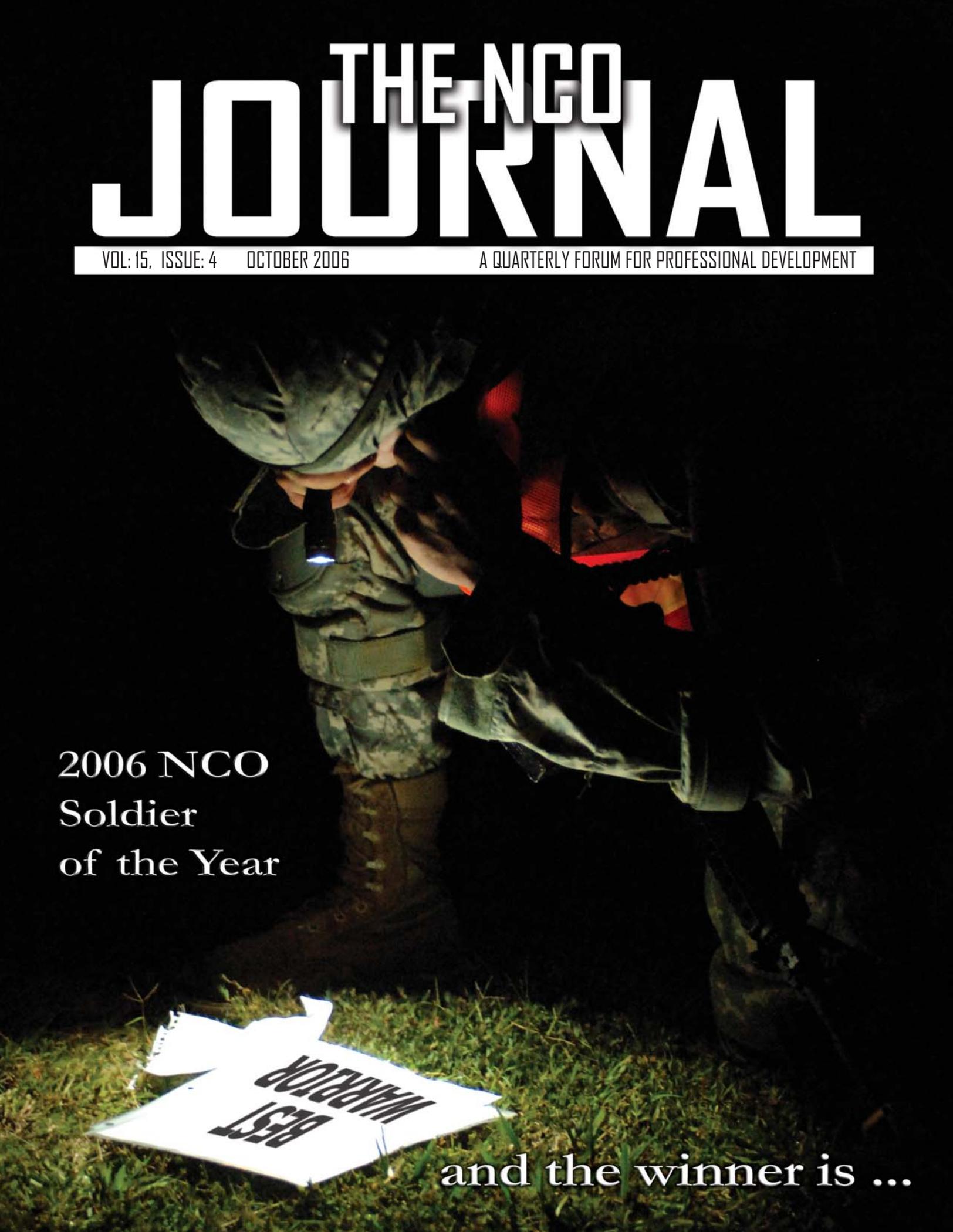


THE NCO JOURNAL

VOL. 15, ISSUE: 4 OCTOBER 2006

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT



2006 NCO
Soldier
of the Year

and the winner is ...

THE NCO JOURNAL



Soldiers participating in the 2006 Department of the Army NCO/Soldier 'Best Warrior' of the Year Competition pull 200 lb mannequins on litters to simulate a casualty evacuation. Photo by Dave Crozier

INSIDE

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- 4-7 NEWS U CAN USE



ON POINT

ARMY'S BEST WARRIORS 'RUCK UP'

Representing the best NCOs and Soldiers from every major command, 20 warriors converged on Fort Lee, Va., Oct. 1-6 to see who would be named the Army's Best Warrior. For five solid days the competitors' mettle was tested both physically and mentally.

Dave Crozier



TRAINING

ONE TEAM, ONE VOICE

The Command Sergeants Major Course has moved to Fort Leavenworth and joined up with the Pre-Command Course to facilitate a Command Team concept.

Master Sgt. Eric Pilgrim



RELEVANT TRAINING

The Global War on Terrorism has prompted changes in the way we train for war. One change is the creation of warrior training centers.

Dave Crozier



ON THE COVER:

Sgt. Dustin Jarrick, 8th U.S. Army, radios in information on the finding of a possible improvised explosive device during the 2006 Department of the Army NCO/Soldier of the Year Competition held at Fort Lee, Va., Oct. 1-6. Jarrick was one of 10 NCOs and 10 Soldiers who represented the Army's major commands in this year's competition.

Photo by: Dave Crozier



LEADERSHIP

SPIRITUAL FITNESS

Are our Soldiers spiritually bankrupt? If so, how can we train them to become spiritually fit and morally strong warriors? See what one discussion panel has to say.

Master Sgt. Eric Pilgrim



ALIBIS

PAST HEROES

More than 50 years ago an Army Reserve noncommissioned officer performed an act of heroism that led to his becoming America's first secret hero.

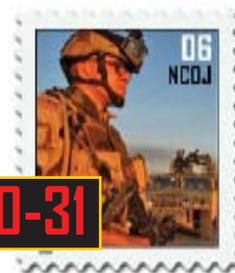
Col. Randy Pullen



LETTERS

What's on the minds of some of our readers? Check out their Letters to the Editor.

Master Sgt. Eric Pilgrim



NG STRYKER

The Pennsylvania National Guard's 56th Brigade is making a major transformation to the Army's newest Stryker Brigade Combat Team.

Dave Crozier



PHOTOS

Your chance at photography in another fine selection of military photos of Soldiers getting the job done.

Spc. Joseph Edmondson



HONOR ROLL

In every issue we list the names of the men and women who have given their lives in current operations around the world in order to pay tribute to their sacrifices.

Dave Crozier



THE NCO JOURNAL

VOL. 15, No. 4

OCTOBER 2006

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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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From the SMA

Better Opportunity for Single Soldiers

When Hurricane Katrina devastated the Gulf Coast region last year, many of us watched as American citizens were stranded by floodwaters. Tens of thousands of New Orleanians, Alabamians and Mississippians were without power, food and water for days. Thousands of homes were destroyed or damaged so severely that they had to be demolished. Army National Guard, Army Reserve and active component Soldiers deployed to the region to assist in any way they could, and helped get the Crescent City moving once again. But there was much more work to be done.

In April of this year, nine service members from the Fort Detrick, Md., Better Opportunity for Single Soldiers committee felt like they had to do their part in the rebuilding process. After some planning and preparation, the 'Detrick Nine' drove 17 hours and 1,076 miles to assist in the clean up of New Orleans.

Spc. Jennifer Holden, a Fort Detrick Soldier involved in the clean up, said, "I enjoyed it. I felt like we were part of the renewal process. Anything to better the city and get it back on its feet is worth it."

Soldiers like Spc. Holden are a shining example of the caliber of young men and women we have in our Army today. The actions of the Fort Detrick BOSS committee reflect and amplify one of our seven Army Values – Selfless Service. These Soldiers put the welfare of the citizens of the Gulf Coast above their own and sacrificed their personal time to do their part in the clean up process. Community Service is one of the three components of the BOSS Program, in addition to Well Being, Recreation and Leisure.

Two years ago, there were 95 BOSS programs Army-wide. Today there are 82. There are reasons for the decline in the number of BOSS programs; primarily, our high operational-tempo impacts single-Soldier interest, and involvement in our commands and within our communities.

We are an Army at war supporting a nation at war. Our Army is in the midst of its biggest transformation since World War II. All of our units are going through restructuring and realignment. We are a busy force. For our Army to be successful in garrison and in combat we need to focus on all facets of the individual Soldier. As leaders, we need to make sure our Soldiers are trained and ready for combat, but we also need to ensure they are taken care of off-duty.

Statistics show that 49 percent of our Army is made up of single Soldiers, yet much of our focus is on Soldiers with fami-

lies. Last year only one issue involving single Soldiers, an issue from Europe, made it to the Department of the Army-level Army Family Action Plan Conference. BOSS is an extremely important program to our Army and for it to be successful we need involvement from all leaders at the unit and installation levels.

The Noncommissioned Officers Creed identifies the two basic responsibilities of an NCO – the accomplishment of the mission and the welfare of our Soldiers. One way to show command support is to attend BOSS events on and off-post and to talk with the Soldiers who attend. Thank them for their participation in BOSS and show them that the program is important to you and your commander. Attend BOSS meetings, listen to the topics that are discussed, and take action where needed.

Another way to demonstrate command support is to identify and appoint a BOSS president. Across the Army, we have 24 installations with full-time BOSS presidents and 58 installations with BOSS presidents on additional duty orders. The most successful programs around the Army are those programs supported and resourced by the command. As a leader, one of the most important resources you can provide is your involvement.

BOSS provides Soldiers an alternative to the club and bar scene. Soldiers take part in service activities, helping families on post and citizens in the local communities. Soldiers at posts, camps and stations around the world also take part in BOSS-sponsored sports activities such as whitewater rafting, bungee jumping, and dodgeball tournaments. All of these events are well supervised and safe.

The Hawaii BOSS program ensured Soldier well being remained at the forefront during their OIF/OEF redeployment ceremonies last year. The BOSS Soldiers welcomed home all single and unaccompanied Soldiers by giving them each a flower lei and heartfelt welcome back to Hawaii. They did this for more than 100 chalks of returning 25th Infantry Division Soldiers.

Why do Soldiers get involved in the BOSS program? A Soldier in Okinawa, Japan said, "The BOSS program is a way for a Soldier to Be, Know, and Do. BECOME leaders, KNOW and learn how to effectively change things in your Army community to better fit our everyday lives, and DO things that matter, such as give back to other Soldiers, the Army family, and our surrounding communities."

I want to close by emphasizing how important the BOSS program is to our Army and our Soldiers. It takes leader involvement, leading by example, encouraging our single and unaccompanied Soldiers to take part in their local programs. This program helps our young men and women become better leaders and better citizens.



Sgt. Maj. of the Army Kenneth Preston

NCOs must lead from the front

As the 4th Fires Brigade, 4th Infantry Division continues its second rotation to Iraq, it is worthwhile to consider the root causes of the conflict.

We risk the lives of America's sons and daughters everyday because this society was ruled by a brutal dictator and fostered a climate of hatred, one which separated and differentiated its citizens because of religion and because of historical grievances. We see and hear it everyday in our battlefield updates and for those unlucky enough to see outside in the streets of Baghdad—destroyed cars, destroyed homes, killings and murders and a society trying to lift itself out of what some call “the garbage heap of history.”

Before jumping to a conclusion of American superiority, we need to take a look at our own record.

America's history in these same areas is no less demeaning, and many of our own citizens have had to struggle to achieve equality. Within the Army, we have had significant and recent examples of racial discrimination, sexual harassment and extremist behavior. At their roots, these forms of preferential behavior, power abuse and personal bias demonstrate the same intolerance we saw in Bosnia and Kosovo.

This behavior is unethical to the Army values of commitment, courage and candor; even worse, it erodes the trust we should have and must have, in our fellow Soldiers, our leaders and the institution of the Army. It destroys the teamwork that is fundamental to our readiness and makes us weaker as an organization at every level.

Few leaders will challenge the notion that racial, religious and sexual discrimination and harassment must be eliminated, and the Army has made significant progress in these areas. Yet, those of us who wear green tabs must go to the next level of excellence. We must demonstrate compassion, dignity, and respect for all of our Soldiers. Ending intolerance is the first step in “Do What's Right.” As leaders we must take the next step. We must promote dignity, caring, compassion and respect for the Soldiers entrusted to our care. You must simply “Love your Soldiers.”

Some of you may still have the Sgt. Rock view of leadership. (OK, I love Sgt. Rock in the magazine too.) You know that

style -- yell, scream, intimidate and kick 'em in the butt. While this makes for the great cartoons and Hollywood movies, it isn't reality and it isn't effective. This technique is a “push” form of leadership, one that depends on the leaders pushing from the rear, pushing the unit to accomplish the objective. I see those intimidating leadership styles in some of you today.

The other form of leadership is exemplified by the Infantry motto: “Follow Me” It depends on leaders setting the example, and leading from the front. It depends on leaders inspiring their Soldiers and creat-



Command Sgt. Maj. Gilbert Canuela

ing, in their minds, the confidence and the willingness to follow, because they know in their hearts that is the right thing to do. This isn't done by magic. It is done by courage, candor, competence and compassion.

The green tab challenge is to develop in our Soldiers a war fighting ethos but also a genuine respect for human dignity. This is nothing new. In 1879, Maj. Gen. John M. Schofield, in an address to the Corps of Cadets, said:

“The discipline which makes the Soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite man-

ner and tone of voice cannot fail to incite strong resentment and a desire to disobey. The one mode or the other dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.”

This is as true today as it was in 1879. In the words of General Reimer, “...while I recognize that leadership styles are different, I believe that the common traits in leadership are professionalism and competence. I noted early that drill sergeants who are respected were those who were the most competent. They did not have to raise their voice or act like a madman to get results. They knew when to raise their voice and when not to. They were professionals.”

