

# COMPANY LEADERSHIP



THE FIRST  
**100** DAYS

Lessons and Best Practices



CENTER FOR ARMY LESSONS LEARNED

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## Foreword

Leading at the company, troop, and battery level is an awesome undertaking. It is the echelon of command where the proverbial “rubber meets the road” within the Army, and the foundational echelon that builds readiness. Battalion and higher formations plan operations and activities that eventually are executed at the company level. The company is also the only echelon of command that does not have a staff.

This handbook serves as a primer for those personnel who will lead a company as either a commander, first sergeant, or executive officer. It focuses on those first 100 days in position and aims to assist these leaders in thinking through their approach to their new leadership positions. At first blush, company leadership may seem overly daunting as there is always too much to do and not enough time or resources to do it. This handbook seeks to allay some of that trepidation by providing a reasoned and structured approach to company leadership.

Successful company leaders take a system of systems approach to leading and running their formation. The company level is the confluence of four systems that build readiness: personnel, training, maintenance, and supply. Successful company leaders understand what comprises each of those systems, how they function, and how they build readiness. They assign responsibility, plan the operations and activities necessary to keep each system functioning, and then verify that execution is to standard. Successful companies do the routine things routinely. Successful company leaders also build those critical relationships with peers and higher headquarters that enable these systems to function effectively and build readiness at echelon.

Leading and commanding a company can be very challenging, but also extremely rewarding. This handbook is a tool to guide future company leaders, and those relatively new to their company leadership position, in thinking through their approach to their new role. Effective company leaders are essential to building readiness across the Army and creating the lethality and grit within their formations that leads to success in combat.



Scott W. Mueller  
COL, AR  
Director, Center for Army Lessons  
Learned

## INTRODUCTION

“It is not the critic and not the man who points out how the strong man stumbles or where the doer of deeds could have done them better who counts. The credit belongs to the man who is in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs, who comes short again because there is no effort without error and shortcoming. Who does strive to do the deeds? Who knows great enthusiasms, the great devotions, who spent himself in a worthy cause? Who at the best knows in the end the triumph of high achievement and who at the worst if he fails at least fails while daring greatly so his place shall never be with those cold and timid souls? Who knows neither victory nor defeat?”

– Theodore Roosevelt  
“Citizen in a Republic” speech  
Sorbonne Paris, France, 23 April 1910

The charge of assuming command and responsibility for Soldiers is a repeated event over centuries. Many leaders succeeded where others failed. Those achieving success at company command paved that success through relentless hard work with a tireless desire to learn and improve fundamental skillsets. Today’s multi-faceted environment, combined with a relentlessly fast operational tempo, continues to challenge leaders to learn, grow, and enhance skills necessary for success.

The purpose of this Center for Army Lessons Learned (CALL) handbook is to serve as a primer for pre-command and company-level leadership to think about the facets of command. This handbook highlights areas that frequently and historically challenge company leaders. The general references enable the reader to inquire further and dive into topics to enhance the reader’s personal and professional growth while expanding knowledge.

Discussions within this handbook center on leaders and their associated duties with articulated responsibilities. There are areas where the tasks and responsibilities are vague. Senior company leaders must agree which leader is the primary lead and who is supporting the effort. There is no confusion between the senior company leaders. They act decisively as a team to guarantee success.

The target audience is pre-command captains, senior lieutenants, master sergeants, and sergeants first class. This handbook aims to generate professional discourse while garnering a deeper knowledge base to exceed the demands required for successful company command and leadership.

Company command is one of the first and significant professional milestones as an Army professional. Leaders discover the privilege of command and



troop leading as a challenging and rewarding period in their professional and personal lives. Future commanders and first sergeants prepare for company command now, not upon the assumption of command ceremony.

The term leader and leaders are interchangeable to express officers and noncommissioned officers. It is critical to understand this nuance and exercise discreet and professional judgement in the discharge of assigned and implied duties in a legal, moral, and ethical manner.

## CHAPTER 1

# Stewarding the Profession and Company Leadership

### STEWARDSHIP OF THE ARMY PROFESSION

The Army's essential characteristics of trust, honorable service, military expertise, stewardship, and esprit de corps enable the Army to serve America as an established military profession. These characteristics of the Army Profession reflect our national ideals, the Army Values, the Army Ethic, and the Army's approach to accomplishing its mission to defend the Constitution and the American people. Soldiers and Department of the Army (DA) Civilians are professionals, guided in everything they do by the Army Ethic. They are certified and bonded with other Army professionals through a shared identity and service within a culture of trust.

– Army Doctrine Publication (ADP) 1, *The Army*, 31 July 2019 <sup>1</sup>

Army service to the citizens of the United States is a time-honored profession that provides a vital service to the American way of life. Defense of the United States and its citizens is essential to enabling a free and prosperous society. The Army's selfless service to society has earned the trust of its citizens. That trust has led to the establishment of a professional standing army.

The Army and its leaders use the trust established with the American people to determine, define, and uphold the professional standards of the Army. Army leaders have discretion and autonomy through the bond of trust to define the profession's standards. Leaders demonstrate and protect those defined standards. Professionals strive to improve, develop, and certify Soldiers and leaders using those defined standards. Company leadership is responsible as professionals to identify and develop others capable of achieving and exceeding the standards. Company leaders instill Army professional values into junior members by example and through proactive instruction, mentoring, and certification of required skills.

Company commanders and first sergeants are the face of trust to the American public. They are the stewards of America's treasure, the sons, and daughters of the Republic. Company leaders are accountable to lead, train, and develop Soldiers to the fullest extent possible. The American public expects leaders to value every Soldier's life as if it were their own. The trust between the American people and the Army is that we will accomplish the mission and preserve our greatest treasure (the American Soldier) while protecting our way of life. This trust is the foundation of our profession and why the Army must remain an esteemed profession.

Company leadership is one of the most potent and influential responsibilities within the Army. Company leadership is critical to stewarding the future Army. The company commander, the first sergeant, and the company executive officer are the daily faces of leadership to young Soldiers. The first position of formal leadership in the Army is the company commander and the senior noncommissioned officer (NCO), the first sergeant. Company leadership is a significant factor for Soldiers deciding if they want to continue to serve (and trust their leaders) in our Army as career professionals. Company commanders, first sergeants, and the rest of the company leadership are critical to retaining the best and the brightest. They are a pivotal factor in carrying the legacy of the Army profession.

Company leaders are the decisive element in developing a professional Army. They are at the forefront, developing future leaders to attain the high standards of the Army profession. Company leadership is responsible for developing their Soldiers to be the best they can be. Under the advisement of the company leadership, the commander determines Soldiers that demonstrate potential for excellent leadership, service, and responsibility. The company commander and first sergeant carry a significant obligation toward imparting a professional ethic into every aspect of the company (the Soldiers) and company operations.

Professional development requires trust with an open relationship. Company leaders enhance their professionalism through engaging senior leaders such as the executive officer, the S-3 (operations), and the command sergeant major, before blindly proposing ideas to the battalion commander. These engagements strengthen relationships with peers and seniors alike, along with building trust through deliberate dialogue. The subordinates gain confidence in analytical discussion while seniors gain the ability to develop, groom, and assess potential in younger leaders and Soldiers.

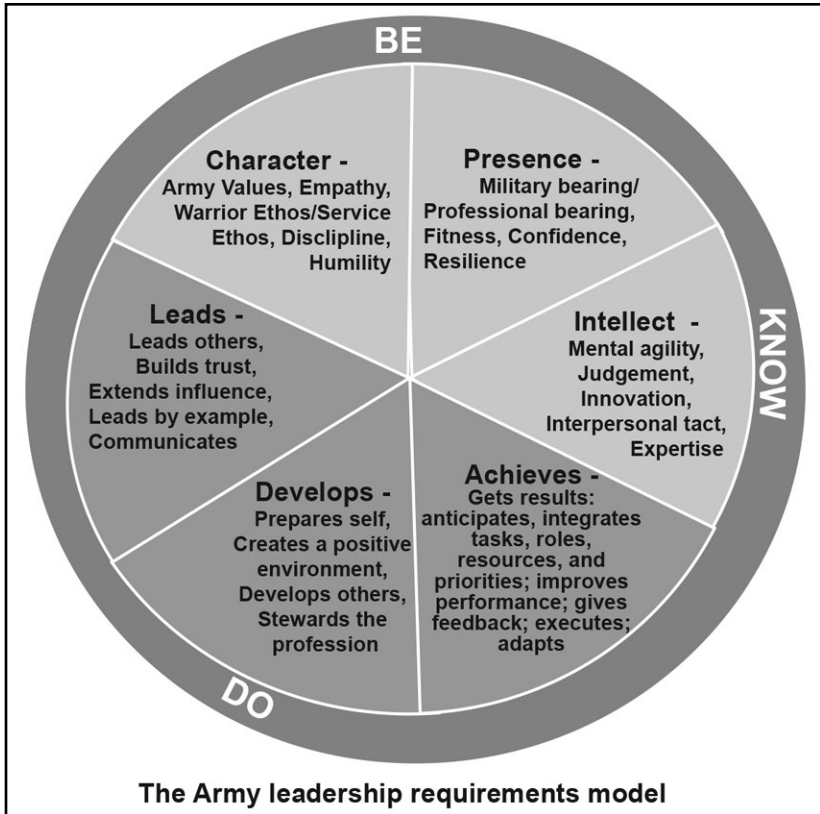
– Former Battalion S-3 and Executive Officer

As guardians of the Army profession, company leadership carries the formal authority and responsibility for Soldiers' health and welfare. Company commanders may also apply other instruments of formal authority (such as legal actions and non-judicial punishments) to enforce defined professional behavior. The commander's decision, coupled with first sergeant and executive officer recommendations, can determine the retention of an individual for the greater good of the Army. Company leaders persuade good Soldiers to re-enlist when they have decided to avoid re-enlistment.

### **LEADING THE COMPANY THROUGH "BE, KNOW, AND DO"**

The company commander and first sergeant are the subject matter experts for all company operations. Soldiers will look to the company leaders to

provide direction and guidance for tasks beyond their knowledge. The company leadership must recognize, know, and account for their strengths and weaknesses. Leaders use attributes and competencies to strengthen their professional development. This knowledge facilitates self-development as well as develops mentoring of subordinates in the formation. The knowledge enables leaders to grow personally and advance in the organization while establishing and building trust. Figure 1-1 provides a graphic framework articulating Army leadership requirements as part of the “Be, Know, Do framework.”<sup>2</sup>



**Figure 1-1: Leader Attributes and Competencies.<sup>3</sup>**

Army Doctrinal Publication (ADP) 6-22, *Army Leadership and the Profession*, 31 July 2019, addresses leading in the Army profession<sup>4</sup> and states the direct leadership of the commander and first sergeant is critical to reinforcing professionalism across the formation. The knowledge and conduct of commanders and first sergeants define the term professionalism and

stewardship to Soldiers. The commander, first sergeant, and executive officer actions help Soldiers identify what a professional is, and how professionals act and communicate. How you as a leader care for, lead, train, and mentor the company becomes the manifestation of leadership and stewardship. Your leadership actions will resonate with the Soldiers if they are harmonious with your words. If not, Soldiers will see through your words and view your leadership as disingenuous.

I am a believer that people learn the most when they teach something; therefore, I would have my platoon leaders take ownership of key topics and give them the responsibility to teach us. I would use informal officer professional development sessions to pass on the knowledge I have gained.

– Former Company Commander

Influential leaders reflect on their leadership style and seek to understand how others perceive them. They use their leadership strengths to influence and lead their formations while striving to improve their shortcomings. A powerful tool for all leaders is to understand their style, strengths, and weaknesses. Self-understanding allows for leaders with greater awareness. It is helpful to compare self-perception to the perceptions others have of you. Leaders engage peers, mentors, seniors, and subordinates through conversations and team-building events. Leaders can also leverage the Center for the Army Profession and Leadership (CAPL). CAPL has multiple tools and resources to assist leaders, such as Project Athena and the Individual Leader Development Guide (ILDG). Project Athena is a self-development program for leaders being executed at all levels PME. Using a battery of assessments the program helps leaders to improve self-awareness and focus self-development. The ILDG is an automated leader development tool designed to support the development of leaders in the operational force. Leaders can find information about CAPL and access to Project Athena at <https://capl.army.mil>.

## **PERSONALITY**

Leader personality traits influence communication skills and learning styles. Everyone filters the communication transmitted and received. Their experiences and personality type add additional layers of filters over their communication skills and learning styles. A leader's ability to understand and account for their personality type will enhance their ability to communicate and provide compelling leadership. Likewise, leaders who account for their Soldiers' personality types will strengthen their ability to communicate and influence other leaders and Soldiers.

Personality tests enable leaders to explore their personalities. One test is the Meyers-Briggs Type Indicator (MBTI) personality inventory test. The purpose of the MBTI was to establish a common psychological personality framework. The theory is that individual personality traits and preferences influence judgments and perceptions. Personal behavior that appears seemingly random is orderly and consistent.<sup>5</sup>

We took and discussed the Fundamental Interpersonal Relations Orientation tool and other personality tests. This says a lot about who I am as a leader and how I can best use my personal characteristics with others.

– Former Company Commander<sup>6</sup>

The MBTI identifies 16 distinctive personality types based on how we perceive, inform, decide, and structure ourselves. Leaders can give this test to subordinates and Soldiers, providing powerful insights into leading. Leaders should consider subordinates’ personalities and the whole personality of subordinate formations for optimizing communication. The MBTI is available at your local installation education facility. In addition, Soldiers and leaders can access the free Meyers-Briggs test at <http://www1.meyersbriggs.org/>.

## MISSION COMMAND

I agree with the concept of mission command. Centralized planning and decentralized execution have always been the way the military operates. We need to implement it and take our hand off the “commander’s override” to allow our junior leaders to perform and then assess and mentor them.

– Bill Ault<sup>7</sup>

Mission command philosophy is at all levels of the Army. The company is the lowest level of formal command, and as such, company leaders leverage the philosophy of mission command through the application of troop leading procedures (TLP). The company is the first that applies and integrates the philosophy of mission command. The company leadership exercises the art of mission command and TLPs through the principles of competence, mutual trust, shared understanding, commander’s intent, mission orders, disciplined initiative, and risk acceptance.<sup>8</sup>

Company leaders must understand the mission command philosophy of their leadership two levels up. Company commanders and first sergeants who understand how the brigade and battalion leadership apply mission command, can lead their formation according to the senior commander’s intent. Company leaders nest their controls within the higher commander’s vision and mission command principles to posture their company for tactical success and communicate that they understand the senior commander’s intent for the operation.

## COMMAND PHILOSOPHY

Review the command philosophies of your old commanding officers (company and battalion), read the ones of the unit you anticipate joining, and draft your own command philosophy.

– Former Infantry Company Commander

Commanders' philosophy should reflect their personality and mission command perspective. The command philosophy provides the company an understanding of how the commander intends to lead the company. The philosophy illustrates what the commander envisions for the company and what the company priorities are. The command philosophy informs the Soldiers of how the commander will address challenges and how Soldiers can work toward common goals.

Inbound company commanders write their command philosophy with situational awareness. The inbound company commander ensures their company command philosophy does not conflict with the brigade and battalion philosophy. Company commanders generate command philosophy with a philosophy that supports the higher commander's philosophy. There is an old army adage that, "Things that are important to the boss should fascinate the heck out of subordinate leaders."

Command philosophy is foundational to everything leadership says and does. The command philosophy serves as a cornerstone of how organizations understand the command leadership team while simultaneously providing critical stability. The command philosophy supports mission command by utilizing principles of competence, mutual trust, shared understanding, commander's intent, mission orders, disciplined initiative, and risk acceptance.<sup>9</sup> Commanders are deliberate in the development and publication of their command philosophy. Commander behavior must align with published command philosophy. If it does not, it will create tension, uncertainty, and mistrust within the formation.

One of the first actions I conducted with my formation upon assuming command was to discuss my command philosophy with the entire company. The next day I conducted breakout sessions with the company leadership, and then senior NCOs, followed by SSGs and SGTs, and finished with SPC level and below. I tailored my command philosophy to each audience and conducted a two-way conversation with each audience. I also created a feedback loop with a “command amnesty and issues” box where Soldiers could discreetly provide comments and feedback. Those initial command philosophy sessions paid dividends in giving the formation insight into my personality and philosophy. Soldiers adjusted, and those sessions helped to solidify trust and confidence across the entire formation.

– Former Company Commander

The command philosophy is a great first discussion topic with your future first sergeant. The command philosophy discussion informs the company leadership team of where the commander wants to take the unit. The command philosophy discussion is essential for establishing mutual understanding. Aligned company leadership injects stability and confidence in the formation through consistent behavior.

The command philosophy provides Soldiers and leaders with insight into unit discipline, maintenance, logistics, supply discipline, and the myriad of other daily activities inside the company. A command philosophy also enables the commander by providing another venue for the commander to establish and articulate a coherent and disciplined vision of the company.

### **The Quiet Professionals**

The commander is a calm, stoic, and reflective leader. The company commander promotes the formation to be a group of “quiet professionals.” The commander wants Soldiers to go about their tasks in a simple, direct, and efficient manner without a lot of bravado about company accomplishments. Success for the company under this philosophy equates to successful task accomplishment in daily operations with little drama.

#### **Reflecting on Battery Command and Battery Direct Leadership From a Former Battalion commander**

As a former battery commander, I used to talk with my battery all the time about my command philosophy and what it meant to be in a good learning organization. I always wanted to reinforce our mindset about continuous improvements. I would remind the Soldiers that I am okay if we made a mistake. When we hit a wall, did we try to go through the wall? Did that work? If not, did we try to go over it, or around it, or even under the wall? I did not want an individual or leader who made a mistake to repeat that.



That is okay, it happens. I do not want you to run into it again. I want you to look for another solution. Did you discuss this with your teammates or your immediate supervisor, describing the problem? If you cannot solve it, then it is time to talk to your supervisor or leader. As you work toward mission accomplishment, you may not have the proper training, correct employment, or resourcing to solve the problem. As leaders, we have to train, enable, and resource our Soldiers to accomplish our mission. I would become suspicious of leaders who repetitively made the same mistake. It was telling that the battalion was not thinking about problems and solutions. That is what leaders are for, solving problems.

– Former Battalion commander

A command philosophy will touch upon many aspects of the organization. Company rewards are a simple example for leaders to establish a standard operating procedure. Leaders should determine the standards for recognizing Soldiers for their performance using awards like the Army Commendation Medal (ARCOM) and Army Achievement Medal (AAM). Awarding Soldiers for their efforts in exceeding the standard is a great motivator. An example might be awarding a company fire support team (FIST) an AAM for achieving the highest company FIST team score during the division artillery FIST competition. Leaders should determine ways to reward the formation or individuals using a three-day pass for instance. Empowering subordinate leaders to recognize merit-based performing individuals will serve to encourage and motivate others.

A command philosophy integrates a well-thought-out training philosophy. A training philosophy should be a disciplined approach that articulates planning and preparation of activities within the company. In addition, the philosophy should empower Soldiers with the philosophy of mission command. This handbook includes more discussion on the training philosophy in later chapters.

Logistics and maintenance are topics worthy of integration into a command philosophy. Logistics and maintenance are mutually supporting efforts to operational readiness. Commanders who emphasize the importance of maintenance and logistical operations ensure the success of the unit. Failures, by commanders, to lead and manage maintenance and logistics also reduce operational effectiveness and disrupt unit operations.

Commanders develop their command philosophy purposefully. The command philosophy is typically short and usually one page in length. Soldiers do not remember company command philosophies that are abstract. Remember, a command philosophy should empower Soldiers and unify the formation to achieve the task and purpose.

There are resources to assist in developing a command philosophy. The brigade and battalion commander philosophies are a starting point. Battalion field-grade officers, such as the executive officer and the S-3, are also a resource to leverage. Inbound company commanders can engage fellow company commanders for insights. Discuss command philosophy with fellow company commanders to garner their experiences while writing and refining your command philosophy.

Inbound company commanders can find company command philosophies and other senior leader command philosophies on the internet with a quick search. Web sites like The Military Leader, The Company Leader, Department of Defense Reads Guide to Commander's Philosophies, and many other sites specifically exist. Company leaders can leverage the local library. Installation libraries have leadership sections with books that have command philosophy elements for integration.

Senior mentors and former commanders can share and discuss their thoughts with these leaders for developing and writing the philosophy. The deliberate effort you make to think about the command philosophy early, build your philosophy, and seek input from leaders who have been there can enhance your command philosophy.

Young company grade leaders should proactively search for, read, and collect command philosophies in their developmental assignments. Junior company-grade leaders, who reflect on those philosophies as part of a pre-command binder or digital folder, will find the command philosophy easier to develop and integrate.

The commander's philosophy is one of the earliest opportunities to communicate with your Soldiers. Your philosophy establishes the organization's tone. A precise command philosophy expresses a lot about you to the Soldiers. Your command philosophy is one of the first steps to assist you in defining your vision of company success and inform the Soldiers where you want the company to go.

Endnotes

- <sup>1</sup> Army Doctrine Publication (ADP) 1, *The Army*, 31 July 2019, page 1-2.
- <sup>2</sup> ADP 6-22, *Army Leadership and the Profession*, 25 November 2019, page 1-15.
- <sup>3</sup> Field Manual (FM) 6-22, *Leader Development*, 30 June 2015, Figure 1-1: Field Manual (FM) 6-22, pages 1-15.
- <sup>4</sup> Ibid, page 1-5.
- <sup>5</sup> The Meyers & Briggs Foundation, 2815 NW 13th ST., Suite 401, Gainesville, FL 32609, 2020 <https://www.meyersbriggs.org/my-mbti-personality-type/mbti-basics/home.htm?bhcp=1>.
- <sup>6</sup> "Company Command, Building Combat-Ready Teams," *ARMY*, March 2013, page 63.
- <sup>7</sup> Ault, Bill, "Company Command Building Combat-Ready Teams," *ARMY*, January 2013, page 58.
- <sup>8</sup> ADP 6-0, *Mission Command, Command and Control of Army Forces*, 31 July 2019, page X, figure 1, logic map.
- <sup>9</sup> ADP 6-0, page X.

## CHAPTER 2

# Perspectives and Relationships

As a company commander, I made it a habit of visiting the battalion S-3 (operations) every week for about 30 minutes to an hour. We would discuss current operations, training issues, and pending exercises. The S-3 shared insight into the battalion commander's intent. If there was an opportunity to leverage external resources to train with, I was open-minded. I would attempt to support these efforts, especially if it were a live-fire event. The S-3 and I sought to leverage my planned training and integrate it into events supporting my battalion commander. This process increased trust between the staff and company. Our formation became the unit for high-visibility events. We gained stature within the battalion team.

