

# THE NCO JOURNAL

VOL: 19, ISSUE: 4 APRIL 2010

A MONTHLY FORUM FOR PROFESSIONAL DEVELOPMENT



# JTF NORTH

**HELPING PROTECT OUR BORDERS**

PAGE 8



### ON THE COVER

Sgt. John Mason of the 103rd Horizontal Company, 94th Engineering Battalion from Fort Leonard Wood, Mo., talks with U.S. Border Patrol Agent Larry Ramirez on a new road along the northern levee of the Rio Grande. The road, to be used to patrol the international border at Laredo, Texas, was constructed by Soldiers as part of a training mission organized by Joint Task Force North.

Photo by Michael L. Lewis



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*We honor the men and women who have sacrificed their lives in current operations around the world.*



**PUBLISHER** - Sgt. Maj. of the Army Kenneth O. Preston **BOARD OF DIRECTORS** - Command Sgt. Maj. Raymond F. Chandler III, Commandant; Command Sgt. Maj. Richard S. Rosen, Deputy Commandant; Charles E. Guyette, Chief of Staff; Jesse W. McKinney, MA, Director, Personnel and Administration **EDITOR** - David B. Crozier DSN 621-1046 **SENIOR MILITARY JOURNALIST** - Master Sgt. Antony Joseph DSN 621-1043 **JOURNALISTS** - Linda Crippen, Michael L. Lewis, Cindy Ramirez, Angela Simental, Stephanie Sanchez, Spc. Samuel Phillips **GRAPHICS** - Sgt. Russel C. Schnaare and Pfc. David Gafford. *The NCO Journal* is a professional publication for Noncommissioned Officers of the U.S. Army. Views expressed herein are those of the authors. Views and contents do not necessarily reflect official Army or Department of Defense positions and do not change or supersede information in other official publications. Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members. The Secretary of the Army approved funds for printing this publication in accordance with provisions of AR 25-30. **Distribution:** *The Journal* is distributed through the U.S. Army Publishing Agency, Distribution Operations Facility, 1655 Woodson Road, Overland, MO 63114-6128 (Phone: (314) 263-7305 or DSN 693-7305). Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-Series requirements (12-05 Block 0041). Submissions: Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Contacts: Our FAX number is DSN 621-8484 or (915) 744-8484. Or call, (915) 744-1046 or DSN 621-1046. Our e-mail is: ATSS-SCN@conus.army.mil Letters: Letters to the Editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing. *The NCO Journal* (ISSN 1058-9058) is published monthly by the U.S. Army Sergeants Major Academy, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002. Periodicals postage is paid at El Paso, Texas and at additional mailing offices. POSTMASTER: Send address changes to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SCN, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002.

From the CSM

# What is wrong with the NCO Corps?

By Command Sgt. Maj. Dennis M. Carey  
FORSCOM

What is wrong with the NCO Corps? I'm asked that question, or similar ones, regularly as I travel throughout the Army. While I truly believe there is nothing essentially wrong with our Corps, it can use some adjustments to make it better.

The first thing we need to do is dispel the myth that Soldiers are becoming sergeants too early. If you look across our formations, you will find quite a few senior NCOs who were promoted early in their careers, many after just two years in service. They have done quite well.

However, what we as an NCO Corps are not doing well is mentoring our young sergeants. Every successful sergeant has had at least one good mentor – someone who took the Soldier under his or her wing and showed the Soldier what right looks like – a noncommissioned officer who let Soldiers learn from their mistakes, but never let them make a costly one. Our senior sergeants need to get back to mentoring Soldiers; we can no longer say we don't have time. If we don't start now, we will be out of time.

There is no doubt we have a battle-hardened NCO Corps. Tactically, we are as proficient as any time in my 32 years of service. Technically, competence is where we need some work. One of our core competencies has always been taking care of Soldiers, and a big part of that is making sure we are proficient in all aspects of our duties. But, are we?

Everyone uses the right buzz words, "support" of the Noncommissioned Officer Education System, "counseling," "teaching," "coaching" and "mentoring." But, do we really know how to do these? All of these responsibilities can be honed on the battlefield, but they must be taught first in the classroom or orderly room. However, we have thousands of Soldiers who have not yet attended Warrior Leader Course.

The education of our sergeants is where we are lacking. We need to get everyone who needs to go to school into school. Our NCO Corps became the finest in the world because of quality Soldiers and the best education system in the world. We have seen countries all over the world, some of them former enemies, ask for our instructors to help them build their own NCOES. Yet, we seem to think it's not needed for us anymore.

We need NCOES now more than ever. We will eventually return to an Army Force Generation cycle that has units and Soldiers spending more time at home station and home station training. But, will we be able to train without a wartime mission or upcoming deployment to tie into? Will we be able to adapt to three or four or more years dwell time? Will our Sergeants be

able to handle the pressures of life in garrison? We will, because I believe in our sergeants.

However, we must start now to prepare for those future days. We must reinvigorate the NCO and get our sergeants into school. We must begin to actively mentor young sergeants outside of the schoolhouse. Every NCO from sergeant to command sergeant major needs to learn more about their Soldiers and take an active interest in their advancement. We need to make sure we are counseling Soldiers on a regular basis and giving them the purpose, direction and guidance that all Soldiers need and want.

I could go on and on about how we did it when I was a young sergeant, but that was a different time. One thing that hasn't changed in my 32 years of service though, is that the key to a successful NCO Corps is having sergeants who care about their Soldiers, not just during missions or when they are deployed, but back in garrison as well.

Looking after your Soldiers when deployed is relatively easy. You're with them 24 hours a day, seven days a week. The hardest part, however, is when you all return and go your separate ways. This is when sergeants have their most difficult challenges, and this is when Soldiers have the most problems and need you the most.

Senior NCOs must ensure we have given sergeants every tool they need and every opportunity to better their skills. We must make sure we are training and developing well-rounded NCOs who are not only tactically competent on the battlefield, but also are technically competent in garrison. Our legacy is to make the Army better and to prepare our subordinates to take our place.

No Army in recent history has done what we have done. But instead of resting on our laurels, we must also look at where we are lacking. We have a backlog of thousands of Soldiers who have not attended NCOES. Counseling and mentoring tend to be afterthoughts or check-the-box requirements, and training is deployment-focused only.

We will adjust. Soldiers and NCOs are too smart and resilient not to. But we need to start adjusting now. If we don't, the strength and future of the NCO Corps could be at stake.



Command Sgt. Maj. Dennis Carey

*Command Sgt. Maj. Dennis M. Carey was appointed as the 15th command sergeant major of U.S. Army Forces Command on Jan. 25, 2006. He serves as the FORSCOM commanding general's personal advisor on all matters relating to enlisted Soldiers with emphasis on training, safety and quality of life. Carey has served in every leadership position from team leader to command sergeant major. He has also served as a drill sergeant, operations sergeant and NCO Academy instructor.*

## Our Thoughts

# Another new beginning

Over the past year, we have made many changes at the *NCO Journal* as a result of the Year of the NCO initiatives. We increased the size of our staff to help us bring you the news you need to succeed. That increase in staff was the prerequisite for us to take the magazine from a quarterly publication to a monthly. Doing this has allowed us to expand our focus and energies to bring you stories that are timely, relevant and address the full spectrum of issues affecting today's NCOs. We hope you agree that the look and content of your magazine has improved greatly.

While we were making all these changes, it was always our intent to also increase the size of the magazine. That was a part of our Year of the NCO initiatives that had to wait until some other events fell into place.

I am happy to announce those events have occurred, and if you didn't notice when you picked up this magazine, it is a little heavier than in the past. That's because we have added 16 more pages.

This expansion means we are now better able to bring you more relevant information about the issues that affect you, your profession and your Soldiers. Our staff stands at the ready to do just that, and are busy traveling around the Army getting those stories. With more pages at our disposal, we can also dedicate pages for submissions from you, the NCO. That means you can take your expertise as an NCO and your experiences in mentoring, counseling, training and caring for Soldiers, and write about it in your *NCO Journal* for all to benefit. That's what NCOs do on a daily basis anyway, isn't it? Take care of Army business? All we are asking you to do is put it in writing. Think of it as a living legacy for future Soldiers to gain knowledge – training the future of the Corps.

To give you the opportunity to do this, we will set aside, depending on the number of submissions we receive from the field, up to six pages each month for stories written by NCOs. In this issue, you will see a couple of stories written by NCOs that were originally sent to the Combined Arms Center to be considered as entries for last year's Gen. William E. DePuy professional writing competition. While these articles were not selected for the prestigious award, the folks at CAC felt they are more than worthy of publication and offered them to us for inclusion into the *NCO Journal*. We are providing them to you as examples of what to submit.

So here's your chance to make your voice heard. This is your section. But, before you start putting pen to paper, let us set some ground rules. This section should not be used as an opportunity to rail about the establishment. Nor should it be used as an oppor-

tunity to take potshots at any person, place or thing. This section should be used as a place where the Corps imparts information about Soldiering – how to do it better; how to mentor, train and motivate Soldiers; how to do more with less; how to implement new programs, policies and procedures. We have always referred to the *NCO Journal* as the *Popular Mechanics* for NCOs. That's how you should see it as well when you decide to write.

If you know of an issue that needs attention, voice it here; but, be able to provide a solution. And, while you are considering your solution, remember the first, second and third order of effects.

You will also notice that we have brought back Photo Journal with a fresh new look. We are looking for the budding photographers out there to submit photos that depict NCOs in action. We are looking for faces and places. We've all heard the phrase, "A picture is worth a thousand words." With four pages

set aside for photographs, we can write a new book every month.

All that we ask of your photos is that the individuals depicted in them are in proper uniform; if a weapon is displayed, the person carrying it is doing so within regulation; if safety equipment is normally used in an operation that it is depicted in the photo. Basically, the photo should show the NCO in full compliance of all regulations and requirements of the action being captured. The photo should also be print quality. Photos taken with cell phones usually do not meet this standard. If it is fuzzy or out of focus, save it for your personal photo album.

So, if you think you got the shot, send it to us via e-mail at [ATSS-SCN@us.army.mil](mailto:ATSS-SCN@us.army.mil). Just make sure the photo is 300 dpi and in JPEG format. Be sure to also include all necessary information with your photograph – photographer's name, rank and organization, identities of individuals in the photograph to include rank and organization, as well as a description of the action taking place. This same requirement goes for photographs accompanying your submitted stories.

We realize that writing articles and submitting photos are not the norm for NCOs, but if you don't tell the NCO story, then who will? Remember, your story or photograph will help shape the future of the Corps, so why not drop us a line? 

To contact David Crozier, e-mail [david.b.crozier@us.army.mil](mailto:david.b.crozier@us.army.mil).



David Crozier

# Puerto Rico to revoke birth certificates

IMCOM Public Affairs

Recent legislative action by Puerto Rico will soon affect U.S. service members from that territory.

In January, Puerto Rico implemented a new law aimed at strengthening the issuance and usage of birth certificates to combat fraud and to protect the identity of all people born in Puerto Rico.

As of July 1, the law will invalidate all birth certificates issued before that date by the Puerto Rico Health Department, through its Vital Statistics Record Office.

Why such extraordinary measures? According to a fact sheet by the Puerto Rico Federal Affairs Administration, many common official and unofficial transactions on the island “unnecessarily” required the submission, retention and storage of birth certificates, meaning hundreds of thousands of original birth certificates were stored without adequate protection, “making them easy targets for theft.”

Subsequently, many birth certificates have been stolen from schools and other institutions; sold on the black market for prices up to \$10,000 each; and used illegally to obtain passports, licenses and other government and private sector documentation and benefits.

The administration fact sheet also noted that because of such problems, “approximately 40 percent of the passport fraud cases investigated by the State Department’s diplomatic security services in recent years involved birth certificates of people born in Puerto Rico.”

This left Puerto Rico-born citizens vulnerable to identity theft, ruined credit, stolen Social Security benefits and increased random security checks at airports.

Recognizing such enormous risks — including homeland and nation security concerns — the government of Puerto Rico took action to enhance the safekeeping of birth certificate data and to better protect the public from fraud and identify theft.

Accordingly, the Vital Statistics Record Office will begin issuing new birth certificates July 1, incorporating technology to limit the possibility of document forgery. Moreover, the new law will invalidate all birth certificates issued before July 1.

Not everyone will need to run out and request a new birth certificate immediately, said Puerto Rico Federal Affairs Administration officials.

In fact, they recommend that only people who have a specific need for their birth certificate for official purposes, such as a passport application, request a new document.

“Those people who want to obtain a copy of a new birth certificate for their records are encouraged to do so at a later date to prevent an unnecessary rush of applications,” the fact sheet states.

For more information, visit [www.salud.gov.pr](http://www.salud.gov.pr)



## Military career spouse program resumes

Army News Service

The Military Spouse Career Advancement Account program — MyCAA — resumed March 13, allowing the 136,583 military spouses who are enrolled in the program to again receive tuition assistance.

“We made a commitment to our military spouses when they established a career advancement account, and we will be true to our promises,” said Tommy Thomas, deputy undersecretary of defense for military community and family policy.

The first phase of the reinstated program will enable the department to continue to pay up to \$6,000 in tuition assistance for spouses currently enrolled. The department is working hard to adjust and meet the demands of the program and develop a long-term solution for spouses not yet enrolled but who would like to establish an account.

The program was launched March 2009 to assist military spouses attain portable careers in high-demand, high-growth occupations. An unexpected spike in enrollment prompted the Defense Department to pause the program on Feb. 16. A thorough review began immediately to assure the program was accomplishing its intended goals.

“When we determined that an operational pause in the program was critically needed, we failed to notify our spouses in a timely and appropriate manner,” Thomas said. “We know we will have to work hard to restore their faith in us. We are committed to earning that trust through improved communication and by delivering services.”

The Defense Department is developing options for the long-term management of the program. Until new accounts can be created, Military OneSource spouse education and career consultants will provide education and training, career exploration, assessment, employment readiness and career search assistance.

For more information, visit <https://aiportal.acc.af.mil/mycaa/> or call 1-800-342-9647.

# Qualitative Management Program reinstated, screens senior NCOs' records

By Cindy Ramirez →

The board of the Qualitative Management Program has convened three times since being reinstated last summer, with the first resulting in 31 command sergeants major and sergeants major leaving the Army.

QMP is a process used to review the records of senior noncommissioned officers and separate those who don't meet the Army's standards for quality, said Lt. Col. Rob Yost, chief of the Enlisted Professional Development Branch.

"The whole program is designed to help keep NCOs in compliance with Army values," Yost said. "This program allows us to identify those leaders who have had substandard performance. We owe it to our Soldiers to provide them quality leaders."

Yost said more than 7,000 records of sergeants first class and above with 20 or more years of active service, but less than 30, have been reviewed.

Of more than 3,500 active-duty command sergeants major and sergeants major in the Army, 45 were initially identified as being subject to the QMP review during the October 2009 boards. Of those, 28 opted for voluntary retirement, and three were denied continued service. Two were deferred, and 12 were retained, officials said.

The results of the January and April review boards were not available by press time. QMP reviews are held in conjunction with promotion boards.

QMP screens senior NCOs with problem records in conduct, morality, performance or professionalism. The program applies to members of the active Army, Army Reserve and National Guard.

Under the program, Soldiers' records are flagged if Human Resources Command receives any one of the following documents for their Official Military Personnel file:

- General officer letter or memorandum of reprimand
- Conviction by a court-martial or an Article 15
- NCO Evaluation Report documenting a relief for cause action
- A rating of 4 or 5 in the "overall" performance blocks of the NCO Evaluation report
- Academic Evaluation Report indicating a failed NCO Education System course

Soldiers identified as being subject to the QMP process are given the option to rebut their selection or voluntarily retire within 12 months.

Those who opt to rebut go before the QMP board, which determines whether the NCO will remain in service. If the board determines the NCO does not meet Army standards, that NCO will be forced to retire within six months of the decision.

Those who are selected to leave the Army can appeal the decision. The Army G-1 office is the final authority on appeals.

QMP had been suspended in 2003 to allow for the expansion of troops into theater, but was reinstated in July 2009 as the Army works to uphold its standards after stabilizing the force, Yost said. The policy is in the All-Army Activities Message (ALARACT) No. 203/2009.

"We've stabilized the force, and there's some program stability in the way units rotate," Yost said. "Due to that projected stability, the [QMP] program allows us to ensure we are providing our Soldiers the best-qualified leaders."

## Ban on USB devices remains until further notice

Army News Service →

The ban on using USB devices on military computers remains in the Army for now despite a partial lift of the original ban by U.S. Strategic Command.

In February, STRATCOM issued a tasking order that allows the services to loosen restrictions on use of USB and flash media devices. Individual services, however, may continue the ban until they feel their networks are adequately equipped to deal with the threats posed by the portable storage devices.

"We are currently conducting mission analysis in order to provide guidance for the Army's safe return of thumb drives and flash media," according to a statement from the Army Global

Network Operations Security Center, Fort Belvoir, Va.

According to the Operations Security Center, there are conditions that must be met prior to the lift of the ban. Those conditions include, but are not limited to, ensuring that only government-approved and -purchased devices are used and that Army networks are properly configured.

STRATCOM implemented a ban on USB storage devices in November 2008 to include memory sticks, thumb drives and camera memory cards.

The policy is meant to ensure that malicious code possibly present on USB memory devices is prevented from infecting DoD computers.

# New SGM, CSM selection boards allow for greater Opportunity & Competition

By Cindy Ramirez

The process used to select and assign sergeants major and command sergeants major will undergo a significant change, become more competitive and provide Soldiers greater opportunities to serve in top leadership positions starting this fall, Human Resources Command officials said.

"The three things this allows for is more Soldier input, increased opportunities and more predictability," said Kurt Fedors, chief of the Command Slating Branch, adding that the new process mirrors that of the officer selection system.

Under the new noncommissioned officer career management system, Soldiers will be able to compete online for numerous positions for which they are eligible and rank their preferences accordingly. The Army will hold annual selection boards to select "best qualified" candidates to serve as command sergeants major at the brigade or battalion level. Human Resources Command will assign the new command sergeants major to their respective battalion- or brigade-level positions.

"Now you're going to be selected based on who's best-qualified — on your experience — and you'll be slated based on where you can be of most service based on those qualifications and experience," said Sgt. Maj. Laura A. Frady of the Command Slating Branch. "The current process is really limited for Soldiers, who can't always see or compete for opportunities outside their installation."

Promotable master sergeants are now required to serve one year as sergeants major before being selected and slated as command sergeants major. This means Soldiers will have more leadership experience under their belts before serving as CSMs, Fedors said.

"What we're going to see are more skilled, more experienced Soldiers taking command sergeant major positions where they're most needed, but at the same time, allow Soldiers to have more say in where they serve," Fedors said.

Soldiers will be eligible to compete for battalion-level command sergeant major positions while serving their first year as a sergeant major. Candidates must serve as battalion command sergeants major before they're eligible to compete for brigade CSM.

Appointments will be made in four categories: operations, strategic support, recruiting and training, and installation. A fifth category, key billet, may be added on future selection boards but will not be included in fiscal year 2011 boards.

The first brigade-level boards for active-duty Soldiers will

be held this October, and battalion-level boards are scheduled for January 2011. A separate Army Special Operations Forces Board will convene in December to select open ARSOF and Special Mission Unit Soldiers for both brigade- and battalion-level positions. Board appointments will take effect in fiscal year 2012. Fedors said the potential exists for the central selection of reserve Soldiers in fiscal year 2012 to fill vacancies in 2013.

Under this schedule, active-component students who graduate in May from Class 60 of the Sergeants Major Course at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, for example, can compete for command sergeant major positions starting with the January boards.

