accomplished on the move. Plan accordingly.

Do not forget that many of our young soldiers are married and as inexperienced in money management and civil matters as they are with military life. Include the family in the introduction to the installation. Be sure they are aware of the facilities available. One of the most productive methods of assistance, I've found, is to identify NCO

wives in each company to act as volunteer points of contact. It provides caring company commanders the opportunity to get involved in a problem while it is still manageable.

DIVISIONAL MEDICAL BATTALION (CONUS)

Introduction

Congratulations for having been selected for battalion command. The medical battalion is unique in its mission and organization because of the critical role it provides to the soldier in saving life or limb. America's history clearly shows that Americans will support their Army during threats to national security with one key stipulation--that all possible concern and care be taken to provide for the soldier's safety--especially to those who are ill, injured, or wounded. Soldiers cannot simply be categorized like major end items or spare parts. They are our most precious resource. Therefore, our mission, "To conserve the fighting strength," has never been so visible as the Army prepares to engage the enemy on history's most lethal battlefield. Your responsibility to provide the best patient care is one that must be met. Because of the combat medic's visibility and personal relationship with the soldier, your medics must be the most professional and highly trained.

Personnel

Your personnel will be among the most highly qualified in the Army. Disciplinary problems are normally low and you should relate to them on that basis. Therefore, recognize deserving soldiers at every opportunity.

You should make your personal policies (Command Guidance) known as soon as you begin to meet with officers, NCO's, and junior enlisted personnel. This does not mean you will be making changes, but it does let people know where you stand in the key areas such as training, maintenance, discipline, and logistics. You need to realize the impact and influence you have as a battalion commander and that your subordinates are keenly interested in what you have to say. Also, let your views be known about ethics, honesty, morals and integrity.

Personally give all soldiers an orientation within 72 hours after their assignment. Through this meeting, you can continue to emphasize important areas and let others get to know you and what you expect.

Even if you only have one AWOL during a fiscal year, it deserves your attention primarily to insure proper care and concern for all soldiers. When an AWOL is reported, get together with the soldier's officer/NCO chain of command. Discuss information about the soldier pertaining to age, hometown, marital status, interests, friends, performance trends, acceptance in the unit, and whether or not he/she recently received some bad news from home. Their answers to these questions will indicate how much interest they have taken in their soldiers and how much they care about them.

You must personally set the example in the use of alcohol and it should be reflected through your chain of command. Also, it may surprise you to find out how many officers and enlisted personnel do not consume alcoholic beverages and are not necessarily looking for a good time at functions where excessive consumption of alcohol is the "thing" to do. Personnel with alcohol and drug problems must be identified and referred to the proper authority for counseling and treatment. DWI presents a serious problem because of the threat to bodily injury, loss of life, and damage to personal property. Post safety personnel are well qualified to present classes on consumption of alcohol and driving, to include vital statistics on fines, loss of license, and increased insurance costs. The success of your program will depend on how your soldiers perceive your attitude and whether or not violations are equally enforced.

While some division policies permit the consumption of alcohol in barracks (normally limited to beer), drugs are strictly prohibited. The chain of command must make its presence known in the barracks. This does not always have to be achieved through the use of dogs or inspections, but by officers, NCO's, and staff duty personnel making periodic checks, especially after duty hours.

Good PT programs are a must. PT must be conducted according to standards with great enthusiasm to foster esprit and morale. Remember, the PT formation is the first time the unit meets each day. Poorly conducted formations with little energy only tires soldiers out mentally and makes PT a drag. Consistent with division policy, develop a program that provides a variety of activity such as grass drills, relays, running obstacle courses, five mile road marches, and agility exercises. In line with PT, make sure you have an effective weight control program.

As the battalion commander, you should lead battalion PT once each month. Warm-up exercises should be followed by a five mile run with battalion colors. PT gives you an excellent opportunity to lead by example on a regular basis and clearly demonstrates the standards you expect others to emulate.

All AMEDD officers assigned to the battalion, to include physicians and dentists, must participate in the PT program. Their participation will enhance a sense of belonging as well as set the example. Remember, many of your soldiers work directly for these officers.

Because of the high percentage of women assigned to the battalion, some will be required to provide medical support to maneuver battalions. Some of the maneuver battalion commanders may be reluctant to accept women, but the only other alternatives may be for you not to provide the coverage or substitute with all male personnel. You cannot always provide all male personnel, so don't set a precedent.

The time will come when one of your best soldiers needs to attend a course on a TDY basis or at one of the post schools. It may be difficult to release him, but all effort should be made to let him attend, unless there are overriding operational considerations. Professional development and education are just as important for enlisted soldiers as for officers.

Since the normal company command tour length is eighteen months, MILPERCEN may want to reassign these officers upon completion of their tour. Consistent with their career development, you should try to retain them for an additional period if they have only been in the battalion for eighteen months. This stability gives staff and commanders the opportunity to exchange positions, and provides for continuity of operations.

Because of the continuing emphasis for officer education, captains, who are advance course graduates, should be encouraged to enroll in CAS³ and CGSC (correspondence). Both are essential for career enhancement.

Identify qualified soldiers for reenlistment at least six months prior to ETS. Many soldiers will want to apply for school or seek an assignment at a certain post. If you wait too long, it will be too late and you will lose a quality soldier. A sincere and early interest will build his confidence and let him know that you are interested in his future.

Training

All training must be realistic, whether it is a FTX, ARTEP, or a night convoy to and from garrison. Light and noise discipline, camouflage, tactical feeding, and security must all be performed as well as combat units. ARTEP's are very important because soldiers realize it is an evaluation of their current training level. Therefore, it must not turn into a harassment exercise.

SQT and EFMB training should not be a "stand down" exercise just to teach everyone how to pass the test. It is ongoing training that is taught by NCO's on a daily basis throughout the year.

A highlight of your assignment is when your battalion conducts the EFMB test for the division. During this period, all division eyes will be on you. It must be well-organized and conducted in a professional manner. The EFMB test will create a serious manpower burden on you. Therefore, all of your personnel may not have the opportunity to participate. One way to help alleviate this problem is to let other TOE medical units on post, such as ground and air ambulance units, operate test stations within their area of expertise. These units can also be of assistance in conducting other training activities.

During exercises, require your subordinates to insure their soldiers are in the proper uniform at all times, i.e., wearing LBE, weapon, helmet with chin strap fastened, camouflage, protective mask, and other prescribed items of equipment. Soldiers who are expected to be in the right uniform know they are in a cohesive and well disciplined battalion.

Divisions with roundout units have an additional responsibility in readiness. Not only must you insure that your battalion meets all readiness criteria, but that you have provided the best advice and assistance to your roundout unit. You will have the opportunity to train with them at your home station. Members of your staff, to include

company commanders, should make monthly visits to advise and assist. You can also learn from them.

When there are no division FTX's scheduled, take the battalion to the field and conduct field sick call under tactical conditions. You can deploy/redeploy on Monday and Friday respectively, and conduct the exercise Tuesday through Thursday. Companies should be at different field locations following the most direct route from the supported TMC. Ambulances can transport patients to and from the TMC's. Sick call should be completed by noon. You will then be free to conduct other training, such as range firing and night convoys. Surprisingly, this operation can reduce sick call by 40 percent. Company commanders can use this same concept in support of one TMC to conduct their own exercises.

Most of your medical personnel do not get hands-on day-to-day medical training. So that medics can maintain proficiency, a medical training program should be developed with the hospital and TMC's. Personnel in this training program must participate in company PT and other required training activities.

CONUS units now rotate through the NTC. Medical units are advised that very little support can be provided and clearing stations must operate under austere conditions. It is a good idea to develop an SOP for medical supplies. Since DISCOM will deploy as a task force in support of a brigade operation, your HSC will not be able to participate in this valuable training experience. Every effort should be made to get HSC involved in this rotation cycle to NTC.

Logistics

Know and understand how to interpret logistical reports and data. Check daily reports on deadline status and the reason for delays. Call the company commander and ask him to explain why there was a delay in submitting a requisition or work order and when it will be corrected. Follow up! Learn how to conduct TI's for all equipment on your MTOE and use that knowledge to make routine spot checks. These checks can also be made when vehicles are waiting behind orderly rooms or the duty driver reports to the battalion headquarters.

Medical equipment needs to be serviced and maintained just like vehicles or weapons. If it is not operational, it will not be beneficial to the patient. Finally, select your S-4 as carefully as you select your S-3.

Organizational Maintenance

Maintenance is training and a command responsibility. You may not always have a maintenance WO assigned, so give serious consideration to giving an experienced lieutenant the job. Although he may not appreciate the assignment at the time, he will reap the benefits in the long run. Because of company commitments, each company may desire to conduct motor stables on different days. You, the XO, and CSM, also

need to get personally involved in the maintenance operation of each company. A reluctance or failure for all of you to go to the motor pool will bear appropriate results. Scheduled services can be planned well in advance and should be reflected on each company's training schedule by bumper number.

Staff Relationships

Several officers in the battalion will work in other locations on post and you may not get to see them on a daily basis. They are; division surgeon (assigned to the Division HQ Company), division flight surgeon, psychiatrist, psychologist, preventive medicine officer, social worker, dental officers, and other medical corps officers. These officers are providing vital patient care and must be included in planning, training, and operations. Their enlisted staffs also play a key role and need to know they are a part of the battalion.

You should periodically visit their work areas, to include TMC's. Your support will go a long way in making their jobs easier. The supervisor of each of these staff sections should be included in weekly meetings.

Get to know the hospital and DENTAC commanders on post as well as other medical unit commanders on post. An excellent communication tool is to have a monthly meeting with the hospital commander, his staff, and the division surgeon.

Conclusion

Basic soldiering skills established in a positive disciplinary climate is a must for a successful battalion. Leaders and soldiers must have mutual trust, respect, and confidence in their abilities and motives. These factors can only be achieved by knowing that ethics, morals, integrity, and honesty are without compromise. Remember, although you were selected to command, you are also there by choice. Take time to enjoy your family, encourage others to do the same, and you will enjoy your command. Everyone wants the battalion and you to be successful. Let them share that success with you.

DIVISIONAL MAINTENANCE BATTALION (CONUS)

Introduction

Congratulations on your selection to command the most complex and challenging organization in the Army--the maintenance battalion. Whether divisional, nondivisional, direct support or general support, your next two years will be filled with the demands of discipline, accountability, training, maintenance, and support.

You will have a direct influence on the ability of your supported units to fight and win. Most likely, the maintenance battalion will be the largest organization in the command. Your management and leadership

skills will be severely taxed by a multitude of commitments both internal and external.

Personnel

The most valuable resource entrusted to you will be the soldiers. In dealing with them, be yourself. Don't change or modify your leadership style. Your demonstrated attributes and qualities nominated you for command. Soldiers seek honesty, candor, and communications. Meet with them often. Discuss the direction and pulse of the battalion. They appreciate being informed and can provide valuable feedback on policies and programs.

Discipline should be swift and just. The positive as well as the negative aspects of punishment should be stressed. If soldiers don't learn from their mistakes, they won't be around very long. Reenlistment requirements are constantly being upgraded. Today, two Article 15's may mean a bar from reenlistment. Technically skilled soldiers are already in short supply. Positive reinforcement and a thorough explanation of the ramifications of unacceptable behavior may keep a good soldier in the service.

An administrative ledger for all potential disciplinary actions is a valuable management tool. Offenses from blotter reports, results from off-post civil trials, as well as those potential disciplinary actions anticipated under UCMJ are posted to the ledger. Regular reviews with the company commanders will keep legal matters up-to-date and suspenses met. Repeat offenders are readily identified for appropriate administrative action.