– Former Company Commander

Relationships are critical, and some would even argue, vital to success. Leaders develop and nurture relationships with their organization. Good relationships generate trust and minimize friction. Perceptive company leaders use personal and professional associations to understand others. Company leaders can use their personal and professional associations to gain insight to understand how opportunities and challenges affect operations and leader decisions that will affect their company operations. Leaders use their knowledge of relationships to understand how other leaders approach challenges and determine solutions.

Company leaders communicate with senior leadership to avoid miscommunication. For example, leaders discuss passionate issues in person to prevent the misunderstandings that occur when responding to contentious topics through email or text message.

The Army is an organization full of perspectives and relationships. You are building and establishing a professional reputation in your early years of professional development. Within the first 10 to 12 years, you have established a professional reputation, well deserved or not. You will spend the rest of your career garnering goodwill, enhancing and protecting that professional reputation. If you are not careful, you can destroy all that energy, effort, and all those years in about 30 seconds.

– Former Brigade Commander

Company commanders and first sergeants who understand personalities can influence the battalion commander and staff in resource appropriation. Company leaders use their knowledge of personalities to inform and discuss opportunities for resource allocation. Leaders use information sharing to increase unit success and opportunities for higher echelon task accomplishment through proper resourcing.

The brigade and battalion are powerful external influencers and affect the company's operating environment. Company leaders focus inward, looking into, and leading their formations. Leaders must fight the temptation only to focus inward. Company leaders anticipate future requirements when they use relationships to monitor their environment through the battalion and brigade leaders and staff. Proactive company leaders use situational awareness to understand opportunities and turbulence early. Contextual understanding of the current environment assists company leaders when addressing the formation and the formation's families.

Company leaders leverage relationships to understand influences on their formation. Positive relationships build trust in brigade and battalion leaders and staffs that the company leadership can use to accomplish significant tasks without additional oversight. Company leaders leverage a proactive environment to reinforce the company's reputation as a flexible team, regardless of the task. Leaders and staff recognize agile companies that can effectively operate in fluid environments. Sister companies recognize formations that are team players in achieving a greater collective goal without being self-serving.

Soldiers talk. Soldiers' relationships outside of the company provide insight into the company's reputation and the leadership's reputation. Positive external relationships enable camaraderie and a sense of organizational professionalism. Soldiers want a competent and fair leader who ensures they are trained and ready for any mission. Soldiers who have leaders that will do the right thing for them will share these feelings with their peers.

## THE COMPANY TEAM RELATIONSHIP

Commander and first sergeant relationships are one of the most crucial relationships within the company. The commander and first sergeant are the two senior company leaders entrusted with the care of Soldiers and resources. This distinction and confidence bear an obligation and duty for the privilege of leading.

The commander is the final authority for all that occurs within the company. The commander is the only company-grade officer with legal authority over the company. The commander who seeks and considers their first sergeant's counsel has tools to make well-informed decisions. The first sergeant provides informed insights gained from years of experience within company-level formations.

Company command is a team effort. Leaders have to trust each other and leverage each other's strengths, knowledge, maturity, and experience.

Company commander experiences and skillsets vary. Commanders may be junior company-grade officers depending on the assignment. The commanding officer has experienced some troop leadership time as a lieutenant; however, total troop-leading experience may amount to less than a year. Many junior company-grade officers experience assignments as indirect leaders. This indirect leadership experience equates to little or no direct supervision and responsibility with Soldiers.

The first sergeant is the senior noncommissioned officer (NCO) trainer and expert in all things related to the company. First sergeants have served in multiple company positions of responsibility and have performed critical tasks. The senior NCO typically has the opposite direct leadership experience of the commanding officer. The first sergeant has spent a significant amount of time working within a company formation. First sergeants experience the majority of their service supporting a company. They apply their subject matter expertise to achieve the desired results. First sergeants use their experience to plan and execute the tasks most effectively. In Figure 2-1, we see a commander and first sergeant prepare to execute an operation.



**Figure 2-1: A Commander and First Sergeant Prepare to Execute an Operation with the 173d Airborne Brigade<sup>1</sup>**

Company commanders encourage first sergeants to provide insight, make recommendations, and garner buy-in to the recommended course of action. Successful commanders engage and empower NCOs to take ownership and responsibility. Empowerment often results in complete success, enhancing unit pride.

Commander and first sergeant experience and training-level proficiency generate leadership abilities through their combined experiences. The company commander brings leadership training and experience along with an understanding of battalion and brigade operations. The first sergeant's knowledge and experience in leading, teaching, and mentoring troops is the other half of the equation. Shared leadership, knowledge, and experience bring opportunity for the company to exceed the standards required to meet any given mission.

Find a successful company commander, and there will be a good first sergeant.

– Former Command Sergeant Major

Commanders and first sergeants reduce turbulence and friction by removing gaps between their duties and responsibilities. The command team talks with Soldiers to reduce uncertainty and enhance the clarity of purpose for each task. Dialogue between leaders creates transparency for Soldiers.

## **COMMANDER AND FIRST SERGEANT FRICTION**

Commanders and first sergeants will not agree on everything. A commander and first sergeant with a contested relationship may signal a potential for failure. However, it does not always result in a catastrophe. Leaders who retain a decorum of professionalism and commitment to honesty and trust between

them can succeed. The company leadership must demonstrate maturity to look through their disagreement to care for the unit and the Soldiers. Soldiers want a disciplined and trained organization from their leadership.

Do not be the commander or first sergeant engaged in an open shouting match with your counterpart in front of Soldiers. Unprofessional arguments in the open are a recipe for disaster. The key is to agree to disagree, decide, and present a unified position despite the disagreement. The Army expects leaders to have mastered leadership skills and possess the requisite experience and professionalism to care for Soldiers and accomplish the mission.

The success of the command team relationship is in establishing, maintaining, and nurturing trust. Army Doctrine Publication (ADP) 6-0, *Mission Command: Command and Control of Army Forces*, 31 July 2019, states that the principle of mutual trust enables mission command philosophy.<sup>2</sup> The commander and the first sergeant must establish and build trust between themselves, even while they are responsible for developing and reinforcing trust across the unit. Professional relationships enable trust and mutual respect. Trust is an enabler to creating cohesiveness, which is necessary for team development. Strengthening common beliefs and mutual goals enhances greater trust and reinforces confidence in the team's leadership skills and knowledge.

## **COMMANDER AND FIRST SERGEANT UNIT RELATIONSHIPS**

The company leadership team establishes a positive relationship with fellow company leadership teams through two-way communication.

Honest and open communication fosters mutual respect. Command teams ensure their actions and behaviors are respectful of other leaders and formations. The bonds of trust and communication between company formations erode if commanders and first sergeants are not respectful.

Peer reviews are an effective tool for understanding relationships. The battalion leadership can conduct peer reviews between company commanders and first sergeants. Company leadership teams can float the peer review idea by the battalion executive officer or battalion chaplain to initiate the program if desired.

Commanders and first sergeants develop trust and empower formations through idea sharing and thought-provoking analysis. Companies learn lessons individually at the platoon level and the company leadership should share those lessons with their peers. Idea and lesson sharing reaffirms to the battalion command team that the company leadership teams are about the battalion succeeding as a whole.



Successful company leaders nurture close relationships with other company leaders. Commanders leverage this relationship to benefit all the company command teams when working with the battalion command team. Company leaders discuss and coordinate ideas together before approaching the battalion leadership. Then, they propose solutions that benefit the entire organization. Unified company leaders who provide analytical reasoning and communicate recommended solutions can offer alternative options for the battalion leadership and staff as part of a unified team.

The unified team can be compelling to the battalion leadership when the subordinate leadership presents and discusses the desired plan. Company leaders can lead using the same approach as the battalion staff leaders do. If company leaders coordinate with the battalion staff before engaging the battalion leadership, the argument can be persuasive with the battalion leadership. The unified approach demonstrates a high level of professional maturity and problem solving with creative and practical solutions.

## **SENIOR COMMANDER PERSPECTIVES AND RELATIONSHIPS**

Brigade Commanders are good at taking snapshots of you and your unit and assessing your readiness.

- Former Brigade Commander

Senior commander perspectives shape the brigade, the battalion, and the company environments. The same applies between senior NCOs and the various battalion command sergeants major. The relationships between the multiple levels of leadership matter and those relationships influence company-level activities.

Senior leaders and their NCOs have distinct perspectives and critical relationships at multiple organizational levels. Perspectives are subtle but critical to understanding. Senior perspectives and relationships reinforce why senior leader engagement is a command event or counseling moment. Every discussion with a senior leader may generate new ideas or thoughts, additional guidance, and may take a path not anticipated.

Senior leaders have issues that are essential to them. Some senior leaders are passionate about a problem because of prior experience. Company leaders must be sensitive to various experiences when engaging senior leaders. These topics can provide significant insight into leader thoughts, processes, and philosophies. These topics will likely serve as part of the command teams' leader professional development program. The topics listed below can be discussion points between the company commander and first sergeant with their subordinate leaders. Table 2-1 includes leader professional development topics.

**Table 2-1: Leader Professional Development Topics (not all-inclusive)<sup>3</sup>**

<b>Leader Professional Development Topics</b>	
Honesty and Integrity	Accountability
Non-negotiables	Leadership priorities
Communications	Information, the “good, the bad, and the ugly”
Team sport and team player	Staff integration and enablers
Stabilizing presence and influence	Crisis management
Disciplined initiative	Standards and discipline
Barracks and residential living standards	Soldier and family readiness groups
Prudent and necessary risk	Risk acceptance and risk avoidance
Training guidance as a contract	Preparation for combat
Leader development philosophy	Subordinate leader development
Counseling	Property accountability
Maintenance	Resource management and accountability

**STAFF RELATIONSHIPS AND THE COMPANY COMMAND TEAM**

Do not play “the chump” with commanders and staff. If you know the answer, you are obligated to provide it in a timely manner. Leaders trying to look right in times of crisis puts Soldiers’ lives at risk.

– Troop Commander, Diyala Province, Iraq

Commanders expect staff officers to have a detailed understanding and awareness of the status of their area of responsibility to support battalion operations. Staff officers serve to enable the companies to execute assigned tasks. The companies rely upon the battalion staff for detailed analytical work and resourcing. The relationship is why the company command team and the battalion staff relationships are critical to the company’s success.

The company leadership team engages battalion staff sections to address required planning, coordination, and preparations. Company commanders frequently interact more with the senior staff officers such as the executive officer and the S-3 (operations officer). In addition, the first sergeants frequently interact more often with the command sergeant major and senior staff NCOs.

The two primary battalion meetings where commanders and primary staffs convene are the battalion command and staff meeting and the battalion-training meeting. These two meetings are opportunities to demonstrate purpose, clarity, and a unified effort between command teams and staff. In these meetings, the staff plans, coordinates, and synchronizes the organization's efforts. In addition, the two meetings allow mitigation of potential issues that could disrupt or prohibit organization momentum and mission accomplishment.

If possible, do not present issues not staffed or prepared for the first time in one of these meetings. Raising an issue that neither commanders nor staff have discussed or prepared for before is unacceptable and unprofessional unless it will create a legal or moral issue if not addressed. Commanders and staff may disagree about the solution, but leaders should present the contentious issue in a discreet and professional discourse. The subordinate commander and staff purpose is to offer the battalion commander viable options toward a solution not just create or illustrate additional problems for the commander to resolve. Company command teams will encounter problems and challenges. Mature professionals provide at minimum one solution and frequently provide multiple solutions while searching for the optimal course of action.

Company leaders discuss potential or emergent issues with the field grade officers and battalion staff early. The battalion executive officer and S-3 and the battalion staff provide insights and perspectives for creating or finding effective solutions. The field grade officer as well as special staff, such as the battalion chaplain, can provide company leaders insight into the battalion leadership perspective. Company commanders and first sergeants leverage the executive officer, S-3, and other staff sections to resolve issues and discuss issues and potential solutions to those issues.

The company command team should remember that the battalion commander and command sergeant major engage the staff daily. Commanders and first sergeants have direct access to the battalion leadership. If friction exists between company leadership and the staff, that friction can create tension and erode trust.

The battalion command team will speak with the senior staff officers (executive officer and S-3) and senior NCOs across the staff. They will solicit perspectives, thoughts, and opinions about the company command teams. Company leadership teams gain additional trust when they resolve issues without battalion leadership assistance.

The battalion executive officer is a crucial senior staff leader who can assist company leadership teams. The executive officer can be a vital asset for company commanders. The executive officer can assist company commanders develop strong relationships.

One final staff element for company commanders to engage and develop a relationship with resides in the logistics realm. The battalion S-4 (logistics) and the brigade S-4 can have an impact within company supply operations and accountability of the various forms of property. Proactive pre-command captains engage the S-4 shops to gain a positive relationship for logistics and accountability perspectives. Some pre-command officers go to extra lengths and schedule an office call to meet the brigade's property book officer (PBO). The PBO will become a decisive person for logistics and accountability, starting with the change of command inventories all the way through handing over command.

The company command team's professional reputation may be tarnished or shattered if the company leadership behaves in a manner that is unprofessional, untrustworthy, deceitful, or unreliable. Conversely, consistent professional behavior sustains a positive command and staff relationship. Staffs are ultimately best capable of supporting companies that provide timely, accurate, and precise information to achieve the battalion commander's intent and guidance.

## MENTORING AND MENTORSHIP

Maybe the greatest duty we owe our fellow Soldiers is mentorship, and while I have seen countless examples of it at all levels, it is still common to encounter a junior officer or Reserve Officer Training Corps cadet who seems surprised when I have taken the time not only to talk to but also to listen. There are few worse feelings for a new officer than that of being set adrift to figure it out on your own.

– CPT Louis Netherland<sup>4</sup>

Company leaders are responsible for developing subordinate leaders and Soldiers. You are responsible for improving subordinate leaders' mental and physical attributes and capabilities and the formation's overall capability under your guidance. Field Manual (FM) 6-22, *Leader Development*, 30 June 2015, directs leader development programs. Company leadership is responsible for a sustainable, deliberate, and systematic mentoring program to professionally develop subordinates. Company leadership demonstrates a commitment to subordinate leader development to allow professionalism through knowledge, skills, and experiences gained through the training and education opportunities in the institutional, operational, and self-development domains.<sup>5</sup>

Company leadership must steward the profession through encouraging self-development. Leaders must simultaneously demonstrate their desire to improve along with the formation. They learn how to lead and influence through positive actions, which is the leader's opportunity to demonstrate the standard. See FM 6-22 for further elaboration and consideration of mentoring.<sup>6</sup>

Company leaders encourage their subordinates to seek out a mentor. Mentors offer an opportunity to enhance knowledge and performance skills while providing the intellectual freedom to explore. In addition, mentors create an environment for improvement without exposing weaknesses that raters or senior raters might fault the subordinate. Senior company leaders enable subordinates to grow through tough, demanding, and realistic training. Leaders develop subordinates by exposing, teaching, instructing, and leading them through challenging and demanding subjects in preparation for real-world situations and environments.

### **LEADER DEVELOPMENT AND CONDITIONS SETTING**

The Center for the Army Profession and Leadership (CAPL) is an invaluable resource for company leaders to assist them in establishing a leader development program. CAPL provides insights for senior company leaders to leverage as part of setting optimal learning conditions for subordinate leaders. The foundation for promoting leadership starts when company leaders establish a positive environment for learning.

Experienced commanders note common key components for a positive leadership development atmosphere. The commander is the most important role model for leader development. The commander should create and sustain a climate that encourages leaders to take risks, grow, and develop their own initiative. The next common key component is that leaders must learn and get to know their subordinate leaders within their command as individuals who bring unique skills, abilities, backgrounds, and goals to the organization.<sup>7</sup>

The command team establishes the conditions for the next generation of leader growth and development. Influential leaders nest leadership training in their command philosophy. A deliberate approach creates new demands for junior leaders' thinking. A conscious leader-development program creates structure for junior leaders to incorporate learning.

Company leaders reinforce every interaction with senior leaders as a leader professional development opportunity. Professional development does not have to occur in a formal setting. Proactive company commanders engage their senior leaders about professional development and learning within their formation. Some of the best learning opportunities between a senior battalion or brigade leader and junior company leader occur after a company commander coordinates with the senior leader for a visit to the formation in a field environment.

Know the difference between commitment and compliance. Commitment embodies buy in and dedication of members to the team's mission. Compliance is saying, "Do this because I told you to." As a commander, you want to strive for your Soldiers' commitment over their compliance in your organization.

– Former Company Commander

A positive environment facilitates leaders to develop without fear of a zero-defects environment. Adverse environments inhibit initiative and stifle creativity. Company leadership must demonstrate an ability to initiate a consistent conversation. Deliberate leadership engagement with junior leaders and a willingness to listen and foster a positive environment demonstrates commitment to enhancing the unit. Leaders should not be afraid of soliciting opinions and requesting further explanation and analysis of the solicited opinion.

## TEAM BUILDING

We grow our own leaders in the Army. One of the important conversations I have with leadership at the company level is the processes we expose our junior leadership and enlisted Soldiers to for greater responsibility. The art is linking this effort towards grooming their professional and personal maturity to enable them to assume greater roles in leading others and assuming leadership positions. Team building is one avenue or tool to develop junior leaders while simultaneously strengthening unit trust and cohesiveness.

– Former Battalion Commander

Company leadership leverages team building as a function that lends itself to creating a configuration of how people come together to accomplish missions.<sup>8</sup>

The company command team uses the team-building process to benefit the organization by analyzing subordinate leadership and organizational relationships. The company leadership team develops strategies to enhance communication and reaffirm trust by studying how effectively subordinates do or do not communicate. Team building is in detail, from another perspective, as part of Chapter 5: Training. The key takeaway here is recognizing that when the company leadership team takes a deliberate effort to communicate, understand, and listen, this enhances conditions for team building. Company leaders who strive to strengthen relationships and build positive command climates improve Soldier trust and expand the opportunity for more incredible unit performance.<sup>9</sup>

### Endnotes

- <sup>1</sup> Photo by SGT Henry Villarama, 173nd Airborne Brigade, Courtesy of Defense Video and Imagery Distribution System.
- <sup>2</sup> ADP 6-0, *Mission Command: Command and Control of Army Forces*, 31 July 2019, page x.
- <sup>3</sup> The Center for Army Profession and Leadership (CAPL), <https://capl.army.mil>.
- <sup>4</sup> Netherland, Louis, CPT, "Company Command, Building Combat Ready-Teams, Third-Generation Leadership – Redux," *Army*, June 2012, page 61.
- <sup>5</sup> FM 6-22, *Leader Development*, 30 June 2015, page 1-1, paragraph 1-2.
- <sup>6</sup> FM 6-22, pages 3-17 through 3-22.
- <sup>7</sup> United States Army, Center for Army Leadership. *Commanders Handbook for Unit Leader Development*, page 8, United States Government, 2007. Joint Lessons Learned Information System (JLLIS).
- <sup>8</sup> FM 6-22, page 1-5.
- <sup>9</sup> The Center for Army Lessons Learned (CALL) has a short handbook titled Building Cohesive Teams, providing additional insight and links to other references to enable team building. Center for Army Lessons Learned. *Leader's Guide to Team Building, Building Adaptive High-Performance Teams*, Leavenworth, KS: CALL Handbook Number 15-02, January 2015, <https://call2.army.mil/searchsimple.aspx?search=building%20cohesive%20teams>.

## CHAPTER 3

# The Company Command Climate Environment

This chapter discusses some of the factors that create a company's command climate. Company leaders must remain attuned to their command climate to influence the organization.

The company commander and first sergeant lead and operate in multiple environments. The external and internal company environments are subject to various influences. Leaders, personalities, activities, and resources shape the environment. Company leaders can influence the environment.

Successful company leaders contribute to a positive command climate. They influence the company environment while managing external factors to benefit the company. Sustaining a confident command climate requires hard work and a sustained effort by a caring group of leaders. Company leaders develop a healthy formation through shared challenges and good teamwork.

The company commander's vision and philosophy influence the company environment. Effective commanders articulate an optimistic commander's vision through an energetic command philosophy. The commander's vision and philosophy tell Soldiers how the commander approaches various challenges. The commander leverages the vision and philosophy to instill a sense of purpose and belonging. A well-crafted vision and philosophy inspire Soldiers with a sense of purpose and desire for team success.

### **COUNTERPRODUCTIVE (TOXIC) LEADERSHIP**

Counterproductive leadership demonstrates leadership behaviors that violate one or more of the Army's values or core leader competencies. The behavior is corrosive and erodes a positive climate conducive to mission accomplishment.<sup>1</sup> Counterproductive leadership is the current terminology that replaces the term toxic leadership. It can happen at any level of leadership.

The company commander and first sergeant establish a positive environment through active and passive activities. The leadership remains sensitive to counterproductive leadership through sensing sessions and inspections. Company leaders share the tasks and hardships with their Soldiers to strengthen trust within the formation. The experience of shared hardship is one of the most effective ways to build a cohesive team from a group of individuals.



Company leaders mentor subordinates. Leaders share insights and provide context for subordinate leaders and Soldiers. They coach and mentor Soldiers about various leadership styles and communication tones. Leaders address their style as part of command philosophy. This provides insight into the leadership of the formation. Company leaders use their awareness to sense the organization and provide insight into other leadership styles and communication forms.

To be a good leader is to be a good follower. A good article I had my platoon leaders and platoon sergeants read was “Followership: Avoid being a toxic subordinate.”<sup>2</sup>

– A Former Company Commander

Soldiers and leaders frequently fail to remember that they often possess bits or incomplete amounts of information. Company leaders provide subordinates with awareness of unit activities to enhance perspective. The leadership focuses on how their formation supports the greater mission and why it is essential. Leaders often use various communication networks that the organization may not know about or understand.

Good leaders expend extra effort to inform their subordinates. Leaders frequently discover the extra effort yields additional Soldier awareness. Leaders who communicate with Soldiers in a disciplined manner solidify trust amongst the team.

Company leaders provide information to maintain discipline. Leaders inform Soldiers while cautioning Soldiers against speculation and rumors. The company leadership team presents information to manage expectations and enhance trust within the formation. Leaders address rumors and ensure there is disciplined communication.

Time management is one of the top challenges for all company leaders across our Army. Deliberate time management makes or breaks companies. Company leaders enforce time management practices. Commanders and first sergeants execute a daily battle rhythm. Disciplined pre-physical training leader huddles and close-of-business huddles help manage time. Successful time management often begins with scheduled training and staff meetings in a calendar management process. Daily schedule updates enable success.

Focused routine events are decisive in managing Soldiers, resources, and time. The company training and maintenance meetings are two recurring events where leaders must focus their time discipline. Leaders ensure a straightforward task, purpose, and end state before regular events. Leaders and Soldiers alike must understand the inputs, discussion points, and outcomes of the events. Concentrated efforts reduce the potential for distractions that overcome and disrupt the meeting purpose. Concise discipline creates

additional time for leaders and Soldiers to achieve the necessary prioritized tasks without wasting time and resources on less essential activities.

