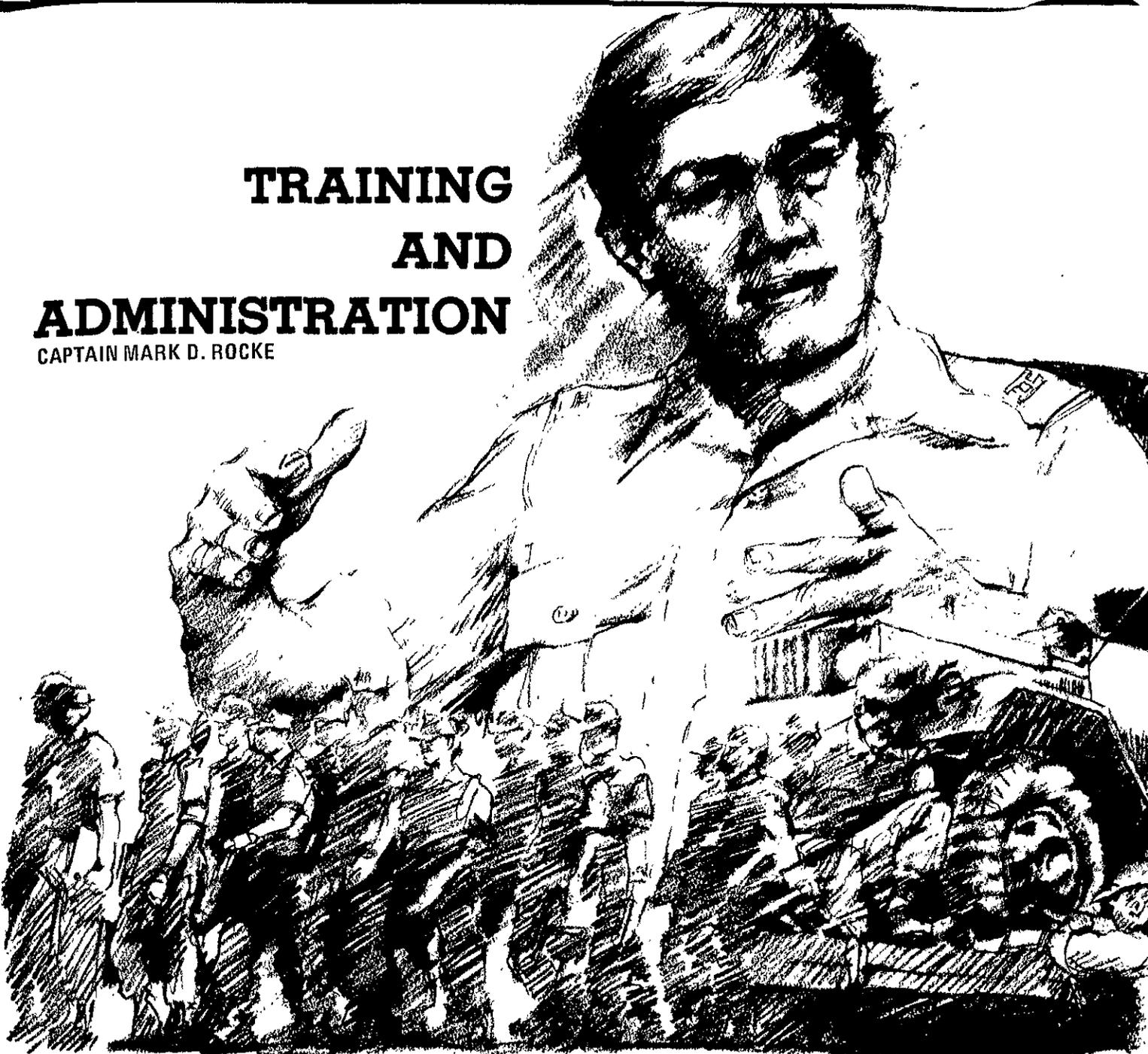


TRAINING AND ADMINISTRATION

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The single most important responsibility of a company commander is to train his soldiers to fight and win on the battlefield. His primary mission, as mandated by the United States Army, is to achieve and maintain combat proficiency through collective and individual training. But combat proficiency results only from an interdependence between effective training, administration, and maintenance. Of these three, administration is the most time consuming. In fact, a recent survey conducted in the 24th Infantry Division concluded that its company commanders spent as much as 59.4 percent of their time on administration, 27.5 percent on training, and 8.6 percent on maintenance. A survey in other divisions would probably reveal similar figures.