Female soldiers should be thoroughly integrated throughout the battalion. They should be billeted in the same physical area as their male peers, both in garrison and in the field. The chain of command should be reminded that females are as well qualified as males when assignments are made for maintenance team support missions.

Complaints of fraternization and sexual harassment should be dealt with quickly. Know the local policies regarding these complaints. Consult with legal counsel on cases that have arisen and their disposition. Establish your policy and give it wide dissemination. Just posting it to the bulletin board won't do! The chain of command within the companies is normally where the appropriate action falters. Often junior NCO's and officers take lightly a soldier's complaint concerning these subjects: a bad mistake! A quality education program and a firm stand by the battalion commander will preclude errors in judgment by young leaders.

Training

The Battalion Training Management System can be successful in a maintenance battalion, but it will take perseverance and patience to fully implement. In the days following the change of command, gather the executive officer, command sergeant major, company commanders, first

sergeants, and your staff in a location without disruption and make an assessment on the training status of the battalion and the direction that you want it to go. Review the short and long range plans and resources available. Be familiar with the many administrative requirements of BTMS. Get a thorough briefing on the status of the Soldier's Manual and ARTEP tasks that your unit does well and those that are weak. Your organization will most likely have approximately 50-60 military occupational specialties. A viable program will depend upon the junior NCO's and their ability to teach and communicate with the soldiers.

Regular training meetings are an absolute must. Review the events of the past week, upcoming events of the next week and make adjustments to the short and long range schedules. MOS related tasks in addition to common skill tasks should be identified and placed on the training schedule. The number of tasks should be limited to four or five per week. An effective program will also contain a system of checks. The senior NCO's under the direction of the CSM should require selected soldiers to perform those technical tasks signed-off in the job book by the junior NCO's. A common skills competition can be established by selecting 10% of the personnel from each company once a week and recording the results. These results can then be compared and discussed at the training meeting.

The CSM is responsible for the development and execution of the NCO development program. Have him brief you on the subjects selected and how he intends to execute the program.

You are responsible for the education of the officers. Decide on the frequency and subjects to be discussed at the Officers' Calls. You should also consider having a breakfast in the dining facility or the Officers' Club. Bring in guest speakers such as other battalion commanders or special staff officers from the division or post. Use these training sessions to analyze training events both past and future. Seek out innovations to improve customer support and relations.

Another training challenge is the development of your young lieutenants. A proven forum is the Lieutenants' Council. The lieutenants are responsible for providing the subjects and the instructors. They meet on a regular basis and cover "How to" subjects. Basic hands-on training is the best. Subjects range from "How to" conduct an investigation for a report of survey to actually erecting a maintenance tent. In addition, since most of your junior officers are responsible for production control, have your training officer coordinate with a local manufacturer and set up a tour and briefing on their management control techniques and systems.

Insure that your unit deploys often to the field for training exercises. Usually, the forward support elements are well trained and spend more than enough time learning how to defend their perimeter, go on patrols, and how to read a map. Determine the last time the battalion headquarters along with the light maintenance company and heavy maintenance company went for a 5-7 day field exercise. When was the last time the Class IX ASL was actually loaded and rolled out the gate? Does each company have up-to-date load plans? Don't fall into the old support trap of self-destruction by accepting we can't move the

ASL, or we can't go to the field due to support mission requirements. You can and must!

Maintenance

Time--critical! Must be set aside. We in the support business sometimes neglect our equipment due to the mission. Your equipment readiness is just as vital as that of your supported units. If you can't make it out of the motor pool or your generator sets fail to operate, than how responsive will your support be? Scheduled periods should be set aside for maintenance. Additionally, the required preventive maintenance checks and services must be performed according to the technical manual whenever the equipment is operated.

Responsibilities--the battalion executive officer should be charged with material readiness. Insure he gets to the motor pool. Insure that each company commander has designated a motor officer to oversee the activities of the motor sergeants.

A plan--develop and maintain a plan on: who, how, when, and where maintenance is to be performed in the battalion. Keep organizational maintenance out of your direct support shops.

Meetings--a regularly scheduled maintenance meeting is a necessity. It is a good forum to discuss deadlined equipment, actions taken to bring it to a serviceable state, and status of required parts. Review any statistics that you desire on your PLL and the state of your maintenance budget.

Check your equipment status--call out a company for a no-notice movement from the motor pool at least quarterly. Also, require your battalion motor sergeant to turn in a selected number of technical inspection sheets to you each week. Reward success and correct the failures.

In summary, organizational maintenance is vital to your support role. Stay on top! Take an active role and be visible.

Supporting Your Customers

Your relationship with the installation maintenance officer (IMO) will often figure significantly in the readiness of your customer units. The IMO should be one of the first visits after taking command. The resources at the installation maintenance shops should be used to their fullest advantage, not only supporting the battalion direct support operations, but complimenting them. Regular meetings should be held examining the backlog and discussing programs of benefit to the supported units. The backlog distribution must insure that the skilled civilian employees have sufficient work in order to retain positions; however, too many jobs awaiting shop will affect readiness. The IMO has many talents. Use his resources to the fullest.

The customer's perception of your battalion has a significant impact on your peace of mind and the reputation of your unit. If your fellow commanders perceive that they are receiving outstanding support, you can usually do no wrong, but the reverse also holds true. The quick responsiveness of yourself, your commanders and materiel staff will often nip minor problems before they become major. Talk with your customers and insure that priorities of work are established. Know and understand their frustrations with the Class IX supply system. Educate them and their staff in reference to maintenance policies and procedures. Seek mutual solutions to problems. Be available, candid and most of all flexible.

Concerning internal production management, the automated Maintenance Control System (MCS) is an extremely valuable tool. Although labor intensive with the many required forms, the management information gained is worth the cost. The production data should be computed daily and the materiel managers should intensively review and take responsive action on the results. Keep a copy of the report on your desk and refer to it often. Once the shop personnel know that you use it, they will be more conscientious with the input.

Visit your maintenance shops daily. Look at shop working conditions: light, heat, shop flow, cleanliness, condition of tool boxes, condition of customer equipment and a litany of other items. But, most important, talk to the soldiers in their environment.

Conclusion

Your command tour will be over before you realize it. With adequate planning and a constant pace, most of what you want to accomplish will be done. Enjoy!

CHAPTER 5

TRAINING BATTALIONS

INTRODUCTION

Congratulations! So you're going to command a training battalion. You will be performing one of the most important and satisfying jobs in our Army today; training individual soldiers for the US Army. This chapter is designed to allay at least some of your apprehensions, to provide an introduction to the Army training institution, and to get you started in this exciting new adventure.

How will your TRADOC command experience influence your chances for subsequent selection for O-6, senior service schooling, and O-6 command? Obviously, that is very much up to you. There are some 125 OPMS designated O-5 level command positions in TRADOC. Over the past several years there has been no significant difference in selection and promotion rates for officers who command TDA battalions compared to those who command TOE battalions. Former training battalion commanders fare just as well as their TOE contemporaries in subsequent selections. With that out of our way, let's move on.

THE ARMY TRAINING SYSTEM

To understand where you will fit into the Army training system, a quick review of the individual training flow process is helpful. Following enlistment and processing at a Military Entrance Processing Station (MEPS), a new soldier is sent to a Reception Station at a US Army Training Center. Here the soldier is received, processed, and shipped on to a Basic Training (BT) or One Station Unit Training (OSUT) unit, usually located on the same installation, to begin his Initial Entry Training (IET).

IET consists of BT and Advanced Individual Training (AIT). For combat service support specialties and some combat support specialties, this is done in two separate phases in different units. All combat arms and some combat support soldiers undergo OSUT, where both BT and AIT are integrated at the same unit, with the same cadre, and one program of instruction. This permits the early introduction of MOS-specific training.

Following IET, soldiers are shipped to their initial TOE unit. With time and grade advancement, they are sent for individual development training in the Army school system. Officers receive basic and advanced training in the Army schools.

This is the system which encompasses your new battalion. It may be a Reception Station command, a BT, an AIT, or an OSUT battalion, or one of the school battalions. Each of these is different, with different missions, organizations, and peculiarities. Nonetheless, all of them share some common traits.

GENERAL

Organization

TDA's for different training battalions differ. How many soldiers; what training is done by the unit; what are its housekeeping responsibilities; and what facilities does the unit operate are key questions when structuring the unit. These change with time, and TDA modifications are initiated to accommodate the changes. Due to DA restrictions on timing TDA changes, (six month intervals) they rarely keep up with changes in the structuring factors. Exacerbating this is the inherent delay between receipt of authorizations and receipt of the people to fill them. You will never quite get the people you need to do today's job.

You may find civilian employees in your battalion. Many units have civilian clerical help in the battalion headquarters. If you have a training committee in your unit, you may find civilian instructors. Depending on the complexity of your training aids and equipment, you may have civilian operators and maintenance personnel. In addition, you may find contractor personnel providing support. These are usually supervised by an installation staff office, but you will have to insure that your unit gets the contracted support, and initiate change orders if support requirements change.

Your Battalion Cadre

The first thing that will strike you about your battalion cadre is that there aren't very many of them. Chances are that you will not have an S-1, S-2, or S-4 officer. Many battalions also have to operate without an operations officer. This means that you will have to place great reliance on your NCO staff.

Use your XO as the "inside man" to allow you to get out and be physically present at training sites. Let him handle routine administration for you, and insure that he occasionally represents you at meetings to give him confidence and recognition.

Your CSM and you are basically equals in age and experience in the service. Your relationship should be that of partners rather than one of superior/subordinate. He should require no more guidance than you do. The CSM should advise you on all senior enlisted personnel actions, including adverse actions, and provide recommendations. Let him perform your field grade Article 15 notifications. Don't let him get bogged down in housekeeping details. You need him out with the companies, and he will gain credibility and effectiveness by talking with the NCO's and

soldiers in the field. This has the added benefit of encouraging your 1SG's to get out with their units.

Expect a perception among your junior officers that TRADOC assignments are "second class" jobs. Counter this by demonstrating the unusual opportunities. Load them up, force them into troop leadership challenges, and insure they learn the many extra detail jobs. Talk to them and help them chart a course for their professional future.

Don't ignore the rest of your cadre. Ensure that you visit and talk with the supply and training people in the companies. Your armorers and PAC clerks will be very young and inexperienced and deserve special attention and advice on how to deal with the soldiers in training, and with the Army in general.

The Drill Sergeant

Drill sergeants are truly high quality NCO's. They are the first line trainers in BT, OSUT, and some AIT battalions (most AIT units have platoon sergeants instead of drill sergeants). Being graduates of drill sergeant schooling, they are trained and experienced in troop leading. They are not supermen, and they do make mistakes. They are subject to all the problems and worries of enlisted soldiers everywhere. But, as a group, they comprise the most dedicated and professionally competent NCO force that you will ever serve with.

Establish rapport with your drill sergeants. Insure that they know your high standards of performance and personal conduct, but demonstrate your appreciation of the stressful and demanding job they have. Listen to them and take action to revise "dumb" policies. Just one word of caution; test their recommendations against the probable effect on training before jumping. You are in a better position to see the bigger picture than they are.

You have to be alert for drill sergeant "burn-out" from the long hours and stressful job. Only extend drill sergeants with the concurrence of the spouse. The normal long hours, night training, and weekend duties of a drill sergeant can cause lots of family stress. You need to ameliorate this to the extent possible by getting the drill sergeant out of the battalion when he isn't required to be there, and encouraging family activities and outings. Your battalion chaplain and CSM can really assist in this area. The penalties for ignoring impending "burn-out" are incidents of trainee abuse, and divorces.