Companies anticipate senior leader disruptions, which are part of the equation, making time management a challenge. Leaders identify potential dates and times for interruption. Leadership plans anticipate and provide the intent for actions and tasks for completion in their absence. Effective company leaders provide subordinate leadership with priorities and guidance for them to execute. The company leadership minimizes the disruption by synchronizing its effort to support higher headquarters.

Commanders and first sergeants identify time opportunities and develop plans for leveraging these periods. Leaders will direct training developed for Soldier counseling, leader training time, administrative requirements, and company closeout formations. The company commander works to protect as much time as possible to enable all the important events that subordinates need time to complete. Company leaders prioritize execution efforts of tasks to accomplish or closeout incomplete tasks.

Many divisions have a Friday 1500 release time to enable Soldiers to have some extra time with their families and get them to their families a bit earlier for the weekend. I supported this effort. Late Wednesday or not later than Thursday, I prompted my platoon leaders and platoon sergeants to think about tasks that might keep the Soldiers from taking advantage of the 1500 closeout formation for family time. The platoon leaders and platoon sergeants had to brief on issues and propose a plan of action to mitigate disruptors. If their plan of action was lackluster or they failed to task manage, time manage, or critically think ahead, I would then deny their request. The platoon leaders and platoon sergeants had to figure out how to make up the time to complete the task. They learned how to prioritize in a squadron environment where everything seems a priority. Morale improved as the Soldiers noticed that their hard work during the week resulted in their early departure on Friday. They frequently departed for the house earlier than the other companies who failed to manage their time effectively or complete their required tasks to standard.

– Former Troop Commander

Time prioritization can save a unit a lot of trouble, especially if the higher echelon commanders do not prioritize well themselves. More often than not, we see that if everything becomes a priority, then nothing is a priority. Effective commanders communicate their priorities for their unit (usually kept at around three priorities for simplification) and enable subordinate leaders to execute disciplined initiative to accomplish tasks within limits.

## **TASK MANAGEMENT AND TASK FEEDBACK**

Company leaders struggle every day with competing events. The commander and first sergeant adjust company efforts to balance competing tasks. Successful commanders prioritize tasks with first sergeant input. Company commanders must accept that their priorities are subordinate to brigade and battalion priorities. The practical and efficient accomplishment of higher headquarters tasks generates the necessary time to enable the company to accomplish its internal priorities.

Task management techniques include prioritizing company tasks as the tasks align with, and support, higher headquarters. The company command team must talk to the battalion command team, adjust, and refine priorities. The company command team streamlines effective execution through clear articulation of triggers of task execution and triggers of task shift.

A task relief request is from company to higher headquarters to relieve the company from requirements the formation may be unable to accomplish within the specified timeframe. The task relief request must be detailed, thorough, and time-sensitive. Company commanders and first sergeants manage through effective relationships established with battalion field-grade leaders and staff. Continuous communication with the battalion operations officer and the operations staff helps anticipate disruptions and reduce task burdens with the brigade and division staff.

Commanders and first sergeants are successful in task relief when the request is in person, without emotion, and with proposed alternatives. Leaders will detect emotions and dismiss company command teams who employ this. Command teams must remain aware of the number of relief requests. Too many relief requests establish negative precedence with senior commanders and staff. Leaders must focus on remaining objective and sticking to the facts when proposing task relief.

My first sergeant did not want to do troop-to-task analysis, but I directed the requirement upon him and the platoon sergeants. The requirement evolved into a disciplined weekly habit for updating the troop-to-task analysis. The deliberate analysis effort provided dividends when it relieved us from some significant tasks based on our resourcing within the company.

– Former Company Commander

## **COMPANY COMMUNICATION AND TRUST**

Communication is one of the main venues for establishing trust. However, company leaders frequently describe communication as a verbal form. Body language, combined with the physical message delivery tone, can reinforce trust or reduce the message's effectiveness.

No one will remember the things that you said. They will remember only how you treated them and made them feel. Regardless of what witty wisdom and fancy words in front of a formation, I believe that about 95 percent of the Soldiers forget them within a few hours. That Soldier will forever remember an officer or noncommissioned officer (NCO) who takes the time to listen and help a Soldier with a need. Treating Soldiers with respect and dignity has more impact than any speech.

– Former Company Commander

Leaders do not impress Soldiers solely based on leader rank and rank does not automatically generate trust. “It is not your rank that people are interested in. They care whether you are a person they can trust with their life and their career. The trick is to be the person that Soldiers associate positively with that rank.”<sup>3</sup>

Company leadership establishes and reinforces trust with their Soldiers when their message, behavior, and body language align. Soldiers will be suspicious if the message is not congruent with behaviors and delivery style. Sometimes the message delivery style is in the “how” (not “what”) of the message.

## **FAMILY**

You are not the focal point of your subordinates’ lives. They do not spend their nights thinking about you, your speeches, or goals. Your people are not here to serve you. They are here to serve your country. You are here to serve them.<sup>4</sup>

Family members will influence the company environment. Soldier family members participating in the Soldier and family readiness group (SFRG) can enhance or detract from organizational well-being and morale. Family members will bring solutions, problems, and challenges. Company leadership that engages the SFRG can improve the company and strengthen trust.

The Army Command Policy 600-20, dated 24 July 2020, and the Army Leader’s Desk Reference for Soldier and Family Readiness provide additional specific guidance for command roles. In addition, the local Army Community Service (ACS) and the quarterly Command Family Readiness Representative (CFRR) Academy offers more information to inform company leaders.

Company leaders use the CFRR with the SFRG to improve communication with the entire formation and inform the families of current activities and future planning. Family awareness reduces angst created through misinformation or unawareness. Some Soldiers will not share information with their families. The SFRG provides a permanent venue for dialogue to give family and significant others an enhanced perspective and contextual understanding of the Soldier’s duties and responsibilities. The company

leaders use the CFRR and SFRG to inform the families of efforts and challenges while simultaneously garnering awareness of undetected issues that may create other challenges or problems.

The company leadership cannot forget the single Soldiers. The Army updated the organization using the Soldier and Family Readiness Group to reinforce the importance of the single Soldier in the unit as much as the married Soldier and family. Single Soldiers have families, bills, and a personal life outside the Army. Astute leadership invests time and effort in the single Soldiers to enhance unit cohesion and execute missions. Company leaders invest time to understand and take advantage of the Morale, Welfare, and Recreation (MWR) office, the Better Opportunities for Single Soldiers (BOSS) program, and other programs to build esprit de corps and enhance the wellbeing of individual Soldiers.

### **COMPANY FUNDS**

Company leaders use budgets for authorized activities to achieve and sustain positive outcomes. Careful and deliberate budget planning can reinforce desired behaviors, improve communication, harness goodwill, and strengthen trust. Commanders must take the time to educate themselves on SFRG funding and the appropriate ways to raise and expend unit funds. Talk to the staff judge advocate (SJA) before conducting any activities related to funding. Misappropriating funds is one of the leading ways commanders get into legal trouble or get relieved of command.

The company commander is responsible for the SFRG and has a CFRR to assist in maximizing the SFRG funds. The CFRR also engages the senior command's family readiness representative (SCFRR) at the battalion and brigade level to allocate funds. Commanders integrate the CFRR and SFRG into budget planning to leverage functions to expand awareness, understanding, and support while enhancing morale and readiness.

#### Endnotes

<sup>1</sup> Army Doctrine Publication (ADP) 6-22, *Army Leadership and the Profession*, 31 July 2019, pages 8-7,

<https://armypubs.army.mil/ProductMaps/PubForm/ADP.aspx>

<sup>2</sup> Disque, Brian M., CSM, "Followership: Avoid being a toxic subordinate," Army University Press, May 2018, <https://www.armyupress.army.mil/journals/NCO-journal/Archives/2018/May/Followership>

<sup>3</sup> Company Command, "The Best Advice I've Ever Received," Army, March 2014, page 58.

<sup>4</sup> *Ibid*, 61.

## CHAPTER 4

# Change of Command Inventories

As a two-time company commander going through my initial inspection, I took note of who was organized and ready for my inspection. It is not always true, but I found in my first command, disorganized platoons needing continuous additional oversight was usually the problem platoon. If there is disorganization with their equipment in initial inspection, this is a red flag about the platoon's leadership.

– Former Company Commander

The change of command inventory is the beginning of the assumption of company command. The incoming commander conducts the initial inventory after coordinating with the outgoing commander. The company executive officer and first sergeant assist in the inventories and facilitate establishing the expectations for the company's inventory. The executive officer is often the lead with running the actual change of command layouts and inventories and building the inventory schedule. The incoming commander's preparation, attention to detail, and thoroughness of the command inventory reflect the future leader's approach to command. Thorough planning and detailed inventory execution yield a seamless transition and sustain the tempo of the inventory before the change of command ceremony.

A poorly planned command inventory will disrupt company activities. The effect will agitate operations. The long-term impact may imperil company readiness. Therefore, your success is incumbent upon you and your team for an effective transition across the formation.

## **Change of Command Inventories Vignette A Cautionary Tale**

A disinterested company commander executed supply accountability and discipline with minimal effort. The commander failed to participate in good supply discipline. The incoming company commander conducted due diligence, research, and ensured everyone understood supply accountability. The executive officer created the inventory schedule, ran it by the first sergeant for information awareness, and validated a common-sense approach to the inventory schedule. The incoming commander blessed a detailed and thorough command inventory plan in coordination with the current commander and executive officer. The outgoing commander provided the inventory plan to the battalion executive officer and S-3 (operations officer) to check for any issues and ensured the S-3 protected the training calendar. The battalion commander received a briefing on the command inventory plan and approved it for execution.

Briefing company Soldiers tells Soldiers of their inventory responsibilities. The incoming commander identified missing items, incorrectly documented transactions, and missing shortage annexes. Soldiers and hand-receipt holders get a deadline to locate items and receive updated hand receipts. The supply section presents sub-hand-receipt holders with a statement of charges if they could not produce the item. Soldiers who declined to sign a statement of charges generated a financial liability investigation of property loss (FLIPL) report. The incoming commander discussed each discrepancy issue with the outgoing commander, the executive officer, and the supply noncommissioned officer (NCO)/clerk the evening before the next day's inventory for the FLIPL initiation.

Weekly discussions occurred with the battalion S-4 (logistics officer) as part of the inventory process. The incoming and outgoing commander briefed the battalion and brigade commander. The initial loss of property accountability amounted to more than \$80,000. Battalion assistance and sister company coordination reduced the outgoing commander's personal fiduciary responsibility to \$35,000. The brigade commander noted the significant financial penalty on the outgoing company commander's officer evaluation report (OER). The outgoing company commander lost the opportunity to assume a follow-on dream assignment because of the minimal command OER. The incoming company commander sub-hand receipted all property, validated with the supply sergeant that all posts of all property book updates exist, and established greater accountability across the company. The incoming company commander was offered

a second command following his hard work and due diligence in maintenance and supply discipline. The company commander has determined command supply discipline, accountability efforts, and tracking systems contributed to the successful command and the opportunity for a second command.

The incoming company commander conducts the change of command inventory within 30 days of the assumption of command.<sup>1</sup>

Incoming commanders may feel a sense of urgency to rush the change of command inventories. Do not hastily conduct these inventories. Deliberate planning and thorough preparation will ensure an accurate and detailed inventory. You want to go into the property book signing with confidence about all of the property you are to responsible for. The change of command inventory can be de-constructed into three phases: planning/preparation, execution (actual inventories), and assessment. Present the information to subordinates in the three-phase construct to elaborate change of command inventory activities in detail.<sup>2</sup>

## **CHANGE OF COMMAND INVENTORY PLANNING AND PREPARATION ACTIVITIES**

Change of command inventory planning and preparation can feel like the most daunting of tasks. Incoming commanders who work hard in this phase set conditions for a positive change of command inventory. Detailed planning reduces inventory stress associated with accounting for all the company's property.

The inbound company commander has a head start if assigned to the same battalion in which the company resides. The incoming commander engages their senior rater and rater about current duty transition and completion of assigned tasks as a staff officer. The battalion commander specifies the effective transition date and completion of existing duties and assignments.

Proactive incoming commanders enter into preliminary discussions with the battalion commander and executive officer well before entering the assumption of command. Early discourse about the change of command inventories can help establish conditions for success. Brigade and battalion leadership provide the inbound commander insight into specific areas to focus their preparation for command.



### **Perspective from a Former Company Commander**

The battalion executive officer assists in the transition to protect the inbound commander in inventory execution. Successful inbound commanders engage in discussions with raters, senior raters, and fellow staff members ahead of the planned transition. Senior leaders engaged in my assumption of command almost a year before actual command. Those conversations helped shore up the timing of my transition into command. The change of command timing was set at brigade and battalion about nine months before I assumed command. My last staff job before command was the battalion S-4. I requested an office call with my battalion commander and asked for the battalion executive officer's participation in the meeting with the battalion commander. The first topics concerned current duties and which officer would become the S-4. I respectfully requested time to train and transition with the logistics staff officer. The second topic of discussion addressed the conduct of a command inspection (CI) occurring a few weeks before the assumption of command. It would happen during my command inventory period. The topics generated some detailed discussions and resulted in a proposed calendar. The initial draft calendar addressed key actions of training for the new logistics officer, critical battalion CI preparation tasks identification for the transition window where I would be able to assist with last-minute CI issues, addressing remaining staff issues, closeout responsibilities as the S-4, and the protected command inventory window. The calendar indicates actions to the S-3 and the battalion operations staff. The calendar development process enabled understanding where I could initiate a plan for specified tasks and account for all the implied tasks. Detailed analysis and planning helped with appreciating all the tasks I had to accomplish to transition out of the current job and assume responsibility for the formation as the new company commander.

Change of Command Preparation  
– Former Company Commander

The incoming commander gains the battalion commander's approval for the plan to transition all major tasks before preparing for the assumption of command. Proactive coordination establishes a positive tone. Closely managed discussion assists other leaders in anticipating and planning accordingly. Finally, as an incoming company commander, your proactive approach will help garner additional support and goodwill as a team player across the staff.

Leadership should plan for a formal discussion between the battalion commander, the incoming commander, and the outgoing commander. Battalion commanders may provide a detailed letter of instruction with their intent, any specific guidance, and detailed procedures. The battalion commander may also provide amplifying information as additional guidance for the change of command inventories and the assumption of command ceremony/event execution.

It is crucial that incoming commanders understand the five types of responsibility as defined on pages 5 to 7 in Army Regulation (AR) 735-5, *Property Accountability Policies*, 9 November 2016 and listed below:

- Command responsibility
- Supervisory responsibility
- Direct responsibility
- Custodial responsibility
- Personal responsibility

The commander has command responsibility over property signed for on the primary hand-receipt (PHR). AR 735-5 defines command responsibility as, “Commanders are obligated to ensure all government property within their command is used and cared for, and that proper custody, safekeeping, and disposition are provided. Command responsibility is inherent in command and cannot be delegated.”

The inbound commander requests an office call to meet with the battalion S-4 (logistics) and S-4 noncommissioned officer in charge (NCOIC). Successful commanders want to understand how well their supply section supports the company while contributing to the battalion. They need to know how accurate their supply operations are with the battalion. Inbound commanders should inquire with the S-4 about any outstanding property issues and current or pending property-related directives from the brigade or division. The battalion S-4 NCOIC provides insight to the inbound commander about the company supply section’s supply knowledge. The S-4 NCOIC can inform the inbound commander of the company and battalion’s working relationships and personnel challenges. Supply accountability is one area where relationships matter. Company commanders who consider battalion leaders and staff insights can strengthen the supply operations relationship between the company and the battalion.

Following the battalion S-4 meeting, the inbound commander should request another appointment with the property book officer (PBO). Most brigades schedule a PBO change of command briefing with the incoming and outgoing commanders before the start of inventories. This briefing is for reviewing the standards for inventorying, layouts, sub-hand receipts, and the change of command packet for the PBO before signing the property book; and adjusting documents. The PBO briefing is an excellent forum to seek insight into the status of property accountability. The PBO can provide a good picture of supply actions across the division and brigade and alert future property book actions that can affect battalion and company operations. In addition, the PBO can inform the inbound commander of property accountability strengths and weaknesses in the battalion and company. The incoming commander should also inquire about any critical issues or problems they should be aware of or anticipating shortly.

The inbound company commander should engage active fellow company commanders for insights from their perspective. The discussion of command inventories with the current company commander helps establish and cement the relationship between fellow commanders. Approach the current company commander with humility and ask them for their advice and any possible recommendations. The company commander should share some experiences and provide insights into avoiding some of the more significant or more prominent pitfalls when conducting the command inventories.

### **Change of Command Preparation Perspective from a Former Battery Company Commander**

The change of command inventory was a bit of a revelation. I conducted three inventory forms during my change of command inventories while assigned to the 2nd Infantry Division. First, I inventoried my modified table of organization and equipment hand receipt, installation hand receipt, and “go to war” unit basic load (UBL). Next, I inventoried all ammunition in the ammunition holding area (AHA). My ammunition inventory included the usual small arms and crew-served types of ammunition. Still, as a field artillery battery commander, I had to inventory and verify different fuse, propellant, and projectile lots. My hand receipt validated the lots of high explosive (HE), white phosphorous (WP), rocket-assisted projectiles (RAP), dual-purpose improved cluster munitions (DPICM), and mine munitions. I had never physically seen some of these munitions before when I was stateside in another infantry division. Therefore, I paid close attention to these hand receipts. Because we frequently trained close to the demilitarized zone in South Korea, we retained a portion of our UBL in our Field Artillery

Ammunition Supply Vehicles (FAASV). When we departed garrison, we took a portion of our UBL in the FAASV in case North Korea had ill intentions while we were training. In addition, we established additional accountability procedures to ensure none of our platoons or sections unintentionally expended the go-to-war UBL during field training. We were required to inventory our AHA monthly, and I inventoried the UBL to ensure proper accountability of the HE, WP, RAP, DPICM, and mine munitions. The personal effort paid huge dividends when the next inbound commander conducted the AHA inventory. I knew what ammunition I was looking at, where the ammunition was physically located in the AHA, and identified each munition and munition lot to the new commander conducting the inventory.

– Former 2nd Infantry Division Battery Commander

The physical preparation for conducting the change of command inventories requires deliberate thought and anticipation. A government laptop allows the inbound commander to download and manage logistical controlled unclassified information (CUI) from government sites.

The outgoing commander must emphasize to the executive officer and the supply sergeant the importance of the layout standard. The incoming commander has defined the pre-change of command inventory layouts. The incoming commander will assess and know his expectations of the pre-change of command inventory standards. Figure 4-1 illustrates standardized inventory layout procedures.



**Figure 4-1: Laying Out Basic Issue Items for Fielding Inventories<sup>3</sup>**

Leaders can download the required Department of the Army pamphlets, regulations, technical manuals, and other documents from the Army Publishing Directorate (APD). AR 735-5, AR 710-2, *Supply Policy Below the National Level*, 28 March 2008, and AR 600-20, *Army Command Policy*, 24 July 2020, are a few publications, to begin with. United standard operating procedures (SOPs) are other publications and documents used as references during the change of command inventories. Leaders review what information is required for installation, station property, and housing property documentation. The incoming commander organizes and catalogs this information to create and manage the change of command inventory database. Accurate database management combined with deliberate database maintenance serves as a baseline to assist in the transition of command property.

Another way incoming commanders prepare is to complete the Global Combat Support System-Army (GCSS-A) online training as specified by their PBO. The Army uses GCSS-A to manage property, inventory shortages, vehicle accountability, equipment maintenance, and the associated paperwork each area requires. Commanders have access to the system and must be knowledgeable on how to use the system. GCSS-A produces sub-hand receipts as well as bill of materials (BOM) for each line item number (LIN) on the hand receipts. The BOM is the primary document accounting for the components of end items (COEI) and basic issue items (BII). A Department of the Army (DA) Form 2062, *Hand Receipt/Annex Number*, 1 January 1982, is usable for equipment and property for which a BOM does not exist.

Incoming commanders use a laptop as a means for managing information. The commander uses the consolidated information to ensure that the executive officer and supply sergeant understand the inventory items and date. The supply sergeant prepares printed inventory packets for each day, including the most current technical manual's (TM's) list of COEI, BII, and the BOM for each item to be included in the incoming commander's inventory binder. In addition, the platoon leaders and other sub-hand receipt holders use the information to validate the change of command inventories and verify with their subordinate hand-receipt holders that the inbound commander will conduct the inventory without missing accountable items. Pre-change of command inventories are an excellent way for the company to identify discrepancies before the incoming commander looks at the property. In addition, pre-change of command inventories allow sub-hand-receipt holders additional time to locate the missing items.

Use a spreadsheet to develop an accountability matrix if none is available. Correctly built, an accountability matrix will allow inbound commanders to capture the following for equipment:

- LINs
- Item descriptions
- Serial numbers
- Authorized and on-hand equipment
- Publications
- Inventory dates
- Notes
- Discrepancies
- Master authorization list (MAL) numbers
- Website links
- Photos of items

GCSS-A uses the PB01 function to track item shortages and order statuses and includes most information listed above. The PB01 spreadsheet exports into Microsoft Excel. This document may be required for the change of command packet. The supply section may already have a compendium of shortages in Excel format, which they use as a working copy of the PB01 with notes and additional information.

Microsoft PowerPoint provides utility and assistance with a change of command inventory. Leaders leverage PowerPoint slides by inserting tables and references to assist in the inventories. Photos posted alongside tables with all appropriate data reduce confusion during the inventory. Photographs assure the inventory inspector that the correct items are inventoried. In addition, images provide evidence that the inventory has the correct item, the latest reference, and the correct serial number annotated.

The collection and management of information enables the commander to appreciate all the various forms of property and hand receipts. Studying the table of organization and equipment (TOE) and table of distribution and allowances (TDA) enables the inbound commander to develop a better inventory plan. The initial draft inventory plan is developed, coordinated, and synchronized between the two commanders. The executive officer and supply sergeant provide additional input. The incoming and outbound commanders may discuss the draft change of command inventory plan with the battalion executive officer for additional considerations. The battalion commander receives a briefing for approval. Documents created for the change of command inventories assist the change of command out briefing development and production.

The battalion commander's approval of the change of command inventory plan ensures training calendar protection for change of command inventories. The incoming and outgoing commanders update the battalion commander as directed and appropriate. The inbound company commander often keeps the battalion commander and executive officer informed that they are still on the planned schedule. The inbound company commander talks with the battalion executive officer if additional time is required for inventories.

The executive officer ensures layout standardization for the change of command inventories and addresses any deficiencies with the platoon leaders or other sub-hand-receipt holders. The first sergeant ensures Soldiers are ready, in the correct uniform, and prepared on time for the inventories.

