

Building Unit Capacity: Reinforcing Command Emphasis and Continuity of Training in Managing the C4ISR Tiered Field Support Structure

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The views expressed herein are those of the author and do not reflect the position of the United States Military Academy, the Department of the Army, or the Department of Defense.

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Abstract: The purpose of this study is to enhance soldier capabilities and build small unit capacity within the C4ISR Tiered Field Support Structure. The U.S. Army has developed a heavy reliance on contractors or Field Support Representatives (FSRs). This reliance on FSRs is unsustainable during the Army's current attempts to downsize. In order to reduce the Army's reliance on FSRs, Army units must increase their capabilities in order to be self-sustaining. In response to this problem, site visits, research, and interviews were conducted in order to establish feasible recommendations to decrease the Army's reliance on Field Service Representatives. Our results suggest the need for a command emphasis on the reduction of the use of FSRs in Army units as well as a more efficient use of FSRs in the field as well as the training centers. Additionally, various tools such as checklists could be beneficial for both soldiers and commanders in order to ensure that FSRs are used only when needed.

Key Words: Leadership, Training, Unit Capacity, Unit Proficiency