The Mission

All TDA battalions share the common strength of a relatively fixed mission. The numbers of soldiers may fluctuate, sometimes wildly, but the process of what is done with them is relatively change resistant. POIs are not changed easily or rapidly. Complex interlocking schedules are likewise difficult to manipulate. The result is that you can frequently predict, often as much as a year ahead, where a unit will be and what it will be doing at given time.

The mission of the training battalions is driven by the number of soldiers to be trained--the training load. Hqs, TRADOC actually prepares a contract with each of the training centers, and apportions resources based on the training load. This load is euphemistically termed "The mission." If you think of your mission in these terms; that is, the soldiers in training, you will never stray far from the mark. You may find training and range committees, not part of your unit, which instruct in different subjects included in the POI for your soldiers. Never fall into the trap of mentally shifting the responsibility for training your soldiers to these supporting organizations. Assume always that you have the job of producing a fully trained soldier, and make the system work for you.

This training mission does not apply quite so succinctly in the Reception Station or in the school battalions where the school commandant and the director of training and doctrine have the basic training responsibility. Still, mission workload is tied directly to the number of soldiers in training.

You will find that the training load is cyclic, varying by season. As a result, you will have "surge" fills which exceed the programmed load for which you are structured, and, at other times, fills below your structured capability. As you might expect, large fills place additional stress on your cadre. Small fills, on the other hand, place additional stress on the trainees. Either case creates the potential for trainee abuse. Watch this!

Cadre Development

Cadre development is a major challenge for the TDA battalion commander. Numerous low-density MOS's will be the rule in your unit. This creates some real problems as you strive to further their development; to take care of your people and the Army. Your austere operations section will be strained to help much in this task. You may not have an operations officer, or even an XO, but you will have a command sergeant major. Use him!

Permanent party training is just as important as the initial entry training you are providing. You have a three phase concern with your cadre:

- First, you need to train them in the job they are currently performing. You won't have a top-notch unit until your people are top-notch in their jobs.

- Second, you must train them in their specialty--to prepare them to perform well in jobs in TOE units appropriate to their grade and MOS. This phase includes SQT training.

- Third, you need to develop them--to prepare them for higher rank and responsibility in the Army. Put your CSM in charge of NCO professional development and support him. Attend these classes frequently.

The first area is, in itself, difficult to do, but has the advantage of being easy to focus on. However, you owe it to your soldiers and the Army not to neglect the other two areas.

Officer development is likewise critical. For a large percentage of your officers, this will be their initial assignment. You will have the task of helping them to adjust to the Army, teaching them their current duties well, and training them for their branch specialty to the extent possible.

The Rest of the Pie

The normal periphery concerns of a battalion commander exist in a training battalion as in any other. Maintenance, SIDPERS, resource management, supply accountability, personnel actions and accountability, and reserve component support, to name a few, will help you to fill any slack time.

Supply accountability can be a big problem, and deserves a special note. The constant turnover of trainees and limited supply expertise in the battalion will result in serious property losses unless you set the proper tone with your subordinates. Arrange classes and set policies to insure that your people don't learn the expensive way.

The same situation exists in the maintenance field. Your equipment, from M-16 rifles to M-1 tanks, gets intense use and abuse by the soldiers in training. A succession of operators learn their skills and make their initial mistakes on your equipment. If you don't keep on top of maintenance you may soon lose your capability to conduct effective training.

You need to know how budgeting is accomplished for your unit and have a system to track expenditures and provide early warning of deviations. Its very hard to make up later for budgeting that wasn't done earlier.

THE RECEPTION STATION

Mission

The mission of the Reception Station is to receive, process, and ship new soldiers entering the Army. The Reception Station is the first contact that the new soldier has with the Army. He reports here, spends two to seven days in initial processing, and is shipped to his/her initial training unit.

Organization

Reception Station organization is unique. There is a small assigned cadre, augmented by special processing teams which are attached (at best) to perform cellular processing functions. These groups are

often formed from outside organizations which provide specialized postwide support. Among these you will find medical and dental screening teams, an immunization team, a team to fit (or make) eyeglasses, finance and personnel records teams, clothing issue, and even enlistment contract counseling teams.

Concerns and Ideas

Coordination is critical. You must communicate constantly with HQS, TRADOC and the DPT to keep up to date on the numbers of soldiers, by specialty, coming to you for processing. You have to obtain shipping instructions from the DPT and keep the training units informed of the numbers of soldiers you plan to ship to them. And, you have to let the agencies which provide the support teams know what the workload will be.

Learn the Army Program for Individual Training (ARPRINT) system and know your contacts.

Receptees come to the Reception Station from the Military Entrance Processing Stations (MEPS), where they have taken enlistment physicals and oaths of enlistment. Military Entrance Processing Command (MEPCOM), the joint headquarters located at Great Lakes Naval Station, runs the MEPS and is linked directly to each Reception Station by computer. This link is used to provide daily rosters of receptees scheduled to arrive from the different MEPS.

Turnover characterizes the operation. Processing normally is completed in three days. Rosters are prepared, and soldiers are formed in roster order, moved by roster leaders through processing, and shipped by roster to the training units. There is a steady rapid flow of bewildered new faces through the station.

There are always a number of receptees who fall out of the normal process due to problems discovered in screening or for medical reasons. These must be dealt with expeditiously; eliminated and returned home, or treated and moved to training. Left long in the unit, they become potential time-bombs.

New soldiers are bewildered and apprehensive. It is important to assuage their fears and help them make the adjustment to the Army. There is always the danger that their incomprehension will clash with the impatience and stress of one of the overworked cadre, resulting in abuse and demotivation.

Do the utmost to get captain (Advance Course Graduates) company commanders. There is a direct correlation between the absence of mature company commanders and trainee abuse.

THE BASIC TRAINING BATTALION

Mission

The mission of the BT battalion is to turn civilians into soldiers--to produce well-motivated, disciplined, physically fit soldiers who are trained in basic soldiering skills and prepared to start their MOS qualification training. The BT program of instruction lasts eight weeks and is common throughout TRADOC. There are differences from installation to installation in how the training is accomplished, driven primarily by differences in resources and facilities. The skills taught and the standards of training, however, are identical.

Organization

Most BT battalions consist of five training companies and the battalion headquarters. The headquarters will normally consist of a CO, XO, CSM, PAC, and S-3 section. If your installation has not contracted dining facility operations, you will also have a mess section. There will normally also be a battalion chaplain, assigned to brigade hqs, with duty to the battalion. The companies will have a CO, a training officer, 1SG, training NCO, supply SGT, armorer, and 9-12 drill sergeants.

Concerns and Ideas

In addition to the BT POI, there are two basic references for guidance in training the new soldier. TRADOC Reg 350-6, Initial Entry Training (IET) Policies and Administration, and the local installation supplement (or other policy document) which implements TRADOC Reg 350-6 on your installation. Obtain and study both of these as early as possible.

You will also have to be familiar with the provisions of AR 635-200, Administrative Discharges. Pay particular attention to the procedures for fraudulent entry and entry level separations. You will find a good deal of your administrative time is spent in reviewing recommendations for separation, and your prompt action in these cases is often the best way you can support and assist your company commanders.

If there is no established orientation program for you at your new post, schedule visits on your own to get out and meet the key contacts in the agencies with which you will be working. Not only will you learn how these impact on your daily operations, but you will gain insight into other people's perceptions of your battalion, and areas which may require your early attention.

Your job is to get the soldiers trained and shipped on to their next unit in the eight weeks allotted in the POI. Insure that any needed make-up training is scheduled as soon as possible and priority is given to minimizing holdovers.

Recycling soldiers occurs for two reasons. Some are recycled because they missed too much training to make up. Others are unwilling or unable to soldier after an honest effort by unit cadre, and are recycled to provide them another chance with different cadre. Recycling is dreaded by most soldiers, and you have to be aware of the individual who will not go on sick call for fear of missing critical training. This is invariably the "good" soldier. If you find ill soldiers in the unit who have not been on sick call, you need to counsel the unit cadre immediately. Serious injury or death could result.

Concurrent training is vital. Insure that inactivity is minimized by judicious use of concurrent training. Don't let your trainers slack off on this. Another area where you can capitalize on "found" time is on the ranges and training areas when the scheduled training is completed early. Encourage your commanders to stay and conduct reinforcement, makeup, and other training right there. Too often they try to rush back to the barracks. There is no worse place to try to train troops; the time will end up wasted. Of course there will be exceptions so don't try to run the companies from battalion. Just let the company commanders know your philosophy, watch for trends, and apply judicious counselling where indicated.

Trainees, male or female, should never be counselled behind closed doors, one-on-one.

Female soldiers in training will often cry when being corrected or counselled. If this happens, wait until they regain their composure and continue with the business at hand. Don't let them get around you with a few tears or you will lose your effectiveness in dealing with them.

You can expect to have a Reserve Component (RC) Annual Training (AT) mission, and to find one or more RC training units satellited on yours during the year. To provide these units with meaningful training, you are going to have to let them train your soldiers. Most do this very well. Contact them early, exchange schedules, furnish them lesson plans, and coordinate so that they will know what will be expected of them. Before you let them take over active training, check them out for appearance, and troop leadership skills. There is a tendency for RC cadre to treat all soldiers in training as new, i.e., in their first week of training. More mature trainees will resent this; they have worked hard to earn the respect of their cadre. Counsel on this during your welcome session. Also, insure they know how to deal with hot/cold weather, and understand emergency procedures. Finally, insist that at least one member of your own cadre is always present to assist.

Job demands in the training base are great. Your cadre will work long hours, and have to spend many nights and weekends with the soldiers in training. This creates a lot of family stress in addition to the obvious stress of the job. Many will get so involved in the training job that they stay on in the barracks working with the soldiers when they could be home. Guard against this. The new soldiers need some time away from their drill sergeant, and the family needs some time with the oft-absent parent. Your battalion chaplain can help you identify potential problems and work them out before family tensions result in trainee abuse by the trainer, or divorce in the family. Watch unit

parties too. Discourage cadre "beer busts" in favor of family picnics or meals in the dining facility. Try to include cadre families in a variety of battalion activities. You'll find this a real challenge, but it will pay dividends. Use your wife, company commander's wives, and the CSM's wife in this area.

Insure that you are present at critical points in the training cycle. These vary by installation and are sensitive to recent trends in training. Find out from your predecessor what they are when you take over. You need to welcome and orient each new cycle shortly after it starts. You should track the progress of the soldiers through training. Be present often on ranges and training areas. Participate in PT, road marches, and bivouacs. Oversee the graduation exercise; get briefed on it, insist it be rehearsed, and be there. It is the one time that your battalion is on public display. Insure you don't complete a superb cycle of training with a mediocre graduation ceremony. This is a big deal for your soldiers and their families.

Foster teamwork between companies, but be aware that the cyclic nature of the business, tends to create strong company teams and prevent development of a cohesive battalion team. You can assuage this somewhat by "Field Days" and battalion cadre events, but you will find this difficult to work within the training schedules. You may have to settle for five separate high performing company teams--which isn't all bad.

Safety is a critical concern. New soldiers are not aware of potential dangers, are often in poor physical condition, and are extremely hesitant to voice their concerns to the cadre. You must insist on a high degree of care. Don't "baby" them, and don't cancel training unless absolutely dictated by weather conditions, but insure that your cadre are sensitized to the dangers, aware of hot and cold weather implications, and skilled in first aid procedures. When weather or other conditions create a safety hazard, drop everything and be there. Your (or your CSM's) judgment and experience can make the difference.