### **CHANGE OF COMMAND INVENTORY EXECUTION**

Change of command inventory execution is the unofficial start for the inbound company commander. The change of command is one of the first times the incoming company commander can assess the unit's inventory, readiness, training, and discipline. The incoming commander should physically observe all items in the inventory.

Incoming commanders will likely make an initial assessment of individual, squad, section, and platoon standards. NCOs at various leadership levels within the company should understand that their leadership proficiencies will be on display during the command inventory. Astute NCOs understand the importance of this first impression. They will work hard to reflect their skills while demonstrating the potential for greater responsibility.

The first sergeant experiences multiple changes of command inventories throughout a career, and the hard-earned knowledge enables inventory layout standardization. Display equipment in a standardized layout for all like items and establish the conditions for a well-managed inventory. Properly established, the inventory layouts enable the incoming commander to observe all the inventory items. Successful and well-prepared companies have an inventory SOP in place that defines the standards for the layout of each piece of equipment. Disciplined layouts ensure Soldiers are accountable. The inventory should be a simultaneous and complete inventory of like items. Inventory actions include all COEI and BII for the like items (e.g., inventory all M1A2 tanks and BII simultaneously).

Inbound commanders coordinate for additional subject matter expert (SME) support for items such as communications, maintenance, or other sensitive inventories. SMEs should be on call as appropriate. Review and update any SMEs of inventory changes.

The proactive company commander uses an inventory binder and a laptop for maintaining and managing all change of command inventory information. The binder's contents should have the following at minimum:

- Change of command calendar
- Inventory schedules
- Consolidated list of the relevant publications and references
- Copy of the PHR
- BOMs for each LIN
- COEI and BII lists from the most recent TM for each LIN
- Copy of the sets, kits, and outfits (SKO) for end items, if applicable
- Copies of hand receipts and sub-hand receipts
- Adjustment documentation, notes, and follow-up tasks captured as part of the inventory discrepancy reconciliation
- Blank paper for any other pertinent information

Lessons learned from the daily inventory integrate into the inventory after action review (AAR) and in the out briefing to the brigade commander. In addition, the binder establishes a living document used as a baseline for the future change of command pre-inventory plan and historical property tracker for the next commander.

When inventorying equipment, the incoming commander will use the COEI and BII lists from the TM and the BOM for each piece of equipment by LIN. The TM lists will specify what is supposed to be included with the end item and provide a usable code for each type of equipment set for the LIN. The BOM may or may not include all components for the end item, in which the incoming commander will have to reference the TM to ensure they have everything accounted for. Discrepancies with the BOMs can be submitted for correction through the supply section on GCSS-A. Another helpful tactic, technique, or procedure (TTP) is to make a working copy of the PHR where the location of end items, especially serialized items like computers, is noted. It also helps to color coordinate end items with sub-hand-receipt holders. Color-coding the hand-receipts systematically simplifies accountability for the commander to associate which Soldier is responsible for each specific end item and references this for the future.



The supply sergeant should be the most knowledgeable individual within the company about supply operations and inventory accountability. The supply section should be familiar with hand receipt and sub-hand receipt updates at all times. The supply sergeant reconciles all temporary hand receipts. The inbound commander addresses property issues identified at the beginning of the inventory. These issues are resolved during the grace period and generate statements of charges or FLIPLs if accountability is unresolved. The supply section creates relief from responsibility and supply relief forms as necessary. The inbound company commander must follow up on supply issues to capture the updates for full accountability. The commander and the supply sections ensure hand receipts, sub-hand receipts, BOMs, and, shortage annexes if applicable get updates and then the commander signs upon inventory completion.

When developing the inventory plan, the incoming commander must account for and integrate the time required to conduct supply actions and paperwork. One way to accomplish this is for the incoming commander, outgoing commander, executive officer, and supply sergeant to review and reconcile any discrepancies noted from the day's inventories. End-of-day discrepancy reviews allow the executive officer and supply section to alert the sub-hand-receipt holder of any new shortages, as well as ensure any existing shortages are on order. Leaving this step out until the end of the inventory creates a potential to miss something. Conduct the updates daily while it is fresh on the mind. If the daily property update and review is not conducted at the end of the property inventories each day, property accountability issues can become increasingly difficult to track.

### **CHANGE OF COMMAND ASSESSMENT**

The inventories generate greater property familiarity and understanding for leaders of the company's supply status. Post-inventory actions include proper receipt signatures along with final adjustments appropriate for supply accountability to determine liability and provide relief from accountability. Property adjustment documents (i.e., statement of charges, field loss memorandums, and FLIPLs) generate to account for the new losses and input into PB01 when the item is ordered.

During the in brief, the PBO will publish the list of requirements for the change of command packet. The supply accountability packet typically gets the battalion S-4 review and sign off by the brigade S-4 before the incoming commander signs the property book. The packet includes items like a printout of the PB01, copies of all adjustment documents from the change of command inventories, and various memos.

The incoming commander coordinates with the supply sergeant to ensure the capturing, processing, and closing of all supply actions. Property holders process receipts and sign hand-receipts and sub-hand receipts. Hand receipt signatures protect the inbound commander before assuming command. The action locks in property accountability when the inbound company commander, with the PBO, signs the property book. In most cases, the incoming commander must sign the property book before executing the change of command out briefing with the brigade commander.

The incoming and outgoing commanders review the change of command out briefing slide deck and conduct an AAR with the battalion commander and executive officer. Company change of command AARs conducted at battalion, include the battalion executive officer, the battalion S-4, and the S-4 NCOIC, and allow commanders and staff to capture sustainment areas and improvement areas and apply updates to the change of command SOP as necessary or directed. The company commanders then conduct the change of command out briefing with the brigade commander. Topics included in the AAR are data from the inventory results, Soldier and equipment readiness, training status (readiness), and the current maintenance status of the company. In addition, expect detailed discussions addressing any significant property discrepancies, financial liability associated with the directed FLIPLs, and further property actions generated by the inventories. Remember, it is within the brigade commander's command responsibility to ensure the command's supply discipline programs at the company level are upheld and accurate.

The change of command inventory is a significant and demanding process. The incoming commander must be firm and fair to the outgoing commander and treat their counterpart the same way they would like when they relinquish command.

Endnotes

<sup>1</sup> Army Regulation (AR) 710-2, *Supply Policy Below the National Level*, 28 March 2008, Table 2-2, page 71, <https://armypubs.army.mil/productmaps/pubform/ar.aspx>.

<sup>2</sup> See also, Meyer, John G., "Company Command, The Bottom Line," Washington, D.C.: National Defense University, Fort McNair, 1990, page 144.

<sup>3</sup> 2nd Cavalry Regiment conducts basic issue item inventory with General Dynamics Land Systems with new 30 millimeter Stryker Infantry Carrier Vehicle-Dragoon, Rose Barracks, Germany, photo identifications 4084854, dated 18 January 2011, by SSG Jennifer Bunn, courtesy Defense Video and Imagery Distribution System, <https://www.dvidshub.net/image/4084854/30mm-stryker-inventory>.

## CHAPTER 5

# Training

“The Romans are sure of victory, for their exercises are battles without bloodshed, and their battles bloody exercises.”

– Josephus, 27, 100 A.D.<sup>1</sup>

“In no other profession are the penalties for employing untrained personnel so appalling or as irrevocable as in the military.”

– GEN Douglas MacArthur<sup>2</sup>

Field Manual (FM) 7-0, *Training*, 14 June 2021, is the foundational doctrine for training and this chapter.

### SENIOR LEADER TRAINING DISCUSSIONS

Training is one of the most challenging demands company commanders and first sergeants face. Leaders face many competing demands that distract them from training their formations. Company leaders must focus and manage these requirements to train.

Senior Army leaders have recognized that the stressors on company leadership can negatively affect their ability to train. GEN Mark A. Milley, who served as the Army Chief of Staff, commented at the Maneuver Conference in 2018 to do the things that enhance your unit’s combat lethality. Do not do the things that do not enhance combat lethality. GEN Milley’s point is that despite all the various competing demands, a company commander must focus on training to execute its assigned combat mission. “It should be about if the company is good at what we do, go find and kill the enemy.”<sup>3</sup>

GEN Milley empowered company commanders. However, he did not excuse commanders from ignoring the plethora of requirements. Instead, GEN Milley encouraged company commanders to scrutinize requirements. The battalion command team needs to know the requirements beyond the unit’s capacity to perform. The intent is to remain focused on combat-related mission essential tasks (METs). A battalion commander can then weigh and assess risks and issue guidance for assumed risks to the companies.

### TRAINING AND READINESS, A MUTUAL RELATIONSHIP

Training in support of Army readiness is one of the Army’s top priorities per FM 7-0. Training and readiness is a supportive relationship. Using the system analogy, the training and readiness systems inform, support, and influence

each other. Training is the essential activity that units conduct to achieve, maintain, and enhance Soldier and unit readiness.

The company commander and first sergeant focus on training with all other activities, enhancing readiness. Readiness is about executing mission essential tasks in combat. Training focused on mission essential tasks and accomplishing those tasks to standard creates successful units.

Company commanders and first sergeants synchronize personnel, training, maintenance, and supply systems and activities to enhance and sustain company readiness. For example, leaders use routine activities like maintenance Mondays to conduct maintenance training as part of the preventative maintenance checks and services (PMCS) process. Additionally, units coordinate for required services and integrate them into the training calendar. Finally, they capture property accountability activities with the supply section while assessing property serviceability. Examples of property accountability activities are units use with test, measurement, and diagnostic equipment (TMDE) and service chemical, biological, radiological, nuclear, and explosive (CBRNE) systems.

Enforce maintenance standards in garrison and field operations. Integrate maintenance activities into training meetings and capture it on the training calendar. Anticipate, plan, and conduct vehicle services in garrison and in the field. Leaders and Soldiers learn while performing services in austere locations under combat-like conditions. These activities sustain and enhance Soldier and unit readiness with user pacing items and supporting systems that contribute to company combat power.

Training activities enhance readiness. For example, the battalion aid station maintains medical vehicles and medical equipment. Simultaneously, Soldiers can rotate through the battalion aid station for Medical Protection System (MEDPROS) actions, such as vaccinations and medical record updates in the motor pool as part of motor pool activities.

Leaders use inspections for training and assessing Soldier knowledge and proficiency. Inspections indicate how well Soldiers understand the importance of caring for equipment and accountability. Company commanders and first sergeants inspect Soldiers and their organizational clothing and individual equipment (OCIE) for proper maintenance. Routine inspections of individually assigned weapons, crew-served weapons, weapons platforms, communications equipment, and other items ensure fully mission-capable equipment is ready for real-world deployments. All these systems enhance company combat readiness.

## **A SYSTEMIC APPROACH – TRAINING SYSTEMS AND ROUTINE TRAINING**

Company commanders and first sergeants lead the company focused on training while balancing a continuous stream of competing demands. Successful leaders approach this demanding environment using a systematic approach. Competent company leaders establish and leverage systems across the company formation to support the other system demands while simplifying daily operations. An example is how the training “system” enables maintenance and supply “systems” to accomplish required tasks while simultaneously facilitating the training of the formation.

Training is doing routine things routinely. A by-product is that leaders simultaneously accomplish other required tasks as part of their training. Company leaders leverage the systems approach using routine activities to establish company stability and predictability.

Leaders create stability and synchronize efforts to conduct task repetitions. Task repetition creates effective formations and Soldiers. Formations and Soldiers perform the tasks to the same standard and they enhance their performance. Task repetition generates effectiveness through familiarity and knowledge of the standard while reducing time to accomplish those tasks. Thus, task repetition is creating more training time and space. Opportunistic and thoughtful leaders use repetitions to generate other opportunities to add additional tasks as part of their training.

## **TRAINING MANAGEMENT**

Training management is vital for company leaders to set conditions for training their formations. Leaders establish requirements for training at multiple echelons and plan their training along three different planning timelines. They use long-range, mid-range, and short-range horizons to provide adequate time, resources, and training guidance. Company leaders will operate primarily within short-range horizons as described below.

A planning horizon is a point commanders use to focus the organization’s planning efforts to shape future events. Long-range planning horizons may extend outward for several years, while the mid-range helps refine long-range planning with greater synchronization and detail. The short-range training horizon produces specificity to the training plan as formations prepare before the actual training execution. Table 5-1 illustrates how echelons plan training while synchronizing the necessary resources to achieve the desired training conditions.

**Table 5-1, Regular Army long-range planning by echelon<sup>4</sup>**

<i>Echelon</i>	<i>Annual</i>	<i>Semi-Annual (Refinement to ATG as required)</i>	<i>Quarterly (Refinement to ATG as required)</i>
<b>ASCC</b>	16 months prior to FY (June)	N/A	N/A
<b>ACOM</b>	16 months prior to FY (June)	N/A	N/A
<b>Corps</b>	14 months prior to FY (August)	8 months prior to mid-year (August)	N/A
<b>Division</b>	12 months prior to FY (October)	6 months prior to mid-year (October)	N/A
<b>Installation</b>	10 months prior to FY (December)	N/A	N/A
<b>Brigade</b>	9 months prior to FY (February)	5 months prior to mid-year (November)	2 months prior to quarter
<b>Battalion</b>	6 months prior to FY (April)	4 months prior to mid-year (December)	1 month prior to quarter
<b>Company</b>	4 months prior to FY (June)	2 months prior to mid-year (February)	2 weeks prior to quarter
*Annual training guidance format is at the discretion of the commander and includes the long-range training calendar. *Company commanders may issue training guidance informally at training meetings.			
*Publication dates also apply to similar command-level TDA organizations or activities. For example, a Training and Doctrine Command Center of Excellence normally commanded by a major general follows the same planning cycle as a division commander.			
ACOM	Army Command	FY	fiscal year
ASCC	Army Service component command	TDA	table of distribution and allowances
ATG	annual training guidance		

The company leadership team coordinates with the battalion command group, the S-3 (operations), and other staff in understanding the training intent of higher headquarters. Company commanders and first sergeants who understand the battalion commander’s training intent can focus their training with the knowledge of critical tasks for training, time available, and the essential resources allotted for their training. The reality is that company leaders will have multiple competing demands and tasks. As a result, commanders typically plan for one or two primary training objectives per short-range planning horizon.

Understanding the division and brigade long-range planning calendars provides additional context for appreciating brigade and battalion priorities. The long-range calendar depicts major training events with priorities, which informs our company-training calendar. My first sergeant and I anticipate future training requirements based on those higher echelon-planning calendars. We use the calendars to determine and prioritize what areas we want to train. The prioritized training allows us to focus on critical training resources, identifying the required submission windows to make requests, and secure invaluable training aids and other resources.

– Former Armor Company Commander

Effective company commanders and first sergeants establish relationships with the battalion operations leaders (S-3 and S-3 operations sergeant major). Successful company leadership conducts deliberate and repetitive engagements with the battalion operations section to anticipate requirements while helping the staff understand detailed troop analysis and task support capability. The secondary effect of close coordination and information dissemination is that the battalion operations teams are empowered with accurate and comprehensive information to substantiate support to requirements or reclamation tasks from brigade and division operations shops to resource constraints.

The most successful company command teams established a working relationship with the battalion staff. They deliberately engaged in current training, training planning, forecasting, and resourcing. The influential command teams engaged the S-3 along with the operations noncommissioned officer (NCO) every week. We assisted them in seeing themselves with their company systems while gaining efficiency in understanding the company level challenges. We used this understanding to inform the brigade while balancing requirements across the battalion. Company commanders and first sergeants resistant in developing professional relationships struggled continuously. These command teams were typically inflexible with shortsighted understanding of the brigade and division. Close coordination between the command teams and operations section reduced operational friction while enhancing trust up and down the formation. We evolved into a much better team that enabled us to accomplish the mission while assisting the boss in completing priority requirements.

– Battalion S-3



## **COMMAND OR INSTALLATION TIME MANAGEMENT CYCLE (GREEN-AMBER-RED)**

Commanders at higher echelons apply additional tools to drive training with a disciplined training approach. Most commanders and larger installations use the green-amber-red cycle (other colors, such as the gold-amber-black cycle) as described in Chapter 3 of FM 7-0. The training-management cycle tools enable resourcing for training synchronization, requirements, and tasking across the greater force.

**Green (gold) cycle:** The green cycle is training-focused. Training centers on multi-echelon training, unit collective tasks, and MET proficiency. The green cycle intent is to protect units and Soldiers from distractions and external requirements while focusing on and executing training. As a result, units maximize training and minimize Soldier leaves.

**Amber cycle:** The amber cycle balances training and opportunities while supporting other tasks and emerging requirements that red cycle formations cannot execute. Maintenance and servicing opportunities may also exist for scheduling and execution during this period.

**Red (black) cycle:** The red cycle focuses on post support and tasking requirements. Training opportunities exist primarily for the individual. Key-leader training is dependent on tasking requirements. The red cycle training block allows self-developmental training and for individuals to gain additional task proficiency.

Battalion and company leaders must create and protect training opportunities during amber and red cycle periods. Command teams analyze tasks and installation support requirements requiring minimum support for not consuming entire formations. Opportunistic leaders identify and create internal support cycles to leverage these training opportunities.

Battalions prioritize companies internally for tasking periods. Companies will be exhausted of human resources and support capability before tasking the next prioritized company. Prioritized companies conduct individual and low-level collective training. The company leadership must anticipate and plan for training opportunities that will be emergent during their support windows.

Leaders prioritize platoons for support requirements. Individual training is achievable when platoon requirements exist. Failure to plan, anticipate, and execute this strategy frequently results in groups of Soldiers standing around and wasting time during periods where battalions and companies are on official support requirement windows.

The reality for company leaders is that the training cycles are full of competing demands. As a result, some companies struggle with stability inside the T (training)-6 weeks for training stability.

The company was tasked to provide additional range support and reconstruction efforts during the red cycle. The purpose was to assist range control and a sister brigade during their primary training period. The spring and summer weather was arid with an extreme fire hazard warning. The environment was so volatile that even hot blank ammunition casings could ignite the vegetation. My first sergeant experienced this environmental factor several times and recommended that we look at training opportunities at the platoon, squad, and individual level if training operations were ceased or delayed because of the fire hazard. We took advantage of and executed training on the range control sites with squad-level and individual Soldier task training. Unbelievably, we accomplished more training than we ever anticipated, and the training enabled us to come into the next training window at a greater proficiency level. In addition, the company benefitted from additional platoon training time. We accomplished several additional iterations of company-level training in preparation for a combat training center rotation because of the time we harvested during the off-cycle individual and squad training.

– Former Company Commander

## **TRAINING TOOLS: ARMY TRAINING NETWORK, DIGITAL TRAINING MANAGEMENT SYSTEM, SMALL UNIT LEADER TOOL, DIGITAL JOB BOOK, AND THE CALENDAR**

### **THE ARMY TRAINING NETWORK**

The Army Training Network (ATN) is the Army’s portal for access to the training network, doctrine, and various training tools and enablers. Appendix A of the Training Management and Management Systems, discusses the ATN and related training system integration architecture available to leaders. The ATN serves as a “one-stop-shop” point of entry to access Army training and training management systems. To visit ATN, go to <https://atn.army.mil/>. Company leaders who familiarize themselves and study the ATN can leverage training resources to focus their training efforts and enhance unit and Soldier capabilities. The ATN and its associated capabilities and resources are present in pre-company commander and first sergeant programs of instruction.

### **DIGITAL TRAINING MANAGEMENT SYSTEM**

Appendix A, of Training Management and Management Systems, contains additional specific information addressing Army training management systems and the Digital Training Management System (DTMS) programs. In addition, Appendix A includes the links to access the various DTMS systems directly. DTMS is the required training system of record for all training events, and many leaders have stated a similar remark, that if individual or collective training is not in DTMS, it did not happen at all.

DTMS is a system for capturing training from the individual Soldier to the unit level. DTMS is the Army's authoritative data source for individual training records and collective task proficiency levels. It is a web-based training enabler designed to link existing systems to create a single entry point for units to schedule unit training, manage training resources, and create schedules and master calendars for training.<sup>5</sup> DTMS conducts a manager's course and an operator's course to facilitate daily training operations data management and input.

DTMS provides an accessible record of training for commanders and training managers. DTMS replaces the old mission essential task list crosswalk with a digital version, called the Combined Arms Training Strategy (CATS). Commanders can formulate a training plan and synchronize it with Army doctrine. Commanders and training managers can query records to track the status of any unit or individual training, including weapons qualification, physical training, mandatory training, and other training completion.<sup>6</sup>

### **SMALL UNIT LEADER TOOL AND THE DIGITAL JOB BOOK<sup>7</sup>**

The Small Unit Leader Tool enables small unit leaders to input, manage, and update individual Soldier training records whenever required. Soldier training status and information input via the Small Unit Leader Tool immediately updates Soldier records in DTMS. The unit DTMS manager approves permissions for small unit leaders to access the Small Unit Leader Tool. The Small Unit Leader Tool populates the company DTMS and the Digital Job Book.

Soldiers use the Digital Job Book to observe their training status, tasks, and requirements. Soldiers can use digital or hand-held devices to view their Army Physical Fitness/Combat Fitness scores, height and weight standards, individual weapons qualifications, completed training tasks from the individual critical tasks list or Army Warrior tasks, and associated task name and numbers. Additionally, Soldiers use the individual training record (ITR) in the Digital Job Book to access their information.

Personal devices can access the Army Training Network. Directions for adding the ATN to personal devices are located on the right-hand side of the ATN splash page. Small unit leaders establish access on their personal devices and take advantage of the capability to update training as it occurs in any environment. The leaders and trainers can take the opportunity to update training information during breaks in training to keep the company leadership as current as possible on training information.

## THE CALENDAR

The company-training calendar is the primary training management tool. The training calendar synchronizes all the various activities and requirements for the formation. The use of other calendars, which can become unaligned, creates confusion and can desynchronize the company. Information management is crucial to keeping Soldiers, sections, platoons, and the company postured in the proper uniform, at the correct location, and on time for the day and week's events.

The training calendar facilitates training management across all the activities. The training calendar captures all the various activities that the company is responsible for conducting and or supporting. For example, training activities, significant vehicle services, equipment maintenance, property inventories, inspections, and post support requirements are important topics captured on the training calendar.

The training calendar serves as a synchronization check for the company leadership. The training calendar, correctly populated with timely and accurate information, displays the company's priority tasks. The information presented on the calendar enables leaders to identify competing tasks and resource challenges. The synchronized training calendar helps company leadership identify issues in time and space to prioritize, refine, synchronize, and resource efforts within the company and higher headquarters.

## ENHANCING COMPANY TRAINING CAPABILITY

Well-trained and disciplined company training rooms enable commanders and first sergeants for success. Some companies may not have established a formal training room or training section to manage all the training requirements and demands. Remember, company commanders and first sergeants do not have a staff working for them. They do not have additional human resources per the modified table of organization and equipment (MTO&E) or the table of distribution and allowances (TDA). Training room manning challenges include a lack of a headquarters section, Soldier, and unit turnover, talent reassigned to higher headquarters, and a high turnover rate in the training room.