Given these statistics, a commander must develop a comprehensive, realistic approach to unit administration so that it will not interfere with training. In addition, he must fully understand his responsibilities for choosing and planning training tasks and for effectively managing his limited training resources. At the same time, of course, his unit must conduct a systematic maintenance program that will insure the availability of organic equipment for training, and operators, crews, mechanics, and supervisors must be trained in the full scope of organizational maintenance.

Clearly, if a company commander expects to concentrate on training his unit, he must first control the administration of it. And if he expects to get administration under

control, he must first understand its unique requirements.

Company level administration consists of the following major areas:

- Personnel actions.
- Additional duties.
- Commodity area management (arms, supply, NBC, communications, and motor pool).
- Army programs and campaigns.
- Details, guards, and taskings.
- Billet maintenance.

Personnel actions consist of things the commander must do to take care of the soldiers, noncommissioned officers, and officers assigned to his unit. This includes counseling, awards, efficiency reports, and administrative procedures for elimination or reduction. It also includes promotion boards, judicial and non-judicial punishment, dependent counseling, and family assistance programs.

Additional duties are the mission, administrative, housekeeping, and personnel-related responsibilities assigned to officers in addition to their primary duties. Additional duty officers are commonly viewed as being special staff officers who assist the commander in particular functional areas. Although each of the duties contributes to the overall accomplishment of the command's mission, together they also place a large supervisory burden on the commander.

(The number of additional duties varies. In a 1979 study performed by the Army Research Institute, 29 common additional duties were identified. *The Army Officer's Guide* identifies 41 such duties, while a 1982 24th Infantry Division workload assessment revealed that the number of perceived duties ranged from 54 to 81.)

Supervising the officers when they perform their assigned additional duties is critically important to a commander because many of these duty areas are inspected during the Annual General Inspection (AGI). The results of this inspection are generally considered an accurate and lasting assessment of a unit's organizational efficiency. As a result, the amount of time and energy spent in the performance of additional duties usually increases as the date for the unit's AGI inspection comes closer. (The same ARI study mentioned above concluded, however, that additional duty requirements were difficult to determine, poorly managed, and over-emphasized as an indicator of both unit readiness and officer efficiency.)

Much like additional duties, commodity area management requires an excessive amount of time for record keeping, paperwork, and adherence to rigidly defined, inflexible procedures. While these tasks are normally supervised by the executive officer, the respective commodity chiefs, and the additional duty officer, the commander bears the ultimate responsibility for performance and must dedicate a good deal of his time to supervising them. Moreover, by regulation, many inspections and inventories must be conducted by the commander himself.

The commander's most significant and time consuming responsibility in managing commodities is property accountability. The following summary from a recent book

SUBJECTS IN POLICY BOOK

Junior Officer/NCO Development
Enlisted Evaluation Reporting
Performance Counseling Program
Unit Awards/Incentive Program
Physical Security
CTA-50-900 Storage
Key Control
Unit Leave and Pass Policy
Reenlistment
Physical Training
Athletics and Recreation
Open Door
Equal Opportunity
Sexual Harassment
Drug and Alcohol Abuse
Hometown News Release Program
Army Suggestion Program
Savings Bonds
Dayroom Policy
Restriction
Contraband Items
Inprocessing Checklist
CTA-50-900 Display
Room Display
Cold Weather Procedures
Accountability and Security of Commodity Areas
NBC Room
Arms Room
Motor Pool
Communications Room
Supply Room

Figure 1

by Colonel Dandridge Malone shows the extent of this responsibility:

In the least complex and most humble of fighting companies in our Army today, there are 169 men. For each of these men, there are 66 items of equipment and clothing that belong to him. There are at least 20 items given to him by the company. And the company itself has 866 more items of equipment and weapons that the 169 men use when the whole unit fights.