THE AIT BATTALION

Mission

Advanced Individual Training provides the transition between Basic Training and the soldiers' eventual unit of assignment. The AIT battalion's mission is to provide MOS training for new soldiers following BT, and retraining for selected prior service and reclassified personnel. In addition, the AIT battalion is charged with enhancement training of BT skills to insure AIT graduates do not lose these skills.

Organization

An AIT battalion will normally consist of 3-5 line companies, a headquarters unit, and a battalion staff. Many will have an integral training committee assigned to conduct the MOS training and operate the

training facilities. The remaining will be responsible only for administrative and logistic support, plus a very limited common and basic skills training mission. The line companies are structured much like the BT companies, but will probably have platoon sergeants in lieu of drill sergeants. The battalion staff may be somewhat larger and include an S-4 capability if the unit is assigned a large amount of equipment for training operations.

Concerns and Ideas

There will be a great variance in the soldiers you receive for training. Those coming direct from a BT unit will generally be in good physical condition, highly motivated, and excited about facing new challenges. Prior service personnel will probably have to work hard to catch up physically. Soldiers being reclassified may feel they are failures, and be disheartened and lack motivation.

If you have instructor personnel, you will find that they get bored with the repetitive nature of their jobs, and feel that they aren't properly recognized for their contributions. Work on this. Watch for friction between the instructor personnel and your drill sergeants and combat it by having your drill sergeants assist in the instruction. Frequently observe classes. Be visible. Seize opportunities to communicate with your instructors on their own turf.

If your battalion has any self-paced training, learn this concept well as soon as possible. The pros and cons of this system have been well published. Be familiar with them. It appears that the current trend is from this mode towards a "lock step" compromise system referred to as "group paced."

The importance of some kind of graduation event to publicly recognize the achievements of soldiers who complete your training course cannot be overstated. With self-paced courses, each student completes training individually and you must apply initiative to insure that they are properly recognized.

The annual "surge" in AIT training load occurs in the September-November period, following the BT "surge" by about two months.

The austere staffing of your companies will dictate heavy use of "peer" leaders. These soldiers have a lot of responsibility and no real authority in their leadership positions. Back them up and recognize/reward their contributions as possible, but insure your cadre are sensitive to the potential problems of abuse of position and act quickly to make corrections.

You and your course personnel must establish and maintain a good working relationship with your counterparts at the proponent schools. You need to insure that your input is considered in any course changes, and to be aware of pending changes so you can plan for them. Also, you will find this a great source of assistance in obtaining training materials, validating tests, and training your instructors.

THE OSUT BATTALION

Mission

The OSUT battalion combines the BT and AIT missions. New soldiers arrive in the unit direct from the Reception Station and undergo an IET program of instruction which combines BT and AIT. They graduate with an MOS and level 1 skills in that MOS. They are shipped direct from this training unit to their first TOE assignment. OSUT training cycles vary in length by MOS. Currently, OSUT courses are 12-15 weeks in duration. In that time, soldiers must be molded into motivated, disciplined, and physically fit soldiers, trained in basic soldier skills and the basic skills of their MOS.

For you, the commander, OSUT offers special opportunities and rewards. You will have the unique satisfaction of developing new soldiers while still enjoying a special relationship with your branch as you revise, refine, and improve MOS related training for the future NCO's of your branch.

Organization

The structure of an OSUT battalion is quite similar to that of the BT battalion. You can expect to have 4-5 companies and an austere battalion staff. You may also have an instructional detachment (usually assigned to your headquarters) which is responsible for conducting the more complex MOS training and operating special training sites. If this is the case, you can also expect to find equipment and low density/high cost training simulators associated with this detachment, and maybe even a special maintenance unit. You will probably also find a number of civilians assigned to your unit. If your battalion is only one of many teaching the same MOS's (high density MOS's), this instructional detachment will probably be assigned to a separate training support unit.

Concerns and Ideas

All of the comments made above about BT battalions apply to the OSUT units as well.

Remember, whether training is conducted by your battalion personnel, or by a special training committee or group, the responsibility for producing a well-trained soldier is yours.

Get a copy of the POI for training in your battalion and become familiar with it. In addition, contact the directorate of training developments (DTD) at your branch school, find the action office responsible for the MOS you are teaching, and maintain close coordination with this office throughout your tenure in command. Insure you know about changes being contemplated and that your input is sought.

You will also need the Commander's Manual and the Skill Level 1 Soldier's Manual for the MOS taught in your battalion. The POI should be consistent with these and, together, these three documents provide the foundation for your training schedules, for any proposed changes to training, and for coordination with your "customers," the TOE battalion commanders receiving your soldiers from you.

You need feedback. To get it you have to coordinate with units to which your soldiers are assigned after training. Talk to the battalion commanders and CSM's, with the E-6 first line supervisors, and with recent graduates of your unit. Find out what you are doing well, not so well, or not at all. If you discover that you have a problem, fix it and be sure to follow up. If a change to the POI is indicated, work with the unit to get a change request initiated. Remember, however, that you train soldiers in accordance with the POI for worldwide assignment. If local conditions require special training, a local training program will probably be the best solution.

Insure that your officers and drill sergeants are qualified in the subjects that they are teaching the soldiers. Many of your officers may be in another branch. Drill sergeants can be assigned without regard to MOS. Have them go through a cycle of training with the new soldiers, and insure that they demonstrate proficiency by passing an end-of-cycle test as conditions to full membership on your training team.

De-emphasize statistics. Without the common yardsticks of ARTEP's, TVI's, or EDRE's, there is a temptation to use training statistics in evaluating subordinates. Statistics are an important management tool in the training environment and can be helpful in analysis, but are seldom good indicators, in themselves, of training performance. If you emphasize them, your subordinates will insure that you get good ones; often at the expense of well-trained soldiers. The integrity of your unit and people will be at risk.

Be sure to use your chaplain to the maximum. He is invaluable in counselling your trainees, assisting your cadre in developing their counselling techniques, and reducing stress in the unit. He can be a great help in identifying potential problems. Insure he gets out to the units in the field frequently.

THE SCHOOL BATTALION

Mission

There is a great diversity in Army school battalions. Each is tailored to the needs of the school of which it is a part, hence each has a unique mission. There are two general types of school battalions:

- Staff and faculty battalions: provide command, control, and support (administrative and logistic) for the staff and faculty of the school who are assigned or attached to it.

- Student battalions: perform a like mission for the students attending the school, and often have additional student training requirements, generally in basic soldiering and leadership skills.

In smaller schools, these may be combined in one battalion which then assumes both functions.

Organization

School battalions consist of a small headquarters and 2-5 companies. In addition to the CO, XO, and CSM, there will be a PAC section, an Ops/Tng NCO, and possibly a supply NCO and clerk. Staff and faculty companies will be austere with a CO, and 3-4 enlisted members. Student companies are somewhat larger; 4-6 enlisted men if they maintain supply rooms. Student companies and the battalion Ops/Tng section are augmented to accomplish student training missions. Thus, for an officer student company, TAC officers may be added for basic officer training.

Concerns and Ideas

If you command the only school battalion at your post, you will not have a school brigade over you. Command relationships in this case become critical. Sort these out early. There needs to be sufficient command levels above you to insure that UCMJ actions can be completed without involving TRADOC in the appeal process. Also, you want routine administration to go through as few people as possible.

Without a brigade, you will have to perform many of the functions normally done by the brigade. Identify these and plan right now to wage a continual battle for resources to perform them. Army Pamphlet 570-558, Staffing Guide for Army Schools, is the basic guide. Where possible let it make your arguments for you.

Any training or instructional mission you are given will also entitle you to resources, some of which may be allocated by the Staffing Guide to the Directorate of Training. Establish the correlation between allocations in the Staffing Guide and functions which you are required to perform, and be prepared to show that you have been tasked to perform functions not provided for in the guide. This is key to survival when the manpower survey team arrives.

Keep your companies as homogeneous as possible. If you mix students in the officer basic course with enlisted students or staff and faculty, you greatly complicate the workload for the company commanders, vastly increase the number of systems they must know, and multiply the number of people with whom they must coordinate.

Avoid vigorously any responsibility for property used to furnish the teaching facilities and to support training. If forced on you, insure that you get additional dedicated resources to take on this responsibility.

Spend time each day in the academic building. Participate in the activities of the school. Maintain a close relationship on this side of the house. It will pay dividends in smoothing your operations and will open a door to some good initiatives.

The troops deserve civilized, orderly conditions in the barracks at all times. Your peace of mind requires it. Let your company commanders know that you won't tolerate indiscipline and that you will totally support them in preventing it. Your unit's reputation may well rest on this issue.

It has been several years since we rediscovered physical fitness, but you will find some overweight and ill-conditioned on hand in your new unit to greet you. Be hard. Develop a comprehensive program to bring everyone up to par and insure that people are given the time to participate. Be alert for the indispensable "fatty" in some directorate and insure that his/her supervisor knows the alternatives.

A PHILOSOPHY OF COMMAND

The "raison d'être" for the TRADOC units is to train soldiers. In general, actions which further this are good; those that hinder are bad. This is a good foundation for any meaningful contribution you hope to make in your new job.

"Take care of your people" assumes special meaning when dealing with new soldiers who rely totally on you to look out for their welfare. If you neglect this responsibility you won't last long enough to make a contribution.

Use positive leadership. Foster and insist on it in your subordinates. Remember that we need to inculcate in our soldiers the will, not only the skills, to perform correctly. Pats on the back, not kicks in the pants, continue to motivate beyond the present.

Don't underestimate your influence. Within your battalion people will rush to do what they think you want. Be cautious of misread signals. On the installation you will find that your ideas and opinions are sought and respected. Keep that power by insuring that you stay completely professional and cautiously restrained in rendering them.

You must establish a climate where your people know that they will be heard, helped, and backed. You have to be consistent in your desires and forgiving of honest mistakes. It's your job to interface with the environment outside the battalion and to buffer your people from its effects.

Be lazy, do the planning and let others do the work. You need to keep the initiative, anticipate requirements, wargame, and have innovative alternatives ready. To be effective in this, you must know your boss, your resources and their sources, and the decision making process in which you operate. Set long-range goals and work hard to articulate how these can be achieved. While you have to fine-tune the short range

objectives, concentrate on using feedback as input into your future planning.

You must be personally involved in all the processes of the battalion. Objectively, you need to monitor against your objectives and standards for deviations, obstacles, and planning errors. Subjectively, only "command presence" will demonstrate your interest, concern, and commitment to what your people are doing. You must expose yourself for credibility, seek appropriate causes to champion, and open the flow of communications to get that vital feedback.

Any success you may have will come through the efforts and sacrifices of those you lead. Search diligently for ways to provide them a sense of satisfaction and worth as valued members of your unit. Know them and care for them.

SUMMARY

Command comes all too infrequently during our careers. Don't waste this precious time--be active, use initiative, and show progress. You'll find command of a TRADOC battalion to be a challenging and rewarding experience. Take the time to read the other chapters in this handbook and glean what you can from the ideas presented. Apply them as possible, but be yourself. Your own leadership style will work best for you. A final word; amidst all that is going on, insure that you and your subordinates have fun.

CHAPTER 6

COMMAND OF A MILITARY SUBCOMMUNITY - GERMANY

If you're headed for a battalion in Germany, chances are good that you will concurrently wear a second command hat--that of commanding the garrison subcommunity that houses the battalion. The purpose of this chapter is to address some of the potential challenges and opportunities that can face the officer who is a subcommunity commander at the LTC level.