Effective commanders and first sergeants identify capable NCOs and Soldiers and assign those individuals additional duties in the company training room. They select individuals based on their knowledge, social intelligence, computer skills, communications skills, general trustworthiness, discipline, inclination to work in a disciplined manner, and the Soldier's longevity/stability within the company. A recommendation is to select Soldiers who have the potential for leadership responsibility and are knowledgeable in their military occupational specialty (MOS) to serve in the training room.

Command team drivers and unique MOS personnel (74D, – nuclear, biological, chemical [NBC] specialist/NCO) or (25U – signal support) can also fill this critical task. Careful considerations include understanding that they will not be executing their MOS duties and will need more interaction and mentorship from the first sergeant, executive officer, and potentially the commander. Proactive individuals assigned to the training room gain great experience and insight into the training arena. Additionally, they tend to perform at a higher level when they gain seniority within the ranks.

Efficient company training rooms include primary and secondary training room assistants. DTMS drives the requirement for knowledgeable training room supervisors and operators. DTMS has a supervisor's course and an operator's course. Commanders and first sergeants identify individuals with the right skill sets and slate them for DTMS training while accounting for duty responsibilities and longevity within the company. One of the critical certifications required in a company is a DTMS operator. The DTMS operator updates training records, schedules training events, and manages personnel in DTMS. The DTMS operator does not need to be the training room NCO or assistant, but the training room will need DTMS access to update training records for the company. If the company has a robust headquarters section, it may afford to divide these duties amongst multiple Soldiers. The additional information management solution enables subordinate leaders to input training information using the Small Unit Leader Tool. Subordinate leaders can enter training and training-related information into the Soldier's Digital Job Books using the Small Unit Leader Tool once their DTMS system manager approves them. Soldiers can use their Digital Job Book account to observe their training status. Additional discussion is below and in Appendix A, of the Training Management and Management Systems.

Company leaders enhance their capability when they develop training personnel redundancy by training several individuals in training room operations. Company leaders teach and mentor the training room assistants on how to manage routine training information. They also learn how to store and disseminate information on the systems of record, resource support for planned training, operating within the company training room standard operating procedure (SOP), and professionally growing to engage and interact with the battalion S-3.

Company leaders must enforce training room systems and SOPs to establish a stable environment to support the company. Disciplined training room systems and SOPs satiate higher training requirements. Successful training room assistants develop close relationships with the battalion operations sections. The training room assistants help company leaders manage training, facilitate training information requirements, and anticipate/resolve friction points before they become contentious.

Successful commanders apply rigorous discipline with their training meetings. Commanders define their training, meeting expectations, requirements, and outcomes for all attendees. The training meeting sets the conditions for successful training. All participants understand the meeting time, location, schedule, required tools, duration, and outcomes. Attendees must know what products they will discuss. The best company training meetings remain focused on training and those activities that affect training and not discussing topics external to training and are of little or no relevance to training in other company activities.

## **TRAINING ENVIRONMENT CONSIDERATIONS LIVE, VIRTUAL, AND CONSTRUCTIVE**

Leadership uses various training environments to train leaders, formations, crews, and individuals simultaneously. Innovative leaders leverage these different training environments for training per FM 7-0, Chapter 3.

**Live:** Live training is training in a field environment with actual equipment. Live training includes real Soldiers operating real systems. Live training may consist of training aids, devices, simulators, and simulations (TADSS) to enhance the learning experience desired with the training. Field training exercises, live-fire exercises, battle drills, and deployment exercises are examples of live training.

**Virtual:** Virtual training is typically in computer-generated battlefield simulations. These simulations provide a near-replication experience of weapons systems, combat platforms, and vehicles. Virtual training can generate a training environment that can stress humans under a combat-like environment. Virtual training develops situations perfect for decision-making, communications, and motor control without the actual wear and tear of employing equipment in the physical environment. Figure 5-1 depicts simulated convoy operations training.

**Constructive:** Constructive training is training oriented on command and staff functions. Computer simulations facilitate training commands.



**Figure 5-1: 4th Infantry Division Sustainment Brigade Soldiers Conduct Convoy Operations Training<sup>8</sup>**

### **Training Vignette**

An armor company commander analyzed the next training cycle with a mandatory company-level collective gunnery end state. The long-range training calendar had short blocks reserved for the unit simulator use to train on individual and crew conduct of fires for the Abrams tank using the Advanced Gunnery Training System (AGTS). Each company had an allotted 24-hour period to use the simulations systems as desired. The company commander determined that they would maximize each allotted training period allocated for their training. The company commander developed a rotating schedule for each platoon over allotted training periods at different times. There was not a break in the utilization of the AGTS. The commander and first sergeant told the late-shift platoon that they would be on an afternoon report time the next day following their designated training window for the AGTS training over the late evening and early morning. The late platoon would conduct physical training and close out with administrative tasks and training for the afternoon following the late AGTS training window. The company succeeded in achieving its gunnery-training plan ahead of time. The training prepared them well in advance for their gunnery live-fire training and certification before utilizing all their allocated block-training periods.

A fellow company commander struggled to meet pre-gunnery training as part of preparation for live-fire gunnery training and certification. The company commander discussed his training planning and execution with his counterpart. The company commander asked his fellow commander how his company was preparing for gunnery and managing all other tasks and requirements. The commander explained how he managed the utilization of the AGTS as part of the gunnery training ramp up to the struggling company commander. The commander offered one of his company's AGTS training windows to assist the challenged sister company in preparing for the train-up following the discussion.

Leveraging various training environments requires the understanding of resource availability and the planning requirements for access. Many installations conduct a familiarization briefing with company leaders as part of an installation pre-command course. These courses are overviews and do not offer detailed planning, preparation, or use of the capabilities. Some commanders use installation training support terrain walks to enhance and reinforce the training resource briefings as part of a greater familiarization-training event. Company leaders seek detailed information on training opportunities and capabilities available on their installation. Company leaders may have to deliberately request and plan a separate event to get to the level of detail necessary to leverage the training resource.

## **UNIT TRAINING PLANNING**

Planning for unit training is concurrent over multiple planning horizons. Unit training plans (UTPs) cascade from division to the brigade, battalion, and company. These training plans are detailed long-range training plans. Training plans are in the five-paragraph order format.

The training calendar is an attachment in the UTP. The calendar reflects the long-range training plan in a detailed format. Brigade commanders publish the UTP to subordinate battalion command teams who publish the UTP to the companies. Company command teams use the UTP to identify required training and windows of opportunity to plan their training to support the necessary individual and unit training proficiencies.

Company-level development of the UTP follows the same concepts employed at battalion and higher echelons. Companies use troop-leading procedures that follow steps similar to the military decision-making process. The company leadership develops the UTP with input from subordinate officers and NCOs.



## THE 8-STEP TRAINING MODEL (FM 7-0)<sup>9</sup>

- **Step 1: Plan the training event.** Leaders develop specific training objectives based on the commander's guidance. They identify and coordinate the resources necessary to train subordinates. Leaders ensure Soldiers have enough time for training and they identify the required resources to train. They identify potential hazards and eliminate or mitigate associated risks. Lastly, leaders develop evaluation plans that support the tasks trained.
- **Step 2: Train and certify leaders.** Certification requirements are established. Senior trainers certify subordinate trainers to validate the competency of the subordinate trainers. Certified personnel must have detailed knowledge of the training subject matter and have performed the task to standard themselves. This step also includes training and certifying opposing force (OPFOR) leaders.
- **Step 3: Recon training sites.** Leaders perform reconnaissance of training sites and note potential issues before training execution. Leaders verify that training locations can support the training event and enable the unit to accomplish its training objectives. They make contact with site support personnel and solve coordination issues.
- **Step 4: Issue the operation order (OPORD).** This order specifies responsibilities, timelines for execution, tactical scenarios, and other key information necessary to execute the training event. Leaders identify the tasks trained, training objectives, the training mission, and the methods to execute the training. Leaders ensure subordinates have all available information needed to execute the training event. A successful training event relies on all leaders understanding the expected outcome and remaining focused on the training objectives.
- **Step 5: Rehearse.** Leaders conduct rehearsals to ensure synchronized plans and that subordinates understand actions. Leaders supervise rehearsals to ensure those responsible for training are prepared. This step includes conducting rehearsals necessary for OPFOR leaders and personnel.
- **Step 6: Train.** Observed and evaluated tasks and training objectives are paramount for achievement of proficiency. As participants perform tasks, trainers evaluate performance against published standards.

- **Step 7: Conduct after action reviews.** Conduct after action reviews, (AARs) during and after the training event. Provide AAR feedback to the unit commander to help assess task proficiency. Discuss lessons learned, record the lessons for future use, and share with other units and leaders. These reviews help improve unit training as well as the unit's tactics, techniques, and procedures (TTP).
- **Step 8: Retrain.** Tasks not performed to standard are re-trained on with re-evaluation until meeting the standard.

The 8-step training model is the gold standard for company leaders to plan, prepare, conduct, and review training. The 8-step training model is in many of the division SOPs as the formal training model for brigade, battalion, and company leaders. The most effective training potential occurs when trainers apply and follow the 8-step training model in detail.

Training plans that incorporate the 8-step training model as a planning system generate greater efficiency in training. Leaders who fail to implement the 8-step training model in their planning process often miss critical steps. In addition, leaders who fail to use the 8-step training model often miss critical training planning aspects that may disrupt planned training before execution. A second challenging aspect for leaders and trainers is planning and then protecting the identified trainers and resources needed for conducting the training. Leaders who do not train and certify their trainers incur a significant risk of failing to train to standard. Several additional 8-step training model challenges follow.

## **COMMANDER'S DIALOGUE**

Effective company commanders and first sergeants reiterate training requirements frequently and systemically to ensure their training nests within the training intent of the senior commander. First sergeants engage the operations section as a secondary check. Commander-to-commander communication reinforces the nesting of anticipated training with the higher commander's intent. Communication between commanders enables senior leaders to ensure the appropriate resources are committed and protected to provide for successful training.

Commanders' dialogue enables training plan adjustment caused by unforeseen circumstances and mitigates negative training issues. The dialogue allows commanders to identify decision points and execute decisions to support subordinate training in a changing environment. Senior commanders validate, protect, and assess subordinate unit training and readiness, while subordinate commanders inform the boss of training challenges.

## TRAINING FOCUS

Resource constraints prevent companies from training on every task to standard. Mission requirements, time availability, resource limitations, and other factors inhibit training on all tasks. As a result, commanders narrow their training focus on collective tasks (the METs) and weapons systems necessary to meet the higher commander's training guidance. Commanders who talk with each other and participate in various training planning activities shape the training. The battalion commander is ultimately responsible for determining the unit's training focus at the company level and above.

The METs focus on the training and weapons proficiency of the unit. Company leaders will only be able to train on one MET, maybe two if they are lucky, per complete training cycle. Prioritized METs have the highest visibility in planning and execution. The unit's training plan specifies METs and supporting training on the long-range training calendar. Commander-driven training focuses the leadership on understanding the relationship between individual training and collective training.

### **Mission Essential Task List (METL) Vignette Crosswalk and Training Cycles**

I was the tank company commander in a cavalry squadron during a rotational deployment to the Republic of Korea (ROK). The initial training plan framework used when transitioning into the Korean theater focused on individual and crew training. A key planning factor included considering the training environment and scarce resources. Within the first month of arrival, we set out to reserve various ranges and training areas using the Range Facility Management Support System (RFMSS). With the squadron's and the brigade's help, we secured the Rodriguez Live Fire Complex gunnery range and our tank gunnery ammunition as soon as we got on the ground.

To focus on the correct ranges and resources necessary to support the training, I needed to analyze our current unit training posture. I had to complete an assessment of the current competency level in each of our METL tasks. To do this, I conducted a METL crosswalk. I started by going to the Army Training Network website and clicking on the link for Combined Arms Training Strategy (CATS). After inputting my company's unit identifier code, it generated my METL with the table of organization and equipment (TO&E) for each task. I took the supporting collective tasks for each MET in the TO&E and arrayed them against the METL on a chart. I then annotated the corresponding box for each collective task for the METs (as seen in Table 5-2). The METL crosswalk enabled seeing which METs shared collective tasks and helped plan training events to strengthen the company in multiple METs.

Using my observations of each platoon during home-station training, gunnery scores, and discussions with my company leadership (first sergeant, executive officer, platoon leader, and platoon sergeant), I formed the basis of my analysis to assess where we stood. First, I input my current assessment for each MET on the METL crosswalk. I determined that the training on Conduct Area Security task was insufficient and is where we were least prepared to execute. The next weakest METL task for the company was Conduct an Area Defense. I then examined the brigade commander's and my squadron commanding officer's (SCO) training priorities. The brigade commander's priority was Conduct Movement to Contact, while my squadron commander's was Conduct Area Security. Luckily, my company was proficient at Conduct Movement to Contact. Based on the threat situation and the theater environment we had deployed to, I prioritized Conduct an Area Defense to refresh the company on the skills that we had atrophied in because it aligned with our tactical mission task in the Korean theater. When we demonstrated sufficient proficiency on the first METL task, we would transition to Conduct Area Security. On a side note, the tank company in the squadron is unique. It does not share the same METL tasks as its three sister cavalry troops, nor does it always share the same purpose.

Gunnery was already planned and resourced with the help of higher headquarters and, at this point, was in the short-range training plan. I applied the training events I wanted to complete farther out for the upcoming six weeks against the MET training on the crosswalk with the land and resources available. As a result, I made a projected assessment of our training level and practically created the training plan on how the company was to get there.

I put together my training plan and sat with the SCO to discuss our METL tasks and my assessment. That discussion served as the baseline where I transitioned the conversation to brief the SCO on my proposed concept for my company-training plan. He approved the plan based on my company's specific mission set in the Korean Theater.

With the SCO's approval, we got to work and reserved the Close Combat Tactical Trainer (CCTT) for the company during "green" cycles for six weeks and beyond. We used the CCTT to conduct virtual maneuver training since the ROK does not afford large training areas to maneuver. I built a practice training exercise and OPORD to brief the platoon leaders on the pending mission. The OPORD served as the function to make the platoon leaders run through their troop leading procedures (TLPs) and plan, rehearse, and train with their platoons. I immediately began to see results

from this effort. I observed the weaknesses in each platoon and how each platoon corrected deficiencies with or without my and the first sergeant's feedback during the AARs. It was not long before I saw the team go from a P (practice) rating minus to a P plus in that METL task.

– Former Company Commander

Table 5-2 is an example of a METL crosswalk.



## **SERVICES AS TRAINING**

Company leadership frequently fails to integrate maintenance services as deliberate and opportunity training. Maintenance is a significant aspect of company operations and critical to sustaining and enhancing readiness. Company leaders use services to train operators and supervisors about their platforms and equipment simultaneously. Detailed services provide an opportunity for leaders to develop Soldier knowledge of the platform and their equipment, develop proficiency in employing their platform or equipment, and understand why maintenance services can enhance system lethality.

Leaders use services as training to reinforce the message to leaders and Soldiers that their lives depend on proper equipment maintenance. Well-maintained equipment enables Soldiers to operate their platforms and equipment as designed in a combat environment. Soldiers gain trust in their training and confidence that their equipment will function as designed. Soldiers' faith in their equipment increases when they learn and understand their equipment in detail. Soldiers learn how to repair their equipment and are more effective in troubleshooting and identifying any deficiencies.

Services provide leaders the opportunity to assess the status and maintenance readiness of their equipment. Leaders learn and assess Soldier knowledge. Participating in services with Soldiers builds trust in the formation and identifies systemic maintenance shortfalls within the formation. Leaders develop additional training and maintenance systems to rectify systemic maintenance issues, conduct additional maintenance training, and enhance maintenance posture for readiness purposes.

## **PLANNING AND PREPARATION**

Failure to account for detailed training preparation often results in under-resourced and poorly prepared trainers and training. Careful preparation planning ensures that leaders and trainers understand the time and resources required to plan, train, and certify the trainers.

Detailed analysis in planning the preparation includes identifying the training tasks required to achieve the training objective, developing the training timeline, and synchronizing the plan with necessary resources. Planning the preparation also accounts for resource constraints. It acknowledges the time and effort required to request and receive TADSS, which is essential to conduct the training. The training tasks and activities are opportunities to train Soldiers and future leaders to think about and learn what is required to plan, prepare, and execute training successfully. A disciplined approach with preparation planning is vital training that mentors the next generation of leaders and trainers.

## **PLAN THE RECOVERY**

Company leadership frequently fails to plan detailed recovery operations. Recovery operations are a significant training opportunity in their own right. Leaders and Soldiers conduct post-field operations as part of their system to ensure they have recovered Soldiers and systems. Post-field operations regenerate the company to its fullest capability.

Recovery plans allow leaders and supervisors to train on additional maintenance and recovery processes in the company. The plans are to recover and reset Soldiers and equipment to operate at a sustained high tempo.

The recovery plan allocates sufficient time for the formation to conduct proper PMCS, recovery services, inventories, property accountability, and inspections. The recovery plan should anticipate and account for the potential for subordinate company elements to fail inspections. Planning the recovery integrates the potential requirement for additional time to correct identified deficiencies.

Leaders train Soldiers through detailed command inspections during the post-field recovery phase. Inspections provide leaders the opportunity to engage and teach Soldiers about maintenance and recovery operations directly. Company leaders use inspections to assess Soldier knowledge of proper recovery maintenance and the level of care Soldiers exhibit for their assigned equipment. They identify shortcomings for future training to enhance recovery operations in support of company readiness. Leaders physically demonstrate the company standard when conducting inspections and accountability.

## **COMPANY LEADER TRAINING ROLES**

Commanders assign roles of primary responsibility to officers for training smaller units. NCOs have direct responsibility for training Soldiers, crews, and small teams. The commander is ultimately responsible for developing training, seamlessly fusing Soldier and leader-training requirements into collective training. The company commander leverages multi-echelon training to help generate training at the individual and the collective level. All unit leaders and NCOs have common training roles, responsibilities, and authorities to develop individual and collective proficiencies.



**Company commander:** The company commander is the officer responsible for all aspects of training and unit readiness. The company commander chairs the weekly training meeting and holds those accountable who attend and participate. The company commander has a moral imperative to be physically present and engaged with his unit at the company-training meeting. The engaged company commander prioritizes the training as the number one company event. The commander's participation reinforces training as the critical link to developing and sustaining a lethal and effective unit. The commander's presence and assessment at company training events develop and enhance unit readiness.

**First sergeant:** The company first sergeant oversees the training of company Soldiers, teams, squads, and crews. The first sergeant is the master trainer within the company as the senior NCO. First sergeants focus on individual training and associated proficiencies. They seek to validate that training nests with the company METs and platoon battle tasks, enabling collective company training. The first sergeant's assessment of the platoon's personnel training strengths and weaknesses facilitates talent management. It also builds cohesive teams in the company.

**Company executive officer:** In conjunction with the first sergeant, the company executive officer extends the message of importance of training and readiness. The executive officer, as an assistant to the company commander, facilitates training with planning, resourcing, and tracking training. The executive officer informs the commander of the company maintenance posture and updates leaders at the training meeting on how maintenance activities will affect pending training. The executive officer also provides the company with awareness of the status of requested external resources. The executive officer also serves to ensure the commitment of land, ammunition, and resources for company training events during the battalion training and resourcing meeting. The resource posture determines the ability to support well-planned and resource-dependent training.

**Platoon leaders:** In close coordination with platoon sergeants, platoon leaders plan, prepare, execute, and evaluate platoon training. The platoon leadership develops the platoon battle tasks. Next, the platoon leadership briefs the company commander, seeking approval. The first sergeant and the company executive officer also participate in the briefing. The briefing is critical to the company command team because the platoon battle tasks help standardize training efforts across the company. The commanders, talking with platoon members, ensure the company leadership synchronizes the directed training tasks. The briefings enable identification of critical training, disruptive issues, training cessation issues, and the resources necessary to support training. Lastly, the platoon battle tasks' approval empowers the platoon leaders and platoon sergeants to exercise disciplined initiative and

supervise training to the squad, team, and crew level. The platoon leadership is accountable for ensuring battle task proficiency.

**Noncommissioned officers:** The NCO Corps is the vital, foundational, and enduring cadre that ensures the appropriate training occurs. The NCOs are accountable for training individual Soldiers, teams, and crews. NCOs train on the approved team, crew, and individual battle tasks and ensure the training directly supports the approved unit METs. Duties include planning, preparing, executing, and evaluating training nested with battle tasks and METs. The NCOs also provide insight and feedback to the company commander on task proficiency. NCOs simultaneously assist with professionally developing the company's officer corps.

NCOs use standards-based and performance-oriented battle-task-focused training. The NCO-led technique is sergeant's training time (STT). Sergeants recognize the value and responsibility of the NCO's primary role in executing individual, team, and crew training. The NCOs are the lynchpin to training Soldiers' individual tasks to standard and training Soldiers in proficiency. They ensure individual Soldier skills integrate toward collective training at the small-unit level. Their training focuses on events and tasks that support the company's METs. Commanders recognize the NCOs' training proficiency and are obligated to allocate time and resources and protect STT from the many tasks, distractors, and external factors that could interrupt effective STT.

**Platoon sergeants:** Along with platoon leaders, platoon sergeants manage and track all aspects of platoon training. Under the guidance of the first sergeant, platoon sergeants plan, develop, and supervise Soldier training. Platoon sergeants also help establish conditions to maximize STT and shield subordinate NCOs from distractors to leverage STT activities.

**Squad, team, and crew leaders:** Squad, team, and crew leaders direct and supervise small unit training. They develop battle tasks that support platoon battle tasks. They engage the platoon leadership to ensure their training nests with the platoon battle tasks as part of their training development. Training discussions enable first sergeants to coach, teach, and mentor their subordinate NCOs. They identify and train the individual tasks, which support their small-unit battle tasks.

## Endnotes

<sup>1</sup> Heinel, Jr., Robert Debs, *Dictionary of Military and Naval Quotations*, Annapolis, Maryland: United States Naval Institute, 1966, 328.

<sup>2</sup> Ibid.

<sup>3</sup> Saum-Manning, Lisa; Krueger, Tracy C.; Lewis, Matthew W.; Leidy, Erin N.; Yamada, Tetsuhiro; Eden, Rick; Lewis, Andrew; Cotto, Ada L.; Haberman, Ryan; Dion, Jr., Robert; Moore, Stacy L. Shurkin, Michael; Lerario, Michael, "Reducing the Time Burdens of Army Company Leaders. Rand Corporation, Santa Monica, CA, copyright 2019, page 23-24.

<sup>4</sup> Field Manual (FM) 7-0, *Training*, 14 June 2021, page 3-2, <https://armypubs.army.mil/ProductMaps/PubForm/FM.aspx>.

