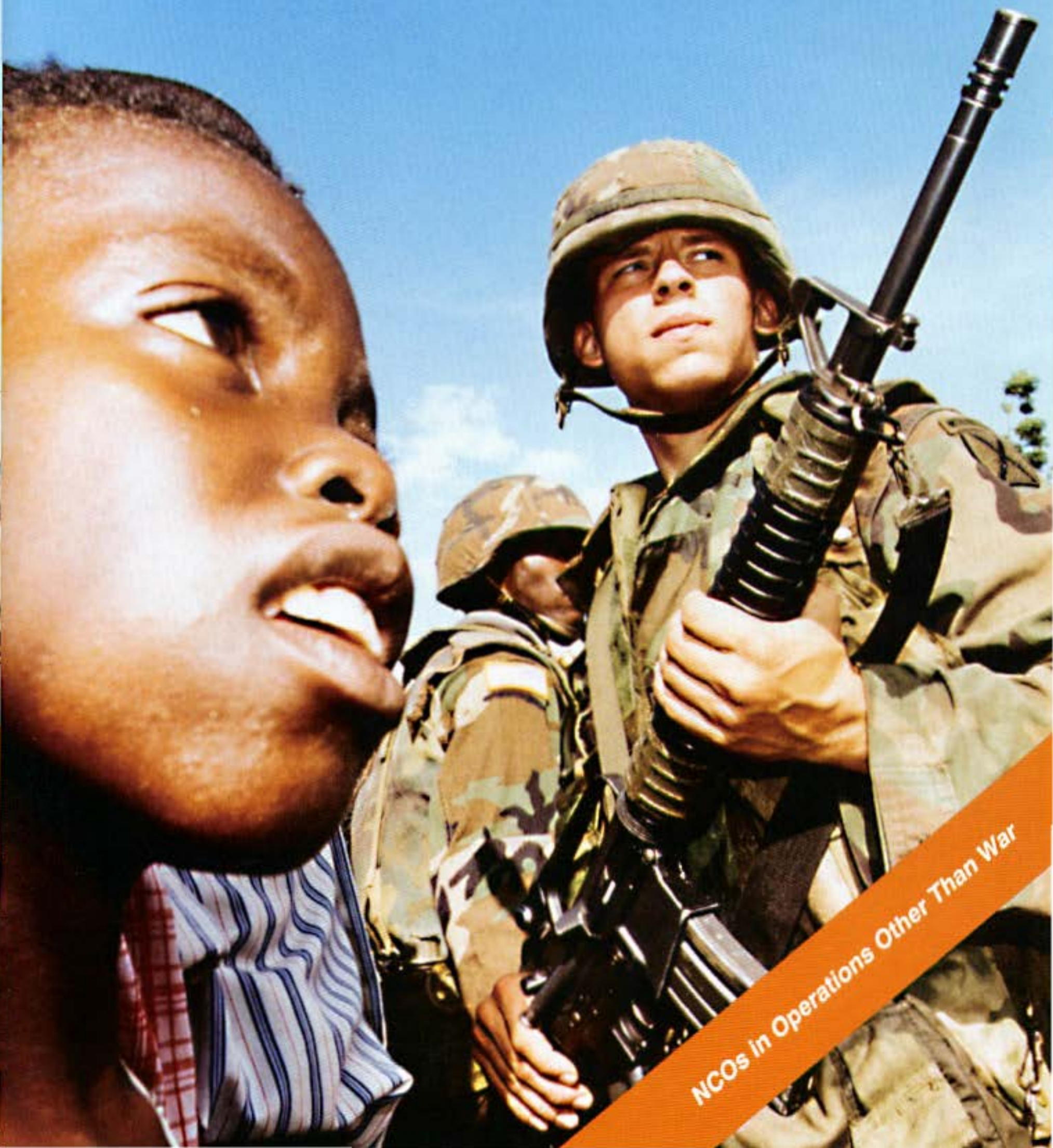


The NCO Journal

Winter 94-95

A Quarterly Forum for Professional Development



NCOs in Operations Other Than War

The NCO Journal

Vol. 5, No. 1

Winter 94-95

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Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

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On the Covers

Front: A 10th Mountain soldier stands guard outside the port in Port-au-Prince, Haiti, as part of Operation Uphold Democracy. [AP photo by Rick Bowmer.] **Inside back:** First of a series to honor Medal of Honor recipients. **Back:** American soldiers pause to chat with Somali natives during Operation Restore Hope. [U.S. Army photo.]

UCMJ Gets New Look

Modern technology will soon help both lawyers and commanders get rid of the heavy, cumbersome Manual for Courts-Martial. Replacing the decade-old binder will be a smaller paperback version that uses the electronic publishing format.

Users of the new manual will get not only a lighter, easier-to-use publication, but also a more updated one. The new paperback manual will be reprinted annually as changes occur, eliminating the need for looseleaf inserts.

A CD-ROM system will provide ease of access for research while the new paperback Manual is much better for deployments and field operations.

Total cost savings of the program should be \$2 million, with a paper savings of 900 pages per copy or over 100 million pages. The paperback copy became available in October, while CD-ROM discs will undergo testing in 1995. Until then, the discs will be in limited supply.

The OTJAG project officer is LTC Fred Borch, (703) 695-1891, DSN 225-1891. The USAPPC Electronic Publishing Systems Officer is Mr. Jack Doyle, (703) 325-6293/4. ■

LTC Fred Borch, Army Judge Advocate General's Corp., the Pentagon

Groundbreaking Set For Women's Memorial

The Women in Military Service For America Memorial Foundation, Inc. (WIMSA) plans groundbreaking ceremonies for the memorial in the spring of 1995, pending completion of several key projects.

Efforts to build a memorial to America's servicewomen and women veterans began in 1986 with Congressional authorization. The Women's Memorial, through its computerized register, will honor all those who have served throughout history, as well as those who will serve in the future.

Donations or pledges through the Combined Federal Campaign can be used to register a servicewoman. The

Women in Military Service commemorative silver dollar can be purchased through the U.S. Mint's customer service center at 10001 Aerospace Road, Lanham, MD 20706, or by calling 1-800-777-VETS. To obtain further information on the Memorial, to include registration materials, call 1-800-4-SALUTE or write to: WIMSA, Dept. 560, Washington, DC 10042-0560. ■

The Women in Military Service for America Memorial Foundation, Inc., Washington, DC

Army Recognizes Food Service Excellence With Awards

Five Department of the Army evaluation teams crisscrossed the globe to see and sample first-hand the food today's Army cooks prepare for soldiers in dining facilities and in field environments.

The 1994 Philip A. Connelly Awards were given out for the 26th time during the International Food Service Executives Association (IFSEA) convention in San Antonio, TX. The Department of the Army and IFSEA participate in the evaluation of finalists.

And the winners are...

The 1994 winners: 17th Area Support Group, Camp Zama, Japan (small); Joint Readiness Training Center, Warrior Bde, Ft. Polk, LA (large); 3d Bn, 77th Armor Regiment, Mannheim, Germany (active field); Kansas Army National Guard, 995th Maintenance Co, Smith Center, KS (NG) and 82d Field Hospital, 89th Army Command, Omaha, NE (Reserve).

The 1994 runners-up: U.S. Army Jungle Operations Training Bn, Ft. Sherman, Panama (small); United Nations Command Security Force, Joint Security Area, Panmunjom, Korea (large); Headquarters and Headquarters Co, 194th Armor Bde, Ft. Knox, KY (active field); Pennsylvania Army National Guard, 28th Military Police Co, Johnston, PA (NG) and 2d Bn, 318th Regiment, 2d Brigade, 80th Div (Training), Dublin, VA (Reserve). ■

*Ft. Lee Public Affairs Office
Ft. Lee, VA*

Battle Labs Mature, Experiment With Force XXI

In a little more than two years, Training and Doctrine Command battlefield laboratories have grown from conducting only materiel experiments to creating doctrine, training and force design for the future Army.

Battle labs have also revolutionized the process of acquiring and fielding modernized equipment.

Resources will now be turned to creating Force XXI, according to COL Bill Hubbard, director of Battle Lab Integration, Technology and Concepts.

"Force XXI is the examination of the redesign of the force from the individual soldier all the way up to echelons above corps," he said. "We'll look across all the battlefield operating systems, not just maneuver.

"Everything we do will be fully integrated across doctrine, training, leader development, organizational design, materiel modernization and soldiers."

Normally it takes 8-15 years to field a major item of equipment in the Army. The battle lab experimental approach, coupled with Army Materiel Command expertise, has already shortened acquisition and fielding time for new capabilities.

Battle labs methodology is a means to experiment very quickly and a means to provide enhanced capability to the force to counter potential adversaries, according to Hubbard.

*Public Affairs Office, TRADOC
Ft. Monroe, VA*

New USASMA CSM Selected

CSM Robert T. Hall reports in late January to his new job as the top NCO at the U.S. Army Sergeants Major Academy, Ft. Bliss, TX.

Hall, CSM of the Army's Intelligence Center at Ft. Huachuca, AZ, becomes the Academy's 11th command sergeant major. Hall credits current USASMA CSM Ronnie Strahan with promoting his assignment. ■

*Public Affairs Office, U.S. Army Intelligence Ctr.,
Ft. Huachuca, AZ*

Ooops X 4!!!!

Carpenters cover their mistakes with molding and doctors bury theirs. But when the *Journal* makes errors, they hang on the clothesline—holes and all—for everyone to see.

Thanks to our sharp-eyed readers, we humbly offer the following corrections to items in the Fall 1994 issue:

Page 2, in the "Spotlight on Soldiers" section, SSG David T. Phillips, named Army National Guard NCO of the year for 1994, is assigned to HHC, 2d Bn, 3-116th (not 3-166th) Inf, 1st Bde, 29th Inf Div (Light), Virginia National Guard.

Page 2, in the boxed item on FY 95-96 First Sergeant Course at USASMA, Class 2 starts 12 JAN 95 (not 11 JAN 95).

Page 12, in the Battle Staff article, the corrected sentence should read, "Students must read an extract of **OPORD** (not **OPFOR**), envision and plot the symbol and correctly draw the unit symbol on a map."

Page 13, in the "Personal Observations of a Recent BSC Graduate..." sidebar, a phrase in the last sentence should have read "...execute doctrinal Army Operations battle tenets... (not AirLand battle tenants...)." ■

Multi-National Force Observers Deploy to Sinai

The 4th Bn, 505th Parachute Inf, a battalion of 401 Army National Guard soldiers, 39 Army Reservists and 111 Regular Army soldiers, becomes the first battalion in recent history to train and deploy for a mission as representatives of "America's Army." The battalion deploys to the Sinai in January 1995 for a six-month rotation.

Guardsmen and Reservist NCOs, who must complete the same NCO education requirements as Regular Army soldiers, will fill leadership positions alongside their peers.

The mission will exercise the Family Readiness programs of the Army National Guard as well as Employer Support of the Guard and Reserve. ■

CSM Larry Pence
Army National Guard CSM, Washington, DC

Attention Army Climbers

The U.S. Army Mountaineering Team is looking for soldiers in the ranks of sergeant through sergeant first class with extensive climbing experience. Climbers must have experience in rock and ice climbing, high altitude expeditions, glacier movement and backcountry skiing. Interested soldiers should send resumes to Commandant, USA Northern Warfare Training Center, ATTN: APVR-GNW (SFC Hoffman), 501 2nd Street #2900, APO AP 96508-2900. ■

SFC David A. Hoffman,
USA Northern Warfare Trng. Ctr, Ft. Greely, AK

USASMA Needs Instructors

The U.S. Army Sergeants Major Academy at Fort Bliss, TX seeks qualified senior NCOs to instruct in the First Sergeant (PSC), Battle Staff (BSC) and Sergeants Major courses (SMC).

Interested NCOs in the ranks of sergeant first class to sergeant major should refer to Table 8-4 #21 in AR 614-200 (currently under revision). Soldiers must be graduates of the course they wish to instruct. Battle staff instructors also need 12 months experience on a battalion or brigade staff; first sergeant instructors need 24 months first sergeant time and SMC instructors must be willing to attend the BSC and Master Fitness Trainer Course.

Send packets (DA Forms 4187, 2A & 2-1, photo and recommendation from battalion or brigade CSM) thru personnel channels to your appropriate career branch and also to: Commandant, US Army Sergeants Major Academy, ATTN: ATSS-B (SGM Eisenga), 11291 SGT E Churchill ST, Fort Bliss TX 79918-8002.

New Frocking Policy for Sergeants Major

The Army's Personnel Command (PERSCOM) has the authority to frock promotable master sergeants to sergeant major effective January 1, 1995.

The new policy allows for 10 percent of those soldiers on any promotion list to request approval to be frocked to sergeant major (excluding command ser-

geants major) if the following criteria exists: serving in an authorized sergeant major position; be a sergeants major course graduate; on an approved sergeant major promotion list; request initiated by current or gaining commander; not pending suspension of favorable personnel action.

Frocking soldiers to sergeant major will take place only when the interests of the United States and the image of the US Army would otherwise be severely jeopardized. The test is whether the wearing of the NCO's true rank would prevent the NCO from performing his or her duties.

For more information see commander, PERSCOM, Alexandria, VA/TAPC-EPZ-E) MSG 312134Z OCT 94, SUBJECT: Frocking of promotable Master Sergeants to Sergeant Major, or call SFC(P) Gregory or SGM Martinez at DSN 221-7686. ■

(DA PERSCOM MSG 312134Z OCT 94)

New Tuition Assistance Policy

Changes to the Army's policy for Tuition Assistance (TA) ensures that all soldiers have an equal chance of using the benefit.