As the hand-receipt holder for all of the items listed on the unit property book, the commander is directly responsible for this property. He bears supervisory responsibility for the Common Table of Allowances (CTA) 50-900 property as well as all of the items that make up the soldiers' personal clothing bags. The rational and prudent commander will therefore adhere to all of the specified procedures and will develop appropriate internal programs to safeguard this property. It is an understatement to say that the military organization is unforgiving toward the commander who cannot accurately account for the installation, organization, and CTA property under his control. Another time-consuming activity in this regard, and one of much larger proportions, is the necessity for a company commander to retrain new key leaders and commodity chiefs when their predecessors are reassigned unexpectedly.

Army programs and campaigns include such things as the Lifestyle Weight Control Program, the Hometown News Release program, the Combined Federal Campaign,

Savings Bond drives, and Army Emergency Relief activities. Local fund drives for divisional and regimental locations must be supported as well.

Details, guards, taskings, and billet maintenance are also necessary, and they, too, take away from training time.

The complexity of the company commander's managerial problems is made even more intense by the organizational environment in which he functions. Perhaps the most distinguishing characteristic of a military organization, particularly an infantry battalion, is the premium it places on performance. According to Field Manual 22-100, a commander is "responsible for everything his unit does or fails to do." The assignment of this personal responsibility must be viewed in relation to the duty concept of the professional officer, which is both a baseline value and a time-honored tradition. In simplest terms it means that the mission will be accomplished regardless of personal cost or preference.

To accomplish the mission — to keep abreast of the broad scope of activities in a unit on any given day and to influence these activities — a commander must manage his time judiciously. (A great deal of that time, unfortunately, has to be spent in dealing with telephone calls, impromptu meetings, minor crises, and serious incidents. In addition, he must deal with shifting demands, competing priorities set by higher headquarters, and time-sensitive requirements.)

What a commander really needs is a model to guide him in approaching his administrative and training tasks. I developed such a model while I was serving with the 82d Airborne Division and have since adapted it for use in the 2d Battalion, 75th Infantry (Ranger). The two-part model includes a policy book and a company training management book that any company commander can use to develop his

own personal approach.

(Although this model does not independently address maintenance, its underlying logic can be applied to the establishment of an effective maintenance program that will insure the availability of organic equipment for training.)

The policy book contains 31 policies, which were developed over my 18-month tour of company command in the 2d Battalion, 505th Infantry. The book evolved from the application of some basic leadership principles in a sequential process. A list of the topics included in this book is shown in Figure 1.

To develop a similar book of his own, a commander should first determine what policies his unit needs by thoroughly analyzing its mission. Then he should develop the policies, publish them, distribute them, and enforce them. (One of the problems is that higher levels of command place various requirements upon companies in the form of regulations, field manuals, technical manuals, bulletins, circulars, and messages. And these written requirements are often open to a wide variety of interpretations.)

By laying out the procedures to be followed for a wide range of administrative activities as early as possible after assuming command, however, the commander can avoid answering the same questions again and again. At the same time, he can instill discipline in his unit because his procedure will demand that his people, even in his absence, reach the desired level of performance.

In an attempt to extract the requirements for my company and to put them all together, I developed a matrix that I call "Garrison Training Tasks and Administrative Responsibilities," a portion of which is shown in Figure 2. The matrix, which is part of my policy book, is used as a checklist for measuring progress in each area. It is also

GARRISON TRAINING TASK REQUIREMENTS
AND ADMINISTRATIVE RESPONSIBILITIES

TASK	D	W	M	Q	S	A	OTHER	REFERENCES/REMARKS
Opportunity Training	*							
Opportunity Training Evaluation		*						
Equal Opportunity						*		AR 600-21
Human Self Development				*				AR 600-30
Alcohol and Drug Abuse					*			AR 600-85
Urinalysis/Drug Detection Teams							*	AR 600-85, As Req'd.
Organizational Effectiveness				*				AR 600-76
Check Cashing					*			CSA Directed 210-60
Command Information						*		AR 360-81
Benefits of an Honorable Discharge					*			AR 350-21
Electronic Security								
The Army Safety								

Figure 2.