Academy graduates will be frocked or promoted and assigned to an Army requirement as a sergeant major within their military occupational specialty. If selected by the FY 2011 board, they would be slated to begin their duties as battalion CSMs in fiscal year 2012.

Master Sgt. Reginald Turner of USASMA's Class 60 said the changes were "a long time coming. As NCOs, we need to be able to compete for these positions and have greater opportunities to serve."

Turner, who has served 21 years in the Army with a military police occupational specialty, said he believes some leaders often stay in a position too long. When a position becomes vacant, he said, it's often filled internally.

"The idea of staying only two years in a position and having to compete again is a positive move and so is knowing when that position is going to be available for us to compete," Turner said.

Additionally, Turner said, the new management system forces Soldiers to more seriously consider their commitment to the Army and the units in which they serve.



Photo by Cindy Ramirez

Kurt Fedors, chief of the Command Slating Branch, presents the new career management system at the 2010 Nominative Sergeants Major Conference at Fort Bliss, Texas, in January.



Photo by Cindy Ramirez

Members of Class 60 at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, listen to a presentation on the new command selection boards in February.

“As NCOs, we have to understand that the first priority is to fill the Army’s needs and requirements. As NCOs, we have to make sure we’re committed to our assignments and not just riding out the time until our retirement,” Turner said. “If we’re not committed, then we should retire.”

Participation in the new system is voluntary, as Soldiers can opt-out of competing for positions.

However, Fedors points out, all Soldiers who meet eligibility requirements will be automatically considered for CSM positions unless they decline consideration.

This is especially important, he said, because if selected, that Soldier must accept the position or retire.

Soldiers will be allowed to compete multiple times for appointments as a command sergeants major at the battalion

### Army Human Resources Command

Human Resources Command has set up a tutorial for Soldiers to learn how to search and apply for available positions online.

For information and to view the tutorial, visit:

[www.hrc.army.mil](http://www.hrc.army.mil)

or brigade level. Battalion command sergeants major who finish their time in their current position will have the option to compete for another CSM position, be assigned to an Army requirement as a sergeant major slot or retire.

“It’s really about the future of the senior NCO, the sergeant major field,” Fedors said. “We have important leadership positions to fill, but you’ve got

to continue to prepare and stay competitive to ensure you’re the best-qualified to fill those positions.”

Fradly added that aside from meeting the Army’s needs, “you’re educating the Soldier; you’re building them, treating each assignment as a learning process, on the way to the most senior NCO positions in our Army. That’s the end state, the goal: not only to be eligible, but to be prepared, for a CSM position.” 

To contact Cindy Ramirez, e-mail [cindy.ramirez1@us.army.mil](mailto:cindy.ramirez1@us.army.mil)

## SGM, CSM Career Management System



Command sergeants major and sergeants major will be centrally selected for command and key billet assignments under a new career management system to launch this fall.

### CATEGORIES

**An eligible CSM/SGM will compete for positions in**

- Operations
- Strategic support
- Recruiting and training
- Installation
- Key billets (to be determined)

### ELIGIBILITY

**Who’s eligible**

- Promotable master sergeants/Sergeants Major Course graduates
- Promotable master sergeants enrolled and making progress in non-resident/non-traditional SMC path
- Sergeants major who previously served as command sergeants major and voluntarily left the CSM program
- Command sergeants major/sergeants major/master sergeants with no more than 29 years of service and not older than 59, tied to mandatory removal dates

**What’s available**

- Compete for battalion command sergeant major or brigade command sergeant major (after serving as battalion command sergeant major)
- Battalion CSM can compete for multiple battalion CSM positions
- Brigade CSM can compete for multiple brigade CSM positions and battalion CSM

**Who’s not eligible**

- Approved retirement

- Retiree recall, 42S (band member), those part of the Quality Management Program
- Elects not to compete
- Involuntary removed from CSM position

### SKILL LEVELS

- Initiatives to implement skill-level changes for sergeants major and command sergeants major are ongoing.
- Once implemented, SGMs and CSMs will be assigned skill levels 6, 7, and 8.

### BOARD DATES

**Brigade-level boards**

- Operations Support, Oct. 5-11, 2010
- Force Sustainment, Oct. 5-11, 2010
- Maneuver, Fires and Effects, Oct. 5-13, 2010
- ARSOF, Dec. 6-10, 2010

**Battalion-level boards**

- Operations Support, Jan. 6-14, 2011
- Force Sustainment, Jan. 6-21, 2011
- Maneuver, Fires and Effects, Jan. 6-24, 2011

### TO CONSIDER

- Human Resources Command will coordinate projected change of responsibility dates for all current brigade and battalion command sergeants major
- Soldiers who meet eligibility requirements will have to decline consideration or will automatically be considered for command sergeant major
- Current CSMs who are not selected will be laterally appointed to SGM and moved to SGM positions
- Current CSMs who are not re-selected should contact the CSM/SGM branch to review their options



# HELPING PROTECT OUR BORDERS

**T**he United States' international borders are the most unique anywhere: The line which divides us and our neighbor to the north, Canada, is the world's longest, while our boundary with Mexico is the most frequently crossed on the planet.

Charged with protecting those frontiers are a bevy of federal law enforcement agencies who are able to access the latest military technology, experience and know-how thanks to Joint Task Force North, a multi-service command based at Fort Bliss, Texas.

Now in its 20th year, JTF North's team of servicemembers from the Army, Navy, Marine Corps, Air Force and Coast Guard assists federal law enforcement agencies to identify and defeat transna-

tional threats to the contiguous United States. From drug smuggling to human trafficking, weapons of mass destruction to terrorism, JTF North works alongside agencies such as the U.S. Border Patrol, FBI and U.S. Immigration and Customs Enforcement to secure the borders against hazards to national security.

Originally established in 1989 as JTF-6, one of several joint commands specifically devoted to constricting the flow of illegal drugs into the country, the task force was at first only responsible for the four southwestern border states — California, Arizona, New Mexico and Texas. In 1995, JTF-6's area of responsibility was expanded to include all of the Lower 48 states, plus Puerto Rico and the U.S. Virgin Islands. Then, 9/11 caused another expansion — this time of priorities, said

Armando Carrasco, a former sergeant major who now serves as JTF North's public affairs officer.

"When U.S. Northern Command was established in 2002, the secretary of defense asked them to look at the mission of JTF-6. We have a lot of experience providing counterdrug support. How could what we do in the drug arena be applied to homeland security? The determination was made pretty quickly; if we're out there trying to provide support to law enforcement to stop the flow of illegal drugs, that meant we could provide support to stop the other threats, too."

In 2004, the task force was renamed JTF North. Now part of NORTHCOM, it is no longer limited to counterdrug operations. Nonetheless, every mission is performed in conjunction with and in support

Left: Two U.S. Border Patrol agents observe the international border near downtown Laredo, Texas, from a new road along the northern levee of the Rio Grande. The river and the city of Nuevo Laredo, Mexico, can be seen in the background. The road was constructed by Soldiers from the 103rd Horizontal Company, 94th Engineering Battalion, 4th Maneuver Enhancement Brigade from Fort Leonard Wood, Mo., as part of a training mission organized by Joint Task Force North.

## The Soldiers, sailors, marines and airmen of Joint Task Force North assist federal agencies in securing the homeland

STORY AND PHOTOS BY MICHAEL L. LEWIS

# PROTECT ERS

Below: Cpl. Eric Weiler uses a theodolite to survey the new road his unit was constructing along the border near Laredo in February. The road will be used by Border Patrol agents to patrol the Rio Grande levee.

of federal law enforcement agencies.

“Everything we do is based on support requests submitted by agencies that are a part of the Department of Homeland Security and Department of Justice,” Carrasco said. “Our servicemembers who participate in these missions cannot arrest, apprehend or detain.”

That is because of the Civil War-era Posse Comitatus Act, which prohibits members of the military from acting in a law enforcement capacity.

“They cannot conduct searches or seizures; they cannot collect intelligence on U.S. persons or organizations. We can’t fly over someone’s home in the U.S. and say, ‘Hey, look what they’re doing down there,’” Carrasco said.

Instead, JTF North acts as a sort of military matchmaker, pairing requests



Near right: Staff Sgt. Robert Jacobo, Navy Command Master Chief Petty Officer Robert Cuff and Air Force Master Sgt. Derrick Kimble look over the shoulder of Marine Corps Cpl. Travis Zurick in the Joint Operations Center at JTF North headquarters at Fort Bliss, Texas, in March.



Opposite page, left: Sgt. Christopher Knight and Air Force Tech. Sgt. James Knouse look over a satellite photo at JTF North's Geospatial Intelligence Center at Fort Bliss in March. The office provides maps and satellite imagery to requesting federal agencies.

from national agencies with military units who volunteer from across the country.

“We are the people with the military equipment behind the scenes for all the law enforcement agencies around the United States,” said Command Master Chief Petty Officer Robert Cuff, the senior enlisted advisor for JTF North. “That’s different than all the other joint task forces here in the States, because most of those are only on a standby status. We actually have active missions that are constantly going.”

Indeed, the task force has completed more than 6,000 missions over the last two decades, providing everything from aerial reconnaissance and geospatial intelligence support to engineering and construction. The benefits to the requesting agencies are palpable, Carrasco said.

“Look what we bring to the fight — technology that’s available within the Department of Defense, and our skills and capabilities. Law enforcement doesn’t have those resources; that’s the clearest benefit for them.”

“You get unmanned aerial vehicles finding people crossing the border,” Cuff

said. “You can get Marine sensor platoons to come out and actually help the Border Patrol catch people coming across and even get pictures of them. The Border Patrol has sensors, but those aren’t as advanced as ours; they don’t have any kind of optics attached to theirs. So, if they get a trip, they’ve got to go all the way out to that spot to check it. Many times, it’s an animal, or a herd of cattle or goats coming through, or a false trip on a piece of equipment that’s going bad. But, with these optics, now they can get a visual.”

However, as much as the agencies profit, so too do the units who volunteer, Cuff said.

“We go to the different services and say, look at this unit that came out. This is what they produced to help the Border Patrol or the FBI or CIA and this is the training they received and how well it helped the unit. Because, nothing is better than the real world when it comes to training.”

When a unit volunteers for a mission, JTF North funds all mission-related expenses, including transportation to the mission site, lodging, food, fuel and even equipment rental. And, while the missions

themselves are unparalleled training opportunities for the assisting units, commanders can tack on additional training activities to take advantage of the mission locations, Carrasco said.

“The reason they go to places is to provide that support [to federal law enforcement agencies]. We pay for that,” he said. “The added benefit is that they can do concurrent training as well. We afford them the opportunity, after we bring them down on our nickel, for the commander to take advantage of other training opportunities while they’re here.”

“We had a unit out of Hawaii flying UAVs,” Cuff said. “Because of Federal Aviation Administration regulations, they can only fly them in restricted airspace, and out there, there’s very little of that. So, they get maybe an hour or two a month to fly them. They come here, on the other hand, and they can fly all day and all night out at Fort Huachuca or at Fort Bliss with their huge areas of restricted airspace.”

JTF North also utilizes its own internal assets to provide support. One of the most oft-requested capabilities is geospatial intelligence — maps and satellite



Right: Cuff holds JTF North's colors as Lt. Gen. Thomas Turner, commander of U.S. Army North, left, presents Brig. Gen Sean MacFarland, commander of JTF North, with a Joint Meritorious Unit Award streamer at the unit's 20th anniversary celebration at JTF North headquarters last November.

imagery that aid current and planned law enforcement operations.

“This can provide a bird’s-eye view for agencies that don’t have these resources or need imagery more accurate and more current than what commercial tools like Google Earth can provide,” Cuff said. “Our staff, which includes highly skilled and experienced intelligence officers and NCOs from all four services, is committed to providing our law enforcement partners with the intelligence products that will enable them to accomplish their homeland security missions. It can be very high-paced here; we’re constantly going.”

“We can execute missions on short notice, but many times a mission’s planning cycle will be for an entire year,” Carrasco said. Such long-term planning is typical of the many engineering missions JTF North arranges along the southwestern border, such as constructing fences, lighting, vehicle and personnel barriers, and bridges and culverts on roads used for patrolling by the Border Patrol.

“There are areas on the border where drug traffickers used to just drive across,” Carrasco said. “Why? Because there might

## JTF North: What it does

*Joint Task Force North coordinates missions in support of federal law enforcement agencies like the U.S. Border Patrol and FBI in six main categories:*

**OPERATIONAL SUPPORT:** The task force provides aerial reconnaissance using UAVs and Civil Air Patrol aircraft. Past missions involved helicopter surveillance for the U.S. Forest Service to discover marijuana being cultivated in national forests. Additionally, new ground sensors have reduced false positives for Border Patrol agents.

**INTELLIGENCE SUPPORT:** Using geospatial resources, the task force offers maps and satellite imagery, and can provide link analysis and information-sharing advice.

**ENGINEERING SUPPORT:** To improve mobility for law enforcement, the task force coordinates construction missions that build bridges, culverts, roads and lights along the southwest border. Other missions hamper mobility for smugglers and traffickers by constructing vehicle and personnel barriers.

**GENERAL SUPPORT:** From training to transportation to sustainment, the task force offers law enforcement agencies the resources and expertise of the military. For example, working with the U.S. Border Patrol, a military mobile training team conducted emergency response training for Mexican first responders in Chihuahua, Mexico.

**INTERAGENCY SYNCHRONIZATION:** Building on the experience gained through joint operations, the task force helps identify synergies and processes for information sharing and operations integration, tying together previously incompatible computer systems, for example.

**TECHNOLOGY INTEGRATION:** Leveraging the huge research and development resources of the military, the task force contributes the latest in tactical technology for fighting drug smuggling, human trafficking and terrorist threats. The rate of return is significant: the Department of Defense’s investment of less than \$10 million has directly contributed to more than \$2 billion worth of drug and other contraband seizures.



Above: Staff Sgt. Ray Bevins directs a Soldier on a rented road roller as his unit works on the levee road in Laredo in February.



Right: The project's safety NCO, Sgt. John Mason, stands watch as a Soldier-driven road grader scrapes the levee road. The unit was in Laredo for about a month working on its segment, which will be used by the Border Patrol for surveillance of the international border with Mexico.

be just one strand of wire there [marking the boundary]. So, we built the Normandy-style barriers out of railroad ties; each section weighs a ton.”

## Off the Streets of Laredo

A project typical of the engineering missions JTF North coordinates was conducted this February in Laredo, Texas, where Soldiers from the 103rd Horizontal Company, 94th Engineering Battalion, 4th Maneuver Enhancement Brigade out of Fort Leonard Wood, Mo., spent a month constructing a road along the northern levee of the Rio Grande. Laredo, the largest inland port in the United States, is home of the busiest international bridge in the nation, through which more than 9,000 trucks enter the country every day.

It was in the shadow of this bridge where the battalion built a graded dirt road and three culverts to aid in drainage. It was a vast improvement over the muddy ruts that agents had to endure when patrolling along the river. The new road drastically reduces response time for Border Patrol agents surveilling the river.

“In this area, we follow people. We

run after them and we catch dope; we catch cocaine; we catch heroin. It's a hot area and not just [people crossing] who want to come over here to work,” said Border Patrol Agent Larry Ramirez during his shift providing force protection for the unit while they worked. “Before, it was so easy to go off-road and onto the side, or into a ditch by the river. And, when you're traveling up and down this road at all hours every day, when it's bumpy and muddy and the Carrizo cane is hitting your vehicle, those extra seconds could mean the difference between us catching a guy or not, or saving a life in an emergency.”

In conjunction with a civilian engineering firm and the U.S. Army Corps of Engineers, Soldiers used a fleet of rented equipment to build a road to civilian and Corps of Engineers standards. For Soldiers used to building roads quick-and-dirty in Iraq, this was a different way of doing things, said Sgt. Quinton Hollaway.

“We're all new at this; we've never really had a mission like this before. We're used to, in Iraq, building a road in a hurry, just to get the job done. But this, we've got actual plans. If we were in Iraq, we

wouldn't be spending this much time on surveying or grading, for example.”

“In a combat situation — which is what we're used to — we build it to a standard, but not the Army Corps of Engineers standard,” said Staff Sgt. Ray Bevins, the project's NCO in charge. “This is great training for us, so if we do get deployed, we already know how to do it to the civilian standards. It works out to our benefit, and to the benefit of these new Soldiers who are coming in, too.”

The unique training opportunity was something they can't get at Fort Leonard Wood, said Sgt. John Mason.

“I see the Soldiers here developing their skills to become more well-rounded overall. To do the training at Fort Leonard Wood, you can only go so far. Back there, they work with the same material constantly and can only do so much. Here, they get a different variety, and they can use that when they go downrange. They don't feel like they're just pushing dirt from that point to this point. Now, they understand the flow and why we do this or that and how all the pieces of the jigsaw puzzle fit together,” Mason said.



Left: Soldiers work with machinery and by hand to break up rock to be used in a culvert at the Laredo project site. The Fort Leonard Wood engineering unit, experienced in building roads in Iraq but not “to standard” in the United States, used the project as a training exercise.

The opportunity to train while executing a mission for the benefit of a federal agency was a huge bonus, Bevins said.

“Anything we can do to secure the border is better for the nation; that’s why we’re here. If they want us here to improve a road so we can keep us safe and the rest of my family safe, I’m all for it. It can’t get any better than knowing you’re doing something, your little part to benefit. Here, you get real-world training, and doing something good on top of that? I mean, we’re doing a mission for our country instead of just doing normal training for ourselves at home.”

### A Team Effort

JTF North remains the only unit of its kind in the military. Similar task forces — Joint Interagency Task Force West in Honolulu and JIATF South in Key West, Fla. — are focused more on marine threats to the United States and thus, are under Coast Guard leadership with representatives on staff from both the sister services and various federal law enforcement agencies.

But regardless of the venue, all such

operations are necessarily a team effort, Carrasco said. “The biggest change we’ve seen in the last 20 years is that nobody goes to fight by themselves anymore. Everything’s a joint operation.”

Still, adapting and translating the military’s way of doing things to civilian law enforcement agencies takes effort, he said. “How do you take your local, state and federal agencies and your military support and synchronize them? How do you bring them together so they work together?”

“The military is fantastic with collaborating intel,” Cuff said. “But, with some law enforcement agencies, it’s not that way, because in their culture, they advance by how many busts they get. So, they want to keep all that information themselves. It’s a culture change, and anything like that takes a long time.”

There’s no lack of cooperation among the military services at JTF North, he offered. Yet, each service has intricacies and idiosyncrasies that must be gleaned and appreciated.

“There are differences — [physical training], evaluations and specific training that have to be done. That’s the biggest

challenge, trying to grasp all that and learn it. I’ve spent a lot of time reading other [services’] instructions, because I’m an expert for the Navy but not for the Army or the Marine Corps, or the Air Force or now the Coast Guard.

“One thing was this uniform,” he said, pointing to his blue, digital-print Navy Working Uniform, the equivalent of the Army Combat Uniform. “How do you properly wear it and where can’t you? Each service is a little bit different. I rely on my enlisted senior service reps, the highest-ranking person from each service, and I tell them that I’m going to be going to them a lot.”

Still, Cuff said Soldiers, sailors, airmen and marines should jump at the chance to work in joint commands like his.

“I would encourage it. For one thing, you’re going to learn about the other services. Once you come into a joint environment and do well at it, you’re actually wanted a lot more — you’re a lot more marketable.” 

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By Cindy Ramirez

**W**arm summer days beckon the risk-taker inside us all: Spending long days at the lake or in the pool, pushing adrenaline-pumping speeds behind the wheel or taking on endurance-testing extreme sports tease our sense of adventure.