The new policy, which is the result of an Army Tuition Assistance Task Force recommendation, protects the dedicated funding at each installation and provides for funding distribution through authorization documents. This ensures that TA funds are used solely for TA and that every installation provides equal benefits for all soldiers as they relocate.

Active duty soldiers are authorized nine semester hours of TA for college course work per fiscal year. Tuition payment is for no more than 75 percent of the cost and is subject to the following dollar amount limitation per semester hour: freshmen and sophomores—\$60, juniors and seniors—\$85 and graduate level—\$170.

Loans and grants may supplement tuition costs when students exceed their nine semester hour TA limit. ■

SGM John Weiske
USASMA Education Advisor, Ft. Bliss, TX

This is a new column to spotlight NCOs who have made significant achievements or contributions to their unit, the Army and the NCO Corps. Send us information on your notable NCOs for publication in this column. Ed.

INSCOM Soldier and NCO of the Year

The U.S. Army Intelligence and Security Command named its NCO and Soldier of the Year for 1994. They are SGT Thane C. St. Clair, 704th Military Intelligence Bde, Hawaii and SPC Jonathan W. Hughes, HQ, INSCOM, INSCOM Support Bn, Ft. Belvoir, VA.

The competition included three NCOs and three soldiers representing the American Region, Pacific Region and the European Region.

CSM James A. Johnson



SGT Thane C. St. Clair



SPC Jonathan W. Hughes

Medal of Honor Series....

The first Army Medals of Honor were awarded "in the name of Congress of the United States," on March 25, 1863. This medal is presented to recipients by the president or a high official, in the name of congress. It's for this reason that it's often called the Congressional Medal of Honor—the highest award for bravery give to any individual in the U.S.

How it Began. 1861—a bill introduced to create a Navy medal; passed by President Abraham Lincoln Dec. 21, 1861, for Medal of Honor for enlisted men of Navy and Marine Corps.

1862—February 17, resolution introduced to Senate providing for Medals of Honor to enlisted men of Army and Voluntary Forces. Passed July 12, 1862. Extended to include officers on March 3, 1863 and retroactive to beginning of the Civil War.

In judging whether or not a person is entitled to the Medal of Honor, each armed service has set up regulations so as to eliminate margin of doubt or error.

It's interesting to note that a great many of the acts awarded the Medal of Honor have involved a man knowingly laying down his life for his fellow man.

(Each edition of *The NCO Journal* will feature an NCO Medal of Honor recipient; see inside back cover. This new feature won't necessarily appear on the inside covers. Ed.)

RIP-ping Through Ranger School

Normally a unit will graduate about 35 percent of the students they send to Ranger School. But, the 3-5 Cavalry of the 1st Armored Division achieved a 100 percent graduation rate when all seven of its students returned wearing the coveted black and gold Ranger Tab.

The mechanized infantry battalion stationed in Kirchgoens, Germany, prepares its potential students through their own Ranger Indoctrination Program (RIP). RIP also serves as a selection program to determine which soldiers are best qualified to attend one of the most difficult Army schools and one of the toughest rites of passage in the world. Of those who make it, some view it as the single-most difficult time in their life.

Rangers already assigned to the battalion devote many hours to run the RIP program. RIP instructor, SGT James Lynch, of Chicago, IL, said, "I remember what it was like...the trainup, being smoked and tired. The most satisfying part is when you train a candidate and he comes back with the Tab." The new Ranger-qualified soldiers are: 1LT

Douglas Galuszka, SSG Vincent Phillips, SGT Aric Gray, CPL Eric Emde, PFC Chad James, PFC Adrian Ramirez and SGT Shane Austen.

LTC L. C. Rush, Jr.

Still Jumping and Jumping and Jumping...

Serving a tour in Vietnam in 1966-67 gave Clyde "Bud" Leonard, of Woodstock, GA, an opportunity to earn jump wings in the middle of a war zone. That was 27 years ago and Leonard, now age 50, is still jumping.

A break in service from 1980-88 kept Leonard out of a parachute. He joined an airborne reserve unit in '88 and completed his "refresher training" with 20th Special Forces Group of the Alabama National Guard, Ft. McClellan, AL. At the age of 46 he completed a night jump, thereby marking his return to jump status.

Today, this master sergeant with 19 years of service, serves as the senior staff NCOIC of training and operations for Co A, 337th Military Intelligence Bn (Tactical)(Airborne), Atlanta, GA.

When will Leonard stop jumping?

"I don't know. I guess I'll stop when I don't feel like I can physically do it anymore...but I haven't really reached that point yet."

CPT Italia A. Carson-Davis

4th Troop of Cavalry, Mountain 213 Cavalry, Mountain 213 Cavalry, Mountain 213 Cavalry		
1. Total Personnel	100	100
2. Personnel Available for Duty	85	85
3. Personnel on Leave	15	15
4. Personnel on Sick Leave	5	5
5. Personnel on Unexcused Absence	0	0
6. Personnel on Detail	0	0
7. Personnel on Transfer	0	0
8. Personnel on Other Duty	0	0
9. Personnel on Unavailable	0	0
10. Personnel on Other	0	0
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On 18 suggestions to improve NCO training...

NCOES Process Action

By MSG Jaime Cavazos

A panel, called the NCOES Process Action Team, led by Sergeant Major of the Army Richard A. Kidd and TRADOC CSM Walton Woodall, who retired this summer after the team completed its study, met three times last year and came up with 18 recommendations that affect NCO training and professional development.

The NCOES PAT was called together by TRADOC commander GEN Frederick Franks, who recently retired. The group included command sergeants major from the Army's major commands and training sites. The following recommendations were presented to the Army's Chief of Staff, GEN Gordon Sullivan and approved by senior Army leaders:

1. Council of CSMs to serve as advisory panel on enlisted matters similar to senior decision makers. *STATUS: Approved. First meeting in January 1995.*

2. Physical fitness. Require APFT for NCOES/NCOPD enrollment; soldiers should always be able to pass the test. *STATUS: Approved; policy pending release.*

This has an immediate impact on soldiers attending NCOES courses. Currently, soldiers must pass the APFT before course graduation.

"The school isn't there to develop you in physical fitness, you should arrive there already physically fit," Kidd said. "We feel that anybody who is being sent to a leadership course should be setting the example by meeting all the military standards."

3. Service obligation. Increase service requirements upon completing school. *STATUS: Increased time from 19 to 24 months upon graduation from Sergeants Major Academy beginning with Class #48. Other courses under review.*

4. NCOES failure. Eliminate NCOES failures from promotion lists; recommend making this mandatory policy. *STATUS: Approved.*

5. Non-military instruction. Use chain teaching; Chain teaching is used to educate soldiers in the field on non-military programs such as family support and the new homosexual policy. *STATUS: Approved. The Council of CSMs will review topics being considered for Chain Teaching and make recommendation.*

6. Reserve Training. Support one standard for "America's Army"; already in effect, but more emphasis to be set. For example, one standard would affect NCOES entrance requirements. Currently, Reservists don't take a fitness test to attend school like the Active duty soldiers. Also, they take the APFT once a year versus twice a year for Active duty. *STATUS: No action needed.*

7. College for enlisted soldiers. Give college credit for NCOES; ultimate goal is for soldiers to have an associate degree by the time they complete SMC. *STATUS: Still working implementation.*

8. Reading levels for NCOES; ultimate goal is for reading grade level (RGL) to be a NCOES entrance requirement (9th grade-PLDC, 10th-BNCOC, 11th-ANCOC and 12th-SMC) and RGL placed on the AER. Soldiers will be tested earlier and get remedial instruction sooner. *STATUS: Early testing approved in September. Could eventually become NCOES entry requirement.*

9. Paying travel. Hold chain of command fiscally responsible if soldiers don't meet entry requirements (height/weight, APFT) in NCOES/NCOPD courses. *STATUS: Approved, implementation working.*

10. BNCOC attendance. DA selection control for BNCOC and above. Ensures fair and equitable schooling opportunities. *STATUS: Approved, implementation working.*

11. Consolidate BNCOC/ANCOC at proponent schools. Train soldiers at their branch schools. *STATUS: Approved, implementation working.*

12. Attendance philosophy (Select, Train, Promote, Utilize). *STATUS: No action needed. Affirms current policy.*

13. CareerMaps/Models. Change to provide clear definition among requirements, standards and career goals. *STATUS: Approved, implementation working.*

14. New commandant orientation. Orientation provided to newly assigned

SMA Kidd

By MSG Jaime Cavazos

Next time you see the Sergeant Major of the Army in person, on videotape or in a photograph, if you look very closely you may notice something different about his uniform—his chevrons. They're different.

On October 17, SMA Richard Kidd introduced his new chevrons at the 1994 AUSA Annual Meeting held in Washington, DC.

"I thought the time and location for introducing the new chevrons was important," he explained. "All the command sergeants major representing the Army's major commands were there, as were many outstanding Noncommissioned Officers and junior soldiers from around the world."

The new stripes feature the original two stars, which were centered on the chevrons, but are now slightly smaller and flank the familiar eagle found in the SMA Shield, CSM collar brass and specialist rank.

"Redesigning the SMA's chevrons is an idea I've had for some time," said SMA Kidd. Although distinctive in its own right, the chevron was missing something, the sergeant major felt. That "something," it turned out, was the eagle.

"My staff played around [cutting and pasting] with several ideas before honing

tion Team Gets A 'Go'

NCOA/Reserve Component Training Institution commandants to keep them up to par on policies. **STATUS: Approved. Gave first course in September.**

15. Tie training seats to need. Readiness requirements must dictate allocation of training needs. Attend when needed, not when seat is empty. **STATUS: Approved, implementation working.**

16. NCO-Officer training. Use of Shared/Collective Training. BCT soldiers get leadership from squad leaders attending BNCOC and by platoon leaders attending OBC during field training. **STATUS: No action needed.**

17. Broaden NCO training. Establish Joint/Multi-National/RC Training. **STATUS: Done for nine-month sergeants major course. Implementation working**

for other levels of NCOES.

18. Mandatory courses. No Waivers for Mandatory Course. **STATUS: Approved, implementation working.**

SMA Kidd said many of the actions restate current policy and add emphasis to current and new policies. ■

Cavazos is the public affairs advisor to SMA Kidd.

Introduces New Chevrons at AUSA

in on this one," he recalled. "Once we had the chevron the way we wanted it, we faxed copies to CSMs throughout the Army and the former SMAs and solicited their opinions. Not surprisingly, most liked the design. I think the enlisted soldiers, who the SMA chevrons truly represent, will be pleased with the change," concluded Kidd.

And, in fact, soldiers do appear pleased with the change. An informal

survey garnered the following reactions:

"I always thought the old SMA stripes looked too generic; the new ones stand out a lot better. I like them," said SPC Mary Carter, an administrative specialist in the Under Secretary of the Army's office.

"I think the stars flanking the eagle more closely symbolize the association the SMA has with the Chief of Staff as his principle advisor on enlisted mat-

ters," said MG Kenneth Simpson, Recruiting Command's commanding general.

SGT Wayne Tipton of the Deputy Chief Staff for Operations said, "It makes the rank look more distinctive. I can relate it to the time it took the SMA to get to where he's at...and it represents all soldiers—privates, specialists, sergeants and sergeants major. It's classic!" ■



SMA's New Chevron Symbolizes Linkage To Nation and Soldiers

Chief of Staff GEN Gordon R. Sullivan holds the new chevron next to the old for comparison. The stripes, stars and American eagle represent every enlisted rank in the Army. The eagle symbolizes the Army's linkage to the nation and the Sergeant Major's link to the Chief of Staff and to the enlisted soldiers. The eagle was chosen because of its prominence throughout the Army. It's found on the Army's hat brass, dress uniform buttons, unit colors, Secretary of the Army and Chief of Staff positional colors, centered on the Specialist rank, the CSM collar brass and on the SMA's distinctive shield. A portion of the American Eagle, our nation's symbol, is now depicted in the rank insignia of every service senior enlisted representative, symbolizing an era of increased joint operations.



"Nobody's Business..."

Creates Ethical Dilemmas

Alpha Company is given the mission of taking Hill #81 and a plan must be put together quickly. That's "Officer Business."

Specialist Jones is having difficulty qualifying on the M-16 range. That's "NCO Business."

The office needs another storage cabinet and your boss wants you to get one by tomorrow no matter what you have to do. You and your boss both know that you've been trying every legitimate way to get one, but the only route left involves bending or breaking the rules. Nobody should do it because it's "Nobody's Business."

By MSG Jack D'Amato

Nobody talks about them. The acts that fall into the domain of "Nobody's Business" are acts that involve stealing or cheating or lying or something else unethical—but NCOs are often pressured or shamed into doing things that are just plain *wrong*.

We NCOs know what to do in combat when given an unlawful order. But, in peacetime garrison and field settings, ethical problems are more subtle, if not more prevalent.

My first exposure to the pressure on leaders to do whatever is necessary came in basic training. I was the platoon leader of 2nd Platoon and the drill sergeant called me aside and pointed out that we needed more cleaning mops.

After I asked about how to get more, the DI would only say that 3rd Platoon had some stored in unlocked wall lockers outside their barracks. When I asked if he wanted me to "steal" the mops, he simply repeated that they had mops.

I didn't take them, but two days later the mops "appeared" and someone else was made platoon leader. Two others moved into squad leader positions. The DI's lesson was clear to me and the rest of the platoon members—"NCOs get the job done no matter what."