Sgt. Maj. Kevin Jones, Fires Brigade operations sergeant major, and I served together as drill sergeants and produced eight honor platoons together. You can probably see where I learned my cool, calm and collected style of leadership. It is truly an honor to have served with then Staff Sgt. Jones, a newly inducted Sergeant Morales member and now as Sgt. Maj. Jones. I give him and our Soldiers the credit for making me look good like he does today.

Fundamentally, we have to emphasize one of our core values—respect for others. We must treat Soldiers, regardless of race or gender, with the dignity they deserve. We must create a team concept where Soldiers are willing to die for each other, if necessary, rather than harass or abuse each other. We have to instill an attitude in our people to “Do What's Right.” We must go well beyond simply enforcing regulations and ensuring compliance. We must get into our Soldiers' heads—and their hearts—the importance of treating each other with dignity and respect. This starts by personal example. Our nation expects it and our Soldiers deserve it.

*Gilbert Canuela
Command Sergeant Major
Fires Brigade, 4th ID, Iraq*

Free foreign language courses now available online

For members of the armed forces supporting the Global War on Terrorism (GWOT) and the Language Transformation Roadmap, the need for foreign language training is even more important.

Soldiers and DoD civilians are currently deployed across the globe and are more in need of foreign language instruction than ever. But because of remote deployment locations and operational tempo, a traditional classroom-based language course is not always a viable option. In response to this issue, the Army is providing Rosetta Stone foreign language training through Army e-Learning.

“Clearly a lesson learned from going into war in the Middle East showed a lack of cultural understanding of that region. A minimal number of personnel could speak or understand the language,” said Sgt. Maj. Michael Lamb, Army G-3 for Institutional Training. “So the Army leadership charted the G-3 to come up with a means to which we could initiate language development in the Army and Rosetta Stone is part of that answer.”

Rosetta Stone Language Learning is successfully used by many government agencies to provide foreign language instruction, including the U.S. Army Special Operations Command, U.S. Military Academy, NASA, and the U.S. State Department. The 30 languages currently offered by Rosetta Stone cover those spoken by 90 percent of the world’s population and include Arabic, Chinese, Russian, Hindi, Farsi and Pashto. Furthermore, the software provides training at all levels, from beginner to expert, and can be accessed via the Web at any time.

Since being made available Nov. 7, 2005 through May 2006, more than 45,000 users accessed the courses. The top three courses accessed are: Spanish (Latin American), Arabic, and German.

“A lot of Soldiers right now are embracing it for personal reasons. They are taking Rosetta Stone simply because they have a foreign wife and want to learn more about their spouse’s language,” Lamb said. “But clearly the focus today



RosettaStone
Language Learning Success

The Ultimate
Online Language Training Solution

LEARN A LANGUAGE TODAY.

To begin your **FREE** foreign language training, go to the Army e-Learning homepage via AKO.



is the ability to understand and communicate effectively in the streets of Baghdad. Therefore learning Arabic should be the most important opportunity made available to them.”

And Soldiers are taking advantage of the program for just that reason.

“I am currently studying Arabic with the Rosetta Stone program. I must say that I was very leery about even being able to learn the language at all, much less online,” said 1st Lt. Bryan D. Zeski, Baqubah, Iraq. “But curiosity and boredom came together here in Iraq and I gave the program a shot. Just after the first lesson, I felt much more comfortable with the language – both auditory and written.”

Lamb said he hopes that noncommissioned officers will see the opportunity to learn the language as time well spent, knowing what the future holds.

“To me it would be so much of a benefit to have the confidence in knowing that the interpreter was representing your language and your message properly and accurately,” he said. “A way of doing that is through Rosetta Stone and individual training.”

Soldiers and DA civilians can access Rosetta Stone through the Army Knowledge Online (AKO) portal. By completing foreign language courses over the Web, Army personnel can earn promotion points or continuous learning points. As individuals participate in online foreign language courses, their progress is recorded in the Army Training Requirements and Resources System (ATRRS). Certificates are issued for each course completed. To access Army e-Learning and Rosetta Stone, visit www.us.army.mil and select “My Education.”

NCO Journal Online with AKO

In an effort to keep NCOs better informed about issues that affect them, the *NCO Journal* is now available online through the Army Knowledge Online (AKO) portal. The new site can be accessed by logging onto AKO and typing "NCO Journal" in the search field in the upper right corner of the screen.

The new site has easy to follow links to the latest issue and all of its contents, including stories that have appeared in the sections *Training, Leadership, On Point, From the Field, Letters, Honor Roll, NCO History, Photo Journal* and more all in HTML format. Those wishing to view past issues can easily access them through the site in printable PDF format. Every issue is there, from the very first one that appeared in 1991 to the last issue. There's also an area for submissions to the *NCO Journal* via Submit Photos, Submit Stories and Submit Letters links.

NCOs will also be able to join discussion threads, participate in quick surveys concerning *NCO Journal* topics, stories and items of interest to the NCO Corps. The *NCO Journal Online* will also feature stories submitted from the field that don't make it into the hardcopy magazine due to timeliness and magazine constraints, along with more News U Can Use that is current, must-see information to help NCOs be better leaders in the field.

It is the *NCO Journal* staff's hope that the new online site will be a favorite link on all NCO desktops. It will be an online

NCO

JOURNAL ONLINE

The noncommissioned officer's source for professional development

Responding to a recent terrorism warning from the State Dept., the Army in Europe has tightened travel

Leadership
Training
On Point
From the Field

Army goes extra mile for wounded warriors

Sgt. 1st Class Krishna M. Gamble

They walked tall, stepping in precise unison just as they were taught in basic training. American Soldiers who vowed to "destroy the enemies of the United States of America in close combat" boarded aircraft bound for foreign lands to perform their duties in support of war.

Like past wars, this Global War on Terrorism has taken its toll on several warriors. More than 2,500 Soldiers have paid the ultimate sacrifice to it; thousands of others have been forced to leave the battlefield because of wounds.

<<<PREVIOUS STORY | FULL STORY | NEXT STORY>>>



The *NCO Journal's* new Web presence on AKO has many features available for NCOs, from researching old stories to contributing to the magazine's content to reading stories that will not be available in the print edition.

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.

Future additions to the site will include links to other Army Knowledge Centers and areas of interest to the NCO Corps. Each month there will be new questions raised about NCO issues, surveys on hard hitting topics and discussion threads that span the entire spectrum of NCO leadership and military life.

As this is a new online presence, the *NCO Journal* is soliciting suggestions from across the NCO Corps for improvements. E-mail your comments and suggestions to ATSS-SJ-NCOJOURNAL@bliss.army.mil. For those who don't have access to AKO, the *NCO Journal* is also available online at <https://www.bliss.army.mil/usasma/usasma-NCOJournal.asp>. All features and forums available on AKO are not duplicated on this site.

How to get the *NCO Journal*

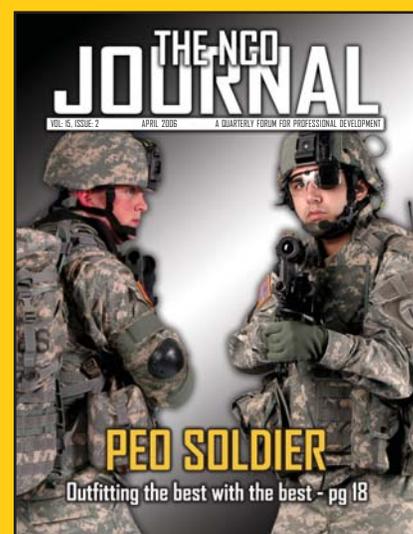
Individual subscriptions to the *NCO Journal* are available through the Government Printing Office at the annual cost of \$16 for domestic and Army Post Office (APO) addresses or \$22.40 for delivery to foreign addresses. The subscription price covers four issues annually. The subscription program is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

To order online, visit the GPO Bookstore at <http://bookstore.gpo.gov> and type in "NCO Journal" at the search

field. After the search is completed, click on the shopping cart next to the title and follow the instructions provided.

The GPO also accepts orders by calling toll-free at 1-866-512-1800.

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.



U.S. Army Soldier Show accepting applications for 2007 auditions

Army News Service

– Soldier-entertainers have until Dec. 31 to apply for an audition for the 2007 U.S. Army Soldier Show. Audio, video, lighting, costume and stage technicians also are needed.

Active-duty and reserve-component Soldiers are eligible to participate in the song-and-dance extravaganza that provides “entertainment for the Soldier, by the Soldier” during a six-month tour of Army installations.

Submission packets must include:

- A 10-minute DVD or VHS tape demonstrating your talent;
- A copy of the results of your most recent Army Physical Fitness Test, including height and weight;
- A copy of your updated enlisted or officer record brief;
- An entertainment resume;
- A Department of the Army photo or similar photo in uniform; and
- A letter of intent to release from your chain of command.



The letter of intent to release must state that if you are selected to become a cast or crew member for the U.S. Army Soldier Show that your unit agrees to release you for a temporary duty assignment to Army Entertainment Division for the duration of the tour, which usually runs early March through late November. It must be signed by your company commander.

The audition DVD or VHS should include at least two different styles of vocal performance, along with other

talents you possess, such as dance or the ability to play musical instruments. Be mindful that the Soldier Show is a family-oriented production.

Nomination packets should be mailed to U.S. Army Soldier Show, Attention: 2007 Selection Committee, P.O. Box 439, Fort Belvoir, VA, 22060. Express courier deliveries should be sent to U.S. Army Show, Attention: 2007 Selection Committee, 6091 Sharon Lane, Building 1434, Fort Belvoir, VA, 22060.

Although the 2006 season is winding down, Army entertainment officials urge applicants to attend a Soldier Show and discuss auditions with folks familiar with the process. This year’s performance schedule and more information are available at www.armyentertainment.net. Specific questions e-mailed to soldiershow@cfsc.army.mil will be answered.

More than 200 Soldiers applied for 17 performer spots in the 2006 show.

Justice Department Website explains military rights

Army News Service – The Department of Justice has recently launched a Web site to protect servicemembers’ rights, Attorney General Alberto R. Gonzalez adding the Justice Department has made it a priority to enforce civil rights laws for American servicemembers.

“The law recognizes that although we can never thank you enough for your service, we can take away some of the worries that Soldiers might face when they are deployed,” he said.

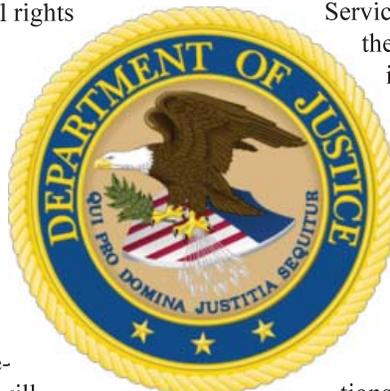
The government promises that servicemembers’ jobs will still be theirs when they come home and that they cannot be discriminated against by their employers because of their military service. The U.S. vows that servicemembers will be able to vote and that their vote will be counted. It promises that servicemembers “will have procedural protections in civil actions, like lawsuits or property

re-possession, when serving overseas.”

The Justice Department Web site, www.servicemembers.gov, outlines the rights servicemembers have under the Uniformed Services Employment and Reemployment Rights Act, the Uniformed and Overseas Citizens Absentee Voting Act and the Servicemembers Civil Relief Act.

“These basic civil rights are enforced by the Department of Justice, and I can assure you that the department’s staff and prosecutors are deeply committed to these enforcement efforts,” Gonzalez said. “We feel that it is an honor to serve those in uniform in this way. It is our way of saying thank you for your service.”

Gonzales urged any servicemember with questions to go to the Justice Department Web site. Military lawyers can help servicemembers and their families navigate through the laws.



AKO homepage gets face lift

Army News Service – Computer users landing on the Army Knowledge Online homepage are finding a new format.

AKO launched a new homepage Aug. 26 to help users easily navigate the site and find information quickly.

“We received a lot of feedback from our customer base stating that the old AKO homepage was overwhelming and had too much information,” said Col. Taylor Chasteen, project director, AKO. “We thought that better organization and a more elegant design would facilitate the user experience.”

Users now see a new design; easier navigation tools like scrolling tabs, drop-down menus and picture icons; important news items on the top of the page and a change in how information is organized. The left navigation bar on the former homepage was also removed to allow additional space for content from administrators.

The AKO homepage was last revised two years ago, but the AKO team says users can expect to see more frequent updates.

“We tried to focus on the concept of continuous improvement and increase usability,” said Diane Bartley, leader of the AKO team. “We wanted to make things cleaner and easier to find, and we tried to eliminate the number of clicks and scrolling the users would have to utilize.”

Users have responded positively to the new look, according to Bartley.

“We have a very vocal user community and we have received so many positive comments,” she said.

Users visiting AKO for the first time since the modification



can click on the “AKO Homepage Upgrade Page” link for more information on all the changes. Users can also take an interactive tour of the new homepage and look at a cheat sheet which gives a before and after version of the homepage.

With the current upgrade complete, the team is now working to improve the search function, according to Lt. Col. Kenneth Fritzsche, chief of operations.

“We have only just begun. We are still going to continue to improve the homepage,” Bill Nallo, AKO portal project manager, said. “The goal is to always strive to modify things and make them better.”

Caffie named Army Reserve's top NCO

Army News Service – Command Sgt. Maj. Leon Caffie was sworn in as the 10th U.S. Army Reserve command sergeant major by Lt. Gen. Jack C. Stultz, commander of the Army Reserve, at a ceremony in the Pentagon's Hall of Heroes Aug. 29.

The ceremony also marked the first time the Army Reserve will have a double-hatted command sergeant major. In the previous structure, there were two command sergeants major – one served as the enlisted leader of the U.S. Army Reserve Command at Ft. McPherson, Ga., while another served as the enlisted leader for the Chief of the Army Reserve in Washington, D.C.

