The NCO Journal

Vol.13, No. 1 January 2004

A Quarterly Forum for Professional Development

SMA Tilley bids farewell,

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The NCO Journal

Vol. 13, No. 1 January 2004

PUBLISHER
Sgt. Maj. of the Army Jack L. Tilley

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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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Leadership

Sergeant Major of the Army Jack L. Tilley bids farewell

He's known as the Soldier's Soldier, and now the 12th Sergeant Major of the Army is retiring after 35 years of service.

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Training

Managing risk

Managing risk involves more than just assessment. Learn about the five-step continuous process to identifying and mitigating risks.

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Religious accommodations

Today's diverse Army includes Soldiers from every religion. Finding ways to accommodate religious practices with today's mission can be a delicate balancing act.

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Retirement: Are you ready?

Preparing for retirement is a lengthy process. Learn about the many programs and services available to you and your family as you prepare for civilian life.

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Letters...

Your comments count and it appears several readers have suggestions about rank insignia.

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On the cover...

Sgt. Maj. of the Army Jack L. Tilley has been known as the Soldier's Soldier and frequently spent quality time with the troops wherever he went. He's retiring after 35 years of service and three and a half years as the Sergeant Major of the Army. (U.S. Army photo)

U.S. Army photo

Sgt. Maj. of the Army Jack L. Tilley traveled the globe talking to the troops to gain firsthand knowledge of the issues important to them. Above: the Sergeant Major of the Army talks with members of the 3rd Infantry Division deployed to Iraq.

Sgt. Maj. of the Army Jack L. Tilley:

SMA bids farewell

Are you ready? That seems to be a constant question people keep asking me as I prepare for my retirement this month. I'm not sure if you can ever be 100 percent ready, but the time has come for me to say so long.

For more than 35 years I have worn my uniform proudly. I love being a Soldier. There have been long deployments, hard separations, tough living conditions, painful losses and horrible events along the way. I have watched friends and fellow Soldiers die defending the nation they love. It got harder and harder to lose part of my family.

However, despite those hard realities of our profession, it has been the most satisfying experience I could have ever asked for. I was blessed with an incredible wife, two terrific and outstanding sons, a wonderful daughter-in-law and two precious granddaughters.

It has been such an honor to serve as your Sergeant Major of the Army for the past three and a half years. I hope I have made a little difference in the lives of the people I've been lucky to have met. Any successes I've had as the 12th SMA are a direct result of you — the Soldier.

The 700,000-plus miles I've traveled have brought me up close and personal with you in every corner of the globe. I've tried to bring your issues back to the Pentagon and fight to make things better for all of us. Without your input, I could not have had any success.

One thing I've learned over my life is that no one succeeds alone. The SMA is no exception. I have worked with two tremendous officers, Gen. Eric Shinseki and Gen. Peter Schoomaker. Thanks to these two men, the Soldier's voice is heard loud and clear in every decision.

Without a doubt, our CSM Corps is the strongest it's ever been. These leaders represent you well. They accomplish so much for so many. They have been friends, critics and innovators. Thank you for helping me so much.

I cannot begin to express my pride in the Soldiers — Active, Guard and Reserve — I leave behind to protect our Nation. Without a doubt, you are the most professional, highly trained and dedicated force we have ever fielded. The next Greatest Generation is here. Never doubt that you are the best.

I have been there with you in the mountains of Afghanistan not long after Operation Anaconda, in the streets of Baghdad during the war and in the rubble of the Pentagon on Sept. 11, 2001. I have drawn on your strength and applauded your accomplishments. It has been a busy three years. You have made history on countless occasions. Your legacy will be felt by generations of Americans who will be able to enjoy freedom and feel safe walking our streets.

Without my wife Gloria I know my successes would have ended long ago. I ask you to continue to take care of each other and your families. They endure so much for us.

Sgt. Maj. of the Army Jack L. Tilley
12th Sergeant Major of the Army

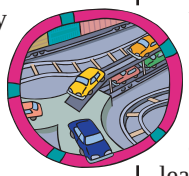
Fall In

Preston named 13th SMA

Command Sergeant Major Kenneth O. Preston has been selected as the 13th Sergeant Major of the Army. Preston will succeed Sgt. Maj. of the Army Jack L. Tilley when he retires Jan. 15. Preston has been serving as the command sergeant major for V Corps in Heidelberg, Germany, since April 2001. He is also serving as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq. Preston will be sworn in as the newest Army senior enlisted advisor during ceremonies at the Pentagon on Jan. 15. Preston is a native of Mount Savage, Md.

He entered the Army on June 30, 1975, and has served in every enlisted leadership position from tank commander to command sergeant major.

New risk assessment tool online



The U.S. Army Safety Center has developed a new risk assessment tool for Soldiers traveling in their privately owned vehicles. Type in your travel plans, and the program calculates the risks. For more information, visit *https://safety.army.mil/asmis1/.*

AKO available on SIPRNET

AKO-S is the Army's intranet portal for handling classified information up to the secret level. AKO-S provides capabilities similar to AKO (e.g. Webmail, IM, Single Sign On, and Army Knowledge Collaboration Center). It can only be accessed from a SIPRNET terminal at *http://www.us.army.SMIL.mil.*

CALL transforms with OIF

Officials from the Center for Army Lessons Learned at Fort Leavenworth, Kan., are reporting that the center is transforming along with the lessons learned in Operation Iraqi Freedom and Operation Enduring Freedom. CALL director, Col. Larry Saul, notes that one way CALL is transforming is by embedding staff with forward-deployed units. In doing so, Soldiers and leaders are afforded near-immediate access to emerging insights and observations.

According to Saul, if an event occurs and a unit experiences a new enemy tactic, technique or procedure, CALL staff can conduct an after action review right there in the field and send that information through their chain of command to the division.

Currently CALL has three liaison officers with divisions in Iraq and one with Combined Joint Task Force 7 in Afghanistan. Information gathered is shared with other division officers who share it with their brigades and battalions. CALL also receives the information and completes distribution as well. Information is distributed primarily to follow-on units, the combat training centers and Training and Doctrine Command (TRADOC) mission activities (including the centers and schools) as well as joint, interagency and multinational organizations.

CALL also takes the lessons learned and recommends changes to the Army doctrine, training, organization, material, leadership, personnel or facilities. These recommendations are made to TRADOC which then forwards them to Army level for review and approval. Information technology advances have allowed CALL to disseminate its products much faster than in the past. One way is through its request for information feature on the CALL Web site: *http://call.army.mil/.*

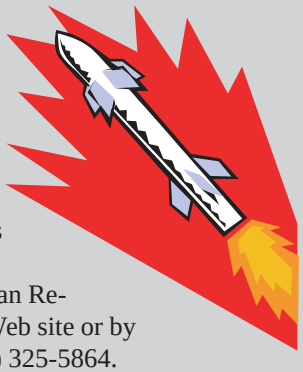
Here information regarding operational and force-protection issues from the latest Operation Iraqi Freedom/Operation Enduring Freedom products to combat training center operational records are available. Visitors can also participate in a threaded discussion on the Stryker Brigade Combat Team.

Cold War certificates available

Servicemembers, veterans and federal employees who served between Sept. 2, 1945 and Dec. 26, 1991 are still eligible for a Cold War Recognition Certificate, said officials of the U.S. Army Human Resources Command.

In fiscal year 1998, the Secretary of Defense approved awarding the certificate to personnel who served during the Cold War. Thus far, about one million people have responded out of the 22 million entitled to receive the certificate, officials said.

An application for the Cold War Recognition Certificate can be found on the Internet at *https://www.perscomonline.army.mil/tagd/coldwar/default.htm*. The Web site informs applicants about the correct procedures and the required documentation to receive the certificate. Applications will only be accepted by fax or mail, officials said. More information on the certificate can be found on Human Resources Command's Cold War Web site or by calling customer service at (703) 325-5864.



Fall In

Conditional promotions suspended

All conditional promotions Army-wide from sergeant to sergeant first class will be suspended until further notice as of Jan. 1.

Under a new policy dated Oct. 10, the Army will stop all conditional promotions from sergeant to sergeant first class after Jan. 1.

Here's how the new policy will look:

❒ A sergeant has to graduate from the Primary Leadership Development Course to be considered for promotion to staff sergeant.

❒ A staff sergeant has to graduate from the Basic Noncommissioned Officer Course to be considered for promotion to sergeant first class.

❒ A sergeant first class has to graduate from the Advanced Noncommissioned Officer Course to be considered for promotion to master sergeant.

Under the old policy, a Soldier promoted to sergeant had to finish PLDC within one year to keep the rank. Now a Soldier promoted to sergeant doesn't need PLDC at all to keep the rank but will need it for consideration for staff sergeant.

Currently there are 36,641 Soldiers waiting for seats in the Army's various Noncommissioned Officer Education System schools, said Command Sgt. Maj. Lionel Parker, of the institutional training shop at the Army G-3.

That breaks down into 15,373 sergeants, 13,367 staff sergeants and 7,901 sergeants first class waiting for that important step in their careers.

Parker said the Army's operations staff is working out details of a plan to train those Soldiers waiting for school seats.

As it stands now, units tapped for deployment will send their Soldiers to school before going, and units coming back will send them afterward, Parker said.

The policy also states retiring Soldiers or those leaving the Army will depart the Army in their current rank regardless of their NCOES status.

Reserves seek AGR Recruiters

Current members of the Army Reserve, Army National Guard and active Army Soldiers interested in the Active Guard and Reserve (AGR) Program may be eligible to become an Army Reserve Recruiter. Although full requirements are listed in AR 601-1, Chapter 6, some of the requirements are:

Soldiers must be in the rank of specialist through sergeant first class; have a GT score of 110 or above; be at least 21, but younger than 35; and have less than 13 years of Active Federal Service.

Recruiters have excellent promotion opportunities. In addition to earning active duty pay and benefits, Recruiters receive a $450 special duty assignment pay, use of a government vehicle and an expense allowance. For more information, log on to *http://www.goarmy.com/contact/*.

Army Reserve, Guard job center opens

The 125,000 Army Reserve and National Guard Soldiers currently mobilized for the war on terror will have help finding jobs when they go home.

The Army Career and Alumni Program Demobilization Center that opened in Alexandria, Va., Sept. 29 will help them find new jobs, said James Hoffman, program director.

"Things change," Hoffman said. "A Soldier gets home after being mobilized and finds the job he was counting on isn't there anymore; maybe the company folded, or maybe that Soldier realized he has grown and the old job just wasn't right any longer."

The center responds to questions about eligibility for transition services and benefits as well as offer referrals to other service providers such as the Department of Labor and Department of State Employment Office and Veterans Affairs.

Program officials are giving Reserve component Soldiers business cards with contact information as they demobilize, Hoffman said.

A returning Reservist or Guardsman can be put in touch with a person who can help by calling 1-877-722-2270 or e-mailing *acap4rc@hoffman.army.mil*. Additional details are at *http://www.acap.army.mil*.

In addition, Soldiers who want to return to their jobs have reinstatement rights under the Uniformed Services Employment and Reemployment Rights Act. More information about that can be found at the Employer Support to the Guard and Reserve Web site at *http://www.esgr.org*.

ESGR Forward comes to Europe

Employer Support of the Guard and Reserve, a Department of Defense committee, is moving forward to help National Guard and Reserve Soldiers stationed in Europe. Thanks to ESGR Forward, Europe now has an Ombudsman to help Guard and Reserve Soldiers and their employers, who need assistance with re-employment or employment issues. Soldiers in Europe who need assistance may contact their Ombudsman at DSN (314) 430-8864 or *esgreurope@aol.com*. Soldiers who need information about ESGR and are stationed outside of Europe may call 1-800-336-4590 or visit *http://www.esgr.org*.

Fall In

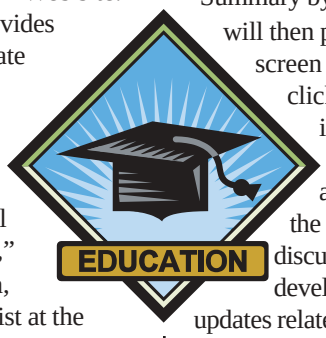
Safety Center wants you to tell Joey

Soldiers don't have to learn lessons the hard way through accidents. They can also learn from close calls, near misses and minor mistakes, both their own and those of others. This is an opportunity for Soldiers to share experiences with each other. They can be long or short, recent or from the past. Soldiers can share their lessons learned with Joey, as well as all of the Army. Send their stories to the U.S. Army Safety Center, ATTN: "Joey" Bldg 4905, 5th Ave., Fort Rucker, Ala. 36362-5363 or fax DSN 558-3003, (334)-255-3003, ATTN: "Joey". You can also e-mail: *joey@safetycenter.army.mil*.

New Web site outlines in-state tuition eligibility

The Army Continuing Education System now hosts the In-State Tuition Web site.

"The site provides information on state policies and laws regarding in-state tuition eligibility requirements for military personnel and their families," said Mike Tevnan, education specialist at the U.S. Army Human Resources Command.



The Army contacted each state asking them to consider their residency requirements for in-state tuition in light of the Army's goals for common policies. The desired outcome, Tevnan said, is eligibility for in-state tuition rates under each of the following conditions: in-state tuition for Soldiers and family members within the state of legal residence; immediate in-state tuition for Soldiers and family members in the state of assignment; and continuity of in-state tuition once established.

Users of the new Web site will be able to tell whether a particular state meets all three criteria by simply clicking on "Summary by State." A map will then pop onto the screen and users can click on the state of interest.

In addition, a news section on the home page discusses any new developments or updates related to in-state tuition, and the references section will provide links to military education Web sites, scholarship Web sites and other important information that may be of further assistance.

Currently, 43 states have policy or legislation that meets two of the three goals and 19 of which meet all three criteria of the model policy, Tevnan said.

The In-State Tuition Web site can be accessed by logging onto the ACES Web site: *http://www.armyeducation.army.mil/* and follow the link shortcut to State Policies or Residency Requirements.