Throughout my career, I've seen the same kind of attitude. Officers with 10 vehicles "deadlined" in the motor pool

would "shape" their reports to reflect 100-percent readiness. Unit leadership was going to *look* as if it were combat ready. We became an Army—on paper anyway—which was always made up of 100-percent-ready units.

NCOs bowed to the same or greater pressure. Faced with the old IG inspections, they "borrowed" tools from other units to pass inspection. Anything they didn't want inspectors to find they hid in cars, dumpsters or out of the company area.

The best way to handle some of these situations is, to borrow a phrase, "Just say 'no.'" Courage and candor are sup-

...we ought to work to develop an environment where NCOs can "fail," or where the mission is accomplished, but the "Can Do" attitude is replaced by the "Can Do, But Do It the Right Way" attitude.

posed to be our strengths. If needed, NCOs can follow-up that negative response with an explanation and stand their ground or look to the chain of command if pressed. They can also go back and re-teach or reemphasize the "Army Professional Ethic" section in FM 22-100, *Military Leadership*.

It's been my experience that the chain of command or the NCO support channel may need to be called upon for guidance, particularly with superiors who look unkindly on any form of "no." We need to show our NCOs how to employ some tact as well.

We need to teach junior leaders how to change the system if that's the problem, or how to put off that suspense or perhaps simply how to look at a situation and develop other ways to accomplish the mission. If we teach and reward them for creative thinking and problem solving, it will not only help them make the right peacetime garrison decisions, it'll also help them be better thinkers on the battlefield. That's a mark of good leadership and good follower-ship, too.

NCOs who did whatever it was they thought was necessary weren't circumventing the system—it *was* the system. Although some changes have been made to encourage honesty and accept less than 100-percent-readiness reports, the old mentality still hangs on, especially in the NCO Corps. After all, aren't we "The Backbone of the Army" and don't we "Get Things Done?"

Too often today those terms are used inappropriately to goad or pressure NCOs into something they shouldn't be doing.

"War stories" abound about NCOs who requested and received equipment for one purpose and used it for another or took funds meant for one activity and spent it on another—NCOs who swapped or "borrowed"—others who tricked or stole. It was always for a "good cause," and rarely did the NCO benefit directly. Mission accomplishment was the goal and "the ends justified the means."

To some, those NCOs are heroes and are spoken of in reverent, almost legendary terms. The more outrageous the act, the more legendary the status. The bigger the trick or deception, the greater the praise. Above all, an NCO was expected to be a master scrounger, a system-manipulator and a wheeler-dealer.

As long as the NCO came through with the goods, he or she was judged in large part on those abilities. That skewed and corrupt attitude is still out there and it's being passed on to junior NCOs everyday in words and deeds. We need to teach our young NCOs that if it can't be

done within the system, if it can't be done legally and ethically, then it doesn't need to be done.

Most of all we need to teach them not to be shamed into doing something because they are trying to live up to the image of an NCO who *always, always* gets it done, right or wrong.

The atmosphere in the Army, from corps down to sections, also has a lot to do with what kinds of decisions our NCOs make daily. Units that live by the strictest of "Can Do" codes and don't allow failure or an NCO to say "no," have

I can remember in a recent assignment, being asked to find a ladder when no ladders could be found. The "NCOs Make It Happen" line was tacked on somewhere at the end of the request for me to find one. When I did find one through a buddy of mine, my boss gave me a wink and knowing smile and said, "Sarge, I don't even want to know where you got it."

NCOs living in fear rather than growing.

We must refuse to promote a mindset and philosophy that goes against the honor, honesty and commitment to high ideals the NCO Corps should stand for. We must realize, finally, that every unethical act done by one of us diminishes all of us.

We ought to work to develop an environment where NCOs can "fail," or where the mission is accomplished, but the "Can Do" attitude is replaced by the "Can Do, But Do It the Right Way" attitude.

Being the backbone of the Army means having the "backbone" to recognize that some things are "Officer Business," some things are "NCO Business," and some things are "Nobody's Business." ■

D'Amato is public affairs NCOIC, U.S. Army Pacific, Schofield Barracks, HI.

From the Publisher...

'Magic' Standards and The East German Visitor

It's self-evident in our Army that leaders who set and enforce high standards also take the lead in the race to build and sustain combat ready units. *Spend five minutes in a unit and you will know if leaders are setting the example, establishing and enforcing high standards and holding all concerned accountable.*

Leaders in our Army measure their performance and the performance of others in terms of standards. We urge junior leaders and soldiers to "perform to standard" and "train to standard." Leaders are apt to compliment and counsel soldiers, other leaders and units by saying they performed or did not perform to standard. In fact, we talk about it so much we run the risk of forgetting that the habit of always performing to standard is a *power packed* habit.

A short anecdote illustrates the point.

In the summer of 1991, the Sergeants Major Academy hosted a German Forces Noncommissioned Officer conference. One of the conferees, a former East German Army Sergeant Major, spoke to students in the resident Sergeants Major Course.

He told us we were the first American soldiers he had met or seen in over 19 years of military service. He talked about the East German Army, his new job as a Bundeswehr Master Sergeant, and answered student questions. Most of our questions reflected our interest in hearing what a former adversary thought of us and our Army.

The final question came from a Sergeants Major Course student who asked our guest what his leaders told him about the morale and discipline of American soldiers. The former East German Sergeant Major said all East German soldiers

believed that American morale and discipline were poor and the only thing holding American soldiers in their units was the threat of severe punishment.

Then he startled all of us with the following statement.

"I see now that is not true. As I sit here in front of you, I can see you are professional. You look physically fit. You have good haircuts, neat uniforms, polished boots and excellent military bearing. Your questions are good. Your military knowledge and understanding of important things happening in the rest of the world are impressive. *I am struck by the high standards practiced by the sergeants in your armed forces. I will take these standards back with me to my place of duty in the former East and try to make them work there.*

Amazing! *In less than 45 minutes of exposure to a group of American Noncommissioned Officers, our guest abandoned 19 years of prejudice toward American soldiers.*

What happened? He came face-to-face with a corps of professionals who made it a day-to-day habit to set personal examples in matters of *character, courage, commitment, competence and candor*. The confidence and competence was evident. The confrontation produced a significant emotional event for our visitor. The result was a change of attitude; one that wiped out 19 years of accumulated half truths.

Those of us who attended that lecture, left the auditorium feeling much better about ourselves and our Army. We also came away from the experience with the born-again belief that any tool which can tear down 19 years of prejudice in less than 45 minutes is worth carrying around in a leader's rucksack.

Establish, practice and enforce high standards. Magic! ■

OOTW, a matter of...

"Operations other than war are not new to the Army. Army forces have participated in [such events] in support of national interests throughout its history. They have protected citizens at the edge of the frontiers of an expanding America; built roads, bridges and canals; assisted nations abroad; and served our nation in a variety of missions."

FM 100-5, Operations

...Teaching Old Dogs New Tricks

By SGM Brenda Hoster

Anyone who has spent more than a day in the Army knows that soldiers are learning new 'tricks' (or doctrine) to their trade on a daily basis. That 'trade' is simply stated in FM 100-5, Operations, as:

The United States Army exists to support and defend the Constitution of the United States. It does that by deterring war and, if deterrence fails, by providing Army forces capable of achieving decisive victory as part of a joint team on the battlefield—anywhere in the world and under virtually any conditions.

The new 'tricks' come by way of the 1993 revision of FM 100-5. This doctrine reflects an Army keeping pace with the new strategic era and a changing world.

It also reflects the lessons learned from recent experiences.

This ten-page section of *The NCO Journal* is a reflection on lessons learned by fellow NCOs who participated in various operations other than war (OOTW). Their answers are in response to several questions pertaining to an OOTW deployment. The questions addressed training, leadership, positive and negative aspects of the overall mission and suggestions for improvement.

Keep in mind that these ten pages can't possibly include every OOTW mission or the units involved in those missions. My goal here is to get NCOs to think about where we've been, the missions we've performed and how we accomplished those missions. I also think it necessary to stress the importance of our

active participation in documenting our knowledge and experiences in every aspect of our changing Army.

We 'seasoned' soldiers have a tendency to resist change. I find we would much rather cling to the 'NCOs make it happen' philosophy and leave the planning, doctrine setting and after action writing to the officer leadership.

However, the shift from the certainty of a Cold War environment to an uncertain period in our nation and the world puts an even stronger emphasis on the necessity for change in warfighting doctrine and the need for a power-projection Army.

As stated in FM 100-5, this doctrine, which includes operations doctrine, is built on the collective knowledge and experience gained through recent conduct

Common OOTW Observations by All Units

Leadership.....

...overall, leadership was noted to be good to great...but leaders weren't listening to their junior soldiers and taking their advice and knowledge into consideration.

...too much micro-management by senior leaders.

...leaders took care of soldiers, for the most part, and for soldiers' families during all phases of deployments.

...more visibility by leaders...lead by example, be out front with the troops.

Training.....

...more basic combat survival skills training is needed, such as combat life saver training, perimeter and site defense, constructing fighting positions of all kinds.

...need more self-supporting skills such as how to build latrines, showers.

...qualified personnel to prepare for deployment...more training on how to prepare load plans, palletize equipment for all types of movement (land, sea, air).

...more language-trained soldiers.

Overall Comments....

...morale support activities/R&R to help reduce deployment stresses.

...train as we will fight (or support).

...communicate, communicate, communicate...soldiers want to be kept informed on all phases of the deployment/redeployment; what to expect,—geographical, cultural, political aspects of deployment.

...take care of soldiers and their families from beginning to end of deployments.

...senior leaders must remain flexible and keep a sense of humor.

Logistics.....

...lack of proper equipment and personnel across the spectrum of units and deployments..

...poor maintenance and accountability of prepositioned equipment.

...inadequate transportation to deploy and redeploy, which caused too much time to pass before actual deployments took place.

...little maintenance or other support once on the ground.



of operations—combat as well as OOTW. Doctrine is also derived from strategy, history, technology, the nature of the threats our nation and armed

forces face, interservice relationships and political decisions that allocate resources and designate roles and missions.

Understanding the power-projection Army of the 21st Century and our doctrinal changes keys every aspect of our

OOTW continued page 10

professional development as NCOs. I've found that a leader has a much greater influence on his or her soldiers when—before deployment—that leader can give some insight into the country, its people, politics, culture and at the least, our national interest. Soldiers of today live in the information age. They expect us to know certain things and then share that knowledge with them.

Army Chief of Staff, GEN Gordon R. Sullivan, stated it best for me in his *Military Review* [Jan 94] article on a power-projection Army. He wrote that the Army is getting smaller, yet progressively better.

We are resisting the immediate tendency to find some new "set of knowns" that we can use in place of the Cold War set. No set of knowns will reflect the essential reality of the day: uncertainty. All will miss the mark.

He lists implications in this paradigm shift, one of which is to encourage intellectual vitality. He wrote:

Times of great change require new ways of thinking, deciding and acting... We must continue to tap the intellectual resources of our Army. We must continue reading, studying, discussing and debating what the future holds for the Army and how we might best prepare for that future. We cannot break from our values, for they are the heart and soul of our profession. But neither can we be held captive by "what worked before." The future will be fundamentally different from the past in ways we have not yet begun to understand.

This statement doesn't exclude NCOs, who have the responsibility for leading, training, caring for and maintaining the Army's major asset—its soldiers. If we NCOs are to continue serving as "the Army's backbone," then we must participate in every aspect of this 'progressive development' to the 'nth' degree. That means we must be willing to 'keep up' on current affairs, national security strategy and policies, national military security and the political process as it involves our resources.

NCOs are also part of the revised doctrine, Louisiana Maneuvers, battle labs, creative scenarios at our CTCs and the many other programs that are part of the intellectual vitality that GEN Sulli-

First Sergeants Provide OOTW Lessons Learned

[FSC I-95 students involved in OOTW mission(s) provided input to The NCO Journal's lessons learned information gathering process. Responses follow. Ed.]

Most of our forces and equipment for the Haiti Advisory Group (HAG) were aboard the *USS Harlan County* and never allowed to dock and unload. The HAG couldn't do its mission—a result of the UN and Haitian Military government inability to agree on the Status of Mission Agreement (SOMA) and how the military was to be incorporated in the overall plan. One of the recommendations I'd make is to ensure more emphasis is placed on joint service interoperability. Though all services do the same things, there are some things done differently and with different operational terms, acronyms and equipment. **1SG Russell McDaniel, operations sergeant, Co C, 2nd Bn, 3rd Special Forces Group, during CJTF-Haiti.**

After arriving in Somalia my unit had to provide their own base security...for six weeks. I found soldiers at every level needing training on use of crew-served weapons, use of different types of flares and radio procedures...more combat medics or combat life saver trained personnel are needed. **1SG Neslie Etheridge, section sergeant, 13th Corps Support Bn, 598th Maintenance Co, Armament Maintenance Platoon in Somalia.**

Unit METL and battle-focused training enhanced our ability to respond and deploy to support the California Earthquake Relief Operation in October 1989...however, we found that more linguists training is needed in RDF units as well as better communications systems for logistical (CSS) units...NCOs must continue to stress training, maintenance of equipment and be able to exercise command and control. **1SG Bruce Bengel, truckmaster, 301st Transportation Co (LT/MED), Ft. Ord, CA.**

Our classes on rules of engagement were extremely helpful...as well as pre-deployment classes on preventive medical measures. One month after our arrival the somewhat stable condition became more like a combat zone...we defended. We must ensure our soldiers are well-trained in guard procedures and defensive action. **1SG Anita Martinez, first sergeant, 493rd Supply and Service Co, Ft. Carson, CO, while deployed to Somalia.**

Put more emphasis on keeping communications personnel trained...also emphasize operator preventive maintenance checks and services and use of communications equipment. Engineers are deployed without construction material and there's generally not enough prepositioned material in-country once we arrive...recommend we procure the material and ship with the unit or send experienced advance party to the country to procure the materials before the engineers arrive. **1SG Curtis Lenhart, first sergeant, Co B, 92nd Eng Bn, Ft. Stewart, GA, while deployed to South America to construct Haitian immigrant camp.**

This operation gave us the opportunity to train our young and new soldiers in a real-world operation. Ideas and products that were produced and approved were actually used prior to American troops entering Haiti. Field latrines and showers had to be constructed, but the NCOs didn't know how to build them. We must teach and train troops some basic skills in building and constructing simple items of comfort to survive. **SFC Julius Storch, first sergeant, HHC, 4th Psychological Group, Ft. Bragg, NC, on deployment to Haiti to provide psyops support.**

van writes about. After all, we're "making it happen" whether it's in peace or war.