“We’ve changed that to one position,” Stultz told the audience. “This is symbolic of not only bringing in new leadership, but also of the fact that we’re transforming the reserves into an operational force from an old-legacy force.”



Command Sgt. Maj. Leon Caffie

Stultz interviewed 16 candidates for the position, and sought advice from Sgt. Maj. of the Army Kenneth O. Preston and U.S. Army Training and Doctrine Command's Command Sgt. Maj. John Sparks

on what qualities to look for in a prospective command sergeant major.

“They told me ‘you’ll know who it will be when you feel it in your gut,’ and that’s what happened when I interviewed him,” Stultz said. “He genuinely cares about Soldiers. I think Soldiers will follow him anywhere – not because he cuddles them; he is very demanding, strict on discipline and standards.

“He won’t tolerate sub-standard performance and that’s what Soldiers appreciate – the fact that he demands and lives up to that warrior ethos and doesn’t ask anything of a Soldier that he’s not willing to do himself.”

In his new position, Caffie will lead more than 153,000 enlisted reserve Soldiers and serve as the chief advisor to Stultz on all enlisted Soldier matters with respect to training, leader development, mobilization, employer support, family readiness and support, and quality of life.

One team, one voice

Command Sergeants Major Course joins Pre-Command Course at Leavenworth to facilitate command team concept

By Master Sgt. Eric Pilgrim

“This has been a long time in the making, and finally here, the commanders and command sergeants major joined together for formal training; one team, one voice, same mission.”

– Command Sgt. Maj. Tim Mullins, 3rd BCT, Fort Leonard Wood, Mo.

They represent less than one percent of the Army’s total enlisted force. Yet, their sphere of influence reaches not only to the entire enlisted force, but throughout the whole Army.

They are the command sergeants major – the enforcers of policies and standards, the overseers of training, appearance and conduct among the enlisted ranks, and the wise and experienced advisors to the officers appointed over them. Command sergeants major are the voices of reason when all oth-



Photo by Master Sgt. Eric Pilgrim

Sgt. Maj. Gabriella Russum, chief of Enlisted Personnel Management Directorate, explains to command sergeant major designees how difficult it can be to keep certain MOS’s filled. Russum’s class is one of several presented during the monthly Command Sergeants Major course at Fort Leavenworth, Kan.

ers fail and like everybody else, they have a mentorship and training course to help shape their goals – the Command Sergeants Major Course.

Until a few years ago, the course was housed at the U.S. Army Sergeants Major Academy on Fort Bliss, Texas. But key Army leaders envisioned a new way of doing business; a way of building a command team right from the start instead of throwing a newly appointed command sergeant major into a unit with a commander who had already formulated a command plan without assistance or advice from the top noncommissioned officer in that unit.

On the advice of Sgt. Maj. of the Army Kenneth Preston and then Lt. Gen. William Wallace, formerly the commander of Combined Arms Command and now commander of U.S. Army Training and Doctrine Command, USASMA leaders moved the one-week course to Fort Leavenworth, Kan., in order to marry it up with the Pre-Command Course – a three-week course that prepares lieutenant colonels and colonels to command battalions and brigades.

“This gives the officers that come here, particularly for battalion command, an opportunity to discuss Soldier issues and command issues, oftentimes with a command sergeant major who has already served as a battalion sergeant major prior to coming to this course,” said Col. James Harrison, director, School for Command Preparation.

The newly relocated Command Sergeants Major Course opened its doors at the Command and General Staff College around mid-year 2005 as a pilot program. Since then, it has seen approximately 20-30 senior noncommissioned officers pass through the halls each month for the last 12 months. This amounts to about 250 voices of experience providing feedback, advice and end-of-course critiques on making the course even better. The pilot courses have been so successful, say leaders, that they recently received approval to formalize the course on Oct. 1.

Sergeant Maj. Reginald Daniel attended the course in 2002 when it was housed at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas. When the course moved to Leavenworth in 2005, he went with them as the course manager. He said command sergeants major at that time were receiving instruction only from facilitators who had a minimum of two years experience in a battalion or brigade.

One of the most important changes to the course as a result of student feedback was the inclusion of senior mentors.

“This is a guy who’s been at battalion, brigade, and is now at a star level and can give them more information than the facilitator is giving or confirm the information and say, ‘Hey, he’s talking from this level after being at battalion, but this is what your guy up here is looking at.’ [Students] have a better understanding and realize, ‘That’s why they want that information!’” Daniel said. “It works beautifully.”

Leaders recognized early on that another

critical piece of the new command team concept was the spouse, so they formed the Command Team Seminar. Daniel said that 9/11 and the Global War on Terrorism that followed have been instrumental in shaping the increased role spouses play in today's Army. The inclusion of spouse seminars has been an example of that.

"They call [the Command Team Seminars] the best thing since peanut butter," Daniel said. "With the war going on, [spouses] are doing more back at the rear than we could ever do because we're always gone."

Cathy Griffith, one of the seven facilitators for the Command Team Seminar, agreed. She said deployment issues often sit at the top of their discussion list.

"We have felt their levels of concern rise with the rapid cycle of deployments; the spouses certainly are feeling the impact of that," Griffith said. "One of their biggest concerns when they come here is, 'How are we going to help the families within the unit feel ready and able to cope with all the various issues that will come as a result of all those deployments?'"

For many of their sessions, the spouses are divided into geographic groups in order to build relationships and a strong support base when they move to their unit locations, Griffith said. However, there are some seminars where the spouses are grouped into like-command structures. Family readiness is one of those.

"We break them into like types of commands so they can discover what the common issues and concerns and talk about those by themselves," Griffith said.

Seminar facilitators use the Adult Learning Model, designed by David A. Kolb, to instruct spouses. The model suggests adult learning is achieved cyclically through concrete experience, observation and reflection, forming abstract concepts and testing them in new situations.

The model at the Command Team Seminar translates to facilitators providing spouses information and encouragement. The spouses provide their own personal experiences. The result?

"They get a realization that they are not alone in this process and have support from other spouses," Griffith said. "On Monday, the spouses arrive and they're typically a little anxious, a little nervous trying to figure out, 'How am I going to do this?'"

"Usually by the time we roll through to Friday and we have a closure session



Photo by Master Sgt. Eric Pilgrim

While attending the week-long Command Team Seminar for spouses, Army spouse and Sgt. Maj. Thao Kamakahi-Watson explains her reasons for choosing the positives and negatives of being introverted as group facilitators Nancy Shaha and Rachel Sanchez look on. Spouses spend much of the time going over issues designed to help develop their roles in the command-team process.

with them, almost all of them are saying, 'I'm so glad I came. I now know what I'm going to do. I've heard different ideas and now my husband or my wife and I have talked and we know how we're going to approach this.'

Griffith said this concept has solidified with the inclusion of the command sergeants major and their spouses.

"It has been absolutely wonderful to have that integration perspective, particularly when it comes to family readiness and trauma because of the wealth of information and experience the command sergeants major and their spouses bring," she said. "So to have that perspective coming from the command sergeants' major point of view has just really added the new dimension."

Command Sgt. Maj. Scott Campbell was one of 25 command sergeants major who arrived at the August course with a duffel bag full of new ideas. He said the revamped course demonstrates the sign of the times.

"It was once said in [USASMA] we're our own worst enemy, and it's

true," Campbell said. "The uniform is one example. We went from a highly starched (Battle Dress Uniform) garrison Soldier with the best looking spit-shined boots in the whole brigade to the war fighting Soldier of today. And these guys right here in this course are the ones who will make those decisions."

Leaders say the ultimate goal of having all three courses run parallel with each other is to bring a commander and spouse together with his or her command sergeant major and spouse before they assume command so they can start as a team.

"In a perfect world, a new commander and a new command sergeant major would attend together," Harrison said. "Reality is, one of them is in place already when the other one comes to the course. So that probably is beyond any near-term change. However, there's merit to the idea that, once the commander is in place, bringing him and his command sergeant major back here to the course together.

"Without actually being able to team them up, having a command sergeant major here is a good enough solution at this point."

Command Sgt. Maj. Mitch Williams, who traveled with his wife, Anna, to the August course as a facilitator, said that still must remain a goal.

"It's a command team, not only between the commander and command sergeant major but it extends out to the wife and kids," Williams said. "[Commanders and their command sergeants major] may not agree on things, but the more they work together the more they can have one voice when they speak at formations. That's all any Soldier wants is somebody who can make a decision on which way we're going." 📌

The following is an example of topics covered at Command Sergeants Major Course:

Command Sergeants Major Course

- NCOER
- NCODP
- BOARDS
- SPONSORSHIP
- CSM FORUM
- ASSIGNING AND UTILIZING SOLDIERS
- NUMEROUS JOINT SESSIONS WITH COMMANDERS AND SPOUSES

Relevant training ...

Warrior Training Centers take it to the next level

By Dave Crozier

“Victory in battle can only be assured by leaders who are skilled in the art and science of war — tactically and technically competent. To this end, we must set, achieve, and sustain high standards of training in all areas central to soldiering ... Since the days of Valley Forge and Trenton when the leadership of George Washington captured the imagination of a dispirited American Army and propelled it to victory, American military training and education have proved to be the sure path to competence, to high standards, and to victory.”

Gen. William Richardson, former commanding general of U.S. Army Training and Doctrine Command said these words back in 1985. Although spoken more than 20 years ago, the idea of sustaining high standards of training has never been more relevant than it is today.

Since the Global War on Terrorism began in 2001, Army leadership quickly realized that its doctrine wasn't keeping up with changing times. Therefore, lessons learned in Iraq and Afghanistan have become the driving force behind rapidly changing tactics, techniques and procedures. A big lesson being learned by many is that Soldier training was also not up to the task of facing today's mission.

That lesson has been the impetus behind Command Sgt. Maj. Anthony Aubain's desires to update the training received at the Basic Noncommissioned Officers Course and Advanced Noncommissioned Officers Course wherever he can.

Aubain, who is currently the command sergeant major of Combined Arms Support Command and Fort Lee, Va., began his trek to changing the way NCOs train for the current mission when he was the 8th regimental command sergeant major of the Ordnance Center and School at Aberdeen Proving Grounds (APG), Md. While there, he began the development of establishing warrior training centers where NCOs are taught the latest techniques of warfare utilizing the 40 Warrior Tasks and 11 Battle Drills.

“The Soldiers were lacking training for the current fight,” Aubain said. “There was nothing out there in the Army that I could see except Ranger training that reflected what the Soldiers needed. If every Soldier is a warrior first, what type of training do they receive? We gave them the 40 Warrior Tasks and 11 Battle Drills, and they are a great baseline for training, but no one was actually doing it.”

For the most part, Aubain said, the Army was still training

Soldiers to fight like they did in Vietnam and World War II, not in an urban environment like the current Global War on Terrorism. The Army had recognized the need to change its training, he added, but no one was developing the programs to do it.

“Everyone was slow in moving out because there were no programs of instruction established, no money, no training areas, and no environmental impact studies. By the time you get all that cleared up, it's two years down the road and the war is over,” he said. “We are not training for Vietnam anymore. It's an urban fight, a closed fight with room clearing, man-on-man, first aid and more. It was critical to get it done now because this war was not going away and these Soldiers were deploying all the time, and the only way we could get this training to the Soldiers was to have the NCOs do it internally.”

What Aubain and his NCOs did, both at APG and Fort Lee, was to create warrior training centers basically out of nothing.



Photo courtesy of Fort Lee Public Affairs Office

Soldiers must know a variety of weapons that are employed in the contemporary battlefield and spend much of their free time assembling and disassembling them, like this .50 cal machine gun above.

In each facility Soldiers are trained for the “last six meters” as Aubain puts it, with more advanced weapons skills, combatives, first aid, escalating rules of engagement, identifying and reacting to improvised explosive devices and more.

“We try to gear everything towards what is relevant in our operating environment today and try to make the training as realistic as possible at the same time,” said Sgt. 1st Class Gerald Daniel, an instructor at the Fort Lee WTC. “What happens here is, the NCOs come to us for five days using an extended training day of 20 hours and we train them on the warrior tasks and battle drills.”

Daniel said, thanks to technology much of the training on warrior tasks is done using simulators like the EST (Engagement Skills Trainer) 2000, where Soldiers can work with different

weapons systems such as the M4 Carbine Rifle, M203 Grenade Launcher, M240B and M249 machine guns and more without having to go to the range.

“We will bring Soldiers in here and do marksmanship training, collective training and shoot, no-shoot scenarios,” he said. “We can add multiple weapons on the firing line. The shoot, no-shoot, scenarios allow us to reinforce the training with rules of engagement and escalating use of force, law of the land warfare, and helps us to ensure that NCOs can instinctively react to a situation. These simulators give us great feedback on that.”

In another area of the WTC, Soldiers are allowed hands-on training on the very same weapons systems and learn how to properly disassemble and reassemble them. Then there is the laser marksmanship training system (LMTS) that allows the instructors to teach students how to zero their weapons and practice group shots.

“The LMTS allows the Soldier to recognize and identify with their grouping and zeroing procedures prior to going out to the range,” Daniel said. “So when they do get to the range, they spend less time zeroing their weapons which saves ammunition and time.”

He said the lasers also give the instructors and students alike instant feedback on deficiencies when firing weapons. He added that when an NCO learns the right way to shoot they can take that knowledge back to their units and teach their Soldiers the same techniques.

Once weapons training is completed, Soldiers are then brought into the classroom where they are taught the basics and fundamentals of Military Operations on Urbanized Terrain (MOUT); teaching them how to properly clear a room, negotiate obstacles, learn communications techniques and minimize risks.

“We will then put them through a scenario-driven exercise where they maneuver from room to room and evacuate our mock site,” he said. “They will have to use all the tasks they have trained on including defeating improvised explosive devices and applying first aid.”

Then there is the combative portion of the week-long training where the Soldiers learn level one techniques.

