

# JO THE NCO JOURNAL

VOL: 17, ISSUE: 1 WINTER 2008

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT

AMERICA'S ARMY OUR WARRIORS ARE ALWAYS ON I WILL NEVER FORGET  
REPRESENTS THE DUTY PROTECTING & FIGHTING EVERY MEMBER OF THE WE ARE  
STRENGTH FOR OUR FREEDOM AND NCO'S FAMILY IS A LEADERS  
OF OUR NATION SOLDIERS ARE DOING AMERICA'S HEAVY LIFTING  
NCO'S MUST STAY INFORMED & CONSTANTLY EDUCATED  
SOLDIERS WE WILL LEAD OUR NATION TO VICTORY & ATTITUDES  
IN THE BUILD A BETTER WORLD ARE INFECTIOUS  
FIGHT FOR FUTURE GENERATIONS THE PROBLEMS WE  
THE ARMY ARE THE ARMY'S BEST & MOST VETERANS' VOICES SUPPORT FACE  
OUR WARRIORS' TRUSTED SPOKESPERSONS WARRIORS BUT  
PHYSICAL COURAGE, LEADERSHIP & FIGHTING SPIRIT STRATEGIC COMMUNICATION  
ON TODAY'S BATTLEFIELD THE NCO PIECE OUR ARMY IS  
AMERICA IS INDEBTED TO ITS SOLDIERS WHO RISK THEIR LIVES BY ANSWERING THE CALL TO DUTY  
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ARMY CALL TO DUTY OUR ARMY FAMILY MEMBERS TO DEPLOY, OFFICERS  
STRONG DUTY FAMILY MEMBERS TO DEPLOY, OFFICERS  
THE ARMY IS CONSTANTLY ADAPTING TO MEET THE NEEDS OF AN EXPEDITIONARY FORCE THE ENEMY UNSTOPPABLE  
CONSTITUENTS OF AN EXPEDITIONARY FORCE THE ENEMY UNSTOPPABLE  
CIVILIANS & CONTRACTORS ARE CRITICAL IN OUR ARMY'S SUCCESS  
OUR SOLDIERS UNDERSTAND THE MEANING OF ARMY STRONG AS THEY HAVE BEEN THROUGH FIRE & BLOOD & HAVE SURVIVED AS STEEL, STEEL THAT WILL ENDURE

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THE NCO  
JOURNAL

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From the SMA

# Be a leader: Consider safety in everything you do

I have learned over my years of service that the one mission that will always need a leader's focus is safety. Safety is a leadership responsibility.

In the recent months there have been several Soldiers injured or killed as a result of a preventable accident. We are three months into FY08 and have lost almost 160 Soldiers. Privately owned vehicles and motorcycles remain the deadliest threats to our non-deployed force. Not using seatbelts and speeding are the two major factors contributing to the loss of our Soldiers both in theater and in garrison. In FY07 we lost 246 Soldiers to accidental fatalities. While privately owned vehicle accidents saw an overall decrease of 13 percent from FY06, another alarming trend has appeared that needs attention – an increase in SUV and truck accidental fatalities – 28 in all, an increase of more than 20 percent.

Engaged leaders, starting with first line supervisors – corporals and sergeants – and extending up through the NCO support channel and chain of command, create the command climate or atmosphere where risk management and safety are a part of our daily activities, both on and off duty and in every mission we execute.

Leaders must make the time to counsel, mentor and teach their Soldiers to apply safety and common sense in everything they do. As leaders, we owe it to ourselves and our Soldiers to enforce standards and lead by our example. Units with leaders at all levels of command, who enforce standards in all areas from uniform polices and standards to safety policies and standards, and everything in between, develop discipline in their junior leaders. Disciplined units are inherently safe units.

The U.S. Army Combat Readiness Center has several products available for leaders to use to help create and nurture their command climates.

Use your Army tools, such as the Individual Risk Assessments, Got Risk Flyers, TRiPS Assessment, the USACRC Task Force Newsletter and the Army Readiness Assessments Program. They are specifically developed to help you know your Soldiers, your peers, your formation's safety climate, and even your own high-risk tendencies. Investing in and understanding these targeted areas can help focus your leadership and can work to prevent the next accident in your organization.

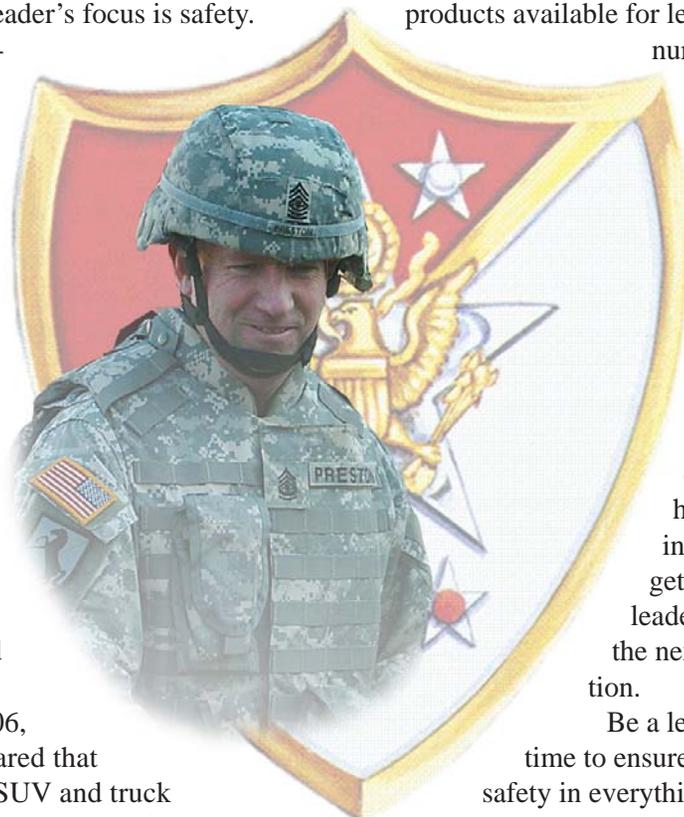
Be a leader and be engaged. Take the time to ensure your Soldiers are considering safety in everything they do. You have a great mission of taking care of Soldiers and growing future leaders. Nothing is more important to the success of our Army.

Thanks for all that you do to keep Soldiers safe and to keep our Army Strong as we remain the Strength of the Nation. Hooah!

*Kenneth O. Preston*



Visit the U.S. Army Combat Readiness Center Web site at <https://crc.army.mil/home/>.



## Our Thoughts →

# Learning to love selfless service

I'm learning to love the holidays.

Whether you celebrate the season through Hanukkah, Hajj and Eid ul-Adha, Christmas, Kwanzaa, or any other form of winter solstice, the spirit of this season encourages us to sacrifice our needs in order to show others how much they mean to us, letting them know how deeply they are loved; giving of ourselves with no reservations, no strings attached; no hidden motives, tax write-offs, rewards or fame figured in the equation.

What a shame this season is only seasonal because at the heart of it sits quite possibly one of our most unappreciated of Army Values — Selfless Service (pgs. 26, 32).

All cultures have heartwarming winter examples of selfless service, whether in stories of temple purification, harvest blessings or ultimate sacrifice. I grew up hearing a Christian example ...

A lovely young lady sits happily at home daydreaming of her coming wedding day. She's engaged and preparing to marry a charming, handsome carpenter down the road when an angel drops by to tell her she has been specially chosen for a difficult mission. Her family and friends will mock her, neighbors will whisper about her immorality and the threat of death will loom over her head and the head of her unborn child because everybody will assume she has committed adultery with her fiancé or somebody else— either way, a capital offense in these parts.

Despite it all, she still accepts the mission and trusts that her God will protect her, eager to follow his orders without reservation.

Meanwhile, that fiancé of hers soon discovers his bride-to-be is pregnant, and not by him. The whispers begin to grow deafening as they blow through the village unimpeded; erodes his reputation as a respectable, honest contractor. He knows he could have her killed for violating their engagement vows but decides instead to quietly break off the engagement — an honorably selfish decision that will most certainly ostracize his fiancé at the very least, and most likely get her and the child killed. Then one night, an angel visits his dreams and tells him to take the hard right over the easy left because the girl has been chosen for a special mission: “You need to marry her, Joe.” Despite the threat of humiliation, and worse, he accepts the mission and with it, a lifetime of selfless service to a woman pregnant with a son who isn't his ...

NCOs at the birth of our Nation understood the importance of selfless service.

Revolutionary War hero Sgt. Maj. John Champe (pg. 30) accepted a dangerous mission despite knowing it would ruin his reputation at the very least and could spell death at the hands of both warring armies if he didn't tread carefully — treason was a capital offense. But Champe's undying belief in freedom and liberty for all drove him on, despite the danger. He chose to follow

the secret orders of the officers appointed over him rather than worry about the price of desertion, and died years later having never enjoyed the accolades rightfully due him.

Champe's and other NCOs' examples shine before us today.

We live under the constant global threat of destruction from a sinister enemy who finds no pleasure in or respect for our American way of life. These extremists will use any means available to accomplish their mission; they have even mastered the art of media warfare, turning our own media against us in the hopes of weakening our resolve. To turn the tide of disinformation back toward the truth, the Army's chief of Public Affairs, Maj. Gen. Anthony Cucolo, has said it is time we “take the gloves off.” Army leaders are calling this new effort at giving our messages real punching power Strategic Communication (pg. 8) — all about walking the talk.

As if our mission isn't difficult enough, many of us have also had to take on roles for which we are not trained in order to adapt to the unique modern landscape of counter-insurgency. Army leaders from units like 41st Fires Brigade (pg. 22) have recognized this shortcoming and are working to get back to the basics of what they do best.

The mission will remain difficult for years to come, even seemingly impossible at times, as new threats continue to materialize inside and outside of our borders, but we are making headway. We are advancing the cause of freedom. Even the most hardened haters of Operation Iraqi Freedom have admitted that fact, albeit begrudgingly. Yet, the whispers continue to blow through our villages and the villages of the world unimpeded as our reputation for being a respectable, God-fearing nation plummets.

Despite it, we NCOs are called to remain steadfast. We must continue our mission, regardless of the threat of humiliation, or worse. We must follow the orders of the officers appointed over us while faithfully leading the Soldiers entrusted to us — during the holidays and beyond. And our leadership responsibilities don't end when we redeploy. In fact, in some ways they prove even more challenging as needless post deployment deaths continue to rise (pg. 18).

We are called to fight for freedom and liberty for all. We must never accept defeat, whether at home or abroad. We must win, and we will — by selflessly serving our great Nation, no strings attached. It's this spirit of selfless service that makes the holiday season truly come alive, and stay alive throughout the year — and I'm learning to love it. 🏠



*Master Sgt. Eric Pilgrim*

*Master Sgt. Eric B. Pilgrim  
Editor-in-Chief*

# Families first, safety always

## USACRC introduces new Family Engagement Kit

Army officials are empowering family members to take an active role in implementing safety practices to protect their Families and loved ones returning home from deployments.

The Army recognizes that families are a highly powerful group, capable of positively influencing how Soldiers and family members think. The Army's new Family Engagement Kit raises families' awareness of the leading indicators in accidents while passing along the "what" and "how" of best practices. Armed with these newly created tools, family members are afforded active involvement in the safety of their Soldiers.

The U.S. Army Combat Readiness/Safety Center study of accidents and associated statistics indicates when Soldiers return from a deployment or controlled environment, the rigors and oversight provided by leaders is diminished.

During fiscal 2007, 186 Soldiers died within one year of returning from deployments. Approximately 30 percent of the deaths occurred within the first 30 days of post-deployment and 63 percent within the first six months. Of the 186 fatalities, 145 involved privately owned vehicles during off-duty hours.

Army Safety officials are convinced oversight, control and structure are beneficial to achieve an accident-free environment.

"As leaders, we know that direct engagement with our Soldiers makes a positive difference in their safety," said Brig. Gen. Bill Forrester, director of Army Safety and commanding general of the USACRC. "No one knows Soldiers better than their families and there are few organizations better positioned

than families to influence Soldiers to make safer choices and take fewer risks."

Forrester added that the USACRC believes it is extremely difficult for a Soldier to look a spouse or child in the eye and tell them they are not going to wear their helmet or a seat belt because they don't care enough to stay alive for them.

"The Family Engagement Kit features tools that family members can use to engage their loved ones in best safety practices in order to help protect them," said Forrester. "Many take very little time or effort, and the payoff is huge."