*But for many Soldiers who have risked their lives on the battlefield, summer's beckoning while on the homefront can be especially dangerous.*

"The Soldiers we often see in accident and fatality reports, especially those involving privately owned vehicles, are young adults taking risks that most young adults take," said Command Sgt. Major Michael Eyer of the U.S. Army Combat Readiness/Safety Center, Fort Rucker, Ala. "But these Soldiers — many who have been to one, two or more deployments where they've had to manage risks every day, every hour — feel a sense of invincibility when they come home, and they forget basic precautions."

The Army typically experiences an increase in off-duty accidents and accidental fatalities over the summer, most notably, involving privately owned vehicles and motorcycles. In fact, about 60 percent of accidental fatalities within the Army so far this fiscal year — 68 as of March 12 — involve privately owned vehicles, according to statistics gathered by the Safety Center.

To help Soldiers, leaders and families avoid accidents over the next several months, the Safety Center has launched its 2010 Safe Summer Campaign, "Play it Safe." The public service cam-

paign focuses on more than 20 summer safety topics and features articles, posters and tools to help bolster existing safety programs.

Among those topics are boating and swimming, camping, hiking and extreme sports, sun safety, and everything vehicular — driving under the influence, avoiding fatigue, securing seat belts and restraints, and safely driving cars, trucks, SUVs, bicycles, motorcycles, all-terrain vehicles and dirt bikes.

In fiscal year 2009, 106 fatalities were reported involving privately owned vehicles while Soldiers were off-duty. That compares to 173 accidental aviation and ground fatalities involving Army aircraft or vehicles. Though both figures are the lowest in the past three years, officials said there's much more that can be done to reduce those statistics even further.

"Our Soldiers are going to engage in high-risk activities when they're not at work," Eyer said. "We know this, and we must embrace the fact and move forward — not with the intent to stop them, but rather to help them understand how they can participate in these activities safely."

Eyer said that's where Composite Risk Management comes into play.

### Calculating risk

The Army's primary decision-making process to identify hazards, reduce risk and prevent loss, Composite Risk Management focuses on protecting Soldiers from injury or death, as well as avoiding damage to equipment.

The Safety Center has developed several tools to help Soldiers and their leaders mitigate risk, chief among them is the Travel Risk Planning System, or TRiPS. The online program allows Soldiers to input information about an upcoming road trip, including the type of vehicle they'll be driving, their destination and the time and route of their travels. TRiPS reports must be approved by supervisors before Soldiers can embark on their trip.

The Army also mandates motorcycle riders take a safety course, and numerous other training and safety programs that teach Soldiers how to avoid accidents.

Most of the time, Eyer said, it comes down to basics — buckle up when driving, don't swim alone, drink plenty of water when hiking, wear a helmet when riding all-terrain vehicles and don't consume alcohol when you're not supposed to.

Awareness campaigns remind Soldiers, leaders and families about these dangers, but it's also necessary to empower them with the confidence to speak up when they see the potential for accidents.

"Peers, friends, wives, families, NCOs all have the responsibility to look out for their Soldiers, for each other," Eyer said.

The same dangers that Composite Risk Management aims to avoid while on the job aren't often measured or considered by Soldiers during their off time, he said.

"Those same considerations are just as important at any given time," Eyer said. "But Soldiers often fail to follow basic safety procedures or consider the risks, and their NCOs do not always engage themselves enough so that their Soldiers feel comfortable to turn to them when they do find themselves in trouble."

## The aftermath

Sgt. 1st Class Gabriel Boyd, a ground accident investigator at the Safety Center, is among those tasked with trying to answer the "why" question following an accident or accidental fatality.

"We have task forces that deploy worldwide to investigate accidents of all kinds, including ground and aviation incidents, to try to answer what happened and why," Boyd said. "It's never pretty."



Photo by Cindy Ramirez

Ground accident investigator Sgt. 1st Class Gabriel Boyd stands next to a poster of *Knowledge*, the official Army safety magazine, and says investigation teams are working to prevent future accidents and fatalities.

The accident investigation teams consider several factors — human, environmental and material — and sometimes interview witnesses, family members and Soldiers' peers to determine whether any psychological issues may have contributed to the incident. Their findings are used to track trends and recommend changes in equipment or policies, as well as to develop awareness campaigns to avoid future incidents.

"Even though we deal in the aftermath of an accident, we're an accident prevention team," Boyd said. "If we can prevent one fatality, one injury, then that is the most satisfying part of my job. We're making a difference."

## Seeking adventure

To help battle-weary Soldiers transition into their home units without losing their adrenaline-driven zeal for excitement, the Warrior Adventure Quest program allows them to experience high-risk activities in a safe and controlled environment.

Warrior Adventure Quest, being implemented in installations across the Army, offers Soldiers activities such as paintball, mountain biking, scuba diving, sky diving, white-water rafting, snowboarding and rock climbing.

"It's definitely working to help Soldiers focus their energy in positive and safe ways," said Sgt. Maj. Robert M. Carmel of the Morale, Welfare and Recreation program at Joint Base Lewis-McChord, Wash., where the program is swinging into full-throttle with the expected return over the next eight months of about 17,000 Soldiers who are currently deployed.

"You come out of combat, and you have all this hype and energy after being in these high-stress situations," Carmel said. "The feedback has been nothing but positive."

But it doesn't always have to be so "high-risk," Eyer said.

In 2007, Fort Riley, Kan., designated a 250-acre plot for all-terrain vehicles and dirt bikes that is open to Soldiers, their families and Department of the Army civilians.

Organizing sports competitions and hosting recreational activities can also help Soldiers de-stress, get fit and stay safe.

"As dwell time between combat tours increases, leaders need to find creative ways to incorporate similar programs and educational and team-building initiatives into their training schedules," Eyer said. "This builds stronger and safer Soldiers by channeling their creative energies toward hobbies that fulfill twin goals of physical fitness and safety awareness." 

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## U.S. Army Accident Report

	FY 2010*	FY 2009	FY 2008	FY 2007
Class A** Accidents	73	218	247	265
Accidental Fatalities	70	173	207	249
Off-duty privately owned vehicle fatalities	39	106	129	114

\* From Oct. 1, 2009, to March 17, 2010

\*\*Denotes fatality or permanent total disability and/or damage costs of \$1 million or more and/or destruction of Army aircraft, missile or spacecraft



<https://safety.army.mil/>

# Protecting the Force

*"Over the years, you see needless accidents and loss of life in combat and off-duty... Had most actions been thought out a moment longer, especially off-duty, they might not have happened. There's always been something that irked me about that."*

By Cindy Ramirez

Protecting the force from deadly accidents requires that Soldiers embark on most every activity as a mission — on and off the battlefield, said Command Sgt. Maj. Michael Eyer of the U.S. Army Combat Readiness/Safety Center, Fort Rucker, Ala.

"What I'm trying to infuse, to encourage, Soldiers to do is to continually think through everything as if they were on a mission, taking precautions and considering all risks, instead of thinking of something, doing it on the fly and going at it haphazardly," Eyer said.

Whether it be a helicopter crash, a combat vehicle rollover while on duty or an off-duty crash involving a privately owned vehicle, Eyer said he believes many accidents are preventable.

"Over the years, you see needless accidents and loss of life in combat and off-duty," said Eyer, who joined the U.S. Army in 1984 after having served 12 years in the British Army. "Had most actions been thought out a moment longer, especially off-duty, they might not have happened. There's always been something that irked me about that."

With the mission to serve as the "center of gravity for all loss-related areas," the Readiness/Safety Center is the Army's hub for loss-data collection, analysis and information dissemination to help maintain "combat power" by "preserving human capital," according to the center's Web site.

In short, the center works to keep Soldiers safe, said Eyer, who assumed his responsibilities at the Readiness/Safety Center in October 2009. He explained the duties of the Readiness/Safety Center include creating accident-prevention education and awareness programs, establishing aviation- and ground-safety policies, investigating accidents and accidental fatalities, and advising the Army on how to prevent accidents.

Eyer said while both on- and off-duty accidents are on the decline, the high number of accidents and accidental fatalities on the homefront continues to concern him.



Photo by Cindy Ramirez

Command Sgt. Major Michael Eyer of the U.S. Army Combat Readiness/Safety Center, Fort Rucker, Ala., says he's seen countless accidental deaths during his 25 years in the military. Eyer assumed his responsibilities at the Safety Center in October 2009.

According to Safety Center statistics, incidents involving privately owned vehicles account for about 60 percent of accidental fatalities in the Army. However, Eyer said, the risk of accidents increases overall during the summer due to numerous outdoor activities Soldiers engage in, including boating, swimming, hiking or riding all-terrain vehicles or motorcycles. In April, the center launched its 2010 summer safety campaign, "Play it Safe," to remind the Army family that taking basic precautions when embarking on these activities can save lives.

Safety begins with the Soldiers themselves but requires the engagement of noncommissioned officers and families, Eyer said.

"When it comes to safety, making Soldiers understand they're responsible for themselves and their buddies, and ensuring they know that their NCOs are there for them, makes a difference in the choices they make."

## Invincible and free

The loss of life during conflicts in Iraq and Afghanistan has required Soldiers and the NCO Corps to employ Composite Risk Management more than ever before, and efforts to curb those death statistics are translating into stronger safety policies and procedures, Eyer said.

Composite Risk Management is the Army's decision-making process to identify dangers and mitigate risks associated with hazards that have the potential to injure or kill personnel, damage or destroy equipment, or otherwise impact mission effectiveness.

Risk management has been in place in the Army since FM 100-14, *Risk Management*, was introduced in 1998 as the first doctrinal publication detailing the step-by-step process to preserve resources — manpower and equipment. The manual outlined the framework leaders should use in planning and executing missions — operational, training or garrison. In 2006, Composite Risk Management was updated to encompass all operations and activities on- and off-duty and focused on teaching Soldiers "how" to think, rather than telling them "what" to think.

Under this updated model, Eyer said, it became necessary for leaders to talk with Soldiers about actions, risks and consequences rather than handing them a list of "don'ts."

"It's really forcing Soldiers to think for themselves, to consider the risk and consequences," Eyer said. "It became a culture change that we're still adjusting to."

The same basic safety policies that are often in place on the battlefield during warfare aren't always followed back home during downtime, Eyer said.

"It's getting out of theater and being allowed to be on your own where trouble comes in," he said. "You're now left alone in making those decisions that, when [you were] on duty, were being made for you in most regards."

"You have very bright, very intelligent young Soldiers who have been challenged by war — who have lived through the frustrations and the friction and the challenges of combat — who are now on their own and are having to make decisions without that guidance. It's a sense of invincibility coupled with a sense of freedom."

## Signaling a cease fire

Risk management should be used at all times, Eyer said.

"Composite Risk Management is presented to them as part of mission training, but no one talks of CRM as an off-duty-type guide to mitigate problems that you encounter off duty," he said. "[Soldiers] don't often stop to think that the same Composite Risk Management applies to everyday activities."

One way to reduce the number of accidents and accidental deaths in the Army, Eyer said, is to literally and figuratively signal a cease fire: Stop!

"We've got to develop a culture within our Soldiers that it's not just an option, but a responsibility to speak up and signal [cease fire] when something is wrong; for example, if they're riding in a vehicle that is going too fast," said Eyer, waving his

arm and hand, palm out, in front of his face. "If you are a Soldier and know something is wrong, don't allow it to continue to happen. Tell someone. Make that signal."

## Engaged leadership

NCOs and senior leaders also have to be ready and willing to signal a cease fire, Eyer said.

"As a leader, you have to create a relationship where, if a Soldier gets into a problem, he will feel comfortable enough to call you before it gets worse. There has to be involvement and trust. It takes engagement to the next level."

Senior leaders need to provide Soldiers activities that not only help them decompress after deployments, but also fulfill their zeal for adventure, yet in a controlled environment that includes training and safety measures.

"We've got to keep our Soldiers engaged in off-duty activities to keep up morale," Eyer said. "More importantly, we've got to help them get rid of those frustrations they would typically release during a combat operation or tour, while keeping them ready to go should they be called to serve another tour," Eyer said.

## Family involvement

Finally, Eyer said, families need to be involved in Composite Risk Management, too, to serve as the voice of reason for Soldiers who might otherwise ignore others telling them what they should or shouldn't do.

"It is a powerful side of it, family," Eyer said.

"We have to understand the power of spouses, of family, and the influences they have over the Soldiers in making them understand the consequences of certain behaviors."

That's where Family Readiness Groups come in.

Family Readiness Groups are command-sponsored organizations of families, volunteers, Soldiers and civilian employees that provide support to units through a variety of activities.

Having the involvement of FRGs also provides leaders a forum through which they can inform and educate family members about safety.

The Safety Center recently introduced the Family Engagement Kit, a campaign featuring videos, posters, safety tips and other resources and tools aimed at helping family members engage in some of the same risk-management thinking that Soldiers use.

"When we talk safety in the Army, we're not just talking about Soldiers. We're talking about families, civilians," Eyer said.

## The bottom line

Thinking of everyday driving as a mission may not seem like enough to prevent accidents altogether, Eyer reaffirms, but it can make a significant impact.

"If you look at the statistics, you find some of the most basic safety rules were not followed: Seatbelts weren't buckled, speed limits were ignored or there was no advance planning. No one was thinking, 'Composite Risk Management tells me to buckle up, slow down or plan ahead.' But if it can't hurt, why not employ it if it can save your life or that of a loved one?" 

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*"If you look at the statistics, you find some of the most basic safety rules were not followed."*



FORT SILL, OKLA.

# FIRES

CENTER OF EXCELLENCE

## Air defense returns to the original home of artillery, Fort Sill

BY MICHAEL L. LEWIS



**T**rading the high desert and cactus-covered mountains of West Texas and southern New Mexico for the rolling plains of Oklahoma, the U.S. Army Air Defense Artillery School has nearly completed its move from Fort Bliss, Texas, to Fort Sill, Okla., joining with the U.S. Army Field Artillery School to form the new Fires Center of Excellence. Indeed, the move mandated in 2005 by the congressional Base Realignment and Closure Commission is more of a homecoming as ADA returns to the base where combined artillery training was conducted for more than six decades until the two branches split in 1968.

Yet, unlike a similar BRAC-instigated move still in its early stages — the co-lo-

cating of the armor and infantry schools to form the Maneuver Center of Excellence at Fort Benning, Ga. — the Fires Center transition is nearly complete. Formally stood up on June 1, 2006, with orders to be fully operational by June 2010, the Fires Center’s courses, personnel, buildings and equipment are practically all in place at Fort Sill; the last of the ADA courses to move began lessons in January.

“Historically, we’ve been together — we are all ‘artillery,’” said Command Sgt. Maj. Joseph Smith, command sergeant major of the Fires Center and Fort Sill. “A lot of our history and traditions are the same. Scarlet is the color for both of us, and we both pay tribute to our good fortunes to St. Barbara (the patron saint of artillery), for example.”

Far left: A Patriot missile is fired during an air defense artillery exercise at White Sands Missile Range, N.M., in this undated handout photo.

Left: Soldiers with the 1st Battalion, 321st Airborne Field Artillery Regiment, 18th Fires Brigade, 82nd Airborne Division, fire an M777 howitzer at Forward Operating Base Bostick, Afghanistan, last July.

File photo by Spc. Evan D. Marcy



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That shared history helped make the move exceptionally smooth, said Command Sgt. Maj. James Carr, the ADA regimental command sergeant major. “We’ve worked together before; we’ve been a part of each other. Coming together was like the glove fitting the hand, from my perspective; it has worked out so well.”

Formal artillery training began in 1864 at Fort Monroe, Va., where the coastal artillery school remained when field artillery training moved to Fort Sill in 1911. In 1968, air defense artillery moved to its own school at Fort Bliss, largely to take advantage of an uninterrupted training area the size of Connecticut — still the only place in the contiguous United States large enough to fire the missiles in the ADA arsenal.

Perhaps because of their shared “artillery” name, histories and customs, some are concerned that the move to co-locate the schools is a precursor to merging the branches as they once were. However, that’s not the plan, senior leaders say.

“The message is getting out there: We’re keeping our branch identities,” Smith said. “Some think they are becoming one; they’re not. They’re going to keep being distinct. You’re still going to have an FA branch; you’re still going to have an ADA branch. That’s not changing.”

Carr agreed. “I don’t think we’ll ever lose our identities because we’re two too-proud organizations here. We’re going to make the Army and the two branches better by co-locating. We both wear red on our shirts because we’re both ‘artil-

lery.’ And, we’re going to support each other and not let some bias against coming together pull us apart.”

Like Fort Benning’s transformation, where the longtime “home of infantry” has begun adjusting to welcome the armor community, Fort Sill underwent a process to de-emphasize the field artillery-centric nature of the post’s symbols and traditions, Smith said.

“I unbranded everything. We used to have crossed cannons in common areas, and we painted all our basketball courts because they had the field artillery emblem at center court. That stuff is coming down and is being replaced with ‘Fires’ logos,” which feature both branches’ insignia prominently. “We also used to have a book called *Redleg Standards*. I changed it to the *Blue Book*, because the air defense guys don’t see themselves as ‘redlegs,’” Smith said, referring to the nickname of field artillerymen.

Carr said those small changes added up to create a remarkably welcoming atmosphere for incoming air defense Soldiers like him.

“One of the things I was surprised about was how well the community accepted us — they’ve been tremendous. Especially outside the base, they have welcomed us with open arms. At some places, you don’t get a lot of outside community people [involved in NCO affairs]. But, I had the mayor and the congressman come to my [change of responsibility] ceremony. I’ve never seen that. I’ve never seen a congressman come to a sergeant major’s ceremony.”

While both schoolhouses will remain separate, field artillery and air defense students are already learning alongside each other at the Fort Sill NCO Academy, if not necessarily in the same classroom. The result is a myriad of courses — Warrior Leader Course, Advanced Leader Course



Above: Nike-Hercules and Nike-Ajax missiles sit among other air defense artillery equipment outside the U.S. Army Field Artillery Museum, seen in the background, at Fort Sill. The ADA insignia can be seen on the water tower at right.



Left: Command Sgt. Maj. Dean Keveles, commandant of the Fort Sill NCO Academy, explains the schedule of field artillery and air defense artillery courses. Of the colored lines, only two represent ADA courses as ADA MOSs train together.

Photos by Michael L. Lewis

and Senior Leader Course — simultaneously teaching multiple military occupational specialties from the two branches.

Command Sgt. Maj. Dean Keveles, the academy’s commandant, said the task of meshing them all wasn’t as difficult as was expected, for each branch’s training will remain independent throughout the NCO Education System’s courses. This is different than at the Maneuver Center, which had combined the armor and infantry Senior Leader Courses into one Maneuver SLC more than a year ago.

“In reality, it wasn’t hard to integrate the ADA courses, because we integrated them into the academy but didn’t mix them,” Keveles said. “They’re still separate branches; they’re two different things. We look for synergies, but you can’t integrate the two because they’re different and have different functions.”

On the other hand, all air defense students are taught together in ALC and SLC, meaning only two ADA courses needed to be added — a combined air defense ALC and a combined air defense SLC. In contrast, each field artillery MOS is taught separately in their respective ALC and SLC.

“All of the air defense MOSs are together in the classroom. It doesn’t matter if they’re Patriot, Avenger or if they’re in the [tactical operations center]. They’re all together in the same classroom learning

the same tasks in ALC and SLC. But, for field artillery, all the MOSs are completely different; there’s no way you can mix and match them.”

Keveles said that while largely uncomplicated, the transition has reignited in some the “sibling rivalry” that exists between the two artillery branches.

“Competition is healthy at times, and you’ll see it even between our MOSs within the branch — ‘Hey, you’re just a 13B, you got no brains. You just pick up a 95-pound projectile and stick it in a tube.’ — those fun things. But, there were actual points where it seemed like there was almost an animosity being developed. I had to pull people aside and talk with them and say, ‘Look, I see it, I hear it — this back-door talk that there’s an us-versus-them mentality here. Stop it.’”