“This is where we train how to react to man-to-man combat. We teach the three drills and 13 core moves to attain level one certification,” Daniel said. “The combatives piece is important for all Soldiers because it gives them a level of confidence in knowing that these techniques work.”



Photo courtesy of Fort Lee Public Affairs Office

The Global War of Terrorism has brought the fight into an urban environment, thus soldiers at the WTC are training on proper room clearing techniques.

Throughout the week the Soldiers are paired up with varying body sizes and compositions, Daniel said, “Because we never know who our next opponent is going to be.” So Soldiers can learn to deal with both smaller and larger opponents.

Throughout the entire week the Soldiers are housed at the WTC on cots, fed Meals Ready to Eat, and without shower facilities or laundry services.

“We want it to be like the first week of battle,” said Aubain. “They didn’t have showers in Iraq the first week of the war.”

Aubain said during peacetime the Army trains for war using standard doctrine but once war happens, experience on the battlefield dictates how you train to come back to it.

“We are learning things so fast that you can’t change doctrine to keep up,” he said. “That’s why WTCs like this one here at Fort Lee and the one at APG now exist. A lot of Soldiers would die before a training program can be developed the normal way and that’s the wrong way to do it. You have got to change the training right away.”

Future plans are to incorporate rollover training and convoy training and to create a Warrior Training facility that will house several NCO academies under one roof.

“You have to get rid of the old paradigms and get with the new because the terrorists’ battlefields are everywhere,”

Aubain said. “The enemy is everywhere and every Soldier has got to be prepared; but it is hard to shift paradigms.”



Photo courtesy of Fort Lee Public Affairs Office

Combatives is an integral part of the Warrior Training Center concept. Above, instructors show reservists one of 13 core moves.

The winners are ...

Warriors compete for 2006 NCO/Soldier of the Year

By Dave Crozier

From Day 1 the 2006 Noncommissioned Officer/Soldier of the Year Competition took on a new level of relevance, substance and boldness. The 20 competitors, representing every major command in the Army, were challenged in contemporary scenarios created out of the Army's 40 Warrior Tasks and 11 Battle Drills. Even the name of the competition changed slightly as two words were added – Best Warrior – providing a whole new perspective.

No longer would the warriors go traipsing through the woods looking for navigation points or be tested in lane clearing of improvised explosive devices (IEDs) and mines as if they were fighting in Vietnam. Instead the Soldiers were tested in an urban environment using the same tactics, techniques and procedures that are employed on a daily basis in Iraq and Afghanistan by fellow warriors fighting the Global War on Terrorism. They were tested on casualty evacuations; reflexive fire; combatives; shoot, no-shoot scenarios; room clearing and more.

After a week of being put to the paces at Fort Lee, Va., Sergeant Major of the Army Kenneth Preston provided the answer to who will be this year's Best Warrior. Preston named Sgt. 1st Class Jason Alexander, U.S. Army Forces Command, the Noncommissioned Officer Best Warrior of the Year; and Spc. John S. Emmett, U.S. Army Europe, the Soldier Best Warrior of the Year, Oct. 9 at an awards luncheon at the Association of the United States Army's annual convention in Washington, D.C.

"This really was the Best Warrior competition," Preston told a crowd of about 400 that included Secretary of the Army Dr. Francis J. Harvey, Army Chief of Staff Gen. Peter J. Schoomaker, Army Vice Chief of Staff Gen. Richard Cody, former Sergeants Major of the Army William Bainbridge, Robert Hall and Jack Tilley, and a host of senior leaders, NCOs and well wishers from every major

command. "These Soldiers, not just the winners, represented their units and commands very well and represent the best in what the Army has to offer."

Alexander, a native of Upper Darby, Pa., is a healthcare specialist currently stationed in Kuwait in support of Operation Iraqi Freedom. Emmett, an Army Reserve Soldier, is a native of Greenwood, Ind., and is currently serving as a signal support systems specialist with the 21st Theater Support Command in Kaiserslautern, Germany.

Following the announcement, both Alexander and Emmett graciously accepted the honor with humility and pride.

"There are many Soldiers who are downrange right now who



Photo by Dave Crozier

Sergeant Major of the Army Kenneth Preston, left, was joined by Army Vice Chief of Staff Gen. Richard Cody, far right, in congratulating this year's Soldier and NCO of the Year for 2006. The Soldier of the Year is Spc. John S. Emmett, U.S. Army Europe and the NCO of the Year is Sgt. 1st Class Jason Alexander, U.S. Army Forces Command.



Photo by Dave Crozier

Sgt. Brian D. Waddy, U.S. Army Forces Command, reports to the board during Day one of the competition.

didn't have the opportunity to compete, so I certainly have humility knowing that they could have competed and done better than myself," Emmett said. "All of my competitors did very well on every event and there are those who could just as well represent the Army."

"Actually, I don't think I deserve to be the best warrior," Alexander said. "It is comparable to the expert [field] medical badge I have on my chest. You go through and train and test to the standards and anyone can do well and anyone can do badly on a certain day. It doesn't necessarily mean you are the best. It just means that during that day on that standard you happened to perform better than someone else. It doesn't mean you are the best in the entire Army, because you are not."

But being the best is exactly what these two Soldiers are, at least for the next year, as they performed to the standards set before them better than their fellow competitors for an entire week's worth of events, ultimately being named the NCO and Soldier of the Year respectively.

Starting with the informal dinner hosted by Preston on Oct. 1 at Fort Lee, the 10 NCOs and 10 Soldiers got their first glimpse at who the competition was with. One NCO and Soldier each represented the U.S. Army Space and Missile Defense Command, 8th U.S. Army Korea, U.S. Army Forces Command, U.S. Army Training and Doctrine Command, U.S. Army Europe, U.S. Army Materiel Command, U.S. Army Pacific Command, U.S. Army Special Operations Command, Military District of Washington, and U.S. Army Medical Command respectively. (For a complete list of competitors, see pages 16 and 17.) They came from all types of backgrounds – five medical personnel, two musicians, two intelligence analysts, three military police officers, a

satellite network controller, a team leader, a unit supply specialist, an administrative specialist, a signal support specialist, a direct fire infantryman, a helicopter crew chief and a human research volunteer.

One competitor holds a Bachelors of Science in Bio-medical and Electrical Engineering, from Duke University, N.C., another has authored a book. Several of the competitors are pursuing their master's degrees and three competitors are either entering or being considered for attendance in Officer Candidate School.

"The Soldiers are great and what I have seen over the last three years of this competition is, the Soldiers coming in here are smarter, more knowledgeable and better trained," Preston said. "And when you look at these competitions, that's what the NCO/Soldier of the Month, quarter and year competitions do, they promote self development and self study."

That knowledge was tested on Monday as the Soldiers and NCOs were placed before a board of command sergeants major and sergeants major representing the major commands, who grilled the competitors on general Army knowledge and dress and appearance. One by one the NCOs and Soldiers stood before the senior NCOs and hoped they could answer all the questions with the right answers.

The first NCO to face the board was Sgt. Joseph M. Krafft, an electric bass guitarist assigned to the 389th Army Band, Aberdeen Proving Ground, Md. Krafft noted that it was challenging being the first, but he was ready for what they had in store.

"It is a little bit tough, but more than anything else, I am just glad to be first in line given that I am so fresh," he said.

After making his appearance, he noted the intensity of standing in front of so many senior NCOs. "It was a little intimidating, but overall I think I held my composure. It was good to be standing in front of that much experience. They knew what they were

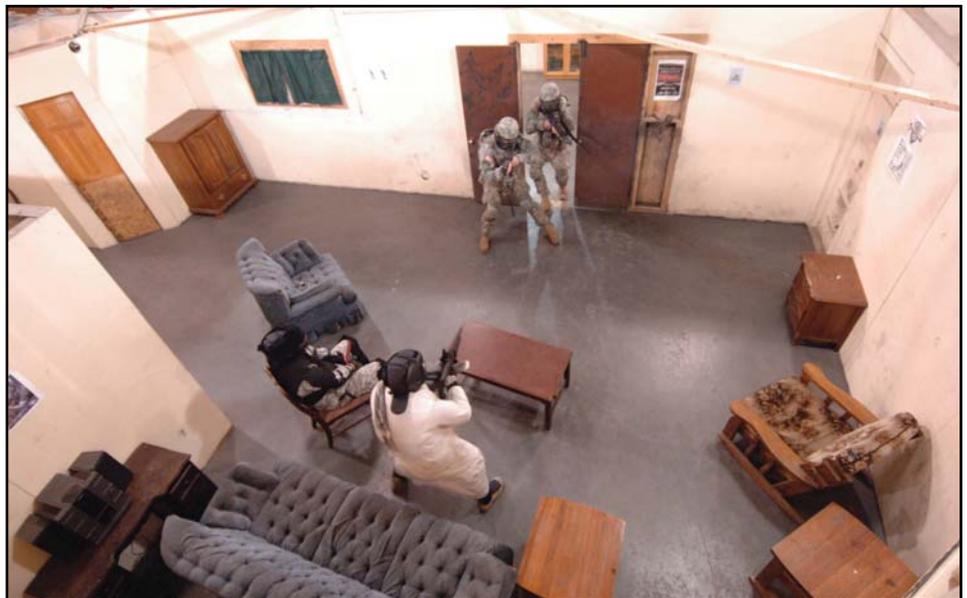


Photo by Dave Crozier

Much of the emphasis for this year's competition was placed on the 40 Warrior Tasks and 11 Battle Drills. Above, competitors are tasked to clear a room only to find a hostage and an enemy combatant to contend with. This was part of the Mystery Event the Soldiers had to accomplish on the last day of the competition.



Photo by Dave Crozier

Part of the Warrior Ethos states, “I will never leave a fallen comrade.” Above, Spc. April N. Johnigan, U.S. Army Training and Doctrine Command, drags a 200 pound mannequin to a casualty collection point.

talking about and I did my best.”

The first Soldier to face the board had similar thoughts.

“I’m pretty excited,” said Spc. Dexter R. Woods. “Bring them on.”

Afterwards – “It was more than I expected. I said bring it on and they brought it. Some of the questions I knew, but the way they were asking them kind of confused me,” Woods said.

On Tuesday, the competitors had it relatively easy fielding questions from a barrage of media and Army public affairs specialists before getting some orientation training at the newly created Warrior Training Center. It was the calm before the storm, however, as the competition went into high gear by Wednesday.

Starting off at 0500 hours, the warriors were taken to the Regimental Field House where they were tested on Army Physical Fitness Test (APFT) standards. Many exceeded the standard, scoring a 350 or more on the extended scale. The competitors had to do pushups, sit-ups and run 2 miles. The first male runner to complete the 2 miles was Sgt. Patrick J. Mann, SMDC, with a time of 11 minutes, 44 seconds. The first female was Spc. April N. Johnigan, TRADOC, with a time of 15 minutes, 4 seconds.

Following the APFT the warriors’ minds were tested with an exam and written essay that was then followed by day and night urban orienteering.

Here, the warriors were made to adorn their Interceptor Body Army, Army Combat Helmet, a 35-pound rucksack, go out

on the cantonment area of Fort Lee, locate four navigation points and make their way back to base camp. Wednesday was also the last time the warriors saw their comfortable beds as they spent the next two nights camped out at the Warrior Training Center with cots and no shower facilities.

“I wanted it to be like the first days of the fight in Iraq,” said Command Sgt. Maj. Anthony Aubain, Combined Arms Center and Fort Lee command sergeant

major. “We wanted this to reflect today’s environment and they didn’t have showers or beds in the first week of the war.”

By Wednesday’s end, many of the warriors were feeling the strain.

“It is definitely challenging for today’s operations that the Army goes through – having a ruck with 35 pounds, a weapon, IBA, elbow and knee pads and then trying to find your point on post – it is definitely difficult,” said Sgt. Mario Medina, representing AMC.

“I have been preparing for this the past six weeks, carrying a ruck every day,” said Spc. Xeriqua Garfinkel, Military District of Washington. “The PT test was just a standard PT test. There was nothing different. I have been doing them every month so I could do my best. But the urban orienteering, walking on that concrete is not forgiving.”

“I was really looking forward to today,” said Staff Sgt. Douglas Norman, USASOC. “I like the physical challenges. It is more in the realm of my job descrip-

tion. It is good to see that they are adapting this competition to changing conditions of our Army in the way we train and fight today.”

Thursday brought about an early wake-up call – 0300 hours – to prepare for the morning’s test of Warrior Tasks and Battle Drills that included identifying and reacting to IEDs, first responder medical care and casualty evacuation, weapons knowledge of the M249 Squad Automatic Weapon and M240B Medium Machine Gun, and dealing with and processing prisoners of war. All events took place on the cantonment area of Fort Lee. The morning’s event was followed by zeroing of weapons at the firing range, performing reflexive fire drills and a night shoot complete with flares, noises of war and other distractions.

With most of the competition behind them, all the warriors needed to be concerned with was what would be involved in the mystery event. Many had insights into what to expect based on what they had heard about previous competitions, but those insights were quickly squashed at 0400 hours on Friday when Preston addressed the group.

“I have some good news and bad news,” Preston said. “The good news



Photo by Dave Crozier

The competitors prepare for the day urban orienteering task. The Soldiers were required to wear a 35-pound rucksack along with their Interceptor Body Armor, Army Combat Helmet and weapon while navigating to four points on the Fort Lee cantonment area.

is, this morning we will be focusing on the Warrior Ethos and you won’t need a rucksack. The bad news is, it is raining outside.”

With that the warriors were given

their briefing and called out by MACOM to perform the first of many mystery events – pulling a 200-pound mannequin on a skid for nearly a city block. While the rains helped the skid slip easily over the concreted areas, once the warriors got to the soft grasses and muddy ground the task became even more daunting. Yet every warrior managed to gut it out and complete the task. This was quickly followed by a combatives tournament which pitted Soldier against Soldier, NCO against NCO for bragging rights. The winner of the Soldier combative tournament was Sgt. Brian D. Waddy, FORSCOM, and the NCO winner was Staff Sgt. Douglas Norman, USASOC.