I hope this edition of *The NCO Journal* and your fellow NCOs' comments on OOTW lessons learned will be a valuable asset to your professional and progressive development. I also hope it sparks the interest of NCOs at every level to write about their experiences. We must continue to remember that our

current success as America's Army is predicated on the lessons we learned from those who have gone before us. We must continue the tradition. *[NCOs can stay a step ahead by reading the Journal articles here as well as selections from the reading list on page 15.]* ■

Hoster is Editor-in-Chief of The NCO Journal.



The 561st Support Bn constructed Victory Base, a compound in Somalia, for the armor forces sent by President Clinton after Oct. 3, 1993.

OOTW Support

561st Support Battalion Trains for Survivability

By CSM Cynthia Pritchett

We NCOs must seize the initiative and become more proactive, creative and forward-thinking in planning and conducting training.

I'm sure many of you have heard the saying, "We go to war the way we are today, not the way we want to be." As recent deployments show, there's little or no time for train-up.

OOTW made this a reality for some units. These deployments have added and will continue to add some unique challenges to our combat readiness.

As primary trainers for individual soldier tasks, we must understand what OOTW entails and how to train for them. The other critical piece is knowing and understanding the unit's mission, the commander's intent, the METL and its critical and collective tasks. This will assist NCOs in determining their soldiers' strengths and weaknesses.

We must look at our Army's recent deployments in selecting our training and incorporate lessons learned from OOTW in our day-to-day training.

Tasks and standards don't change, but the conditions in which we execute them do. Realizing this, we must apply the nine principles of training to our training plan. Our failure to consistently apply these training principles at home station stands out in OOTW.

Based on my experiences [as battalion CSM for the 561st Support Bn] in Somalia and looking at the situations and conditions from the soldiers' perspective there, we must become more aware of what OOTW involves and change our training conditions.

The soldiers' ability to execute their daily missions wasn't a major concern—their ability to survive was. I say this because I believe our training has become routine in most instances and especially at home station. It's not substandard, it's just predictable. To become accustomed to one or two scenarios breeds complacency.

Mission support in Somalia proved challenging, but manageable. Most of the day-to-day missions of the 561st Bn (Corps) encompassed hauling cargo, water and fuel; producing, storing and

issuing water; receiving, storing and issuing fuel; processing remains and providing engineer services.

What these soldiers accomplished in four months supports my claim that performing daily missions was of little concern. Executing these missions exposed soldiers to such dangers as convoy ambushes, sniper fire, mortar attacks, mined roads, large and riotous crowds, sabotage of fuel pipeline and water line and children armed with grenades and other explosives. Many of you will say this is nothing new. For the most part, I agree. However, the NCO Corps as a whole is losing its seasoned combat veterans of years past and as we rebuild this experience base, we will encounter some hard lessons we may have to re-learn.

The 561st was notified almost 75-80 days prior to actual departure. This allowed us to develop lane training to address training we needed to focus on. I attribute the battalion's successful lane training to our being proactive in obtaining information and lessons learned from units currently on the ground. *We geared almost all our training on survivability.* This additional training gave our soldiers added confidence. I measured our overall success by the fact that we deployed and redeployed over 1,100 soldiers without loss of life.

If we'd deployed without having had the opportunity to train-up, I'm not so certain we would've had the same success.

Our ability to apply what we've learned in OOTW is key to improving combat readiness for future real-world deployment and rotations through our Army's training centers. The training we conduct at home stations and the training centers is invaluable. We must now go that extra step by making it more challenging and realistic and by changing the conditions.

The ever-changing world in which we live requires—no, demands—that we NCOs understand and know what OOTW involves so that we may continue to take an active and aggressive role in determining and planning soldier training. ■

Pritchett was CSM, 561st Support Bn, during its mission in Somalia. She is now battalion commander, Students Faculty Battalion, USASMA, Ft. Bliss, TX.

Install, Maintain Commo System

Compiled By
SGM Brenda Hoster

516th Signal Company, 86th Signal Bn, 11th Signal Bde, Ft. Huachuca, AZ: Deployed approximately 120 soldiers to Mogadishu, Somalia, to support Operation Restore Hope & Continue Hope, January-June 1993; October 1993-February 1994. (Note: this company had two rotations for this mission; some soldiers returned for the second time) The 516th's mission—to install and maintain a communications system to support United Nations forces and its supporting elements.

Training. "We need to train as we'll fight..." *SFC Robert L. Wiggins, platoon sergeant*

"We need more combat type training to help soldiers protect themselves...combat procedures...more combat life saver training..." *SGT Michael Curry, light vehicle mechanic*

"...systems were up and running in no time once we got there...but...we need more training on what to do in a hostile environment...setting up site defense...when the UN took over the embassy we needed back-up fighting positions because we had everyone pointing (weapons) into someone else's area..." *SPC Michael Siebelink, cryptographic repairer*

"More schooling so we can do a better job...(fixed station and tactical signal training)..."

SGT Sharon Magee, wire systems chief

"Train your soldiers for war (during peace) and they'll respond during deployment" *SGT Charles Howard, multichannel systems operator, rotation to Kuwait*

Leadership. "Senior leadership was too busy trying to do the NCOs' and soldiers' job rather than their own...too much micro-management..." *SGT Magee*

"Don't send soldiers on a mission if

there's no job for them...overall, the senior leadership was good...but there were too many chiefs (senior NCOs) and not enough Indians...therefore, conflicting priorities..." *SGT Curry*

"Our senior NCOs made a great effort at trying to help soldiers with personal problems..." *SPC Siebelink*

Logistics. "Our authorized MTOE equipment was not adequate to support the mission...we had hand receipted equipment from other units... we still continue to send (non-deployable) soldiers..." *SFC Wiggins*

"We lacked the proper equipment...I'll have a better maintenance plan for all my equipment...ensure prop-



Soldiers deployed to Operation Rescue set up an extensive communications network outside the U.S. Embassy compound in Somalia. [Photo by Joint Combat Camera]

er equipment accountability...at all times..." *SGT Magee*

"Flying there (Kuwait) on commercial flights would've reduced layovers...we were held over in Germany for 17 hours due to aircraft problems...need better maintenance of planes and more available for deployments...not all equipment was accounted for but we were expected to sign for it...have hand receipts for all equipment you are responsible for...equipment wasn't maintained and

in poor condition..." *SGT Howard*

Overall Observations. "Be better prepared...all soldiers and equipment maintained and inventoried...families taken care of...open communication..." *SFC Wiggins*

"Keep everyone informed...on the same sheet of music...on anything and everything pertaining to the mission at hand..." *SGT Curry*

"Make sure everyone knows and understands the entire mission...don't leave anyone out...even privates need to know and can often offer good suggestions..." *SPC Siebelink*

"Keep soldiers and family members informed...and cared for before deployment...use soldiers in their MOS or don't send them...we had 31Ms working in the orderly room..." *SGT Howard*

593rd Signal Company (Wolf Pack), 86th Signal Bn, 11th Signal Bde, Ft. Huachuca, AZ: Deployed 80 soldiers to Mogadishu, Somalia to Support Opera-

tion Continue Hope, June—October 1993. (NOTE: replaced elements of the 516th) The 593rd's mission—provide long-haul communications support for the UN Coalition Forces and its supporting elements. Unit replaced soldiers already in country and used existing equipment. Provided access to UN and military telephone systems in Mogadishu from remote sites at Bardera and Biadoa, allowing UN forces to communicate with higher headquarters and the UN Command.

Training. "The soldiers were trained and ready to perform their communication mission. I think the physical fitness and personal hygiene standards were very important...in keeping my soldiers' stress level at a minimum." *1SG Clarence Abrams*

"Technically I was prepared...but I'd suggest we do more infantry-type training to better prepare soldiers for combat situations...continue MOS and CTT training..." *SPC Randy Huffman*

"More team training... and training on convoys, M60, M203 and site defense because we weren't prepared for this type of enemy..." *SPC Michael Imperial*

"We need training as a team...not thrown together with soldiers from another unit with different jobs... also equipment palletizing would've been quicker if more soldiers were trained in air cargo loading..." *SSG Rickey Letcher*

Leadership. "We had some great senior NCO leadership...they put the junior enlisted before themselves..." *SPC Imperial*

Logistics. "Getting desert camouflage uniforms, flack vests, and other protective equipment (prior to deployment) was a last-minute rush...getting a flight...our fly-out date was changed five times before we actually left, causing some anxieties..." *1SG Abrams*

"When the MEDEVAC unit left we had no medical support for our five signal soldiers there (45 days remaining in country)...getting used to no (dining) facility...just MREs and T-RATs..." *SPC Imperial*

"Let's get there on a better aircraft..." *SPC Huffman*

Overall Observations. "We need to know about the soldiers from the other countries which will be working with us; customs, mannerisms, uniforms...more information on the mission, location, personnel, geography..." *SSG Letcher*

"The R&R was a positive experience for me...it helped relieve stress and get our minds off things..." *SPC Imperial*

"The mail was very slow...and often misrouted (once in country)...morale and recreation was limited...and I feel that some infantry and medical units got more slots (for morale trips) than other combat support units...we need more unity among different units (all for one, one-for-all concept)..." *1SG Abrams* ■

An OOTW leadership challenge...

Create a Positive Atmosphere

By 1SG William Fassinger

The sting of frigid air and blowing snow hitting my face is just as vivid today as the day we loaded the last vehicle on the rail car. I reflected on the words my mentors gave me and searched for the knowledge and the courage to serve my country without fear.

I wanted to lead my soldiers in the best possible fashion on this and every mission. I knew my company was the best in the Army and our leadership would rise to the challenges at hand. I was also reassured in knowing my soldiers had received the best and most realistic training. The only thing that I feared at this point was the unknown.

"Welcome to Somalia!" It was almost a contradiction in terms. Why would you welcome someone to a country that has nothing? However, the time for leaders to motivate soldiers was at hand. It was hot—very hot—and the humidity sapped our strength.

The leadership challenges were in full force—lack of sleep, an unforgiving climate, back-to-back missions, etc. Field manuals, classroom training, exercises, role playing. All these things and more didn't get us close to the harsh reality that we were about to face. Every day was a new challenge in the art of leading and motivating soldiers.

Reflecting on this mission has allowed me to see what helped me and my NCOs create a positive leadership atmosphere. One of the keys to this, I believe, was the tough and realistic training standards we established in garrison and in field training environments. These scenarios were tested time and time again for both the leaders and the soldiers.

Our platoon sergeants and squad leaders were given missions, but were also given the opportunity and flexibility to plan for and execute those missions. They were given the chance to perform as NCOs.

In Somalia, the unit performed a variety of missions ranging from area security, battlefield circulation and control, convoy operations and raid operations in search of arms caches to base cluster defense operations.

There were many examples of exemplary duty performance among the soldiers and NCOs of my unit. I attribute this to realistic training, not cutting corners, setting standards and enforcing them, mentoring and taking care of soldiers.

Leaders at all levels react differently to each situation. I sincerely hope every NCO and soldier who participated in an OOTW mission will pass on all their experiences, good and bad, to all soldiers and leaders. We must continue to develop our soldiers to fill our shoes in the NCO Corps of tomorrow's Army. ■

Fassinger is the first sergeant for the 511th MP Co, (now deployed to Cuba) Ft. Drum, NY.