**COMPANY COMMANDER'S
TRAINING MANAGEMENT WORKBOOK**

Table of Contents

INTRODUCTION

Brigade Commander's Preface.
Company Commander's Training Management Guide.
Required Training References.

CHOOSING TRAINING TASKS

- Requirements.
- Company mission/task analysis lists.
 - Training task requirements (Div Reg 350-1).
 - Garrison training task requirements and administrative responsibilities.
- Commander's Guidance.
- Brigade commander's training notes.
 - No notice NBC callout (TRI-NC).
 - Division Artillery Standardization Letter #8 (H-Hour sequence for airmobile assaults).
- Diagnostic Data.
- ARTEP results (most recent evaluation for all levels).
 - Specialty platoon competition results.
 - SQT/EIB/EFMB results.
 - Division commander's APRT results.

PLANNING TRAINING TASKS

- Long Range (16+ weeks out).
- Review training calendars/MTP.
 - Training suspenses/quick reference numbers.
 - Example OPT/JA/ATT requests (FB 1295-R).
 - BTMS mission analysis data.
 - Priority training tasks (developed by company commander).
- Medium Range (7-16 weeks out).
- Appropriate cycle guidance/attachment worksheet.
 - Battalion commander's guidance.
 - Example letter of instruction (company weapons squad competition).
 - Training management worksheets.
 - Request for use of ranges and training areas (FB 1528) and letter of instruction for training area occupation, clearance and police.
- Short Range (6 week lock-in).
- Training schedule guidance letters.
 - Training schedules and training reference guide.
 - Training support requests.
 - Aviation requests (FB 2322-1-R).
 - Third brigade training records management and operations NCO guide.

Figure 3.

valuable in delegating specific responsibilities to members of the company chain of command.

The commander who understands the requirements that have been placed on his unit and uses his policy book to conduct periodic internal reviews will be making great progress toward controlling administration so that he can concentrate on training. By clearly defining for the members of his command both their individual responsibilities and the effect of their performance on the group, he will also be making them feel like they're contributing to the overall goals of the organization. The matrix helps guide the company to a unity of effort which, in turn, develops cohesiveness.

Clearly, there are no hard and fast rules to define the scope of a company policy book. A commander can include as many or as few policies as he chooses, provided he has addressed the topics that are mandated by regulations and

directives. The key point is that the establishment and publication of policies provides a point of reference by which a fair and equitable command climate in the unit can be ensured.

The success of the book will depend in large part on the way a commander incorporates the views of his subordinates into the process of formulating the company's policies. In addition, the announced policies must be rational and flexible and must be updated periodically to meet the needs of the unit and to include any new guidance from higher headquarters.

The second part of the model is a company training management system, which I prepared (with guidance from my battalion and brigade commanders) for inclusion in a workbook designed to help unit commanders plan and execute training. The workbook's table of contents is shown in Figure 3.

(The original workbook includes a cover letter in which the brigade commander spelled out his training goals; a company commander's training management guide; a list of required training references; company mission and task analysis lists; and a training task requirements matrix. Copies of these documents, as well as copies of the other documents mentioned in this article may be obtained from the Editor of INFANTRY Magazine.)

This system forces a commander to analyze his company's broad training mission and then to delineate the specific tasks to be accomplished, along with how often each needs to be done.

In an environment in which it seems that everything is first priority, the training management book provides a simple, pragmatic approach to determining objectives and priorities for the use of a unit's resources. The commander who applies such a system will be forced to actively direct the training of his unit and, in so doing, work to develop combat proficiency, which is his primary responsibility.

If the commander applies sound managerial techniques, he can improve his unit's administrative performance and also limit the amount of time he must spend dealing with it. In the process, he will also improve the organizational efficiency of his unit, boost morale, and eliminate the constant tension within the unit between expectations and realities.

Ultimately, he will be able to concentrate on implementing high-quality, well-resourced training programs that will develop his unit's proficiency and ensure its success on the battlefield.



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