The combatives tournament then led into room clearing and hostage rescue, followed by weapons knowledge of the .50 caliber machinegun, and shoot, no-shoot scenarios in the EST 2000 simulator.

“This is a great competition. It exposes Soldiers to a lot of aspects of actually being on the ground in a situation in theater, reacting to unknown variables, full of combat stress and working as a team as well as individuals to accomplish the mission,” said Sgt. Edward A. Hull, USASOC. “Everyone has done really well. The mystery event was quite a bit more than what I had bargained for, but it really allowed us to do some training events that I didn’t think were available in the Army.”

Asked how he felt the competition went with the scenarios his team put together, Auburn remarked that he believed he executed the SMA’s intent of making the competition more realistic and relevant to today’s fight.

“Everyone did an outstanding job! It was challenging and current to fielding and this last day, which is the mystery event, we followed the Warrior Ethos all the way through, from never leaving a fallen comrade to never accepting defeat,” he said. “And we did it with combatives, carrying



Photo by Dave Crozier

Another major test of the competitors’ Warrior Skills was their ability to fight man-to-man in a combatives tournament. The Soldiers went up against fellow Soldiers and NCOs went up against NCOs to determine the champions of the event.

a wounded Soldier in the litter carry, rules of engagement and the law of the land warfare. It has been outstanding.”

The winners could not agree more.

“I think what is important is the competition is appropriately named Best Warrior. It is contemporary and as modern as it can be made to reflect upon what is happening down range,” said Emmett. “Contemporary taskings like combatives, room clearing, marksmanship and reflexive fire [brought home the point] of contemporary warfare.”

“I feel the toughest part was the whole week,” said Alexander. “The Warrior Ethos, I will never quit – you had to keep reminding yourself of that, don’t quit, and keep your morale up and keep pushing because the physical demands of the whole week are constant.”

Preston summed up the week’s competition by saying, “I think this competition was the best one. If you look at the warrior focus, the warrior tasks and battle drills, it is all those individual

kinds of tasks that we expect Soldiers to be proficient at. And hopefully they will take this experience back to their units and continue to build the expertise within their organization.”

Preston added that both winners did consistently well in all areas of the competition.

“When you look at [Alexander’s] performance, he was very consistent. He was either number one or real close to being number one all the way through. [Emmett] is another one. He was very consistent also. So, consistency across the board allowed them to really outpace their fellow competitors.”

As winner of this year’s competition, both Alexander and Emmett received numerous honors and gifts from various military associations and sponsors, and will spend the next year attached to the sergeant major of the Army’s office as ambassadors of the Army.

“To compete at this level, it is with huge respect for the other Soldiers who competed. And as for me being a reservist winning this, I just hope it shows that we are truly an Army of one and that Reserve Soldiers, National Guard Soldiers and active duty Soldiers are all alike,” said Emmett.

“It is a huge honor to represent the organization,” said Alexander. “It was an honor to represent my unit here at the Army level and I am proud to be that person selected to represent the Army.” 🙌



Photo by Dave Crozier

Staff Sgt. Douglas Norman, U.S. Army Special Operations Command, navigates to another point during the urban orienteering.

ASMDC



SSG Stacy-Lyn De La Hoz
53rd Signal Battalion
Hometown:
Anchorage, Alaska
Goal: To become a sergeant major

SGT Patrick Mann
53rd Signal Battalion
Hometown:
Rib Lake, Wis.
Goal: To be a good example for family and nation

NCR



SSG Jeremy Samsel
West Point Military Police
Hometown:
Warsaw, N.Y.
Goal: To leave a positive impact on Soldiers and families

SPC Xeriqua Garfinkel
241st MP Detachment
Hometown:
Washington D.C.
Goal: To inspire excellence

TRADOC



SSG Leon Presley
14th MP Bde
Hometown:
LaGrande, Ore.
Goal: Train, develop and mentor Soldiers

SPC April Johnigan
Victory Support Battalion
Hometown:
Tyler, Texas
Goal: To be a positive role model

MEDCOM



SSG Oscar Medina
Madigan AMC
Hometown:
Las Vegas, Nev.
Goal: To channel high standards to my Soldiers

SGT Anthony Lark
Health Clinic, Vilseck
Hometown:
Lansing, Mich.
Goal: To become a doctor

USASOC



SSG Douglas Norman
1/75th Ranger Regiment,
Hometown:
Casper, Wyo.
Goal: To leave the Army a better place

SPC Edward Hull
2/160 SOAR
Hometown:
North Platte, Neb.
Goal: To attend ANCOC, be an enlisted flight instructor

USAREUR



SGT Delroy Barnett
123 Main Support Battalion
Hometown:
Hollywood, Fla.
Goal: To become the SMA

SPC John Emmett
21st TSC
Hometown:
Greenwood, Ind.
Goal: To work for the state
of Indiana as a geographer

USARK



SGT Dustin Jorrick
52nd Medical Battalion
Hometown:
Fremont, Calif.
Goal: To be a Special Forces
team leader

SPC Corey Luffler
1/15 Field Artillery
Hometown:
Pickerington, Ohio
Goal: To win the Soldier of
the Year competition

06
OF THE ARMY
OLDIER
E YEAR
TITORS

USARPAC



SSG Travis Stoufer
247th MP Detachment
Hometown:
Liberty, Miss.
Goal: To make a difference

SPC Bryan Raya
25th ID (Light) Band
Hometown:
Fresno, Calif.
Goal: To share knowledge
and experience with others

AMC



SGT Joseph Krafft
389th Army Band
Hometown:
Canton, Mass.
Goal: To develop Soldier
skills and serve with honor

PFC Dexter Woods
Soldier Systems Center
Hometown:
Reno, Nev.
Goal: To retire as a first
sergeant

FORSCOM



SFC Jason Alexander
3rd Army ASG
Hometown:
Upper Darby, Pa.
Goal: To take care of Soldiers

SGT Brian Waddy
32nd AAMDC
Hometown:
Philadelphia, Pa.
Goal: To become SMA or CSA

Spiritual Fitness:

What is it, can we train it and if so, how?

By Master Sgt. Eric B. Pilgrim

Army leaders are taking total Army fitness more serious these days in light of unfolding events in the Global War on Terrorism. The war has touched everybody's life in one way or another; good in some ways, bad in others.

In an effort to stay on top of total fitness, renewed emphasis is being placed on every aspect of military life from physical

training to Army Values, Warrior Ethos, family assistance programs, post deployment counseling and countless Equal Opportunity classes. The list goes on and yet, news continues to flow from Iraq and Afghanistan of allegations of another revenge killing, another senseless rape or murder of innocents; another immoral act from an American warrior who swore to uphold the Army Values.

One chaplain, Maj. Mark Johnston, at the U.S. Army Sergeants Major Academy, says this increase in wrongful actions is a symptom of deep spiritual bankruptcy beginning long before Soldiers enter the Army. He and other chaplains are calling for new thinking on a crucial missing ingredient of Soldier health – spiritual fitness.

Surprisingly, spiritual fitness is not a new concept. It is actually a part of Army policy, found in DA PAM 600-63-12 and Field Manual 16-1. But like the elephant standing in the front yard, spiritual fitness has gone largely unnoticed. Johnston wants to change all that but in order to do so, some questions need to be answered first.

“Three questions challenge the whole purpose of spiritual fitness: what is it, can we train it, and if so, how,” Johnston said. “Those are the three prongs that we are dealing with.”

In order to answer the questions, he met last month with Master Sgt. Harry Bryan, Johnnie Dills, Sgt. Maj. (ret.) Rebecca Meldrum, Sgt. Maj. Carrie Stevenson, Command Sgt. Maj. Ronald Cook Jr., and Benjamin Stevens, all from the Directorate of Training and Development at the academy. They develop training modules for the Noncommissioned Officers Education System –

Johnston: So, what is spiritual fitness?

Meldrum: I think spiritual fitness is the development of those personal qualities needed to sustain a person in a time of stress, hardship and tragedy.

Johnston: So spiritual fitness is a component of a personal sense of well-being that can help people to go through some of the very difficult times in life.

Meldrum: Right, go that extra mile or pull up that strength you need to go forward.

Stevens: To me, somewhere in there you have to draw the line between what's right and what's wrong. [Some] Soldiers in combat have seen others shot or mutilated or just blown apart. They don't think about the consequences, they just react to get revenge.

Bryan: [I] approach spiritual fitness more as something to do with self discipline. When you get right down to it, the only difference between an army and a mob is discipline. Last year, I

[was] talking about this [in a Basic Noncommissioned Officer Course teleconference], especially with Soldiers that had just come back from combat. They basically viewed Iraq as the Wild, Wild West: “If they don't look like me I can shoot them and there will be no consequences.” We've got to make sure the Soldiers understand that there are reasons you have laws of the land in warfare; there're reasons that you have that self-discipline.

Johnston: What I'm hearing from both of you is spiritual fitness may have some positive impact on morality on the field of battle. Does it have some means of correcting what might be the abuses or does it have some means of reinforcing the positive?

Bryan: Well yes, that's just part of your Army Values. They go hand-in-hand.

Johnston: Then getting back to that first question, what *is* spiritual fitness?

Cook: I think it's more like living a healthy and balanced life. That means you

have to develop skills internally to make yourself better.

Johnston: So it would be a conglomerate or a composite of healthy habits?

Cook: It's getting the Soldier to look at how they work in the workplace and how they improve their ethical self, and we have to start with a foundation somewhere.

Johnston: Well, the Army Values are a foundation. I believe that you can go to Basic and you can have a drill sergeant reinforcing Army Values to recruits and they will memorize the Army Values. But how do they internalize those values in a way that really becomes a part of them? I'm thinking spiritual fitness is not so much the drill sergeant telling a recruit what Army Values are or are not, but rather, a personalization that has not a horizontal plane of man to man but a vertical plane of a higher power.

Dills: You might not be religious but if you have human values, you may also overcome some of the problems. I think, though, that when people see this word spirituality, the first thing they do is think, “Somebody's going to talk to me about religion.”

Johnston: Is spiritual fitness devoid of religious meaning or



Chaplain Mark Johnston, U.S. Army Sergeants Major Academy chaplain

is it inclusive of religious meaning, or does it matter?

Bryan: Quite frankly I don't think it matters. As long as you get to the end result, the direction in which you get there is pretty much irrelevant. We don't care how they get there, as long as they're there.

Johnston: Do you think spiritual fitness has a religious sound to it because of the word "spiritual"?

Stevenson: I think it can, yes.

Johnston: As I understand it, spiritual fitness is a sense of well-being that individuals possess or maintain and nurture often by virtue of personal choices. But if those personal choices contradict the institutional value system, then we've got a question that comes up as to whether the accommodation of that religious group can be permitted for reasons of safety. Here's something though, can an atheist have spiritual fitness?

Bryan: They may not profess a belief in God but within their mentality they have a line they're not going to cross whether they call it religion or atheism. I don't believe in God but I'm not going to cross that line.

Johnston: Can we suggest another word, then? Like serenity? Do you think a Soldier who is going into harm's way might seek some sense of personal serenity prior to going into combat? It could then be a part of the definition. What about hope? Perhaps respect for life? We can begin to identify spiritual fitness when we identify certain characteristics. So let's assume we have then a solid understanding of this concept; is it something that can be trained?

Stevens: As long as we keep it within a proper perspective, don't make it overly religious. It has to be found in words like you used; serenity, combat morality. When you tie it into words like that, it will be more appropriate and better respected.

Bryan: But you cannot completely divorce religion when teaching it; you have to show there are many paths to get there. The path the Soldier chooses to get there has to go with their value systems.

Johnston: Spiritual fitness doesn't line up entirely with my beliefs as a Christian but it's important to note that this is not about proselytizing, it's not about evangelism. So where then do we implement it?

Cook: This needs to begin being taught in (Advanced Individual Training) at a minimum because there are Soldiers who graduate AIT and go straight into war. It needs to be at the very bottom ...

Johnston: When it comes down to the very foundational level with training Soldiers and introducing them to this concept of



Photo by Master Sgt. Eric Pilgrim

Sgt. Maj. Carrie Stevenson listens to the discussion about spiritual fitness, which at times got a little lively. The group appeared split over the need to teach new recruits about a concept that they themselves struggled even to define.

spiritual fitness, we are going to have to rely on training the trainer. We're going to have to be involved at the very bottom so that the initial entry of men and women from the American culture – the video culture, the video game culture, the violence culture – are all introduced to this idea that good Soldiers are Soldiers who maintain hope, who maintain serenity, who seek to respect life and are responsible. These things fit in and fold into Army Values.

Stevenson: But I think people tend to forget that values are personal. When the Army came out and said, "These are the Army Values" – "Okay that's the Army Values, but it's not necessarily your values or my values."

Johnston: And that's the real. This is the ideal – When I put on this uniform, I put on Army Values. But you're exactly right, the real is that you can put this uniform on, but how do you wear it inside? My contention is that spiritual fitness is a basic upon which the Army Values flourish. It's like a tree with fruit. The fruit of spiritual fitness ought to be selfless service, ought to be loyalty; ought to be personal courage. The problem is, we don't know how to define spiritual fitness easily, we do not know how to train it well, and we do not know how to facilitate that training so that it becomes a real part of life. 📌



Photo by Master Sgt. Eric Pilgrim

Master Sgt. Harry Bryan (right) voices his opinions about spiritual fitness to Johnston as the rest of the training developers listen.

Editor's Note: Chap. (Maj.) Mark Johnston and the members of Directorate of Training and Development talked for more than 1 ½ hours in an effort to come to a consensus. Johnston later addressed students from Sergeants Major Course Class 57 and continues to develop a plan to make spiritual development a part of mainstream Army life. For a detailed explanation of Johnston's take on spiritual fitness, log into Army Knowledge Online and visit our Web site.