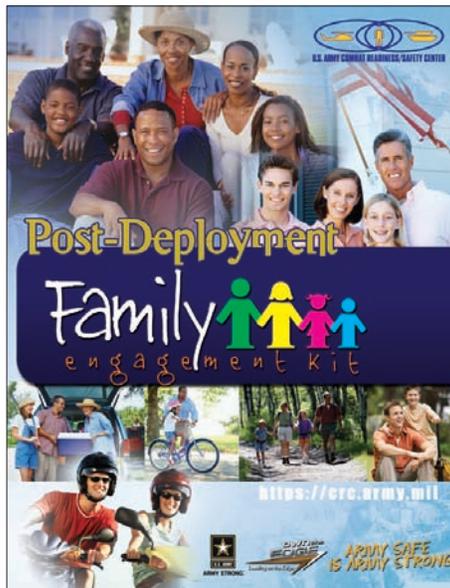
In all, the kit includes six tools for post-deployment best practices. One such tool is the Travel Risk Planning System. The aim of TRiPS is to reduce the risk of accidents when traveling by POV, the number one killer of Soldiers.

Another potentially life-saving tool included in the kit is the Motorcycle/ATV Agreement. This tool encourages families and their Soldiers to discuss the hazards and safety measures associated with riding motorcycles or all-terrain vehicles.

The Army's goal is to put these tools in the right hands and empower Army Family Team Building trainers, Family Readiness Group leaders, brigade-level safety professionals, BOSS leaders, parents, and individual family members.

Families are encouraged to embrace the Family Engagement Kit as another tool supporting one common desire – safer Soldiers and families.

For more information about the Family Engagement Kit, visit the USACRC Web site at <https://crc.army.mil/familyengagement>.



# Wounded Warriors to keep bonuses

*Army News Service* – Soldiers who become ill or are wounded while on active duty are entitled to keep all recruitment bonuses due them.

The Army reiterated that policy Nov. 21, 2007, after a wounded Soldier inadvertently received a letter from the Army that stated he would be required to pay back any enlistment money he received.

"If you are ill or were injured while on duty, the Army will not ask you to repay any portion of your recruitment bonus," said Brig. Gen. Mike Tucker, assistant surgeon general for Warrior Care and Transition. "This money will stay in

the hands of our Soldiers."

Army policy prohibits what is described as "recoupment" when it would be contrary to equity and good conscience, or would be contrary to the nation's interests. Those circumstances include, for example, "an inability to complete a service agreement because of illness, injury, disability or other impairment that did not clearly result from misconduct."

Soldiers who have received letters from the Army asking for repayment of a recruitment bonus should contact the Wounded Soldier and Family Hotline to report the issue as soon as possible.

The hotline is staffed by subject-matter experts 24 hours a day, seven days a week to help speed the resolution of issues pertaining to wounded Soldiers and their families. Callers will receive responses within 24 hours. For those who reside within the United States, the hotline can be reached at 1-800-984-8523.

Soldiers and Families may also call from overseas assignments via the Defense Switch Network 312-328-0002 and within the United States, 328-0002.

The hotline also receives messages via email at: [wfsupport@conus.army.mil](mailto:wfsupport@conus.army.mil).

# Guard film tells Soldiers' stories

By Staff Sgt. Mary Flynn  
National Guard Bureau →

Like many Soldiers deployed to Iraq or Afghanistan, Soldiers from the Oregon National Guard's 2<sup>nd</sup> Battalion, 162<sup>nd</sup> Infantry Regiment brought their personal cameras to Iraq during their deployment in 2004. They snapped photos of each other firing weapons, shot video of explosives they detonated and logged plenty of footage of their own commentaries intermixed with Soldier humor.

But they never expected that their day-to-day antics would one day represent deployed National Guard Soldiers everywhere, preserved in a feature-length documentary film called, "This is War: Memories of Iraq."

The National Combat History Archive and Lucky Forward Films used the unscripted testimonies of nine Soldiers of varying ranks and experiences to narrate the events. Photos and video they shot with their own personal cameras illustrate their experiences.

"We wanted to make a very non-political film that took someone who's never been to Iraq ... to show what it means to go into combat," said the film's director, Gary Mortensen. "We told it in a non-specific way so that it could represent Soldiers everywhere – we wanted to tell a tale that anyone who has been over there can identify with."

Mortensen added that the unique thing

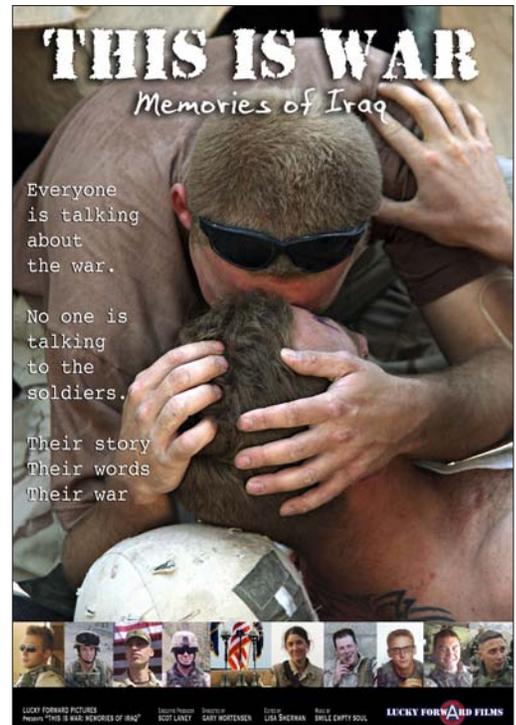
about the film is that these Soldiers had their own personal recording devices on hand, giving an intimate view of what they saw on a daily basis. The Soldiers had no idea any of it would be turned into a film, so the result is a very honest and raw portrayal of their experiences.

"It's very powerful," said Sgt. 1st Class Phillip "Vince" Jacques, one of the Soldiers featured in the film. "It really represents the professionalism of these guys and shows exactly what troops are going through over there. They're the ones fighting the war. You might as well hear their story."

Present at various screenings of the film, Jacques noticed that the audience's reaction was often one of awe. "Whether they support the war or not, they come away with a whole different view of what Soldiers are doing over there," he said.

National audiences are also beginning to take notice. "This is War" won the Audience Choice Award and Best Documentary at the Idaho International Film Festival, and received the Jury Award: Best Documentary at the Florida International Media Market. It also took home awards for best documentary and best director at the Sweet Onion Film Festival in Walla Walla, Wash.

Unfortunately, the film isn't available in local video stores yet; Mortensen explained that they are working on the film's



distribution and broadcast rights. It can be purchased by calling (503) 597-7030 or by checking out the Web site at [www.luckyforwardfilms.com](http://www.luckyforwardfilms.com).

According to the site, all sales of the film help support the Fallen Soldiers Relief Fund, the National Combat History Archive, the Iraq/Afghanistan Oregon Memorial Fund and the Wounded Warriors Project, a non-profit organization that helps injured service members by providing programs and services to meet their unique needs.

## Center of Excellence established to address Psychological Health, Traumatic Brain Injury

The Defense Center of Excellence for Psychological Health (PH) and Traumatic Brain Injury (TBI) began initial operations Nov. 30, 2007, and will be fully functional by October 2009. It is currently operating in temporary office spaces in Rosslyn, Va., as part of its initial phase.

The Department of Defense, with support from the Department of Veterans Affairs, is leading a national collaborative network to advance and disseminate PH/TBI knowledge, enhance clinical and management approaches, and facilitate other vital services to best serve the urgent and enduring needs of warrior families with PH and/or TBI.

"The center will integrate quality programs and advanced medical technology to give us unprecedented expertise in deal-

ing with psychological health and traumatic brain injuries," said Assistant Secretary of Defense for Health Affairs Dr. S. Ward Casscells. "In developing the national collaborative network, the DCoE will coordinate existing medical, academic, research and advocacy assets within the services, with those of the VA and Health and Human Services, other federal, state and local agencies, as well as academic institutions."

The Defense and Veterans Brain Injury Center is now integrated into the center. DVBIC is DoD's primary subject matter expert on TBI, and many of its functions are transitioning to the DCoE. The DoD Center for Deployment Psychology, currently at the Uniformed Services University of the Health Sciences, is also integrated into the training and education functions of the DCoE.

# Army forges partnership with 10 colleges

By Alia Naffouj  
TRADOC News Service

Higher-education leaders from across the country came to Fort Monroe, Va., Nov. 14, 2007, to discuss the Army's new College of the American Soldier, a partnership with 10 participating colleges.

The partnership promotes educating Soldiers through the Noncommissioned Officer Education System and aims to provide Soldiers the opportunity to obtain their bachelor's degree with minimal obstacles, according to U.S. Army Training and Doctrine Command officials. The partnership accelerates NCO development by streamlining the process of pursuing a higher education.

Coastline, Barstow, Limestone and Thomas Edison State offer associate's degrees through the program. Thomas Edison College, Austin Peay, Franklin, Limestone, Park, Strayer, University of Maryland and Empire State offer bachelor's degree programs.

"This program not only benefits Soldiers but serves the best interest of institutions as well," said Gen. William S. Wallace, TRADOC commander, at the Nov. 14, 2007, kick-off event for the College of the American Soldier. "Improving civilian-education opportunities for Soldiers throughout their military careers helps promote the ideal of lifelong learning and extends the pursuit of knowledge well beyond a Soldier's service commitment."

The session gave TRADOC senior leaders a chance to talk face-to-face with the college educators who will help the Army get the College of the American Soldier off the ground.

"It is important for our leadership to get out there and support this program so Soldiers know that the College of the American Soldier has a bunch of colleges that will help streamline their ability to achieve a bachelor's or associates degree," said TRADOC Command Sgt. Maj. John D. Sparks.

The program is designed to maximize a Soldier's potential college credits based on military training and education, officials said. They said a Soldier could realistically attain a bachelor of arts or bachelor of science degree before reaching retirement

based on the American Council on Education's recommended credits for military training and education and completion of college classes, working with the Service Members Opportunity Colleges Army Degrees (SOCAD) member schools.

Participating colleges will certify the amount of credit up front to be applied to a career noncommissioned officer degree based on the American Council on Education's credit recommendations. The program also aims to make it easier for NCOs to assess where they are in attaining their degrees.

The College of the American Soldier will link with a portal called the Army Career Tracker, which will show a Soldier a specific "map" toward a degree. Soldiers will be able to see what NCOES courses will transfer as equivalent credit at any point in their career – from basic training through the Sergeants Major Course. The portal will list exactly what a SOCAD school will grant, get each credit source and provide a list of other

ways guaranteed to meet degree requirements.

"If Soldiers can see the benefits of the program up front, they're much more likely to do it," Sparks said.

The program is designed to benefit the NCO Corps directly by developing a lifelong-learning strategy for a warrior leader development program. This program increases the scope of military training and education materials being evaluated for college credit, including the Army Correspondence Course Program, which will result in reducing the residency requirements at participating schools.

The flexibility of the program also encourages an NCO's lifelong learning strategy because there is no time limit for completion.

The program is a departure from how things have been done in the past. Previously, Soldiers could begin their education at one post and then arrive at a new post to discover that their credits would not transfer or would only count as electives, making it very difficult to eventually receive a bachelor's degree. Sometimes, the same degree programs were not available at the new post, or there would be different educational program criteria.



## Nominations open for Employer Support Freedom Award

Army News Service - National Guard and Army Reserve Soldiers and their families have an opportunity to submit nominations for the 2008 Secretary of Defense Employer Support Freedom Award.

The award is for employers who have gone above and beyond in their support of military employees. It is the U.S. government's highest recognition given to outstanding employers. Nominations will be

accepted at [www.esgr.mil](http://www.esgr.mil) through Jan. 21.

The 2008 recipients will be announced in the spring and honored in Washington, D.C., at the 13th annual Secretary of Defense Employer Support Freedom Award ceremony on Sept. 18.

The Freedom Award was instituted in 1996 under the auspices of the National Committee for Employer Support of the Guard and Reserve, known as ESGR, to

recognize exceptional support from the employer community.

ESGR is a DoD agency established in 1972. Its mission is to gain and maintain employer support for Guard and Reserve service by recognizing outstanding support, increasing awareness of the law, and resolving conflicts through informal mediation.

For more information, contact Cdr. Craig Kujawa at (703) 696-1386, ext.514.

# NCOJ unveils 2008 planner, new AKO site

The staff of The NCO Journal has completed work on its 2008 planner and has made it available for download at <https://www.bliss.army.mil/usasma/usasma-NCOJournal.asp> or on its AKO Web site at <https://www.us.army.mil/suite/page/13834>. Due to budget issues, the 2008 Planner will not be available in print. However, the document on both Web sites was created to allow for both color and grey scale printing.

Inside this year's planner are numerous important dates to note including when promotion boards are slated, special ethnic observances and dates in military history, just to name a few. Along with the introduction of the 2008 Planner, the staff has also been working feverishly to complete the redesign of its AKO Web site and get it back up and running for NCOs' use. The new site will have much of the information of the old site, but will be easier to navigate and include more links and News 2 Use from around the Army.



## Army to launch new pay, personnel system

By Sgt. Sara Moore  
American Forces Press Service →

The Army is preparing to launch a new pay and personnel system next year that will streamline personnel processes and integrate the active-duty, National Guard and Army Reserve components, the Army representative for the new program recently said.