A Ft. Drum soldier provides security for Somali children during Operation Restore Hope. [Ft. Drum PAO photo]

Provide Base Support And Area Security

HHD, 716th Military Police Bn, Ft. Riley, KS: *Deployed 46 soldiers to Operation Sea Signal (JTF-160), Guantanamo Bay, Cuba August 1994—February 1995. The detachment's mission is to provide command and control for five MP companies performing internal security duties for recently established Cuban migrant camps. Two units organic to the battalion did not deploy, thus leaving a skeletal rear detachment for command and control. [Note: MP units mentioned here are deployed to Operation Sea Signal under 716th command and control.]*

Training. "The unit's daily operations prepared them for this mission, i.e. preparing and issuing OPORDS, weapons qualification, NBC, etc....but more training is needed on basic skills such as preparing equipment and personnel for deployment by land, sea, or air...(we can't) train for one specific mission..." **SFC Craig Selbert, detachment sergeant**

Logistics. "...lack of vehicle support and limited stocks of support equipment proved to be the most significant obstacle...this was compounded on arrival...inability to get needed support items which led to problems in establishing camps and operations..." **SFC Gerard Beidel, operations sergeant**

"Bring all the equipment issued...we could have used it..." **SPC Riley, MP**

Overall Observations. "I also deployed to Somalia...both experiences showed personnel and equipment shortages...these could be eliminated by maintaining 100 percent on all authorized levels...also being deployed for 11 out of 19 months has left many personal and professional issues unresolved..." **SFC Seibert**

"Humanitarian operations are logistically intense...highly recommend overstaffing of logistics and operations cells during the initial phases of operations..." **SFC Beidel**

"I recommend that soldiers keep their bags packed...if you can afford it, buy extra uniforms and other items, personal hygiene items, etc...ensure your soldiers do the same, if possible..." **SFC Selbert**

"NCOs must...prepare soldiers by keeping them informed to events of the mission...they need in-depth knowledge of the situation PRIOR to deployment to be... prepared and prepare their soldiers mentally to react to numerous situations simultaneously...inexperienced soldiers will experience certain traumas...develop a balance between compassion and the mission...NCO supervision is critical throughout all phases of operation..." **SFC Beidel**

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1st MP Co, 716th MP Bn, Ft. Riley, KS:

Training. "As a division MP company we focus training on wartime operations ...not OOTW...the EPW/CI operations training assisted us in the beginning of this mission..." **SGT Myron Ward, squad leader**

"Training that would be beneficial is basic first aid and advanced combat lifesaver training...riot control training was a big plus...interpersonal communication training and stress management should be given before the next humanitarian deployment..." **SSG Robert Greene, 5th platoon sergeant**

Leadership. "The NCO leadership was

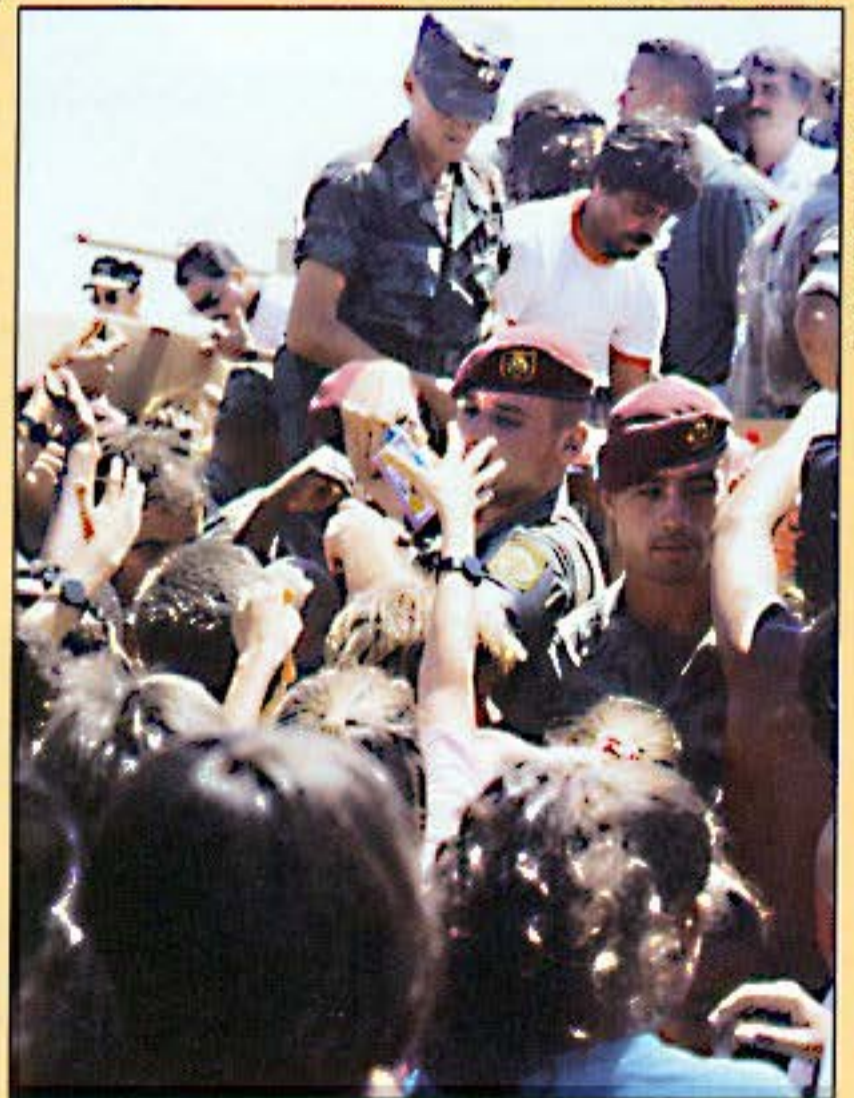
outstanding...from team leader through command sergeant major...top officers didn't listen to NCOs' suggestions and ideas; therefore they didn't have any idea of the problems the NCOs and soldiers were facing on a daily basis...lessons learned by NCOs and soldiers were brought forward but were turned down... a successful unit must depend on the quick thinking and ideas of the NCOs...their experiences weren't used during this deployment..." **Anonymous**

"Recommend unit leadership learn how to establish small camp organization/supply functions and health concerns... NCOs need to anticipate problems, identify solutions, implement them, remain flexible." **SGT Ward**

Logistics. "A strong operations section must be established and maintained throughout the deployment...to be successful..." **Anonymous**

"I brought a lot of unnecessary platoon equipment because the mission and facilities (available) were unclear..." **SSG Greene**

Overall Observations. "Communication...within and between units...units



Two MPs from 65th MP Co (Airborne) from Ft. Bragg, NC (also deployed to Cuba) pass out toys to Cuban migrant children.

Photo by SPC Ellen K. Scanlett

had the same mission but lack of communication and cohesion made mission suffer...focus on lessons learned to prevent soldiers from suffering injury or hardships as well..." *Anonymous*

"More language-qualified support...civil support to help with political policies, immigration policy, etc...more mission knowledge and understanding..." *SSG Greene*



437th MP Co., Ft. Belvoir, VA:

Training. "Before deployment we had intense scenario-driven riot control and live-fire MOUT training...providing us the chance to see how platoons interacted and reacted with each other under extreme conditions... we need to train as we fight, realistically..." *SFC Kevin Charles, operations sergeant*

"Our riot control training gave us a better understanding of how chaotic a demonstration can be....continue to train realistically..." *SGT Eric Kinney, team leader*

Leadership. "Our prior training (riot control) was evident in that our leadership eagerly attacked all missions with confidence, which was passed down to the soldiers...flexibility is the most important leadership trait...because of the constant changes..." *SFC Charles*

"...the soldiers need to see more of the first sergeant and commander...it builds respect for that leader and lets soldiers know they care about them..." *SGT Kinney*

Logistics. "We had to rely on battalion vehicle support which was very limited...M1008s and 1009s being the primary transportation, and logistical support for these vehicles was nonexistent...didn't have adequate communications equipment...handheld equipment is a must for this type of deployment...add PRC 127s to the units' MTOE...ensure equipment used in mission has adequate logistical support, with several missions going on at once (Haiti, Cuba, Rwanda, Kuwait) the supply flow into Cuba resulted in problems for soldiers on the ground..." *SFC Charles*

"The military is all over the world...this means waiting for support...anything and everything was used to construct, upgrade or fix things..." *SGT Kinney*

Overall Observations. "Realistic training builds cohesion, esprit de corps



Photo by SPC Ellen K. Scarlett

CPL Donald Lehr, 437th MP Co, Ft. Belvoir, VA, makes friends in Cuba.

and teamwork in a unit...soldiers and subordinate leaders working well together reinforces that their senior leadership will take care of them, then deployments are more successful..." *SFC Charles*

"In 92 our mission was security...not so on this mission...we were security and providers...we cooked, delivered food, put up tents and concertina wire, built camps...we showed that giving the extra effort pays off, we were tired yet more migrants were content and their situation greatly improved because of us..." *SGT Kinney*



293rd MP Co, Ft. Stewart, GA:

Training. "We tend to train on the mission the unit is involved in...our foresight and proactiveness is often hampered by budget and the lack of understanding the big picture of world trends and politics..." *SFC Diane May, 4th platoon sergeant*

"The riot control training...done in garrison...was tested here and was successful..." *SGT Lee Baker, squad leader*

Leadership. "The senior NCO leadership has been professional in every manner...as a soldier, I know what's expected...having professional NCOs removes confusion and allows me to know what to do without asking unnecessary questions..." *SSG Danny Artz, squad leader*

"Don't head hunt...every deployment I've been on the senior leadership...brass/MSG and up...starts looking for ways to use their soldiers when things start to slow down...my platoon leader-

ship was good...the company leaders could've provided more morale activities..." *Anonymous*

"The senior NCO leaders have been nothing but superb...surpassed the phrase of 'taking care of soldiers.'" *SGT Baker*

Logistics. "Standardize what equipment is needed across the regiment...maintain deployment boxes, proper maintenance and records, A and B bags, supplies on hand..." *SFC May*

Overall Observations. "Soldiers need to get away from this environment sometimes...but we're controlled on our days off...I'd like some time to myself...to reduce the stress..." *SPC Diomedes Senior, team leader*

"Focus on soldiers...attention was on migrants...we're not attention seekers, but I'd like my chain of command (sergeant major) to ensure troops have mission support..." *SSG Artz*

"Incorporate informational training in BNCOC and ANCOC...on OOTW lessons learned, i.e. language needs, use of force training, civil disturbance, etc...communication...prior knowledge of mission requirements...deployed commanders should've communicated with incoming commanders, example why: our comms equipment was packed, unpacked and repacked..." *SFC May*

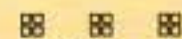
Recommended OOTW Reading For NCOs

1. "Military Review," JAN 94, "FM 100-5 and Operations Other Than War," articles by Generals Sullivan, Tilelli, Jr., Ord, III and Major Morston
2. "The Art of War in the Age of Peace: US Military Posture for the Post-Cold War World," by Michael E. O'Hanlon, 159 pages, Praeger Publishers, Westport, CT, 1992, \$42.95.
3. "Military Police Journal," August 1994. Entire issue covers OOTW and MP lessons learned, etc.
4. FM 100-5, Operations, June 1993.
5. FM 100-17, Mobilization, Deployment, Redeployment, Demobilizations, 28 October 1992.
6. FM 100-7, The Army in Theater Operations, March 1993.
7. FM 100-19, Domestic Support Operations, May 1993.
8. New FM 100-23, tentatively titled Peace Support, currently being drafted by TRADOC.
9. FM 101-5-1, Operational Terms and Symbols, October 1985.
10. TRADOC Pamphlet 525-100-4, Leadership and Command on the Battlefield, Noncommissioned Officer Corps.

Ft. Drum units' OOTW challenges...



SGT Scott Anderson, 10th Mountain Div (L), Ft. Drum, NY, hammers shingles on a roof top at a local resident's home in Homestead AFB, FL as part of the Hurricane Andrew relief mission.



LRSD, 110th MI Bn: Deployed to Haiti for Operation Uphold Democracy from September-November 1994. The LRSD has 35-50 soldiers and communications, observation and surveillance equipment as well as standard infantry equipment. There was no standard wartime mission for a LRSD in Haiti. The 110th provided convoy security personnel for counterintelligence missions. We did two separate building searches but the majority of our work went to guarding local government property.

Training. "The training we did before we left was for a wartime mission...only we didn't go to war..." **SSG Bell, commo section**

Leadership. "Senior NCO leadership is alright...but senior leaders tend to clash in ideas and that seems to lead to them not giving each other any credibility (i.e. first sergeant, section chiefs, etc.)..." **SGT Ashley Horan, assistant base station leader**

"There were too many senior enlisted there...too many chiefs..." **SSG Jeffery Walls, team sergeant**

Logistics. "Don't send so many troops and vehicles right off the bat...it would be

good to get hazardous duty pay and separate rations...it makes an open-ended deployment more bearable..." **SGT Horan**

Overall Observations. "Press for more information from the higher command regarding the mission to keep subordinates from wondering...rules of engagement were a major challenge in Haiti, not so much as when to engage, but when to intervene...a police force could have taken care of most of the problems..." **SSG Bell**



2nd Platoon, Co A, 2-14th Inf, 10th Mountain Div (L): Deployed to Operation Uphold Democracy, Haiti, September-October 1994. The 30-man platoon

Many Units With Varied Missions

The following responses are from units serving under the 10th Mountain Division (L), Fort Drum, NY.

Co C, 1st Bn, 87th Inf Rgt, participated in Hurricane Andrew Relief effort from August-October 1992. The 80 soldiers were responsible for sorting and counting food and distributing bulk food items to preparation points.

Training. "There's no military training for a hurricane disaster...training within the unit better prepared me and my soldiers for civil disturbances and dealing with the public..." **SFC William Wechtenhiser, platoon sergeant**

Leadership. "The NCOs were pro-

fessional, they knew their jobs and did them well...they took care of soldiers..." **CPL Scott Kehn, company armor**

Logistics. "Lack of showers, toilets, laundry facilities throughout the mission...and handling spoiled food on a daily basis was a big problem..." **SFC Wechtenhiser**

Overall Observations. "Keep the troops informed...to keep morale up...Sometimes info was kept from us, such as when we were going home..." **CPL Kehn**

"The mission changed from day to day. I never knew exactly what the division wanted my platoon to support...taskings must remain consistent to keep mission clarity..." **SFC Wechtenhiser**

mission was to provide airfield security for detainees and provide a Quick Reaction Force (QRF) show of force. These comments are from platoon sergeant, SFC Brian Addison:

Training. "We react...instead of planning and executing tough demanding training...live fires were a plus but unrealistic and too orchestrated toward safety...we didn't start from the basic infantry fundamentals... and it showed on our training execution..."