Corporal Recruiters wanted

The U.S. Army Human Resources Command is still looking for volunteers for the Corporal Recruiting Program.

The program began in 1999 on a trial basis and since has allowed privates first class and specialists to do one-year Recruiting tours to tell the Army story.

The volunteer Corporal Recruiting Program is open to interested privates first class and specialists who meet Recruiter qualifications as outlined in Army Regulation 601-1. The qualification criteria can be accessed via the Internet at *http://www.usapa.army.mil/series_range_pubs.asp?range=601*. Soldiers must be single and have at least 24 months time remaining in service upon signing in at their Recruiting unit.

The U.S. Army Human Resources Command will make the final Corporal Recruiter selections. Once selected, applicants will be scheduled for a six-week recruiting course at Fort Jackson, S.C.

Corporal Recruiters are assigned to Recruiting areas near their hometowns. Other incentives include 38 promotions points for completing the Recruiting course, $450 a month in special-duty pay and the opportunity to select their next overseas assignment or assignment to any U.S.-based installation with a corps or division.

Those interested in applying should contact their Retention NCO or call Sgt. 1st Class Mark Johnson at DSN 221-7902 or commercial (703) 325-7902 at HRC Alexandria, Va.

NCOJ needs photos

The *NCO Journal* is launching a new feature, "Photo Journal," a photo gallery, capturing what NCOs around the Army are doing. Since "Photo Journal" will be a regular feature in each issue of the magazine, we're putting out the call to all photographers. Whether you consider yourself an amateur or a professional, we encourage you to send us your photos. The only guidelines for photo entries is that the photo must demonstrate an NCO or NCOs doing their duties, be it accomplishing a mission, training or taking care of Soldiers. We will print the best entries in each issue. The winning photographers will receive a certificate acknowledging their photographic excellence. Please remember to send caption information and the photographer's name, rank and unit so we can give the photographer credit. Our e-mail and mailing addresses are both listed on the inside cover the magazine.

Warrant officer opportunities

The U.S. Army is looking for highly motivated Soldiers to fill its warrant officer ranks. Positions are open in all 45 specialties if you qualify. Soldiers with less than 12 years active federal service are encouraged to apply. For more information, contact the Warrant Officer Recruiting Team at *http://www.usarec.army.mil/warrant* or DSN 536-0484/0458/0488/0478/0271/1860.

Fall In

New NCOER error code added

Error Code 80 was recently added to the NCO Evaluation Report Error Listings. The newly established code identifies inconsistent ratings. This error code applies to blocks Va, Vd and Ve and will only be used if the reviewer concurred with the inconsistent rating on the NCOER. No error code is issued if the reviewer nonconcurs and gives his/her opinion regarding the inconsistent rating. Numerous reports arrive at Enlisted Records (Human Resources Command-Indianapolis) reflecting inconsistent rater and senior rater comments and markings, sending a mixed signal to centralized promotion board panels. To view the complete Error Listing go to *http://www.erec.army.mil/ncoer/error_listing.htm*.

Academy needs AGR instructors

The Fort Dix, N.J., NCO Academy is looking for Active Guard and Reserve (AGR) staff sergeants, including AGR staff sergeant candidates, to serve as instructors.

For more information, call the Academy's Director of Instruction at (609) 562-3505 or DSN 944-3505.

Army leadership announces 'The Way Ahead'

Senior Army leaders have disclosed their vision of how the Army will fulfill its mission to provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. "The Way Ahead," an overview of the Army Strategic Planning Guidance (ASPG), is now available online at *http://www.army.mil/the wayahead/*. It provides an analysis of the strategic environment, national guidance and operational requirements. It also makes clear that the Army must be prepared for operations of a type, tempo, pace, and duration different from those we have structured our forces and systems to achieve. Some assumptions made and processes developed for a Cold War Army or an Army with a "window of opportunity" to transform itself, while valid at the time, are no longer relevant to the current security environment.

2004 Promotion Boards

The next board for promotion to the rank of master sergeant is scheduled Feb. 3 through Feb. 27. Another is scheduled Oct. 5 through Oct. 29. The next board for promotion to the ranks of sergeant major and command sergeant major is scheduled June 3 through June 24. There is no board for promotion to sergeant first class scheduled in 2004.

Reserves receive all commissary benefits

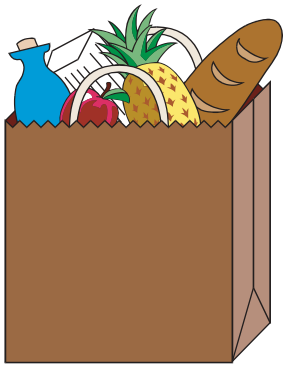
National Guard and Reserve military personnel and family members are now eligible for unlimited benefits at the commissary.

The Department of Defense announced last week that, with the President's signing of the National Defense Authorization Act for fiscal year 2004, commissary benefits that were formerly part-time or nonexistent for some, are now available on an unlimited basis.

National Guard and Reserve members were authorized only 24 commissary shopping days per calendar year until the President signed the act, which eliminated the restrictions.

Individual Ready Reserve members were previously not allowed commissary access.

Members of the Ready Reserve, Individual Ready Reserve and Inactive National Guard and members of the Retired Reserve members, as well as their family members, who possess a Uniformed Services Identification Card may shop at the commissary.



DFAS posts W-2s to myPay

The Defense Finance and Accounting Service (DFAS) has compiled a schedule of dates when servicemembers, military retirees and civilian employees can access their tax statements through myPay.

Military members and Department of Defense civilian employees will once again have access to their tax statements from myPay at *https://mypay.dfas.mil*. For assistance call myPay customer support at 1-800-390-2348.

Online voting test underway

Voters from several counties in Arkansas, Florida, Hawaii, North Carolina, South Carolina, Utah and Washington have an opportunity to participate in a test of online voting.

The Federal Voting Assistance Program is encouraging servicemembers and their family members and U.S. citizens living overseas to consider taking part in an initiative termed "SERVE" for Secure Electronic Registration and Voting Experiment.

Eligible U.S. citizens can vote from any Windows-based computer with internet access – anywhere in the world.

Check out the link at *http://www.serveusa.gov/public/aca.aspx* if you're from one of the states listed above and be part of a possible new era in absentee voting.

Tilley leaves behind legacy of taking care of Soldiers

By Master Sgt. Lisa Hunter

If Sgt. Maj. of the Army Jack Tilley looked back over his 35-year career, he would surely notice he's seen more than a few wars, quite a few duty stations, more TDYs and deployments than he can count and thousands of Soldiers whose lives he's touched.

Tilley may be the highest-ranking enlisted Soldier in the Army, but he still sees himself as just a Soldier trying to do his job the best he can. "I'm the senior enlisted guy for 1.3 million enlisted Soldiers. I routinely testify before Congress, affecting Soldiers and family members in the U.S. Army – that includes active, Guard and Reserve," Tilley explains with a shrug, as if it's no big deal. He doesn't even mention that he's also the Army Chief of Staff's right-hand man.

"I had a different expectation of what the SMA's job is," Tilley explained. "I've been a sergeant major forever. I thought this was just another step in the Army. I'll understand all the things that are going on. No, no, no, no. I've seen more of the Army now than I ever thought I would. I now understand what [the Office of the Secretary of Defense] and Congress do."

In his Pentagon office, Tilley doesn't sit behind his highly polished wooden desk. He prefers to sit with his guests around a small table. Dressed in Class Bs and noshing on Red Vines, Tilley's youthful demeanor belies his status as the elder statesman of the NCO Corps. It's one of the few times

he appears to sit still for any length of time.

During his three-and-a-half-year tenure, Tilley has traveled more than 700,000 miles. At nearly every stop, he seems to be refueled from an endless supply of energy. Speaking to Soldiers, he constantly paces, working the whole audience, seemingly giving each Soldier his personal attention. He easily warms up any group – joking, sharing anecdotes and heartfelt stories about his wife. He captivates as he tells them the latest news concerning the "Top Five" — pay, healthcare, housing, quality of life and operations tempo. During the same talk, Tilley imparts to the Soldiers the hard truth that we are a country at war. It's a statement he punctuates with statistics, the number of Soldiers who have been killed or wounded in the Global War on Terror. He doesn't read them from a card; they are numbers he doesn't allow himself to forget.

He can transform an audience – one moment, they are shouting "Hooah"; the next they are somber, mourning lost comrades; and yet a third, they are standing tall infused with the pride Tilley seems to be able to so easily instill in Soldiers.

"I like people. I like to see people smiling and laughing, having fun and joking; and I like doing a hard day's work for what we're going to get paid," Tilley said. "I really like it when I get around a group of Soldiers and they laugh and I laugh. That's a big deal.

"When I talk to Soldiers, I like to make it an enjoyable event," he explained. "Laugh a little bit; joke a little bit; and then ask them what bothers them. One of the things that's important for the Sergeant Major of the Army is to really feel the pulse of the Army – what's going on and what concerns people. Then, try the best you can to answer questions as you go."

Photos courtesy of the Office of the Sgt. Maj. of the Army

Sgt. Maj. of the Army Jack Tilley always loved spending time with Soldiers, be it one-arm push-ups, playing cards or fooseball.

Tilley began his career in 1966, enlisting as an armored cavalryman from his hometown in Vancouver, Wash. He fought in Vietnam and had already been promoted to command sergeant major before many of today's young Soldiers were out of grade school. Even so, the 55-year-old veteran still has a strong connection with junior Soldiers.

Sgt. Maj. of the Army Jack Tilley enlisted in 1971 as an armored cavalryman.

"A lot of Soldiers look at [senior NCOs] and think, 'You don't remember what it's like to be a [private first class] or a specialist," Tilley said. "I'd like to differ with them. I'll never forget what it's like to be a Pfc. or a specialist, because it's hard. It's different conditions now, but it's still hard."

Tilley said he never thought about becoming the Sergeant Major of the Army. In fact, he jokes that his long-range goal was to make "Spec. 4." Tilley emphasized that he's just a Soldier. He was never honor graduate from an Army school and – with the exception of once – he was always promoted in the primary zone. "I'm just a Soldier that tried to do the best I could to get through life," he said.

Tilley attributes his success as a Soldier to being honest, straightforward and thinking positively. "I don't have all the right answers, but I'm smart enough to realize that other people have good answers and I listen to them." Tilley readily admits that success is a group effort. "Nobody is successful by themselves," he said. Tilley attributes his successes as the Sergeant Major of the Army to the strong support of his wife, Gloria, and the six NCOs on his staff.

"The bottom line for a Soldier is at some time in your Army life you may have to take the life of another. That's the bottom line: to protect and defend the United States Constitution," Tilley explained. "Taking care of each other means enforcing standards and making sure people are ready to go and do the things they need to do. Don't talk about taking care of Soldiers. Take care of them.

"This is a tough time for the Army. We need to all pull together and take care of each other," he said. Tilley believes that Soldiers can be successful by just doing their jobs. Part of that job is taking care of families and each other.

As Tilley prepares for retirement he is looking forward to moving into his new home in Florida located near a golf course and his granddaughters. He's writing a book on Army development and leadership and contemplating starting his own business. Yet, he is still focused on taking care of Soldiers,

Tilley enjoyed taking time to pose for photos with Soldiers wherever he visited.

encouraging them to speak out by voting and joining private organizations that support and lobby for Soldiers and veterans.

Tilley has certainly left his mark on the Army. His legacy directly relates to his Top Five. "I just want people to know that I tried as hard as I could. It's not about what you take with you, it's what you leave behind."

During his tour as SMA, Soldiers have received more than 20 percent in pay raises. For the first time in Army history, a sergeant major earns more than a captain. He's advocated improving quality of life and educating Soldiers and family members about TRICARE. He also supported educating Soldiers about their retirement benefits and financial planning during NCO Education System (NCOES) courses. Tilley established the Department of the Army-level Soldier and NCO of the Year competition and gave his full support to revamping the *NCO Journal*.

Even with all this, Tilley is still greatly concerned about the Army's high operations tempo and its impact on families, safety and NCOES.

"You look at 330,000 Soldiers forward deployed at 120 different locations and 150,000 Reserve Soldiers that have been activated. There's a tremendous amount of stress that's placed on Soldiers and family members [today]," Tilley explained. "Even something as small as taking a 30-day leave has been very tough to pull off. Soldiers coming back from the [deployments] are only getting two-weeks leave.

"I think right now that the United States Army is the workhorse of our nation. Everybody ought to be very proud to serve in the United States Army and to be an American. You ought to stand up straight and be proud of who you are."

Even now, as Tilley hangs up his uniform for the last time, concluding 35 years of distinguished service, Tilley admits that the Army will always be a part of his life. But as he prepares to step into another phase of his life, he's still up for a rousing game of ping pong or challenging a Soldier to one-armed push-ups. He still gets excited when he talks about Soldiers and even more so when he interacts with them.

"One of the biggest compliments I've gotten was when a specialist at a [Better Opportunities for Single Soldiers] conference stood up and said, 'Sergeant Major, I just want to thank you for what you've done.' That's a big deal," Tilley explained. "That means you've gotten down to the level in the Army that's really hard to get to."

And young Soldiers the Army over now know what the Sergeant Major of the Army does – thanks to Tilley.

Wanted: Self-motivated NCOs to build the Army's next generation

By Sgt. Jimmy Norris

While the U.S. Army is composed entirely of volunteers, the Army is hoping more NCOs will step up to the challenge of recruiting and volunteer to help build its next generation.

Given the extra hours, life away from Army facilities such as military hospitals and post exchanges and the pressures of meeting a regular monthly mission, Recruiting may be an unappealing prospect to many NCOs.

In fact, this year only 35 percent of the Army's Recruiters volunteered for the duty. The rest were detailed by the career branches to spend three years helping the Army meet its manpower needs.