The Army Defense Integrated Human Resources System, which is part of a Defense Department initiative, will be implemented Oct. 1 at all Army installations and within all service components, Col. Patrick Devine, program director of DIMHRS, told online journalists and "bloggers" during a conference call.

DIMHRS is a commercial product that will take the pay and personnel data from all three components of the Army and put it in a single database accessible online 24 hours a day. A key feature of DIMHRS is that it integrates the pay and personnel systems, which means that when a personnel action is taken, the system automatically will trigger any associated pay change, Devine said.

DIMHRS goes toward solving the problem of multi-component units, or those units made up of Soldiers from the active duty, National Guard and Army Re-

serve, Devine said. In the past, these units had to deal with six different personnel systems and three pay systems, he noted, and DIMHRS will consolidate those into one system.

A big benefit that DIMHRS will give National Guard and Army Reserve Soldiers is continuity of pay when they are mobilized, Devine said. In the current environment, National Guard Soldiers go through five different sites from mobilization to deployment and have to complete paperwork and be certified at each location, he said. When DIMHRS is launched, all military pay will be handled in the one system, and will be coordinated with personnel data, so problems can be avoided.

"In a DIMHRS environment, it's one record per Soldier for military personnel and pay, so all that information is shared and it further expedites entitlements and getting compensation," Devine said.

A unique aspect of DIMHRS is that it will give Soldiers access to their records and the ability to make certain self-service changes, such as a change of address or requesting a personnel action, Devine said. In this way, every Soldier will be a user of the system, and all supervisors, including Army civilians who supervise Soldiers, will be required to know the system so

they can process leave requests, awards and evaluations, he said.

To prepare for the implementation of this new system, the Army is launching an ambitious training program designed to reach all installations, Devine said. The training team starts by briefing senior leadership on the program, then moves to battalion- and brigade-level leadership, and then briefs the human resources personnel who will be using the system the most.

The Army is also making distance-learning materials available for DIMHRS, and will be training Soldiers to be instructors on the system, Devine said. The DIMHRS Web site, at [www.armydimhrs.army.mil](http://www.armydimhrs.army.mil), will also have all the training materials available to Soldiers.

The Web site also includes other helpful materials, such as a universal translator to help with commercial terms Soldiers may not be familiar with, and work force readiness packages, which describe how each action was done under the old system and how it will be done under DIMHRS.

The Air Force is also set to launch DIMHRS in February 2009, and although the Navy has not set a date for implementation, Navy officials have appointed a program director.





# StratComm

## the NCO piece

By Sgt. Mary E. Ferguson →



Right now, a noncommissioned officer is helping rebuild a village somewhere in Iraq or Afghanistan. Showered with cheers of appreciation, he's tucking away the obvious impact he's made and saving his emotion for the chapter he'll add to his blog when he returns to camp – a blog that NCOs back home are reading before their units head to readiness training centers in California, Louisiana or Germany, where they'll go through, among other pre-deployment exercises, media awareness training. At the same time, a wounded NCO at Walter Reed Army Medical Center in Washington, D.C., is telling a reporter, “I can't wait to get back to my troops,” while somewhere else in America, a disabled veteran is joining the family members of a redeploying unit for a huge welcome home ceremony.

*What do they all have in common?*

**Whether they know it or not, all of these NCOs are communicating a message. And while their messages may not be consciously crafted or broadcast around the world, on today's information battlefield, they can be just as critical as a Pentagon press briefing. Their messages reach audiences that may not have access to, understand, or listen if they did, to that Pentagon press briefing, and the American public craves their first-person perspective. But imagine if these and the millions of other messages NCOs are delivering daily throughout the world mirrored the messages that press briefings, senior military leaders, veterans and family members are communicating. And then, once unified, what if that those messages launched an all-angle attack against the mass of misinformation that's running rampant through the global information environment? Ideally, the unified message would defeat the enemy. That's strategic communication in action, and without 'the NCO piece,' it's an impossible endeavor.**

"It's a term Army leaders have been kicking around for a while – they say, 'throw some stratcomm on that,' – but strategic communication is really a process through which diverse elements all work together to speak with one voice with the goal of communicating a unified message," said Maj. Gen. Anthony A. Cucolo III, Army Chief of Public Affairs.

According to the Office of the Chief of Public Affairs (OCPA), the Army began to fully embrace and pursue that process in 2004, by establishing a strategic communication team. Strategic communication requires all public information agents to work together, and although Public Affairs is only one of those agents, the Army transferred all strategic communication planning and administrative responsibilities to OCPA in 2005. In the years since, the Army's idea and process of strategic communication has developed and spread to commands' senior-leaders, who are now implementing strategic communication throughout their units.

"It's an incredibly important process ... we're really operating on two battlefields with today's 24/7 global

communications environment – we've got to think of the information domain as terrain, and realize that the enemy on that terrain isn't human, the enemy is the lies that are generated through misinformation," Cucolo said. "We've got to proactively combat that enemy, and counter the misinformation with timely truthful information – it's got to be unified to be strong."

To achieve this unified message and make the strategic communication process a success, every Soldier – regardless of rank, commission, military occupational specialty, or area of operation – and every veteran, civilian employee and family member must understand and exercise their roles as communicators, and they must realize that they are constantly presenting messages to different audiences via their actions and words, he explained.

As communicators, NCOs can and must add to the strategic communication process by being willing to engage the general public and the media, by making on-the-spot corrections to the record when they witness misinformation, by pushing stories about their Soldiers up the chain so leaders can get them out to the world, and by instilling a sense of responsibility in their Soldiers when it comes to being informed about the big picture of what the Army is doing, he said.

Once aware of their identity and roles as communicators, NCOs must also consider the 'when' factor of strategic communication.

"Pace is crucial," Cucolo said. "We're operating under constant scrutiny from the global media, and being attacked by a virtual caliphate of terrorism – with more than 4,000 active extremist Web sites using the Internet as a safe haven – the 'when' is 'always' – we've got to be proactive ... beat the misinformation, then prepare for more, because it's coming constantly."

The NCO piece in the strategic communication process doesn't stop when an NCO simply communicates. The 'what' he or she communicates is just as, if not more, important.

Command Sgt. Maj. Raymond V. Cordell, top senior enlisted leader at the Defense Information School (DINFOS), Fort George G. Meade, Md., used the following example of a young American service member's interview during a humanitarian operation, to illustrate how powerful it is for all warriors to not only communicate, but to also know and communicate the same message as their leaders. (DINFOS is responsible for training and maintaining Public Affairs and Visual Information personnel for the U.S. Department of Defense.)

<https://akocomm.us.army.mil/2007scg/CalltoDuty.htm>

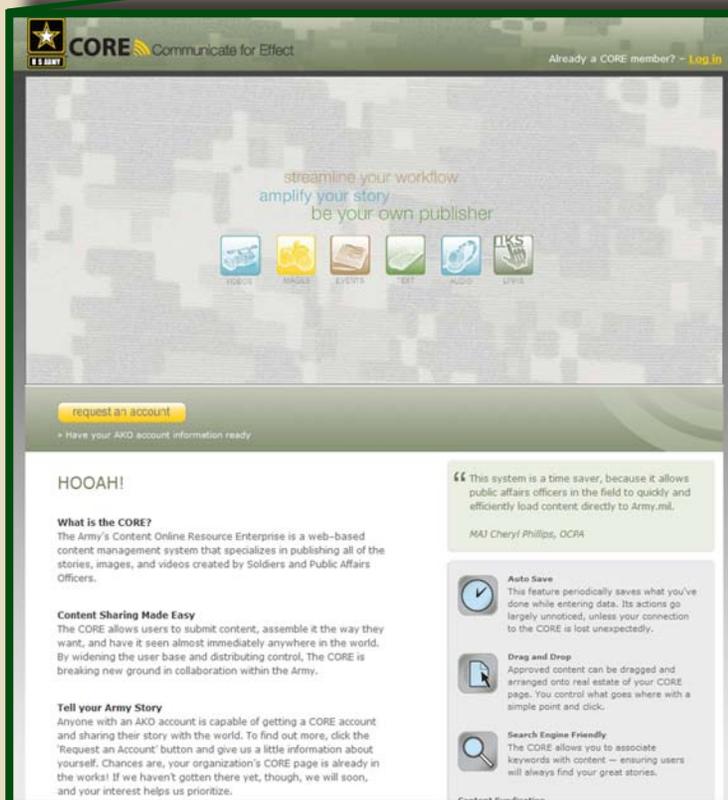
All Soldiers can access the Army's 2007 Strategic Communication Guide through their Army Knowledge Online accounts.

By employing the Guide NCOs arm themselves with the same unified messages as their leaders and the tools for delivering that messages.

<http://www.army.mil/standto>

Stand-To is one of the many tools Soldiers can use to stay informed.

They can visit the internal Web-based resource for daily Army news updates and links to Soldier blogs and other resources.



## Content Online Resource Enterprise (CORE)

The Web-based content management system specializes in publishing the stories, images and videos created by Soldiers and Public Affairs offices.

Anyone with an AKO account can also request a CORE account.

Through CORE, Soldiers' stories have an immediate channel to ARNEWS, and may be distributed to other internal and external media outlets.



In February 2006, the Philippines suffered heavy rains and subsequent mudslides that ripped through villages and engulfed people. As U.S. military elements provided humanitarian assistance, an international reporter asked a young American service member involved in the efforts, “Why are you here?” and the young warrior explained, in detail, the capabilities of the helicopters aboard his ship. The President of the United States later answered a similar question – “The people of the Philippines needed help and America came to their aid.” While the young warrior’s earlier answer wasn’t necessarily wrong, imagine if he had been a trained and informed communicator, as well as a top notch helicopter crew chief. Perhaps he would have spoken from his heart, and both he and the President would have given the same answer, and sent the same message, Cordell explained.

“As [the young warrior] was seen around the world, he represented us all – the warrior on the battlefield has become the spokesperson for our nation’s military. It’s a huge responsibility,” Cordell said. “The American people’s primary understanding of what our Soldiers – their sons, daughters, husbands and wives – are doing comes from the evening news ... and their belief in what their country is doing – right or wrong – and its outcome – success or failure, is strongly influenced through the American media.”

On a similar note, it’s those NCOs and troops directly interacting with local nationals in other countries, who strongly influence the global perception of who Americans are and what they stand for. In reality, a single NCO, like the one interviewed in the example, is constantly participating in the strategic communication process by communicating with actions and words through different mediums and to different audiences.

The Army doesn’t expect NCOs to magically predict the messages their leaders’ are communicating, or vice versa, Cucolo said, so it has created tools and resources to help NCOs and their Soldiers become the trained and informed communicators necessary for the strategic communication process to succeed.

All Soldiers can access the Army’s 2007 Strategic Communication Guide through their Army Knowledge Online accounts, at <https://akocomm.us.army.mil/2007scg/CalltoDuty.htm>. The Guide explains today’s strategic environment, dissects and discusses the Army’s broad strategic communication theme – America’s Army: The Strength of the Nation -- and provides other Army imperatives and Army messages. It also offers guidance on how to effectively communicate those messages. According to OCPA, by employing

the Guide NCOs are arming themselves with the same unified message and tools for delivering that message as their leaders.

“It’s also all leaders’, including NCOs’, responsibility to stay informed – they should make reading both internal and external news a part of their own and their Soldiers’ battle rhythms,” Cucolo said. “All Soldiers should be prepared and confident to talk to anyone about what’s going on in the Army, and the world.”

Stand-To is one of the many tools Soldiers can use to stay informed. They can visit the internal Web-based resource for daily Army news updates and links to Soldier blogs and other resources. Soldiers can subscribe to Stand-To at <http://www.army.mil/standto>.

Although strategic communication involves all public information agents, communicators can and should also utilize their Public Affairs Soldiers as resources because they are trained subject-matter experts in communicating, Cucolo said.

“Public Affairs NCOs around the Army are putting out great products and are the key to getting our message out – they can also give guidance on how to engage the media,” he explained. “The one-on-one communicating is critical, but the more people we can reach and inform about the great things we’re doing, the better.”

The Army also created the Content Online Resource Enterprise (CORE) to facilitate this widened distribution. According to its Web site, CORE is a Web-based content management system that specializes in publishing all of the stories, images and videos created by Soldiers and Public Affairs offices. Anyone with an AKO account can also request a CORE account at <http://army.mil/core>, and then use the system as another way to participate in the strategic communication process.

There is no end to this complex and constant war on information terrorism that’s unfolding all around us. And though its urgent pace, boundless terrain and invisible, ever-changing enemy are constantly attempting to slow our forces down, OCPA is confident that the Army’s strategic communication process, fueled by a unified message, can combat misinformation and take control of today’s information battlefield.

