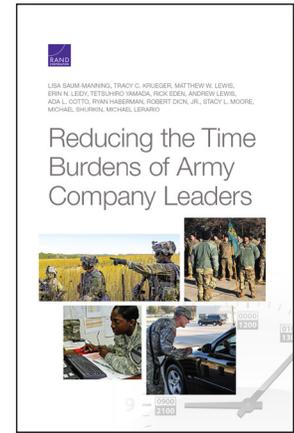# Reducing the Time Burdens of Army Company Leaders

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Company leaders in the U.S. Army have long been recognized as overworked, partly because of the number of requirements imposed on them by higher headquarters. This report is intended to help the Army identify ways to reduce and manage the time burdens on Active Component company leaders in garrison by addressing the challenges of reducing time burdens at both organizational and individual worker levels.

RESEARCH QUESTIONS

- What are the physical demands of company leaders' job duties?
- What are the psychological demands of company leaders' job duties?
- What resources are available to help achieve work goals?
- What resources are available to help reduce job demands?
- How can personal growth, learning, and development be stimulated?
- What aspects of Army culture hinder company leaders' job duties?

KEY FINDINGS

Company leaders' jobs are difficult due to demands
- Company leaders are focused on mitigating job demands.
- There is overtasking by higher echelons.
- There are competing taskings from multiple higher echelons.
- Senior leaders lack understanding of time requirements.
- There is a hyperfocus on details rather than substance.

Company leaders' jobs are difficult due to a lack of appropriate resources

- There is a lack of resources at the company level.
- There is a lack of skills and experience at the company level.
- There is a lack of personnel at the company level.

Company leaders' jobs are difficult due to the job environment

- There is a lack of commitment to reducing the time burden.
- There is an unwillingness to accept prudent risk.
- Company commanders are reluctant to report honestly.

RECOMMENDATIONS

- Define and concentrate effort on important tasks, and critically screen urgent tasks.
- Minimize distractions through consolidation and discipline.
- Appreciate tasking time.
- Focus on metric meaning.
- Augment access to, compatibility with, and the capability of technical systems.
- Enhance formal training and support tools.
- Increase personnel available to company leaders to support administrative and installation support tasks.
- Enforce existing timeline-related doctrine and policy.
- Provide autonomy to company leaders.
- Encourage pushback based on an accurate assessment of current capabilities.

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