

OOTW continued

what's going on... when they really don't..." **SGT Boone**

Logistics. "The problems that occurred prior to reaching our destination was due to lack of experience and change of personnel...our battalion (720th MP Bn) deploys a lot and has a tendency to shift personnel from one company to another to get the company up to strength to deploy...we lose our more knowledgeable people and we're left with those who don't know how to deploy..." **SGT Boone**

"The phone system wasn't adequate to handle the amount of personnel on that installation...be more responsive to junior soldiers with deployment experience...what they've learned in the past can be a valuable tool in doing the right things to get from here to there and back..." **SFC Harn**

"Pre-positioned vehicles were poorly maintained." **SSG Stapper**

Overall Observations. "Must, must... keep your soldiers and their families informed...don't pass on unverified information...don't hold back info...platoon sergeants will learn under fire those things they didn't know...accept what is your fault, learn from it and remember failure to follow-up is still failure...it's a team effort, don't try to be a 'lone ranger'..." **SFC Harn**

"We learned what our weaknesses were and what we need to concentrate on prior to the next deployment... Many things we learned can help save the Army and our unit money and time in the future...have something for soldiers to do...even on their time off..." ■

Note: This special section on OOTW/lessons learned wouldn't have been possible without the support and cooperation of several people. A great big thank-you for responding to requests for information and photos and for supporting the Journal goes to: CSM Sandra Robinson, command sergeant major for the 86th Signal Bn, Ft. Huachuca, AZ; SGM Robert J. Massaro, MP proponenty sergeant major, Ft. McClellan, AL; Mr. Randy Murphy, Ft. Drum PAO; MAJ Terry O'Rourke, Ft. Hood PAO; SPC Ellen Scarlett, Ft. McClellan Media Relations, PAO, and all the soldiers and NCOs who also provided input. Ed.

Journal Interview...

TRADOC CSM Paez Says 'Mix and Match' Training

Balance hands-on with high-tech to meet standards

Q *In your view, what kind of a "report card" does the current state of IET earn [Initial Entry Training]? Is there room for improvement [i.e., more emphasis on some tasks, less on others]?*

A. In my view, the current state of IET would earn an "A." The Army is producing highly qualified soldiers. With IET being conducted at our TRADOC training bases, the drill sergeants are doing what they do best, training soldiers to fight and win. Additionally, the Gender Integrated Training [GIT] Program of soldiers is now underway and by all initial reports from Forts Jackson and Leonard Wood, GIT is no real major task. So, I would say that IET gets a very good report card from me. And, let me add that as training techniques and equipment improve, so will the IET environment. As we strive for excellence there will always be room for improvement.

Q *Is there a need for more joint-service training? What will it take [resources/planning] to integrate more of this type of training?*

A. There needs to be more joint-service and multinational training. Joint-service training will become a way of life for all the military services. I believe we should train the way we intend to fight—as one entity. Currently, funding and planning are not major issues in joint service training.

Q *Do you think the SDT is the best barometer of NCO performance and aptitude? Do you foresee any changes made in how it's given and who takes it?*

A. The future of SDT is not bright in my opinion. I know that the NCOES Process Action Team recommended to the SMA and the CSA that SDT be shelved. The CSA is currently looking at that and a decision is expected soon. My position, based on collected analysis and research with other CSMs, SGM and MOS proponents is that we eliminate SDT now—today. SDT is no longer a viable career enhancement factor by which we can measure our NCOs at the moment. SDT is unfavorably viewed because it isn't meeting the kind of focus that has proven effective in developing NCO leaders of today. That includes being battle-focused, METL-focused, staying relevant with operations other than war and allowing TRADOC and other proponents sufficient time to keep tests and reference publications up to date.

The list of reasons goes on and on. The Army needs to eliminate SDT immediately. This is a powerful statement. But, based on the concerns mentioned above, the elimination of SDT will save resources and allow for effective and efficient investment in other critical training and leader development areas.

Q *How do we NCOs balance hands-on, boot-to-dirt training with ever-growing implementation of computer-simulated training and software programs? Is training becoming too high-tech?*

A. No, I don't think our training is too high-tech. As NCOs we've learned to train with computers and simulations. Although this is America's Army moving forward, each leader still needs to understand that he or she is responsible to mix and match training to standard. NCOs can't become so engrossed in new and high-tech training that they forget the 'basic fundamentals' of training—NCO-executed training success is

based on FM 25-100 and FM 25-101, particularly, and associated publications. Simulations are an extremely cost effective and efficient way of getting important critical training to units without the associated costs of having to move those units to training areas. Computer simulated training software is an en-

hancement tool for boot-to-dirt training. 'Task, condition and standard' is still the way we balance hands-on, boot-to-dirt training with advanced methods.

Q *What are some basic fundamentals all trainers need to keep in mind?*

A. The basic fundamentals of training that all trainers need to keep in mind include:

- ◆ training soldiers to standards
- ◆ keeping soldiers informed
- ◆ training as a team
- ◆ shooting, moving, communicating [FM 25-101].

Trainers should also understand the nine principles of training [FM 25-101], especially:

- ◆ train as a combined arms and service team
- ◆ train as you fight
- ◆ use appropriate doctrine
- ◆ use performance-oriented training
- ◆ train to challenge
- ◆ make leaders the primary trainers.

Q *Can we 'train the trainers' any better than we are?*

There's always room for improvement. We can get better with constant improvement of doctrine and equipment. So, we can never stop affecting the the process of 'training the trainer.' With so many changes, the future requires us as NCOs to stay abreast of new concepts and ideas. In today's Army—America's Army—we're getting trained at our institutions in such a superb manner that the proponents are able to always train better and faster. We need to continue seeking better and more efficient ways of training and developing soldiers.

Q *What are some of your goals as TRADOC CSM? Are there any major issues that you foresee taking on?*

Represent each enlisted soldier well and ensure that every new concept, idea and piece of equipment meets the needs of the enlisted force. That new doctrine and equipment will provide the force protection that our soldiers need. Most of all, that our soldiers know that TRADOC and I will not lose sight of their importance for they are our resources. And, I plan on being very visible in that regard.

Other major issues or actions involve the disposition of the SDT program, the establishment of a TRADOC Audie Murphy Elite Club, initiating a Soldier and NCO of the Year Program for TRADOC.

Needless to say, although my office is that of the TRADOC CSM, I'm a command sergeant major in America's Army and as such, the health and welfare and well-being of all soldiers is my concern. So, I will take on any other issues or concerns that impact on soldiers' ability to do their jobs. ■



TRADOC CSM Gilbert Paez (center) troops the line at Ft. Monroe, VA, with outgoing TRADOC commander GEN Frederick Franks (right) and the new commander, GEN William W. Hartzog.

Photo by Ms. Kathy Sneed