THE MILITARY COMMUNITY ACTIVITY SYSTEM

If you are not familiar with the military community system in Germany, be assured that the concept is simple, though the execution of command can be rather complex. Regulations regarding the system, though numerous, will not be quoted herein. For the reader who is knowledgeable about the system, an advance apology is due; oversimplification is necessary and some generalization is required in the description that follows.

Simply stated, every military installation in Germany is part of a military community. The Military Community Activity has the responsibility to provide necessary life support, morale support, engineer support, commercial activity support, and educational support (to use those terms in the broadest sense) to the population, soldiers and families, it serves. In addition, it provides the principal interface between the US military community and the local German government and population.

US Military Community Activities in Germany are commanded by a General Officer who concurrently commands the major tactical unit with the predominant presence on the installations served by his military community. He exercises command of the community as he commands his tactical unit, through subordinate commanders (subcommunity commanders, deputy installation commanders, tenant unit commanders) and a staff. The staff, separate from his tactical unit staff, will vary in size and function from community to community, dependent upon requirements and available resources. His staff typically will include personnel to fulfill the following functions: deputy community commander, personnel and community affairs, industrial operations, engineering and housing, and security, plans, and operations. The staff fulfilling these functions acts much as do their counterparts on CONUS installations.

In Germany, a subcommunity commander (SCC) is the senior officer concurrently commanding a tenant unit on a subinstallation served by the larger military community if the subinstallation is sufficiently remote from the community headquarters to require some, or all, of its own life support facilities (e.g., housing, PX, commissary, etc.) and to require a commander in residence. The SCC has a full slate of command

responsibilities over and above those for his tactical unit. They include, for his subcommunity, as delegated, the same responsibilities that are exercised by the military community commander for the larger military community.

Each military community and subcommunity is unique. Each will differ from others in size and type of population served, facilities and resources, location, relationship with tenant units and local population, etc. Each will present a unique set of challenges and opportunities to the commander and his family. No pretense is made herein to cover all the potential problems that may be encountered by a SCC. Some observations, based on experience, may be helpful, however.

THINGS TO FIND OUT ABOUT THE SUBCOMMUNITY

Answers you get to questions you ask about the subcommunity should get you off to the right start.

- Who does what? What is the chain of command, both on the subcommunity itself and up the line? Who do you work for? Is your boss in the tactical chain also your boss in the subcommunity chain? Where does the community staff fit in the picture?

- Who works for you in the subcommunity? Do you have a military deputy or staff devoted to subcommunity affairs? If so, do they operate from a separate TDA, or are those assets drawn from your battalion?

- What tenant units reside on the subcommunity? Who commands them? Where are their senior headquarters? What responsibilities do they share on the subcommunity?

- What facilities and activities are present on the subcommunity? Just as important, what's not there that will require external support? Who operates them and to whom does the operator report? (You may find a medical chain of command or an AAFES chain of command that operates independently of the community chain of command, to cite just two examples.) How is each operated? Some specific questions, geared to type of facility/activity follow.

- Medical/Dental. Is a doctor, dentist, staff available? Full time? How is medical evacuation handled? What services are provided (x-ray, pharmacy, visiting nurse, etc.)? What kind of facilities do they occupy?

- Troop Housing and Tactical Unit Support Facilities. What's available, what's its condition, and how is it allocated to the various tenant units? Look carefully at dining facilities, motor pools, parking and storage areas. If not equitably distributed for use and responsibility for care and operation equitably shared, these can become sore spots that will fester badly.

- Family Housing. Is housing available on the subcommunity? If so, how much and how is it assigned? What is the waiting list length? What is its condition? Is any government leased housing

available? If so, where, how many units, and how is it assigned? What is your responsibility for it? How many families live on the local economy? How long is the housing referral list? What is the housing chain of command? How does the mayoral system work in the housing areas?

●● Facility Engineering. From where does your support come? How about emergencies (fire, utilities, snow removal, etc.)? How responsive is it? What is the backlog on maintenance and repair work? (There will be one.) As SCC, how can you affect priorities on work to be accomplished? What, if any, new construction is underway or contemplated? Construction, repair, and maintenance work can dramatically affect quality of life, morale, and tactical unit mission capability while it is being accomplished. Is the SCC represented during pre-construction conferences?

●● Transportation. What support is available to the subcommunity? From where? Under what circumstances? How does the TMP support provided mesh with any administrative use vehicle (AUV) support provided tactical units on the installation? (Careful! The accounting procedures for fuel, mileage, etc., are different. Know the regulations.)

●● Commissary. Do operating hours support the population served? What's the facility like? Who supports the manager? Cold storage can frequently be a problem; how is it dealt with?

●● AAFES. What services are provided (PX, barber, beauty salon, theater, tailor, laundry/dry cleaning, cafeteria, newsstand, garage etc.)? Who manages each? Recognize that many of these are concessionaires operated by local nationals and are dependent upon volume of sales for continued successful operation. How "healthy" are they?

●● Clubs. What's available and for what grades? Are the facilities well maintained? Do they comply with fire, safety, and sanitation requirements? Recognize that the Army Club Management System is dependent upon profits generated to maintain facilities and operate. Typically, clubs on a subcommunity are part of the larger military community's club system. Do the clubs mutually support each other? How much "subsidization" (either way) takes place? Do your clubs meet the needs of your population?

●● Education Center. Who is the supporting education services officer (ESO)? How many counselors are available? Are the subcommunity education needs met (ASEP, BSEP, off-duty courses, etc.)? What facilities are available? (Classroom space can be critical!) Don't be surprised to learn that your supporting ESO has taken on additional responsibilities in Germany, to include management of MOS/SQT library, management of local training areas (scheduling, resourcing, repair and maintenance), and control of all audiovisual and training aid support to tactical units under an initiative called TRAC. Find out about it.

●● Schools. Where are they and what grades are served? What, if any, special education programs are provided? If youngsters are

transported, how long is the bus ride? Are children who reside on the economy provided bus transportation? The Department of Defense Dependent School System (DODDS) is an independent agency responsible for dependent schools (staffing, facility, programs, resourcing, etc.) overseas. How does it work in your area? On your subcommunity?

●● Morale Support Activities (MSA). What activities/facilities are available (gymnasium, bowling alley, library, recreation center, craft shops, youth activity center)? Who is your supporting morale support officer (MSO) and what is the MSA chain of command? What "balance" is given to the overall program (troops, families, ongoing programs vs. special events, etc.)? Do the facilities and equipment support the need? How are the various activities funded?

●● Army Community Service (ACS). It is largely dependent upon volunteer workers, ACS provides essential services that affect soldiers and dependents (lending closet, financial counseling, nursery, day care center, etc.). What services are provided? What facilities are available to ACS? Is the volunteer support adequate?

●● Chapel Activities. What range of religious activities are provided, by whom, and where? How about counseling and religious education?

●● Community Counseling Center (CCC). This activity supports the subcommunity by providing a full range of substance abuse counseling and education services. How does it interact with tenant unit commanders? What facility does it occupy? What program(s) does it offer?

●● Commercial Activities. These can range all the way from bank and credit union to the insurance salesman. Who is on the subcommunity? Under what authorization? Who issues solicitation permits? What is the established policy? Regulations are specific; find out about them.

● The Local German Community. Continued good relations with the local communities are essential to the success of your subcommunity. With what local communities will you interact? Who are the local officials with whom you will work? Include not only the local mayors but others of importance in your locale (police, fire department, business leaders, clergy, etc.) We will come back to this important subject later. Besides being important to the well-being of the subcommunity, it can be an extremely enjoyable part of your command.

COMMANDING THE SUBCOMMUNITY

Despite the title of this section, no attempt will be made to tell you how to command. You already have developed your own successful command style. Retain it. Use it to command both your battalion and the subcommunity. It is important to note, however, that, since you will be concurrently commanding both a unit and a subcommunity, your command style must be consistent. The things you do or say in one must be consistent with those in the other.

People

If you are fortunate enough to have a deputy subcommunity commander (DSCC) or staff, know them well and choose them with care. Their attitude is all important to your subcommunity. The sensitivity they show in various situations and the way they deal with people will reflect on you directly. They must be supportive of subcommunity needs and fight for resources to support those needs, as necessary, in the larger community forum. In choosing staff, recognize that the finest tactical unit leaders are not necessarily best equipped to deal with family members, and community issues. Someone on the staff should be relatively fluent in German; you will depend on that person for many things.

The mayoral system is important to you. Mayors are elected, not appointed, by the constituency they represent in the various housing areas on the community. They provide valuable feedback to you on needs perceived by the population served by the subcommunity. An idea that works well in practice is the conduct of regular (monthly or quarterly) subcommunity Town Hall meetings under the auspices of the mayoral program. If you have them, attend them, face the issues, and communicate with the participants. By doing so, you will improve the credibility of your mayors, find out what the subcommunity really perceives as concerns, and find out new ideas that can be very helpful to you as the SCC.

Tenant units require concern. The key here is equity and communications. Take care not to be parochial regarding your battalion in dealing with other tenant units. Include tenant unit commanders in appropriate conferences, tenant unit wives in wives' activities, and tenant unit members on subcommunity councils (EO councils, club advisory boards, etc.). Don't forget specific tenant unit needs as you conduct subcommunity business.

Spouses and families are exceptionally important! Wives provide grace, balance, and the real backbone of community spirit and support. Good family units are essential to a healthy subcommunity. You, your spouse, and your family can do a tremendous amount to foster healthy family relations and participation by family members in community affairs. Your support and involvement is key in this area.

You, of course, will want to continue to foster good relations with the local German populace. In most cases, they provide necessary support (economy housing, fire/police services, utilities) to the subcommunities. Be sensitive to late payment of rent by soldiers, disciplinary infractions off-post, and the potential impact of actions planned or underway (construction, social events, troop activities) on local communities. German customs and traditions vary somewhat from ours; educate soldiers and dependents concerning them. Take appropriate action to resolve local complaints.

Communication with the local communities is important. Many military communities have established and participate in a community relations advisory council to further the communications effort. Such councils, consisting of local German and US community representatives,

meet regularly to surface and resolve mutual problems. Find out if your subcommunity is involved in this program.

Seek out opportunities to appear with and enjoy the company of your local German hosts. Likewise, insure that you include them at appropriate subcommunity events. Some funds may be available to assist you in supporting these events; find out, and insure you abide by the appropriate regulations in their use. Mutual cooperation, support, and communications are all enhanced by these exchanges. A bonus is some exceptionally pleasant memories for all concerned.

You will probably be asked, at some point, to support the local community with troop or equipment support, displays, etc. Two small bits of advice: don't promise something you can't deliver and know what support you can legally provide (the regulations are specific).

Subcommunity Calendar

Insure one is prepared, 60-90 days out, covering all subcommunity events and activities. Make it mesh with the troop training schedule. Resolve conflicts early. Get it into the hands of those who need it (publication in a subcommunity newsletter is a good idea). If you don't watch this one, your club system will plan a major event when most of the troops are in the field or a Town Hall meeting will conflict with a previously planned OWC meeting. Maximize opportunity for participation.

UCMJ Actions

Get your guidance from your supporting SJA regarding your specific responsibilities and authorization on searches, seizures, and other judicial and non-judicial actions. Rules will vary dependent upon specific authority delegated. They will also differ dependent upon whether action contemplated is relative to a member of your unit, a tenant unit, or a dependent and whether the alleged offense occurs in your barracks, a tenant unit facility, government quarters, or off-post. This one gets complicated. Know what you can and cannot do.