Franklin's Associators transform to Stryker

By Dave Crozier

When Benjamin Franklin set out in 1747 to organize the Associated Regiment of Foot in Philadelphia to provide for the common defense of the Commonwealth, he could not have foreseen his unit of volunteers becoming one of the nation's elite units some 260 years later, or could he?

As a man whose natural curiosity about things and how they worked led him on many journeys of discovery and invention, Franklin's tenacity has also left a legacy that is ingrained in the long military lineage of the Pennsylvania National Guard and in particular the 56th Brigade.

Identified in 2002 by then Chief of Staff of the Army Gen. Eric K. Shinseki as the only Army National Guard unit to become a Stryker Brigade Combat Team, Franklin's Associators have been busy learning the Stryker's technology and related components – all the while continuing their mission to deploy on short notice missions as part of the 28th Infantry Division.

Ask anybody in the Pennsylvania National Guard and they will tell you this is a "first" and a welcomed addition.

"I truly see this as a huge vote of confidence for the Pennsylvania National Guard and the 56th Brigade as a whole," said Maj. Gen. Jessica L. Wright, state adjutant general. "There were several states vying for Stryker when this all came out, but we got it."

Wright said historically the Guard does not receive new equipment, instead normally getting "handed down or cascaded down" items from the active duty. She pointed out that the Black Hawk and Apache helicopters they are flying are "A Models" while the active force is flying "Delta" model Longbows.

"With Stryker, everything is new. From the helmet they wear to the boots, to the digitization in the vehicles, to the armories, it's an absolutely new vehicle," she said. "This is the tip of the spear that the Army has. There are only seven brigades. We are number six, and to our Soldiers that is monumental. This has just not happened before."

Sergeant Major of the Army Kenneth O. Preston said the



By Dave Crozier

Part of transforming into a Stryker Brigade Combat Team is first learning the equipment. Above, a General Dynamics instructor looks on as a Soldier directs a fellow Stryker driver through the driver training course at Fort Indiantown Gap, Pa.

decision to give the National Guard Strykers is the right decision.

"The Stryker brings a unique capability to the fighting force, so why wouldn't we put that same tool in the toolbox for the Guard as we did for the active duty?" Preston asked. "We want to make sure the Guard has the latest Abrams tanks, the latest Bradleys and of course we want them to have Stryker. It's all part of Army Transformation."

While the idea of being outfitted with Stryker and all its components is considered a big boon for the Reserve Component, it does come with some challenges that are unique to a National Guard unit.

"The biggest thing has been the shift in how we think and train as a National Guard unit. Right from the start we looked at what we had to do to come up with a training strategy so we could meet our initial operational capability (IOC) in fiscal year 2008," said Lt. Col. Marc Ferraro, battalion commander, 1st Battalion, 111th Infantry Regiment. "The way we [normally] train is one weekend a month and two weeks in the summer. That mold doesn't fit for Stryker."

Ferraro said the 56th Brigade had to turn in 97 percent of its old legacy equipment which meant they also fielded 97 percent of new equipment, "all of which has to be netted (new equipment

training) on,” he said. “Training on the Stryker itself, the digital tactical operations center (TOC), the Javelin system, FBCB2 (Force XXI Battle Command, Brigade and Below), new tactical vehicles and the list goes on. So it is a big shift to what we have been used to and also made us change the way we normally do business.”

Ferraro said the Soldiers have adjusted well to the increased operational tempo that comes with Stryker – 68 drills per year and three weeks of annual training (AT) as opposed to 48 drills and two weeks of AT – and are eager to learn the new systems.

“Why serve in a Stryker Brigade where I have to do twice as much duty when I could walk across the street and serve in a mechanized or armor company and only have to do 48 drills and two weeks of AT? What’s the benefit?” he asked. “Well, the benefit is they are getting all the new toys and I will tell you these Soldiers are resilient. They have stepped up to the plate and they know what needs to be done and they are going to do it.”

Getting it done, however, has brought about many challenges. Limited training time, reclassification of Soldiers, issuing of new equipment, learning new digital systems, obtaining security clearances and finding sufficient storage space are just a few of the challenges. One challenge the unit faced was doing all this transformation while maintaining its other duties of supporting both federal and state missions. Since being identified in 2002 to become a Stryker Brigade Combat Team, the unit has deployed to Kosovo for a year in support of Task Force Falcon, helped in the Hurricane Katrina relief efforts in Louisiana, supported the flood relief efforts in their own state and have had Soldiers deployed to Afghanistan. During that time, Ferraro said, the division actually reorganized the battalion to make it look like it should before the new equipment started to arrive.

“Obviously, the big piece we had to do was the reclassification of people. We took an engineer battalion and made it a [Reconnaissance, Surveillance, and Target Acquisition] squadron. We had to stand up a signal company and a military intelligence company from scratch and do some military occupational specialty training as well,” Ferraro said. “So we had some reorganization to do besides considering limited training days.”

The training needs for Stryker have kept Ferraro and his

command team busy shuffling schedules and determining what pay category the Soldiers can be put in so as to not exceed the annual training requirements set by law. Ferraro said he has had to carry some Soldiers in three or four different pay categories depending on the training being done and how much drill time a Soldier has already used up.

“We have had to become very creative to ensure we didn’t exceed the annual training or drill training,” Ferraro said. “So we had to identify each Soldier for training for the entire year and manage that.”

Because these are citizen Soldiers, trying to manage training schedules and Soldiers’ time is a big thing, according to Command Sgt. Maj. Frank Martini, command sergeant major, 1st Battalion, 111th Infantry Regiment.

“It’s not like we can just say, ‘Okay, next month we are going to do TOC Net training and I want everybody there.’ We can’t do that,” Martini said. “We have got to look at the training and look at the Soldiers. If we have a training school set up in September and one in July, well the July training is what we have to focus on for the Soldiers that go to [college]. I don’t want to take them out of class in September to do this training.”

Martini added they also have to take into consideration their Soldiers’ civilian employment needs.

“We may have training in November and we have people who work in retail, so I don’t want to put them in that training because it’s the Christmas season,” he said. “So we have a lot of managing and considering to do. If we move a training day to the left or to the right, we can screw up schedules like it’s nobody’s business.”

Trying to keep things straight with all the new equipment the unit is receiving is also a major challenge, said Sgt. 1st Class Thomas McCardle, S4 NCO for the 1-111th. The unit recently turned in all of its old 2.5-ton trucks, some they have had since the 40s, along with their old GP medium tents and other equipment. In turn, they have picked up brand new military tactical vehicles, hummvees (HMMWV), Heavy Expanded Mobility Tactical Trucks (HEMTT), tents, weapons and more while waiting for their 300-plus Strykers to arrive.

“Our average property books went from \$20 million to a company property book that is going to be about \$200 million



By Dave Crozier

‘Check the tires and the oil please.’ Getting new equipment also means learning how to do preventative maintenance. A General Dynamics instructor shows Soldiers from the 1-111th how to top off the Stryker’s oil.



By Dave Crozier

Helping the 1-111th transition smoothly are members of the Army Transformation Team. Above, a team member helps Spc. Gregory Bolton set up the IP addresses of all players in the digital Tactical Operations Center.

and up,” he said. “You look at the Stryker vehicles and they are about \$3 million each.”

McArdle added that every component they receive for transformation to Stryker has more pieces to it and is more expensive. So not only do property books increase in monetary value, but in the sheer number of items as well.

“Storage space is one of the biggest challenges we have right now. We just don’t have it,” he said. “We are trying to work with outside sources to have 20- and 40-foot containers dropped off at certain places to act as auxiliary storage units. So storage is probably the biggest challenge I have right now.”

Besides working with storage issues, McArdle said that his office is ensuring there is proper accountability before issuing the new equipment.

“Years ago it used to be, ‘Here is this tent, come and get it.’ You didn’t necessarily get a component list with it and you weren’t sure what was supposed to come with it,” he said. “We are making a concerted effort to ensure it is all inventoried beforehand so when they come and pick up the new equipment, we will go through every piece that is on that component list with them. An accurate inventory is going to be taken, no matter what, if it takes one, two or three hours; how ever long it takes to ensure the inventory is accurate.”

With inventories straight and training schedules established, another area the unit has had to deal with is security clearances. This is an area Ferraro said has kicked his unit in the “teeth.” He added that the new digital equipment that comes with Stryker has required more of his Soldiers to need a secret clearance.

“Once you turn on the FBCB2, it operates at a Secret level,” he said. “Before this,

we didn’t need all that. An Infantry Soldier doesn’t need much in security clearances.”

Taking the reigns in that area is Sgt. Gilbert Laquidara, who acknowledged that updating and obtaining security clearances has been challenging.

“I think it is a data monster. We have 258 clearances to maintain while also looking at new Soldiers,” he said. “Part of the problem is some Soldiers are reluctant to fill out the forms or don’t like answering all of the questions.”

Still, Laquidara said, things are moving along and they are conquering the clearance issues, as well as keeping on top of all the new communications security issues that come with the new digital equipment.

While all the challenges are being met by the 56th SBCT, there have been some eye-opening lessons learned by the NCO Corps and senior leadership when it comes to operating in the new Stryker environment.

“I think the biggest lesson being learned right now is that in the past an NCO was able to take charge of the situation and tell that young enlisted Soldier what has to be done. Now, that NCO has to take two or three steps back and say what needs to be done and it is that E-3 or E-4 who is computer literate [who gets] it done; that’s the big difference,” said Martini. “NCOs have task, standard, conditions and now we set the task; the condition is I am going to give you this new equipment; and the standard is you tell us what’s the best way to get it done.”

Martini said he and his fellow NCOs are learning all the time, particularly when they have to depend on their junior Soldiers because of their knowledge of the digital world. Ferraro agreed saying, “Before, we were always in the analog mode – stubby pencils. We didn’t have the computers, FBCB2, SPRNET and all that. So this [digital technology] has shown us that our E-3s and E-4s are going to be worth their weight in gold.”

The “gold” for the Soldiers of the unit is the Stryker and training they are receiving.

“I think it’s great the Guard is getting this new equipment,” said Sgt. 1st Class Raymond Bozek, a fires support NCO out of Plymouth Meeting. “The technology is amazing, the training is great and I have yet to hear any negatives about it.”

“The training down here has been very good. The Stryker is a decent vehicle,” said Pfc. Nate Thomas, a Stryker driver out of Bellfonte. “The technology is pretty easy to understand and not hard to learn.”

To assist those Soldiers in learning all the unique systems that compose Stryker, the Army has supplied the Associators with an active-duty training support battalion (TSB) made up mostly of Soldiers who have experience with Stryker and its operations in the field, along with members of the Army Transformation Team and a large contingent from General Dynamics, which makes the Stryker.

Sgt. 1st Class Thomas Miller, 1st Bat-



By Dave Crozier

Sgt. 1st Class Thomas Miller of the Training Support Battalion discusses setting up the Tactical Operations Center with Sgt. Maj. Joseph O. Morales, operations sergeant major, 1-111th.

talion, 307th Infantry Regiment TSB, said at first he had his doubts about a Guard unit transforming into a Stryker mainly because of limited training time, but has grown confident of their success since working with the Soldiers at Fort Indiantown Gap.

“Once you see the motivation and discipline that is the same as you see on the active duty side of the house, that time piece kind of slides out of the way and they are able to accomplish what the active duty accomplishes,” Miller said.

Sgt. 1st Class Dale Guthrie, of the TSB, agreed. Because of the time constraints, they have had to focus more on time management “just because of the nature of the beast with the National Guard, but really everything else has stayed the same. They are learning the same things as the active force. They have a lot of challenges, but if anybody can do this, these guys can.”

That same sentiment is echoed from the General Dynamic support team.

“It has been very impressive,” said Randy Boswell, General Dynamics Site Team leader. “They have a proven history of what they have done in the past and they are doing very well.”

The Associators will eventually have 328 Strykers and associated equipment stretched across the entire state. According to Ferraro half of the Strykers will be housed at the National Guard Training site at Fort Indiantown Gap, with the rest being placed in



By Dave Crozier

Before taking the Strykers out to the newly constructed driver training course at Fort Indiantown Gap, Pa., the Soldiers are given a safety briefing by Randy Boswell, General Dynamics site leader.

armories from Erie to Philadelphia. He said this will allow units to train with Stryker without having to travel across the state to Fort Indiantown Gap.

This need to allocate Strykers across the state has caused the Pennsylvania National Guard to look at all of its facilities, including Fort Indiantown Gap, for improvements. According to Command Sgt. Maj. Dennis Kramer, command sergeant major of Fort Indiantown Gap, there is more than \$300 million in construction projects slated across the state with some \$85 million earmarked for Fort Indiantown Gap alone to create new training ranges to be used by Stryker and other units of the Pennsylvania National Guard. There are also renovation and new construction projects across the state focusing on armories, maintenance facilities and readiness centers, all of which help the Pennsylvania National Guard transform.

“I will tell you that transforming into Stryker is more difficult than transforming a unit into a brigade combat team, but we have learned some things that will make it easier to modularize the other brigades as we move forward,” Wright said.

“We are setting the model because we are the first unit to do transformation,” said Ferraro.

And while there are still more lessons to be learned in their trek for IOC in 2008, the Soldiers of the 56th SBCT and the Pennsylvania National Guard are on track to keeping Franklin’s Associators a vital part of protecting the commonwealth of Pennsylvania and the Nation.

They are also living up to his ideal. *“If you would not be forgotten as soon as you are dead and rotten, either write things worth reading, or do things worth the writing.”* 



By Dave Crozier

Pfc. Nate Thomas and Spc. Kelly Vanderbrink get familiar with the Stryker’s personal digital assistant for vehicle commanders.