"It's most definitely a challenging and stressful job," said Sgt. 1st Class Keith Mills, Recruiting Special Missions NCOIC, U.S. Army Recruiting Command. "But the opportunities and benefits will enhance your military career and also prepare you for the civilian sector."

Recruiters receive $450 a month Special Duty Pay, $75 a month expense allowance and their choice of assignments when Recruiting duty is over. In addition, Recruiters receive – free of charge – the Army Blue uniform.

Recruiters also enjoy a little more stability than other Soldiers.

"People coming back from Iraq and Afghanistan who want some stability should give Recruiting a try," Recruiter of the Year Sgt. 1st Class Thomas Downs said. "For the past three years I've spent every night sleeping in my bed with my wife."

According to Mills, Soldiers stay at the same duty station the entire three years they're assigned as Recruiters. Those who choose to reclassify and make Recruiting a career do not stay at the same duty station for the rest of their careers, he said, but it is possible for them to stay with the same battalion.

There are also incentives for success. Recruiters work on a point system, receiving an average of 20 points for each successful enlistment, and an additional 20 points when their recruits graduate from basic

Photo by Master Sgt. Rudy Carter, Fort Jaskcon, S.C., Public Affairs NCOIC

U.S. Army Photo

Above: Staff Sgt. John Kirby takes down information from 21-year-old applicant William Coburn. Left: A Recruiter talks with a potential recruit about possible career paths.

training. After earning 1,200 points, Recruiters receive a gold Recruiter badge. Once they earn another 1,200 points, they earn the Recruiter ring. Recruiters who earn their rings within 36 months receive meritorious promotions. When they earn another 2,400 points, for a total of 4,800, Recruiters receive the Glen E. Morrell Award, a medallion that marks the pinnacle of Recruiting achievement.

Even if Recruiters don't earn their rings, Recruiting still helps NCOs become more competitive with their peers for promotions. According to Mills, 74.5 percent of Recruiters in the primary zone for promotion to sergeant first class during the 2002 promotion board were selected for promotion. The Army average was only 33.6 percent.

Recruiting also helps NCOs build skills and knowledge that will be valuable to them for years after they've left Recruiting.

"What job can better prepare you for the transition back to life as a civilian?" asked Downs, a former heavy engineer who volunteered for Recruiting duty and is now assigned in Jacksonville, Fla.

Downs who became a career Recruiter in September, said Recruiting also gives NCOs skills that directly relate to civilian jobs including counseling, sales and recruiting for civilian companies. "You're out there alone with [no military facilities] networking with police, mayors and school principals, doing all the networking most people wait until they're at 19 years and change to do."

"Basically what you're doing is finding quality employees for a major corporation," he said. "Who wouldn't want to hire someone with X number of years experience in human relations?"

The benefits to recruiting don't stop at material gains, said Staff Sgt. Michael Oganowski, a Field Artillery forward observer who was detailed into Recruiting duty and assigned to a Recruiting station in Manchester, Conn.

"I really enjoy helping people out. It's a good feeling when you put someone in the Army who really needs it," he said. "A lot of the people here are from lower income neighborhoods. They tell me there are fights going on and they hear gunshots every night and they really need to get out of here. There was one high school senior who had been abandoned at the age of 11. He was living in a shelter when I [enlisted] him in the Army. Even though he went into the Infantry and got deployed; he still thanks me."

Downs also describes Recruiting as a rewarding experience.

"The thing I like the most is when you take the rough draft of a person, the 17-to 21-year-old college dropout or high school graduate with the droopy pants and the hat turned sideways and no military discipline at all, and you [get them to enlist in the Army]. Then, when they come back home and you see the Soldier they've become," he said. "I can't tell you how many postcards and letters I get from parents saying 'Thanks for what you did for my son. He was going nowhere.' or 'He was sweeping floors at Wal-Mart. Now he's a combat engineer and he's going to college.'"

While there are many incentives for becoming a Recruiter, both Downs and Oganowski warn that it's not for everybody.

Photo by Master Sgt. Rudy Carter, Fort Jaskcon, S.C., Public Affairs NCOIC

Spc. James Buenaventura asks Sgt. Vinh Pham questions as they role play during class at the U.S. Army Recruiting and Retention School at Fort Jackson, S.C.

"It's tough because my children are asleep when I leave for work in the morning and they're asleep when I get home at night," said Oganowski. "It's also very stressful because you're constantly under pressure to accomplish the mission."

"If you're the kind of Soldier who accepts the minimum, don't come out here," added Downs, "You have to be self-motivated and self-disciplined."

Oganowski plans to return to Field Artillery in April.

Downs will tour various installations throughout the Army and give briefings to prospective volunteers as part of the Army's Recruit the Recruiter program. He offers a bit of sage advice which he said applies not only to Recruiting, but to retention, as well.

"How many people have sat on the line, being three people short in their squads and said, 'we need more Soldiers'?" Downs asked. "You can either quit complaining, or get out there and be part of the solution."

NCOs who are interested in Recruiting should visit the U.S. Army Recruiting Command Web site at *http://www.usarec.army.mil*, or call 1-800-223-3735, extension 6-1860/6-1028 for more information.

Photos by Spc. Bill Putnam, Army News Service

Soldiers, NCOs compete to see who's the Army's best

By Spc. Bill Putnam

A medic assigned to 25th Infantry Division (Light) and an Infantryman assigned to 3rd Infantry Division (Old Guard) have been named as the U.S. Army 2003 Soldier and NCO of the Year, respectively.

Soldier of the Year, Spc. Russell A. Burnham of 1st Brigade, 25th ID, Fort Lewis, Wash., and NCO of the Year, Staff Sgt. James W. Luby of the Old Guard at Fort Myer, Va., were among 22 of the Army's best Soldiers who converged at Fort Lee and Arlington, Va., to compete for the honor of being named the Army's best NCO and Soldier of the Year.

The competition to select the Army's second Soldier and NCO of the Year began at Fort Lee with a tough three-day competition, Sept. 14-16.

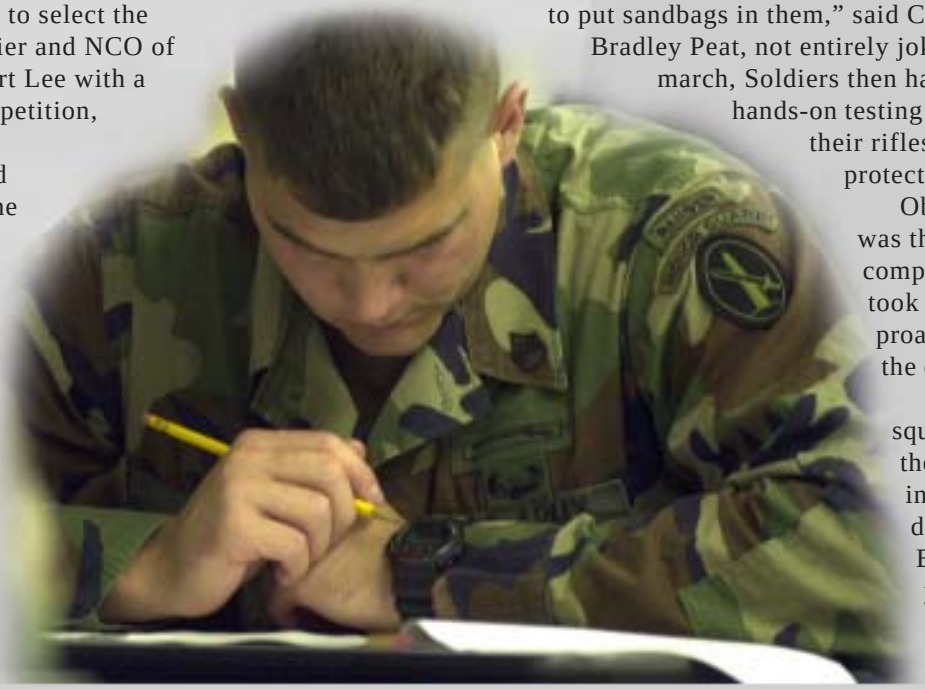
The Soldiers and NCOs represented the Army's 11 major commands like U.S. Army Europe, Special Operations Command and U.S. Army Pacific.

The competition forced the Soldiers to strain, sweat and think their way to meeting the Army standard in events ranging from an Army Physical Fitness Test to common task testing.

They competed against one another in seven events worth 50 points each. The events included weapons qualification, the Army Physical Fitness Test, land navigation, hands-on common task testing, a 50-question multiple-choice written exam, a written essay and a mystery event.

The mystery event turned out to be a timed six-mile road march in body armor, loading bearing vest, Kevlar helmet and 25-pound rucksack that the Soldiers had to complete in 90 minutes or less.

"If their rucks don't weigh that much, they're going to put sandbags in them," said Command Sgt. Maj. Bradley Peat, not entirely joking. After the march, Soldiers then had to complete more hands-on testing and qualify with their rifles in their M-40 protective masks.



Obviously, preparation was the key for all of the competitors; all of whom took individual approaches to training for the competition.

"We started at square one. We took the [memorandum of instruction] and ran down each task," said Burnham, the 24-year-old Soldier.

Burnham's sponsor,

Sgt. Maj. Kerry Kolhof, assisted Burnham in preparing for the competition. Instead of just memorizing answers from manuals, Kolhof paired Burnham with subject matter experts who taught him the tasks.

"That way, he could answer the questions no matter how they were asked," Kolhof explained.

Luby chose a different approach. "My platoon sergeant and first sergeant allowed me to do my own thing and trusted me that I'd do it," said the 23-year-old NCO. "One of the biggest things is I have a lot of great NCOs I work around, and any time I had a problem, they'd help me out."

The competition picked back up when a board of command sergeants major convened by Sergeant Major of the Army Jack Tilley interviewed the contestants in Arlington, Va., Sept. 18. The winners were named during a Sept. 19 ceremony in Arlington.

Surprisingly, this is only the Army's second Soldier and NCO of the Year, said Tilley. The idea for the competition came to him when he was the 1st Armored Division command sergeant major from 1992-1997. When two 1st Armored Division Soldiers were named the U.S. Army Europe Soldier and NCO of the Year, Tilley asked the Army leadership what was next.

"And they said 'nothing,'" Tilley said. So Tilley wanted to organize something that would recognize excellence.

A few competitors asked why the Army even scheduled this event while the nation is at war.

That's easy, Tilley said. The Army needs to recognize excellence in the enlisted ranks, he said. And holding a competition this year shows the Army is continuing to do "normal things" while at war, he added.

Since part of the program is to transfer the winners to Washington, D.C., Burnham will move from Fort Lewis to Walter Reed Army Medical Center in Washington, D.C.

A competitor sloshes through the wetlands on the Fort Lee, Va., land navigation course.

Both Luby and Burnham received over $17,000 in cash and prizes, including an all-expense paid trip to Walt Disney World, U.S. Savings Bonds and travelers checks.

"The best thing I got from this competition is I learned that senior NCOs are phenomenal, and they are the most professional people in the world," Burnham said. "Before I entered the competition, all I could think of was becoming an officer. Now, after meeting all these great senior NCOs, I can see [myself becoming] a sergeant major."

(Editor's note: Spc. Bill Putnam is a staff writer for the Army News Service. Sgt. Chad Jones contributed information to this article.)

Soldier and NCO of the Year 2003

Spc. Russell A. Burnham, FORSCOM

Burnham serves as an Evacuation Specialist with Headquarters and Headquarters Company, 5th Infantry Bn., 1st Brigade, 25th Infantry Division, Fort Lewis, Wash. A native of Arizona, Burnham is married with two children and is currently attending Pierce College. Burnham was selected as the 1st Brigade and 25th Infantry Division Soldier of the Year and I Corps & Fort Lewis Soldier of the Year.

Staff Sgt. James W. Luby, MDW & NCR

Luby serves as a squad leader in Co. E, 3rd U.S. Infantry (The Old Guard), Fort Myer, Va. A native of Maryland, Luby is married with one child. He was selected as the Military District of Washington and National Capital Region NCO of the Year.

Staff Sgt. James M. Murphy, FORSCOM

Staff Sgt. Murphy serves as a Cavalry Fighting Vehicle Commander with Headquarters and Headquarters Troop, 278th Armored Cavalry Regiment, Knoxville, Tenn. A native of Tennessee, Murphy is married with two children and is currently enrolled in eArmyU. Murphy was selected as the First Army Soldier of the Year and as Regimental, State and First Army South NCO of the Year.

Spc. Brett F. Thurman, NCR

Spc. Thurman serves as a Training NCO for Headquarters and Headquarters Company, 3rd U.S. Infantry (The Old Guard), Fort Myer, Va. Thurman has attended courses through Northern Virginia Community College. He was selected as the Military District of Washington and National Capital Region Soldier of the Year.

Staff Sgt. Michael D. Mosca, TRADOC

Staff Sgt. Mosca serves as a Training Operations NCO with Co. C, 705th Military Police Bn., Fort Leavenworth, Kan. A native of New York, he is married with one child and is currently enrolled at Kansas City Community College. Mosca was selected as the 705th MP Battalion NCO of the Year and Fort Leavenworth and Combined Arms Center NCO of the Year.

Spc. Claudia Sida, TRADOC

Spc. Sida serves as a Personnel Administrative Clerk at the NCO Academy, Fort Bliss, Texas. Sida is currently enrolled at El Paso Community College working on an associates degree in Criminal Justice. She previously completed a one-year program at the International Business College in El Paso. Sida was selected as the Fort Bliss and Training and Doctrine Command's Soldier of the Year.

Staff Sgt. Marcus A. McClain, USAREUR

Staff Sgt. McClain serves as a Platoon Sergeant with Co. C, 82nd Engineer Bn., 1st Infantry Division, Bamberg, Germany. A native of Indiana, he is married with two children. McClain was selected as the 1st Infantry Division NCO of the Year, U.S. Army Europe and Seventh Army NCO of the Year and was inducted into the Sergeant Morales Club.