Family Member Misconduct

Know your options for action. You will unfortunately and undoubtedly, have use for that knowledge during your tour. Free advice: insure you are right, but don't hesitate to act on dependent misconduct cases. They fester badly.

Junk Cars

This is potentially a big problem on any installation where soldiers live, rotate back to CONUS, and cannot afford to either repair, reinsure, or reregister that "good old clunker." There are ways to clear your area of the potential eyesores. Read and understand the USAREUR regulation; abide by your responsibilities.

AAFES, Commissary, and Approved Commercial Facilities

Keep an eye on what is stocked. Are sufficient ethnic items on hand? School starts in late August; school supplies (based on a list of "need items" provided by DODDS) should be ordered in May. How about the peak summer rotation period? Families will need shower curtains, dish drains, etc. Help the facilities help you. Think ahead.

Morale Support Activities (MSA)

MSA operates very much on a self-supporting basis financially. Locally generated income (LGI) is frequently used by MSA managers to define success or failure of a particular activity. If a specific activity does not operate "in the black," it can come under scrutiny for possible curtailment. As the SCC, be sensitive to this line of thought. Understand that some activities can subsidize others. Look out for the subcommunity's needs as first priority. If a particular event (e.g., a rock concert) doesn't fit your subcommunity, don't do it for LGI purposes alone. Conversely, fight to keep a particular activity going if it meets a genuine subcommunity need, even if it's not self-supporting.

Schools and School Buses

It snows in Germany. Expect school days to be cancelled or starting times postponed on some inclement weather days. As SCC, find out what your responsibility is for making that call, insure you have a plan to execute it, and insure that those affected are aware of it. The wrong time to sort this one out is that first icy morning at 0630 hours.

School bus rides can get to be long for youngsters in Germany. You can expect youthful spirits to get high during those rides, especially during the last week of school and other particularly "festive" occasions. Drivers, incidentally, are often German nationals with imperfect command of the English language. Find out who is responsible for discipline aboard the bus. Anticipate actions you may need to take to insure discipline and safety.

Physical Security

Does the subcommunity have a plan to cover various contingencies? Check it. Understand who provides security forces (MP's, soldiers, local police). Think through your actions as SCC for each type of contingency. What you say and do can have long lasting consequences for the subcommunity population you serve, as well as for the local German communities.

Policy Setting

Try to establish the kind of working relationship with the larger Military Community Activity that will insure your review of proposed policy that may affect your subcommunity before it becomes "law." Some

policies may not apply at all; others may clearly be unworkable. Additionally, understand that every policy you establish or change regarding the subcommunity sets a precedent. Policies should be executed equitably across the subcommunity, without regard to rank, unit, or position.

WORDS FOR THE SCC WIFE

You and your family are about to embark on an exciting chapter in your life. You will be faced with some frustrations. Your days are likely to be exceptionally hectic and full. On balance, however, you will find life as the wife of a SCC to be fulfilling and fun.

It is recognized that very little formal preparation is available regarding your role. Complete justice cannot be done to it here. Rest assured, however, that what you do can be vital to the success of the subcommunity. The way you approach your role will be important to you, your family, and others.

Read the chapter in this notebook devoted to "The Distaff Side" (p. 159). Much of that chapter applies directly to the wife of a SCC. If the subcommunity is battalion sized, you will find it easy to combine both roles with more emphasis on community life. In what follows, recognize there are no absolutes, only tips.

Preparation

You will want to find out as much as possible about the subcommunity before or shortly after arrival. Many of the questions posed for your spouse in preceding paragraphs will have interest for you. In addition, you will want more detail regarding child care services, family advocacy programs, wives' activities, and volunteer services. On arrival, you will want to visit many of the subcommunity facilities to meet the management and gain an impression.

If opportunity exists, attend any of the series of precommand courses available with your spouse. Additionally, any locally sponsored workshops on family oriented issues or volunteer recruiting and management should prove helpful. Some knowledge of the German language will also be helpful and offer you more opportunity for fun. (The German HEADSTART or GATEWAY programs offered by the Defense Language Institute are excellent.) If, however, opportunity does not exist to participate in any of these programs, don't panic. Opportunity will, most likely, present itself in Germany.

An agency that may be of great service to the SCC and his wife is the Military Family Resource Center, 6501 Loisdale Court, Suite 1107, Springfield, VA, 22150. (Phone in Virginia is (703)922-7672; outside Virginia (800)336-4592.) This agency, currently under auspices of the Armed Services Department, YMCA, will become incorporated within OSD by FY 85. A call or a letter from you will insure you are placed on their mailing list. They publish a bimonthly newsletter loaded with information about family advocacy programs, the volunteer role, resources, drug

and alcohol abuse programs, ombudsman and mayoral programs, etc. Additionally, they can provide audiovisual materials, program models, publications, and training activities applicable to the whole range of family issues that may confront you.

Show You Care

Participate in those activities where you have an interest and can contribute. By virtue of who you are, your active interest in a given activity will lend it support. For that reason, visibility can be important; contributing actively is more important. Only by participating will you know what is really going on and will you be able to positively affect life in the subcommunity.

You will undoubtedly be asked for advice, from individuals or groups. Where you can honestly provide it, do so; where you can't, be honest, but help find the answer. Referrals are usually the best bet.

You will, most likely, be asked to accept advisory positions on various community committees (e.g., ACS, Child Care Advisory Board). Don't overcommit, but, where possible, participate. It's a great way to meet people and contribute. It's also another way to communicate with the subcommunity.

Tips for an Advisor

"A leader is best when people barely know (s)he exists. Not so good when people obey and acclaim (her). Worse when they despise (her). But a good leader, who talks little when (her) work is done, (her) aim fulfilled, they will say: 'we did it ourselves.'" (Lao-Tse (565 BC)).

Know the organization. Read the bylaws and constitution. Know the others involved. Tailor yourself to the group. You are not there to dominate nor to just sit. As an advisor, you must find out where to refer the group as problems arise. You will be a troubleshooter.

Keep the lines of communication open. Often you will be the liaison between the organization and the community it serves. Caution: don't "run" the organization--delegate and encourage others to service.

Be informed. People will expect you to be knowledgeable about the subcommunity and its activities. Keep a communications channel open. Share with your spouse. Again, if you don't know the answer, be honest, but find out or provide a reference source.

Rumor Control

On a small community, rumors and gossip can spread like wildfire. You will likely find that you are in the best position to affect them. Don't start them. If confronted with them, don't give them credence. Determine the facts. Make sure the truth is stressed.

Sharing with your spouse cannot be overemphasized! He can help by keeping you well informed with facts. You can help by providing him another pair of eyes and ears. Teamwork is important to both of you in this respect.

Quality of Life

Know the chain of command and key managers of quality of life programs both on the subcommunity and the larger military community. You will want that information for referral purpose, if no other. Helpful hint: start and keep a file. Phone numbers, names, operating hours, calendars, etc., that you may want as references won't usually fit on the time honored refrigerator door. Late some night, with your spouse in the field, those references can be helpful to you.

Volunteers

Recognize that many wives work outside the home. For that reason, volunteers for community work can be difficult to recruit. Look for ways to make volunteering fun and fulfilling. Reduce distractors. Look for ways to provide babysitting services (within regulations) to volunteers. Get the word out; many prospective volunteers may not even be aware of the need. For most, it's a healthy, fun diversion from the routine. Participate yourself. Add spunk and spice!

The Young Wife

There are many young wives in Germany. Many are married to young enlisted men, live in economy housing, have tiny children and are having their first experience overseas and away from home. They can be frightened and overwhelmed by it all. They deserve community support. Unfortunately, many don't even know what's available to them. You cannot assume that wives (regardless of rank) will "get the word" from their husbands. Find out the size of this problem. Some ideas: ACS and Chapel are both candidates for an "outreach" program. A newsletter, especially if it can be mailed, is a great idea. Limited shuttle bus (within the regulations) service may be possible. Be sensitive to this issue; it is very real and very human.

Entertainment

Obviously there will be social obligations. In Germany, you can expect invitations to local community fests and activities. If you cannot attend for valid reasons, it is usually wise to send a subcommunity representative (e.g., the DSCC and spouse). Local custom and the event will dictate. Reciprocate where appropriate by inviting local German leaders to your social events, be it your New Year's reception, a sporting event, a ground breaking ceremony, or a traditional unit activity.

Your Family

Don't forget them as you set your priorities (good advice for both husband and wife). Though your family is in for an exciting experience, you may, as either a group or as individuals, feel that you are living in a fishbowl. On occasion, get the family away from the subcommunity. Open family communications and mutual support should overcome most obstacles. Your family, as all on the subcommunity, should feel free to participate and enjoy life there. It's going to be busy; make it fun, too.

CHAPTER 7

THE FRIENDLY IG: PARADOX OR TRUTH

INTRODUCTION

Following battalion command in CONUS I served a seventeen month tour as the division inspector general (IG). During my tour as division IG I observed four dominant characteristics of command, leadership and management that appeared to be common to successful battalion commanders regardless of the type unit commanded. This determination was based on close observation of twenty-four battalion commanders. Discussions with other former division IG's and battalion commanders indicate that the four characteristics addressed in this paper may be relatively universal in application.

My purpose is to share with you my personal perspectives regarding these characteristics. The focus will be on the battalion commander, as there should be no argument that the leader determines the condition and quality of his unit. Hopefully my observations will not be redundant with other aspects of this handbook or with current doctrinal publications. In fact they may highlight unique and potentially beneficial ideas that are not expressed elsewhere.

Once the glamour of being a battalion commander has worn off and the true scope of battalion command responsibilities has hit home, the word "challenging" will most probably take on a much different meaning than it did previously. A multitude of battalion missions and other requirements in all sizes and shapes will come from higher headquarters and, alas, from subordinates also. The sheer volume of tasks quickly causes the determination of the glass ball missions of training and maintenance to become skewed, fuzzy, and ultimately frustrating. For the new battalion commander, the return to the world of reality occurs with acknowledgment that there are more missions at any given time than resources available to accomplish them. This realization plays havoc with a commander's ability to effectively set priorities and stick to them; creates self doubt as to his ability, and has the potential for undermining his enjoyment of command. The need to cope with this problem quickly becomes acute, and how the individual commander deals with it in the early months of command may well set the tone for the entire command tour. The local IG can be a significant management tool for the battalion commander.

THE LOCAL IG--A SIGNIFICANT MANAGEMENT TOOL

The first characteristic of the successful battalion commander I observed was an effort on the part of successful commanders to learn the mission and role of the IG and a demonstrable willingness to make use of what he learned. This enhanced the commander's chances for success compared with those counterparts who, conversely, appeared to intentionally remain aloof from the IG. It is the battalion commander with the tendency to shy away from the IG who needs to learn that one of his best sources for expert assistance and advice is the Inspector General (IG) and his staff/team members. The amount of assistance the IG can provide to a battalion is great. Therefore, an essential part of the preparation for taking command should be a basic understanding of the mission of a division IG section, its capabilities, and its potential relationships with battalions of all types. Such an understanding may well result in the battalion commander acquiring one of the best assistance tools for determining priorities, weaknesses and strengths within his organization. The IG's activities focus on IG General Inspections, Soldier Requests for Assistance (IGAR's), and Special Inspections which will now be discussed.