Welcome to another edition of Photo Journal, the place where everyone has the opportunity to put their favorite photos on display. The guidelines for submitting pictures are as follow: the picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training, or just plain taking care of business. You don't have to be a professional photographer to enter. When submitting photos, please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. Photos may be submitted in either hardcopy or digitally. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to The NCO Journal, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or e-mail the electronic version to ATSS-SJ-NCOJOURNAL@bliss.army.mil.



Photo by Navy Petty Officer 1st Class Michael Larson

Sgt. Nicholas Fate, from 1st Brigade Combat Team, 4th Infantry Division, provides perimeter security while fellow Soldiers search for weapons caches in a field near Mushahda, Iraq.



Photo by Air Force Staff Sgt. Jacob Bailey

Sgt. Kenneth Strong and fellow Soldiers from the 172nd Stryker Brigade Combat Team conduct a mission near Tal Afar, Iraq.



Photo by Sgt. Steven Phillips

Master Sgt. Roy Lee (left) and Sgt. 1st Class James Haftmann, from Multi-National Corps-Iraq, use ground penetrating radar to search for hidden weapons in central Iraq. If located, heavy equipment is used to excavate the cache.

Sgt. John Christoffersen and Spc. Jason Dickerson head back to base in a Bradley Fighting Vehicle following a raid in Ramadi, Iraq. The Soldiers are from Company B, 2nd Battalion, 6th Infantry Regiment, 1st Armored Division.



Photo by Tech. Sgt. Jeremy T. Lock

PAST HEROES - HIROSHI MIYAMURA

America's first secret hero

By Col. Randy Pullen

Editor's Note: the following is an excerpt of a story that was first released by the Army News Service March 29, 2005 -- Fifty years ago an Army Reserve noncommissioned officer performed an act of heroism that led to him becoming America's first secret hero.

Manning a hilltop position near Taejon-ni, Korea, Cpl. Hiroshi Miyamura, formerly of the Enlisted Reserve Corps, was a long way from his home in Gallup, N.M. on the night of April 24, 1951.

A major Chinese Communist offensive had been launched against the United Nations line. Miyamura, a machine gun squad leader in Company H, 7th Infantry Regiment, 3rd Division, was ordered by his platoon sergeant to take 15 men -- machine gunners, riflemen and ammo carriers -- to a hill south of the Imjin River and hold the position against the advancing Chinese Communists as long as possible. He did exactly that.

Throughout the night, Miyamura directed the heavy and light machine guns of his squad as they held off repeated attacks by the Chinese. The combat was savage. Miyamura kept yelling at his gunners to use short bursts. He joined in with automatic fire from his carbine and threw grenades at the enemy, whose attacks were accompanied by bugles, whistles, flares and supporting mortar bursts.

At one critical point, he charged the enemy with his bayoneted carbine and killed 10 of them in close-in-combat, breaking up the attack.

Finally, it was time for those Americans still alive to fall back. Miyamura slid into the heavy machine gun position and told the unwounded members of the crew and two riflemen to help the injured soldiers away; he would cover them.

They moved out and Miyamura was alone, waiting. Then the bugles and whistles sounded again. The Chinese were coming up the hill again.

Miyamura fired his machine gun until it ran out of ammunition. He then threw grenades towards the advancing Chinese. With his final grenade, he destroyed the machine gun and took off for a nearby trench, where he literally ran into a Chinese soldier.

Despite the surprise encounter, he shot the Chinese and wounded him. The Chinese got off a grenade, which Miyamura kicked away. It exploded, killing its thrower and wounding Miyamura in the leg.

As enemy soldiers poured up the hill, Miyamura tried to get away but stumbled into American barbed wire in the dark, causing him further injury. Freeing himself, Miyamura dropped into

a hole playing dead while the Chinese swarmed over the area. One Chinese soldier was not fooled and he pointed a pistol at the young corporal, telling him to get up.

Four days later, a task force from the 3rd Division recaptured the hill. There were more than 50 dead Chinese around Miyamura's machine gun position. There was no trace of Miyamura among the dead G.I.s of his section.

Taken prisoner on the morning of April 25, 1951, Miyamura survived the march to a Chinese POW camp. Though wounded, he tried to help other injured men struggling to keep up.

Reaching the POW camp, Miyamura and the others endured 27 months of harsh captivity. The Chinese starved the prisoners and provided no medical care for the first 12 months. It was not until the truce talks began that treatment began to improve.

Unknown to Miyamura and to almost everyone else, he had become a Medal of Honor recipient. His citation, dated December 12, 1951, was classified "top-secret" and filed in a security vault. Brig. Gen. Ralph Osborne, who greeted Miyamura when he was finally released, explained why Miyamura's Medal of Honor became one of America's most

closely guarded secrets.

"If the Reds knew what he had done to a good number of their soldiers just before he was taken prisoner, they might have taken revenge on this young man," Osborne said. "He might not have come back."

Miyamura did come back. Released on August 20, 1953, Miyamura was taken to Freedom Village near Panmunjom, where the repatriated American POWs returned to U.S. hands. The release of the POWs was big news. Those former POWs who were up to it were brought out to meet the media.

Miyamura, who had been promoted to sergeant while in captivity, was led out to the waiting microphones and cameras. It was then that Osborne told the reporters that the young sergeant was the greatest VIP to ever pass through Freedom Village.

"Sergeant Miyamura, it is my pleasure to inform you that you have been awarded the Medal of Honor," Osborne said.

"I've been awarded what medal?" was his stunned reply.

On October 27, 1953, Miyamura, now wearing staff sergeant's stripes on his Class-A uniform, which also bore the proud Marne Division shoulder patch and the Combat Infantryman's Badge he had earned in Korea, went to the White House.

There, President Dwight D. Eisenhower, in a very open ceremony, placed the Medal of Honor around the neck of the Soldier who had once been its most secret recipient.



HIROSHI H. MIYAMURA

Using the Kneeling position

By Staff Sgt. Michael Moore
U.S. Army Marksmanship Unit

How can nearly 50 years of Olympic competitive shooting help you in combat? Well the Army Marksmanship Unit's (AMU) International Rifle Team has the answer. The team is one of the original sections of the AMU which celebrates its 50th anniversary this fall. The AMU has contributed in many ways during its history in supporting the Army to enhance marksmanship and is listed in FM 3-22.9 as offering assistance and guidance in the area of marksmanship.

The International Rifle Team has 13 Olympic medals to its credit; the most recent during the 2004 Olympics in Athens, Greece where Major Michael Anti won the Silver Medal in Men's Three Position Rifle competition. The three positions that the competition consists of are prone, standing and kneeling. The team members have put together their years of kneeling experience to improve their shooting skills.

All Soldiers are trained on either the supported or unsupported prone position. However in addition to the prone position, the initial entry training and one-station unit training Soldiers have to train and qualify from the kneeling position.

You'll soon find out the nice thing about the kneeling position is that you already possess many of the fundamentals to place accurate, well-aimed shots on target. We'll look at the position fundamentally along the same lines as the FM 3-22.9 does for the prone position.

When first looking at a picture of the kneeling position one will notice that from the elbows up the position looks very similar to the prone position. The following components of the position are the same:

- Head position
- Firing Hand
- Non-firing Hand
- Execution of the shot
- Butt of Weapon

The areas of the position that vary from prone are:

- The Elbows
- Knees
- Foot positions



The kneeling position is very similar to the prone position.

Working from the ground up (assuming a soldier is firing right handed), the use of bone support is important. As you face down range execute a half right. This will put you in approximately a 45-degree angle to the target.

- **Knees:** First take a knee on your right knee, placing your right foot under your buttocks. At the same time place your left foot, pointing your toe at the target, so your left shin is straight up and down.

- **Elbows:** You have two options for elbow placement, either placed just forward of the knee. There is a flat area on the back side of the elbow that rests against the knee. If this is not comfortable, then place the front portion just above the elbow on the back side of your knee. This will also create two flat areas that will result in a solid support area.



Proper foot placement is very important for stability.

- **Foot Position:** There are two options we recommend. Your under-buttocks foot position will vary depending on your body build. We recommend that the heel of the foot be placed directly and underneath the buttocks. As you put the weight of your body down, the toes and the foot should curl under. The alternative method we recommend is to extend your toes flat so they don't curl. Try both, since effective positioning varies according to your body build and flexibility.

The kneeling position can be used for both qualification and field expediency. While on the range in a training environment, one has the luxury of building a solid position. The field expedient version can be as simple as quickly taking a knee, similar to taking a knee while on foot patrol. Field expedient kneeling position can utilize supporting the rifle against a vehicle, lamp pole, garbage can, or any solid object. The benefit that the kneeling position offers you is a lower profile and more stability than standing. Kneeling position also allows the Soldier to get into and out of position much more quickly than the prone.

When firing from the kneeling position while wearing full gear, you will have to make some minor position adjustments. What we found was the placement of the butt of the rifle should be tucked under the shoulder strap of the load carrying equipment. Training in full gear will allow you an opportunity to work into a solid kneeling position using the pointers we've discussed.

With all this, coupled with your knowledge of the prone position, you should be able to build a solid kneeling position. The more you have the opportunity to get into the kneeling position, the more you will build muscle memory.

Visit our website at <http://www.usarec.army.mil/hq/amu/> for questions, comments and more information on USAMU.

THE NCO JOURNAL

&

THE ONLINE NCO JOURNAL

Readership Survey

Please take a moment to fill out our Readership Survey to help us keep your *NCO Journal* relevant. The results of this survey will be published in our April issue. Mail it to The NCO Journal, 11291 Sgt. E. Churchill St., Fort Bliss, TX 79918-8002. You can also fill out our online version and submit it via e-mail through our AKO Web page. See Page 5 for how to access the site.

Questions

	1	2	3	4	5
1. Have you read or looked at a copy of the NCO Journal in the past 12 months? 1 = yes; 2 = no	<input type="radio"/>	<input type="radio"/>			
2. How many of the four issues of the NCO Journal produced in the past 12 months have you read? 1, 2, 3, 4 or none (5)?	<input type="radio"/>				
3. How much of each NCO Journal do you usually read? 1 = all or most; 2 = more than half; 3 = about one-fourth; 4 = very little; 5 = none	<input type="radio"/>				
4. How do you usually receive the NCO Journal? 1 = unit/office distro; 2 = barracks break area; 3 = library; 4 = learning resource/ed center.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5. After reading the NCO Journal you: 1 = route it through the office/unit; 2 = pass it on; 3 = clip articles for reference; 4 = keep entire issue for reference; 5 = leave in dayroom/library/office	<input type="radio"/>				
6. What is the primary reason you read the NCO Journal? 1 = NCOPD; 2 = History articles; 3 = doctrine/policy; 4 = Army News Service; 5 = all the above	<input type="radio"/>				
7. How often do you find the NCO Journal a reliable source of NCOPD information? 1=always; 2=sometimes; 3=rarely; 4=never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8. How much of the NCO Journal should be devoted to NCOPD? 1 = all; 2 = more than half; 3 = about 1/4; 4 = very little; 5 = none	<input type="radio"/>				
9. How much should be devoted to history articles? 1 = all; 2 = more than half; 3 = about 1/4; 4 = very little; 5 = none	<input type="radio"/>				
10. How much to doctrine and policy? 1 = all; 2 = more than half; 3 = about 1/4; 4 = very little; 5 = none	<input type="radio"/>				
11. How much to Army News? 1 = all; 2 = more than half; 3 = about 1/4; 4 = very little; 5 = none	<input type="radio"/>				
12. How much to current topics? 1 = all; 2 = more than half; 3 = about 1/4; 4 = very little; 5 = none	<input type="radio"/>				
13. The NCO Journal is easy to read? 1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree	<input type="radio"/>				
14. The NCO Journal is easy to understand. 1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree	<input type="radio"/>				
15. Information in the NCO Journal is useful. 1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree	<input type="radio"/>				

16. The NCO Journal is well written.
1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree
17. The NCO Journal helps me on my job.
1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree
18. The NCO Journal has helped me become a better NCO.
1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree
19. Information in the NCO Journal makes me think.
1 = strongly agree; 2= agree; 3 = neither agree/disagree; 4 = disagree; 5 = strongly disagree
20. How helpful is the NCO Journal in keeping you informed on changes in NCOPD?
1 = extremely; 2 = very; 3 = moderately; 4 = slightly; 5 = not at all
21. Over the past 12 months how much have you used suggestions, ideas or information from the NCO Journal to better understand your role as an NCO, improve leadership skills or train other NCOs/Soldiers in your unit/organization?
1 = very frequently; 2 = frequently; 3 = sometimes; 4 = seldom; 5 = never
22. How often do you read the online version of the NCO Journal?
1 = very frequently; 2 = frequently; 3 = sometimes; 4 = seldom; 5 = never
23. How helpful is the online version of the NCO Journal?
1 = extremely; 2 = very; 3 = moderately; 4 = slightly; 5 = not at all
24. Which do you prefer? The online version or print version?
1 = online; 2 = print
25. What is your current duty status?
1 = Active Army; 2 = Army National Guard; 3 = Army Reserve; 4 = DA Civilian; 5 = Retiree
26. What is your current status?
1 = Enlisted; 2 = Warrant Officer; 3 = Officer; 4 = other
27. If you are enlisted, what is your pay grade?
1 = PVT-CPL; 2 = SGT-SSG; 3 = SFC-MSG; 4 = SGM/CSM
28. What is your age group?
1 = 18-24; 2 = 25-29; 3 = 30-35; 4 = 36-40; 5 = 41 and older
29. What is your gender?
1 = male; 2 = female
30. Where are you stationed?
1 = CONUS; 2 = Europe; 3 = Pacific; 4 = Middle East/Africa; 5=Other
31. What is your civilian education level?
1 = High school/GED; 2 = Some College; 3 = Associates Degree; 4 = Bachelor's Degree; 5 = Master's Degree or above
32. Your comments: Please provide us with any additional comments you feel pertinent to the NCO Journal, i.e. suggestions on story ideas, layout and design, and so on. When finished, please click the send by email button below (Online version only)

SGT Army Professional
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Letters to the Editor

The NCO Journal

11291 SGT E Churchill Street

Fort Bliss, Texas 79918-8002

Setting the record straight

I want all of you to know that the *NCO Journal* July 2006 Issue which commemorated the 40th anniversary of the Sergeant Major of the Army office was terrific. The photos that were selected and the layout was first rate. You can all be very proud of your product.