<sup>5</sup> Digital Training Management System (DTMS) information on the Army Training Network (ATN) DTMS Knowledge Base, accessed 3 February 2022, [https://atn.army.mil/unit-training-management-\(utm\)-en/dtms-knowledge-base](https://atn.army.mil/unit-training-management-(utm)-en/dtms-knowledge-base).

<sup>6</sup> Ibid.

<sup>7</sup> The ATN splash page, Small Unit Leader Tool and Digital Job Book tabs, accessed March 10, 2022, <https://atn.army.mil/>.

<sup>8</sup> Defense Video and Imagery Distribution System photo identification 5077346, dated 31 January 2019, by SGT James Geelen, 4th Sustainment Brigade Public Affairs Office of training at the Virtual Battlespace 3 (VBS3) simulations center at Fort Carson, CO, <https://www.dvidshub.net/search/?q=Company+Commander+and+First+Sergeant&filter%5Bbranch%5D=Army&view=grid>.

<sup>9</sup> FM 7-0, page 3-9, <https://armypubs.army.mil/ProductMaps/PubForm/FM.aspx>.

<sup>10</sup> Figure 5-2 is a sanitized Company METL Cross walk from CPT Brian McLaughlin, 1ABCT, 31D, Camp Hovey, Korea, 9 October 2020.

## CHAPTER 6

# Maintenance and Equipment

I have never seen a unit that had a super maintenance program unless it put maintenance into the training program and it became an everyday living, breathing, and talking part of what Soldiers do.

– MG Albin Wheeler on maintenance training

### COMPANY MAINTENANCE PROGRAM

Equipment maintenance and supply activities directly affect the company's readiness level for combat operations. Company maintenance operations require a team effort to establish a high level of readiness. Therefore, leaders must emphasize disciplined maintenance to sustain readiness.

The importance of maintenance operations cannot be over-emphasized. Integrate this importance into all leaders to reinforce effective maintenance, regardless of duty position or assignment.

Company leadership has two primary responsibilities for effective maintenance programs. The first is maintaining equipment in a fully mission capable (FMC) status. The second responsibility is to train subordinate leaders, crews, and operators on maintenance operations.

Effective unit maintenance programs are integral to all company activities. The company executive officer, through the commander, ensures that the unit-training plan integrates maintenance. The company leaders ensure services are scheduled and on the training calendar. Company leader oversight with a disciplined emphasis and approach enables high-performing maintenance programs.

The company executive officer is a central figure for maintenance and logistical success in the company. The executive officer and the first sergeant relationship is the second most significant relationship, ensuring company maintenance and logistical success. The executive officer and the first sergeant are successful through continuous maintenance and logistical discussions.

The executive officer or another company lieutenant is typically the maintenance officer, but all leaders must support the company's assigned maintenance operations. The commander must ensure the maintenance officer understands the maintenance program's importance. The company commander articulates the maintenance program expectations to the maintenance officer to ensure agreement of the duty position and standards. Successful leader discussion includes details of the battalion and company maintenance standards, routine maintenance schedules, services, and reports.

Successful maintenance officers are thorough. They know the equipment maintenance status of the company and platoons, including that of vehicles, platforms, and crew-served weapons systems. They know the parts statuses for their equipment and vehicles. The company maintenance officer knows the number of days that pacing items are not FMC. The maintenance officer can articulate and estimate the expected date the pacing item will drop from the deadline report.<sup>1</sup> Pacing items are major weapon systems, aircraft, and other equipment items central to an organization's ability to perform its designated mission. Therefore, these items are subject to continuous monitoring and management at all levels of command.<sup>2</sup> Another way to describe pacing items is that the organization cannot perform the formation's designed and organized duties and tasks without the primary weapons or equipment systems. Pacing items are in Army Regulation (AR) 220-1, *Army Unit Status Reporting and Force Registration: Consolidated Policies*, 15 April 2010.

The maintenance officer also knows the maintenance status of other critical equipment and communications equipment vital to combat success. The maintenance officer reinforces proper preventative maintenance checks and services (PMCS) of all equipment in the company. Additionally, all leaders must know their maintenance status within their echelon and assigned formation.

### **COMMANDER AND LEADER SELF-TEST FOR MAINTENANCE MANAGEMENT COMPETENCE**

Successful company commanders assess their maintenance program and management knowledge within the formation early. Commanders conduct frequent assessments to sustain deliberate and effective maintenance activities.

The Department of the Army Pamphlet (DA PAM) 750-1, *Commander's Maintenance Handbook*, 4 December 2013, is beneficial for a commander and first sergeant.

DA PAM 750-1 provides company leaders with brief highlights for significant maintenance matters that require attention from company leaders. Leaders can access *The Commander's Maintenance Handbook* online at

[https://armypubs.army.mil/productmaps/publicform/details.aspx?pub\\_id=23580](https://armypubs.army.mil/productmaps/publicform/details.aspx?pub_id=23580).

The commander and leader self-test for maintenance management competence comes from DA PAM 750-1, page 2. The leader self-test for maintenance management is a quick assessment of a unit's maintenance program status. Commanders and first sergeants use the self-test to assess maintenance areas needing additional attention or emphasis.

Commanders and leaders must be capable of answering yes to the following questions to ensure that field maintenance operations achieve the mission. Positive answers to these questions serve as benchmarks for successful management, with the following:

- Are junior leaders and Soldiers aware that their mission is to achieve the Army maintenance standard for assigned and attached equipment?
- Do junior leaders and Soldiers provide feedback on good mission performance?
- Do the maintenance personnel have the appropriate training and resourcing to accomplish assigned missions and tasks?
- Have the maintenance operations integrated the Army Materiel Command, Defense Logistics Agency, or local National Guard/Army Reserve maintenance activities to provide maintenance and supply assistance as required?
- Do Soldiers and leaders use maintenance enablers such as The Army Maintenance Management System (TAMMS) and automated information systems to manage operations and report maintenance data?
- Are the standard operating procedures (SOPs) current?
- Is there a prompt return of unserviceable and repairable items through retrograde channels, to the designated addressee or source of repair?
- Are maintenance leaders technically competent to supervise Soldiers and inspect equipment? If not, what is the corrective action?
- Are Soldiers in their appropriate military occupational specialty (MOS) positions? Have they attended schools current with their skill sets (e.g., military occupational specialty H8 recovery, Army Oil Analysis Program [AOAP], test, measurement, and diagnostic equipment [TMDE] training)?
- Has the commander, supervisor, or small-unit leader been in the motor pool and equipment storage area daily and inquired about maintenance operations?
- Is there a positive ownership relationship between the Soldiers and their equipment?
- Do Soldiers know the maintenance system within the organization and comply with requirements to accomplish tasks and objectives?
- Do Soldiers have the necessary resources, including access to technical manuals, to perform maintenance?
- Are incentive awards and similar recognition initiatives part of the maintenance program?

The commander assumed command of a company with low standards and meager achievements. The commander enhanced performance in every aspect of the unit, except for motor pool operations and vehicle maintenance. The unit failed the battalion maintenance inspection twice, which resulted in a tense visit with the battalion commander. The determined company commander assembled the unit leaders and formation to discuss the disappointing outcome of the last two inspections. The commander determined a path and initiated action to reverse the negative trend. The company leadership and noncommissioned officers (NCOs) developed and established a mandatory unit-level maintenance certification course. Each Soldier in the unit, including the company commander and first sergeant, attended the unit maintenance classes. The class instructors reinforced the classroom instruction with a hands-on certification. Everyone took an individually assigned written exam following the certification. If the Soldiers passed the written test, they took a hands-on examination as the final certification. Soldier or leader failure resulted in participating in the course again. The individual had to pass the test and certification. The discipline and knowledge established and sustained through the certification process resulted in the unit passing all battalion-level or higher maintenance inspections. The company's self-developed and enforced course was determined to be so effective that the battalion integrated the company commander's maintenance certification course in the battalion maintenance professional development and certification course.

– Former Company Commander

Commanders, with the executive officer and first sergeant, use 10 percent cyclic inventories to assess the equipment status and maintenance readiness rather than only ensuring physical equipment accountability. Property accountability is only one aspect of evaluating maintenance readiness and availability. Commanders use every maintenance activity as an opportunity to ensure accountability, identify components of end items and basic issue item shortages, as well as assess whether the equipment is FMC. Property and equipment accountability and maintenance readiness are not exclusive but mutually supportive and reinforcing.<sup>3</sup>

## COMPANY MAINTENANCE BATTLE RHYTHM

Companies integrate maintenance into operations as a normal battle rhythm of doing routine things routinely. Leaders reinforce positive maintenance activities through systemic maintenance activities in the battle rhythm. Figure 6-1 is an example of “a way” a maintenance battle rhythm that has been verified and integrated into the troop standard operating procedures. Notice that squadron maintenance events integrate and synchronize with the troop maintenance events to maximize whole troop maintenance operations.

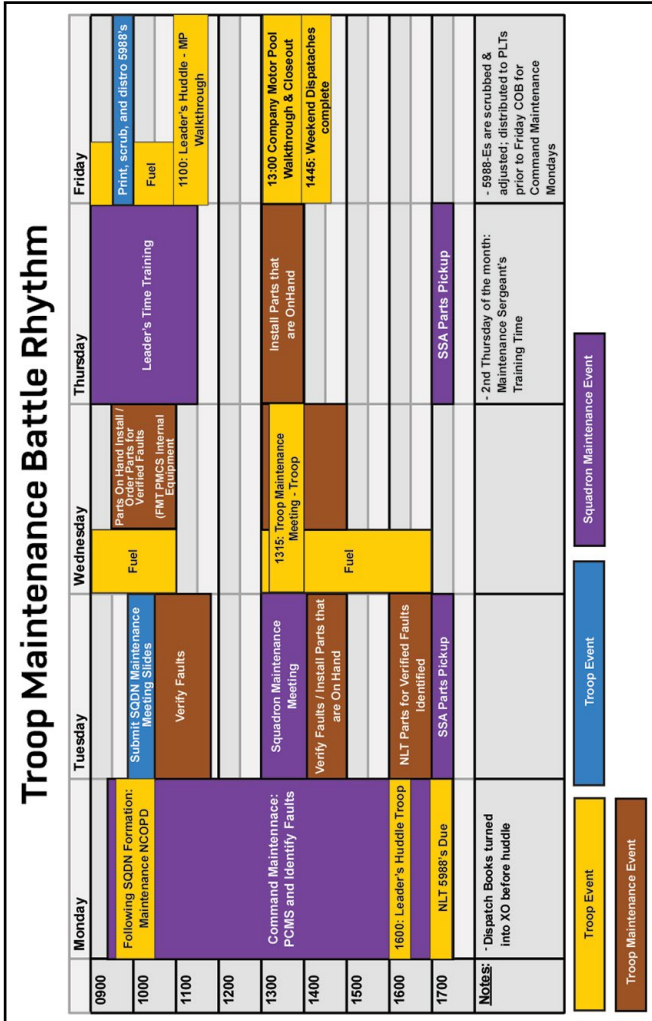


Figure 6-1, Example of a Battle Rhythm “Best Practice”<sup>14</sup>



## **COMPANY MAINTENANCE MEETING**

The company maintenance meeting is a powerful way to enhance and sustain company maintenance. The company leaders use this event to emphasize the importance of maintenance, maintain positive maintenance habits, and focus and synchronize the company maintenance activities as part of the company's system of systems. The meeting can be a formal weekly event or an informal daily event.

The company maintenance meeting focuses on the specified leaders and Soldiers attending. The commander uses this meeting for confirming maintenance activities in detail and assists the maintenance leader with any necessary detailed discussions and coordination with the battalion's executive officer or the battalion's maintenance control officer (MCO). Additionally, the maintenance discussions and cross talk provide detailed information with additional context for the equipment status report (ESR).

Recommended company maintenance meeting attendees include the following:

- Company commander
- First sergeant
- Executive officer
- Platoon leaders/platoon sergeants
- Field service company (FSC) maintenance leader(s): maintenance platoon leader, maintenance control officer, maintenance warrant officer, and maintenance control sergeant
- Company supply representative
- Chemical, biological, radiological, and nuclear (CBRN) NCO or representative
- Unit armorer

The recommended company maintenance agenda should include the following:

- Battalion maintenance priorities
- Company commander issues for 24/48/72 hours
- Company maintenance leader issues
- Reviewing the company ESR:
  - Existing maintenance issue review/update from prior maintenance meetings
  - Current combat power status
  - Class IX parts status
  - Projected combat power resulting from maintenance activities
  - Army Oil Analysis Program (AOAP) requirements
  - Test, measurement, and diagnostic equipment (TMDE) requirements
- Company maintenance priorities of work
- Issue assignment review
- Closing comments

Company leaders frequently conduct a key leader huddle before the first formation to review the daily and weekly key events:

- Review maintenance issues discussed above, as appropriate, during the morning huddle.
- Discuss mechanic training and other administrative activities affecting the maintainers.
- Synchronize and de-conflict issues that disrupt maintenance activities as necessary.

## **MAINTENANCE CHECKS**

The first step toward conducting preventative maintenance, checks, and services (PMCS) is to have the appropriate publications and technical manuals on-site to guide the actual PMCS activities. The second step is to physically open and follow the manuals directing the PMCS systematically. Digital copies of the manuals are not always optimal. Physical copies of the manuals in the hands of the Soldiers ensure the proper sequence of maintenance tasks as part of their execution of required before, during, and after PMCS along with weekly, monthly, quarterly, semi-annual, and annual service operations.

PMCS are foundational to an effective maintenance program. Leaders ensure that Soldiers perform PMCS to standard per applicable technical manuals and annotate faults on the DA 5988-E, *Equipment Maintenance and Inspection Worksheet*, 1 March 1991, or the DA 2404, *Equipment Inspection and Maintenance Worksheet*, 1 February 2011, when DA 5988-Es are unavailable.<sup>5</sup>

Leaders participate in PMCS activities at all levels to supervise PMCS activities proactively. Company leaders supervise and engage Soldiers while they conduct PMCS on equipment. More importantly, leaders should be familiar and trained in performing PMCS for all assigned equipment.

Individual units, or their supporting units, on their own equipment, perform field-level maintenance, repairing company systems in maintenance facilities, motor pools, mobile shops, or the tactical environment. Duties for this level of maintenance include approved field-level modification work orders, fault and failure diagnoses, battle damage assessments and repairs, recovery, calibration, and replacement of damaged or unserviceable parts and components. Other duties include the manufacturing of unavailable critical parts and inspecting, servicing, lubricating, adjusting, and replacing parts, minor assemblies, and subassemblies.<sup>6</sup> Figure 6-2 is recommended maintenance workflow.

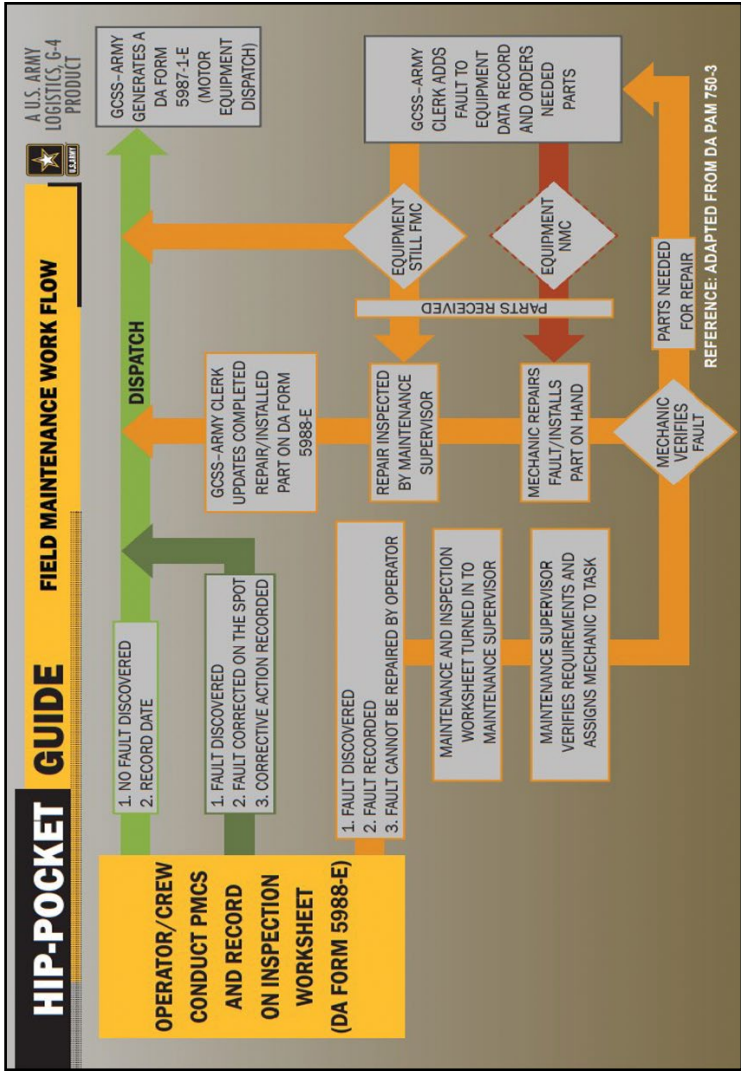
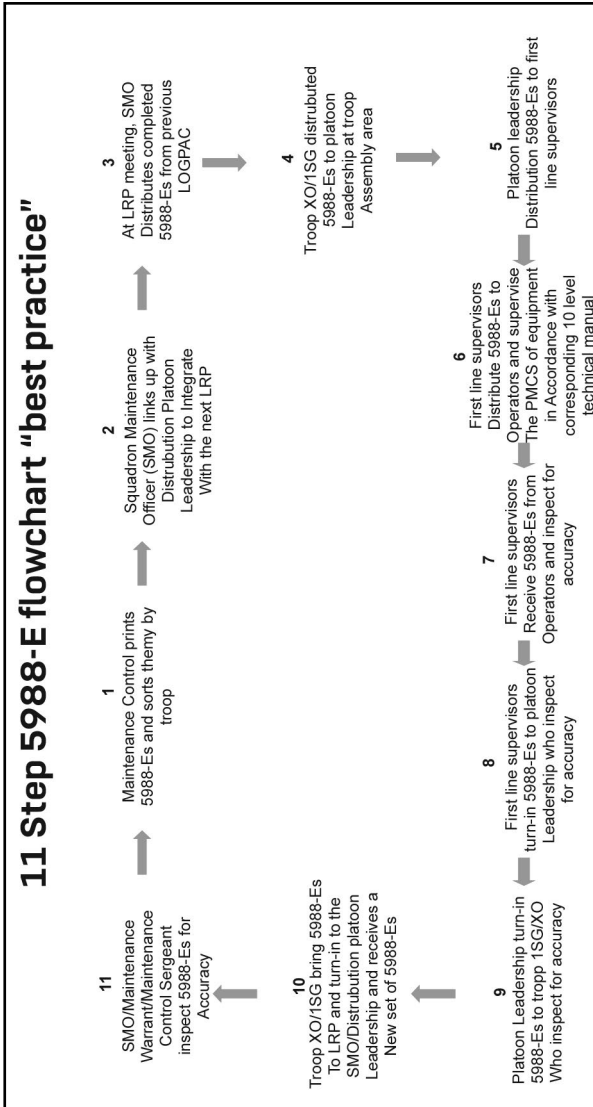


Figure 6-2, DA G-4 5988-E Field Maintenance Work Flow “Best Practice”<sup>7</sup>

Figure 6-3 is the National Training Center (NTC) approved and distributed “Best Practices” flowchart for 5988-E management. NTC developed this flowchart to assist units with 5988-E management while in a field environment where organizations need daily PMCS and updated 5988-Es.



**Figure 6-3, the National Training Center 11 Step 5988-E flowchart “Best Practice”<sup>8</sup>**

The best way to ensure familiarity and proper training is to perform the actual maintenance. An example of integrating maintenance and training is in “Reaffirming Your Command Maintenance Program,” by Captain Eric A. McCoy.<sup>9</sup> Figure 6-4 depicts weekly PMCS.

Commanders must understand the maintenance processes and reports used in the Global Combat Support System-Army (GCSS-A). GCSS-A is currently the management system for equipment and vehicle maintenance. It is the mode in which maintenance leaders requisition parts, track the status of parts, dispatch vehicles, and maintain services records. DA 5988-Es are generated, updated with new faults, and printed from GCSS-A. Vehicles dispatch digitally, or the system can print dispatch paperwork. GCSS-A schedules vehicle and equipment services and maintains the maintenance and service records.

Equipment dispatching is a critical process and tool for commanders to check equipment operations and maintenance procedures. Dispatching provides an opportunity to check in with subordinate leaders and review equipment maintenance records like the DA 5988-E. Commanders and first sergeants should ask pointed questions on equipment status and state of readiness (check DA Form 5988-E). Questions to ask include, how long have identified faults been noted without corrective action? Are parts on order against identified deficiencies? When is equipment anticipated for being FMC? Leader and supervisor oversight of equipment dispatching serves as an additional layer for ensuring vehicles and equipment are operational and safe.

Commanders and senior leaders engage their Soldiers and do not wait for the request for dispatch of equipment to query their Soldiers. They are part of the regular supervision of the maintenance program. The company’s maintenance officer should be able to answer the maintenance questions on equipment assigned to the company as part of the maintenance-management competence test. However, the dispatch procedure is a tool for the command team to check the maintenance program and gain a greater sense of the maintenance activities through the following:

- Visiting the forward support company (FSC) and establishing and maintaining relationships that enhance the maintenance program
- Training and certifying leaders on how to supervise PMCS and conducting professional leader development blocks of instruction and holding leaders accountable
- Keeping command presence in maintenance operations as a vital responsibility

- Using dispatch procedures to check the maintenance program
- Rewarding excellence in maintenance operations

Issues may arise about support from the battalion or FSC maintenance personnel. Company leaders should be involved in ensuring an effective and agreeable solution to the existing problem. Commanders and first sergeants engage their counterparts before issues surface. Support issues are often a matter of miscommunication. These issues are resolved with leadership involvement. Well-established relationships reduce tension between the user and supported formations and are resolved faster through a good working relationship.

### **DELIBERATE VEHICLE/EQUIPMENT SERVICES**

Scheduled services are significant events in maintenance programs. Services are often a training event in themselves. Services may be quarterly, semi-annual, annual, or based on equipment hours of operation. The first step in understanding and managing maintenance services is to know the service requirements for all equipment pieces. There are multiple ways to manage services, but a master calendar depicting service schedules for vehicles, major end-items, and other equipment pieces helps all leaders visualize the service and maintenance requirements. Captured and depicted scheduling becomes more powerful and empowering when this critical information is visualized on the training calendar.