Sgt. Nicole J. Rejiester, USAREUR

Sgt. Rejiester serves as a Military Police Patrolman/Team Leader with the NATO Support Activity, 80th Area Support Group, Brussels, Belgium. Rejiester holds a bachelor of science degree in Criminology from Niagara University and is currently pursuing a master's degree in Counseling. She was selected as U.S. Army Europe and Seventh Army's Soldier of the Year.

Sgt. Shane E. Smith, AMC

Sgt. Smith serves as a Gunner with Battery B, 1st Bn., 194th Field Artillery, Selfridge, Mich. A native of Iowa, he was selected as the Headquarters, U.S. Army Materiel Command NCO of the Year and the Tank-Automotive and Armaments Command NCO of the Year.

Sgt. Brandon M. Parrett, AMC

Sgt. Parrett serves as a Test, Measurement & Diagnostic Equipment Support Specialist with 95th Maintenance Company, 725th Main Support Bn., Schofield Barracks, Hawaii. A native of Indiana, Parrett is married and was selected as the U.S. Army Materiel Command Soldier of the Year, U.S. Army Aviation and Missile Command Soldier of the Year.

Sgt. James J. Engel, 8th Army

Sgt. Engel serves as an Emergency Care Specialist with HSC, 168th Medical Bn., 18th Medical Command, Camp Walker, Taegu, South Korea. A native of Georgia, Engel is married with two children and is a nationally registered emergency medical technician. He was selected as the 8th Army NCO of the Year.

Pfc. Jesse J. Whaley, 8th Army

Pfc. Whaley serves as a Training Room Clerk/Fire Direction Specialist with Co. A, 1st Bn., 15th Field Artillery Regiment, 2nd Infantry Division, Camp Casey, South Korea. A native of Oklahoma, Whaley was selected as 2nd ID Soldier of the Quarter, and the 8th Army Soldier of the Year.

Sgt. 1st Class Samuel D. Morris, MEDCOM

Sgt. 1st Class Morris serves as an Instructor/Writer with Co. G, 232nd Medical Bn., 32nd Medical Bde., Army Medical Department Center and School, Fort Sam Houston, Texas. A native of Virginia, Morris is married with three children. He was selected as the Medical Command NCO of the Year.

Sgt. Ha Thu Tran, MEDCOM

Sgt. Tran serves as a Medical Laboratory Technician with the Fox Army Health Center, Redstone Arsenal, Ala. Born in Vietnam, Tran holds a bachelor of science degree in Biochemistry from the University of California-Riverside. She was selected as Redstone Arsenal, Fox Army Health Center and Southeast Regional Command Soldier of the Year.

Sgt. Matthew J. Neville, USARPAC

Sgt. Neville serves as a Senior Instrumentalist (Saxophone Player) with the 9th Army Band, Fort Wainwright, Alaska. A native of Wisconsin, Neville has been taking courses through the University of Alaska Anchorage, and was selected as U.S. Army Pacific's NCO of the Year.

Spc. Timothy J. Norris, USARPAC

Spc. Norris serves as a Training Assistant with Headquarters and Headquarters Det., 58th Signal Bn., Okinawa, Japan. A native of California, Norris is married with two children. He is taking college courses through the University of Maryland and was selected as U.S. Army Pacific's Soldier of the Year.

Staff Sgt. Steven W. Cato, SMDC

Staff Sgt. Cato serves as a Section Sergeant with Headquarters and Headquarters Company, 1st Satellite Control Bn., Schriever AFB, Colo. A native of Texas, Cato has been taking college courses through Southeastern Oklahoma State University. He was selected as the Space and Missile Defense Command NCO of the Year.

Sgt. Jennifer A. Swift, SMDC

Sgt. Swift serves as a Satellite Network Controller with 1st Satellite Control Bn., Schriever AFB, Colo. A native of California, Swift has completed course work through Central Texas College towards an associate's degree in Applied Technology. She was selected as the Space and Missile Defense Command Soldier of the Year.

Sgt. 1st Class John C. Dozer, USASOC

Sgt. 1st Class Dozer serves as a Small Group Leader with the Special Warfare Center and School and the NCO Academy, Fort Bragg, N.C. A native of Florida, Dozer is married with one child and is currently taking courses at Campbell University in pursuit of a degree in Computer Science. He was selected as U.S. Army Special Operations Command NCO of the Year.

Spc. Jason A. Parsons, USASOC

Spc. Parsons serves as a Radio Operator with Co. A, 2nd Bn., 75th Ranger Regiment., Fort Lewis, Wash. A native of Arkansas, Parsons is married and was selected as the U.S. Army Special Operations Command Soldier of the Year.

Staff Sgt. David A. Cooke, USARSO

Staff Sgt. Cooke serves as a Protective Services Agent with Headquarters, U.S. Army South, Fort Sam Houston, Texas. A native of Alabama, Cooke is married and has taken courses through Central Texas College. He was selected as the U.S. Army South Soldier of the Year.

Pfc. William A. Ibrahim, Jr., USARSO

Pfc. Ibrahim serves as the Unit Armorer for Co. B, 470th Military Intelligence Group, Fort Sam Houston, Texas. A native of Texas, Ibrahim was selected as the U.S. Army South Soldier of the Year.

Managing risk involves more than just assessment

U.S. Army photo

Managing risk begins long before the unit deploys on its assigned mission. Determining the level of risk involved in convoy movements like the one above is crucial to a safe and successful mission.

By Sgt. Jimmy Norris

Whether a unit is planning a four-day weekend or a deployment into a far away desert, there is risk in almost everything, and that risk needs to be assessed. The unit leadership must identify the hazards threatening both the Soldiers and the mission, and ways to mitigate those hazards need to be found. Unfortunately, said Chief Warrant Officer Anthony Kurtz, team chief of the U.S. Army Safety Center's Mobile Training Team, the mistake many units make is stopping their risk management process after they complete the risk assessment.

"Conducting a risk assessment only covers the first two steps of the risk management process," he said. "This is where units get in trouble. They stop there because they think they've accomplished risk management."

The risk management process, he said, is a five-step continuous process.

The first step is to identify the hazards of a mission. Hazards, Kurtz said, are any real or potential conditions that can cause injury, illness, mission degradation, damage to or loss of equipment or property.

Kurtz said there are a number of ways to identify hazards. One is through experience. If a leader has been involved in a similar mission, he should have a pretty good idea of which hazards to expect.

Using their experience to help identify hazards is one of the ways NCOs can play a big role in the risk management process, said Master Sgt. Terry Costlow, an instructor from the U.S. Army Safety Center's Mobile Training Team.

"NCOs have been out in the field. They've probably done the missions hundreds of times and probably have 10 times the experience their commander does," he said. "They can help by informing him of past hazards and recommending controls they've seen used effectively."

Another way to identify potential hazards is through historical data. At the end of every mission or exercise, Kurtz said, there should be an after action review (AAR). The AAR provides a record of hazards that occurred the last time the unit conducted a similar mission. Another way to identify hazards is through intuitive analysis, what Kurtz described as a "gut feeling."

The best way, he said, is to use the hazard identification tools that can be found on the U.S. Army Safety Center Web site located at *http://safety.army.mil*.

Once the hazards have been identified, the second step in the Risk Management Process is to assess the hazards – to determine the possible impact of each hazard based on the hazard's probability and potential severity.

The U.S. Army Safety Center's Web site provides a risk assessment matrix that helps categorize hazards according to severity and probability. (See graphic on page 18.)

To illustrate how these categories might fit into an assessment, Kurtz used a ruck march on desert terrain as an example. The probability of a heat injury in this situation is likely, but since most injuries result only in a Soldier needing an intravenous rehydration treatment, the severity of the hazard is negligible, Kurtz explained. On the Risk Assessment Matrix, a probability of likely and a severity of negligible combine to form a low-risk situation.

But each mission is different, Kurtz said. For example, Soldiers who have had previous heat injuries have an increased probability of a new heat injury.

"You have to ask 'How will this affect the Soldiers?' because if it affects the Soldiers, chances are, it will affect the mission," Kurtz said.

"I would rather rate a hazard higher and have more controls in place than risk having a Soldier injured," added Costlow.

The third step in the risk management process is to develop controls that reduce either the probability or the severity of a hazard.

Going back to his example of a ruck march in the desert, Kurtz said, an example of a control measure might be to schedule the march for the early morning when temperatures are cooler than they would be later in the day. By moving the activity to a cooler part of the day, the likelihood of a heat injury is reduced.

At the NCO-level, Kurtz said, it's important to be aggressive in making the chain of command aware of potential risks, Soldiers' prior heat injuries, for example, so they can make informed decisions when putting controls in place.

RISK ASSESSMENT MATRIX

E - EXTREMELY HIGH RISK
H - HIGH RISK
M - MODERATE RISK
L - LOW RISK

SEVERITY	PROBABILITY: FREQUENT	LIKELY	OCCASIONAL	SELDOM	UNLIKELY
CATASTROPHIC	E	E	H	H	M
CRITICAL	E	H	H	M	L
MARGINAL	H	M	M	L	L
NEGLIGIBLE	M	L	L	L	L

Probability
Unlikely – Will probably not occur
Seldom – Unlikely, but could occur at some time
Occasional – Occurs sporadically
Likely – Occurs several times
Frequent – Occurs often

Severity
Negligible – Requiring first aid or causing minor system impairment
Marginal – Causing minor injury or property damage
Critical – Causing permanent partial disability or major property damage
Catastrophic – Resulting in death, permanent total disability, system loss or major property damage

Photo by Spc. Sean Kimmons, 25th Infantry Division, PAO

Marshalling vehicles to the ready line involves little risk, but if the potential risks are not considered, even this operation can have a negative outcome. According to the Army Safety Center, for every reported accident there are approximately 600 nonreported near misses.

The fourth step in the risk management process is to implement controls.

"NCOs and the Army as a whole are real good at identifying and assessing hazards and coming up with controls," said Costlow. "Implementing is where we start falling off. We talk about controls, but we don't put them in place."

Implementing controls is done through regulations, policy letters, standard operating procedures, orders, briefings, back-briefs, training and rehearsals.

Kurtz said NCOs play a key role in this step by training and briefing their Soldiers after the chain of command has put a policy in place.

"NCOs shouldn't think they don't have a role in this process because they do," Kurtz said. "They're the first-line supervisors. They're the ones with their boots in the mud."

The fifth step in the process is to supervise and evaluate. Supervising and evaluating means enforcing implemented controls, while evaluating, adjusting and updating when necessary. According to Costlow, this is another part of the risk management process in which NCOs play a key role.

"NCOs are the enforcers of the standard. The squad leaders, platoon sergeants and team leaders are the ones out working with the Soldiers," he said. "The commander can't always be there and the Soldiers are more apt to talk to their NCOs than to their commanders about any new hazards that might come up or which controls aren't working."

Supervising and evaluating, Kurtz said, is one of the most often neglected steps in the process.

"This is the step people forget the most," he said. "Supervising and evaluating is a continuous process because as soon as the mission starts the situation has changed. New hazards arise, the weather changes or the controls you implemented don't work."

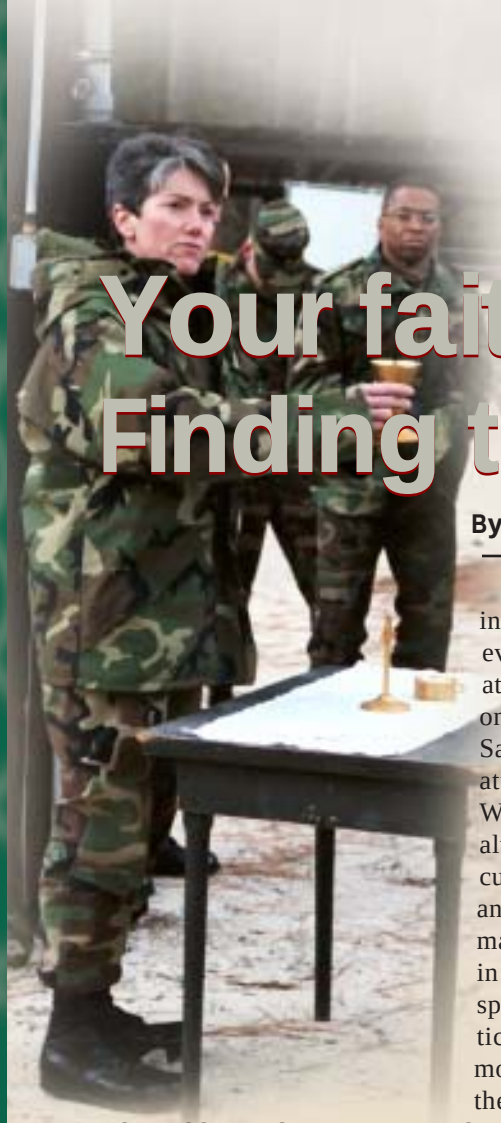
When the mission is over, Kurtz said, units should always conduct an AAR. This will provide the historical data for future missions and help reduce risks.

"The bottom line is you want to use this process to protect the assets and protect the mission," Kurtz said.

For more information on the risk management process, go to the Army Safety Center Web site at *http://safety.army.mil.*

U.S. Army photo

Underestimating the risks involved in a rapelling exercise can be deadly.



Your faith and the mission: Finding the delicate balance

By Sgt. Chad T. Jones

Today's diverse Army includes Soldiers from every religion. Some may attend religious services on Sundays, others on Saturdays and some may attend prayers everyday. While the Army has always been on the cutting edge of cultural and religious awareness, many NCOs may still be in the dark about the specific religious practices and needed accommodations for some of their Soldiers. In those cases, the Soldier and NCO must work together to achieve an understanding that enables the Soldiers to accomplish their missions and still observe their religious practices, explained Chaplain's Assistant, Sergeant Maj. Marion Lemon of the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.