Now, in response to the letter from Master Sgt. Roy Waters in Letters to the Editor in that issue. While I agree with him that we need more NCO history I was appalled by the publication of misinformation from Fisher's Guardians of the Republic that the late Command Sgt. Maj. Ted Dobil was the first command sergeant major. Dobil was not the first NCO appointed to command sergeant major. There was no first CSM. The first increment of command sergeants major was announced on Headquarters Department of the Army Circular No. 611-31 on 8 January 1968. The selection board considered 214 sergeants major nominated by their commanders and selected 192. My name and 191 others were on that list. Sgt. Maj. Dobil was not on that first list. He was selected on Circular No. 611-36 on 15 April 1968.

Neither did Sgt. Maj. Dobil receive the first set of insignia or chevrons as I have also heard claimed over the years. The first set of chevrons was presented to me in my office at the Pentagon by General Harold K. Johnson on 22 March 1968 on behalf of all command sergeants major in the United States Army. I donated these chevrons and proclamation to the Noncommissioned Officers Museum at Fort Bliss, Texas in 1981 and they are listed there as artifact No. NCO-D81.16.46 - CSM Document, Proclamation & Chevron.

The proclamation reads:

"Be it known to all who shall see these presents: That on this the 22nd day of March 1968, the first set of insignia for Command Sergeants Major is awarded to Sergeant Major William O. Wooldridge, Sergeant Major of the United States Army, symbolizing the pride, gratitude, and admiration of The United States Army for the contributions of the Corps of Sergeants Major toward the accomplishment of the mission of the Army. Given under my hand in the City of Washington, District of Columbia. Harold K. Johnson, General, United States Army Chief of Staff."

It is unfair to all sergeants major to ignore the facts of the command sergeant major program and especially to those who were selected in the first increment. I recommend that you publish an article on the history of the CSM program in a future issue of the *NCO Journal*. I have a copy of the first circular which you might use and you could include a photograph of the proclamation from the museum.

William Wooldridge
SMA, Retired

Editor's Note: We have posted a copy of both circulars on our AKO Website. To view them log on to AKO and in the search bar type NCO Journal. When you reach our site, look for the links to these historic documents. We will also take the SMA's advice and start researching a story on the Command Sergeants Major program.

Thanks NCO Journal

My Name is SSG Richard L. Nix. I returned to the military April 2006 after a lengthy service break. I am currently serving as a section chief with Bravo Battery, 2-150 Field Artillery, Indiana Army National Guard.

My point is this; the military has changed quite a bit since I left, and things like the *NCO Journal*, and AKO make it so much easier for me to manage my military life while maintaining a marriage, two children and a full-time civilian job.

I would also like to comment on the article in the April 2006 issue about changes to NCOES. My beret is off to Command Sgt. Maj. [Cory] McCarty and his staff for their efforts and vision in training and keeping the NCOES relevant. I would also like to see some of that mobile training team concept bleed over into the National Guard ... just a thought.

Again, thanks to all involved with the *Journal*. Keep the good stuff coming.

SSG Richard L. Nix
Indiana Army National Guard

Protective equipment article drives message home

I just wanted to send a note of thanks for the excellent article "Protective Equipment: It's a lifesaver" written by Master Sgt. Richard Burnette in the *NCO Journal*, Vol. 15, Issue 1, Jan 2006. This article is absolutely one of the best I have read yet. I don't know anyone who hasn't complained at one time or another of how annoying the wear of protection equipment can be in doing even the most routine tasks but we all know of its importance. This article explains how new equipment and design improvements increase survivability of our #1 weapon system, the Soldier. Thank you, Master Sgt. Burnette, your message drives home the point reselling the values and importance of wearing all "Battle Rattle" and how it is helping to keep Soldiers alive.

Bill Graziano
U.S. Army Reserve

'Ditto'

I am the marketing director for the company (Aearo Technologies) which makes the Combat Arms earplug which was discussed in an article (Protective Equipment: It's a Lifesaver) in your January, 2006 edition. It was a terrific article describing the heroism of those who have been injured and are rehabilitating as a result of action in the Middle East. I was very proud that our product had played a small part in protecting Master Sgt. Burnette. Our employees take a great deal of pride in designing and producing a product which helps to keep our Soldiers not only safe, but combat ready as well.

Brian Myers
Aearo Technologies

Recognizing Past Heroes – a welcome addition

I read the first installment of "Recognizing Past Heroes" on the two Delta NCOs that were killed in action in Somalia protecting Chief Warrant Officer 2 Michael Durant and his crew. While reading it, it's playing through my mind that scene from the movie *Black Hawk Down*. We all know that Hollywood tends to take things to the next level on the truth, but what was written in that article was in fact in the movie. That is what ran through my head while reading it. Master Sgt. Gary Gordon and Sgt. 1st Class Randall Shughart were and still are heroes along with the men and woman of our armed services who have perished in Iraq and abroad.

I will be looking forward to reading more articles like these.

SGT Shawn M. Pierce
Devens RFTA, MA

Correction To Roll Call

In the July 2006 edition of the NCO Journal's Roll Call we printed the name of one of the Soldiers as Spc. Issac S. Lawson, 35, Sacramento, Calif., June 5, 2006. This information was obtained from Department of Defense News Release No. 518-06. We have since been informed by Lawson's home unit, the 49th Military Police Brigade, Fairfield, Calif., that Lawson's rank was incorrectly reported. His rank should have read sergeant first class.

A message on OPSEC

Editor's Note: We recently were given this message at the U.S. Army Sergeants Major Academy by our S2 office and felt it was prudent to reprint it in our letters section.

The Chief of Staff of the Army has given guidance to improve Operational Security (OPSEC) across the Army. As we continue to improve our OPSEC posture, ensure that you make every effort to protect our sensitive information. Protecting and identifying our sensitive information is vital to ensuring the effectiveness of our operations and helping save Soldiers' lives.

A major portion of OPSEC is our protection of Essential Elements of Friendly Information (EEFI) which includes information about friendly intentions, capabilities, and activities that would be valuable to adversaries. This type of information would allow adversaries to plan and initiate action to hinder or prevent mission accomplishment.

EEFIs include, but are not limited to, and are categorized as Controlled Unclassified Information (CUI):

- Emerging military plans and operations
- Troop movement and readiness data
- Vulnerabilities of U.S. /Allied forces and equipment
- Emerging force structure and doctrine
- Evolving tactics, techniques, and procedures
- Specific force protection measures
- Ongoing operations
- Weapon development
- Training programs specific to operational plans
- Studies and analysis
- Future concepts
- War games
- Advanced technologies
- Contracts
- Personal security and privacy data
- Testing plans and documentation
- Trip reports and after action reviews
- Photographs taken of military units and facilities that

display classified or sensitive material.

When handling these materials please take the proper precautions to avoid any unauthorized disclosure.

The NCO Journal Staff

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

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Jr., 23, Clovis, N.M., Aug. 4, 2006 ◆ Pfc. Anthony P. Seig, 19, Sunman, Ind., Sept. 9, 2006 ◆ Pfc. Jeffrey P. Shaffer, 21, Harrison, Ark., Sept. 13, 2006 ◆ Pfc. Jeremy R. Shank, 18, Jackson, Mo., Sept. 6, 2006 ◆ Spc. Wendell J. Simmons, 20, Hopkinsville, Ky., Sept. 23, 2006 ◆ Spc. Channing G. Singletary, 30, Sylvester, Ga., June 23, 2006 ◆ Sgt. Aaron A. Smith, 31, Killeen, Texas, Sept. 14, 2006 ◆ Spc. Tristan C. Smith, 23, Bryn Athyn, Pa., Aug. 27, 2006 ◆ Sgt. 1st Class Scott R. Smithy, 34, Punxsutawney, Pa., July 17, 2006 ◆ Cpl. Shannon L. Squires, 25, Virginia Beach, Va., Aug. 28, 2006 ◆ Staff Sgt. Clint J. Storey, 30, Enid, Okla., Aug. 4, 2006 ◆ Staff Sgt. Christopher W. Swanson, 25, Rose Haven, Md., July 22, 2006 ◆ Pfc. William E. Thorne, 26, Hospers, Iowa, Aug. 24, 2006 ◆ Sgt. Thomas B. Turner Jr., 31, Cottonwood, Calif., July 14, 2006 ◆ Sgt. Mark R. Vecchione, 25, Tucson, Ariz., July 18, 2006 ◆ Staff Sgt. Angel D. Mercado-Velazquez, 24, Fort Bragg, N.C., Sept. 1, 2006 ◆ Sgt. 1st Class Ruben J. Villa Jr., 36, El Paso, Texas, Aug. 18, 2006 ◆ Sgt. Matthew J. Voshein, 30, Metairie, La., Aug. 29, 2006 ◆ Cpl. Matthew P. Wallace, 22, Lexington Park, Md., July 21, 2006 ◆ Sgt. 1st Class Terry O.P. Wallace, 33, Winnsboro, La., June 27, 2006 ◆ Sgt. David T. Weir, 23, Cleveland, Tenn., Sept. 14, 2006 ◆ Capt. Jason M. West, 28, Pittsburg, Pa., July 24, 2006 ◆ Sgt. Clint E. Williams, 24, Kingston, Okla., Sept. 14, 2006 ◆ Spc. Shane W. Woods, 23, Palmer, Alaska, Aug. 9, 2006 ◆ Sgt. James R. Worster, 24, Broadview Heights, Ohio, Sept. 18, 2006 ◆ Spc. Jose Zamora, 24, Sunland Park, N.M., Aug. 6, 2006 ◆ Spc. Edgardo Zayas, 29, Dorchester, Mass., Aug. 26, 2006 ◆ Staff Sgt. Kevin L. Zeigler, 31, Overland Park, Kan., Aug. 12, 2006

Operation Enduring Freedom

Pvt. Joseph R. Blake, 34, Portland, Ore., Aug. 17, 2006 ◆ Pfc. Brian J. Bradbury, 22, Saint Joseph, Mo., June 21, 2006 ◆ Staff Sgt. Eric Caban, 28, Fort Worth, Texas, July 19, 2006 ◆ Staff Sgt. Robert J. Chiomento, 34, Fort Dix, N.J., July 17, 2006 ◆ Cpl. Jeremiah S. Cole, 26, Hiawatha, Kan., Aug. 16, 2006 ◆ Staff Sgt. Heath N. Craig, 28, Severn, Md., June 21, 2006 ◆ Pfc. Justin R. Davis, 19, Gaithersburg, Md., June 25, 2006 ◆ Sgt. 1st Class Bernard L. Deghand, 42, Mayetta, Kan., Sept. 15, 2006 ◆ Sgt. Jeremy E. DePottey, 26, Ironwood, Mich., Sept. 11, 2006 ◆ Spc. Robert E. Drawl Jr., 21, Alexandria, Va., Aug. 19, 2006 ◆ Pfc. Kevin F. Edgin, 31, Dyersburg, Tenn., July 6, 2006 ◆ Chief Warrant Officer 3 William T. Flanigan, 37, Milan, Tenn., July 2, 2006 ◆ Staff Sgt. Joseph F. Fuerst III, 26, Tampa, Fla., June 24, 2006 ◆ Sgt. 1st Class Michael T. Fuga, 47, Nuuli, American Samoa, Sept. 9, 2006 ◆ Spc. Rogelio R. Garza Jr., 26, Corpus Christi, Texas, Aug. 11, 2006 ◆ Cpl. Aaron M. Griner, 24, Tampa, Fla., June 28, 2006 ◆ Sgt. David M. Hierholzer, 27, Lewisburg, Tenn., July 24, 2006 ◆ Sgt. 1st Class Meredith L. Howard, 52, Alameda, Calif., Sept. 8, 2006 ◆ Sgt. Wakkuna A. Jackson, 21, Jacksonville, Fla., Aug. 19, 2006 ◆ Sgt. Robert P. Kassin, 29, Las Vegas, Nev., July 16, 2006 ◆ Sgt. Nathaniel B. Lindsey, 38, Troutdale, Ore., Sept. 9, 2006 ◆ Master Sgt. Thomas D. Maholic, 38, Bradford, Pa., June 24, 2006 ◆ Sgt. Maj. Jeffrey A. McLochlin, 45, Rochester, Ind., July 5, 2006 ◆ Staff Sgt. Robert J. Paul, 43, The Dalles, Ore., Sept. 8, 2006 ◆ 1st Sgt. Christopher C. Rafferty, 37, Brownsville, Pa., July 21, 2006 ◆ Spc. Christopher F. Sitton, 21, Montrose, Colo., Aug. 19, 2006 ◆ Pfc. Andrew R. Small, 19, Wiscasset, Maine, Aug. 11, 2006 ◆ Staff Sgt. Daniel A. Suplee, 39, Ocala, Fla., Aug. 3, 2006 ◆ Spc. Andrew Velez, 22, Lubbock, Texas, July 25, 2006 ◆ Pfc. James P. White Jr., Huber Heights, Ohio, Aug. 11, 2006

(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004, July 2004, October 2004, January 2005, April 2005, January 2006, April 2006 and July 2006 issues. The names that appear in this Honor Roll are those that have been released since June 23, 2006 and are current as of Sept. 29, 2006.)

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*Secretary of the Army Dr. Francis J. Harvey
Address to the 82nd Airborne Division Review, May 5, 2006*



Department of the Army photo

Soldiers from Battery B, 3rd Battalion, 320th Field Artillery Regiment, 101st Airborne Division, pause at the end of a patrol near Wynot, Iraq.

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