“As in any other Army operation, to win this battle, we need NCOs – they’re the backbone of the Army,” Cucolo said. He charged NCOs to, “Feel empowered, engage, and tell [your] stories” because like the NCO helping rebuild the village in Iraq or Afghanistan and the wounded warrior selflessly announcing his loyalty to his troops, whether NCOs know it or not, they’re already in the fight. 

# Warrior Transition Brigades replace Medical Hold units

*Focus placed more on Soldier needs outside medical care*

By David Crozier

The public outcry stemming from the series of *Washington Post* articles on Walter Reed Army Medical Center, Washington, D.C., that debuted Feb. 18, 2007, not only brought about swift changes to the living conditions of the wounded warriors at the institution but precipitated a need for change in the way the Army administers to them.

In April 2007 the leadership at WRAMC stood up a new brigade – the Warrior Transition Brigade – that is led primarily by battle-tested combat veterans whose sole job it is to attend to the needs of the warriors and their families as they make their difficult transition through the healing process.

“That evolution into a Warrior Transition Brigade was driven by the *Washington Post* articles and the public revelation that [the Army] had undermanned the mission of taking care of our wounded Soldiers,” said Col. Terrance McKendrick, commander of the Warrior Transition Brigade. “The mission was there. A cadre was focused on the facilitating of taking care of healing those Soldiers, but they didn’t have enough cadre to carry out the mission effectively.”

Many times the cadre was made up of sergeants that were being pulled out of the hospital on a part-time basis who didn’t have the necessary leadership background, McKendrick said.

“[That sergeant] might have been an x-ray technician, but he was pulling duties as a platoon sergeant and manning 50 to 55 of these warriors and trying to help them with their problems,” he said. “It was just an impossible mission for any person, no matter how hard or long they worked. It caused a lot of problems for the Soldiers who had issues and couldn’t get them taken care of.”

Unlike like the past, the WTB is made up like most military units in the Army – complete with companies, platoons and squads.

“We now have that extra layer of leadership in the squad leaders. So every platoon sergeant has three squad leaders and that squad leader is the main point of contact for the warrior,” McKendrick said. “So you can imagine how much more time that squad leader has, to not only do the command and control piece of accounting for each warrior, but when they do have problems they are able to help them.”

With the creation of the WTB and the added layers of leadership and new cadre, the ratio is now one squad

leader to 12 warriors, one platoon sergeant to three squad leaders.

The main job of the brigade, which currently serves approximately 690 wounded warriors, McKendrick said, is to allow the warriors to focus on healing, and healing only. The cadre of the WTB is there to take care of all the rest of their issues – promotion problems, pay problems, reminding them of appointments and even physically escorting them to their appointments if needed. Also because the wounded warriors have varying degrees and types of injuries from Post Traumatic Stress Disorder to multiple amputees needing rehabilitation, there are many medical issues and processes that need to be understood by the non-medical cadre.

“We had to create a training program on our own on what we thought the platoon sergeant and cadre needed because no one [in the WTB] has worked in a medical environment before,” said



Photo by Fred W. Baker III

*Col. Terrence McKendrick, left, Warrior Transition Brigade commander, talks with Army Maj. Gen. Eric B. Schoomaker, commander of North Atlantic Regional Medical Command and Walter Reed Army Medical Center, at the brigade's activation ceremony April 25, 2007.*

WTB Command Sgt. Maj. Jim Hartless. “So we had a myriad of experts come from within the hospital and talk about different issues, about processes, how the wards work and the different organizations within the hospital.”

As the program has evolved so too has the training with the emphasis on taking care of the wounded warrior.

“When they come to Walter Reed, they come here first to heal. They don’t come here for a hang nail. It’s a major injury,” he said. “So the first thing is to stabilize them, get them better, out of the hospital and into out-patient care, and start rehabilitation and physical therapy.”

For Able Company 1<sup>st</sup> Sgt. (Name withheld), all this means coordination with numerous agencies and an operations tempo he didn’t expect.

“When I came down on orders, my expectations were that it would be less operations tempo. Once you get here you realize that you have to pick up your operations tempo a bit just to take care of these Soldiers because they are all individuals and as such, they have different disabilities, different situations. These Soldiers need the extra effort,” he said. “Back on the line or overseas, it may be very clear as to what needs to get done. Here, it is not clear and it is a learning process.”

The experience is he likened to being a parent. “On the medical side of the house it is all about being an advocate for the patient; almost being mom. In the line side of

the house you have got to be dad – take care of good order and discipline. I would like to say that some of that good order and discipline brushes off on the medical side of the house, but I can tell you that for sure some of that compassion has brushed off on the good order and discipline side of the house.”

For the platoon sergeants and squad leaders tasked with the duties of command and control of those warriors, has been a learning process as well.

“You have got to have compassion, even after coming off the trail where I was pushing Soldiers and I had that mindset; and I did my first medical evacuation. That was a straight up reverse for me,” said Sgt. 1<sup>st</sup> Class Michael Brown, platoon sergeant for

3<sup>rd</sup> Platoon, Able Company whose last job was a drill sergeant at Fort Jackson, S.C. “We went through 40 hours of training when I got here and I went from drill sergeant mode to really evaluating my leadership style and skills. Compassion was the main thing that stuck in my head from that training.”

“For most combat arms Soldiers, we follow a much stricter, higher level of discipline and we maintain that,” said Staff Sgt. Shad Lorenz, squad leader, 6<sup>th</sup> Platoon, Able Company. “It is something I am very used to – when I say something needs to get done, it gets done without question. Here you have to learn to have more of an understanding, more compassion, because a lot of things here do not work on our schedule; it works on the hospital’s schedule.”

A typical week for the cadre consists of formations on Mondays, Wednesdays and Fridays at 8 a.m. On the off days the warriors must call their respective squad leaders by 7:30

a.m. and inform them of their whereabouts and what appointments they have. After the initial formation or call-in, the cadre then goes about its day of assisting the warriors with any issue they might have outside of the medical arena. The cadre is also there to help the families of the warriors.

“We deal with everything that doesn’t have to do with their medical side or the doctor/case manager work,” said Lorenz. “Everything else the Soldier or their family needs, we take care of it. The only purpose they have here is to heal and either get back in the Army or transition out.”

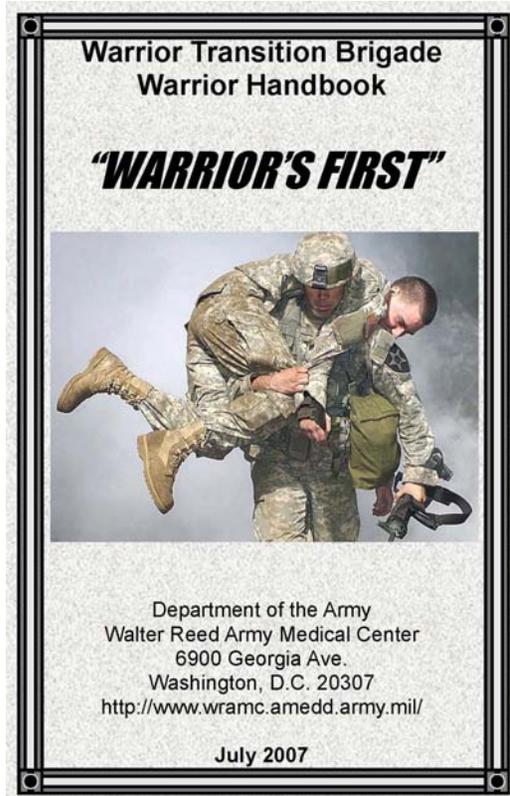
Another aspect of the WTB program is getting the warriors out and about as much as possible during their stay at WRAMC. The warriors visit different places in the Washington, D.C., area and meet with veterans groups

and government agencies that have programs for them.

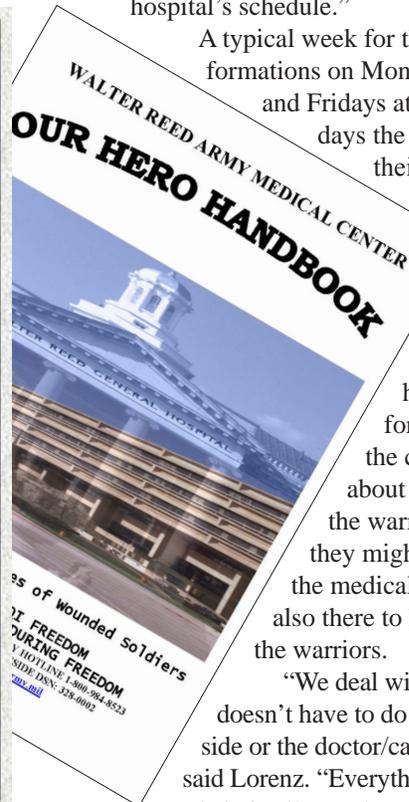
Getting out also includes getting the warriors work training through Operation Warfighter – a Department of Defense program that provides temporary assignments or internships for the warriors to provide a meaningful activity outside of the hospital environment that assists in their wellness while also offering a formal means of transition back to the military or civilian workforce.

The response from the warriors has been overwhelmingly positive, said Hartless.

“You have Soldiers who have been here for a while and saw what it was like in the old system,” he said. “Then you have those



*To help Soldiers and family members navigate the intricacies of warrior transition and rehabilitation, officials at Walter Reed Army Medical Center created two useful handbooks – “Warriors First” and “Our Hero Handbook.” Both handbooks are full of important information to ensure both the warrior and his or her family come first.*



who haven't been here very long and it has been a great response on both ends."

Sgt. Corey Pennethy, a wounded warrior assigned to the brigade, agrees.

"It is pretty self explanatory. If I need anything I just come to the chain of command and check in with them. My squad leader helps me," he said. "The services have been good and I am getting the answers that I need. Nobody is [passing me around]. It's pretty much if I need something, they will help me out."

The establishment of the WTB is being duplicated at military treatment facilities throughout the Army with 18 brigades being established at large posts and 54 Warrior Transition Units at smaller facilities.

Replacing the former medical hold and medical holdover companies – two units that existed to take care of active and Reserve component Soldiers – the new brigades and units are also no longer a responsibility of the garrison commander. They now fall under the leadership of the respective hospital commander.

These units are also using combat veterans instead of medical personnel to provide the leadership. Being a part of that should be on any sergeant's scope, said Hartless.

"I compare this to an Infantry rifle battalion where you have a squad leader and a platoon sergeant and the chain of command is like any other chain of command," he said. "Don't be afraid to be a cadre member here or at any unit. I have a number of drill sergeants here, and that is a difficult job, but they are telling me that this job is harder."

Sometime in January it is expected that there will be 2,000 cadre manning leadership positions in WTBs and WTUs throughout the Army, Kendrick said.

"[Here] we are properly resourced for the mission and we are making an incredible difference," he said. "When you have the resources and are able to recognize what we can do now, you also recognize how difficult it must have been for a platoon sergeant trying to do that job before – trying to account for 50 warriors every day; that is why we didn't accomplish the job of helping them heal very well back then."

For more information on the Warrior Transition Brigade, visit the WRAMC Web site at <http://www.wramc.amedd.army.mil/Pages/default.aspx>, and click on "Warriors in Transition." You can also read a related story at <http://www.wramc.amedd.army.mil/Pages/default.aspx>. 

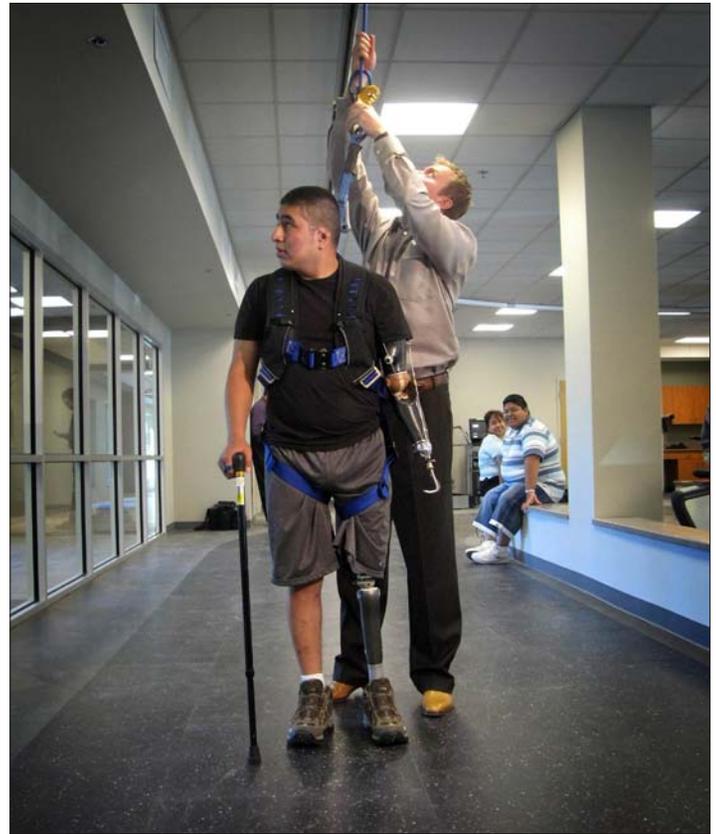


Photo by Fred W. Baker III

**Walter Reed Army Medical Center recently opened a new state-of-the-art Military Advanced Training Center. The \$10 million, 31,000-square-foot facility helps wounded warriors in their rehabilitation. Above, Army National Guard Spc. Marco Robledo is hooked into the harness of the Solo-Step system, a one-of-a-kind system that allows him to practice walking independently without danger of falling. Below, the entrance to Walter Reed Army Medical Center stands as a tribute to those many units served by the facility. The banner reads, "Welcome to Walter Reed Army Medical Center. We Provide Warrior Care."**



Photo by Sgt. Mary Ferguson

# Warrior Transition Unit draws praise

By Chrystal Smith  
Wiesbaden, Germany - Public Affairs

Specialist Joseph Gooch didn't know what to expect as the first injured Soldier reporting to the new warrior transition unit in Wiesbaden, Germany.