IG General Inspections

As is often stated, the IG is the "eyes and ears" of his commander. To be effective, the IG must accurately know what is occurring throughout the division. He must have this knowledge in order to provide meaningful information to the commanding general which will assist him in accomplishing the division's missions. The primary means of determining this information is the IG General Inspection, formerly known as the AGI. As a routine practice, these inspections may be announced or unannounced, battalion or company level, compliance or systemic or a blend of the two (the current trend is towards systemic) and, one to five days in duration. Regardless of the type of General Inspection used, the IG and his team will usually hear solicited and unsolicited comments from enlisted and officer personnel, in fact, more than commanders would ever imagine. As trained observers and listeners, IG personnel hear about and see the condition of the unit's personnel, equipment, facilities, training, maintenance, logistics, and management systems, and reduce what is heard and seen to a written assessment for the applicable chain of command and the inspected commander. In addition, there are some very important perceptions, opinions, and bits of knowledge determined by the IG team members which may not be supported by empirical evidence or otherwise prudent to include in the written evaluation. This information can often be important and useful to the inspected battalion commander, however he may only obtain such information through candid discussions with the IG and selected members of the IG inspection team. The key point is that the battalion commander must request these discussions. As a rule, the willingness of the IG to share such subjective perceptions with the battalion commander is often a function of a good professional relationship developed between the IG and the battalion commander, a relationship that should be cultivated continually rather than only at inspection time.

Soldier Requests for Assistance

A second source of gathering information by the IG occurs daily by providing assistance to soldiers either telephonically or on a walk-in basis. As a rule, nine of each ten complaints presented to the IG section by individual soldiers are referred back to the soldier's company level chain of command for resolution. However, discussions with numerous soldiers over time have indicated potential trends or conditions developing within some units which need immediate attention. Unfortunately, bad news is usually not solicited by battalion commanders and IG's are reluctant to draw conclusions and disseminate these trends prematurely. Therefore, another potentially valuable source of available information to improve units is normally not shared. This type of information (trends and conditions) should be sought by the battalion commander on a bi-monthly basis.

Special Inspections

A third means of gathering information by the IG results from Special Inspections and Investigations. Unlike the two sources described above, which are more germane to specific units, Special Inspection findings often reveal developing problem areas which may also be applicable to battalions not directly involved in the inspection. The battalion commander who routinely seeks a bi-monthly update of these trends is a wise one.

Thus far, the thought has been presented that the battalion commander who seeks to develop a professional relationship with the IG in order to gain access to potentially beneficial assistance is the commander who will significantly improve his personal effectiveness and that of his unit as well. There are three other characteristics I observed as an IG that were also common to outstanding units.

COMBAT REQUIREMENTS VS GARRISON REQUIREMENTS

Of all a commander's resources, time will be the one constantly in shortest supply. Management of time will soon become almost an obsession with the battalion commander. Any effective short cut, whether it be a management tool or a general aide, will be considered for use if it will help accomplish some of the requirements within the suspended period. Yet there is one aspect of command often overlooked, which, if placed in proper perspective, is one of the greatest time savers of all--the fact that we are preparing for combat under peacetime conditions. The second characteristic of the good commander (that I observed) is one who understands this fact and uses it to his advantage. From experience however, most commanders do not separate combat requirements from garrison requirements. Their plans and mission execution reflect a lack of understanding of this fact and, quite frankly, result in considerable wasted time. This realization becomes manifest with the thought that our permanent facilities are peacetime oriented and most of our training, maintenance, and administration are done under conditions not expected to exist in combat. For example, we will sleep, eat, and work in different facilities in the field (simulated combat)

than in garrison. The garrison environment has permanent billets, maintenance areas, classrooms, snack bars, and includes, BSEP/ESL, medical appointments and the propensity to distract many soldiers from training. Simply stated, the rules for garrison operations are different from combat operations. The wisest commanders are adept at understanding the opportunities, limitations and differences between the garrison training and field training exercises. They are adroit at efficiently using the training schedule to specify battalion objectives, clearly telegraph their training priorities, and wisely allocate the battalion's resources. A review of unit training schedules quickly reveals the commander possessing an understanding of distinctive differences between garrison tasks and combat tasks.

BATTALION COMMAND INSPECTION PROGRAM

The subject of command inspections can quickly generate conversations emitting varying viewpoints. The third characteristic (of the successful battalion commander) I observed was the positive value of the battalion command inspection program. Without fail, battalions with effective command inspection programs always did well on unannounced IG General Inspections. Interestingly, these same units also consistently performed well on most all other training events and requirements they undertook. By comparison, battalions with loose, less structured or less effective command inspection programs had varying degrees of success with General Inspections. Battalions without an internal inspection program rarely were pleased with the results of their General Inspections and had mixed results in other training events and requirements. In short, the outcome of the General Inspection was usually predictable based on the existence of an effective command inspection program.

With IG General Inspections becoming more oriented towards systemic issues (and rightly so), the probability increases for division, brigade, and battalion commanders to lose valuable input and an evaluation source pertaining to the efficiency, discipline, morale and esprit de corps of their units. To compensate for this possible eventuality and, more importantly because it is simply common sense, battalion commanders need to learn how to effectively inspect their command rather than relying on the IG or any other external agency to do it for them.

Program Prevalence

Numerous variations and methodologies exist concerning the principles and composition of an effective command inspection program. Characteristics common to all successful/effective command inspection programs that I observed included:

- A formal structure with a written SOP or battalion policy letter.
- Being scheduled on the training schedule with several days following the inspection to accomplish corrective actions.

- Inspection of each company quarterly to avoid efficiency peaks and valleys.

- Being more detailed and thorough than IG General Inspections.

- Being conducted by the battalion commander and his staff in one day using expert augmentees from brigade/division/post agencies and the DS and GS maintenance battalions.

- Using IG General Inspection procedures and standards (under the compliance inspection concept) to provide guidance for evaluations to standard.

- Scheduling technical and physical inspections of each staff section using outside expert augmentees.

- Providing a handwritten or typed assessment with attached DA Forms 2404 to company commander or staff principal within 48 hours.

- Insuring effective follow-up inspection of each substandard inspected element within two to three weeks to insure adequate corrective action.

- Requiring simple handwritten RBI from company commander or staff principal within two weeks (initials or signatures on DA Forms 2404 will suffice).

Payoff

The payoff of an effective command inspection program was:

- The battalion commander became fully involved, and he thereby determined and more clearly defined the standards, and taught his company commanders.

- Staff personnel gained an increased awareness of their responsibilities and consequently become more technically competent.

- Very obvious unit cohesion and pride developed.

- The battalion commander became a more credible source to render status reports about his companies/battalion.

- Once routinely and effectively integrated as a recurring training event, commanders and staff learned that they had more time for planning and execution of other maintenance and training events because of overall improved unit efficiencies.

- Units which habitually performed to standard.

- Allowed for an increased capability for measuring and discerning between combat related tasks and pure garrison operations.

- Allowed battalion and company commanders to allocate time and other scarce resources between competing requirements.

In addition, a recently emerging trend showed that command inspections which had been routinely integrated into the master training plan provided the commander needed data to more properly allocate limited resources to selected problem areas and maintain current standards while managing the very important functions of force modernization and conversion to Division 86.

Essentially, a significant problem in US Army battalions today is their inability to self-evaluate. The battalion command inspection program solves this problem if properly executed. Moreover it can increase greatly the personal and technical knowledge of many battalion personnel. It builds competence throughout the battalion and is a leadership and management tool battalion commanders cannot afford to be without.

DISTINGUISHING LEADERSHIP PRACTICES

Requirements of battalion command today can be terribly time consuming. Therefore getting started on the right foot is often the most important aspect of any new assignment. An analysis of those battalion commanders who seemed to be more successful than others revealed that they had been fast getting out of the starting blocks. The reason they had done so was their good habit of determining priorities and not allowing other activities to interfere with them. This is the fourth characteristic I observed. The following list of areas that those commanders clearly favored and established as priority may be useful in helping new commanders get started on the right foot.

The Soldier

- Training, maintenance, and personal needs and well-being.
- Family members' wellness, with emphasis on knowledge and use of outside resources available to assist soldiers and their family members.
- Personal recognition, awards, UCMJ, and promotions.
- Timely personnel management and administration.

Training

- Command Inspections.
- Battalion Training Management System (BTMS).
- Individual skills (Soldier's Manuals, common tasks training, SQT management and administration).

- ARTEP tasks.
- Off-post deployments.

Maintenance and Logistics

- Preventive maintenance checks and services (PMCS).
- Maintenance training for supervisors.
- Planned and executed effective drivers' training.
- Strict supply and property accountability.

Personal Traits and Practices

- Knew their commander's objectives and goals.
- Stated candid opinions before the decision point, then loyally supported the commander after the decision.
- Continually sought opportunities to communicate their values, standards, and guidance to battalion personnel without violating the chain of command.
- Insisted on positive counseling sessions.
- Up-to-date short range objectives, goals and programs and insured information was passed to subordinates.
- Accentuated the positive; changed the negative (psychological warfare).
- Knew and respected each soldier (good and not so good ones). Spent a larger proportion of their time on good soldiers.
- Defined and enforced high standards.
- Conducted command inspections effectively (Knew what was behind each locked door in their unit).
- Maintained honesty and integrity by words and actions.
- Decentralized responsibility for task execution.
 - Provided ample and clear guidance.
 - Procured and allocated resources.
 - Guided, tasked, counseled, supported and held accountable their NCO's.

- Delegated authority and responsibility but maintained a feedback system.

- Left the comfort and security of their office and looked around.

- Inspected the soldiers, their work areas, and their living areas frequently.

- Visited training daily.

- Visited motor pool and maintenance training daily.

CONCLUSIONS

In the final analysis, the four dominant characteristics I observed among successful battalion commanders led me to draw several conclusions, some of which I had been taught throughout the years. Both the spirit and the achievements of a battalion are closely linked to the battalion commander, his personal value system and his ability and willingness to communicate effectively through his organization's network. The age-old expression that "Communication is the lifeblood of a unit", and that "Actions of leaders speak louder than their words", were validated time and time again. The benefits of decentralized leadership coupled with an effective command inspection program were obvious. The wisest commanders distinguished wartime tasks and conditions from garrison operations and in so doing were able to develop unified training programs that specified clearer objectives and properly focused the efforts and resources of the battalion. The successful commanders appeared to possess a sincere devotion to their soldiers, a strong inclination to develop subordinate leaders, and the ability to personally motivate the unit when needed. And in most all cases, the successful commanders sought and relied on the assistance readily available from the IG and his personnel.

CHAPTER 8

THE DISTAFF SIDE

INTRODUCTION

The command list has been published. After a sigh of relief and pleasure, you and your husband review the happy results. Soon the realities of this opportunity bombard you.

It is the aim of this committee to help guide your planning, focus your goals, and encourage your creativity. We want to stress the axiom that each and every unit and/or post will be as unique as the personalities involved and that no one approach or plan will work in all instances or at all places. We recommend that you:

- Enjoy the privilege of sharing your husband's command without wearing his rank as your coat of armour.
- Approach the unit with an open mind, willing to grow personally and willing to let the group evolve.
- Contact the outgoing commander's wife (if she doesn't contact you) and get a handle on on-going commitments, required meetings, etc., so that you can organize your calendar and plan your personal and family appointments or commitments accordingly and in advance.
- Include your children and family in the excitement of a command. It is a family experience and planning activities that enhance togetherness will amplify unit cohesiveness as well as family wellness.
- Recognize this experience as a chance for you to effect positive changes through working with others. Since commanders' wives are frequently asked to serve in advisory positions, you will be able to participate in the activities that impact on your community.
- Read the suggested publications listed at the end of this handbook.

OBLIGATIONS & RESPONSIBILITIES

It is a fact that obligations and responsibilities will come to you because of your husband's selection as a battalion commander. Your attitude while you accept this challenge will set the climate for the group.