"Focus on the METL but make time for...survivability skills...even for infantry soldiers...live-fire exercises should be realistic and still include safety aspects...focus on infantry fundamentals — shoot, move and communicate..."

Leadership. "...lack of information flowing from higher to lower on missions, possible missions and general information...flow of info needs to be present...if there's a plan, put it out...subordinates will gain confidence in a chain of command if it's working properly...when senior NCOs are involved, planning and execution is done to standard...maintain a go to war attitude not an OOTW attitude..."

Overall Observations. "We must create a climate that fosters participation by all in the chain of command. This allows us to conduct training, to make mistakes in training so we won't make them on combat operations...hold soldiers accountable, at all levels, to be competent in their job..."



Other comments from soldiers stationed at Fort Drum...

SGT Arle Shavit, supply sergeant, Co D, 710 Maintenance Support Bn: "We always wait too long to prepare and plan...trying to do things faster and better than the last deployment...the drawdown has given us less and less people, equipment and supplies to work...deployment[s]..."

"One positive experience was seeing the first sergeant and commander work with the troops and asking them what they think about the deployment and what can be done to make it better. Also, getting input from junior NCOs and using it for planning the deployment..."

"Every deployment has been different...location, people, mission, equipment...communication is important...tell soldiers everything possible...take care

of your soldiers and their families during all phases of deployment...ensure PMCS is done weekly on all equipment..."

SSG John S. Bell, assistant logistics manager, HHC DISCOM: "The senior NCO leadership was excellent during this mission...communication plays a key role in the success of any mission..."

"Try to lock down a date and time, as soon as possible for the deployment and redeployment...stop the rumors...ensure equipment and soldiers arrive together so they can start support mission upon arrival..."

"An R & R program is good for soldier morale...too much free time affects morale, as does too little time..."

SGT Tad James Kalahar, power train supervisor, Co E, 25th AV Regt: "The main problem was young officers and mid-career officers taking too much control...senior NCOs, between staff sergeant and first sergeant, seem to have lost their drive...The NCO Corps is the heart of the (Army) machine...if this part is a little weak it affects the entire machine's performance...more education and pin-

point command responsibility is needed in the NCO Corps..."

"We spend many months deploying to hostile environments, then DA turns around and sends people off to Korea...Soldiers should have at least one year stabilization, (by choice) after a combat tour..."

SGT Rene Paez, Jr., avionics radar repairer, section chief, Co E, 25th AV Regt: "Ensure that everyone knew and understood the plan of the deployment and what to expect during the deployment..."

"The most negative thing I recall is not being given any recreational time when we had no mission or no work. A lot of stress would have been relieved if they would have let us relax when nothing was going on..."

"...being deployed is a stressful event...leaders need to realize this and try to help alleviate as much stress as possible...they must keep their soldiers informed and make sure they understand every aspect of the mission..." ■

410th MP Co OOTW mission...

Provide Site Security, (& some humanitarian aid)

410th MP Co, Ft. Hood, TX, recently returned from Soto Cano AB, Honduras, Central America. The company was assigned to JTF-B from November 1993–March 1994. They were tasked to perform the Law and Order mission and security mission on the Tacan Mountain radar site. They also participated in some humanitarian causes that weren't part of their normal mission. About 120 soldiers were deployed.

Training. "Our company conducted team certification, squad lanes and AR-TEP in a field environment...we oriented most of our training to the mission in Honduras prior to going...I think our training is complimentary to our missions. However, deployment training needs more emphasis...airload/railroad movements, amount of equipment taken, hazardous materials and packing the materials correctly..." **SFC Gregory Harn, platoon sergeant**

"I'd change the way we do business on the deployment (load-up/move-out)...as the unit movement NCO, I saw on the load-up phase many soldiers who weren't properly trained on how to deploy or were trained different from the way Ft. Hood deploys...get everyone on the same line in the Army on how to deploy..." **SGT Patrick Boone, battlefield circulation control NCO**

Leadership. "Senior leadership as a whole was strong and focused..." **SSG Daryl Stapper, platoon sergeant**

"On this particular mission there was little or no job for the senior NCO leadership of our company. When something did arise, they worked well together and accomplished the mission...don't be afraid to solicit ideas and experience from your junior enlisted soldiers who have deployed before...don't be afraid to ask if you don't know...time and money are lost when leaders act like they know

OOTW continued page 18

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 Horn**

"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 Horn**

"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

Force *Projection* Demands Force *Protection*

By SGM Charlie Mahone

Leaders can't project a force into the fight if that unit isn't well. The Army's warfighting doctrine, FM 100-5, **Army Operations**—and other supporting doctrine such as FMs 25-100, 25-101 and 101-5—is the authority that describes how America's Army fights wars and conducts operations other than war (OOTW). It also dictates that force protection (our new safety philosophy) must be integrated during planning, execution and the assessment phase of all operations and exercises.

Resources and force disposition contribute to doctrine development. In an army faced with continuing decreases in forward-deployed units, doctrine alone can't assume that forces are in place when a conflict begins. Nor should we assume that unit equipment and soldiers are always ready. We must ENSURE that equipment and soldiers left in our charge are READY to deploy anywhere in the world on short notice.

This is where Force Protection becomes key in the enhancement of warfighting and our ability to project our forces. Commanders must have confidence in their NCOs at all levels, and in their safety program. After all, one accident could mean losing one or several deployable soldiers and pieces of equipment.

A spirit of shared responsibility and authority goes a long way within any unit's safety program. Shared responsibility and authority between officers and

NCOs doubles the exposure to safety. Putting NCOs out front as standard bearers on and off duty, helping during safety surveys and assisting on investigations provides a focal point for the entire unit. This shared act allows for NCOs to serve as liaisons between the military and some local community assets.

One of the worst things commanders, leaders or supervisors can do is appoint a safety NCO and then not use that NCO to protect their force. Unit safety NCOs serve as a key asset for commanders and should be used to accomplish that unit's force protection mission. Safety NCOs accomplish their duty by detecting problems or hazards early and making recommendations, keeping the command updated on program effectiveness. They also serve to motivate and promote soldier awareness in accident prevention while fostering two-way communication on safety issues.

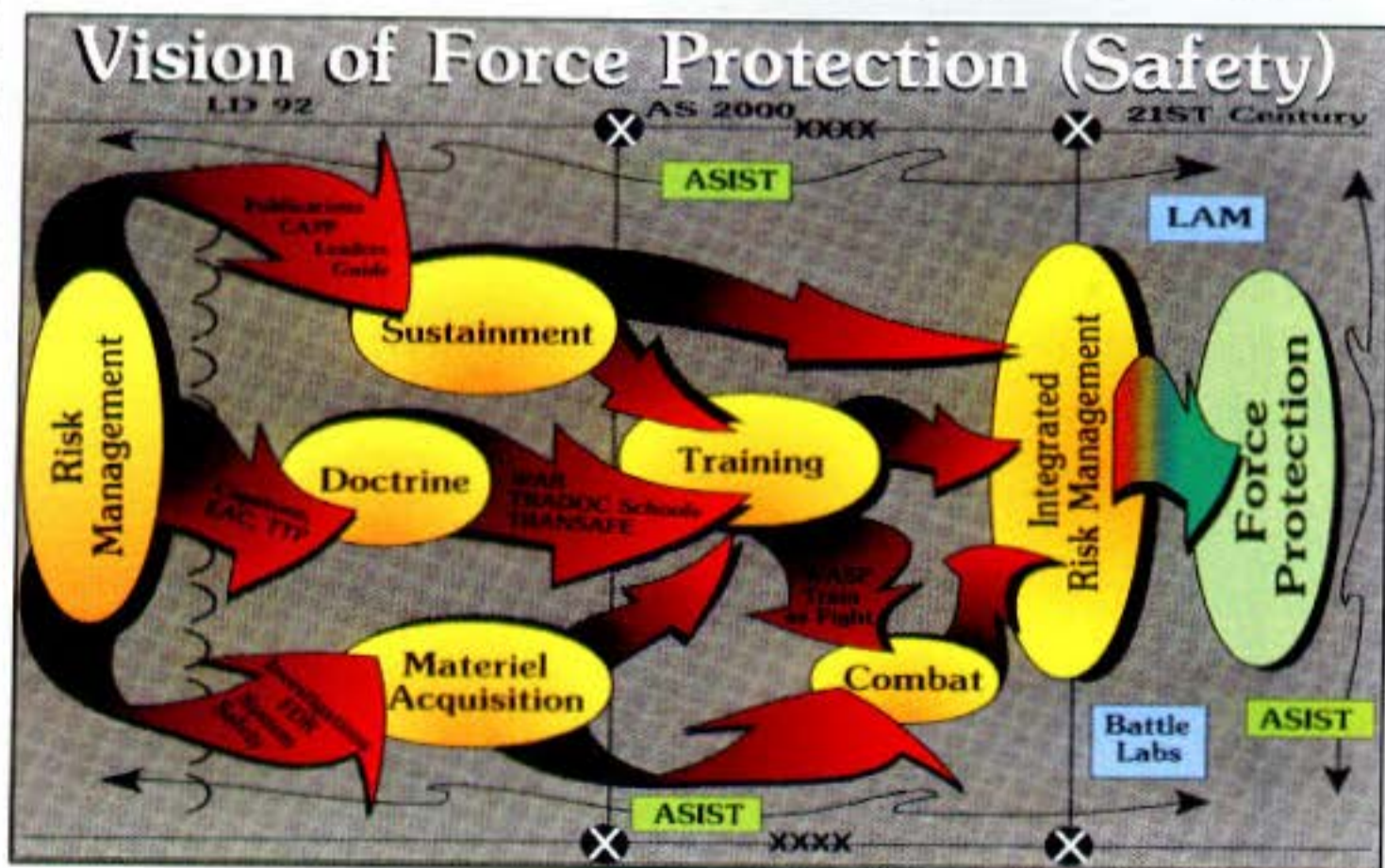
As NCOs, we are paid to put forth a valiant effort to prevent accidents and assist in developing programs to reduce them. All NCOES courses teach some

form of force protection as do the First Sergeant and Battle Staff Courses. NCOs are exposed to force protection and ways to implement this concept throughout their military career. That means every NCO serves, to some degree, as a safety NCO. Section chiefs, platoon sergeants, first sergeants, and sergeants major are ideal safety NCOs because they have hourly and/or daily contact with their soldiers.

This doesn't mean that the safety NCO's duties are diminished or no longer required. NCOs in America's Army are routinely involved in the risk management process, developing a good command climate, serving as a safety council member and being the eyes and ears of the command.

Protecting our force means we're battle focused with the ability to take soldiers and equipment to the fight and win the battle, then return home intact as we deployed. ■

Mahone is the sergeant major for the U.S. Army Safety Center, Ft. Rucker, AL.





Nicotine... **A Combat Drag**

By MSG Williard K. Brown, Jr.

We roll it, dip it, sniff it, chew it and smoke it. Many years ago it was part of our field ration issue. But times, they are a changin' and so are the ways the Army deals with tobacco use.

Some people smoke because they think it will enhance their stature in life, make them appear more important or fashionable. Others use tobacco as a crutch to overcome self-consciousness, particularly in social situations. Teens often light up because their friends do and they want to be accepted by the group.

Then there are the "chewers" or "dippers" who often choose this means of tobacco use over smoking to curb their nicotine cravings while engaged in a sport or some other activity that's inconvenient for puffing on a cigarette.

Medical evidence has been in for years on the use of tobacco and its link to cancer, heart disease, stroke and lung disease. Tobacco smoke and juices contain carcinogens, chemicals that can cause normal cells in the body to change into cancer cells.

Smokers not only put themselves at risk, but also others nearby who breathe in the secondary smoke. If you live with a tobacco user you've probably come across a few other unpleasantities such as halitosis as well as "housecatosis."

Then there's the individual user's susceptibility to constricted blood vessels, increased blood pressure and heart rate, tar in the lungs, gum disease, discoloration of teeth and tooth decay, and decreased resistance of nose, sinuses and lungs to infection.

Smoking is the cause of some 30 percent of all cancers and 75 percent of lung cancer. Lung cancer is already the leading cause of death for men and has just surpassed breast cancer as the leading cause of death for women. There is a direct link between the use of cigarettes, pipes, cigars and chewing tobacco and cancer of the mouth, lips, tongue and throat.

Smokeless tobacco has higher concentrations of the cancer-causing chemicals than cigarette tobacco (and many really "pack it in" between the cheek and gum). One can of snuff delivers as much nicotine as 60 cigarettes. One pinch is equal to two cigarettes. This also makes it harder to "break the habit," because users are actually mainlining the chemicals.

Nicotine is a very addictive drug. In trying to break the habit, users go through physical and psychological drug withdrawal effects. The user not only has to overcome the drug addiction, but also has to overcome the habit. That's why most users who want to quit can't do it on their own.

The Army has put forth a great effort

to educate our soldiers on tobacco use. Some policies, such as no smoking in government buildings, often discourage the smoker and may be the catalyst to kicking the habit.

A good unit education and reinforcement program will help tobacco users to kick the habit. Health Risk Assessments are a good tool to identify tobacco users and educate them about the risks. Units can display anti-tobacco posters in common areas and work places and conduct command information classes on the hazards of tobacco use.

Unit-sponsored cessation classes and support groups should include family members. Cessation classes provide helpful ideas for quitting and how to change daily habits that tend to encourage tobacco use. Nicotine patches may be prescribed as an aid to kick the habit.

Surveys conducted at the end of the cessation programs and one year later, as a follow-up, will help in measuring program success.

The battalion medic and community health nurse stand ready to assist units. The American Cancer Society's toll free number (1-800-4-CANCER) answers individual's questions. Various health organizations and agencies also provide publications upon request.