"I was jaded when I left the military community at Gies- sen," said Gooch. "I felt they had left us there by ourselves. There wasn't a whole lot there and it seemed like the people who were there didn't want to do anything to help us."

That reality was shaken when he and his family, wife Stefanie, sons Justin and Jeffrey and daughter Zoey, received orders to report to the U.S. Army Garrison Wiesbaden Warrior Transition Unit.

"It was like Christmas and my birthday in one day," said Stefanie. "I was expecting nothing; no one had ever done anything like this."

With the move came the privilege of assisting the garrison team in working out any kinks in the program to better serve future wounded warriors.

"I got to be the guinea pig for the program here," said Gooch. "I say guinea pig, but I haven't been treated anything like one. They were worried that it wasn't adequate but everything has been spectacular."

Garrison personnel representing every directorate collaborated to establish the WTU program in the Wiesbaden community.

Soldier and Family Assistance Center coordinators and cadre provide direct, day-to-day support to wounded warriors and their families in the form of administrative and social work services.

"This was a community project," said Sharon Fields, interim SFAC coordinator. "Our goal was to develop a one-stop shop to minimize the stress on the Soldier and family whereby their sole focus is on the Soldier's healing."

The WTUs were activated in Army communities, in response to the findings of a probe completed in the Spring of 2007 at Walter Reed Army Medical Center, Washington, D.C., to ensure continuous care was met and exceeded for troops injured down-range, and to ease the transition back into the military community and/or civilian life.

The overall goal of the program is to facilitate speedy and effective evaluation and treatment for return to duty or to administratively process the Soldier out of the Army with referral to the appropriate follow-on health care system.

"I've never been treated this nice; it's not the norm for the military," said the 15-year veteran. "As a Soldier [and former Marine], I was used to going to get whatever I needed, but everyone here was willing to bring services and things I needed to me and my family."

The WTU was created as a place where Soldiers are to be assigned or attached while undergoing medical care and rehabilitation.



Photo by Karl Weisel

*Sharon Fields, Wiesbaden's interim Soldier and Family Assistance Center coordinator, describes programs and services available to Spc. Joseph Gooch, his wife Stefanie, and 4-month-old daughter Zoey, at their Wiesbaden Warrior Transition Unit residence.*

"The Army is taking every possible measure to make sure there's not a Soldier left behind," said Fields.

Gooch, who has deployed to Iraq and other locations, suffered an injury during a mishap at his former residence in the Giessen community.

"Let's just say it was like snapping a chicken bone backward a thousand times," he said.

After extensive surgeries, follow-up appointments and rehabilitation, his physical health no longer meets the minimum standard for being in the military.

"I'm confident that everything that they've given me here is more than enough to prepare me for what's ahead," said Gooch.

Though members of the Gooch family are the first beneficiaries of the services at Wiesbaden WTU, officials said they are confident the program is right on track.

"When our Soldier said, with tears in his eyes, 'No one has ever done anything like this for me and my family,'" said Fields. "I knew we were doing the right thing."

# Taking care of his “3 to 6” ... Hundred thousand that is

By David Crozier

**A**mentor and former command sergeant major of the 101<sup>st</sup> Airborne Division and U.S. Army Sergeants Major Academy, once told Command Sgt. Maj. Tod Glidewell that everyone has “their three to six they are in charge of except himself” ... he has more.

Now that Glidewell is the command sergeant major of the Combat Readiness Center and Army Safety Center, Fort Rucker, Ala., he is taking that message to the Army, one unit at a time.

“Command Sgt. Maj. (Ret.) Clifford West told me that a while back when he was my command sergeant major, and what he meant was that if you are a team leader you have three to six Soldiers. If you are a squad leader you have three to six team leaders and so forth up the ladder. The battalion commander has three to six company commanders,” he said. “Well if we take care of our three to six then the job is very easy for all of us and it is very manageable. However, if somebody is not doing their part then it grows to four to eight, 10 to 12, and so on. So what I need to do is to [talk to] these platoon sergeants and below, because they communicate the best with the Soldiers.”

What Glidewell hopes to convey as the new voice of Army Safety is that safety needs to be full circle – a part of the culture of both deployed and garrison life.

“One thing I don’t think we are doing very well on [in garrison] that we do well on in theater and that is we form teams and take them to combat. [Un fortunately] we don’t transition well when we come to the rear,” he said. “In Iraq we will take two hours to conduct a briefing [for a mission] that is going three clicks up the road. But here in the States a lot of times, we as leaders when it comes to 5 o’clock, we give them that 15-minute

brief and we let them go outside the gate and hope they make it back Monday morning.”

Glidewell explained that balance is the key to the full-circle culture.

“The most important thing we believe is to defeat this enemy in the war on terrorism because if we don’t defeat it, it will change our lives forever. But to change that culture I think we have to have balance in garrison as well,” he said. “If we take the time to train our NCOs to take care of Soldiers in a garrison environment, I think that will complete the circle and give us the balance we need.”

Glidewell said that all too often Army leaders get the mindset that when the Army is deploying it is time to ramp up the troops, but fail to recognize that garrison operations are many times more difficult than deployed operations because you have the added stress of family and unit issues.

“While you are deployed all you have is the mission,” he said. “This is a marathon with the war on terrorism. Only through balance are we going to be able to provide NCOs with everything they need to take care of Soldiers and their families to produce a good Soldier that is going to take us through the next deployed operation.”

In his travels around the Army as the new “Safety NCO,” Glidewell is finding that everyone is busy – the operation

tempo is up everywhere – and getting information to the field about safety and Army trends is going to be a challenge. He also knows from experience how limited sergeant major’s time is.

“After being a sergeant major for seven years out in the field, I have found that there is a lot of information and resources out there that go untapped. As a sergeant major you read everything in bits. You get 150 emails a day. If you get one from your boss or next higher up, you read it right away,” he



Courtesy photo

*Command Sgt. Maj. Tod Glidewell, left, congratulates Capt. (now Maj.) Eric Anderson during a change of command ceremony of the 96th Aviation Support Battalion at Camp Speicher, Tikrit, Iraq. Since becoming the first command sergeant major of the Combat Readiness Center and Army Safety, Glidewell has been visiting Army units gathering information on how the CRC can better communicate with leaders.*

said. "Usually you do your emails before 9 a.m. and after 5 p.m. because during the day you want to be out with your Soldiers where you can make the greatest impact."

His challenge then: to find a way to get the important life-saving safety information he is entrusted with to his varied audience where it can be used, but in such a way so as not to occupy their time with needless fill.

"I am asking these sergeants majors and Soldiers what is the best format I can use to get them updates without overwhelming them with information they don't have time to read," he said, adding that he understands the different interests in age groups. "Guys my age read USA Today; kids nowadays, they text message back and forth."

*"In Iraq we will take two hours to conduct a briefing that is going three clicks up the road. But here in the states we as leaders, a lot of times, when it comes to 5 o'clock, we give them that 15-minute brief and we let them go outside the gate and hope they make it back Monday morning."*

Pointing to statistics he has obtained from outside sources about "Generation X," Glidewell explains "they" do not own home phones; they communicate by cell phone. According to a Pugh Institute survey, 80 percent of them believe the most important thing for them to be is rich and famous and their mentors are people very close to them – mother, father, pastor – somebody in their community.

"As a noncommissioned officer, I believe that is our way into the lives of these kids. Nine times out of 10 if you give a Soldier a coin and tell them you want them to give it to the person that has made the biggest impact on their life, they will probably give it to their first or next-level supervisor," Glidewell said. "So we have got to get to these sergeants and develop them, because [these kids] will listen to them."

It is a simple matter of communicating at the right level.

"If I was to go out and stand in front of an Army formation anywhere in the Army at 15 minutes 'til five, Joe is waiting on the man to release him for the day, and if I was to talk about safety it

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*Kenneth O. Preston*  
Sergeant Major of the Army  
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 Military OneSource, Local Chaplain \_\_\_\_\_  
 Military OneSource, Unit Staff Judge Advocate \_\_\_\_\_  
 Military OneSource, Local Family Advocacy, AER (866-878-6378) \_\_\_\_\_  
 Military OneSource, Army Substance Abuse Program (1-800-342-9647), local ASAP \_\_\_\_\_  
 Military OneSource, Installation Staff Judge Advocate \_\_\_\_\_

**Prior to referral, please contact company leadership!**  
 \*Reserve/National Guard Soldiers can contact VA medical and veteran centers that provide veterans with mental health services. Free confidential counseling (up to six sessions) in the civilian community is available for all Soldiers.





# *Leaning forward in the foxhole*

## 41<sup>st</sup> Fires Brigade transitions from DIVARTY

By David Crozier

“Your mission Jim, should you choose to accept it is to transform this division artillery into a fires brigade and be prepared to plan, prepare, execute and assess precision strike, counterstrike, mobile strike and close fires for anyone III Corps designates that you support. You will also need to be prepared to execute full-spectrum combat operations as a Brigade Combat Team if assigned to an area of operations, or to augment combat or combat support forces.

Also during this time you need to continue to send your troops to Iraq in support of the Global War on Terrorism and train other units to prepare them for deployment. You have until October 2007 to be ready to deploy while refitting your unit. This recording will self destruct in one minute.”

While this is not really a tape recording telling Jim Phelps what lies ahead for his Impossible Mission Taskforce, it is a scenario of sorts that was handed to the members of the 41<sup>st</sup> Field Artillery Brigade. To understand the scope of the mission, however, some history needs to be shed.

A member of V Corps stationed at Babenhausen Caserne, Germany, the 41<sup>st</sup> FA Bde. provided artillery support to the 1<sup>st</sup> Armored Division and the 1st Infantry Division and saw action in Operation Iraqi Freedom before being deactivated on July 11, 2005. Most of its units were inactivated or transferred to the United States as part of

the Army’s ongoing transformation. One such unit was the 1<sup>st</sup> Battalion, 21<sup>st</sup> Field Artillery Brigade which after completing a tour in Iraq began a new mission July 29, 2005, to conduct individual readiness training for 4<sup>th</sup> Infantry Division units preparing to deploy. On April 16, 2007 the 4<sup>th</sup> Fires Brigade (formerly 4<sup>th</sup> Infantry Division Artillery) was reflagged as 41<sup>st</sup> Fires Brigade at Fort Hood, Texas, and was transferred to the control of III Corps. The unit also received a prepare-to-deploy order for October 2007, seven months away. In September 2007, the unit conducted a full scale live fire mission readiness exercise at the Doña Ana Range complex at Fort Bliss, Texas; military training area located in New Mexico and its last step to completing the ready to deploy mission order. The unit currently awaits the order to move out.

To get to where they are now was not only an arduous journey, but a learning experience as well.

“In this current operations tempo we [as an Army] are having to turn around quickly and deploy in support of stability and support operations, and counter insurgency operations (COIN) and most of the Army is so focused on those tasks. Whereas our brigade has been singled out as the single Fires Brigade to be ready to go somewhere and blow stuff up in a high intensity conflict,” said Col. Richard Francey, commander of the 41<sup>st</sup> Fires Bde. “So

now that my Soldiers have just returned from a COIN rotation in December 2006, I have to transition them back into their tactical and technical expertise that they signed up for and that is artil-



lery.”

He has the responsibility to not only transition them into the new fires brigade, but reconstitute the unit as well – a unit that for the last three years was doing non-traditional missions in support of OIF. Now they had to become a stand-alone organization that is deployable in support of a theater commander, corps commander or division commander.

Francey said the importance of his NCO Corps was amplified due to the need for a quick transition.