Religious accommodation is "a part of a Soldier's readiness and well being," said the U.S. Army Pacific Command's Islamic chaplain, Chaplain (Cpt.) Abdullah A. Hulwe. He recommended that NCOs practice a variation of a familiar phrase when dealing with Soldiers' religions. "NCOs need to know, be and do," Hulwe said, explaining that knowledge is vital when dealing with Soldiers' religious accommodations.

Understanding Soldiers' religious needs helps foster a strong working relationship between the NCO and the Soldier, according to Lemon.

"Allowing Soldiers to practice their religions has an impact on the mission and morale," Lemon explained. "If Soldiers see their NCO is allowing them the opportunity to worship, they will be more than happy to accomplish the mission."

The right for individuals to practice their religious beliefs is covered under the U.S. Constitution, Title X, as well as Army Regulation 600-20, *Army Command Policy*; Army Field Manual 1-05, *Religious Support*; and DA Pamphlet 600-75, *Accommodating Religious Practices*.

"The Army places a high value on the rights of its Soldiers to observe tenets of their respective religious faiths. The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, discipline, safety, and/or health," said Chaplain (Maj.) Charles E. Reynolds, a World Religions instructor at the John F. Kennedy Special Warfare Center and School, Fort Bragg, N.C., quoting from AR 600-20, Chapter 5-6.

Reynolds emphasized that Soldiers have an obligation to communicate with their chain of command concerning their religious practices.

"The most important [thing] is for Soldiers to simply make their commanders aware of what those needs are," Reynolds explained.

Soldiers must realize their right to religious accommodations does not supercede the Army's need to accomplish the mission, Lemon said. On the other hand, commanders should support Soldiers who make legitimate requests to attend services at an alternate time that meets the mission and Soldier's needs.

For example, Christian Soldiers in a combat zone might not be able to attend traditional church services on Sundays.

Photos courtesy of Nella Hobson, U.S. Army Chaplain Center and School

A chaplain's assistant breaks down an altar in a containerized chapel, after a Catholic worship service in the field.

So, the command may arrange a more suitable time for services. "Combat chaplains often use the phrase, 'Every day is Sunday,'" said Reynolds. "That means services are held on whatever day the chaplain can get to the unit to perform services."

But some accommodations require advanced planning on the leader's part. Leader's books are a valuable tool NCOs can use to remind themselves of these accommodations. The Leader's book should include information on the Soldier's faith such as dates of religious holy days and dietary requirements, Lemon said.

There are now [Meals, Ready to Eat] that accommodate many different religions' dietary needs," explained the Training and Doctrine Command's Chaplain (Col.) Lilton J. Marks.

Specialty meals should be available to Soldiers who have special dietary needs. All it takes is a little advanced planning, said Marks. Once NCOs identify their Soldiers' specific dietary requirements, NCOs can go to their Supply NCO to request specialty meals.

In other cases, NCOs and Soldiers may need to work together to allow Soldiers time to participate in religious holidays. For example, the Jewish High Holy Days are in the fall and do not coincide with regularly scheduled days off. Other religious holidays are linked to the changes of the season, not a regularly scheduled date, Marks and Reynolds explained.

Another example is the Islamic month of Ramadan when Muslim Soldiers are required to refrain from food, water and other physical pleasures from sunrise to sunset. Practicing Muslims may be excused from physical fitness training, in accordance with the Department of the Army's Chief of Chaplains' and the local commander's guidelines.

Soldiers and NCOs who have questions or require clarification concerning a Soldier's religious practices may speak with a chaplain or chaplain's assistant. But Marks reminds Soldiers that chaplains only advise leaders; it's ultimately a commander's decision when it comes to setting priorities.

"Soldiers and leaders need to know that the Army policy strongly supports religious accommodations," said Reynolds, who recalled something a retired brigade command sergeant major once told him concerning how far Army leadership will go to help Soldiers meet their religious needs.

"He said, 'Commanders and noncommissioned officers in leadership positions will bend over backwards to accommodate any religious practice, as long as it does not interfere with a Soldier's duty or the appearance of the Soldier's uniform.'"

Leaders must take time to understand their Soldiers' religious needs, and Soldiers must take time to know the Army guidance, Marks explained. Together they can broker a plan that ensures mission success and still provides for the Soldiers' spiritual needs.

Photos courtesy of Nella Hobson, U.S. Army Chaplain Center and School

Left: Chaplain offers communion for Soldiers. Center: Chaplain (Lt. Col.) Dennis Madtes provides comfort for Soldiers. Right: A Muslim chaplain prays during a training exercise.

Retirement

Are you ready for the transition?

By David Crozier

It's Monday, "O dark 30" and Staff Sgt. John Graves awakes to face another day of Army life. As he journeys towards the shower he takes a quick glance into the mirror over the sink. For a single moment, he eyes an image of what his future holds – no uniform, no beret and no insignia on his collar – a civilian preparing to greet a new day.

For Graves, a senior wheel vehicle mechanic attached to Battery C, 3rd Battalion, 6th Air Defense Artillery, Fort Bliss, Texas, this image will soon become a reality, as he is only months away from retirement. Fortunately for Graves, the Army has come a long way to ensure Soldiers not only get their pay straight when they retire or separate, but that the Soldier and his/her family is ready and educated for their soon-to-be new life.

The Army accomplishes this through the services provided by the Army Career and Alumni Program (ACAP) and Army Retirement Services. ACAP's mission is to provide timely and effective transition assistance to all Department of Defense personnel and their family members. Services include preseparation briefings, counseling, referrals, job assistance workshops and more. Army Retirement Services develops Army policy for retirement and provides Soldiers information on their benefits and entitlements.

Graves has found ACAP to be a boon to his retirement preparations and believes he is ahead of the game because of it.

"I actually started planning for my retirement about two years ago and began talking to the folks at ACAP. I heard about them from other Soldiers I knew who were going through the process," said Graves. "There's a lot of work involved and ACAP has been helpful in preparing resumes, doing job searches, networking and so forth. I never thought it would be like this." His wife Sharon agrees.

"It has been very reassuring to know there is more out there than we expected. We have done this Army life for so long, that you really don't think about having to look for work. It just kind of comes up and taps you on the shoulder and says 'here I am.'"

Photo Illustration by David Crozier

Sgt. Maj. Glenn Wagner, U.S. Army Sergeants Major Academy, Fort Bliss, Texas, sees his future image becoming clearer as his retirement date nears.

While Graves has begun the process in time to ensure that his family is ready, many Soldiers today fail to prepare for life after active duty. That's why the folks at ACAP say this kind of preparation should begin when the Soldier first joins the Army.

"Just as a smart NCO works hard for promotion and the opportunity to attend career-enhancing training, Soldiers should prepare for life after the Army," said Herb Schwab, an ACAP transition policy analyst with Army Human Resources Command (HRC-Alexandria). "At a minimum, Soldiers should devote some of their time during the last two years to planning and preparing for retirement."

John W. Radke, chief, Army Retirement Services, HRC-Alexandria, agrees and adds that not starting soon enough is the most common mistake Soldiers make.

"We know that Soldiers and families are busy, but retirement is where you and your family are going to spend the rest of your lives. You need to take the time to talk about retirement and plan for it together."

Schwab also emphasized the need for the whole-family approach.

"Leaving the Army can be a very stressful time for the entire family and as such retiring Soldiers must consider the needs of the entire family," he said. "A retiree's spouse may have for the first time the opportunity to find a meaningful career, rather than just finding a job at a new post. The children may get to stay in the same school system until graduation. Retirement choices are too important to go it alone."

Congress mandates that military members and their families be made aware of all their choices and benefits at least 90 days before they retire or separate from the military. The Department of Defense and the Army, however, realized that 90 days is not nearly enough time to plan and execute a retirement or separation; hence, Soldiers can seek help from ACAP and Retirement Services Officer (RSO) up to two years before they retire or 12 months before they separate.

Photo by Sgt. Jimmy Norris

Joseph Hardesty, a Raytheon representative, discusses job opportunities with Staff Sgt. John Graves and his wife Sharon during a recent job fair at Fort Bliss, Texas.

"The first step is to visit the ACAP Center to review personal and family retirement needs and plans," said Steve Sultan, an ACAP consultant with Resource Consultants, Inc., Vienna, Va. "There, counselors can help Soldiers create a detailed Individual Transition Plan that will translate into success by providing essential job search training, counseling, assistance and resources."

Career concerns aside, Soldiers also need to understand their entitlements. That's where the RSO comes in. In visiting the RSO, Soldiers learn about their retired pay, military and civilian health care, Veterans Administration benefits, the Survivor Benefit Plan (SBP) and more.

"Earned benefits and entitlements are not just limited to the Soldier," added Radke. "Enduring the frequent moves and separations of military life for more than 20 years earns family members benefits and entitlements as well. In fact, some benefits stay with the spouse and family after the retiree has departed, either through death or divorce."

A main component of retirement benefits falls under DEERS (Defense Eligibility Enrollment Reporting System).

"Being enrolled in DEERS continues to be as important in retirement as it was on active duty," explains Radke. "DEERS will be used to verify your eligibility for health care as well as commissary and exchange benefits."

According to Radke, Soldiers also need to consider their post-retirement health care. While Soldiers and their families are eligible for health care at military installations, it is only on a space-available basis unless they are enrolled in TRICARE Prime. Dental care is also important for the entire family and Soldiers can consider enrolling in the TRICARE Retiree Dental Program. Radke said Soldiers could find out more about these programs by visiting the TRICARE Web site at *http://www.tricare.osd.mil*.

Another important item for retiring Soldiers to consider is whether or not they wish to consider taking SBP.

"SBP is the sole means by which survivors can receive a portion of military retired pay after a retiree's death. Without it, retired pay stops on the date of death," said Radke. "A Soldier should strongly consider taking SBP if the continued retired pay is important to your family's financial health."

By law, Radke explained, all Soldiers must be counseled on SBP and make an election at retirement even if the election is to decline the coverage. Spouses must also concur with that election if it changes the benefit payable on the last active day. Information on when a spouse must also concur can be found at *http://www.armyg1.army.mil/retire* or by contacting the post RSO.

Armed with the knowledge imparted by the Fort Bliss RSO and ACAP program, Graves and his family are in the final stages of retirement. He recently attended his first job fair where he said he felt very positive about his chances of finding a maintenance supervisor position.

"I think the ACAP program opens up a whole lot of doors as far as where you can look for future employment. They guide you in the right steps to get through it all and I think I am ahead of the game because of them."

To get started with your retirement planning, visit the ACAP Web site at *http://www.acap.army.mil*.

(Editor's note: The Web sites and programs listed on the following pages can help Soldiers and their families better prepare for retirement. For a complete list of resources, contact your nearest ACAP and RSO offices.)

Getting-out list

- ✔ Contact installation RSO office (ASAP)
- ✔ Contact ACAP office (ASAP)
- ✔ Schedule retirement physical (4 months)
- ✔ Arrange appointment with SJA for creation/update of will (3 months)
- ✔ Arrange for HHG shipment (2 months)
- ✔ Complete DD Form 2656, Data for Payment of Retired Personnel (2 months)
- ✔ Complete VA Form 21-526, Application for Compensation from VA (2 months)
- ✔ Complete DD Form 2860 Application for Combat-Related Special Compensation (2 months out)
- ✔ Obtain SF 1199A for EFT of retired pay to financial institution (1 month)
- ✔ Initiate action for retired ID cards (1 week out)
- ✔ Convert SGLI to VGLI (within 120 days after retirement)
- ✔ Join military associations and remain active in support of Army issues (ASAP)

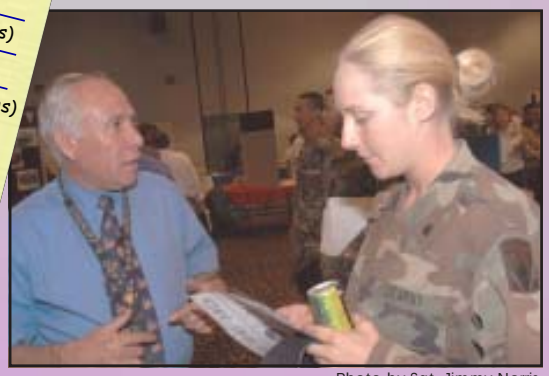


Photo by Sgt. Jimmy Norris

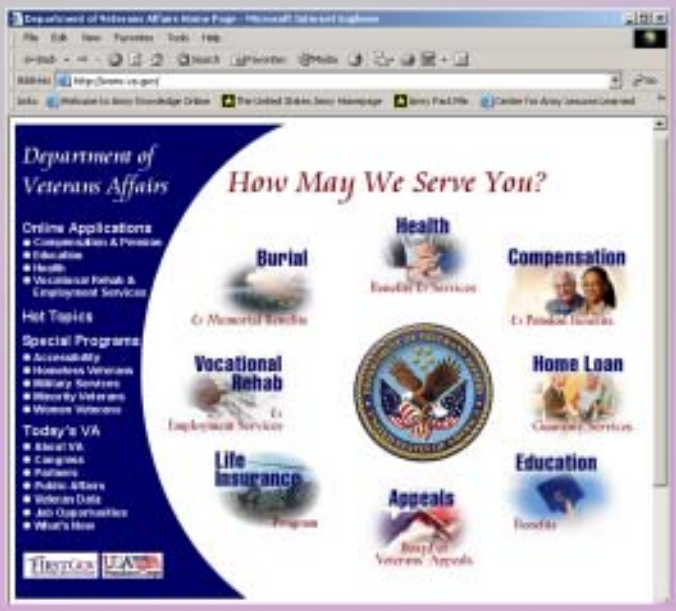
Soldiers separating from the Army are also afforded the services of ACAP. Above, Spc. Sabrina Farr talks with Andy Mercado of the El Paso County Sheriff's Office about her future employment opportunities at a recent job fair at Fort Bliss, Texas.