“Look at our mission statement; it’s *one* mission to train noncommissioned officers, both air defense and field artillery, to be technically and tactically competent. It doesn’t say just the FA or just the ADA.”

Working together will be a learning process but hugely advantageous over time, Carr said.

“Communication is going to be the key to this whole thing. We’ve got to use the team concept. We just have to sometimes step back and ask, is it good for air defense *and* for field artillery? That’s what we’ve got to do, because at the end

of the day, it has to benefit both branches. Instead of saying only, ‘Air defense! Air defense! Air defense!’, as leaders, we’ve got to be able to think across the spectrum and be able to walk across the hall to our field artillery brothers and ask, ‘What do you think about this?’ When we were at Fort Bliss, we didn’t really have to communicate with each other. But, here, we’ve got to make decisions for both branches and communicate as one team.”

Making air defense NCOs feel at home at Fort Sill is an important personal goal, Keveles said.

“You see that wall, that discomfort in some. They say, ‘This is not my home. I’m a foreigner here.’ No, you’re not. You are part of this team. This is one ‘backbone’ family.”

Carr said that attitude of hospitality is making the move so much easier.

“Of course, we got a bunch of new buildings. Some of the [field artillery] guys who have been here a long time, they could have seen some of these new buildings and could have asked, ‘Well, hey, what about us?’ But, they didn’t. They just said, ‘You’re the new guys, and we’re moving you all from your home.’ They are accepting us and have let us come in and feel like we are home.”

Smith expects any lingering anxiety to be short-lived, just a temporary side effect of the transition process.

“To the new generation — these privates coming through basic training right now — they’ll never know anything else. Having FA and ADA together, it’s always been that way to them. So, that generation

years from now won’t know the difference.”

Keveles said achieving such transparency is a high priority.

“Mostly, for my customers — my students are my customers — I don’t want them to see any difference. They might have gone to ALC at Fort Bliss and go to SLC here, but the only thing that’s different to them should be the terrain out there and the temperature. But, the quality of instruction and the training outcomes are going to be identical.”

No matter the minor obstacles, Carr said the ADA branch is privileged to be at Fort Sill and well-prepared for whatever the Army expects of them.

“Fort Sill is a great place,” Carr said. “We’ve got some of the best training being done here. Without a doubt, we have some of the greatest Soldiers here, too. Our motto has always been on the air defense

side, ‘First to Fire.’ So, we’re ready, and we have been ready.”

Smith concurred. “There’s nothing negative about this change. We’re looking for those synergies, but some of them we don’t even know yet. I think this is a good-news story. After all, these ADA guys are warriors, just like us.” 

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Below, top: The new home of the 31st Air Defense Artillery Brigade, seen here in February, is under construction at Fort Sill. The brigade is moving from Fort Hood, Texas.

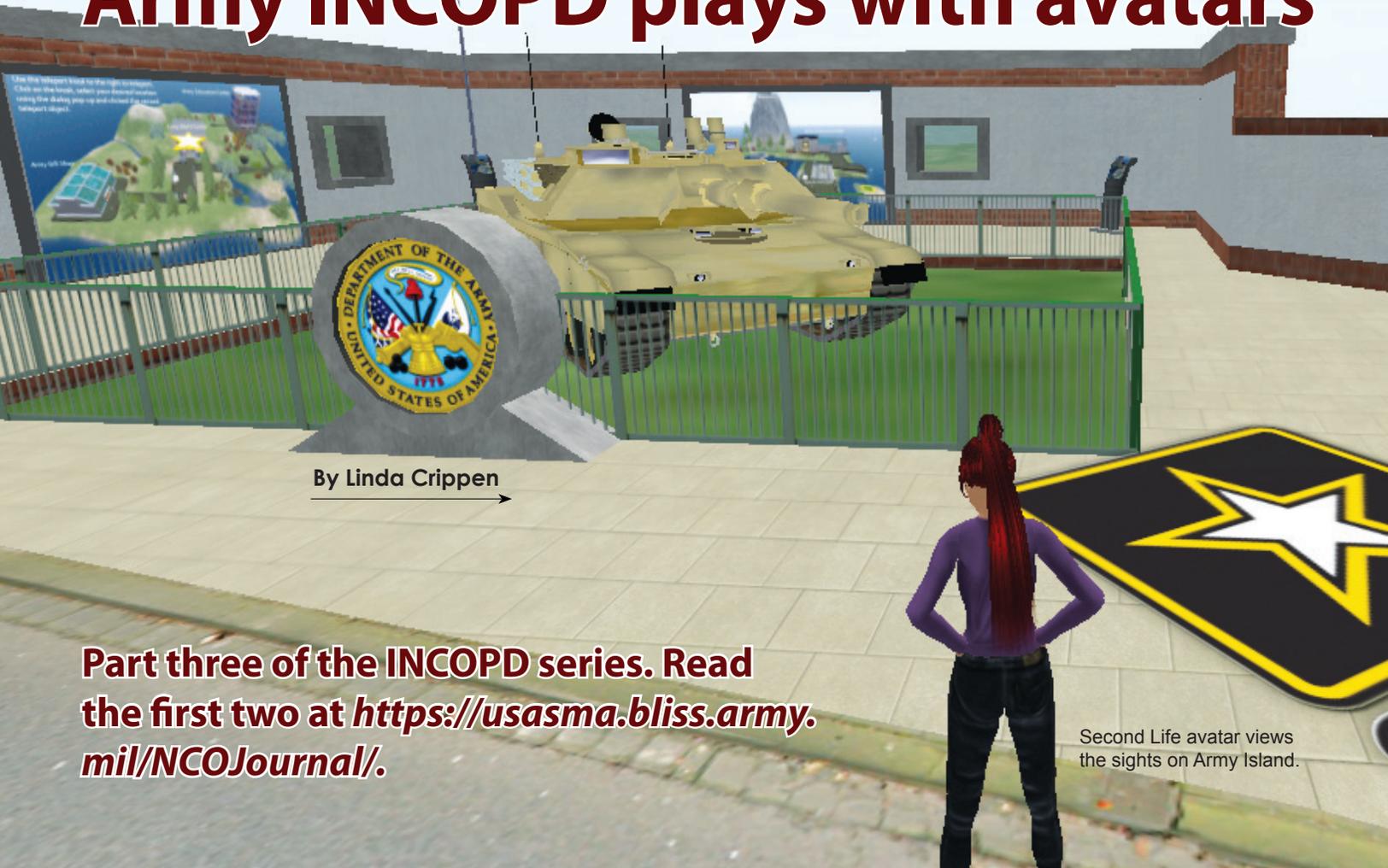
Below, bottom: A rocket fires from a Multiple Launch Rocket System during an Advanced Leader Course training exercise for field artillery students in February.

Photos by Michael L. Lewis



# Let the (Virtual) Games Begin!

## Army INCOPD plays with avatars



By Linda Crippen

Part three of the INCOPD series. Read the first two at <https://usasma.bliss.army.mil/NCOJournal/>.

Second Life avatar views the sights on Army Island.

*Intelligence reports indicate an enemy cell has announced plans to attack a political target within a classified Afghan province. Foot and vehicular traffic must be monitored, and only approved and cleared vehicles may pass through the main thoroughfare downtown. All individuals must be checked before moving through the checkpoint. A roadblock must be constructed to deter insurgents' infiltration within key, friendly locations. Concrete barriers, concertina wire and military vehicles should be arranged in such a way so foot and vehicular traffic cannot pass freely without inspection.*

This scenario is all too familiar for many Soldiers who have served in Afghanistan or Iraq, but this hypothetical setting is actually taken from a checkpoint learning exercise located in a virtual world, which simulates a particular environment that is accessible to multiple users via the Internet. These worlds may also be referred to as simulated or digital.

Considering Soldiers' current participation in both real-world locations and their hostile settings, preparing for similar events and circumstances is imperative. But, logistically, it's not always possible to train every single Soldier in a real-life environment before deploying. Part of the Learning Innovations and Initiatives Division staff at the Institute for Noncommissioned Officer Professional Development is evaluating this technology as well as the impact and effect of it on Soldier training and education.

"When I first got here from G-7, I was evaluating regulations and concept papers for their impact on training," said William Grant, LIID training concepts and strategies analyst, explaining that before the Army G-7 group moved to form the INCOPD, some of them had been commissioned by the previous command-

## VIRTUAL WORLD PLATFORMS

Both Second Life and Active Worlds are online 3-D virtual worlds that allow users to interact with others in a virtual or computer-simulated setting. Users can create avatars to represent them and build 3-D worlds, games, training scenarios and even collaborate professionally. Although many users log on to interact and play socially, there are a growing number of corporations and universities employing this technology for training and operational purposes.

As Second Life creator Linden Lab's Web site states, the virtual world is "where individuals jointly inhabit a 3-D landscape and build the world around them. Today this experience, known as the Second Life world, has a rapidly growing population of residents from around the globe, who are creating and inhabiting a virtual world of their own design."

Similar to Second Life, Active Worlds boasts not only gaming and socializing opportunities but also worlds dedicated to educational endeavors.

In keeping with demands from academia, Active Worlds launched the Active Worlds Educational Universe. According to its Web site, "AWEDU is a unique educational community that makes the Active Worlds technology available to educational institutions, teachers, students and individual programs in a focused setting. Via this community, educators are able to explore new concepts, learning theories and creative curriculum design, and discover new paradigms in social learning."

On a slightly different note, Teleplace works within virtual world platforms such as Second Life and Active Worlds to allow unique capabilities for file sharing. Teleplace (formerly known as Qwaq) touts its slogan, "Virtual spaces for real work," perhaps alluding to the gaming nature for which many virtual worlds are more popularly known. In a "culture of collaboration," Teleplace users can share files and collaborate in real time, even working



ing general of the U.S. Army Training and Doctrine Command, Gen. William Wallace, to evaluate virtual worlds and their use for the Army. So, for the past two years they have been "playing" in Second Life, Active Worlds and Teleplace.

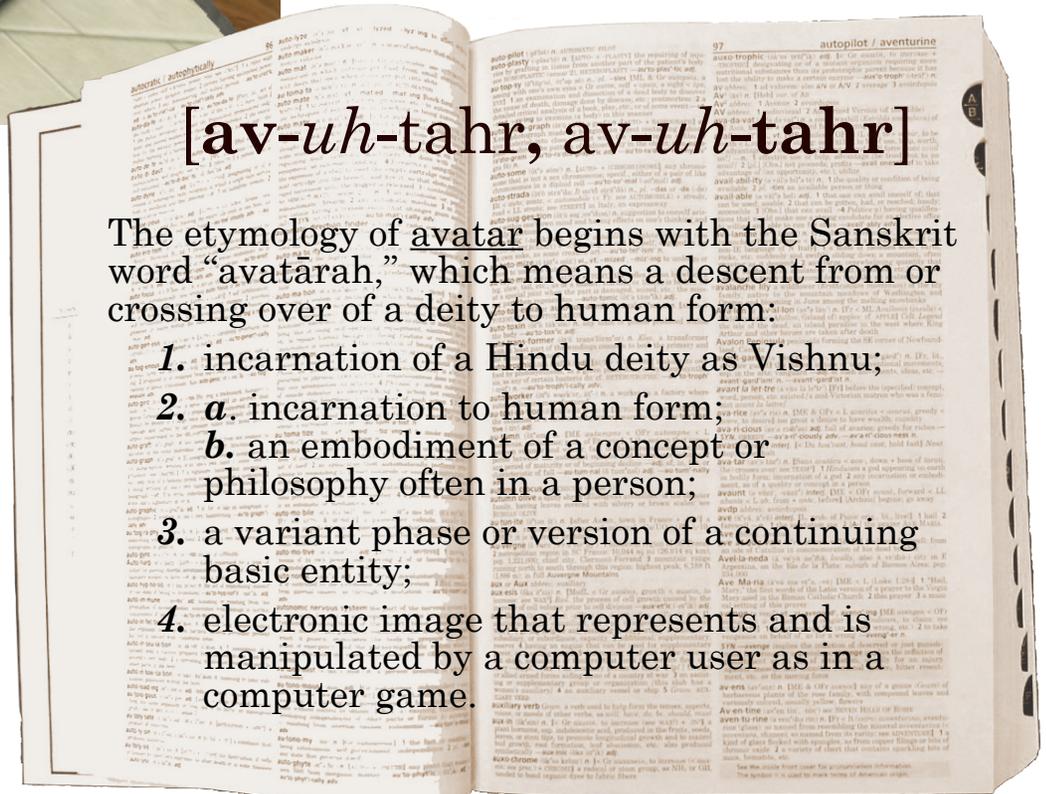
Grant and Linda Wahlman, concepts and strategies analyst and action officer for both Active Worlds and Teleplace, have helped develop much of the work space in all three virtual worlds.

"We couldn't even spell 'avatar' at the time," Grant joked, explaining that they've learned a lot since the beginning of the project.

## [av-uh-tahr, av-uh-tahr]

The etymology of avatar begins with the Sanskrit word "avatārah," which means a descent from or crossing over of a deity to human form:

1. incarnation of a Hindu deity as Vishnu;
2. *a.* incarnation to human form;  
*b.* an embodiment of a concept or philosophy often in a person;
3. a variant phase or version of a continuing basic entity;
4. electronic image that represents and is manipulated by a computer user as in a computer game.





Army Island in Second Life sports a gift shop where users can buy Army clothing and accessories through points earned from various tasks.

within the same document simultaneously. Additionally, users aren't required to have the specific software installed on their computer in order to work in the project document.

Teleplace's vice president, Remy Malan, explained that the company is focused on providing collaboration in a virtual-world context. "While there are a number of different kinds of virtual worlds, Teleplace itself is very much focused on collaboration around people, documents and applications. It allows users to manipulate things, run applications together or manage documents while interacting with people having a voice-, Web- or text-style conversation," he said.

Perhaps the biggest obstacle in using these venues is the current connectivity issue in accessing social media Web sites from government computers. None of the virtual worlds listed can be accessed by a computer running on the government network. Information assurance needs to be maintained; however, many virtual worlds can be run behind firewalls.

With an updated directive memorandum regarding responsible and effective use of Internet capabilities, released Feb. 25, the hope is that these virtual world and social networking sites will soon be accessible on the Non-Classified Internet Protocol Router Network, better known as NIPRNET.

## SECOND LIFE

The Second Life Army Information Center can be accessed at the following short uniform resource locator (sURL): <http://slurl.com/secondlife/Army%20Information%20Center/128/92/30>, accessible to any user with a Second Life account. New accounts are free to open, and avatars are easy to create with step-by-step instructions. Users wanting to build properties and sell items can subscribe to a paid, premium membership.

Second Life guests can explore the entire area,

22 islands in all, owned by the Department of Defense. When entering "in-world," as users say, you'll be greeted by the staff duty officer, Lt. Molino, an interactive robot (or bot for short), who can ask and answer questions as well as give tours of the island. Bots like Lt. Molino are designed to run automated tasks at a much faster rate than humans. But, Lt. Molino doesn't like being referred to as a bot and will correct users if referred to as such: "I'm a virtual Soldier and the best staff duty officer around here." Essentially,

bots like Lt. Molino can help users navigate the land and provide information when requested.

Once in-world, visitors can visit the welcome center, which helps orient newcomers. They can drive Humvees, learn and conduct land navigation, view a dignified transfer in the Chaplain's Center, walk through C-17 and C-130 aircraft, perform a tie-down exercise on aircraft, fly an Apache helicopter, parachute jump, learn about Somali pirates, or retrieve family readiness information. Users can also take quizzes to earn spendable points for accessory items like hats, backpacks and uniforms. A library offers a plethora of resources on almost any topic, and there's even a coffee shop.



Second Life users can parachute around the island and earn spendable points when they land on designated targets. The island offers numerous exercises to earn points.

The area hosts an education center as well as an entire island devoted to education. Several permanent resident colleges have tents set up on the island: Saint Leo University, Fla.; Penn State; Mercyhurst College, Pa.; Coastline Community College, Calif.; Dallas Community College, Texas; among others. Most of the schools have in-world campuses and teleports linked directly to their school Web sites.

A conference center is located on the main island, but this access is by invitation only. In addition, there are several classrooms and meeting rooms. Grant explained that if groups want to reserve a room for meeting space or have questions about the virtual world activity in general, they should contact him at INCOPD at (757) 788-5357 or e-mail [wt.grant@us.army.mil](mailto:wt.grant@us.army.mil). Alternatively, each of the islands has a TRADOC stand so users can contact INCOPD through those as well.

Grant said Second Life is the most populated virtual world out there, and it was initially selected as a public outreach mission. “Our public outreach kind of died off with recruiting command not wanting to participate with Sodom and Gomorrah,” the term Grant uses to refer to some of the adult or mature content areas of virtual worlds and social networking.

“We don’t do any direct recruiting. [However], the day we opened to the public, a female avatar dressed in an evening gown with jewelry asked if I could help her; she was interested in becoming an Army nurse. It’s going to happen whether we want it to or not,” he said, alluding to the Army’s overall acceptance of the technology.

## ACTIVE WORLDS

The activities located in Active Worlds are slightly different from those in Second Life. First of all, getting into Active Worlds can only happen by invitation. Secondly, the exercises and atmo-

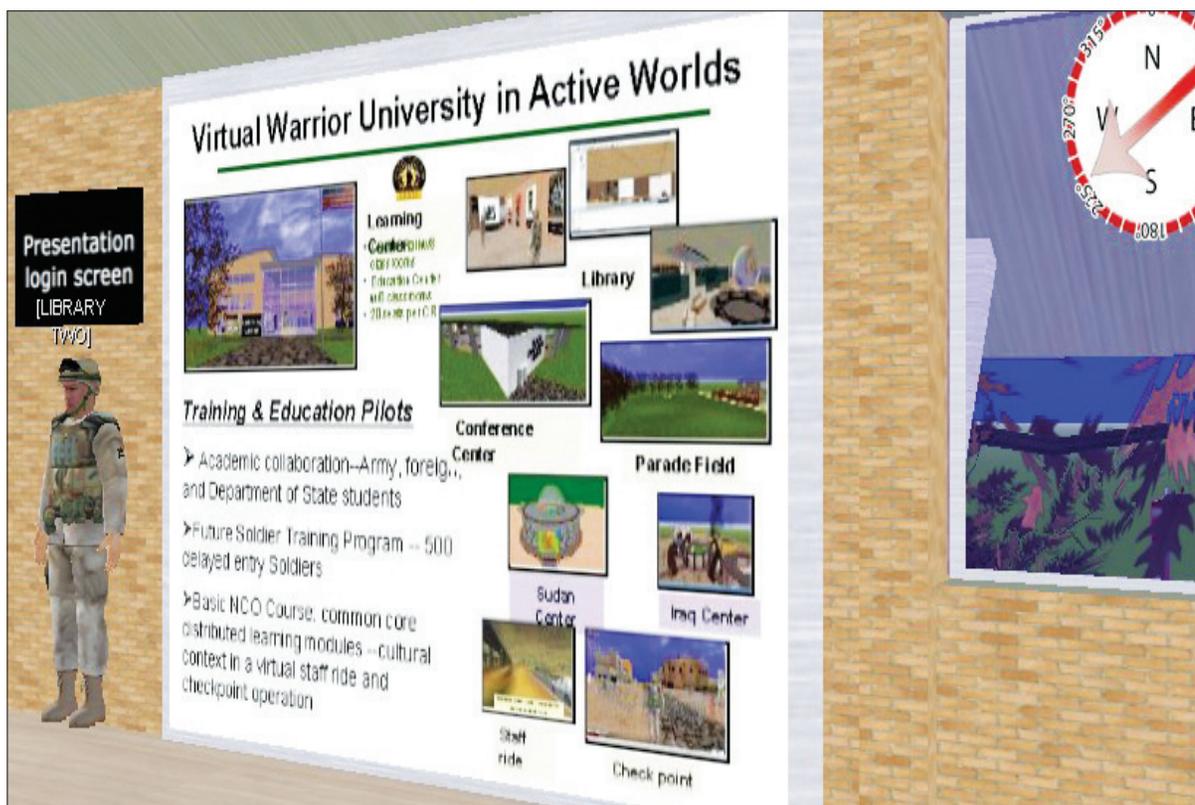
sphere, in general, seem a bit more serious. Education seems to be the focal point in Active Worlds.