“It is probably more critical in my brigade than in any other brigade because we were so degraded in our proficiencies that we couldn’t stand up at a high level,” he said. “We had to decentralize training in order to achieve one common across the organization in a real short period of time. A lot more responsibility was pushed down to the NCOs to establish tasks, conditions and standards.”

In the early stages of refit and transition, there were some challenges particularly in the equipment and training side of the house.

“The growing pains are basically trying to catch up to what a fires brigade holds you responsible for,” said Sgt. 1<sup>st</sup> Class Anthony Prior, 1<sup>st</sup> Battalion, 21<sup>st</sup> Field Artillery Regiment. “We are still short radios and other equipment, so it is a work in progress. Some of the equipment we do have we had to split out amongst the other batteries because we had like one battery with all the radios, one battery with no radios, one battery with all the trucks and another with no trucks. So we had to split the load [to accomplish training].”

Sgt. 1<sup>st</sup> Class Donald Gamblin, platoon leader for Alpha Company, 26<sup>th</sup> Field Artillery Target Acquisition Battery, said when the unit first came back from Iraq, the main challenge they had was the refit of equipment.

“We had to wait on a lot of equipment to get here and until it came there were a lot of missions we could not do,” Gamblin said. “So we did training that we could focus on like our infantry tactics, range operations and [worked on] MOS knowledge.”

The biggest challenge for the unit was to turn off those many years of non-traditional roles and focus more on the artillery side.

“The whole outlook on the battlefield is totally different than what it used to be. Even with my radar system. It used to be that when we got our emplacement we tried to stretch out as far as we could in case we took a mortar or artillery attack,” said Gambelin. “Once we started getting

into an urban warfare setting, we had to tighten up; stay close to the foxhole, so to speak. So our tactics, techniques and procedures changed for our battle drills. We also have to train on our infantry tactics as well – clearing buildings, doing patrols and so on.”

Because so much of their time was focused on doing non-standard duties in support of OIF, changing the mindset back to artillery proved difficult.

“There is a difference between the two and it is [tough] trying to get Soldiers to turn off that infantry side and turn on the artillery side,” Prior said. “Then again, you still have to mix the two. We are moving forward because we are training with artillery and improvised explosive devices at the same time.”

Prior said the transition has been hard because when the unit first stood up all of their MOS training was pushed aside because of mission requirements to provide individual readiness training for other units that were preparing to deploy.

“It was rough,” he said. “We took experienced chiefs and Soldiers who really don’t know their MOS versus all of the infantry tactics they learned for Iraq, and now we are playing catch up.”

Catch up not only with the “old timers” of the unit, but with the junior Soldiers arriving straight out of Advanced Individual Training.

“When soldiers come from AIT they have to be trained. The AIT training has changed to include things like mock villages, urban warfare, react to IEDs, weapons caches, snipers and so on, but they are not going to know what I know, so we have to train them further,” said Gamblin. “That goes for the MOS stuff as well. When my radar guys come here, they have gotten the foun-



Photo by David Crozier

*After spending more than a week training at the Fort Bliss Doña Ana Range, members of the 41<sup>st</sup> Fires Brigade gather for the rock drill. Right, Lt. Col. Brian Pierce, deputy commander, provides opening comments for the planned mission readiness exercise – the culmination event of the unit meeting its prepare-to-deploy order.*

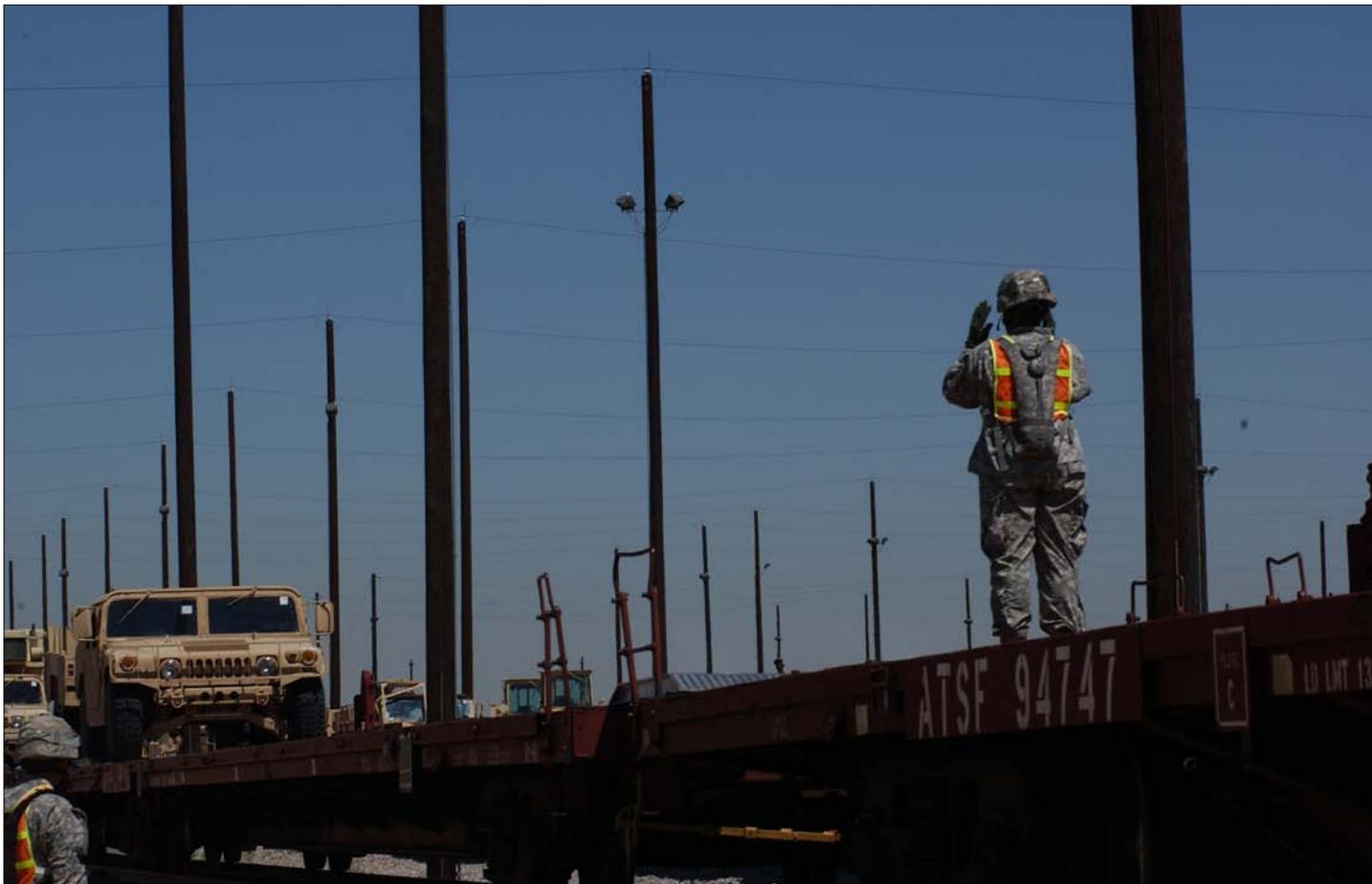


Photo courtesy of 41st Fires Brigade

*With its training mission complete, members of the 41st Fires Brigade marshalled their vehicles from Doña Ana Range to the Fort Bliss, Texas, washrack and railhead placing their fleet on rail cars to be taken back to Fort Hood, Texas, where they will make final preparations for possible deployment. In a very short period of time, the 41st Fires Brigade went from performing non-traditional roles in support of Operation Iraqi Freedom, to reconstituting and retraining their unit back to their critical fire support tasks.*

dation, but they don't know their jobs yet. It is my job to get them up to speed and with this new fight; there is a lot more entailed in teaching them what that job is."

Another issue in trying to get the unit up to speed has been a lack of leadership, Gamblin said.

"When all these other units deploy, they get all the leaders. They have to beef up those units, toughen them up, and they need all the NCOs. That's just the way it goes," he said. "But with the Army short, as we are, it hurts us on leadership. I don't have all the [sergeants] and [staff sergeants] that I need. Everybody is suffering in that area."

That means for many units, including the 41<sup>st</sup>, that the junior ranks are being asked to step up to the plate earlier than they normally would to take on the additional leadership tasks. One Soldier who understands that firsthand is Staff Sgt. John Hunter, Alpha 26 Target Processing chief.

"For myself, I made staff sergeant in less than five years and I got pushed through the ranks quickly because I didn't have the upper level leadership to take that step slowly," he said. "I was kind of forced to step up with very few years of experience. It is the same for many other Soldiers as well."

Hunter said fortunately for him, he had a lot of mentors he could turn to for advice and he quickly learned that being an

NCO means you can no longer play cards and socialize with the junior Soldiers like he was used to doing.

"All the things you used to do with them, you have to stop because they will continue to associate you with the ideas they had about you before you became an NCO," he said.

As for coming to grips with concept of the fires brigade organization, Hunter said it is a learning experience.

"I am still getting used to the idea that this is not a maneuver brigade. There are no elements that would provide fire support; you don't have the pieces that would normally pull your security, to do your route recon and so on. So now the fires brigade relies more on outside sources," he said. "Before, when the brigade was division artillery, we had help from division and other support elements. Now that we are a stand-alone, that support isn't there anymore. I think that is difficult for the leadership and planners because they are now having to pull Soldiers from different areas and tasking them for that support."

Training and leadership is key to the unit's success, said Staff Sgt. Allen Hoffman, a wheel mechanic and battalion technical inspector.

"One of the biggest things is dealing with personnel, trying to make sure you have enough NCOs in leadership and keeping track of the lower enlisted," he said. "We have a lot of new

Soldiers straight out of AIT that have never been anywhere, done anything; and it is a big job for all the NCOs to get them trained, ready for deployment, teach them how to work on equipment, operate it and so on. Training is the biggest thing we are dealing with.”

Hoffman said the unit came up with a plan, worked through the training issues and used a lot of after action reviews, hands-on training and instruction to accomplish the mission. The one main thing that he said made it all work was being patient.

“You have to be patient with AIT Soldiers and teach them,” he said. “They are going to make mistakes. It is our job to keep on them and guide them [down] the right path.”

Keeping everyone on the right path and ensuring the brigade meets its ready-to-deploy order is the job of Command Sgt. Maj. Kelvin Hughes, the brigade command sergeant major. Hughes said it has been a long journey, but one he cherishes.

“Being the first command sergeant major of the fires brigade means a lot,” he said. “I am about discipline and standards. That is what drives a unit whether it be training or Soldiering. And when you get an influx of new Soldiers in the brigade, especially standing up a fires brigade, that’s where it has to start.”

Hughes said mission success means that his NCOs need to be on top of their game down to the lowest levels of leadership.

“The critical tasks start at the squad leader level and that’s where we try to focus our efforts at making sure those junior leaders are doing the right things with the Soldiers – doing Sergeant’s Time training, battle drills, individual Soldier tasks – so that the battery can go out and train on those collective tasks we have to do to meet the brigade mission,” he said. “To sharpen those skills that these guys are trained to do and get them back on the mindset of being a fires brigade has been a long journey. We have seen nothing but a lot of great leaders and units come together to get this brigade put together like it is supposed to be.”

Hughes places much of the credit for the unit’s success on his NCOs.

“To come out [to Doña Ana] and do this MRX and push the Soldiers and unit such a long distance – to be on the battlefield and to do it successfully, says a lot of the NCOs in this brigade,” Hughes said. “We all know the NCOs are the backbone of the Army and they are the executioners that go out there and ensure the Soldiers are doing things safely and doing their jobs effectively, providing the fire support capability to the brigade. We have accomplished a lot over a short period of time.”

For now, the brigade, having completed transition and reset, is awaiting orders to go blow stuff up. They are anxiously leaning forward in their foxholes. 📍



*The 41<sup>st</sup> Fires Brigade lights up the night sky over Doña Ana Range with a live fire launch during its mission readiness exercise.*

Photo courtesy of 41<sup>st</sup> Fires Brigade

# PHOTO JOURNAL

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 they're 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 names of Individuals 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](mailto:ATSS-SJ-NCOJOURNAL@bliss.army.mil).

## LOYALTY

Photo by Cherie A. Thurlby



The U.S. Army Band plays during an enlisted call with Chairman of the Joint Chiefs of Staff Gen. Peter Pace at the Pentagon Sept. 20.