Periodic services frequently require support from battalion and FSC maintenance personnel. Services requiring assistance from other companies in the battalion or the FSC generate competing demands for a limited capability within the same supporting organization. The natural tension created by competing support demands for a limited capability generates an imperative for units to adhere to timelines for scheduled services in a systematic manner.

I had to fight to maintain the support of my field maintenance team. For a tank company, your team is your lifeblood. It is customary for the team to attach to the tank company because our tanks need this for fixing.

– Former Tank Company Commander

Scheduling services can be a delicate balance of competing demands. Company leadership must anticipate other training requirements to contend with completing services on time. Leaders must ensure the service is to standard and prompt while not disrupting other events as much as possible. For example, if service due dates occur during field exercises, services need to be moved forward to complete them before the training and to not be

overdue. Deliberate maintenance service requires coordination with support personnel and synchronization with requirements for other companies in the battalion. Simultaneously, this can be a training event to support a training event (e.g., a multi-echelon training event). Managed and coordinated with senior leadership, the company can conduct maintenance and services in a field environment. A field environment can help identify and resolve maintenance and support issues not anticipated since specific problems may never occur within a garrison environment.

One effective method for managing periodic services is to execute the services collectively. Collective services enable a standardized, detailed, and comprehensive effort of services across a formation. The execution of collective services provides a method towards effectively planning, preparing, managing, and executing the required services. Services at platoon level are at an optimal echelon to conduct collective services and combine the unit focus and effort while simultaneously managing and mitigating various competing demands that distract a formation from accomplishing an essential task. Figure 6-4 depicts platoon maintenance.

GCSS-A allows unit maintenance personnel, such as a maintenance team chief and executive officer, to schedule the service windows for equipment. However, it is wise for the executive officer to cascade equipment services on the calendar over the year so the company is not engaged in servicing equipment all at one time (e.g., scheduling services for 120 M4 rifles over 12 months, so the company only needs to complete 10 each month versus doing all 120 at one time). The other option is to conduct platoon comprehensive services on the weapons at one time.

Service delays and failing to complete services on time are unacceptable. Service delays create a negative ripple with services scheduling and affect all battalion companies and support maintenance units and personnel. The delays in the completion of current services disrupt the schedule of future services. Leaders must ensure the company adheres to service schedules. If the company lags in service timeliness, the formation must make up the time that could further desynchronize planned training.

## **EQUIPMENT STATUS REPORTING, TRACKING, AND MONITORING THE MAINTENANCE STATUS**

The Equipment Status Report (ESR) is the deadline report, and it is a critical maintenance report that displays all equipment that is not mission capable (NMC).<sup>10</sup> It is the most critical report generated by GCSS-A. It inputs maintenance information into the USR. In addition, equipment designated as pacing items constitutes an essential information requirement for company commanders and the company leadership.





**Figure 6-4: Platoon Maintenance Service Preparations<sup>11</sup>**

Company leaders maintain constant visibility and knowledge of the equipment on the ESR. Particular emphasis on ensuring that platoon leaders understand the ESR is vital since not all of them will get the opportunity to serve as an executive officer. The number of days a pacing item and particular piece of equipment has been non-mission capable is a critical reporting requirement for unit readiness, otherwise known as a unit’s operational readiness (OR) rate. The equipment has an established acceptable maintenance standard, as described by the Army. Pacing item equipment has an acceptable time when the particular pacing item must have a fully mission capable status. Failing to maintain fleet standards, often-called “busting fleet,” is a significant event for a unit. Fleet standards are typically collective at the battalion level, but each company contributes to the success of maintaining those standards.

Deadlined vehicles, the status of their parts, and the number of days that equipment has been non-mission capable (NMC) are all included in the ESR. The specific codes for parts tell the part's status and sometimes location in the logistics process. Brief this information in maintenance meetings. Commanders must learn and articulate the data on the ESR because not knowing how to read it could put a commander at a severe disadvantage. GCSS-A is a transparent system where commanders and maintenance leaders at all echelons can pull the ESRs on units to view their OR rates. The maintenance enterprise tracks the ESR from battalion to division level and onward.

Company leadership monitors and tracks all NMC equipment and the number of days NMC equipment has been on the ESR. Leaders anticipate any problems with meeting fleet requirements. If there are potential issues, company commanders coordinate with the battalion executive officer, maintenance personnel, and the battalion commander. The commander and company leadership take all actions to avoid busting the fleet.

Do not omit deadlined equipment on the ESR. There are acceptable reasons for busting the fleet, and leadership must maintain the integrity and accuracy of reporting inoperable pacing items. Do not delay in reporting deadlined equipment. Commanders report per established standards. Remaining truthful in reporting, establishing good maintenance practices, and holding the unit accountable will relieve any temptation to "make the slides green" (inaccurately positively report) when it comes to maintenance. Do not put professional and personal reputations at risk. It is neither easy nor quick to repair an integrity violation and lost trust.

Leaders depend on accurate and truthful reporting to allocate resources and fix problems. Senior leaders cannot help resolve issues if they are unaware of them, which may include more significant systemic issues than company leadership can fix. However, senior leaders can assist in resolving maintenance issues. The senior leaders can access the necessary resources or the correct personnel in the maintenance enterprise to fix maintenance issues efficiently.

A good maintenance culture protects services on the training calendar, like any training event. Units with lackluster maintenance programs cut services short or complete half of the required service tasks. A unit like this has a more challenging time keeping NMC pacers off the ESR and busts fleet more frequently. The result is that the Soldiers suffer as they will be working late nights and weekends to install parts and bring vehicles back to FMC status.

Your “rock and a hard place” in a tank company are services and gunnery. When you are not at gunnery training, you are servicing tanks. It made sense that the tank was the steel beast you rode into battle and it was your home. If your beast could not get to the fight, then you were useless. Therefore, there is a sense of crew pride in maintaining your tank. There is pride in qualifying on gunnery table VI on your beast and earning the right to name it, the right to paint the name on the gun, and the right to display the name on the gun tube for all to see.

– Former Tank Commander

Certain specified vehicles in the Army inventory must participate in the Army Oil Analysis Program (AOAP). There is a need for oil samples periodically from the vehicles for analysis. The management of the AOAP is generally at the battalion level. Maintenance leaders will notify companies about from which vehicle the oil samples come. Proactive supervision with identifying an aggressive AOAP monitor in the company can reduce the number of significant maintenance events. The company that designates a capable Soldier can track and manage the program at the company level.

Efficient company leaders establish systems that track and record maintenance performance. The leaders who create and manage the systems on reporting requirements, regulations, and policies ensure the program remains focused on what is essential for the company and higher formations. Leaders should periodically review and update systems as necessary to maintain an effective maintenance program. When maintenance program elements integrate with associated systems and training meetings, the result is a well informed and maintenance disciplined formation able to sustain company operations.

## **TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT**

Company commanders and leaders in formations with platforms and equipment with the associated test, measurement, and diagnostic equipment (TMDE) must establish a system or program to manage their TMDE. Commanders have specific requirements for anticipating, identifying, supporting, and certifying their TMDE. TMDE requirements exist to ensure proper calibration for safe platform and equipment operations as specified by AR 750-43, *Army Test, Measurement, and Diagnostic Equipment*, 24 January 2014.<sup>12</sup>

The brigades and battalions manage TMDE but this does not relieve company commanders of their maintenance responsibilities. Company maintenance leaders identify, manage, and monitor TMDE, requiring calibration and repair support to ensure compliance with maintenance requirements.<sup>13</sup> Company leaders ensure that Soldiers understand the importance of TMDE and utilize proper care and accountability of the equipment.

Company leadership familiarity with the battalion maintenance SOP is necessary. Leaders who understand and enforce SOPs help incorporate systems that maximize maintenance effectiveness. Company leaders should also ensure the company's Soldiers are familiar with and apply effective maintenance SOPs. Leaders should supervise and enforce the SOPs during maintenance operations.

Company leadership should conduct semi-annual or annual SOP reviews as well. Leaders should propose and be open to suggested changes to enhance overall effectiveness. There is an enhanced need for company SOPs and policies only if necessary to address topics inadequately addressed within the battalion SOP. One key point to remember is to avoid redundancy of SOPs since this frequently leads to confusion between existing SOPs within the battalion.

## **MAINTENANCE STANDARD OPERATING PROCEDURES**

Having been a company commander in a light unit and field grade officer in a heavy unit, if I had known or used the operating procedures of maintenance Mondays, commander maintenance meetings, and enforcement of basic maintenance training, my days as a light commander would have been better served and made the unit more lethal. I have found that units with smaller equipment footprints think they can “hand wave” maintenance and its importance. This idea could not be further from the truth. Soldiers and leaders at all levels must instill good maintenance standards for the betterment of the entire Army.

– Former Field Grade Officer

## **REWARDS AND RECOGNITION**

Company commanders need to reward and recognize Soldiers and leaders for success and outstanding performance in a maintenance program. They use maintenance awards as a tool to emphasize the necessity of high-quality maintenance. Commanders use public awards to emphasize maintenance messaging while reinforcing the maintenance program's importance. During the awards presentation, leader recognition of maintenance achievement allows leaders to demonstrate how high-performing maintenance activities enhance unit readiness, lethality, and effectiveness.<sup>14</sup> For more information on awards, refer to AR 600-8-22, *Military Awards*, 5 March 2019, for Driver and Mechanic Badge awards in the maintenance field.

The important takeaway for maintenance is that it takes time. Maintenance is as deliberate an effort to plan and execute as any event. Units that sacrifice maintenance for training find themselves with a significant number of their equipment on the deadline report and the unit is combat ineffective.

## Endnotes

- <sup>1</sup> Department of the Army Pamphlet (DA Pam) 750-1, *Commander's Maintenance Handbook*, December 2013, [https://armypubs.army.mil/productmaps/publicform/details.aspx?pub\\_id=23580](https://armypubs.army.mil/productmaps/publicform/details.aspx?pub_id=23580), see also, <https://cascom.army.mil/asrp/> to access Logistics Battle Book for BCT and the Command Maintenance Discipline Program website (requires CAC credentials).
- <sup>2</sup> AR 220-1, *Army Unit Status Reporting*, 15 April 2010, page 99, [https://armypubs.army.mil/epubs/dr\\_pubs/dr\\_a/pdf/web/r220\\_1.pdf](https://armypubs.army.mil/epubs/dr_pubs/dr_a/pdf/web/r220_1.pdf).
- <sup>3</sup> Army Regulation (AR) 735-5, *Property Accountability Policies*, 9 November 2016, Chapter 13, page 51, has more on Financial Liability Investigations of Property Loss (FLIPL), <https://armypubs.army.mil/productmaps/pubform/ar.aspx>.
- <sup>4</sup> Example Troop Maintenance Battle Rhythm, courtesy Dark Horse Troop, 1ABCT, 3ID, Camp Hovey, Korea, 11 January 2021.
- <sup>5</sup> DA Form 5988-E, *Equipment Maintenance and Inspection Worksheet*, 1 March, 1991, [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=53805](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=53805). (NOTE: item only produced in electronic media.)  
DA Form 2404, *Equipment Inspection and Maintenance Worksheet*, 1 February, 2011, [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=1388](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=1388).
- <sup>6</sup> DA Pamphlet 750-3, *Soldiers' Guide for Field Maintenance Operations*, 18 September 2013, page 1 thru 3, [https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB\\_ID=83495](https://armypubs.army.mil/ProductMaps/PubForm/Details.aspx?PUB_ID=83495).
- <sup>7</sup> Ibid, page 5.
- <sup>8</sup> The National Training Center (NTC) approved 11 Step 5988-E flowchart "Best Practice," The flowchart is a supporting document to the NTC Commander of Operations Group approved paper "Maintaining at Pace," March, 2020.
- <sup>9</sup> McCoy, Eric A., CPT, "Reaffirming Your Command Maintenance Program," *Army Logistician*, Volume 38, Issue 3, May-June 2006.
- <sup>10</sup> DA Form 2406, *Materiel Condition Status Report*, 1 April, 1993, [https://armypubs.army.mil/pub/eforms/DR\\_a/pdf/A2406.pdf](https://armypubs.army.mil/pub/eforms/DR_a/pdf/A2406.pdf).
- <sup>11</sup> Photo provided by CPT Brian McLaughlin, 1ABCT, 3ID, Camp Hovey, Korea, 11 January 2021.
- <sup>12</sup> AR 750-43, *Army Test, Measurement, and Diagnostic Equipment*, 24 January 2014, page 3, paragraph 2-10, [https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/r750\\_43.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/r750_43.pdf).
- <sup>13</sup> Ibid, page 27, paragraph 6-8.
- <sup>14</sup> AR 600-8-22, *Military Awards*, 5 March 2019, page 120, paragraph 8-20, <https://armypubs.army.mil/productmaps/pubform/ar.aspx>.

## APPENDIX A

# Training Management

### TRAINING PROFICIENCY AND TRAINING MANAGEMENT SYSTEMS

Appendix A provides an overview of training proficiency and proficiency ratings, Army training management systems, and the web links to the current training management sites.

### TRAINING PROFICIENCY AND PROFICIENCY RATINGS

Soldiers and units train to achieve the standard on individual and collective tasks. Training proficiency measures how well a unit or individual performs those tasks against a known and approved standard. The same individual and collective standards are for evaluating Soldiers and units. Soldiers trained to accomplish individual tasks to standard perform better and demonstrate higher collective performance. Units that demonstrate a higher level of individual task proficiency enable the team to perform complex tasks to greater efficiency.

**Individual training proficiency:** Military occupational specialty tasks at the corresponding skill level provide one measurement of Soldier training proficiency. Soldier skill sets and their ability to perform warrior (common) tasks and battle drills are additional measurements. Individual weapons qualifications are a third measurement helping leaders assess Soldier training proficiency.

Individual task proficiency receives a rating of either GO or NO-GO. The training and evaluation outlines (T&EOs) list individual task standards. T&EOs are available on the Army Training Network (ATN) website and other proponent publications.<sup>1</sup>

Trainers and evaluators assign individual task proficiency ratings based on observed performance of individual tasks utilizing the T&EO as the training standard.<sup>2</sup>

Skilled and proficient Soldiers set the conditions necessary for units to perform complex tasks. Complex tasks are typically a collective of individual tasks. The individual T&EOs establish the foundation for complex task achievement. The individual tasks contribute to the primary and supporting mission essential tasks.

**Collective training proficiency:** Performance of mission essential tasks, battle tasks, and other collective tasks is a measurement of unit-level training. Soldiers operating crew-served and platform weapons systems,

while performing unit collective tasks, enable assessment of the individual proficiencies. Abrams, Bradley, and Paladin crew drills require crewmembers to complete individual tasks necessary for the correct employment and operation of the weapons platform. These individual tasks conducted sequentially enable the weapon platform to operate correctly, efficiently, and safely. Simultaneously, qualification on crew-served weapons, special-purpose weapons, and crew platforms are required to achieve higher echelon collective training requirements. Examples of this are certification in higher gunnery tables or collective training like Combined Arms Live Fire Exercises (CALFEX).<sup>3</sup>

**Mission essential task (MET):** METs are the primary collective tasks linked to unit capabilities or an assigned mission at the company level and higher echelons. A MET is a collective task on which an organization trains to be proficient and is essential for mission accomplishment. The unit design, capabilities, and mission determine the standard MET.<sup>4</sup>

**Mission essential task list (METL):** Unit METs are part of a list. A list of unit METs is a mission essential task list (METL). A METL is a tailored group of METs focused on required collective tasks. Units train to METL. The METL is the document that guides unit training. The lowest level for a formal METL is at the company level.<sup>5</sup>

**Headquarters, Department of the Army (HQDA) Standard Mission Essential Task List:** A unit without an assigned mission by HQDA, a combatant command, or Army operations command headquarters (e.g., United States Army, Pacific) trains to its HQDA standard METL. These standard METLs represent the collective tasks that directly align with the unit's designed capabilities. HQDA standard METLs are for training readiness purposes.<sup>6</sup>

**Weapon system proficiency:** Appropriate doctrinal references determine weapon-system qualification standards (individual, crew-served, and platform). Training circulars (TCs), field manuals (FMs), and proponent (Center of Excellence) publications specify qualification standards. The qualification standards are on the Army Publishing Directorate (APD) website at <https://armypubs.army.mil/>.

For additional information, go to TC 3-20.0, *Integrated Weapons Training Strategy* (IWTS), 18 June 2019.<sup>7</sup>

**Collective task proficiency ratings:** Collective task standards are also in T&EOs, available on the ATN website and in other proponent publications. Record performance results on the T&EO for the commander.

**Collective live-fire task proficiency:** Live-fire task proficiency standards are on the T&EO under the task standards. The commander, two echelons above

the evaluated unit, selects the collective tasks to assess as part of the live-fire proficiency evaluation.

**Battle tasks:** Platoon and lower echelons do not have METs or a METL. A battle task is a collective task on which elements up to a platoon level train and directly support a company MET. A battle task is a platoon or lower echelon collective task that is crucial to accomplish a company, battery, or troop mission-essential task. A battle task can include supporting collective tasks. The company commander approves battle tasks. The platoon leader and the platoon sergeant use the company METs and METL to conduct a mission analysis to determine the appropriate platoon battle task that best supports the company METs.

## **COLLECTIVE PROFICIENCY MEASUREMENT**

Army collective task proficiency measurements include advanced task proficiency, basic task proficiency, and inability to perform the task. Unit training readiness ties directly to the commander's assessment of reportable proficiencies as specified by Army Regulation (AR) 220-1, *Army Unit Status Reporting and Force Registration – Consolidated Policies*, 15 April 2010. Evaluate task proficiency with the evaluator and assess by the commander. Commanders refer to evaluator-completed T&EOs and other sources of feedback to make an objective assessment of the unit's ability to perform tasks to the standard.<sup>8</sup>

## **COLLECTIVE PROFICIENCY RATINGS<sup>9</sup>**

**T** (trained = advanced task proficiency): A unit rates as trained if rated at a T proficiency rating. Attainment of task proficiency to the Army standard means the unit is free of any significant shortcomings. Collective unit T ratings result from external evaluations. The external evaluations of the tasks performed must meet the requirements outlined in the T&EO per the task-evaluation criteria matrix for a T rating.

**P** (practiced = basic task proficiency): A unit rates as practiced if rated a P proficiency rating. The unit has attained basic task proficiency with shortcomings. The unit's shortcomings may require significant training to meet the Army standard. There is no external evaluation of tasks to achieve a P, but the unit meets the remaining requirements outlined in the T&EO per the objective task-evaluation criteria matrix.

**U** (untrained = cannot perform the task): A U proficiency rating means a unit is untrained. The unit cannot perform the task and requires complete training on the task to achieve the Army standard.



## **TRAINING MANAGEMENT SYSTEMS**

The Army has training management systems established to assist company commanders, first sergeants, training officers, platoon leaders and sergeants, and NCOs. These systems are continuously evolving and are interactive. Accessing many of these systems requires a common access card (CAC) for the various training management systems.

Successful company leaders explore training management systems before assuming senior company positions. Access to some training systems requires an individual to receive approval from a battalion or brigade training authority because of actual standardized METL on the system associated with readiness. Future company commanders engage the operations (training) section to gain access and utilize training programs embedded in various training systems. The more company leaders learn and understand these systems, the easier it is for them to quickly harness and leverage these systems to train the formation.

## **THE ARMY TRAINING MANAGEMENT SYSTEM**

The Army Training Management System (ATMS) is the current Army enterprise-level program. ATMS automates management and recording of individual and unit training. ATMS consists of the web-based applications and centralized databases of the Army Training Network (ATN), the Combined Arms Training Strategy (CATS), and the Digital Training Management System (DTMS).<sup>10</sup> The Army ATMS suite of applications automates routine command, unit, institutional, and individual training and processes. The suite of training management systems directly supports Army training doctrine.

## **THE ARMY TRAINING NETWORK**

The ATN portal enables the user access to doctrine and unit training management (UTM) along with training enablers such as the DTMS, CATS, and HQDA standardized METLs. The ATN also provides a small unit leader tool, a digital job book, individual and collective tasks, platoon tasks, and platoon T&EOs. These links are on the ATN splash page. The ATN also provides training resources such as training products, videos, collaboration sites, etc.

The ATN is available at <https://atn.army.mil/>.

UTM training modules and lesson plans are available at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management](https://atn.army.mil/unit-training-management-(utm)/unit-training-management).

Leaders can request a UTM mobile training team on-line at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management/request-a-utm-mtt-for-your-unit](https://atn.army.mil/unit-training-management-(utm)/unit-training-management/request-a-utm-mtt-for-your-unit).

The ATN Unit Training Management site at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management-\(utm\)](https://atn.army.mil/unit-training-management-(utm)/unit-training-management-(utm)) has a Power Point overview.

The overview is located on the upper right hand side under UTM Lessons titled as “UTM MTT (mobile training team) FM 7-0, *Training*, 14 June 2021, Master Slide Deck” for additional information on the UTM process.

## **DIGITAL TRAINING MANAGEMENT SYSTEM**

DTMS is the Army’s system of record for training. DTMS captures planned and completed training from the individual Soldier to the unit level. As a result, DTMS provides leaders with a comprehensive view of the current unit training status at all echelons. In addition, DTMS allows users to develop, record, and modify training strategies.<sup>11</sup>

DTMS enables leaders to assess and record training. The DTMS reports training automatically to the Net Unit Status Report (NetUSR). Department of the Army (DA) mandatory inputs into DTMS are the METL assessment. The METL assessment goes to NetUSR via the Defense Readiness Reporting System-Army. Training information captured includes weapons qualification (individual, crew-served, and platform), collective live-fire echelon gate exercises, individual training records, the Army Physical Fitness Test, and Soldier height/weight information.

DTMS is available at <https://dtms.army.mil/>. DTMS Leaders Dashboard is available at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management](https://atn.army.mil/unit-training-management-(utm)/unit-training-management).

The DTMS manager’s course mobile training team is available at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management/request-dtms-manager-training-at-your-location](https://atn.army.mil/unit-training-management-(utm)/unit-training-management/request-dtms-manager-training-at-your-location).

The DTMS manager’s course is also available at Fort Leavenworth, KS. Information on the Fort Leavenworth course is available at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management/request-attendance-todtms-manager-course-at-Fort-l](https://atn.army.mil/unit-training-management-(utm)/unit-training-management/request-attendance-todtms-manager-course-at-Fort-l).

## **COMBINED ARMS TRAINING STRATEGY<sup>12</sup>**

The Combined Arms Training Strategy (CATS) planning tool enables leaders to synchronize vital information and data necessary to develop a comprehensive training plan that leaders can synchronize with readiness requirements. The CATS planning tool uses three primary sources of information to help the company command team develop a tailored unit-training plan (UTP) within their training cycle date ranges. These sources include doctrine, collective tasks, and T&EO data (mission, function, capability, personnel, and equipment). The sources integrate into the development of the training plan for the commander. The sources are modifiable to reflect the commander’s dialogueues, changing environments, and ongoing assessments. The tool uses this data to reveal all the collective tasks and training events (including frequency and duration) necessary to train a unit to perform its selected

mission, capabilities, and functions. The result is a modifiable UTP to reflect command team feedback, changing environments, and ongoing assessments.