Grant and Wahlman explained that one of the most recent activities they’ve implemented is a staff ride. Staff rides give Soldiers an opportunity to study an event that took place, evaluate the actions and strategies used, and review lessons learned. A favorite location for real-life staff rides is Gettysburg, Pa., for example. Logistically, however, the Army is unable to send all Soldiers on a staff ride, even when a course is supposed to include one, such as the Advanced Leader Course.

Perhaps the *pièce de résistance* is the virtual staff ride based on the 2005 Traffic Control Point 541 incident. The highly publicized incident involved an Italian journalist who had been kidnapped, recovered and was being transported by Italian secret agents. The Soldiers at the checkpoint did not have information about the operations or movement of the Italian agents, and vice versa. Furthermore, the checkpoint had initially been setup to facilitate an ambassador’s travel, unrelated to the shooting incident. The virtual staff ride based on the incident explores how the events unfolded and the Soldiers’ use of escalation of force. A copy of the U.S. incident investigation for CP 541 may be found on [wikisource.org](http://wikisource.org), as well as other Internet Web sites.

Grant and Wahlman said that the scenario is a great example of the way things are today, because at CP 541 was a specialist who had to make decisions that had global impacts. “He did everything right, and it was good. It’s a really good lesson for Soldiers because they see that he followed his instructions. The Soldiers did what they were supposed to out there, and they acted appropriately,” Grant said. The sequence of events demonstrates how Soldiers can do everything right according to their training, yet outside influences can send the momentum off track.

“People who have seen CP 541 have checked our work,”



Active Worlds is available by invitation only. TRADOC’s Active Worlds provides a host of educational resources: a virtual library, study rooms, a conference center and meeting spaces. There are several virtual exercises that users can try, like driving Humvees and constructing a checkpoint. After each exercise, users will receive feedback regarding their performance.



Beginning screen for Control Point 541 virtual ride in Active Worlds, which is based on events that occurred on Route Irish in Baghdad, Iraq.

Grant explained. “We had the people at the Combined Studies Institute, Fort Leavenworth, Kan., provide us their computer pictures that they had for this staff ride; although, theirs was not as interactive.”

CSI helped Grant and Wahlman develop an interactive checkpoint exercise, also based on CP 541 — the scenario at the beginning of the article is based on this exercise. They enlisted the help of Soldiers who recently returned from the area to design the look and the feel of the buildings to make them right.

“It’s close enough that you can see what it’s like,” Grant said. The group is now working on implementing maps and terrain features to duplicate visual effects of the environment. “If we can translate that into a virtual world, that’s saying we can take this staff ride that we’ve got and tomorrow we can say we’ll start mapping the terrain at Gettysburg and setup that staff ride. We could do Normandy, just about any place. So, I can take somebody out in California, who has never been out of the state, and show them Gettysburg and walk them through the battlefield. The point is that you can impress that upon somebody.”

## TELEPLACE

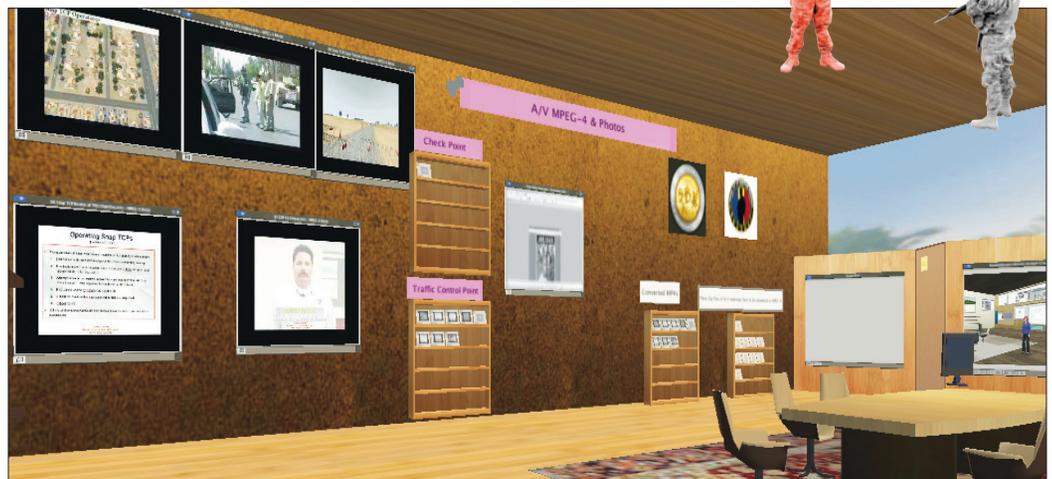
Teleplace offers some unique utilities that are not in other virtual world settings. Avatars can be used to signal, gesture, wave, point (an indicative laser will shoot out from the avatar to the object) and move. So, one of the nice capabilities in this environment is that users can use non-verbal cues as ways of communicating. They can point to something and say, “Hey, what do you think of that,” or point to a document or something happening to get another user’s attention. Malan explained, “When I say ‘that’ while I’m pointing, the context of what ‘that’ is becomes pretty clear.”

Likewise, users have the ability to use Web cameras to view other users or show or demonstrate something by camera, which is another powerful way to

do things rather than just relying on verbal communication alone.

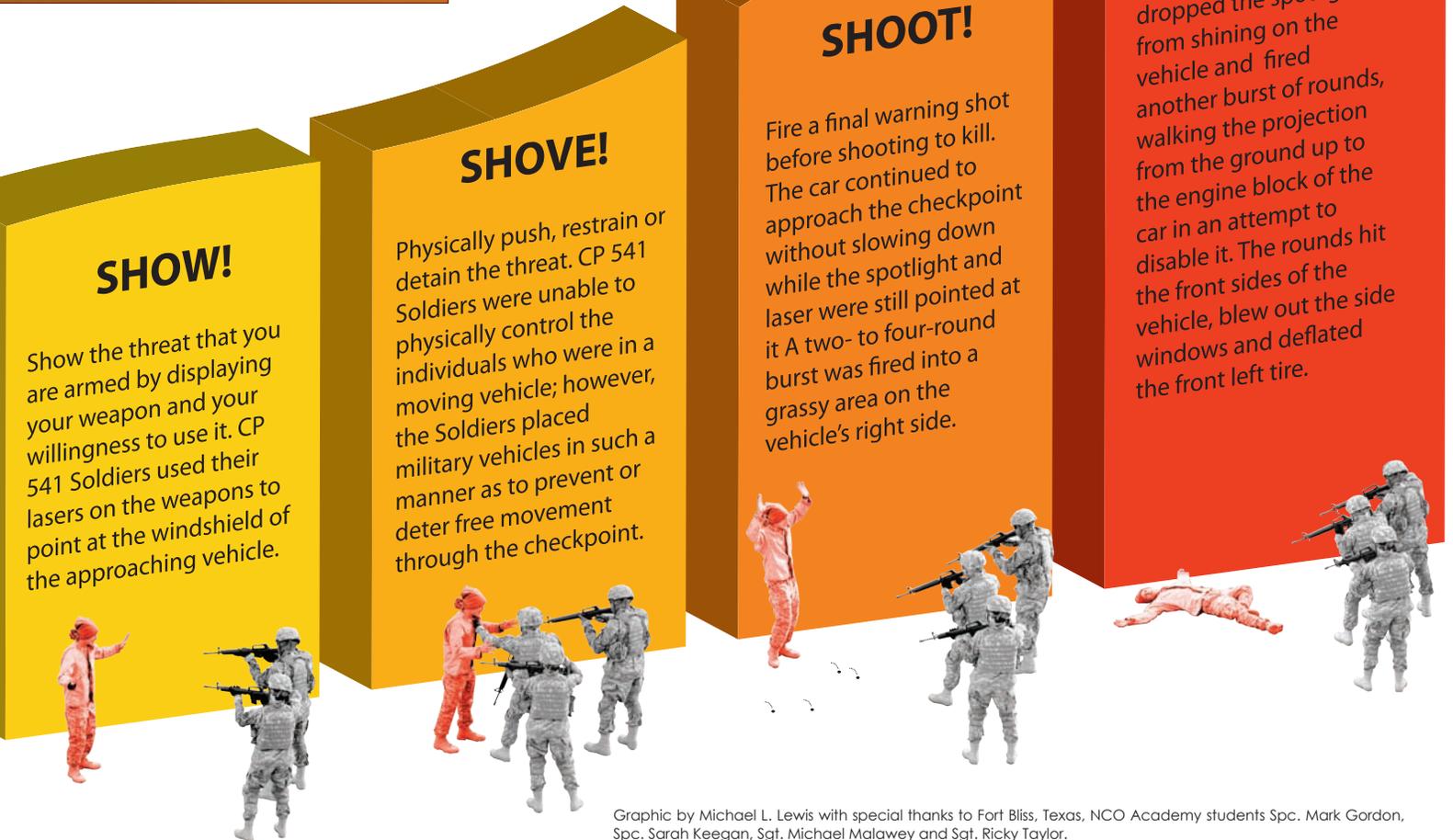
“The main idea behind Teleplace is it allows us to drag and drop applications and documents into the environment. We can also do things like bring people along to places,” Malan said. “If I wanted to show you something or there was a large group of people and I didn’t want to get into the classic herding cats, having people wander off, I could do something like lead the meeting.” The meeting leader can control the other members in the group so they stay in lockstep. Essentially, whatever action I do, you’ll notice the other avatar follows right along.”

Additionally, document sharing can be as fluid as a conversation between collaborators, as Malan and Wahlman demonstrated with a walk-through of Teleplace. “If I want to take over from [my partner], all I have to do is click in the document, and I become the person who’s got control of



TRADOC’s Teleplace audio visual project room contains different types of educational materials, including high-quality video as well as file sharing and simultaneous document manipulation.

## ESCALATION OF FORCE AND CP 541



Graphic by Michael L. Lewis with special thanks to Fort Bliss, Texas, NCO Academy students Spc. Mark Gordon, Spc. Sarah Keegan, Sgt. Michael Malawey and Sgt. Ricky Taylor.

the application. [My partner] can take control back from me by just clicking in the document. It's a very powerful, very fluid kind of metaphor for allowing people to be able to share whether it's information or an application," Malan said.

Wahlman explained that placing resources into this environment is as easy as dragging and dropping files. "Simply zip the files, place them on the bookshelf, and the Teleplace reps will convert the files into the correct format for us. Everything is just a drag and drop from your computer. You can place them anywhere you want. You can make as many as you want," she said.

The collaborative versatility of Teleplace is unprecedented. Malan explained that the organization is very active in the government sector. "Along with TRADOC, we also have work that's underway with the Air Force Air Education Training Command, at Randolph Air Force Base near San Antonio, Texas."

Other Teleplace projects include the Department of Veteran Affairs, which involves helping veterans acclimate back into civilian society using virtual world capabilities. The Navy also has projects in Teleplace, including combat submarine training with the Naval Undersea Warfare Center, headquartered in Rhode Island.

Although INCOPD's continued efforts within virtual worlds remain unsure at this point, the hope is that interest and utilization of this technology grow, especially its use in supporting and enhancing Soldier training and education. For questions or information about Teleplace and Active Worlds, contact Linda Wahlman at [linda.wahlman@us.army.mil](mailto:linda.wahlman@us.army.mil). 

This article is third in a series on INCOPD. Future articles will detail the mission of the other divisions within the INCOPD. E-mail Linda Crippen at [linda.crippen@us.army.mil](mailto:linda.crippen@us.army.mil).

# Logging On: The Army Joins Wave of the Future

By Cassandra Yardeni

*The Army's use of technology is constantly evolving, constantly striving to develop and secure top-of-the-line equipment and products for its Soldiers. Over recent years, however, technology has not only advanced on the battlefield, but also in the context of a global communication revolution, with the advent and popularization of social media platforms worldwide. The Army has seen the face of the future and has officially logged on.*

## Social Media: A Brief History

The Army's hand in Internet technology is rooted in its predecessor, the Arpanet, a network for information sharing developed in 1969. The Defense Advanced Research Projects Agency developed this technology not as a result of a military need, according to Charles Herzfeld, former director of DARPA, but out of "frustration that there were only a limited number of large, powerful research computers in the country and that many research investigators who should have access were geographically separated from them," he has said of the invention.

While the Internet has been a public resource for networking and disseminating information since the popularization of the World Wide Web in the 1990s, social media has only gained momentum in the past decade. Since four Israeli technologists invented ICQ, an instant-messaging system, in 1996, technology has allowed Internet users to "chat" with one another via their computers. Social networking, or the ability to digitally connect to friends and strangers on a larger public platform, arrived on the scene in 2002, with the introduction of Friendster, a social networking site that allowed users to develop profiles and share information. As new media began to shrink distances between family and friends, a slew of free social networking sites quickly cropped up, bringing sites like MySpace in 2003, Facebook in 2004, YouTube in 2005 and most recently, Twitter in 2006, to popularity.

The sites provide friends old and new the chance to share information like images and e-mails, and offer businesses the opportunity

to market directly to their audiences, keeping followers and fans of their brands updated and engaged in dialogue about their products.

## Taking Notice

Though the Army has long maintained an online presence through its Web site at [www.army.mil](http://www.army.mil), an initiative in January 2009 brought the Army to the forefront of social media. Maj. Gen. Kevin Bergner, then-chief of Army public affairs, began an online and social media division that combined and streamlined ad hoc platforms the Army hosted at the time. "The purpose was to combine all the online efforts and the online space from headquarters to Army-level," said Lindy Kyzer, social media manager of the Army, based out of the Pentagon.

"The purpose is for folks to have a place to engage in conversations about the Army. [Each social media platform] serves as a place for our Soldiers, family members, spouses, veterans and fans of various capacities to gather together and to talk about many issues. From a public affairs perspective, it's a great way for us to reach out. It's a great way to allow us to get feedback and allow not just Soldiers to engage in policy, decisions and things that are taking place in the Army," she said.

"More people are involved with social media every day. They're not talking just about what they're doing; they're

asking questions,” said Carroll Kim, leader of social media engagement at the U.S. Army Training and Doctrine and Command, based at Fort Monroe, Va.

In an effort to manage the Army’s footprint on the Web and to engage with not only Soldiers and their families, but fans and friends of the Army at large, the social media division has since developed an official Army blog and Facebook, Twitter, YouTube, Vimeo and Flickr accounts. The content on each platform is managed and monitored by the division, but open to and accessible by the public.

The Army hosts official social media sites; separate divisions, bases and Army-related individuals are encouraged to join in social networking with their own accounts. A list of the official platforms, as well as other Army profiles, is available on the Army social media Web site at <http://www.army.mil/media/socialmedia/>.

### Presence and relevance

Though the Army maintains a presence on the aforementioned social media networks, Army.mil continues to serve as the official source of information for the force, according to Army officials. News updates, stories about Soldiers, videos, organizational information, leader biographies, enlistment literature and Army blogs are all accessible on the Web site. However, the various external social media sites offer more instant dissemination of information, along with the opportunity for Internet users to engage in dialogue about what the Army posts. While Army.mil serves as the hub for official information, social media platforms extend and support the Army message. As such, the content on each platform is chosen based upon the relevance to each site’s audience and the unique criteria or scope of the site.

“Social media is crucial to the Army,” Kyzer said. “There is different content in each place. The key to our strategy is presence and relevance. Part of providing relevant content is that we have a say in the content there, but so do our fans.”

For instance, a recent look at the Army’s Flickr page

revealed various photos of artillery training and Multi-Cam uniforms that were submitted by Soldiers. A recent Army “tweet,” found on the Army’s Twitter page, reads: “Boy Scouts visit Gen. Casey at the Pentagon their ‘Report to the Nation’ trip,” alongside a photo of Chief of Staff of the Army, Gen. George W. Casey Jr., giving an Army baseball cap to a boy scout. The Army Facebook page meanwhile boasts more than 184,000 fans, whose postings

range from encouraging “Hooahs!” to talk about the popular film, *The Hurt Locker*, to users asking for suggestions on what to include in a care package for an “adopted” Soldier.

Because it allows Soldiers to stay connected with family and friends during deployment, the Army encourages engagement in social media so they can share

their lives in the military through pictures, videos and messaging. “A Soldier is the best spokesperson for



Photo by Cherie Cullen, Department of Defense

As seen on the Army Flickr page, Chief of Staff of the Army Gen. George W. Casey Jr., left, hands out Army hats to members of the Boy Scouts of America during a visit to his office at the Pentagon March 1. The Boy Scouts were in Washington, D.C., to give their annual “Report to the Nation.”



the Army,” Kim said.

Social media not only allows the Army and its Soldiers to transmit their messages, it also provides a way for inter activity between the Army, its Soldiers and Internet users worldwide, fostering a sense of community that transcends geographical boundaries, Kyzer said.

“The ability to communicate is absolutely crucial. In an era with so many deployments, if you don’t have that direct connection, it’s easy to forget about what’s going on in Iraq and Afghanistan. If you have a Facebook friend who’s a Soldier, it makes it a lot easier to relate to the Army. From a communications standpoint, that’s really crucial,” Kyzer said.

### Safety First

According to a Feb. 25 memorandum from the assistant secretary of defense for networks and information integration, the Army “recognizes that Internet-based capabilities are integral to operations across the Department of Defense.” But the freedom of instant communication comes with the potential threat of oversharing, a risk that the social media division of the Army works to prevent. “Every Soldier gets operational security training, but

it's important to remember that online etiquette and interactions are a part of that," she said. "We say that social media gives you a piece of the pie in terms of online identity," she added, "but it requires you to lose some control, too."

However, because the social networks are accessible to the public from anywhere in the world, Kyzer says that education is the key to avoiding breaching OPSEC. Security training and briefs are an instrumental part of a Soldier's education and family readiness programs alike. Though the social media division claims to have had minimal security breaches, most have come from families of Soldiers inadvertently revealing a date or location of deployment too early.

Aside from security concerns, the social media division strives to maintain a professional bearing across their social media platforms, yet is careful to avoid taking the "realness" out of the feedback and posts the public contributes.

"We have to accept that some negative comments are going

to happen. Theoretically, we can monitor and review comments. But, because it's instantaneous, it's hard to moderate beforehand. This is really the people's site; they keep it as clean as they want to keep it," Kyzer said.