Photo by Air Force Staff Sgt. Shawn Weismiller

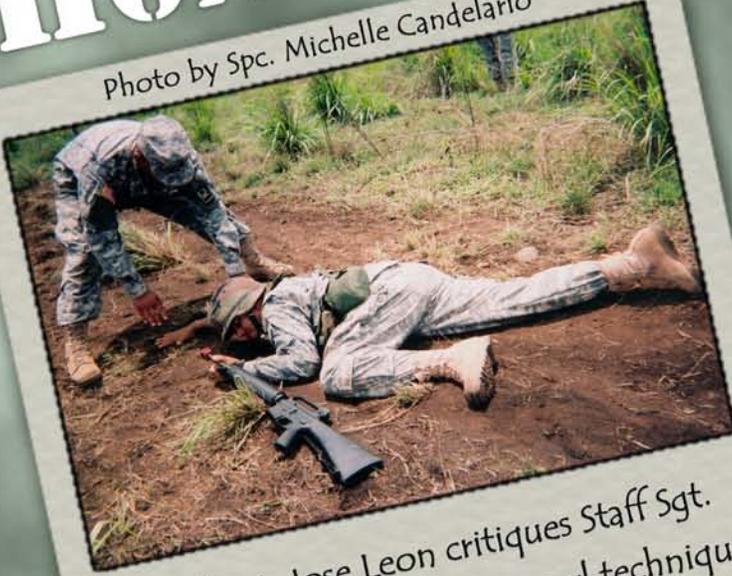


Basic Training Soldiers negotiate a patrol at Fort Jackson, S.C.

## SELFLESS SERVICE

# HONOR

Photo by Spc. Michelle Candelario



Staff Sgt. Jose Leon critiques Staff Sgt. Roberto Rodriguez's low crawl technique during an exercise in Puerto Rico.

# INTEGRITY

Photo by Staff Sgt. Russell L. Klika



Soldiers from 3rd Brigade Combat Team, 101st Airborne Division gather intelligence along the Syrian/Iraqi border.

# DUTY

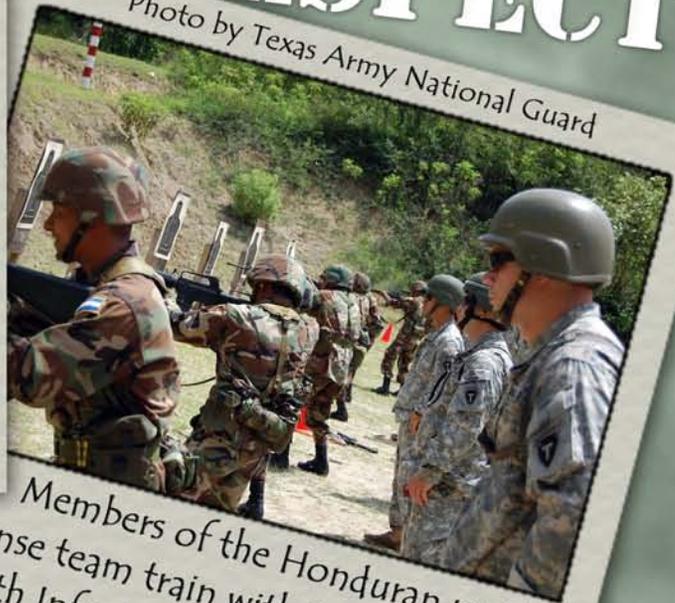
Photo by Staff Sgt. Michael L. Casteel



Soldiers take cover behind their vehicles during a firefight near Allah Say, Iraq.

# RESPECT

Photo by Texas Army National Guard



Members of the Honduran rapid response team train with Soldiers from the 36th Infantry Division, Texas Army National Guard.

# PERSONAL COURAGE

# Army National Guard 101

By Command Sgt. Major John D. Gipe  
8th Command Sergeant Major Army National Guard

To all Warriors serving today, I want to express my profound gratitude and respect for the sacrifices you and your families continue to make on a daily basis. As I travel around meeting with Soldiers of all components of our Army, I continue to receive a lot of questions about the Army National Guard (ARNG) and why we are different, why we have different duty statuses, why we have a different promotion system, and so on. Everyone is well aware of the role the ARNG is playing in supporting the Army in Iraq and Afghanistan. I hope to be able to clear up some of the “myths” about the ARNG and let you know what else the 353,000-plus Soldiers of the ARNG do on a daily basis for citizens of this great country. So I will call this Army National Guard 101.

The ARNG is the oldest military organization in the United States, based on the militias that were formed to protect the fledgling colonies prior to the actual birth of this nation. We celebrated our 371<sup>st</sup> birthday on Dec. 13, 2007. Our foundation is in Article I of the Constitution, which calls for each state to provide a militia for the defense of the country.

The National Guard, which also includes the Air National Guard, is the only organization with a dual mission in the U.S. military. We have both a federal and a state mission. The federal mission is to provide the president with fully trained, combat ready forces. The state mission is to provide the governors with a capability to respond to a natural disaster, civil unrest or other emergency. The National Guard is the only military component that can provide support to law enforcement organizations without a special presidential declaration (the Insurrection Act). While performing tasks for a governor, Soldiers fall under one of two duty statuses: 1) State Active Duty, funded by the states; and 2) Title 32 Active Duty, funded by the federal government but under control of the governors.

The “headquarters” of the National Guard is the National Guard Bureau (NGB). It acts as the clearing house for national policy and funding for the Army and Air National Guard. It is not a headquarters in the traditional sense of the word, as it has no command and control over the individual states. The adjutants general (TAG) of the states and territories serve as the commanders of their respective National Guard units within the states where the governors are the commanders in chief. NGB provides national policy and controls funding of the individual states, but the TAGs retain command under their governors until their forces are called to active duty by the president, who then assumes the role as commander in chief. The TAGs also retain promotion authority over their Soldiers, even when they are mobilized for active duty and fall under an active duty chain of command. This is necessary to ensure that the number of Soldiers in each pay grade,

authorized by Congress in force structure allocations, is not exceeded. That would lead to a shortfall in funding. Promotions in the ARNG are based on vacancies within the units. A Soldier cannot be promoted until there is a vacant position to occupy.

Now that I have explained some of the idiosyncrasies of the Guard, let me tell you what the proud men and women of the ARNG do on a daily basis and some of their recent accomplishments. The U.S. Army is located in approximately 60 forts and other places in the United States. The ARNG is a community-based organization that has more than 2,900 locations in the 50 states, the District of Columbia and the three territories of Guam, Puerto Rico and the U.S. Virgin Islands. These include readiness centers, training sites, regional training institutes and a joint forces headquarters in each state and territory.

As of Nov. 30, 2007, the ARNG has mobilized 291,000 Soldiers for overseas operations. This includes operations in Iraq, Afghanistan, the Horn of Africa, Kosovo, the Sinai and Guantanamo Bay, Cuba. It also includes peacekeeping operations in Bosnia, force protection missions for the U.S. Army and Air Forces in Europe. These are missions that most of you are familiar with. Here are some you may not know about but that are just as important to our overall mission.

Army National Guard air defense artillery units, working in conjunction with Air National Guard fighter wings, ensure the safety of the skies around the nation’s capital. Working in conjunction with law enforcement and other agencies, every day more than 1,800 ARNG Soldiers support national counter-drug operations, working to stop the flow of illegal drugs into the nation.

Currently, in response to a presidential directive, more than 2,300 ARNG Soldiers are performing duty as part of Operation Jump Start. Their mission is to support the U.S. Customs and Border Patrol in securing and controlling the southwest border of the United States. This mission peaked last summer with more than 6,000 Army and Air National Guard Soldiers and airmen participating. One of the key reasons for this mission is one you won’t hear in the press. It is estimated that 85-90 percent of the illegal drug traffic entering the United States flows through the 1,952 miles of our southwest border. Last year alone, the Customs and Border Patrol, supported by the National Guard, confiscated an estimated street value of over \$9.9 billion worth of illegal drugs, along with more than \$315 million in cash. They arrested more than 69,000 individuals in conjunction with these illegal operations.

Every day approximately 1,000 Soldiers are in either state active duty status or Title 32, providing various support missions throughout the United States to include protection of critical infrastructure facilities and support to local police in New Or-



leans, an ongoing mission from Hurricane Katrina. On average, another 1,100 Soldiers are on duty in their role as the governors' first military responders. Their missions include natural disaster response, supporting fire and police during wild fires, providing water purification and distribution of potable water to drought-stricken areas and supporting seaport officials in inspecting incoming ships and their cargo.

The ARNG is moving aggressively forward in its new role as an operational reserve and a key component in current and future military operations. Based on current projections, the ARNG will provide roughly 55,000 Soldiers to the war fight on an annual basis if the need remains equivalent to today's operation's tempo. In order to do so, we must continue to recruit new Soldiers into our ranks and retain those in key positions at the E-5, E-6 and E-7 positions. To do so, the ARNG has put several programs in place. These programs have proven to be extremely successful in helping us recruit new patriots and keep the proven Warriors.

During the past two years, the Army National Guard has increased its end strength by more than 24,000 Soldiers. This amount is greater than the

eight-year Mandatory Service Obligation (MSO), at which time they can receive an additional \$20,000 bonus. This program was introduced in October 2007 and is expected to help the Army grow to meet its new end-strength goals.

I hope this has helped you understand the ARNG and the commitment our great citizen-Soldiers reflect on a daily basis. It is a role that we all relish and are proud of. The reserve components of the Army (the Army National Guard and the U.S. Army Reserve) are proud to be standing shoulder-to-shoulder with our



Photo by Staff Sgt. Russell Lee Klika

Whether it is training for deployments in support of Operations Iraqi and Enduring Freedom at Fort Dix, N.J. (above), assisting San Diego County Sheriff's office during the California Wildfires (left), or patrolling the streets of New Orleans after Hurricane Katrina (below) the Army National Guard stands ready to fulfill its mission, as citizen Soldiers.



Photo by Staff Sgt. Jim Greenhill

rest of the U.S. military combined. This was accomplished by focusing on the communities we live in. The Guard Recruiter Assistant Program (GRAP) was the first program of its kind to provide traditional Guard Soldiers the opportunity to bring their peers into their units and pay those Soldiers a bonus to do so. More than 126,000 Soldiers have participated in this training. With the support of the Department of Defense and the Department of the Army, recruiting and retention bonuses have been increased for reserve component Soldiers so that they are much closer, if not equal to, their active duty counterparts.

The latest program is Active First, which allows ARNG recruiters, along with Soldiers in the GRAP program, to place recruits into active duty. Recruits can sign up for 30-48 months of active duty, receiving a bonus of \$20,000-\$40,000 based on their commitment. Once their commitment to active duty is finished, they have two options. They can re-enlist to stay on active duty, or they can transition to the ARNG for the remainder of their



Photo courtesy Department of Defense

active duty brothers and sisters and take pride in our abilities as warriors. As the senior noncommissioned officer in the ARNG, I feel tremendous pride and satisfaction in the manner in which our Soldiers accomplish their missions on a daily basis. I am equally proud of the families and employers who support their Soldiers, allowing them to fulfill their obligations as citizen-Soldier, warriors and patriots.

# John Champe: The Courageous Coward

By Master Sgt. Eric B. Pilgrim

“Deserter!” “Disgraceful fiend!” “Is that any way for a sergeant major to act?”

“That coward!”

Can you imagine what it must feel like to know your unit’s top noncommissioned officer – the hero who is supposed to live and breathe Army Values, that ultimate example of how NCOs should conduct themselves – snuck out of camp in the middle of a war, in the middle of the night and joined the ranks of the enemy?

Without a hint of his intentions, Sgt. Maj. John Champe did just that Oct. 20, 1780. As camp guards from his famed Lee’s Light Horse Corps posted watch around Totowa, N.J., near midnight, Champe slipped quietly past them on horseback and made a run for the coast at Communipaw Bay near Bergen. His goal was to

board a British warship bound for New York and join the ranks of another, much more famous deserter; Gen. Benedict Arnold.

Champe’s mission was not as simple.

As one of the first sergeants major in American history, Champe was described by his commander, Maj. Henry “Light Horse Harry” Lee, as “rather above the common size, full of bone and muscle, with saturnine countenance, grave, thoughtful and taciturn-of tried courage and inflexible perseverance.” He would need all of that and more to preclude getting killed by U.S. Soldiers while deserting. Even if he was successful in evading his own men, he would face convincing the British that he no longer believed in the American ideal of liberty and freedom from tyranny.

The latter task should’ve proven much easier because the American public in general, as well as a growing number of Soldiers including Arnold, had begun losing patience with the war. They had also lost confidence in the Army’s ability to win. Convincing the British would’ve also proven much easier had Champe actually deserted and gone to the other side, but he hadn’t.

Champe was, in fact, following the orders of the officers appointed over him; secret orders developed by Lee and approved by Gen. George Washington. Lee wanted Champe to “desert” and join forces with Arnold. Once “in,” his plan was to secretly kidnap Arnold and get him back to New Jersey to be tried for treason. Washington was very specific in insisting that Arnold not be killed, or even harmed, during the kidnapping.

Added to Champe’s mission was another task: conduct a clandestine investigation of other Continental officers also suspected of being turncoats.

Of particular concern to Washington was General Horatio Gates – a New Englander who once served as a British regular army officer. Early in the war, Gates offered his services and Washington appointed him as adjutant general of the Continental Army. Eager to take credit for any victory and shed it for any

defeat, Gates strategically assumed command of the Northern Department just before its field commanders, which included Arnold, delivered a stunning defeat to the British at Saratoga.