CATS is available at <https://atn.army.mil/ATNPortalUI/CATS/>. In addition, a CATS 101 Brief is available at [https://atn.army.mil/unit-training-management-\(utm\)-en/cats-knowledge-base](https://atn.army.mil/unit-training-management-(utm)-en/cats-knowledge-base).

See UTM for information on using CATS, available at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management](https://atn.army.mil/unit-training-management-(utm)/unit-training-management).

### **ADDITIONAL RESOURCES FOR TRAINERS**

Additional resources for trainers to leverage and integrate into training include:

- The Central Army Registry (CAR) is a web-based digital catalog and repository. The CAR can serve the Warfighter as a one-stop source for training-related products. Products available on the CAR include doctrine, published tasks, TCs, training support packages (TSPs), and graphic training aids (GTAs).
- The CAR is available at <https://atiam.train.army.mil/catalog/dashboard>.
- The Combined Arms Doctrine Directorate (CADD) is responsible for developing and publishing doctrine on the APD site. CADD is the Army's one source for the most timely and relevant doctrine. CADD ensures that the doctrine is current, relevant, and clearly written.
- CADD is available at <https://usacac.army.mil/organizations/mccoe/cadd>.
- The APD is the Army's centralized departmental publishing organization supporting readiness. APD manages and authenticates along with indexing, sustainment, and procurement for printing. Additionally, APD distributes publications, forms, and digital media. The APD provides ADPs, FMs, TCs, Technical Manuals (TMs), and GTAs, to name a few products. These products are in digital formatting and available for download directly from the APD site.
- The APD site is available at <https://armypubs.army.mil/>.
- The Center for Army Lessons Learned (CALL) is the Army's source for adaptive learning based on lessons and best practices from the Army. CALL publishes handbooks, newsletters, and other products.
- The CALL site is available at <https://www.army.mil/call>. CALL has a restricted site that requires a CAC card to access. Previous CALL publications are available for download directly from the site.

## THE TRAINING AND EVALUATION OUTLINE

The T&EO is the Army's source for individual and collective task training standards. The training and evaluation outline is a summary document that provides performance and proficiency standards for individual and collective tasks.<sup>13</sup> The T&EO consists of the major procedures units and individuals must accomplish to perform a task to standard. A collective task T&EO also describes the unit performance requirements under the training environment conditions.

The T&EO document is a powerful training document that focuses training on the critical tasks supporting battle task-focused training requirements. The responsible Center of Excellence (COE) proponent develops, approves, and publishes the T&EOs. The T&EO reduces any potential confusion about the tasks and proficiency standards required for individual and collective training. The T&EO provides commanders, leaders, and NCOs the tasks and task-accomplishment standards necessary to enhance training proficiency. The T&EO establishes the task, conditions, and standards essential for leaders in assessing individual and unit readiness.

FM 7-0, *Training*, 14 June 2021, has a dedicated appendix (Appendix D: Training and Evaluation Outlines) to the T&EO. For details of each sub-component of the T&EO, go to the ATN.

Training events provide the opportunity for Soldiers and formations to develop, improve, and enhance their knowledge and skills at the individual and collective level. Leaders strive to achieve the Army standard for tasks trained on during every training opportunity. During training events, leaders and evaluators use the T&EO to measure observed task proficiency. Completed T&EOs form the backbone of feedback for company commanders and first sergeants. Company leadership can review T&EO assessments at weekly training meetings. The T&EOs provide the commander with the necessary objective evaluations to assess unit training proficiency and ultimately assess training readiness.

T&EOs have three primary purposes which are the following:

- Trainers use T&EOs to prepare and practice task execution. In addition, T&EOs helps to educate and familiarize Soldiers with requirements and standards.
- Evaluators use T&EOs to observe and evaluate task performance.
- Commanders use T&EOs to help assess collective task proficiency as part of the feedback.

Leaders who invest their time reading, learning, and understanding T&EOs are better prepared to plan, execute, and assess training. Leaders should

explore one of the official repositories to access currently approved T&EOs. The T&EOs are for use in training operations. Below are links to various repositories with access to T&EOs. A CAC is required to access the following sites:

- T&EO overview and T&EO utilization are at [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management#TEO](https://atn.army.mil/unit-training-management-(utm)/unit-training-management#TEO)
- ATN is at <https://atn.army.mil/>
- DTMS is at <https://dtms.army.mil/>
- CATS is at <https://atn.army.mil/ATNPortalUI/CATS/>
- CAR is at <https://atiam.train.army.mil/catalog/dashboard/>

### Endnotes

<sup>1</sup> See, Army Training Network, <https://atn.army.mil> and Field Manual (FM) 7-0, *Training*, 14 June 2021, Appendix C, page C-4.

<sup>2</sup> FM 7-0, Appendix D, page D-1.

<sup>3</sup> See, Army Training Network, <https://atn.army.mil/>; see also FM 7-0, Appendix I.

<sup>4</sup> FM 7-0, page 2-1.

<sup>5</sup> Ibid.

<sup>6</sup> See, Army Regulation (AR) 220-1, *Army Unit Status Reporting and Force Registration: Consolidated Policies*, 15 April 2010.

<sup>7</sup> For additional information on standards for individual, crew-served, special purpose, and crew platform see, Training Circular (TC) 3-20.0, *Integrated Weapons Training Strategy (IWTS)*, 18 June 2019.

<sup>8</sup> See, Training and Evaluation Outlines (T&EOs) on the Army Training Network (ATN) at [training-and-evaluation-outlines.pdf](https://atn.army.mil/training-and-evaluation-outlines.pdf) (army.mil).

<sup>9</sup> FM 7-0, page 1-1.

<sup>10</sup> See, Army Training Network, <https://atn.army.mil/>, the splash page contains links to supporting training sites.

<sup>11</sup> Digital Training Management System, <https://dtms.army.mil/>.

<sup>12</sup> Combined Arms Training Strategy (CATS) knowledge splash page contains links for briefings, information, and planning tools, located at [https://atn.army.mil/unit-training-management-\(utm\)-en/cats-knowledge-base](https://atn.army.mil/unit-training-management-(utm)-en/cats-knowledge-base).

<sup>13</sup> FM 7-0, Appendix D, page D-1.

## APPENDIX B

# Crisis Management

Leadership involves solving problems. The day Soldiers stop bringing you their problems is the day you have stopped leading them.

– GEN Colin Powell<sup>1</sup>

Company command involves an array of unit functions and Soldier activities. Soldiers and their families have their own lives outside of the Army, and their personal lives will overlap and affect the unit in unexpected ways. Negative things will happen to the company. The question remains, will the company commander and first sergeant be mentally and emotionally prepared to successfully resolve Soldiers' and families' difficult challenges?

### **FAVORABLE CONDITIONS SETTING FOR CRISIS MANAGEMENT**

Company leaders face crisis management all the time. Proactive commanders integrate crisis management into their leadership philosophy and vision. Company leaders conduct crisis management discussions to assist leaders and Soldiers in understanding how the leader will approach problem solving. Crisis management dialogue before an event will help Soldiers with a sense of steadiness and understanding in how to address the problem or challenge.<sup>2</sup>

Do not overreact, especially to bad news. You can usually tell when a platoon sergeant or leader brings you news of a poor decision, an accident, or serious misconduct. Suppose your immediate response talks about the way forward and expresses your continued confidence in them. In that case, it affects their view of the situation and permeates their unit's reaction. Of course, you can always escalate your rhetoric or anger later, but it is tough to take words back. A corollary to this is, "An urgent messenger does not require an urgent decision." I see this as especially true with personnel actions.

– Former Company Commander

The company commander and first sergeant behaviors establish company expectations. Erratic and unpredictable behavior from bad news creates uncertainty for subordinate leaders and Soldiers alike. Conversely, calm and deliberate leaders instill trust in junior leaders while reinforcing stability and confidence in the company. Professional leaders do not impart their frustration with the higher command into the formation.

A calm and steady leadership focus on the current array of competing demands while analyzing the shifting number of tasks injects a sense of purpose and dedication. The unit will handle change and erratic priorities with a strong sense of mission accomplishment while prioritizing the essential activities. The team will respond positively, knowing that the leadership will remain steadfast during disruptive occurrences.

### **CRISIS MANAGEMENT AND EXPECTATION MANAGEMENT**

Crisis management and the definition of what constitutes a crisis are part of command team priorities. Identifying the issues that require attention reinforces the command focus on priorities. The command team should describe the vital topics at the company and battalion level. The outbound commander should discuss these issues with the incoming commander. The two commanders should discuss what to do when bad things happen. The outbound commander should review the two standardized serious incident report (SIR) binders created for the inbound company commander. One SIR binder remains at the office. The other binder goes home with the latest commander's critical information report (CCIR), reporting formats, and key leader contact information.

The battalion and brigade teams will provide further clarity and specify events they consider a crisis. These issues have reporting criteria with precise information requirements for submission in the report. The report will be elevated to the appropriate echelon for awareness through command channels. Commanders recognize that not all information will be readily available based on the event, the time of occurrence, and other factors that may inhibit an immediate and detailed accurate report. The company leadership must tirelessly and continuously update and refine awareness through constant coordinated discourse.

During my first command, I felt like I was drowning in the wave of on-the-job training that comes in the wake of things like congressional letters, DUIs, arrests, suicide prevention, etc. By my second command, I had a smart book with all the regulations, policies, and action checklists, which allowed effectiveness. I recommend building a book like that before you take command. The *Commander and First Sergeant's Quick Reference Guide to Army Regulations* is a great place to start. The guide and my own battle rhythm are in the company commander forum.<sup>3</sup>

– Former Company Commander

A crisis may occur in many forms with variations. The list below may serve as a format for structuring discussions and reports. Establishing a standard operating procedure (SOP) for addressing various problems will reduce the amount of time expended in determining the following appropriate action. Standardized reports like the SOPs, the SIR, and leadership protocols are cross-walked to ensure that the reports are clear and precise. Some suggested topics and battle drills include the following:

- Death, serious injury, or hospitalization of a Soldier/family member
- Sensitive items accountability and reporting
- Operations security violations (information technology) with security violations in:
  - Arms rooms
  - Motor pool
  - Company/unit offices
  - Barracks
- Discipline issues with the following:
  - Any Soldier arrested
  - Illegal drug use
  - Driving under the influence/while intoxicated
  - Underage drinking
  - Domestic violence



- Theft/burglary
- Inappropriate relationships
- Absent without leave
- Sexual harassment/assault
- Equal opportunity/equal employment opportunity complaints
- Congressional investigations and inquiries
- Media inquiries and negative media stories about the unit

Maintaining contact information for the key battalion staff and other company command teams is essential for notifying the chain of command. Soldiers are frequently in serious incidents with other Soldiers within the unit. Commanders and staff must discuss and rehearse reporting formats and procedures for prompt reporting.

Initial reports are frequently short of critical information. Commanders require quick notification so bad news does not worsen with time. Additional reporting with refined details can follow, but brigade and battalion leaders need to hear it first from the company leaders.

Communications plans and phone rosters are critical to prompt communications with senior leaders while meeting the reporting requirements. Maintaining rosters digitally and in analog form is good if electronic devices fail or are unavailable. Retain copies at multiple locations for quick reference. Remember that phone rosters contain controlled unclassified information of which leaders and Soldiers must maintain positive control. This type of information is not for release outside official channels to individuals outside the unit.

The contact rosters should include critical individuals and agencies with the associated resources. Local installations frequently conduct company pre-command courses for company-grade officers before assuming command. Pre-command courses inform commanders of the available organizations and resources to assist with issues. Check with the installation for the consolidated list of available organizations and resources. The list below serves as a good start for contact points and numbers including the following contacts:

- Suicide prevention
- Platoon leaders/platoon sergeants
- Company commander/first sergeant
- Battalion commander/command sergeant major
- Brigade commander/command sergeant major
- Battalion/brigade/division staff duty officer/noncommissioned officer
- Legal advisor/staff judge advocate (SJA)
- Military police station
- Local police station
- Local hospitals
- Casualty assistance office
- Brigade/division public affairs officer (PAO)
- Army Community Service (ACS) multiple emergency assistance agencies reside under ACS auspices

## **REPORTING REQUIREMENTS**

The company commander and the first sergeant should review report formats with the information requirements. The battalion command team and the executive officer receive reporting requirement questions for clarity.

Consolidations and quick access to the reports enable the company command to articulate the necessary information reporting requirements. Report formats created before an event ensures timely reporting. Pre-formatted reports allow greater accuracy and potential completeness, particularly with early reporting, and the situation is immature.

As a two-time company commander, I, unfortunately, had many instances where I had to call my battalion commander about bad news. I found that reporting in garrison was no different from reporting in combat. My battle drill was first to call the subordinate leadership and get as much initial information as possible, then call my first sergeant and go over any additional information. Next, I would call the battalion commander as quickly as possible to give an initial report. Every unit will have its format on capturing the information in an analog form. However, giving your boss a good concise initial picture of the situation and what you will do next quickly builds trust and confidence. Remember, the battalion commanders have phone calls they need to make to the brigade commander and the brigade commander to the division commander.

– Former Company Commander

## **REPORT INFORMATION SENSITIVITY AND SOLDIER RIGHTS**

Reporting requirements for a SIR contain sensitive information. Health and medical information has protection under the Health Insurance Portability and Accountability Act (HIPAA) and are not for public distribution. The company command has a right to the information based on their authority and responsibility to care for and support Soldiers. Soldiers and their families also have a legal right to protect their sensitive information. Commanders and first sergeants must guard that information carefully.

Media outlets and other agencies will attempt to gather information. Leadership should also be sensitive that media and others will garner information through Soldiers and gossip. Company leadership must reinforce information discipline with the formation. This especially applies to Soldier conduct on social media. Leadership instills information discipline and refers all requests and information inquiries to senior leadership and the PAO. Leaders must always confirm the identities of various sources requesting information. Company commanders and first sergeants should seek the advice of the battalion command, the PAO, and potentially even the legal team of the SJA before releasing any information.

Commanders need to remind their formations that they are responsible for their actions on social media. When it comes to crises in the unit and information sensitivity, Soldiers should refrain from posting anything regarding the situation on social media. Not only can it detract from good order and discipline, but also it could cause an undue burden to those involved. A prime example is the death of a Soldier in the unit. That Soldier's family is required proper official notification per the Army Casualty Program rather than learning of the occurrence from someone in the unit on social media.

Questioning Soldiers around a serious incident is a valid reason for commanders to determine the incident's facts. However, there are proper considerations that commanders must be aware of and take into account before questioning Soldiers. Commanders must ensure that they have the rights of Soldiers in mind to protect them before reading the Department of the Army (DA) Form 3881, *Rights Warning Procedure/Waiver Certificate*, 1 November 1989, to Soldiers and questioning them. A good practice for inbound commanders is to schedule a meeting with the SJA before assuming command. Soon-to-be commanders proactively discuss issues with SJA before engaging in the questioning of Soldiers. The discourse with the lawyers will help commanders and leaders avoid legal pitfalls.

Commanders and first sergeants may need to question Soldiers regarding an incident. If the company command suspects an act of potential misconduct, the commander is obligated to investigate the incident. Failure to inform a Soldier of their rights while asking general questions can be tricky. If the company commander or first sergeant believes that the Soldier may have somehow contributed to the incident or was involved in the form of misconduct or criminal activity, stop immediately. Contact the legal advisor or the SJA before proceeding with any additional questioning.

DA Form 3881 and Graphic Training Aid (GTA) 19-06-006, *How to Inform Suspect/Accused Persons of Their Rights*, 3 June 1991, provide the framework to initiate discussion and questions of Soldiers properly. DA Form 3881 and the GTA assist the company command team and help protect the chain of command and the Soldier during the questioning process. Additionally, the links below can assist the command team in quickly locating basic information and other required documentation:

- Army Publishing Directorate at: <https://armypubs.army.mil/>
- DA Form 3881 at [https://armypubs.army.mil/productmaps/pubform/details.aspx?pub\\_id=2386](https://armypubs.army.mil/productmaps/pubform/details.aspx?pub_id=2386)
- GTA 19-06-006 at [https://armypubs.army.mil/productmaps/pubform/details.aspx?pub\\_id=79785](https://armypubs.army.mil/productmaps/pubform/details.aspx?pub_id=79785)

Endnotes

<sup>1</sup> “11 Priceless Colin Powell Quotes,” The Military Leader, accessed 2 February 2022, <https://themilitaryleader.com/priceless-colin-powell/>

<sup>2</sup> Company Command, “The Best Advice I’ve Ever Received,” Army, March 2014, page 57.

<sup>3</sup> See the forum, The Company Leader – Leadership Lessons from the Tactical Level of War, accessed 16 February 2022, <https://companyleader.themilitaryleader.com>.

## APPENDIX C

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## APPENDIX D

# Glossary

AAM	Army Achievement Medal
AAR	after action review
ACS	Army Community Services
ADP	Army doctrine publication
AGTS	Advanced Gunnery Training System
AHA	ammunition holding area
AOAP	Army Oil Analysis Program
APD	Army Publishing Directorate
AR	Army regulation
ARCOM	Army Commendation Medal
ATMS	Army Training Management System
ATN	Army Training Network
BII	basic issue items
BOM	bill of materials
BOSS	Better Opportunities for Single Soldiers
CAC	common access card
CADD	Combined Arms Doctrine Directorate
CALFEX	combined arms live-fire exercise
CALL	Center for Army Lessons Learned
CAPL	Center for the Army Profession and Leadership
CAR	Central Army Registry
CATS	Combined Arms Training Strategy
CBRNE	chemical, biological, radiological, nuclear, and explosive
CCIR	commander's critical information requirement
CCTT	Close Combat Tactical Trainer
CFRR	Command Family Readiness Representative
CI	command inspection
COE	center of excellence
COEI	components of the end item

CPT	captain
CSM	command sergeant major
CUI	controlled unclassified information
DA	Department of the Army
DPICM	dual-purpose improved cluster munitions
DTMS	Digital Training Management System
EO	equal opportunity
ESR	equipment status report
FAASV	field artillery ammunition supply vehicles
FIST	fire support team
FLIPL	financial loss investigation of property loss
FM	field manual
FMC	fully mission capable
FSC	forward support company
GCSS-A	Global Combat Support System-Army
GTA	graphic training aid
HE	high explosive
HIPAA	Health Insurance Portability and Accountability Act
HQDA	Headquarters, Department of the Army
ITR	individual training record
IWTS	integrated weapons training strategy
LIN	line item number
MAL	master authorization list
MBTI	Meyers-Briggs Type Indicator
MCO	maintenance control officer
MEDPROS	medical protection system
MET	mission essential task
METL	mission essential task list
MOS	military occupational specialty
MTOE	modified table of organization and equipment
MWR	morale, welfare, and recreation
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer

NCOIC	noncommissioned officer in charge
NetUSR	net unit status report
NMC	non-mission capable
NTC	National Training Center
OCIE	organizational clothing and individual equipment
OER	officer evaluation report
OPFOR	opposing forces
OPORD	operations order
OR	operational readiness
PAM	pamphlet
PAO	public affairs officer
PBO	property book officer
PHR	primary hand receipt
PMCS	preventative maintenance checks and services
RAP	rocket-assisted projectiles
RFMSS	Range Facility Management Support System
ROK	Republic of Korea
SCFRR	senior command family readiness representative
S-2	intelligence
S-3	operations
S-4	logistics
SCO	squadron commander
SFRG	soldier and family readiness group
SIR	serious incident report
SJA	staff judge advocate
SKO	sets, kits, and outfits
SME	subject matter expert
SOP	standard operating procedure
SPC	specialist
STT	sergeant's training time
T&EO	training and evaluation outline
TADSS	training aids, devices, simulators, and simulations
TAMMS	The Army Maintenance Management System

TC	training circular
TDA	table of distribution and allowance
TLP	troop leading procedures
TM	technical manual
TMDE	test, measurement, and diagnostic equipment
TOE	table of organization and equipment
TTP	tactics, techniques, procedures
UBL	unit basic load
USR	unit status report
UTM	unit training management
UTP	unit training plan
WP	white phosphorus

**SUBMIT INFORMATION OR REQUEST PUBLICATIONS**

To help you access information efficiently, the Center for Army Lessons Learned (CALL) posts publications and other useful products available for download on the CALL website:

<https://www.army.mil/CALL>

**PROVIDE LESSONS AND BEST PRACTICES  
OR SUBMIT AN AFTER ACTION REPORT (AAR)**

If your unit has identified lessons or best practices or would like to submit an AAR or a request for information (RFI), please contact CALL using the following information:

**Telephone:** DSN 552-9533; Commercial 913-684-9533

**Email:** [usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.call-rfi-manager-mailbox@mail.mil)

**Mailing Address:** Center for Army Lessons Learned  
10 Meade Ave., Bldg. 50  
Fort Leavenworth, KS 66027-1350

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Click on “Request for Publications.” Please fill in all the information, including your unit name and street address. Please include building number and street for military posts.

**NOTE:** CALL publications have a three-year life cycle. Digital publications are available by clicking on “Publications by Type” under the “Resources” tab on the CALL restricted website, where you can access and download information. CALL also offers web-based access to the CALL archives.

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**COMBINED ARMS CENTER (CAC)**  
**Additional Publications and Resources**

The CAC home page address is: <https://usacac.army.mil>

**Center for the Army Profession and Leadership (CAPL)**

CAPL serves as the proponent for the Army Profession, Leadership, and Leader Development programs and assists the Combined Arms Center in the integration and synchronization of cross-branch, career management field, and functional area initiatives. CAPL conducts studies on the Army Profession, Leadership and Leader Development and produces publications, doctrine, programs and products that support current operations and drive change.

**Combat Studies Institute (CSI)**

CSI is a military history think tank that produces timely and relevant military history and contemporary operational history.

**Combined Arms Doctrine Directorate (CADD)**

CADD develops, writes, and updates Army doctrine at the corps and division level. Find doctrinal publications at either the Army Publishing Directorate (APD) or the Central Army Registry.

**Foreign Military Studies Office (FMSO)**

FMSO is a research and analysis center on Fort Leavenworth under the Training and Doctrine Command (TRADOC) G-2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world.

**Military Review (MR)**

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense.

**Joint Center for International Security Force Assistance (JCISFA)**

JCISFA's mission is to capture and analyze security force assistance (SFA) lessons from contemporary operations to advise combatant commands and military departments on appropriate doctrine; practices; and proven tactics, techniques, and procedures (TTP) to prepare for and conduct SFA missions efficiently. JCISFA was created to institutionalize SFA across DOD and serve as the DOD SFA Center of Excellence.

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