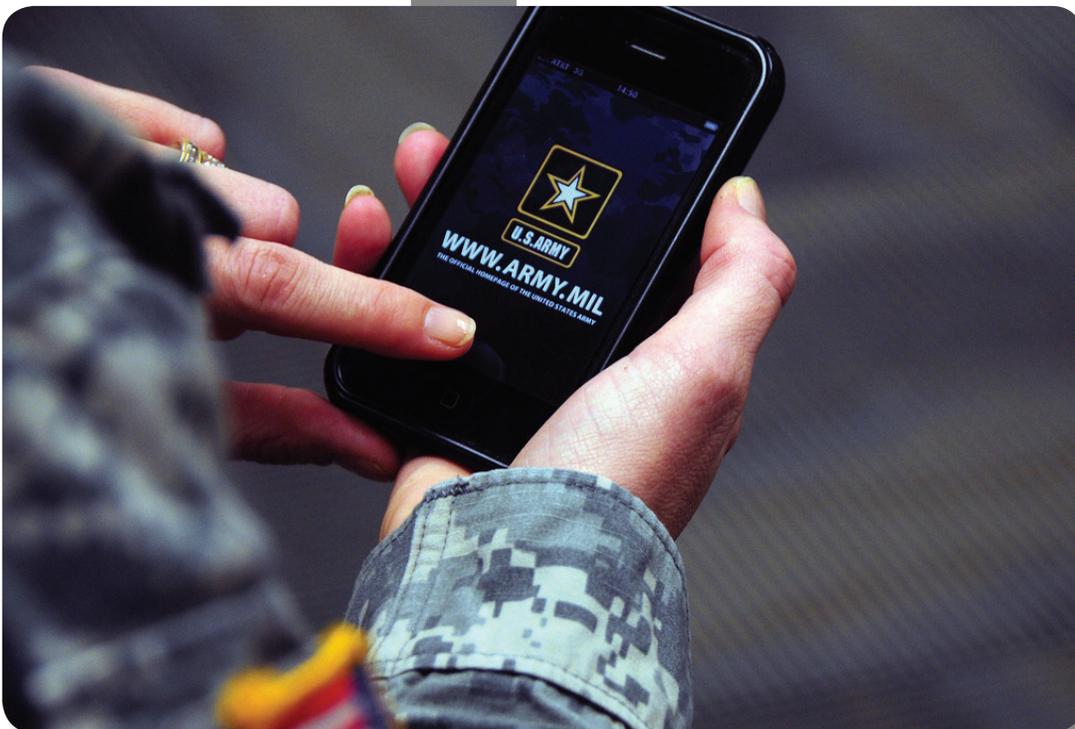
## What's ahead

The Army continues to integrate itself into the electronic media landscape, Kyzer said, and has recently stepped into the mobile realm. In December 2009, the Army introduced the Army iPhone app, a free application downloadable by any iPhone or iPod Touch owner. Through the app, users can access thousands of Army images, videos; its Twitter, Facebook and blog accounts; as well as podcasts, games and fun facts about the Army, its weapons and vehicles. In an age where dissemination of information and communication are evolving at an unprecedented rate, the Army continues to look toward the future of social media. 

Photos courtesy U.S. Army

Right: A screenshot of the official U.S. Army Twitter page, [www.twitter.com/usarmy](http://www.twitter.com/usarmy)

Below: A Soldier accesses the free U.S. Army iPhone application from her mobile phone.



For more information on Army-related social media Web sites, or information on how to make your own, visit <http://www.army.mil/media/socialmedia/>.

Social media platforms continue to evolve, and the Army has made it a priority to stay connected, in touch and on the forefront of the trend. Here is a brief breakdown of the official presences on the most popular social networking Web sites:

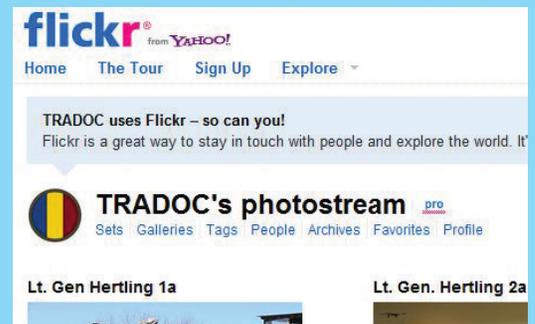
## Facebook

Facebook is a free site that can be accessed by anyone with a valid e-mail address. Facebook users create profiles that include personal and professional information and photos. Users can join networks organized by city, workplace, and school or college. The Army Facebook page includes polls, discussions and photos. You can “friend” the Army at [www.facebook.com/usarmy](http://www.facebook.com/usarmy).



## Flickr

Flickr is an image- and video-hosting Web site and online community. The site allows users to upload and catalog personal photographs and is widely used by bloggers to host images that they embed in blogs and other social media. The Army Flickr pages include photos submitted by Soldiers and public affairs officials. View the Army's Flickr pages at [www.flickr.com/soldiersmediacenter](http://www.flickr.com/soldiersmediacenter).



## Twitter

Twitter is a free site that allows users to share messages — “tweets” — of 140 characters or less. Tweets are text-based and are posted on a user's profile page, which can be viewed by his or her followers, and if public, anyone who logs on. Privacy settings are adjustable and users can restrict messages to authorized followers only. The Army tweets photos, video and truncated headlines from Army.mil. Follow the Army at [www.twitter.com/usarmy](http://www.twitter.com/usarmy).



## YouTube ~ Vimeo

Both YouTube and Vimeo are free video-sharing Web sites where users can upload and share videos. Unregistered users can only watch the videos, while registered users are permitted to upload an unlimited number of videos they create. Both sites contain Army-related videos submitted by Soldiers and Army officials and are monitored by the Army's social media division. View the Army's videos at [www.youtube.com/soldiersmediacenter](http://www.youtube.com/soldiersmediacenter) and [www.vimeo.com/usarmy](http://www.vimeo.com/usarmy).



# Effects of Culture

**F**rom Baghdad to Yongsan, from Port-au-Prince to Kabul, U.S. Soldiers interact every day with cultures vastly different from what they find back home. For some, this cultural engagement can be an exciting and enriching experience; others are left anxious and confused, uncomfortable with standards and customs that are foreign and often strange.

However, learning a new culture and adapting to it can be a powerful tool in the quest to both understand the enemy and influence would-be allies. To help young NCOs discover and make the most of these connections, a new lesson was

incorporated into the updated Warrior Leader Course that combines cultural awareness with counterinsurgency principles.

“If you understand culture, you can use it to your advantage — especially in trying to win over the hearts and minds of a local populace,” said Carl Carlson, a training specialist on the team that wrote the new course at the United States Army Sergeants Major Academy, Fort Bliss, Texas. “We tried to help the young Soldier understand how his or her interactions with the local people fit into the big picture of what the Army may be trying to do in Afghanistan or Iraq or Haiti or wherever. Their interactions have to be based on a good understanding of the culture there, because we’re guests in those countries.”

The lesson begins with the fundamental elements that comprise culture and continues to cover the advantageous or detrimental ways that Soldiers use such awareness:

**COMPONENTS OF CULTURE:** Though there are several definitions, culture is essentially a system of shared values, beliefs, behaviors and norms that members of a society use to cope with their world and with one another. It is not inherited genetically, but is rather a social and psychological construct passed down from generation to generation. It also changes over time as a group responds to changing environmental or



Photo by Staff Sgt. Jason Douglas  
Sgt. 1st Class Miguel Casarez and other Soldiers of 4th Squadron, 9th Cavalry Regiment, 2nd Brigade Combat Team, 1st Cavalry Division, meet with Naji Mohammed Ahmed, a Kurdish village leader, who invited the men into his home for tea and discussion in May 2009.

social conditions. Learning how to react to different cultures is vital to avoid culture shock that can hinder morale and the mission.

**STEREOTYPES & BIASES:** A stereotype is an inaccurate generalization based on opinion. Whether positive or negative, they can lead to false expectations or poor decisions. Generalizations can be helpful, however, when they are based on keen observations of reality coupled with knowledge of the culture and its background; this is the crux of cultural awareness. On the other hand, when baseless prejudices impair the judgment of an individual, this

is bias and patently unfair. Maintaining biases usually closes the mind to new information, creating a dangerous impediment to good decision-making and effective communication.

**INSURGENCY & COUNTERINSURGENCY:** Appreciating the effects of culture is imperative to understanding one of the most important topics Soldiers are faced with today: insurgency and counterinsurgency. Knowing the background and history of a culture can help Soldiers understand why a movement feels compelled to weaken or overthrow its government through subversion or armed conflict. As insurgents battle to obtain political power, counterinsurgents use all tools at their disposal to harness the population’s support.

The WLC lesson emphasizes the role of junior NCOs in counterinsurgency operations, quoting David Kilcullen’s *Twenty-Eight Articles: Fundamentals of Company-Level Counterinsurgency*, which states, “Counterinsurgency is a squad and platoon leader’s war, and often a private Soldier’s war. Battles are won or lost in moments: Whoever can bring combat power to bear in seconds, on a street corner, will win.” A comprehensive awareness of the local culture is indispensable in this effort and, when made use of appropriately, can be a potent tactical advantage for any NCO.



## THE COMPONENTS OF CULTURE

*While there are many dimensions to culture, the four aspects categorized below are the essential components Soldiers are most likely to encounter downrange.*

### Values:

- ✓ **Right and wrong:** Values form the basis for a group's moral and ethical conduct. They are the guide to culturally appropriate behavior.
- ✓ **Positive values:** These are rewarded by society. Those displaying loyalty, a good work ethic or equality, for example, are often granted special praise, financial gain or higher status.
- ✓ **Negative values:** Dishonesty, theft or lying, for instance, are punished by society, whether informally, like avoidance, or formally, like prison.

### Beliefs:

- ✓ **Shared view of reality:** This is how a group sees the world — its idea of why things are as they are, how humans came to be or why people get sick, to name a few. Often, beliefs are so ingrained into a culture that they are not subject to investigation.
- ✓ **Physical beliefs:** These are explanations of how the world works or how humans relate to the environment: The Earth revolves around the Sun; humans are at the top of the food chain, for example.
- ✓ **Non-physical beliefs:** These are attempts to explain how the supernatural works or how humans relate to God. Concepts like magic, spirits, faith and fear are often involved.

### Behaviors:

- ✓ **Observable patterns of action:** This is the easiest component of culture for an outsider to observe. By watching the habitual ways

people do things, the observer can usually figure out what the underlying values and beliefs of the culture are but may not understand them.

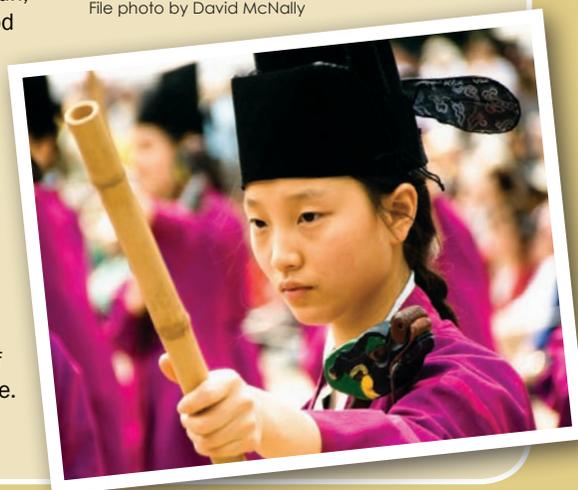
- ✓ **Habitual behaviors:** These patterns of behavior are common among all or most of the group — a consistent way of greeting that is typically practiced, for example.
- ✓ **Personal behaviors:** These are more idiosyncratic behaviors — variations practiced uniquely by individuals.

### Norms:

- ✓ **Range of permissible behaviors:** This is how a culture expresses its values and beliefs through expected behavior.
- ✓ **Almost everyone conforms:** As they are the accepted standards of behavior, people generally follow norms and expect others to do so, too.
- ✓ **Can be used strategically:** By knowing the norms of a culture, one can predict how people will behave in a given situation. Such cultural strategies consciously anticipate a group's behavior in a specific situation.

A young girl performs a ceremonial dance at U.S. Army Garrison-Yongsan, South Korea in July 2008.

File photo by David McNally



## Culture shock: How to cope

### LEARN BEFOREHAND

Research the culture before you are immersed. A little reading will help you be more familiar with, and understanding of, the culture and its differences.

### AVOID OFFENSE

Try not to be offended or to be offensive when dealing with the local populace. Misunderstandings can create bad feelings on both sides.

### BE OPEN-MINDED

Be tolerant and accepting of unfamiliar aspects. What may be strange to you could be how the culture has done things for hundreds or thousands of years.

### TAKE A TIME-OUT

You may need to take a break from cultural engagement in order to lessen the stress and strain of adjustment.

### MAINTAIN ROUTINES

Routines keep the familiar fresh. Exercise, personal study time and hobbies remind you of your existing habits and customs.

### EDUCATE ABOUT YOUR OWN CULTURE

You're a subject-matter expert in your culture, after all. But, remember to be respectful of the culture you are a guest in and not attempt to "prove" your culture is better or more important.

# NCO Stories

*A selection of Valor*



## Sergeant Jose Calugas

*Citation to award the Medal of Honor*

*The action for which the award was made took place near Culis, Bataan Province, Philippine Islands, on 16 January 1942. A battery gun position was bombed and shelled by the enemy until 1 gun was put out of commission and all the cannoneers were killed or wounded. Sgt. Calugas, a mess sergeant of another battery, voluntarily and without orders ran 1,000 yards across the shell-swept area to the gun position. There he organized a volunteer squad which placed the gun back in commission and fired effectively against the enemy, although the position remained under constant and heavy Japanese artillery fire.*

## His story

Jose Calugas was a member of the Philippine Scouts during World War II. He received the Medal of Honor for actions during the Battle of Bataan.

At the age of 23, Calugas joined the Philippine Scouts of the U.S. Army and completed training as an artilleryman serving with different artillery batteries of the Philippine Scouts until his unit was mobilized to fight in World War II. After noticing one of his unit's gun batteries had been destroyed and its crew killed, he gathered several members of his unit together, dug in

and attempted to defend the line. He was captured along with other members of his unit and forced to march to a distant enemy prison camp where he was held as a prisoner of war. After his release in 1943, he was secretly assigned to a guerilla unit the Philippines where he fought for the liberation of the Philippines from Japan.

After retiring from the Army he settled in Tacoma, Wash., and became a U.S. citizen.

Calugas was born in Barrio Tagsing, Leon, Iloilo, the Philip-

pines, Dec. 29, 1907. In 1930, he enlisted in the U.S. Army and received his basic training at Fort Sill, Okla. Upon completion, he received additional training as an artilleryman, and then was assigned to the 24th Artillery Regiment of the Philippine Scouts at Fort Stotsenburg, Pampanga. While stationed there, he married and began to raise a family. His next unit was the 88th Field Artillery Regiment of the Philippine Scouts. He was a sergeant with Battery B when the United States and the Philippine Commonwealth declared war with Japan in 1941. His unit was mobilized for duty and sent to Bataan in December 1941.

On Jan. 6, 1942, his unit was covering the withdrawal of a portion of the U.S. Army Forces Far East, with the 26th Cavalry Regiment of the Philippine Scouts and the U.S. 31st Infantry Regiment. Calugas was working as a mess sergeant in charge of a group of Soldiers who were preparing the day's meals when he noticed that one of his unit's guns had been silenced and its crew killed. Without orders, he ran the 1,000 yards across the shell-swept area to the inactive gun position. Once there, he organized a squad of volunteers who returned Japanese artillery fire. The position remained under constant and heavy fire for the rest of the afternoon.

While Calugas and his squad maintained a steady fire on the enemy positions, other Soldiers had time to dig in and defend the line. As the day ended and combat subsided, he returned to his kitchen duty. For his actions on that day, his superiors recommended Calugas for the U.S. military's highest decoration for valor, the Medal of Honor. Before he could receive it, however, all American forces on Bataan surrendered to Japanese forces.

Arguably, the Battle of Bataan represented the most intense phase of Japan's invasion of the Philippines during World War II. During the final stage of the Battle of Bataan, and after repeated assaults and artillery fire by Japanese forces, the communications and defenses of the Allied forces on Bataan peninsula had been almost completely destroyed. On the last two days, the entire Allied defense collapsed, clogging all roads with refugees and fleeing troops. By April 8, the senior U.S. commander on Bataan, Maj. Gen. Edward "Ned" P. King Jr., recognized the futility of further resistance, and explored proposals for capitulation. On April 9, 1942, approximately 76,000 Filipino and American troops surrendered to a Japanese army of 54,000 men under the command of Lt. General Masaharu Homma. In American history, this was the single largest surrender of one of its military forces.

After the surrender, Calugas and other prisoners marched from Mariveles to Camp O'Donnell, a prison camp in the province of Tarlac. The Japanese, having expected the fighting to continue, anticipated only about 25,000 prisoners of war and were inadequately prepared or unwilling to transport a group of prisoners three times the size. The majority of the prisoners of war were immediately relieved of their belongings and endured a 61-mile

march in deep dust over vehicle-broken roads, and crammed into rail cars for the portion of the journey from San Fernando to Capas. En route, more than 21,000 men and women died from disease, starvation, dehydration, heat prostration, untreated wounds, and wanton execution. The deaths of Filipinos compared to Americans was disproportionately high: approximately 5,000 to 10,000 Filipino and 600 to 650 American prisoners of war died on the so-called Bataan Death March. Calugas remained a prisoner at Camp O'Donnell until Jan. 1943, when he was released to work for the Japanese in the Philippines.

He was placed as a laborer in a Japanese rice mill, and while assigned there he secretly joined a guerrilla unit, #227 Old Bronco. As an officer of the unit, he participated in the attack on the Japanese garrison at Karangalan. His unit fought in the continued campaign against the Japanese, which eventually led to the liberation of the Philippines.

After liberation, he finally received the Medal of Honor for which he had been approved the beginning of the war. It was presented to him by General of the Army George Marshall. Calugas subsequently accepted a direct commission in the U.S. Army, and was later assigned to the 44th Infantry Regiment, which was assigned to the occupation of Okinawa. After the unit was disbanded in 1947, he was assigned to the Ryuku Command, on the Ryukyu Islands in the South China Sea, where he remained until 1953.

Although he had been born in a U.S. territory, and had fought in the U.S. Army, Calugas technically was not a citizen. Following the Spanish-American War in 1898, Philippine residents were classified as U.S. "nationals." The 1934 Tydings-McDuffie Act, or Philippine Independence Act, reclassified Filipinos as aliens, and set a limit of only 50 immigrants per year to the United States, with the exception of those who joined the U.S. Navy, but not the U.S.

Army. While serving in Okinawa, Calugas completed the process of becoming a naturalized U.S. citizen.

Calugas eventually retired from the Army with the rank of captain and in 1957 he moved to Tacoma, Wash., with his family. After retiring from the Army, he earned a degree in business administration from the University of Puget Sound in 1961 and worked for the Boeing Corp. In addition to furthering his education and starting a new career, he was involved in several veterans groups within the Seattle and Tacoma area. He died in Tacoma on Jan. 18, 1998, at age 90, and is buried at Mountain View Memorial Park in Tacoma.

*Editor's note: The story incorporates material from the Wikipedia entry dedicated to his legacy.*



Photo courtesy of the National Archives  
Sgt. Jose Calugas proudly displays his Medal of Honor while rendering a salute during a ceremony.

# 3rd Special Forces Group honors 19 with Silver Stars

By Janice Burton  
 U.S. Army John F. Kennedy  
 Special Warfare Center and School

In one of the largest awards ceremonies since the Vietnam era, the 3rd Special Forces Group (Airborne) awarded 19 Silver Star Medals, two Bronze Star Medals for Valor, two Army Commendation Medals for Valor and four Purple Hearts at the U.S. Army John F. Kennedy Special Warfare Center and School, Dec. 12, 2008.

Col. Gus Benton II, the commander of the 3rd SFG(A), said his men have distinguished themselves by taking the fight to the enemy and simply “doing what had to be done.”

“It is my distinct honor and privilege to celebrate the awarding of these medals to our intrepid warriors,” Benton said. “History will record and we will long remember their sacrifices.”

Addressing the standing room only crowd, Benton said that earlier that the group had the honor of awarding 43 Bronze Stars for Valor and 39 Army Commendation Medals for Valor.