That was then; before a fed up and financially opportunistic Arnold suddenly traded in his blue coat for British red. Washington needed answers, and fast. Lee convinced him that he had an outstanding NCO within his ranks who would be perfect for the job: Sgt. Maj. John Champe.



Because of the danger of the mission, only Washington, Lee and Champe knew what he had to accomplish – assuming he didn’t get shot and killed by his own men in the process.

Around 11 p.m., that night, that assumption almost became a reality as he rode up on a remote Continental Army outpost. Realizing there was no way to produce a viable reason for being there, Champe spurred his horse through the outpost before Soldiers had a chance to react and Champe raced for the coast. His only help came in the form of Lee who, when approached by an officer requesting permission to go after Champe, stalled. This gave Champe about a 20-minute window of opportunity to disappear before a search party could find him.

Good fortune shone down on Champe and, with covering fire from a British frigate, he was able to successfully desert and make it into Arnold’s camp. The desertion of such a high-ranking NCO, coupled with other desertions, also served to convince British forces that the American will had grown weak and was on the verge of crumbling.

However, fortune would not allow Champe the opportunity to capture Arnold. On the very day he was to kidnap Arnold, higher headquarters gave Arnold the green light to invade the Chesapeake area.

Champe was still successful in gathering critical intelligence about British operational plans, American deserters and the truth about Gates’ involvement in Arnold’s treasonous act. He eventually “deserted” back to the American side and to Washington with his findings.

Washington quietly lauded Champe as a true hero and a shining example of the importance of the NCO Corps, and Lee honorably discharged him in order to protect him from being captured and hanged by the British. Uninterested in bragging about his accomplishments, Champe quietly retired in Loudoun County, Va., as others continued the fight for liberty and freedom.

Champe’s unique mission and outstanding service to the nation would not be rewarded. He would eventually move to Kentucky in search of his own freedom from accusations of cowardice; there he would die. Lee, whose offspring would become famous for his leadership in another war, eventually wrote about Champe’s courage. Washington would earn distinction for his leadership as the Nation’s first president. And Champe – forever quietly, humbly a true hero. 🏠



# Roll call

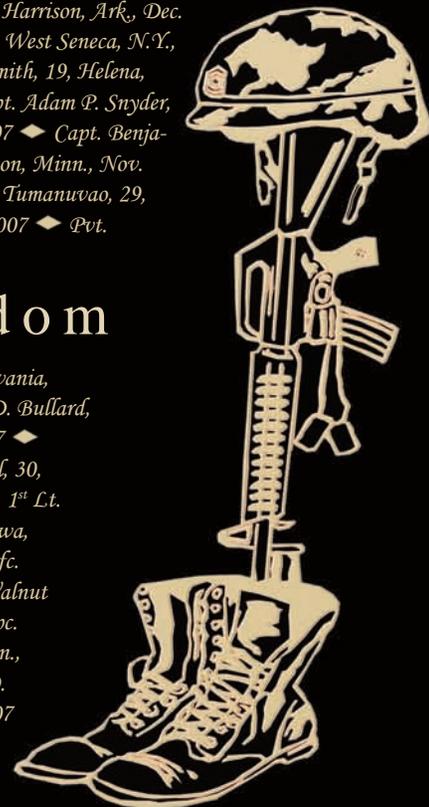
o f t h e f a l l e n

## Operation Iraqi Freedom

2<sup>nd</sup> Lt. Tracy Lynn Alger, 30, New Auburn, Wis., Nov. 1, 2007 ♦ Spc. Derek R. Banks, 24, Newport News, Va., Nov. 14, 2007 ♦ Sgt. Kenneth R. Booker, 25, Vevay, Ind., Nov. 14, 2007 ♦ 2<sup>nd</sup> Lt. Peter H. Burks, 26, Dallas, Texas, Nov. 14, 2007 ♦ Pvt. Cody M. Carver, 19, Haskell, Okla., Oct. 30, 2007 ♦ Pfc. Adam J. Chitjian, 39, Philadelphia, Pa., Oct. 25, 2007 ♦ Pvt. Isaac T. Cortes, 26, Bronx, N.Y., Nov. 27, 2007 ♦ Pfc. Dwane A. Covert Jr., 20, Tonawanda, N.Y., Nov. 3, 2007 ♦ Staff Sgt. Carletta S. Davis, 34, Anchorage, Alaska, Nov. 5, 2007 ♦ Sgt. Kyle Dayton, 22, El Dorado Hills, Calif., Dec. 3, 2007 ♦ Cpl. Blair W. Emery, 24, Lee, Maine, Nov. 30, 2007 ♦ Pfc. Marius L. Ferrero, 23, Miami, Fla., Nov. 18, 2007 ♦ Spc. Jermaine D. Franklin, 22, Arlington, Texas, Nov. 9, 2007 ♦ Sgt. Steven C. Ganczewski, 22, Niagara Falls, N.Y., Nov. 16, 2007 ♦ Spc. Benjamin J. Garrison, 25, Houston, Texas, Nov. 27, 2007 ♦ Sgt. Louis A. Griese, 30, Sturgeon Bay, Wis., Oct. 31, 2007 ♦ Spc. Melvin L. Henley Jr., 26, Jackson, Miss., Nov. 21, 2007 ♦ Sgt. Eric J. Hernandez, 26, Chadwick, N.J., Dec. 4, 2007 ♦ Pfc. Rush M. Jenkins, 22, Clarksville, Tenn., Oct. 30, 2007 ♦ Sgt. Samuel E. Kelsey, 24, Troup, Texas, Dec. 13, 2007 ♦ Sgt. Christopher R. Kruse, 23, Emporia, Kan., Nov. 13, 2007 ♦ Spc. David E. Lambert, 39, Cedar Bluff, Va., Oct. 26, 2007 ♦ Spc. Johnathan A. Lahmann, 21, Richmond, Ind., Dec. 10, 2007 ♦ Cpl. Jason T. Lee, 26, Fruitport, Mich., Nov. 18, 2007 ♦ Sgt. Mason L. Lewis, 26, Gloucester, Va., Nov. 16, 2007 ♦ Staff Sgt. John D. Linde, 30, New York, N.Y., Nov. 5, 2007 ♦ Sgt. 1<sup>st</sup> Class Jonathan A. Lowery, 38, Houlton, Maine, Dec. 14, 2007 ♦ Sgt. Daniel L. McCall, 24, Pace, Fla., Oct. 30, 2007 ♦ Capt. Timothy I. McGovern, 28, Indiana, Oct. 31, 2007 ♦ Staff Sgt. Jonathon L. Martin, 33, Bellevue, Ohio, Nov. 22, 2007 ♦ Pfc. Casey P. Mason, 22, Lake, Mich., Nov. 13, 2007 ♦ Pfc. Adam J. Muller, 21, Underhill, Vt., Nov. 5, 2007 ♦ Spc. Brynn J. Naylor, 21, Roswell, N.M., Dec. 13, 2007 ♦ Spc. Christine M. Ndururi, 21, Dracut, Mass., Nov. 6, 2007 ♦ Cpl. Christopher J. Nelson, 22, Rochester, Wash., Nov. 18, 2007 ♦ Sgt. Alfred G. Paredes Jr., 32, Las Vegas, Nev., Nov. 20, 2007 ♦ Spc. Randy W. Pickering, 31, Bovey, Minn., Dec. 9, 2007 ♦ Sgt. Austin D. Pratt, 22, Cadet, Mo., Dec. 15, 2007 ♦ Spc. Matthew K. Reece, 24, Harrison, Ark., Dec. 1, 2007 ♦ Cpl. Peter W. Schmidt, 30, Eureka, Calif., Nov. 13, 2007 ♦ Sgt. Daniel J. Shaw, 23, West Seneca, N.Y., Nov. 5, 2007 ♦ Spc. Ashley Sietsema, 20, Melrose Park, Ill., Nov. 12, 2007 ♦ Pvt. Daren A. Smith, 19, Helena, Mont., Dec. 13, 2007 ♦ Spc. Brandon W. Smitherman, 21, Conroe, Texas, Oct. 31, 2007 ♦ Capt. Adam P. Snyder, 26, Fort Pierce, Fla., Dec. 5, 2007 ♦ Sgt. Derek T. Stenroos, 24, North Pole, Alaska, Nov. 5, 2007 ♦ Capt. Benjamin D. Tiffner, 31, West Virginia, Nov. 7, 2007 ♦ Sgt. 1<sup>st</sup> Class John J. Tobiasson, 42, Bloomington, Minn., Nov. 28, 2007 ♦ Staff Sgt. Robin L. Towns Sr., 52, Upper Marlboro, Md., Oct. 24, 2007 ♦ Sgt. Lui Tumanuvao, 29, Fagaalu, American Samoa, Nov. 7, 2007 ♦ Sgt. Joseph M. Vaneck, 22, Elmhurst, Ill., Nov. 12, 2007 ♦ Pvt. Dewayne L. White, 27, Country Club Hills, Ill., Dec. 4, 2007

## Operation Enduring Freedom

Cpl. Joshua C. Blaney, 25, Matthews, N.C., Dec. 12, 2007 ♦ Capt. David A. Boras, 30, Pennsylvania, Nov. 12, 2007 ♦ Sgt. Joshua C. Brennan, 22, Ontario, Ore., Oct. 26, 2007 ♦ Staff Sgt. James D. Bullard, 28, Marion, S.C., Oct. 30, 2007 ♦ Maj. Jeffrey R. Calero, 34, Queens Village, N.Y., Oct. 29, 2007 ♦ Staff Sgt. Joseph F. Curreri, 27, Los Angeles, Calif., Oct. 27, 2007 ♦ Staff Sgt. Michael J. Gabel, 30, Crowley, La., Dec. 12, 2007 ♦ Staff Sgt. Gregory L. Elam, 39, Columbus, Ga., Dec. 11, 2007 ♦ 1<sup>st</sup> Lt. Matthew C. Ferrara, 24, Torrance, Calif., Nov. 9, 2007 ♦ Spc. Adrian E. Hike, 26, Callender, Iowa, Nov. 12, 2007 ♦ Staff Sgt. Patrick F. Kutschbach, 25, McKees Rocks, Pa., Nov. 10, 2007 ♦ Pfc. Joseph M. Lancour, 21, Swartz Creek, Mich., Nov. 10, 2007 ♦ Spc. Sean K. A. Langevin, 23, Walnut Creek, Calif., Nov. 9, 2007 ♦ 2<sup>nd</sup> Lt. Stuart F. Liles, 26, Hot Springs, Ark., Nov. 13, 2007 ♦ Spc. Hugo V. Mendoza, 29, Glendale, Ariz., Oct. 25, 2007 ♦ Sgt. Jeffery S. Mersman, 23, Parker, Kan., Nov. 10, 2007 ♦ Cpl. Tanner J. O'Leary, 23, Eagle Butte, S.D., Dec. 9, 2007 ♦ Sgt. Edward O. Philpot, 38, Latta, S.C., Oct. 23, 2007 ♦ Spc. Lester G. Roque, 23, Torrance, Calif., Nov. 10, 2007 ♦ Staff Sgt. Larry I. Rougle, 25, West Jordan, Utah, Oct. 23, 2007 ♦ Sgt. 1<sup>st</sup> Class Johnny C. Walls, 41, Bremerton, Wash., Nov. 2, 2007



Editor's note: This is a continuation of the list that was started with the October 2003 issue of *The NCO Journal* and contains those names released by the Department of Defense between October 24 and December 17, 2007.

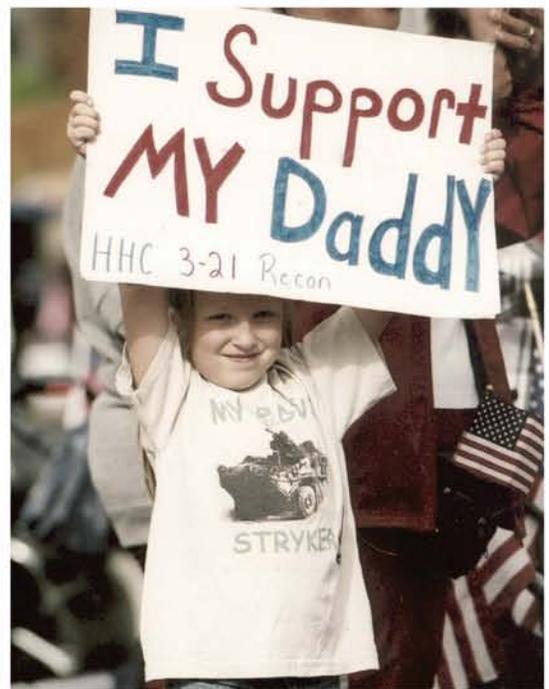
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