As you transition into the battalion, remember that listening will be a very important attribute. Following the change of command, a

meeting of the distaff leaders (wives of staff heads and company commanders) at some early point will give you a nucleus of people to work with and to draw from as you familiarize yourself with the people and policies of your husband's command. Where you find disorganization--reorganize with the advice and consent of the coffee group; where you find good policies and approaches established by a predecessor--enjoy!

Be sure you understand the chain of command and organizational chart of the post. Determine where the unit fits into the overall scheme with regard to entertaining, disseminating information, command and staff meetings, and volunteer commitments. Remember that the brigade level (or equivalent) unit commander's wife can be an invaluable source of information. If you are not sure of what she expects, don't be afraid to ask. If you offer your help in additional ways, be sure you are in fact ready to give that help!

It is important you support as many unit and community activities as possible. Your attendance at company changes of command, award and promotion ceremonies, unit picnics and family mess hall nights--to name only a few--will enhance your personal enjoyment as well as be noted and appreciated by others in the unit.

Although there may be an established battalion sponsorship program, it is important that each new wife be given a prompt, warm welcome. This may be done by a hospitality committee or you may prefer to do it yourself.

Some on this committee strongly recommend a unit newsletter as a way to keep all coffee group members well informed. This can work, if you have the time and are willing to assume the work or if you have a dependable committee who wants to cooperate on the venture. Such a publication can be a simple one-page calendar of coming events or a multi-page magazine with many different features. Similarly, a newsletter or telephone tree for the NCO and EM wives may well improve their knowledge, understanding, and participation.

The Army post with today's reality of lower budgets and a greater sensitivity to family needs requires many volunteers to keep up the level of services. If you have a volunteer activity you particularly enjoy, this will be a great time to continue. If you've been busy rearing children in your home, you may find that now is a good time to make a new commitment. Perhaps most importantly, in your position of leadership, you will be able to encourage and guide the younger, even new, Army wives into an understanding of the traditional role that volunteer services play in enhancing community life on a military installation.

THE WORKING WIFE

You may be employed outside the home and at times may have felt the negative feelings which others occasionally express over your choice. This committee feels that working outside the home AND being a battalion commander's wife is not an incompatible state of affairs! However, your

husband's command will superimpose more responsibilities on you; and, when your work keeps you from participating, you will need to find a suitable and willing stand-in.

By the same token, as the battalion commander's wife, you will have working wives as a part of your group. We urge you not to chalk them off automatically. Too often in the past such an attitude has prevailed. In fact, there may be several such turned-off wives just waiting to be a part of battalion activities again. Perhaps scheduling night time functions would make it easier for these ladies to take part--they won't be able to go to everything, but they are a resource that should not be overlooked or cast aside.

A word of caution: Remember the wife with one or more preschoolers is also a "working wife"! Sometimes we tend to depend too much on the wives who have chosen to be "domestic engineers" just because they are in the home. Give everyone a chance to participate; reach out privately to those who may be reluctant to volunteer.

COMMUNICATIONS

Effective communication is a topic about which volumes have been written, and we will be able to barely scratch the surface here.

The Front Office

Getting to know the people who manage the battalion headquarters and appreciating the way they fit into the operational aspects of battalion life is mandatory. The personnel who remain behind when the battalion deploys are indispensable in establishing a "chain of concern" for the families left behind.

The XO and S-1 will have knowledge of the battalion's schedule and your husband's calendar when he doesn't or isn't around to tell you. Establishing a rapport, a good working relationship, and a system for exchanging information will be beneficial to all. Appreciating the vital role this part of the battalion team plays enhances the entire system.

NCO-EM Wives

This is a frequently forgotten resource. We urge you to foster a working relationship with the CSM's wife as well as the company 1st sergeant wives. A line of communication with these ladies (you might want to include the XO and any company commanders' wives as well) can insure a battalion wide chain of concern and an enhanced quality of life for all.

Some possible outgrowths: company coffees; orientation get-togethers for all new wives in the battalion; a coffee group for the CSM and 1st sergeant wives, similar to the officers' wives organization; battalion projects such as Christmas and Easter parties; and increased

participation at all levels of battalion and community events. Your efforts may not at first meet with success (don't feel guilty!) but periodic attempts could prove rewarding.

The Chaplain's Office

If your new unit does not already have a battalion family handbook, this office can help you develop one. The chaplain will be an excellent source of services available and will know the kinds of information that is needed by the wife faced with more than she knows how to handle. This is a wonderful project on which to get the help of the NCO and EM wives. Community orientations and packets may also be available through ACS.

In addition, if such a booklet can be incorporated with a regular battalion orientation or an active outreach visitation program for new wives--the benefits to all are tremendous.

Crisis Management

Divorces, reliefs, devastating illness and death are facts of life. This committee has several thoughts on handling the unhappy events that may arise for you and your husband.

First, when tragedy or unpleasantness happens--acknowledge it. Instead of isolating the wife involved, support her with your caring. Work to keep an open line of communication.

When conflicts occur within the battalion, show by your conduct that work problems are just that; they should not be topics for discussion in the neighborhood or at social functions. Demonstrate the ability to keep confidences!

Be informed yourself on the support services available and be ready to find help in an emergency situation. Not wanting to intrude on another's time of sorrow is understandable--yet a helping hand, kindly offered, may make a real difference in someone's life.

The Chain Of Command

The wife of the higher unit commander needs to be "on board" as you carry on. Share with her your unit's projects and be sure to include her (and her chain of command) in at least some of the ladies functions. You have a duty to serve as a conduit for the battalion--this cannot be over emphasized--and the process needs to be effective going up and down. The cadre of wives whose husbands are in battalion leadership positions will probably appreciate and benefit from chances to help you in the fulfillment of your responsibilities. Not only will they see more than one side of a process or problem, but also they will have a chance to grow from the insights you have helped to provide.

CONCLUSION

We would like to conclude with a list of DO's--as well as a Bon Voyage. These next months will be a high point in your family's life--an opportunity that is very special.

- DO be flexible--group dynamics are just that, and your leadership style needs to reflect the evolving nature of the group.

- DO be honest and fair--even on projects and subjects about which you may feel biased.

- DO share any triumph or conflict with your husband, and accept his advice in working through problems.

- DO entertain and include the NCO/EM leadership from time to time. Your budget and personality should set the tone. Happily, more frequent relaxed social events will give everyone an opportunity to get to know everyone better.

- DO encourage community involvement; we should all be givers in some way, as well as users and takers.

- DO give public recognition for jobs well done.

- DO enhance and carry on battalion traditions, as well as establishing new ones when appropriate.

- DO make a special effort to plan ahead when going overseas; i.e., take a course in language, determine special needs (evening clothing, PX facilities) etc.

- DO realize that there will be periods of frustration and isolation. They do pass!

- DO instill an understanding of military customs and courtesies currently in active use. Protocol provides a framework of reference that should be used, not abused.

- DO use your personal experiences to teach subtly. Remember former commanders' wives and commanders in a positive way; but remember what you disliked most in others and avoid those negative aspects except as a training aid for yourself.

- DO remember that your actions may leave an impression that could stay with a wife throughout her husband's career.

- DO try to attend the pre-command course for wives currently being offered at Fort Leavenworth.

- DO BE PATIENT!

- DO enjoy these next all too few months: You will receive more than you give!

CHAPTER 9

THE BACHELOR BATTALION COMMANDER

The bachelor battalion commander can cause his marital status to be an asset or a liability. It will be solely up to him as he goes about creating the environment for the command and especially how he conducts himself with regard to his bachelor status. His actions therein will determine success or failure in this important area.

The first myth that must be dispelled is that a bachelor commander is at a disadvantage. There are numerous examples of bachelors who have attained positions of great trust and responsibility. Many have reached the three and four star level.

One of the major advantages of the bachelor commander is that he is free to invest vast amounts of time in his command. This suggests that bachelor commanders can afford the luxury of spending extra time with the soldiers that married commanders rightfully devote to their families. A word of caution concerning putting in the additional time--do not allow your staff or subordinate commanders to be working long nights or weekends simply because the boss does. Do not allow them to do it except when there is a genuine need. This must be given more than lip service--it must be enforced. There will be occasions when many extra hours are needed. The inescapable fact is that the commander's presence is always felt.

It is an absolute imperative that the bachelor's attitude toward the soldier's family life and the Army family program be extremely positive and sincere. There must be total involvement in all family programs to insure they are effective and that the proper attitude prevails among all personnel who administer them. It is extremely important that the commander be present at all scheduled family activities if at all possible. The importance of a sincere attitude cannot be overstated. There will be those few that will be quick to seize on a commander's honest oversight or a missed meeting that involves family activity and use the incident to generate the wrong ideas and cause gossip to spread that "the commander is a bachelor and he really doesn't care about the families." Should this be allowed to be perceived as a fact, then the families suffer and the commander is undermined.

It may be advisable to attend the battalion ladies' coffees and teas at least initially. Depending on the personality of everyone involved a judgement call will have to be made if you continue.

When attending any function conducted by the ladies, a low-key approach and a demonstrated sincerity toward their husband's welfare is always appreciated. The ladies seem to always appreciate an overview of what the unit will be doing the next few months and how it will impact on them. Always allow for questions and then fade into the background.

Don't upstage the lady holding the meeting. It sometimes works well to leave a bit early in order to allow the ladies ample time to talk things over without "the Colonel" being there. It is equally important to attend NCO wives' functions as well as functions sponsored by the officers' wives. It will always be a judgement call on what you attend, but the important thing again is that sincerity and genuine interest is an absolute must.

Each post will have its own particular set of unique facilities that may be used for wives' clubs and family activities. It may be necessary for a commander to be involved to insure appropriate facilities are available for meetings. Under unusual circumstances it may be necessary to use facilities in the battalion area or the battalion headquarters. If this is the case, first-class facilities must be provided. Under no circumstances can anyone get the impression that family and wives' activities do not get the appropriate interest, support and concern from the battalion commander.

When selecting a battalion executive officer or other senior officer within the battalion, it is strongly recommended that the officer be selected for his soldierly abilities and not for the support his wife might be able to provide the battalion. No battalion commander can afford to be accused of selecting an officer for a key and highly sought position solely on the abilities of a very effective and supportive Army wife. Good judgement must prevail.

It is especially important that the personal conduct of a bachelor commander when off duty be above reproach. There will be those very few who are interested in the private life of the bachelor commander. There really is no private life of the battalion commander--bachelor or married. Everything the commander does creates an image and is a reflection of his value and belief system. Needless to say a judgement will be made of any lady that accompanies the commander to social functions. Again your good judgement must prevail. Obviously, the subordinate officers and their wives are not concerned with the commander being seen with a beautiful lady on his arm at each social function. It is not expected and probably not desirable. What the subordinate leaders want and need most of all is effective, sincere, and concerned leadership that will insure success in intensive, sustained combat.

A bachelor commander must meet his entertainment responsibilities with his fellow commanders, their families and his subordinates. Depending on physical facilities, quarters available to bachelor commanders, and weather conditions that prevail in that area, consideration can be given to a sizable percentage of entertainment being conducted outside during favorable weather months. This can be done in the form of cookouts, picnics, etc. Outdoor entertainment can be especially enjoyable for large groups.

Many unique circumstances will confront the bachelor commander and in the end, good judgement and sincere concern for all will determine success or failure. The big thing to remember is that you are just about to enjoy the most fulfilling and satisfying experience a soldier

could ever hope for. Enjoy and savor every minute of it and cause all the others to enjoy it as well. Unfortunately your command tour will end all too soon!

RECOMMENDED READINGS

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

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