Prior to the awarding of the medals, vignettes narrated by members of the group explained the daring feats of the special forces Soldiers. Each vignette told the story of the battles that occurred and the actions performed by each man receiving a medal. As each group of Soldiers received their medals, they were treated to thunderous applause and a standing ovation from the audience.

“As we have listened to these incredible tales, I am truly at a loss for words to do justice to what we have heard here,” said Lt. Gen. John F. Mulholland, commander of the U.S. Army Special Operations Command, who presented the awards to the Soldiers. “Where do we get such men? There is no finer fighting man on the face of the earth than the American Soldier, and there is no finer American Soldier than our Green Berets.”

Mulholland said that many people wouldn’t believe the courage displayed by the award recipients.

“If you saw what you heard today in a movie, you would shake your head and say, ‘that didn’t happen,’” Mulholland said. “But it does, every day.”

He explained that the majority of the firefights highlighted in the vignettes took place within ranges that would fit inside the auditorium.

“You can’t imagine the intensity and the stress these men endured for hours and days on end,” he said.

Prior to taking command of USASOC, Mulholland was the commander of Special Operations Command Central, the command which has control over the forces in Afghanistan and Iraq.

“As the commander responsible for the area, as the reports rolled in, I would shake my head in disbelief,” he said, speaking of the courage and persistence of the Soldiers.

“Alone and unafraid, working with their counterparts, they took on a tenacious and dedicated enemy in his homeland, in his own backyard. Imagine the Taliban commander thinking, ‘What the hell do I have to do to defeat these guys?’”

Mulholland said that he was “incredibly humbled” to stand and address the actions of his men, because their actions “speak volumes beyond what I can say.”

“Day in and day out, they are the unsung heroes, seeking no recognition,” he continued. “If you asked them, I’m sure they would say: ‘the other guy did it.’”

Honored during the ceremony with Silver Star Medals were:

The members assigned to Operational Detachment Alpha 3336 for valorous actions undertaken in Afghanistan on April 6, 2008: Capt. Kyle Walton, Master Sgt. Scott Ford, Staff Sgt. Dillon Behr, Staff Sgt. Seth Howard, Staff Sgt. Luis Morales, Staff Sgt. Ronald Shurer, Staff Sgt. John Walding, Sgt. David Sanders, Sgt. Matthew Williams and Spc. Michael Carter.

The members assigned to ODA 3312 and 3214 for valorous actions undertaken in Afghanistan on Nov. 2, 2007: Master Sgt. Frederick Davenport, Staff Sgt. Robert Hammons, Sgt. 1st Class Jacob Allison and Sgt. 1st Class Paul Fiesel.

For actions undertaken in Afghanistan on Nov. 10, 2007: Sgt. Gabriel Reynolds.

For actions undertaken in Iraq on July 27, 2007: Capt. Kent Solheim.

For actions undertaken in Afghanistan on Aug. 26-Sept. 13, 2006: Sgt. 1st Class Benjamin Konrad.

For actions undertaken in Afghanistan Aug. 7-9, 2005: Capt. Brandon Griffin.

For actions undertaken in Afghanistan July 25, 2005: Sgt. 1st Class Larry Hawks.



Photo by Cpl. Sean Harp

At the John F. Kennedy Auditorium, Fort Bragg, N.C., Dec. 12, 2008, Lt. Gen. John F. Mulholland awards a Silver Star Medal to Sgt. 1st Class Luis Morales of 3rd Battalion, 3rd Special Forces Group (Airborne) for actions in combat during his deployment to Afghanistan.

# Soldier helps save lives during mall shooting

By Don Kramer  
Northwest Guardian

A Fort Lewis, Wash., NCO received a Soldier's Medal Dec. 13, 2006, from the Army's senior civilian for saving the lives of a man and several children in a 2005 shooting incident at a local mall.

Secretary of the Army Frances J. Harvey began I Corps' annual mission training briefing by pinning the Army's highest non-combat award for valor on the chest of Staff Sgt. Moises Martinez of A Company, 2nd Battalion, 23rd Infantry Regiment.

Because of Martinez's actions, no one died in the Nov. 20, 2005, incident at Tacoma Mall, which evolved into a standoff between a disturbed 20-year-old man with an assault rifle and SWAT teams from the Tacoma police department. Seven people were wounded during the shooting spree.

Martinez, then 29 and already an Iraq war veteran, administered first aid for more than an hour to the most seriously wounded victim.

Martinez's regimental affiliation led him to the Tacoma Mall that day. He had recently been assigned from 1st to 2nd Battalion in the 23rd Infantry Regiment – the "Tomahawks." He stopped by the mall to buy a souvenir tomahawk to commemorate his transfer between battalions within the regiment. He heard shots almost as soon as he walked in the door of the Excaliber Cutlery store.

The shooter, Dominick Maldonado, began firing a rifle indiscriminately while walking backward down the mall's main concourse. He hit a mix of shoppers and employees as they scrambled for the exits.

The sudden volley started a drama during which Maldonado took four hostages and stood off police for 90 minutes.

With the deranged shooter close by, Martinez ran across the concourse to two terrified children, shielding them while spiring them out of the mall. Martinez then turned and went back inside, fighting through crowds pushing against him to escape. He found Dan McKown, the assistant manager of Excaliber, bleeding profusely from five wounds, the worst two in his abdomen.

Trained as a combat lifesaver, Martinez took control of first aid for McKown from frightened mall employees. Though the shooter had stationed himself and his hostages in a music store only 15 meters away, Martinez remained with the victim, staunching the bleeding and keeping him calm until Maldonado ultimately surrendered to police.

McKown, still in a wheelchair a year later, attended the ceremony at the Fort Lewis Battle Command Training Center.

"He lied to me," McKown joked to reporters after the ceremony. "He told me, 'You're going to be fine. I've been to Iraq, and I've seen far worse than this and those guys pulled through.' Things like that."

McKown's left leg remains paralyzed due to spinal injuries, but his right leg has substantially healed. The two men have become close friends since the incident.

"I've told him since Day 1 that he is going to walk," Martinez said. "He's made a

lot of progress. I keep telling him he's another miracle that I've seen."

Martinez said he never expected this much attention, particularly from someone like the Secretary of the Army.

Harvey echoed the Army's new advertising slogan in his remarks at the presentation: "Sergeant Martinez demonstrated that he is strong enough to always do the right thing, however difficult the path."

He said Martinez was strong in mind in not breaking under pressure, in spirit by never accepting defeat, in heart by never forgetting those for whom he serves, in character by maintaining the highest ethical conduct and in purpose by ensuring the mission is always accomplished.

"And he is strong for our nation, excelling under harsh and deadly conditions," Harvey concluded.

The Soldier's Medal recipient admitted to being nervous at the presentation and forgetting his prepared text.

"This award, I'm honored to receive it," Martinez said. "But, I also dedicate it to those Soldiers out there that are in Iraq and Afghanistan or have served anywhere, who've done their best, gave it all ... everyone that has served."



Photo by Jason Koye

Staff Sgt. Moises Martinez of A Co., 2nd Battalion, 23rd Infantry Regiment, and Dan McKown look at Martinez's citation after he was awarded the Soldier's Medal.

# Developing great leadership

By Sgt. Nicholas E. Teague  
1st Brigade, 78th Field Artillery Battalion

Leadership is a word often used in the United States military. The acronym, LDRSHIP, represents the Army's seven values, which we must use and apply to call ourselves Soldiers. We develop into leaders throughout our careers. We recruit, train and appoint new leaders. We plan and carry out operations under the direction of our command and staff leaders.

But, how does one define and become a great leader?

A great leader is someone who helps others do and become more than they ever thought possible. Developing great leadership is about unlocking potential. It is not about telling people what to do but inspiring them to achieve and lead by example. The quality of leadership makes the difference between a team that is passionate about what it's doing versus one that is simply following orders.

Good leadership isn't hard to achieve, but a truly *great* leader stands out above all other leaders. A great leader does not make false assumptions, is understanding and humble, and accepts that there's always room for improvement.

To be a *great* leader, one must be an *effective* leader. An effective leader can make things happen the right way. When something is wrong, they will solve the problem in a timely manner instead of letting it continue unresolved, making a situation more complex.

But there are many factors that can stand in the way of becoming an effective leader. One of the most dangerous misconceptions about leadership is thinking that a leader knows it all. Another is the idea that an efficient leader is also effective, which is absolutely incorrect.

My mentor once told me: "*The growth and development of people is the highest calling of leadership. One should never yield to temptation and sacrifice effectiveness for efficiency.*"

An effective leader must keep in mind that human frailty comes into play whether you are a private or a command sergeant major. So while the ultimate decision and responsibility may lie with one individual, it is incumbent upon that individual to gather information and trust others' points of view before developing a plan of action.

Great leaders also must be open to change. A leader should not think that their way is the only way to accomplish goals. As Napoleon stated, "*There are no bad regiments; there are only bad colonels.*" Especially when working with team building, a leader must be able to take advice and appropriate criticism to better the way a mission will operate and get it accomplished.

Some people have only one style of leadership. But they must be willing to change as their leadership style may not always work.

Flexible leadership can be difficult, however it is great because it involves being able to adapt according to the situation and the status of the team. An example is taking charge when a team is forming, but playing the role of coach when a team is managing itself well. It takes knowing which battles to fight, and which to let pass. It allows room for error and opportunity to make corrections and solve problems. Another aspect of flexibility is being creative and thinking of new ways to approach problems or situations. However, in saying that, we must remember to present our personal ideas to our subordinates and superiors before applying them in order to win the fundamental support of our team.

When doing this, the idea will often be viewed as a positive change.

Author John Maxwell says this: "*The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.*"

If we keep this in mind, it will help us develop into flexible leaders, which will bring us that much closer to great leadership.

There are many qualities that people will notice about

future great leaders, including the ability to listen. Potential leaders of greatness have a "holding court" quality about them. When they speak, people listen. Some people talk a great deal – they give a speech – but nobody listens.

Leaders must have a great amount of mental toughness without acting "mean" and understand that no one can lead without being criticized. Most people would prefer a tough-minded leader who will work for the benefit of the team and is a positive influence on the team.

Leadership creates a certain separation from one's peers. The distance comes because leaders carry major responsibilities, often the weight of an entire organization. A potentially *great* leader must recognize this pressure is normal and not be afraid to seek out developmental counseling from their mentors.

To be a *great* leader, period, a person must have a leader's spirit, which consists of the drive, willingness and motivation to lead. After all, becoming an effective leader takes hard work. If you're not prepared to work hard at developing your leadership skills, or if you're not sure you want to lead, you'll struggle to be effective. People who struggle with this may feel depressed, and perhaps lose sight of their personal goals and their team's goals.

There must be a sense of purpose.

As stated by Gen. Creighton Abrams, "*There must be a willingness to march a little farther, to carry a heavier load, to step*

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There are many qualities that people will notice about future great leaders, including the ability to listen. Potential leaders of greatness have a "holding court" quality about them. When they speak, people listen. Some people talk a great deal – they give a speech – but nobody listens.

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*out into the dark and the unknown for the safety and well-being of others."*

This statement illustrates that leaders must show spirit, even in times of doubt.

A great leader must maintain a sense of purpose in the face of adversity and setback. Your position, whether as a commissioned or noncommissioned officer, is not a precursor or a barrier to the appropriate development and expression of vision. In the military, rank is often viewed from a socialist's perspective by newer soldiers. They cannot step up to the challenge and lead. In other cases, they are intimidated by superiors and are afraid to reach out and seek guidance and mentorship to develop their leadership vision.

A great leader has the ability to motivate, to inspire, to boost the morale of others. When subordinates feel this motivation, they, too, will demonstrate strength. We rely on these characteristics so immensely that the absence of these skills can cause a devastating drop in confidence in subordinates. In turn, they will no longer trust their leaders.

John Quincy Adams said, *"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."*

The ability to motivate is an essential tool for all leaders to have in their toolbox. A good leader with a positive attitude and a vision can motivate anyone – even those who may feel dissatisfied with their jobs. Subordinates must be included in all parts of the process, every step of the way. Teamwork is the key here, not hierarchy, especially when "One Team, One Fight" was once the Army motto. Now, however, our motto signifies that there is strength in teamwork: "Army Strong." That said, people must still be treated as individuals. Always acknowledge their importance and show them respect. They're people first, Soldiers second. Superior work must be encouraged, recognized and rewarded. Leaders must motivate and boost the pride and morale of their section.

A great leader will have an outstanding ability to communicate, which is imperative if the mission is to be completed successfully. Effective communication will greatly speed up the progress of the tasks at hand. Speaking and writing are certainly important, but perhaps a more important element of communication is the ability to listen. We all know what it is like to have a conversation with someone who is not listening. The next time you engage in a conversation, truly make an effort to listen. You'll find yourself enjoying and learning from the people with whom you associate. Not only does this show your concern for others, but it also shows compassion and understanding.

Leaders must lead by example. All of us have had a role model, someone we've admired, and someone who has influenced us by their actions, ethical standards, ideals or achievements. We cannot make someone fear us and then expect to have their loyalty.

Gen. Dwight Eisenhower said, *"I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone."*

As Soldiers, we may tend to forget the influence we have on those with whom we live and work. We tend to think only leaders are influential. But all of us, intentionally or not, constantly project our personal vision – the way we think life should be lived, our code of personal conduct – to everyone we meet.

Our conduct in the work environment surrounds us like the air we breathe. Almost subconsciously, we absorb the examples of others. We're influenced, changed in some way. The changes may be small – almost unnoticeable – but over the course of time, the effects may be far reaching and profound. We're different people because of what we see; we've changed others by what we do.

Great leadership is set by example and is straightforward. We don't need to advertise ourselves as great leaders or ask others to do so. Leaders are subject to constant scrutiny. We hope and expect they will maintain high standards and diligence of their position. But, being human, we are also imperfect.

Gen. Omar Bradley stated, *"Leadership in a democratic army means firmness, not harshness; understanding, not weakness; generosity, not selfishness; pride, not egotism."*

We must support our superiors and encourage them to support us.

Quite often, however, the demands of leadership bring out the very best in us. Arriving at a new duty station, we attempt to forecast what we can and cannot achieve. But, settling in, we see the desire of the troops to excel, to perform the mission proudly and we're encouraged to match that desire with increased commitment. This is what makes leaders and units perform beyond their perceived limitations, beyond what they thought themselves capable.

A great leader will be continually decisive. How often do we hear people say, "I wish they would just make a choice, any choice!" There are very few sources of irritation more frustrating to subordinates than the indecisive leader, one who cannot efficiently lay out a rational and logical course of action. Perhaps equally frustrating are leaders who keep changing their decisions or go back on their word, reflecting the most recently applied pressure or criticism of their previous decisions.

We must not be afraid of ridicule, nor must we fear making an error and being replaced.

Gen. Omar Bradley said, *"Leadership is intangible, and therefore no weapon ever designed can replace it."*

Great leadership is needed on and off the battlefield. It rests in our hands to carry onward the finest of our military traditions and be an example of a great leader to the soldiers of the past, the present and the future.

*Editor's note: This is a reprint of an article that first appeared in the October 2009 issue of The NCO Journal. It is a good example of the type of story we would like to see submitted for this section of your magazine.*

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**"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."**

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— John Quincy Adams

# Leader Development: From Initial Entry to the battlefield

By Sgt. 1st Class Felix A. Medina  
Soldier Support Institute, Fort Jackson, S.C.

It has been said that leaders are born not made.

For many, this belief has dictated not only their choices, but also the course of their lives.

Over the course of my military career, I've changed my perspective about this statement. I now believe it's quite the opposite: Leaders are not born; they are made.

Throughout my 19 years of military service, I've seen the transformation of thousands of men and women. I've seen teenagers just out of high school, young adults beginning their voyage in life, longtime Soldiers dedicating their lives to serve and honor their country. These people from all walks of life, with different backgrounds represented in so many faces, smiles and eyes, share one common desire: Success.

We all made a choice to join the military. From the very first moment — getting off the bus, airplane or taxicab as we arrived at basic training — we experienced the single most significant event in our lives.

Like been struck by lightning, everything we knew was shaken and electrified. An earthquake of emotions overcame us. The mold that shaped the old “us” was broken, and a new “us” was born. All insecurities and shortcomings were forgotten. A new person — a Soldier — surfaced.

The beginning phases of Army training set the foundation to everything that later builds and guides our lives. The mentoring and guidance of drill sergeants and small group leaders lay the basic knowledge for all of us to follow. For the first time, “leadership” has special significance to us.

With good training and superb mentoring from our leaders, we learned the definition of a good leader. We came to know the secrets to becoming “all we can be”, an “Army of One” and “Army Strong.”

## Defining our character

The Army's values following the acronym of LDRSHIP, are imprinted in our minds and come as second nature to us. The Army's principles of leadership become crucial and interdependent. We learn to be tactically and technically proficient in order to excel in everything we do — in garrison or during deployment.

Knowing yourself is imperative because it will help you focus on those areas where self-improvement is needed. Making Soldiers the number one priority on our list is achieved by knowing them and looking out for their welfare.

Establishing strong communication with our Soldiers is necessary to succeed. Setting a good example is a full-time job and rewarding in every way possible. Good communication helps ensure that the tasks at hand are always understood and

accomplished to standard with the competent supervision of our leadership.

As we train, we make sure that we train as a team. Every decision we make must be sound and timely. We cannot do it all by ourselves. It is essential that a cohesive team is built to be able to delegate missions to team members. We must develop a sense of responsibility in each one of our subordinates and never overestimate the capabilities of our unit. Having a strong understanding and an accurate assessment of the unit's capabilities ensures the proper planning to execute orders that will lead to a successful mission outcome. Never avoid responsibility; leaders must always be accountable for their actions.

With all these principles as part of our character, we now find ourselves following the Army values that define our lives, which in turn, make us all strong leaders.

As our military careers grow, bright minds are shaped and introduced to structured-system-approach training, aimed to maximize the capacity and skills of every Soldier who goes through it.

Every day, we are challenged to improve our way of life, and by default, make the Army and our communities better by taking on the most challenging efforts with courage.

We always arrive first and leave last because we care. We look out for others before ourselves. These qualities are now integral parts of our daily living.

The Army leadership skills we know were not part of our DNA coding or part of our genetic map when we were born. The principles and traits of leadership were not as important to us while growing up. Leadership was tailored and molded by the amazing transformation we went through in the Army.

## The academics of leadership

Further, leadership is no longer an intangible concept.

Leadership is a field of study which experts and educators in academic circles cover as part of a variety of disciplines, including psychology, philosophy, anthropology and political science.

Leadership is considered by many scholars as a multidisciplinary field with origins that date back to Plato, Sun Tzu and Machiavelli. Leadership is part of the human nature that evolves with time and mutates based on necessity, environment, historical background and personal development.

Some may believe leadership isn't close to being a science, but it certainly draws heavily on ideas from the social sciences.

You can also see continual attempts to derive laws for leaders to follow, whether these come from statistical analysis, anecdotal evidence or the erroneous belief that following what great men did in the past can produce success today. All such attempts have this in common: They assume that analysis and categorization can produce laws or principles which, if followed faithfully, can more or less guarantee success in most circumstances.

In the Army, due to the repetitiveness of training and heavily

regulated courses of action, it is easier to come to better statistical examples of the practicability of these attempts.

New and inexperienced leaders crave such guidance, which is fed continuously through training and doctrine.

Ineffective leaders are told to improve their leadership skills or face a doubtful future in the Army.

There is a large industry of trainers, coaches and consultants, many of whom are dedicated to the notion that they know what makes for successful leadership. In some circles, that will not be manageable unless there's a notion of what true leadership is.

This the Army knows well — better than most.

## Measuring our success

We are now able to measure leadership every day by seeing the results of our work.