Retirement resources on the Web

To begin your search, start with the Army's G-1 Web site (above) at **http://www.armyg1.army.mil/default.asp.** *If you are looking for links to ACAP, DIEMS and your personnel records, check out the Human Resources Command Web site at* **https://www.perscom.army.mil/OPfamis/59/index.htm.**

The G-1 Web site offers a wealth of information. The site provides links to other Web sites like the one at right. Here you can link to everything from your congressman to job searches at USAJobs. If you are looking for information on your VA benefits, there's no better place to start than at the Department of Veterans Affairs Web site at **http://www.va.gov.** *Here you can access information on VA Home Loans, Compensation and Pension Benefits, Education Benefits and more.*

For information about your healthcare, go to TRICARE's Web site at **http://www.tricare.osd.mil.**



Army Echoes, Issue 1, May 2003

CSA Retiree Council reports retiree concerns

The Army Chief of Staff's Retiree Council closed its 40th meeting with a report to the Chief of Staff, Army, (CSA) citing health care and communication as retirees' two primary concerns.

The CSA Retiree Council, co-chaired by retired LTG John A. Dubia and retired SMA Robert E. Hall, is made up of 14 members — seven retired officers and seven retired enlisted soldiers. Members are nominated by their installation retiree councils and approved by the CSA. At its annual meeting, held April 7-11 this year, the council reviews issues forwarded by installation councils and determines which should be reported to the CSA and which can be addressed at the installation level. Of the 65 issues submitted this year, 21 concerned health care.

The council also urged the CSA to support: (a) concurrent receipt of military retired pay and disability compensation, and quick implementation of Combat-Related Special Compensation; (b) elimination of the reduction to the Survivor Benefit Plan annuity at age 62 to the maximum extent allowed by law and legislative language, and acceleration of the start date of the paid-up provision of the plan; (c) a study group reviewing retirement benefits for the National Guard and Reserve; and (d) continued full funding of TRICARE for Life.

The council stated that TRICARE for Life and TRICARE Senior Pharmacy have met many beneficiaries' expectations, but that other improvements need to be made. The council's suggestions include raising TRICARE reimbursement levels; eliminating TRICARE Prime co-payments for retirees and family members under 65; extending TRICARE Prime and retiree dental insurance to retirees outside the continental U.S. (OCONUS); expanding TRICARE information campaigns; waiving late enrollment fees for Medicare Part B; and improving the relationship between DoD and VA health care departments.

The council's communications goals include both facets of the Retirement Services mission – preparing soldiers and families for retirement and continuing to support retirees and families as part of The Army after retirement. One communications goal is quarterly funding of Army Echoes, the Army's bulletin for retirees and the only communications link that reaches all retirees, families and survivors. The other goal is using a variety of media — Internet, videotape and CD-ROM — to educate active duty soldiers and families about retirement. This communications effort targets not only those who are about to retire, but also those making military career decisions. This technology would help Retirement Services Officers

Above: The Army Echoes *is published monthly by the G-1 and is the principal means of communication between the Army and its retired Soldiers and surviving spouses. Far right: Also on the G-1 site are links to several useful military Web sites.*

G-1 RETIREMENT SERVICES OFFICE

U.S. MILITARY WEB SITES

Adjutant General Directorate, HR Command	Air Force Retired Activities
Armed Forces Retirement Home	Armed Forces Services Corporation (AFSC)
Army and Air Force Exchange Services (AAFES)	Army Career and Alumni Program
Army Casualty & Memorial Affairs Operations Center	Army Knowledge Online
Army Review Boards Agency	Assistant Secretary of Defense (Health Affairs)
Association of the US Army (AUSA)	Coast Guard Retired Activities
Defense Commissary Agency (DeCA)	Defense Finance And Accounting Service (DFAS)
Department of Defense	DoD Statistical Report (Retiree Data)
Marine Corps Retired Activities	Military Installations and Bases
Military Law (Title 10)	Military Officers Association of America (MOAA)
Military Tax Guide	Morale, Welfare and Recreation (MWR)
National Association for Uniformed Services (NAUS)	National Military Family Association (NMFA)
Navy Retired Activities	Office of the Chief of Staff, Army
Retiree Dental Insurance	Sergeant Major of the Army
Space A Travel	The Non Commissioned Officers Association (NCOA)
The Retired Enlisted Association (TREA)	TRICARE Website
U.S. Air Force Web Site	U.S. Army Center for Military History
U.S. Army Human Resources Command	U.S. Army Human Resources Command - Indianapolis
U.S. Army Human Resources Command - St. Louis	U.S. Army National Guard
U.S. Army Recruiting Centers	U.S. Army Reserve
U.S. Army Web Site	U.S. Coast Guard
U.S. Marine Corps Web Site	U.S. Navy
US Naval Home	US Soldiers' and Airmen's Home

Photo by Sgt. Jimmy Norris

Whether you are retiring or separating from the Army, the entire family should get involved in the process. Above: Spc. Javier Saenz, Fort Bliss, Texas, is joined by his wife Esmeralda and daughters at a recent job fair sponored by the Association of the United States Army and the Army Career and Alumni Program.

More helpful information

ahos - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites Media

Address http://www.onestoparmy.com Go

60 SECOND REVIEW

Soldiers now have OneStop™ for Army housing

By David Crozier

Operations tempo being what it is in today's Army, the last thing a Soldier needs to worry about is where to find information on housing for an upcoming reassignment move. Thanks to a new Web site launched by Army Housing, this worry is becoming a thing of the past.

The Department of the Army launched a new initiative, "Army Housing OneStop™," in March in an effort to provide Soldiers and their families a "world-class system" for obtaining information about housing on the Internet. The idea of the new site is to incorporate the best features of PCS House Express with the other existing installation housing Web sites and touch-screen kiosk information.

To help the Army take on this new effort, DynaTouch of San Antonio, Texas, was awarded the contract to gel this information into a user-friendly Web site that encompasses every Army installation offering housing. The result is a dynamic Web site that gives Soldiers and their families every tool they need to make the reassignment move an easy one.

To get to Army Housing OneStop™ log on to *http://www.onestoparmy.com*. Immediately you come to a well-designed Web page that opens up the doors to a wealth of information. Here you can search Army installations alphabetically or by name; check on waiting lists for different ranks and housing sizes; look at floor plans; see photos of housing; check on Basic Housing Allowance and Overseas Housing Allowance rates; get answers to frequently asked questions; find housing offices along with contact information; learn about the Army's Housing Program; understand what you can and can't take with you; get relocation assistance information; and more.

The site also includes information about customs for overseas assignments; how to do a Do It Yourself move; weight allowances for household goods and privately owned vehicle shipments; tips for renting, buying or selling a home; and relocation assistance.

A few clicks of the mouse will tell you that if you are moving to Turkey, all your major appliances, kitchenware, hobby equipment and the like must be entered on the customs inventory at origin. If you fail to provide an accurate inventory it can result in the Turkish government seizing and/or delaying your shipment.

Still overseas, in Korea and in many other foreign countries, Citizen Band radios and imported satellite dishes are prohibited.

The rules for pets also differ from country to country. In Korea pets are required to be kept in quarantine for 10 days, while in the United Kingdom it is a mandatory six-months quarantine and can cost pet owners as much as $600.

How we rate it

Ease of use: ★★★★

Value to user: ★★★★★

Design quality: ★★★★★

Overall rating: ★★★★★

(Scale of 1-5 stars)

Shipping weapons to an overseas assignment is another area where OneStop™ can provide answers. Forget about taking them to Italy at all and be prepared to bring only one smooth-bore single- or multi-barrel shotgun to Turkey.

Going back to the housing, the wait times for post housing are just another click of the mouse away. Housing sizes are listed in an easy to understand format. Checking the wait times for a junior NCO or junior Enlisted at Fort Bragg, N.C, one will find it's three-months wait for a four-bedroom house with 94 Soldiers on the list; four-to-five months wait for a three-bedroom with 486 Soldiers on the list; and five-to-six months wait for a two-bedroom with 973 Soldiers on the list. You can also check your status on the list if you have already signed up for housing.

The site doesn't have any bells or whistles, but it does provide the kind of information Soldiers and their families need to make a successful move. I give it five stars and I am sure you will as well. If you're ready to make a move, this is one stop you shouldn't miss. Take a tour at *http://www.onestoparmy.mil*.

Done Internet

Photo Journal

As we welcome in the new year, we also want to premiere a new feature – *Photo Journal*. In this section we hope to tell the NCO story through pictures submitted by you in the field. The pictures should depict NCOs in action: leading Soldiers in the field, conducting training or just plain taking care of business. We don't care if you're a professional or an amateur photographer, just that you have great pictures of NCOs in action. When submitting photos please include all pertinent information: Name of person(s) in the photo, a brief description of the action to include location, and of course your name and unit as the photographer. We look forward to seeing all the great shots from around the Army. See the news brief on Page 4 for submission details.

Photo by Sgt. Kyran V. Adams

Sgt. Lisa Sanchez a medic of the 407th Forward Support Battalion, reads on a computer under a red light in Central Iraq.

Photo by Spc. Louis Gobble

Sgt. 1st Class Reginald Stubbs, 261st Area Support Medical Battalion, prepares for a parachute landing as part of an airborne operation commemorating the inactivation of the 55th Medical Group at Fort Bragg, N.C.

Photo by Staff Sgt. Patrick Cloward

A Soldier of the 463rd Military Police Company takes part in reconnaissance training in Guantanamo Bay, Cuba. The 463rd is part of Joint Task Force Guantanamo, which is helping guard detainees captured during the Global War on Terrorism.

Photo by Spc. Ryan Smith

Spc. Melissa Kranning, a petroleum supply specialist attached to Company A, 2nd Battalion, 6th Infantry Regiment, 1st Armored Division, pulls security while on a patrol in Baghdad July 9, 2003.

Letters

Services' chevrons confusing

As military operations become more and more joint, we in the Army find ourselves frequently interacting with NCOs and enlisted troops from other services. All services have certain differences – not just the way we do things, but also in the way we look. This could cause confusion in critical situations. I would like to suggest [some ways] to reduce that confusion. NCOs of the Army, Marine Corps and Air Force should all wear the same pattern of chevrons and should wear them in the same place on their uniforms.

I would propose that all three services use a pattern of chevrons based on ours, with three arched chevrons above and a maximum of three rockers below those. Under my proposal, each service would keep details that would provide their insignia some uniqueness. The Marine Corps, for example, could keep its crossed rifle pattern. And the chevrons of each service would be of a different color on the dress uniforms – gold for the Army, scarlet for the Marine Corps and white for the Air Force.

The other part of my plan would require all NCOs in these three services to wear their chevrons in the same place on their uniforms. Collar or sleeve does not matter as long as it is the same for every service.

With this proposal, Soldiers would be able to read the ranks of airmen and Marines at a glance, rather than trying to puzzle it out and remember what five chevrons means on the Air Force uniform, and what three up and four down means on a Marine's uniform. This would make working with NCOs from the other services easier on joint operations. We already have plenty of means of telling each other apart – the Marines' digital camouflage, the Air Force's use of blue rather than black on its insignia, our berets, and, of course, the service patches we all share in common.

Precedents exist for my proposal. The insignia of officers is the same for all three services. And I believe our fellow service personnel in the British Army, the Royal Air Force and Royal Marines do something similar to what I propose – all wear the same pattern of chevron.

Staff Sgt. Dennis Coslett
St. Paul, Minn.

The right idea on rank

I heartily agree with the idea of new rank insignia design that was proposed in the "Letters" portion of your April 2003 edition. I have thought in the past that a revamping was in order and this sounds like just the ticket. I am just a solitary sergeant, but I feel I am not alone in saying this is an issue that has past its due. I would like to see what the opinions of others around the Army are in relation to this, and if the stigmas of tradition and complacency can be placed aside for progress and improvement.

Everyone keeps telling me how this is a new Army with a new philosophy and a more cutting edge approach to everything. Some days I question how that could possibly be true when I see how everyone holds on so tightly to the outdated and the obsolete. If Soldiers, especially NCOs, could get behind this and affect a change in the rank we wear on our collars I think it would help put a totally new look on the face of the Army today.

I could comment on the officer rank insignia, but I'll withhold my critiques for a time better suited to fighting that battle. Us enlisted folks have enough work to do in our own house.

Sgt. Maj. Osvardo Vasquez was just about to expound on a topic that interests me, but opted not to as it would have been "another article."

Could the *Journal* get him to favor the NCO community [with] some further discussion on the "NCO" vs. "Sergeant" debate?

Sgt. Matthew Gregory
1110th Signal Battalion

Suggestions seem extreme

I am writing in response to the letter in the April 2003 issue of the *NCO Journal* from Sgt. Maj. Osvardo Vasquez. While I agree that the Army rank structure could use some minor change, Sgt. Maj. Vasquez's recommendations seem a little extreme in my opinion. The over-abundance of chevrons and arcs in a revised rank structure would be just as confusing as the 1950s-era specialists/NCO structure.

Traditionally, the entry-level enlisted grade in all services has been devoid of rank insignia. Since few are in the E1 pay grade for more than a few months, I see no problem with there being no rank insignia for this grade. Drawing on my prior service in the Marine Corps (I have been with the Missouri Army National Guard for nearly 10 years), I believe the Army should eliminate the rank and insignia of specialist (E4). By the time a Soldier reaches the grade of E4, [he] should be able to lead other Soldiers if necessary. If they are not mentally and physically at that level, perhaps they aren't ready for the greater pay and responsibility that go along with the grade. Therefore, all E4s should be corporals.

Borrowing a concept from both our Marines and the British Army, I wouldn't mind seeing our Army utilize the rank of lance corporal. The Army currently has three ranks of privates. Wouldn't it be a better motivator for a young Soldier to move from E2 to E3 and no longer be a private? The current rank insignia could remain the same with only the title being changed. I have no problem with the chevron/arc Private 1st Class insignia.