Readiness is our responsibility as NCOs and soldiers. Army Regulation 600-63, **Army Health Promotion Program**, Chapter 4-1, states: "Smoking tobacco harms readiness by impairing physical fitness and by increasing illness, absenteeism, premature death and health care costs. Readiness will be enhanced by establishing the standard of a smoke-free environment that supports abstinence from and discourages use of tobacco."

The "Marlboro Man" is dead, a cancer victim. Don't you or your soldiers ride the same horse he rode. It's healthier, and cheaper, to be free from the combat drag of tobacco use. ■

Brown is a master fitness trainer for Co A, USASMA, Ft. Bliss, TX.

The Leader Book

A valuable tool for the RC leader

By SGT Jason B. Caswell

Every profession requires some set of tools. Being an NCO in the profession of arms is no exception. We often forget the many tools we have in our tool box which can assist us in our everyday profession of leading, training and caring for soldiers.

I've spent some time in the active Army and the National Guard so I know how difficult it can be to keep up with soldiers in all aspects of their Army career. But, the tool I've found most helpful for me is the Leader Book.

As a leader in a National Guard unit I don't get to see my soldiers every day like my active Army counterparts. And, when we do meet at drill we have a limited time to train—two days a month and two weeks a year with no extended field exercises. This sometimes makes it difficult to remember what went on at the last drill meeting. So, to overcome this problem, I designed a Leader Book for reserve component leaders like me.

I thought about what kind of information we need about our soldiers. We need to know soldier and family member data for deployment, soldier proficiency in both common and MOS-specific tasks, weapons qualification and soldier fitness standards.

I took all this information into consideration and divided my Leader Book into six sections:

◆ **Administrative Data**—This section is the NCO's source of personal information on the soldier. List all family members, the soldier's place of employment, current address and phone numbers, soldier's education (military and civilian). Also include the soldier's ETS date, MOS, date of rank, SSN, etc. If the soldier is flagged for any reason, put that in this section, too.

This section is important because it contains the information needed for deployment and also gives the NCO a list

Administrative Data		Date
Name		SSN
Rank	Date of Rank	ETS Date
MOS		Secondary MOS
Civilian Education		
Military Education		
Home Address		Phone
Employer		Phone
Family Members		
Name/Relationship		Address/Phone

of people to contact should the soldier miss drill.

◆ **Physical Training**—This section allows the NCO to check a soldier's APFT performance by tracking past scores. It tells the leader if the soldier is on profile and for what reason. It also lets the NCO keep track of height and weight standards or weight program information.

Physical fitness is a very important part of soldiering and NCOs must know their soldiers' capabilities and weaknesses. This section helps you to work on keeping your soldiers "fit to fight."

◆ **Weapons Qualifications**—Every weapon on which your soldiers are range-qualified should be recorded in this section. You can also put the soldier's weapon and serial number, which may help in a lost or misplaced weapon situation. The soldier's battle sight zero is also noted here for quick reference on sighting a new weapon. There is also a section at the bottom of this page to list serial numbers of other sensitive items.

◆ **Common Tasks**—All mission essential common tasks, as approved by the commander, should be listed here. The individual common tasks are placed under the proper task group and, when trained, a "go" or "no go" is given under

the proper task name. This is a mission essential task list and not every task in STP 21-1-SMCT will be listed in this section. Keep the list simple and battle focused.

◆ **MOS-Specific Tasks**—Those tasks that are MOS-specific are listed in this section. Again, these are mission essential tasks listed under the proper task group. When the task is tested, a "go" or "no go" is given so the NCO leader can evaluate how battle-ready his soldiers are. The same forms used for common tasks can also be used for MOS-specific tasks but filed in a different section of the book. This section helps NCOs keep track of their soldiers' performance and keep the squad combat-ready.

◆ **Soldier Evaluation**—Drill performance and attendance is kept in this section. If a soldier is late one day or misses it the next, the NCO records it in this section. This comes in handy when it's time to write an NCO-ER or promotion recommendation. There is also a place to write short narratives about a soldier's performance in various areas which also helps when writing evaluations or awards.

This Leader Book—put together especially for RC soldiers with the maximum amount of soldier data for limited training periods—can be an important and essential tool for training and evaluating your RC soldiers. ■

Caswell is a gunner with C Battery, 31132d Field Artillery, Texas Army National Guard, Odessa, TX.

Weapons Qualification		Date
Name	Rank	SSN
Weapon #	Weapon Serial #	
Battle Sight Zero	Gas Mask #	
Qualification		
Weapon	Qualification	Date

By SFC Albert L. Williams

It's the day before the first parade and a Plebe (freshman) is confused about how to put his dress gray uniform together. He asks his battle buddy, who says, "Go ask your team leader or squad leader." Sound strange? Well, not at West Point.

West Point mirrors the regular Army's chain of command and the Non-commissioned Officer support channel from the team leader through brigade command level. Cadets will serve in many of these positions to enhance their leadership skills.

Regular Army sergeants first class (Tactical Noncommissioned Officers or TACs), assigned to each of the Corps' 36 companies, assist cadets in operating the NCO support channel. This program is unique because cadets are put into leadership positions two out of the four years they spend at West Point. They're charged with carrying out the everyday business of the Corps of Cadets under the supervision of the senior class.

These duties range from simple room inspection to the basics of rifle marksmanship training.

Regular Army NCOs will see well-prepared second lieutenants coming from West Point. They will be leaders who understand the concept of leading by example, complying with orders and meeting standards.

Throughout the year, the TAC NCO teaches cadet NCOs leadership principles and philosophies through a series of classes, including military science, cadet professional development and honor classes. The TAC NCOs then observe, coach and counsel all cadet NCOs on their performance. Sessions can range from one-on-one, face-to-face performance counseling to simple on-the-spot correction.

Cadet Hans Pung, the highest ranking cadet at the Academy, agrees that we [the TAC NCOs] are enhancing the development of graduates by being available at the company level. These NCOs are there to guide, train and mentor, as

well as to answer any of the cadets' questions. Cadet Pung says, "The cadet first sergeants receive a lot of guidance from the TAC NCOs because of their many years of experience. This allows the cadet to train and lead more effectively; the same way we will when we graduate."

The brigade command sergeant major is charged with executing the business of the NCO support channel through his regimental and battalion sergeants ma-

NCOs at West Point

"The purpose of this training is not to make officers proficient NCOs, but to have them walk in the shoes of someone similar to an NCO in today's Army. Platoon sergeants can relax. You and your new lieutenants—together—can provide the Army with the best trained and motivated platoon in the big green machine."

major. This tough, demanding position challenges the cadets that much more due to their lack of experience. The cadets' lack of experience requires initiative and creativity to get the job done and the Corps has plenty of both. The NCO support channel has been very effective in making improvements in drill and ceremonies, NCO training, barracks cleanliness and maintenance and the caring aspects that are so much of an NCO's daily duties.

SFC John McNally, Company H-1, says little published material exists that explains the "how to's" of being first sergeants and the training of their subordinates. He uses his TAC NCO as a source of first-hand knowledge on what is expected of an NCO and how to enhance performance of cadet leaders in the company.

SFC Phil Otey, a three-year TAC NCO, was one of the first TACs at company level. He believes that the best part of the system is that it gives cadets a chance to work and interact with NCOs.

This in turn helps them form a better relationship with the platoon sergeants and squad leaders they will be working with when they report to their first unit.

The system isn't perfect, but it improves every year. With each year, cadets increase their understanding of NCO positions and their effectiveness in those critical roles. In return it shows the TAC and TAC NCO that they [the cadet NCOs] are ready to move up and handle cadet officer duties during their senior or "Firstie" year. A successful tour as a cadet NCO can lead to some of the more premiere cadet officer leadership positions in the Corps.

Cadet Chris Rietsma, who was a sergeant before coming to West Point, said, "In the past, half of the junior class and the entire senior class held all the NCO and officer positions in the Corps. Now, the sophomore class gets a chance to start honing their leadership skills early. It allows us to progress into increased responsibility with the experience of each year spent at the Academy."

Another high point of the program is that during the summer, instead of hanging out at Daytona Beach, cadet leadership is afforded the opportunity to take their units through tough, hands-on, performance-oriented training. Some cadet NCOs teach the basics to new cadets during cadet basic training.

Summer training culminates with a full-scale deployment on combat aircraft to Ft. Knox, KY, for a one-week mechanized train-up and STX, ending with a force-on-force battle with Abrams main battle tanks. Cadet NCOs are responsible for all individual training that's needed for the battle.

"The training cadets receive here at West Point, as NCOs, is by far superior to any other commissioning program that I've experienced in my 18 years in the Army. You just can't find the intensity anywhere else," declares the regimental TAC NCO, SFC Jose Romero. ■

Williams is the tactical NCO for Co H-1, U.S. Military Academy, West Point, NY.

Single Soldier Living

An opinion

By CSM Robert A. Dare, Jr.

I'm fully aware that this article will cause some controversy and disagreement, but I believe the time has come to change our way of managing single soldiers living in the barracks.

Senior leaders call today's soldiers dependable and reliable. But, many of those same leaders are hesitant to change their views toward these same great soldiers as it pertains to their home, the barracks.

I think it's important to realize where we are today—62 percent of the enlisted force is married. I suspect that percentage will get higher. However, I think it's time to change our attitudes and policies that govern how the other 38 percent—the single soldiers residing on an installation—are required to live. It seems to me that we continue to harbor outdated and counterproductive views on this subject because of habit and tradition. The barracks appears to be the last bastion of identity to "the old Army."

I was stationed in Germany when GEN Saint, then USAREUR commander, mandated the institution of "Single Soldier Initiatives." I witnessed this program's tremendous success. It makes far more sense to demonstrate trust and confidence in soldiers in all aspects of their lives rather than in limited events such as tactical training.

Single soldiers required to live in the barracks are often subjected often to policies that only apply to them. These policies encompass everything from daily room inspections that conform to some unnecessary and mundane SOPs, to the inability to have guests. Rules which restrict certain types of alcohol and limit possession to a six-pack of beer. These rules can't be necessary for readiness or they would be applied to all soldiers, married, single off-post, and single residing in BEQs and BOQs.

We tell a corporal to take his fire team 500-1,000 meters forward of our defensive position and provide early warning to the entire unit but neither he nor his soldiers can have a mixed drink in their barracks room.

We trust a specialist to handle thousands of dollars in the cashier's cage at finance each day but she can't entertain a male friend in her room during her off time.

The soldier residing in the barracks is prey to every CO and staff duty NCO who needs a quick detail because a leader didn't plan properly.

Since these rules are specific only to the unmarried, barracks residing soldiers, it's not difficult to understand why there's the perception of unrealistic and

unfair procedures by single soldiers.

You'll get no argument from me that communal living requires some rules for the good of all occupants. And so the checking of common areas for general cleanliness and healthy conditions is a must. My experience tells me that given the latitude and trust, soldiers will not only live properly but will do more for barracks maintenance and appearance than any facility engineer could ever do.

Traditionally, NCOs have had the re-

"Our standards of conduct on and off duty apply to everyone...and should be applied equally."

sponsibility of enforcing barracks SOPs and standards. That came from past NCO roles to provide beans, bullets and barracks maintenance. Today, our NCOs actively participate in assessing, planning, resourcing, and executing training. There is rarely enough time in a day to do that, let alone ensure that all



“Military housing is inadequate at best and getting worse. We have a very bad situation that was developed over the last decade or so, and it’s widespread. Junior enlisted servicemembers and officers bear the brunt of the housing problem and are often forced to live off base. Worse, housing allowances paid to service members are inadequate to rent decent housing.”

HON. William Parry, Secretary of Defense

By CSM James Skellion

Quality housing is essential to the Army, its soldiers and their families. Some initiatives already in effect include a change to the mandatory Family Housing Assignment Policy (AR 210-50), which requires only key and essential military and civilian personnel to be housed on post or a government-owned facility. This policy change aims to ensure voluntary occupancy of on-post family housing; provide additional on-post housing for junior grade soldiers; and help eliminate poor quality and/or unneeded family housing.

Key and essential designated housing should be kept to an absolute minimum in CONUS because it’s the right thing to do. Housing is an emotional issue that directly impacts on morale, productivity, recruitment, retention and loyalty. How-

ever, the most important fact is that soldiers who need on-post housing will get it.

Soldiers unhappy with their home environment can’t “be all they can be.” But, if soldiers believe leaders are doing everything within their power to ensure they and their families are living in a decent and safe neighborhood, they’ll give their hearts and souls to accomplish the Army’s mission.

We must remember that family and home are the primary reasons soldiers lay their lives on the line during combat. Therefore, the Army’s vision for housing in the 21st Century is affordable, comfortable, convenient housing that promotes a sense of pride and loyalty.

We’re moving from forward deployed forces to CONUS-based Power Projection Platforms and from a larger to a significantly smaller force. We’re facing

smaller, more diverse threats as opposed to a single large threat. This will change Army installations into deployment platforms from which we launch our forces. These installations must be able to project, sustain and reconstitute a ready and capable force anywhere in the world. Further, they must provide soldiers and their families and civilians a living and working environment equal to the mainstream of society.

Today’s soldiers (more than half of whom are married junior enlisted) and their families expect more in housing.

The family structure and needs of today and tomorrow require Army leaders and planners to use ingenuity and creativity in building, renovating and managing housing in the future. ■

Skellion is CSM, U.S. Army Corps of Engineers, Washington, DC.

the left sleeves of a soldier’s uniform are facing out of a wall locker. NCOs can learn to inspect soldiers and equipment outside of the barracks. Pre-combat checks, when done to standard, do more for teaching attention to detail, and have a much greater impact on readiness than could any room inspection.