The other change I would propose would be to eliminate the term "junior NCO." It has always sounded peculiar and somewhat childish to me. It would sound much better to have either NCOs or senior NCOs (Staff NCOs). The structure I envision would be: Private (E1), Private First Class (E2), Lance Corporal (E3); Corporal (E4); Sergeant (E5); Staff Sergeant (E6); Sergeant First Class (E7); Master Sergeant./First Sergeant (E8); Segreant Major/Command Segreant Major (E9). As stated previously, the insignia would remain unchanged with the exception of dropping that of specialist.

My final comment is that if we no longer refer to our NCOs as such because of the "non" in noncommissioned, then you also eliminate the "officer" and along with it, some of the basis for an NCO's authority as a leader of Soldiers.

Staff Sgt. Jeffrey L. Howard
Missouri Army National Guard
Moberly, Mo.

Eliminate specialist rank

I found it interesting that Sgt. Maj. Vasquez recommended changing the rank structure. During my tour in Germany from 1988-92, I submitted a suggestion through the suggestion program (which was returned because it had no monetary value) that the rank of specialist be eliminated and that they adopt the rank of corporal first class - two stripes and one rocker to indicate the NCO between corporal and corporal first class. Unlike Sgt. Maj. Vasquez's suggestion, this change would be less dramatic (not having to learn an entire new rank structure) and elimination of the current specialist rank would bring all the ranks to a more standardized and symmetrical look.

Staff Sgt. Marilyn Crombie
Personnel Sergeant
Des Moines Recruiting Battalion, Iowa

What makes an NCO?

There are many Soldiers that don't really know the difference between a sergeant and a noncommissioned officer. Although it might sound like these are one and the same, there is a difference. Sergeant is a word defining rank. As you well know, this title might come along with time in service or promotion points. Sure, a Soldier might have to go before a promotion board or even attend [the] Primary Leadership Development Course, but one can still do the bare minimum and achieve this much. It takes more to be a true NCO.

First and foremost, an NCO is a leader of Soldiers. This doesn't necessarily mean that this individual has Soldiers who fall under him/her or is in charge of a certain operation, section or detail. A true NCO knows his/her Soldiers and will ALWAYS put the Soldiers' needs before his or her own. The NCO Creed starts off with the statement "No one is more professional than I." To be an NCO is to constantly be in the spotlight. You're truly being watched from all angles. From the wear of the uniform, to military customs and courtesies, to technical knowledge in a given field, junior enlisted all around are watching, listening and looking at the NCOs for guidance. No one else can do this. It's up to the true NCOs to step up their game and lead the way.

Second, an NCO strives to remain tactically and technically proficient. This means that although the individual might have taken an administrative role that comes with the rank, his or her Soldiers should still be able to look up to that leader for ways to improve the way the Soldier gets the job done. This goes back to constantly being in the spotlight. It is the NCO's responsibility as the leader to stay proficient and up to date in his or her line of work.

Finally, all Soldiers are entitled to outstanding leadership. This is not requested. It's demanded. Not just demanded by lower enlisted Soldiers throughout the United States Army, but also by other NCOs that serve along with you. There's only one type of Soldier that can proudly say that he or she is a member of a time-honored corps. It's not the commissioned officer or even the sergeant. Only the noncommissioned officer is known as "The Backbone of the Army."

Sgt. Rafael A. Caceres III
427th Medical Logistics Battalion, Uzbekistan
U.S. Army Reserve

Ralston's Tao of Combat Leadership

Since I was young, I have been a student of history, military history in particular. From reading about battles past and the commanders who led them, I have noted certain points of combat leadership.

❒ Personal responsibility – If you are the one in charge, then you are the one responsible. This is true from generals to privates. Those that do not want responsibility are in the wrong profession.

❒ Study history – History, new and old, continues to play a major role in military decisions, at least it should. The key to everyone (every country, culture, etc.) has been – and always will be – history. History provides trends, tactics, customs, schools of thought, etc. Not only the enemies, but also *our* history is important. There is no sense in paying for the same lessons twice.

❒ Warriorship – Warriorship is actually a simple attribute that few possess and even fewer understand. It is simply the act of executing the personal discipline to accomplish the mission and to be prepared for any mission, no matter when it comes. That means exercising while others sleep in, studying while others play; it is the difference between influencing the world around you [or] letting the world control you. Warriorship is not a nine-to-five job; it is a way of life. Empower your troops as warriors. A warrior soul, coupled with a superbly conditioned body and a sharp, analyzing mind, is what wins wars.

❒ Training – Training must be hard and realistic. Hard training sucks, but it saves lives. Battle drills must be run like clockwork, and every Soldier must know [his] job. Be satisfied when the troops' potential meets their actions. Training helps the troops' confidence, cohesion and morale. By setting high standards, troops will meet those standards and be better prepared mentally as well as physically to fight.

❒ Major points about leadership itself – Leaders must lead by example and go first. One other main point is to trust your leaders. Troops must be cross trained in one another's jobs and be ready to step up and take the leader's job. This is a necessity due to the reality of combat. If you have done this, then not to trust your leaders to do their jobs, is in reality not trusting yourself.

(Editor's note: Spc. Sean F. Ralston is assigned to the 10th Mountain Division. He is currently deployed in Afghanistan.)

APFT photo prompts question

The *NCO Journal* is a tremendous asset to the NCO Corps and I encourage my junior Soldiers to read it in preparation for the day they join the NCO ranks.

I have a concern. In the photo on page 17, Sgt. 1st Class Thorpe appears to have his knee on the back of his hand while assisting Staff Sgt. Albino to perform sit-ups. FM 21-20 specifically states, "Another person will hold your ankles with the hands only. No other method of bracing or holding the feet is authorized." Realizing this article is for demonstrative purposes and the photo may not be of an actual APFT event for score, we should only show our Soldiers the correct way to perform a task. Is Sgt. 1st Class Thorpe bracing his hands? If so, has FM 21 - 20 been changed?

Sgt. Maj. Keith S. Henderson
Personnel Division
Missouri Air National Guard

(Editor's note: In the photograph, Sgt. 1st Class Thorpe's knee is not resting on his hands. We made sure of that before we ran the photo. FM 21-20 has not changed.)

Clarifying the APFT article

I read with interest your article about maximizing your Physical Training. I have a question about the article. Do you do three sets of all the exercises for the sit-ups and push-ups and what is the writing under the +17, 18 and 19 columns in the running chart. I want to share this article with my Soldiers at our next drill.

2nd Lt. Kristine Quilici
U.S. Army Reserve

(Editor's note: According to the article you do three sets of sit-ups and push-ups with one-minute rests between each set for the regular sit-ups and push-ups only. As for the information under the +17, 18 and 19 columns, we refer you to our online edition at http://usasma.bliss.army.mil/journal *for a better/enlarged viewing.)*

Thanks for "Sgt. Daddy"

I was up getting a new retirement ID card and picked up a copy of the *NCO Journal*. I would love to get one every month, but didn't think that you would send a hard copy to everyone free. But I [noticed I] can get it free by looking online.

I [recently] went online and found a [Fall 2002] copy [which] had a copy of "SGT Daddy" that I could download and print.

I printed it out and put it on my cube's wall. Thank you.

Allen Heskett
Application Engineer
Michigan

(Editor's note: Individual subscriptions to the NCO Journal *are available through the Government Printing Office at the annual cost of $16 for domestic and Army Post Office addresses or $22.40 for delivery to foreign addresses. The subscription price covers four issues annually. The subscription program is open to all individuals and non-government organizations. Individual copies are also available for $5 domestic or $7 foreign.*

If ordering by mail, send a letter requesting a subscription to the NCO Journal *and include a check or money order payable to: Superintendent of Documents, U.S. Government Printing Office Washington, DC 20402.*

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Any unit with a publications account can update their 12 series to request the NCO Journal *using the same procedure they use to request all other publications. They can update their 12 series at the* http://www.usapa.army.mil *Web site. The IDN for the* NCO Journal *is 050041.)*

Kudos to the *Journal*

Keep up the great job. The *NCO Journal* is one of the most informative military publications in the system today. We look forward to every outstanding edition.

Sgt. Maj. Ulysses W Mays
24th Infantry Division (M)
The Warriors at Fort Riley, Kan.

Journal continues to improve

Thank you so much for sending the *NCO Journal* copies. I will again share them with my contacts in Mississippi, Alabama, Florida and Nevada. Your *Journal* continues to improve and the articles are helpful and interesting.

Sergeant Major of the Army (Ret.) William Wooldridge
1st Sergeant Major of the Army

Journal seeks your input

The *NCO Journal* welcomes your thoughts and encourages you to write to: The NCO Journal, 11291 SGT E Churchill Street, Fort Bliss, Texas, 79918-8002 or e-mail us at ATSS-SJ-NCOJOURNAL@bliss.army.mil.

Reflecting on our past and looking toward the future

With this issue of the *Journal* we welcome a new year and bid farewell to our 12th Sergeant Major of the Army. Sgt. Maj. of the Army Jack Tilley has certainly represented the enlisted Soldiers and the NCO Corps well. He seems to have an unlimited supply of energy that he's used to improve pay, benefits, education and a multitude of other areas for Soldiers. His travel schedule alone would wear me down in no time. Despite this, every time I've seen SMA Tilley, he's upbeat, positive and willing to listen to Soldiers. All of this and he still has the energy to knock out one-armed push-ups. Read more about SMA Tilley on pages 6-9.

It seems that January is a natural time for reflecting on the past and looking to the future. Part of that reflection is paying tribute to our fallen comrades. As we did in the October 2003 issue, we have included the "Roll Call of the Fallen," a list of all of the Soldiers from Operations Iraqi Freedom and Enduring Freedom who died defending our country and way of life. In October's issue, we ran the list of those who died from the start of the operations through Sept. 17, 2003. Despite our strong hopes that the January Roll Call would be much shorter, we still have many names on that list. Our intent with running the Roll Call is a small memorial to help us remember those who lost their lives. We should also keep in our thoughts and prayers those who are currently deployed or preparing to deploy.

In the past few months, we've received several letters and e-mails from readers who share their opinions on different topics or offer suggestions for future stories. We may not have the opportunity to respond to all of your letters, but we do read them and consider your suggestions. Several readers suggested that we print an article on preparing for retirement. The *Journal's* managing editor, Dave Crozier who is a retired Air Force NCO, has written a comprehensive article to assist those who are about to hang up their boots. Knowing firsthand what it's like to go through the retirement process, he used his experiences to write the in-depth article that should set any Soldier on the right track to prepare for retirement. Check out his article on pages 22-25.

With this issue, we've also started a new feature: "Photo Journal," a photo gallery, capturing what NCOs around the Army are doing. Since "Photo Journal" will be a regular feature in each issue of the magazine, we're putting out the call to all photographers. Whether you consider yourself an amateur or a professional, we encourage you to send us your photos. The only guidelines for photo entries is that the photo must demonstrate an NCO or NCOs doing their duties, be it accomplishing a mission, training or taking care of Soldiers. We will print your best photos in each issue. The winning photographers will receive a certificate acknowledging their photographic excellence. Please remember to send caption information and the photographer's name, rank and unit so we can give the photographer credit. Our e-mail and mailing addresses are both listed on the inside cover the magazine.

In addition to photographs, remember we always gladly accept your articles, letters and suggestions. In the case of articles, keep in mind that we are looking for "news you can use." In other words, articles that will help our readers succeed in some aspect of their missions. Our new expanded Web site, *http://usasma.bliss.army.mil/journal* offers readers easy access to all of our back issues and an e-mail link. Please keep in mind that we count on your input and support to keep the *NCO Journal* on track with NCOs' concerns. We look forward to reading your letters. And remember, this is your *Journal*.

Master Sgt. Lisa Hunter
Editor in Chief

Roll call

of the fallen

Operation Iraqi Freedom

Sgt. Michael D. Acklin II, 25, Louisville, Ky., Nov. 15, 2003 ◆ Spc. Genaro Acosta, 26, Fair Oaks, Calif., Nov. 11, 2003 ◆ Pfc. Steven Acosta, 19, Calexico, Calif., Oct. 26, 2003 ◆ Pvt. Algernon Adams, 36, Aiken, S.C., Oct. 28, 2003 ◆ Spc. Michael Andrade, 28, Bristol, R.I., Sept. 24, 2003 ◆ Spc. Richard Arriaga, 20, Ganado, Texas, Sept. 18, 2003 ◆ Sgt. Andrew Joseph Baddick, 26, Coaldale, Pa., Sept. 29, 2003 ◆ Staff Sgt. Daniel A. Bader, 28, Colorado Springs, Colo., Nov. 2, 2003 ◆ Spc. Ryan T. Baker, 24, Brown Mills, N.J., Nov. 15, 2003 ◆ Sgt. Michael Paul Barrera, 26, Von Ormy, Texas, Oct. 28, 2003 ◆ Sgt. Aubrey D. Bell, 33, Tuskegee, Ala., Oct. 27, 2003 ◆ Staff Sgt. Joseph P. Bellavia, 28, Wakefield, Mass., Oct. 16, 2003 ◆ Spc. Robert T. Benson, 20, Spokane, Wash., Nov. 4, 2003 ◆ 1st Lt. David R. Bernstein, 24, Phoenixville, Pa., Oct. 18, 2003 ◆ Staff Sgt. Stephen A. Bertolino, 40, Orange, Calif., Nov. 29, 2003 ◆ Command Sgt. Maj. James D. Blankenbecler, 40, Alexandria, Va., Oct. 1, 2003 ◆ Sgt. 1st Class Kelly Bolor, 37, Whittier, Calif., Nov. 15, 2003 ◆ Chief Warrant Officer Clarence E. Boone, 50, Fort Worth, Texas, Dec. 2, 2003 ◆ Pfc. Rachel K. Bosveld, 19, Waupun, Wis., Oct. 26, 2003 ◆ Spc. Artimus D. Brassfield, 22, Flint, Mich., Oct. 24, 2003 ◆ Spc. Lunsford B. Brown II, 27, Creedmore, N.C., Sept. 20, 2003 ◆ 2nd Lt. Todd J. Bryant, 23, Riverside, Calif., Oct. 31, 2003 ◆ Sgt. Ernest G. Bucklew, 33, Enon Valley, Pa., Nov. 2, 2003 ◆ Pfc. Paul J. Bueche, 19, Daphne, Ala., Oct. 21, 2003 ◆ Lt. Col. Charles H. Buehring, 40, Fayetteville, N.C., Oct. 26, 2003 ◆ Pfc. Damian S. Bushart, 22, Waterford, Mich., Nov. 22, 2003 ◆ Spc. Isaac Campoy, 21, Douglas, Ariz., Oct. 28, 2003 ◆ Pfc. Jose Casanova, 23, El Monte, Calif., Oct. 13, 2003 ◆ Spc. James A. Chance III, 25, Kokomo, Miss., Nov. 6, 2003 ◆ Spc. Arron R. Clark, 20, Chico, Calif., Dec. 5, 2003 ◆ Cpl. Gary B. Coleman, 24, Pikeville, Ky., Nov. 21, 2003 ◆ 2nd Lt. Benjamin J. Colgan, 30, Kent, Wash., Nov. 1, 2003 ◆ Staff Sgt. Gary L. Collins, 32, of Hardin, Texas, Nov. 8, 2003 ◆ Spc. Steven D. Conover, 21, Wilmington, Ohio, Nov. 2, 2003 ◆ Staff Sgt. Christopher E. Cutchall, 30, McConnellsburg, Pa., Sept. 29, 2003 ◆ Pfc. Anthony D. Dagostino, 20, Waterbury, Conn., Nov. 2, 2003 ◆ Capt. Nathan S. Dalley, 27, Kaysville, Utah, Nov. 17, 2003 ◆ Spc. Raphael S. Davis, 24, Tutwiler, Miss., Dec. 2, 2003 ◆ Spc. Jeremiah J. Digiovanni, 21, Tylertown, Mass., Nov. 15, 2003 ◆ Spc. William D. Dusenbery, 30, Fairview Heights, Ill., Nov. 15, 2003 ◆ Pvt. Jonathan I. Falaniko, 20, America Samoa (Pago Pago), Oct. 27, 2003 ◆ Capt. Brian R. Faunce, 28, Philadelphia, Pa., Sept. 18, 2003 ◆ Sgt. Paul F. Fisher, 39, Cedar Rapids, Iowa, Nov. 6, 2003 ◆ Pfc. Jacob S. Fletcher, 28, Bay Shore, N.Y., Nov. 13, 2003 ◆ Pvt. Benjamin L. Freeman, 19, Valdosta, Ga., Oct. 13, 2003 ◆ Sgt. David T. Friedrich, 26, Hammond, N.Y., Sept. 20, 2003 ◆ Pvt. Kurt R. Frosheiser, 22, of Des Moines, Iowa, Nov. 8, 2003 ◆ Sergeant Major Cornell W. Gilmore I, 45, of Baltimore, Md., Nov. 7, 2003 ◆ Spc. David J. Goldberg, 20, Layton, Utah, Nov. 26, 2003 ◆ Cpl. Sean R. Grilley, 24, San Bernardino, Calif., Oct. 16, 2003 ◆ Pvt. Joseph R. Guerrera, 20, Dunn, N.C., Oct. 26, 2003 ◆ Pfc. Analaura Esparza Gutierrez, 21, Houston, Texas, Oct. 1, 2003 ◆ Pfc. Richard W. Hafer, 21, Cross Lanes, W.Va., Nov. 15, 2003 ◆ Sgt. Warren S. Hansen, 36, Clintonville, Wis., Nov. 15, 2003 ◆ Pfc. John D. Hart, 20, Bedford, Mass., Oct. 18, 2003 ◆ Pfc. Sheldon R. Hawk Eagle, 21, Grand Forks, N.D., Nov. 15, 2003 ◆ Sgt. Timothy L. Hayslett, 26, Newville, Pa., Nov. 15, 2003 ◆ Pfc. Damian L. Heidelberg, 21, Batesville, Mass., Nov. 15, 2003 ◆ Staff Sgt. Jamie L. Huggins, 26, Hume, Mo., Oct. 26, 2003 ◆ Spc. Simeon Hunte, 23, Essex, N.J., Oct. 1, 2003 ◆ 1st Lt. Joshua C. Hurley, 24, Virginia, Nov. 1, 2003 ◆ Pfc. Ray J. Hutchinson, 20, League City, Texas, Dec. 7, 2003 ◆ Spc. Marlon P. Jackson, 25, Jersey City, N.J., Nov. 11, 2003 ◆ Spc. Darius T. Jennings, 22, Cordova, S.C., Nov. 2, 2003 ◆ Spc. Maurice J. Johnson, 21, Levittown, Pa., Nov. 1, 2003 ◆ Staff Sgt. Paul J. Johnson, 29, Calumet, Mich., Oct. 20, 2003 ◆ Pfc. Rayshawn S. Johnson, 20, Brooklyn, N.Y., Nov. 3, 2003 ◆ Spc. Spencer T. Karol, 20, Woodruff, Ariz., Oct. 6, 2003 ◆ Chief Warrant Officer (CW3) Kyran E. Kennedy, 43, Boston, Mass., Nov. 7, 2003 ◆ Staff Sgt. Morgan D. Kennon, 23, Memphis, Tenn., Nov. 7, 2003 ◆ Chief Warrant Officer Erik C. Kesterson, 29, Independence, Ore., Nov. 15, 2003 ◆ Pfc. Karina S. Lau, 20, Livingston, Calif., Nov. 2, 2003 ◆ Spc. Joseph L. Lister, 22, Pleasanton, Kan., Nov. 20, 2003 ◆ Capt. Robert L. Lucero, 34, Casper, Wyoming, Sept. 25, 2003 ◆ Sgt. Francisco Martinez, 28, Humacao, Puerto Rico, Nov. 4, 2003 ◆ Spc. Dustin K. McGaugh, 20, Derby, Kan., Sept. 30, 2003 ◆ Spc. Irving Medina, 22, Middletown, N.Y., Nov. 14, 2003 ◆ Staff Sgt. Eddie E. Menyweather, 35, Los Angeles, Calif., Nov. 23, 2003 ◆ Staff Sgt. Frederick L. Miller, Jr., 27, Hagerstown, Ind., Sept. 20, 2003 ◆ Sgt. Joseph Minucci II, Richeyville, Pa, Nov. 13, 2003 ◆ Spc. Jose L. Mora, 26, Bell Gardens, Calif., Oct. 24, 2003 ◆ Sgt. Keelan L. Moss, 23, Houston, Texas, Nov. 2, 2003 ◆ Chief Warrant Officer (CW2) Christopher G. Nason, 39, Los Angeles, Calif., Nov. 23, 2003 ◆ Staff Sgt. Paul M. Neff II, 30, of Fort Mill, S.C., Nov. 7, 2003 ◆ Spc. Joseph C. Norquist, 26, San Antonio, Texas, Oct. 9, 2003 ◆ Lt. Col. Kim S. Orlando, 43, Tennessee, Oct. 16, 2003 ◆ Staff Sgt. Dale A. Panchot, 26, Northome, Minn., Nov. 17, 2003 ◆ Pfc. Kristian E. Parker, 23, Slidell, La., Sept. 29, 2003 ◆ Spc. Brian H. Penisten, 28, Fort Wayne, Ind., Nov. 2, 2003 ◆ Sgt. Ross A. Pennanen, 36, Oklahoma, Nov. 2, 2003 ◆ Sgt. Joel Perez, 25, Rio Grande, Puerto Rico, Nov. 2, 2003 ◆ Spc. Alyssa R. Peterson, 27, Flagstaff, Ariz., Sept. 15, 2003 ◆ Capt. Pierre E. Piche, 29, Starksboro, Vt., Nov. 15, 2003 ◆ Spc. James H. Pirtle, 27, La Mesa, N.M., Oct. 4, 2003 ◆ Sgt. Darrin K. Potter, 24, Louisville, Ky., Sept. 29, 2003 ◆ Spc. James E. Powell, 26, Radcliff, Ky., Oct. 12, 2003 ◆ Spc. Rel A. Ravago IV, 21, Glendale, Calif., Nov. 23, 2003 ◆ Sgt. Ariel Rico, 25, El Paso, Texas, Nov. 28, 2003 ◆ Sgt. 1st Class Jose A. Rivera, 34, Bayamon, Puerto Rico, Nov. 5, 2003 ◆ Spc. Robert D. Roberts, 21, Winter Park, Fla., Nov. 22, 2003 ◆ Sgt. 1st Class Robert E. Rooney, 43, Nashua, New Hampshire, Sept. 25, 2003 ◆ Sgt. Scott C. Rose, 30, of Fayetteville, N.C., Nov. 7, 2003 ◆ Sgt. John W. Russell, 26, Texas, Nov. 15, 2003 ◆ Chief Warrant Officer (CW2) Scott A. Saboe, 33, Willow Lake, S.D., Nov. 15, 2003 ◆ Pfc. Kerry D. Scott, 21, Mount

Vernon, Wash., Oct. 6, 2003 ◆ Capt. James A. Shull, 32, California, Nov. 17, 2003 ◆ Pvt. Sean A. Silva, 23, Roseville, Calif., Oct. 9, 2003 ◆ Pfc. Charles M. Sims, 18, Miami, Fla., Oct. 3, 2003 ◆ Spc. Uday Singh, 21, Lake Forest, Ill., Dec. 1, 2003 ◆ Spc. Aaron J. Sissel, 22, Tipton, Iowa, Nov. 29, 2003 ◆ 1st Lt. Brian D. Slavenas, 30, Genoa, Ill., Nov. 2, 2003 ◆ Capt. Benedict J. Smith, 29, of Monroe City, Mo., Nov. 7, 2003 ◆ Chief Warrant Officer (CW4) Bruce A. Smith, 41, West Liberty, Iowa, Nov. 2, 2003 ◆ Cpl. Darrell L. Smith, 28, Otwell, Ind., Nov. 23, 2003 ◆ Spc. Paul J. Sturino, 21, Rice Lake, Wis., Sept. 22, 2003 ◆ Spc. John R. Sullivan, 26, Countryside, Ill., Nov. 15, 2003 ◆ Chief Warrant Officer (CW5) Sharon T. Swartworth, 43, of Virginia, Nov. 7, 2003 ◆ Spc. Thomas J. Sweet II, 23, Bismarck, N.D., November 27, 2003 ◆ Staff Sgt. Christopher W. Swisher, 26, Lincoln, Neb., Oct. 9, 2003 ◆ Spc. Kyle G. Thomas, 23, Topeka, Kan., Sept. 25, 2003 ◆ Sgt. Anthony O. Thompson, 26, Orangeburg, S.C., Sept. 18, 2003 ◆ Sgt. Nicholas A. Tomko, 24, Pittsburgh, Pa., Nov. 9, 2003 ◆ 2nd Lt. Richard Torres, 25, Clarksville, Tenn., Oct. 6, 2003 ◆ Pvt. Scott M. Tyrrell, 21, Sterling, Ill., Nov. 20, 2003 ◆ Spc. Eugene A. Uhl III, 21, Amherst, Wis., Nov. 15, 2003 ◆ Staff Sgt. Mark D. Vasquez, 35, of Port Huron, Mich., Nov. 8, 2003 ◆ Spc. Frances M. Vega (female), 20, Fort Buchanan, Puerto Rico, Nov. 2, 2003 ◆ Staff Sgt. Paul A. Velazquez, 29, California, Nov. 2, 2003 ◆ Pvt. Jason M. Ward, 25, Tulsa, Okla., Oct. 22, 2003 ◆ Spc. Douglas J. Weismantle, 28, Pittsburgh, Pa., Oct. 13, 2003 ◆ Spc. Donald L. Wheeler, 22, Concord, Mich., Oct. 13, 2003 ◆ Pfc. Joey D. Whitener, 19, Nebo, N.C., Nov. 15, 2003 ◆ Spc. Michael L. Williams, 46, Buffalo, N.Y., Oct. 17, 2003 ◆ Command Sgt. Maj. Jerry L. Wilson, 45, Thomson, Ga., Nov. 23, 2003 ◆ Staff Sgt. Joe N. Wilson, 30, Mississippi, Nov. 2, 2003 ◆ Spc. Robert A. Wise, 21, Tallahassee, Fla., Nov. 12, 2003 ◆ Spc. James R. Wolf, 21, Scottsbluff, Neb., Nov. 6, 2003 ◆ 2nd Lt. Jeremy L. Wolfe, 27, Wisconsin, Nov. 15, 2003 ◆ Capt. George A. Wood, 33, New York, N.Y., Nov. 20, 2003 ◆ Spc. James C. Wright, 27, Morgan, Texas, Sept. 18, 2003 ◆ Pfc. Jason G. Wright, 19, Luzerne, Mich., Dec. 8, 2003 ◆ Pfc. Stephen E. Wyatt, 19, Kilgore, Texas, Oct. 13, 2003 ◆ Sgt. Ryan C. Young, 21, Corona, Calif., Dec. 2, 2003

Operation Enduring Freedom

Sgt. Maj. Phillip R. Albert, 41, Terryville, Conn., Nov. 23, 2003 ◆ Spc. Lisa M. Andrews, 24, Lenexa, Kan., Sept. 26, 2003 ◆ Sgt. Jay A. Blessing, 23, Tacoma, Wash., Nov. 14, 2003 ◆ Lt. Col. Paul W. Kimbrough, 44, Washington, D.C., Oct. 3, 2003 ◆ Pfc. Evan W. O'Neill, 19, Haverhill, Mass., Sept. 29, 2003

(Editor's note: This list is a continuation of the previous list printed in the October 2003 issue. The names that appear in this Honor Roll are those that have been released since Sept. 17, 2003 and are current as of Dec. 10, 2003.)

You Are Not Forgotten

U.S. Army photo by Sgt. Jack Morse

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