The OPTEMPO of today’s Army provides ample chances for NCOs and officers to train their team, develop discipline and camaraderie, and nurture unit integrity and morale. Good NCOs can identify soldiers with problems by appearance, attention to detail, and execution of tasks, as well as the normal day-to-day conversation that takes place in small units.

A unit isn’t a building—it’s a formation of men and women. Requiring every member of the unit to be at a prescribed place, in a prescribed uniform, at a prescribed time, prepared mentally and physically to execute the day’s events is the real measure of discipline and readiness. Our standards of conduct on and off duty apply to everyone and the latitude for each soldier to exercise individual responsibility should be applied equally, without regard to marital status or place of residence.

Soldiers not residing in the barracks are accorded the opportunity to go “home,” get out of their uniform and relax in privacy. This is not as true for soldiers in the unit area. I submit that we

have the ability to move the focus of attention from company area to training area and never lose our edge.

We can no longer support the traditional concept of housing single soldiers and monitoring their private lives. It’s time to demonstrate to our soldiers that we mean it when we tell the public that our soldiers are the most dependable, reliable and capable soldiers ever. Let the chips fall where they may and deal with the offenders rather than the mass. I think the naysayers will be amazed at the results. ■

Dare is command sergeant major for the U.S. Army, Pacific, Hawaii.

Letters to the Editor

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NCO-ERs require more thought, honesty

Raters have what I consider to be a different perspective on what qualifies and quantifies "Excellence" and "Success" ratings in the responsibility block (part IV, f) of NCO-ERs.

As a command sergeant major I review all NCO-ERs my unit produces. I frequently discuss the entire evaluation process with the unit's sergeant major. Overall, most units do an outstanding job in rating the soldiers and writing quality and quantifiable bullets. The one exception is the responsibility block where I often see "Excellence" ratings with supporting bullets such as:

- maintained 100 percent accountability of over \$5 million in specialized equipment or
- disbursed over \$2 million in cash with no shortfalls

Other units throughout the Army write similar bullets because I sometimes see them as "Excellence" bullets of the quarter in NCO-ER updates.

Here's the question raters should answer before writing these bullets: "What percentage of this equipment or dollars could this NCO lose or have a shortfall on to earn a "Success" rating?"

If the answer is "zero" then the NCO deserves a "Success"—not an "Excellence"—rating in that block.

The Army entrusts multimillion dollar items of equipment to NCOs daily. An armorer or a tank commander is responsible for safeguarding the weapons

and sensitive items issued to them. Would they earn a "Success" rating if they lost one weapon or component? Probably not, and they shouldn't get an "Excellence" rating for having all of the items.

We NCOs are expected to maintain 100 percent accountability and have no discrepancies or shortfalls. We don't expect those standards to be "achieved by a few" but by all. NCOs can help control inflation of NCO-ERs in this block by applying a simple statement I once saw in a Post CIF at Ft. Devens, MA: "We want it back from you the same way we issued it to you, same quality, same size, same quantity!" That's the expected standard and that's "Success."

CSM Maceo V. Mays
USA Security Coordination Det,
Ft. Belvoir, VA

[I agree with CSM Mays. But, I'd also like to point out that many of the other rating areas on NCO-ERs are inflated as well. I recently sat on a DA promotion board and was appalled at some of the bullets used to "try to justify" an "Excellence" rating. One example comes to mind on block IV, c, Physical Fitness and Military Bearing. The bullet: • "Soldier willingly participates in Army PT program," was used to support an "Excellence" rating. It seems to me there are many NCO raters who don't take the time to do justice on their junior NCOs' rating. In the end, it's the rated soldier who pays the price. I'd be happy to receive a thorough article on the NCO-ER

to publish in an upcoming edition. All command sergeants major and sergeants major who sat on a DA centralized promotion board are qualified to write such an article. Any volunteers? Ed.]

Acronym error corrected

This letter is in reference to SFC Munoz's article (Fall 94) in which he writes on training a junior soldier for a Soldier of the Month Board.

His main point was the soldier's lack of knowledge about acronyms. In the first place, it's understandable that the soldier would have problems since there are so many acronyms used in the Army. Secondly, Munoz improperly stated the acronym for PAC. If HE took a minute to look this acronym up in AR 310-50, **Authority for Abbreviations, Brevity Codes and Acronyms**, he would know that PAC is **Personnel and Administration Center** (not Personnel Activity Center).

I quickly saw his error because I was previously assigned to a PAC. I thought it was amusing that he erred on the very subject he was writing about.

CPL Iffit Rodd
669th Ord. Det., Huntsville, AL

[While SFC Munoz had an error in fact in his original article, I take some responsibility for that mistake. As the editor, I should have caught this error. Thanks for keeping us accurate. Ed.]

Disgruntled with promotion system

I'd like to comment on the way the Army promotes soldiers to the NCO ranks. I read too much about how important education is for promotion. I think this is biased and unfair for several reasons.

One, I read SFC Fishburn's letter (Spring 94) that I am in total disagreement with. He refers to placing (optionally) an NCO's degree status (abbreviated) in the signature block of official correspondence. He's dead wrong.

Two, the point system is totally unfair and biased because some MOSes have a lower point system for promotion than

others. It makes it even harder to get promoted when they merge other similar MOSes. Soldiers who have been in the Army longer and know their jobs are not in charge. However, those NCOs with less time in service and have degrees are put in charge. This is only because they were promoted to an NCO rank because they had more civilian education.

Education doesn't make a leader, nor does it make a better mechanic, clerk, gunner, tanker, etc. Furthering one's civilian education is good, but experience and knowledge (MOS) makes a motor run smoothly.

In my opinion, a soldier should be looked at for time in service, time in grade, MOS knowledge, necessary NCOES course completion, no disciplinary actions (within a certain period of time) and recommendations from chain of command.

Will we ever wake up and reevaluate the Army promotion system?

*CPL Ronnie Thompson
1/4 Aviation Reg, Ft. Carson, CO*

An essay-letter on leadership

Leadership starts with me. When I became an NCO, I became a leader. And, as a leader, I must have a solid foundation for my leadership. My foundation is the commitment to the professional Army ethic.

A prime example of this deep commitment occurred during Task Force Ranger in Somalia (last October). Two NCOs from the elite "Delta Force" were awarded the Congressional Medal of Honor (posthumously) for their actions above and beyond the call of duty. Both men were credited with saving the life of a downed Blackhawk pilot, CWO Mike Durant. Although they fought fiercely to the final round, both were eventually killed by an overwhelming enemy force.

This is an example of heroism at its paramount, but all leaders must be an example of the professional Army ethic every day. I'd like to explain what each element means to me.

Loyalty—I show loyalty to my nation when I promise to give my life to support and defend the Constitution of the

United States against all enemies, foreign and domestic. I express loyalty to the Army and my unit by supporting my chain of command and remaining loyal to those I serve ...seniors, peers and subordinates alike.

Duty—My sense of duty tells me I must do everything I do to the best of my ability. In every sense, I must "be all I can be."

Integrity—As an NCO my word is my bond, and those I give it to can expect me to live by it. The trust and confidence among Army members is integrity.

Selfless Service—MSG Gordon and SFC Shugart both made the supreme sacrifice in defending their comrades, but all leaders can show selfless service as well, by dedicating themselves to mission accomplishment and having a genuine concern for their soldiers. Selfless service is putting the needs of the unit and soldiers before your own.

As I stated earlier, leadership starts with me. But the leadership circle also ends with me. If I'm a prime example of these individual values, this loyalty, duty, integrity and selfless service will be returned to me by all those with whom I come in contact.

The professional Army ethic is the heart of Army leadership and that leadership is invaluable. GEN Omar Bradley once said, "Leadership is intangible, therefore no weapon ever designed can replace it."

I find that a well-disciplined leader, armed with knowledge and skill, guided by the professional Army ethic, is the most lethal and effective weapon in today's modern Army arsenal.

*SGT Thane C. St. Clair
Schofield Barracks, HI*

[St. Clair's "letter" was actually the three-minute dissertation he gave before the U.S. Army Intelligence and Security Command board, which selected him as NCO of the Year. Ed.]

Journal useful tool for officers and NCOs

I recently had the opportunity to read every copy of *The NCO Journal*, and I think that it contains very valuable

material useful to soldiers of all ranks. From the officer perspective, reading the *Journal*:

- gives insight into the NCO viewpoint, their concerns, what affects their ability to train and operate and solutions to problems.

- can strengthen all NCO/Officer relationships, especially for young officers. Cadets and instructors involved with officer accession programs could also benefit from reading the *Journals*. Copying and making a reading packet of the articles would be most helpful to young officers.

- can make unit training more effective by applying lessons learned on training *before* training.

- can provide topics for professional development discussion and for unit professional development reading programs.

I would recommend keeping several sets of *Journals* in a unit, with one being a reference copy. It would also help if the *Journal* editors would periodically index the articles.

I would like to see more articles on the NCO perspective on current operations world-wide, with lessons learned from them. The *Journal* is the medium to record and share those lessons.

*MAJ M. M. Yamamoto
Information Management Support Ctr.
Pentagon, Washington, DC*

Line unit soldier wants civilian education opportunities

The Army encourages soldiers to get as much civilian education as possible while on active duty. Soldiers in line units find that hard to do. It seems soldiers in staff positions enjoy this education luxury more than the rest of us who are constantly being deployed, doing gunnery, NTC rotations and ARTEPs.

Why don't we rotate soldiers between line unit assignments and staff position assignments? This would help eliminate burnout and give line soldiers a chance to get the same education—and promotions—as staff position soldiers.

*SFC Delos Q. Howard
Ft. Knox, KY*

ARMORED CAV

By
Tom Clancy

*The Berkley Publishing Group, 1994
325 pages, \$15.00 (PB)*

Tom Clancy is known world-wide for novels which depict today's military as only military personnel can know it—with compelling immediacy and unsurpassed authority.

Clancy's first non-fiction book, "Submarine," captured the reality of life aboard a nuclear warship. Now, in "ARMORED CAV," he goes behind the

scenes of an armored cavalry regiment—the tanks, helicopters, artillery systems—from production to their use in recent missions, including Operation Desert Storm, to new developments in the state-of-the-art technology that keeps the US Army the premiere fighting force in the world today.

The book includes exclusive photos, illustrations and diagrams of the M1A2 Main Battle Tank, the AH-64A Apache Attack Helicopter and more. He explores the history, organization and contributions of the 3d ACR and captures military life, from the drama of combat to the daily routine, revealing the roles and missions that have in recent years distinguished our fighting forces.

Also included in this book is an interview with GEN Frederick Franks, former commanding officer of the Army's Training and Doctrine Command, that gives some informative insights into how the Army has improved in training as well as technology since Vietnam. ■

Gettysburg—

**Culp's Hill and
Cemetery Hill**

By
Harry W. Pfanz

*University of North Carolina Press,
1993, 307 pages, \$37.50 (HB)*

The battle of Gettysburg, fought over 130 years ago, in the little crossroads town of Gettysburg, PA, continues to be one of the most studied battles in military history. If you have read or studied anything about the battle you will remember Little Round Top, Cemetery Ridge, Seminary Ridge, McPherson's Ridge and the importance of these landmarks to the combatants.

The author takes two of the lesser known terrain features of the Gettysburg battlefield, Cemetery Hill and Culp's Hill and relates the importance of the action on these two hills to the suc-

cess of Union forces and the failure of Confederate troops to turn the tide.

This extensively footnoted book is a must for any serious student of the Battle of Gettysburg or for the novice reader seeking to learn more about the three days in July 1863. The book is easy to read, filled with human interest stories from private to general, and detailed right down to the fence rows and entrenchments on the two critical hills.

You will experience the humor and horror, the courage and calamity, the sacrifice and suffering that took place in the struggle for the right flank of the Union line. The text is filled with biographies of the men from both sides, giving a personality to the names of those well-known and some almost unknown soldiers.

While the book concentrates on the action on Culp's Hill and Cemetery Hill, the author keeps you informed about what was taking place on other parts of the battlefield to put the fighting there in perspective. He accurately places units from both sides at locations and times that let the reader know how those units influence the conflict. There is a map in nearly every chapter that allows you to follow the tactical situation through-

Leading the Way

**How Vietnam Veterans
Rebuilt the U.S. Military:
An Oral History**

By
Al Santoli

*Ballentine Books, 1993
428 pages, \$23.00 (HB)*

Author Santoli establishes how Vietnam veterans rebuilt the US military by giving useful examples of leader frustrations and solutions.

The most forceful parts of the book are "Points of Origin," and "Wilderness Years." These segments squarely depict how strong leadership reorganized the military.

In "Points of Origin," we find hardships endured and victories sustained by leaders in the early stages of their careers. CSM William Earl McCune, for example shares detailed examples of his experiences.

"Wilderness Years," reveals the hard times soldiers and leaders faced with drug and alcohol abuse and lack of discipline, which brought new challenges to leaders. The author gives examples of unit ineffectiveness and techniques used to regain discipline and order. The techniques and applications of positive leadership outlined in this book give us meaningful methods to make our soldiers winners. ■

MSG Felix Sanchez

out the book. (Be prepared with a second bookmark for the footnotes at the end of the book. Reading these notes is almost as interesting as the text.) The bibliography provides an outstanding source of reference material pertaining to the Battle of Gettysburg.

Anyone in the military or interested in Civil War battles will find this book a worthwhile read. ■

CSM Jeff Culp