We see it every day, from the early hours of the morning to the late nights before bed. We see it with every drop of sweat and blood from the warriors who dedicate their lives and service to our nation.

It is true that the Army has evolved enormously in the last decade. Our mentality has shifted toward new ideas and challenges that are transforming the way we do things, the way we fight wars, the way we lead our troops.

It seems a constant battle between “old school” versus “new school.” This transition between generations has allowed us as an institution to evolve into a force filled with a new type of leadership that continues to surprise us all.

We are constantly exposed to new leadership styles where everyone interacts at all levels. From the junior ranks to the senior leadership, everyone understands the importance of quality leadership.

When developing our leadership skills, we must ask ourselves an important question: “What leadership style works best for me and my organization?”

We can't teach and transform our Soldiers without first addressing this important issue.

Some of these different leadership styles range from autocratic to *laissez-faire*.

Not one style is best. We should employ the style that works in our particular organization. My favorite style — and the one I have had the most success with — is “participative.” It's hard to order and demand others to be creative, perform as a team, solve complex problems, improve quality and provide outstanding customer service when you're not able to show the subordinate that you are competent and willing to carry some of the work load yourself.

The participative style presents a happy medium between over-controlling (micromanaging) and not being engaged enough. This style tends to be seen in organizations that must innovate to prosper.

It is like parenting, where every aspect of the relationship between child and parent is important to the positive development of the child.

## Walking backwards

My father used to say to me, “Don't you ever take a step backwards in life, not even to leap forward.”

This stuck with me until one day when I led a road march

during one of my unit's training exercises. I found myself telling some of my Soldiers to continue to move forward, to keep pushing toward the finish line.

As I motivated my Soldiers, my father's words kept ringing in my ears as loud as if he were talking to me in person. Then I noticed something surprising. My element was moving forward toward its destination, and as I moved with them, I realized I was walking backwards, looking to the rear of my element. It was then that I realized that my childhood lessons and my parents' teachings, although good, were not always totally accurate.

This might seem simplistic and trivial to many, but this realization had a profound significance in my life. That's when I realized that the Army had changed me in more ways than one.

Moving forward, our Army is focusing all our training to develop the leaders who will take us well into the future of warfare.

It is in garrison that we expose Soldiers to the realities of war and warfighting. It is here that we establish a strong foundation in the development of a unit's role in the leadership ladder.

Daily reminders on the importance of being aware and attentive, from the seemingly simple tasks — including preventive maintenance checks and services before, during and after any type of use of military equipment — to the constant counseling of our Soldiers, help us prevent loss, damage or destruction in the future.

## The challenge ahead

We have an ongoing challenge as an organization: The ever-changing times.

Outdated systems and organizations can no longer afford to use their old dynamics during deployment to new and unstable battlegrounds. During these confused and chaotic times in new war environments, a new and different leader must emerge. That is why it is so important for us to continue to re-invent ourselves in every area to cope with the constantly changing obstacles that surround us.

Our senior leaders have a difficult job in today's volatile world. With so much turmoil and political distress around the world, the threats against freedom and our way of life are endless. The Overseas Contingency Operation (formerly known as the Global War on Terrorism) is our new challenge, and it's stretching our military strength to the limits. Our responsibilities as leaders have become increasingly vital to unit cohesion and mission accomplishment.

It is imperative that leaders and their subordinates be capable of dealing with long deployments and stressful pre-deployment training operations. These stressors can quickly diminish the effectiveness of a unit. Without strong leadership, the chances of failure increase and the confidence of the unit's Soldiers decreases.

The definition of Army leadership is the process of influencing others to accomplish the mission by providing purpose, direction and motivation. While purpose and direction have become clear in the Overseas Contingency Operations, motivation sometimes is missing.

As the new generation of Army leaders, we must find ways

**See LEADER page 43** →

# They once were Noncommissioned Officers

**Master Sgt. Jason Caswell**  
U.S. Army Recruiting Command

Throughout American history, noncommissioned officers have made significant contributions to the U.S. Army and have left an indelible mark on the psyche of our nation. Today's NCO is the most educated, professional and dedicated Soldier in the world's profession of arms. While many NCOs choose to make the Army a lifelong career, many have left the Army, using it as a springboard into other careers. Those former NCOs took a piece of their Army service and have become successful in other areas of our culture. They epitomize the true essence of the NCO.

Cartoonist Charles M. Shultz, known best for his creation of Charlie Brown and *Peanuts*, was an infantry machine gun squad leader during World War II and was discharged as a staff sergeant. Late in his life, Shultz said his proudest possession was his Combat Infantryman Badge. When asked about his Army service, he would simply say, "I was a foot Soldier." For his contributions to the arts, Shultz was awarded the Congressional Gold Medal in 2000, the highest civilian honor Congress can bestow upon a citizen.

In the world of business, Dave Thomas, the founder of Wendy's, served as a mess sergeant in Germany as a staff sergeant and during the Korean War. In his autobiography, *Dave's Way*, he noted that serving food to 2,000 soldiers per day gave him the foundation he needed to open a restaurant chain. He said the Army gave him "some important skills about the big picture of feeding a lot of people." Thomas went on to create the Dave Thomas Foundation, a nonprofit organization dedicated to child adoption services.

Malcolm Forbes, the former publisher, CEO and president of *Forbes* magazine, served as an NCO with the 84th Infantry Division during World War II. Staff Sgt. Forbes was wounded during the Battle of Aachen and was awarded the Bronze Star for heroism. Upon returning home from the war, he took over

his father's magazine and turned it into a multimillion dollar enterprise. Forbes was a philanthropist who gave millions of dollars to charity over his lifetime. He was an avid hot-air balloonist and dedicated motorcycle rider. He was also an advocate and driving force for the passing of many motorcycle safety laws. Forbes became known as the happiest millionaire in America.

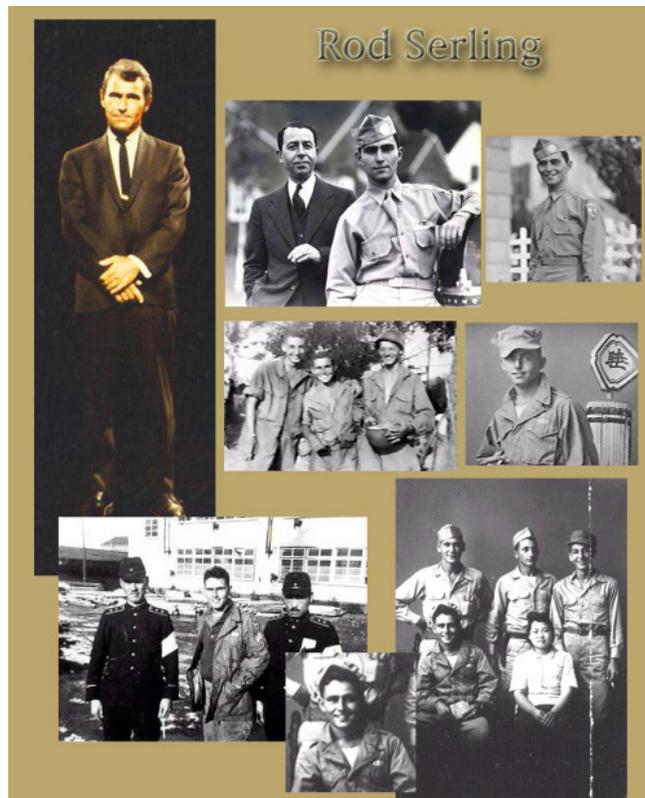
Edgar Perry was born in 1809 in Boston. He enlisted into the Army in 1827 as an artilleryman. He was later discharged as a staff sergeant in order to accept an appointment to West Point. After being at West Point for less than a year, he dropped out. Perry is better known as Edgar Allan Poe, the famous author of gothic horror, crime and detective fiction, such as *The Tell-Tale Heart*. Poe has been called the father of the modern short story.

Frank McCourt, the Pulitzer Prize winning author of *Angela's Ashes*, and *Teacher Man*, was a former Army corporal. He was born in Brooklyn, N.Y., in 1930 to Irish immigrants. He was drafted during the Korean War where he served as a dog trainer and personnel clerk. After his discharge, McCourt used his G.I. Bill to attend New York University to become a teacher. He retired after 30 years of teaching both high school and college. His

book *'Tis: A Memoir*, gives a very candid account of his Army experience.

Mel Brooks, born Melvin Kaminsky in 1926, served in the Army as a combat engineer during World War II as corporal. In the book, *It's Good To Be The King: The Seriously Funny Life of Mel Brooks* by James R. Parrish, Brooks is quoted as satirically commenting on his job as a combat engineer saying, "I was two things I hated, engineering and combat." He was remembered by his fellow Soldiers for his ability to keep them occupied by antics and singing. Brooks is best known as an actor, director and producer who was involved in such production as *Blazing Saddles*, *Young Frankenstein* and the two films, *The Producers*.

Rod Serling served as a paratrooper with the 11th Air-



Images courtesy 11th Airborne Division

This image, taken from the 11th Airborne Division Web site, shows the many pictures of Rod Serling during his service in World War II. Serling, as well as many other famous people has had his life molded through service to the nation.

borne Division in the Pacific during World War II, where he was awarded a Bronze Star. He is best known for his work on the *Twilight Zone*, where he often reflected on his wartime service for inspiration in writing episodes. He was awarded six Emmys and was inducted into the Television Hall of Fame in 1985.

The world of sports has seen its share of former NCOs. Joseph Louis Barrow was born in Alabama in 1914. He was an impressive amateur boxer who quickly rose to boxing greatness. He was drafted during World War II and first served in a segregated cavalry unit. He continued to box while in the Army as a morale booster for the troops. Sgt. Joe Louis was discharged in 1945 and was awarded the Legion of Merit. He went on to defend his title as a heavyweight champion for almost 12 years. Louis was posthumously awarded the Congressional Gold Medal in 1982.

Many former NCOs have continued to serve their nation as statesmen. Chuck Hagel, the senator from Nebraska, was a sergeant in the 9th Infantry Division in Vietnam, where he was wounded twice.

Charles Rangel, a representative from New York, was with the 2nd Infantry Division during the Korean War. He was discharged as a staff sergeant.

## LEADER Continued from page 41

to keep our soldiers motivated and inspire them to put unit welfare, mission and motivation before individual interests — even in the most demanding situations. If we want to be great leaders, we must recognize the capabilities and limitations of our Soldiers. To do our best, we must ensure that the extent of our missions do not exceed our limitations.

Constant awareness of the contemporary operational environment must be priority on the daily plan. It's easy to lead while the conditions are optimal, but it is hard when things are not going as planned. That is when a real leader emerges and takes command of the situation.

Many times we find ourselves exceeding the expectations of our peers because we were taught to find ways to increase the efficiency of our capabilities.

How many times have we accomplished what seemed impossible?

It should not be surprising to see how we employ those lessons learned during our military careers to our daily lives. Every day we learn something new. Every moment we find a new tool we can use to further our skills and capabilities.

This may not have been possible before we were transformed by the Army.

We were not born this way; we were made this way.

### A perishable skill

Leadership is a perishable skill. We must not let our guard down and forget to cultivate and maintain this valuable set of skills. Just like an engine, all parts must be kept clean, maintained, serviced, lubricated and charged. Old parts must be replaced and updated.

Leadership has many enemies that should be avoided at all costs:

Staff Sgt. Sylvestre Reyes, now a representative from Texas, was a helicopter crew chief and was awarded the Air Medal during the Vietnam War. When talking about what the Army had done for him, Reyes said, "I have often wondered how different my life would have been if, in 1966, I had not been drafted into the U.S. Army. I was born and raised on a farm near El Paso, Texas. I believe that had I not served in the U.S. Army, I might still be on that farm today instead of serving in the United States Congress."

Tim Waltz, a representative from Minnesota, retired from the Army National Guard as a command sergeant major. When asked about his service to the nation, Waltz said, "It was my great honor and privilege to serve this nation in uniform for 24 years. The leadership experience that this opportunity provided serves me well every day in Congress."

The United States gave millions of people the framework of success, drive and motivation that carried them through life. Some have made a conscious decision to stay in its ranks for a lifetime, while others have utilized the Army as a stepping stone to another career. Although they did not continue their career in the Army, the individuals outlined above join many others who truly carried on the principle idea that "no one is more professional than I."

- Selfishness can jeopardize the health of our leadership. When we find ourselves focused on what we want without consideration to what others want or need, the very roots of a healthy command become poisoned.

- Power struggles can be mistaken as healthy competition, but often these will erode the communication bridge between elements. Jealousy is not compatible with any leadership style. It is absolutely counterproductive and it will lead to failure.

- Poor communication will also guarantee failure. If we don't communicate effectively, our message will be misunderstood, misinterpreted and misplaced.

- Our behavior and self-awareness are key issues. We need to know ourselves and understand the things that make us lose control. We must learn when to delegate and when to take the lead. A leader must learn to serve, not demand.

### When leaders emerge

As our nation is at war against an unorthodox enemy, we should rely on the basic principles of leadership. It is in the trenches where leadership is often tested.

A leader emerges and passes knowledge to others in order to keep the continuity that makes our organization so unique and successful.

We have seen our nation's leaders succeed. We have witnessed their accomplishments, their heroics; their teachings mark the lives of those touched by their feats.

Now, we look to the future and deliver to new generations of Soldiers the skills that will help them become leaders of tomorrow. Just like us, and the leaders before us, they will undergo a transformation and realize that they weren't necessarily born leaders — the Army has made them leaders.

# PHOTO JOURNAL





**A U.S. Army Soldier maneuvers through the village of Heydark Hel as part of a presence patrol in Sayed Abad district in Afghanistan's Wardak province. The Soldier is assigned to Company A, 1st Battalion, 503rd Infantry Regiment, 173rd Airborne Brigade Combat Team.**

*Photo by Sgt. Russell Gilcrest*

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SEND IT TO [ATSS-SCN@US.ARMY.MIL](mailto:ATSS-SCN@US.ARMY.MIL)

# PHOTO JOURNAL

▶ Sgt. 1st Class James Lee provides aerial security from the rear door of a CH-47 Chinook helicopter over the Khost province in eastern Afghanistan. *Photo from Army.mil*



▼ Soldiers from Co. B 229th Military Intelligence Battalion participate in the Leaders Reaction Course at Camp Parks, Calif. Participants used leadership and problem-solving skills with team work to pass the course. *Photo by Hiro Chang*



▶ Spc. Eddie L. Williams, a computer detection repairer at Fort Belvoir, Va., models the new MultiCam Army Combat Uniform, which will be issued to Soldiers deploying to Afghanistan beginning in July. *Photo by Alexandra Hemmerly-Brown*





▲ U.S. and Iraqi artillerymen fire American 105 mm howitzers during live-fire training on Al Asad Air Base, Iraq. The U.S. troops are paratroopers assigned to the 82nd Airborne Division's 3rd Battalion, 319th Airborne Field Artillery Regiment, 1st Brigade Combat Team, an Advise and Assist Brigade. *Photo by Spc. Michael J. MacLeod*



▲ Staff Sgt. Marvin Mendia fingerprints a detainee in Gavband village in Afghanistan's Helmand province. Afghan police officers and U.S. Soldiers conducted joint security operations along Highway 601 to support Operation 601 Cougar. Mendia is assigned to the 4th Battalion, 23rd Infantry Regiment. *Photo by Air Force Staff Sgt. Christine Jones*

▼ Members of the Japanese Ground Self Defense Force's 4th Engineer Group inspect a vehicle in the parking lot of Yano Fitness Center during a bilateral antiterrorism field training exercise at Camp Zama and Sagami General Depot, Japan. More than 160 members of the JGSDF participated in the training. *Photo by Tetsuo Nakahara*



# Roll call

o f t h e f a l l e n

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## Operation Iraqi Freedom

*Spc. Lakeshia M. Bailey, 23, Columbus, Ga., March 8, 2010* ♦ *Spc. Steven J. Bishop, 29, Christiansburg, Va., March 13, 2010*  
*Staff Sgt. Richard J. Jordan, 29, Tyler, Texas, March 16, 2010* ♦ *Pfc. Erin L. McLyman, 26, Federal Way, Wash., March 13, 2010*  
*Cpl. Daniel T. O'Leary, 23, Youngsville, N.C., Feb. 23, 2010* ♦ *Spc. Robert M. Rieckhoff, 26, Kenosha, Wis., March 18, 2010*  
*Sgt. William C. Spencer, 40, Tacoma, Wash., Feb. 25, 2010*

## Operation Enduring Freedom

*Sgt. Joel D. Clarkson, 23, Fairbanks, Alaska, March 16, 2010* ♦ *Pvt. Nicholas S. Cook, 19, Hungry Horse, Mont., March 7, 2010*  
*Spc. Josiah D. Crumpler, 27, Hillsborough, N.C., March 1, 2010* ♦ *Spc. Alan N. Dikcis, 21, Niagara Falls, N.Y., March 5, 2010*  
*Spc. Ian T.D. Gelig, 25, Stevenson Ranch, Calif., March 1, 2010* ♦ *Sgt. Marcos Gorra, 22, North Bergen, N.J., Feb. 21, 2010*  
*Spc. Matthew D. Huston, 24, Athens, Ga., March 1, 2010* ♦ *Pfc. Jason M. Kropat, 25, White Lake, N.Y., March 9, 2010*  
*Sgt. Vincent L. C. Owens, 21, Fort Smith, Ark., March 1, 2010* ♦ *Sgt. Anthony A. Paci, 30, Rockville, Md., March 4, 2010*  
*Sgt. Jonathan J. Richardson, 24, Bald Knob, Ark., March 9, 2010* ♦ *Sgt. 1st Class Glen J. Whetten, 31, Mesa, Ariz., March 12, 2010*

*You are not  
Forgotten*

# PLAY IT SAFE

LEADERS  
SOLDIERS  
FAMILIES

Before hitting the dirt, learn how to operate your bike and wear the proper protective equipment.

- Helmet
- Eye protection
- Sturdy, over-the-ankle boots
- Shin guards
- Full-fingered gloves

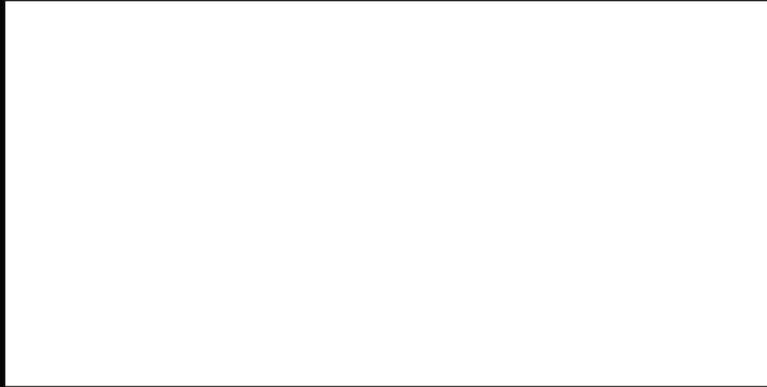
# IN THE DIRT!



ARMY SAFE IS ARMY STRONG

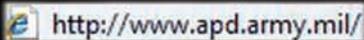


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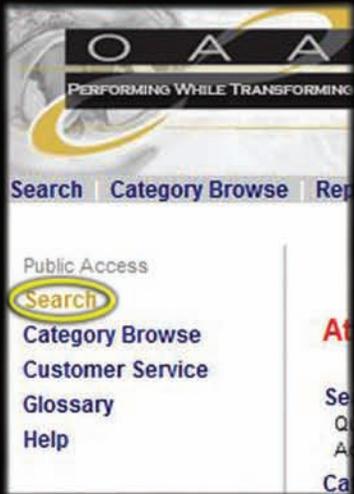
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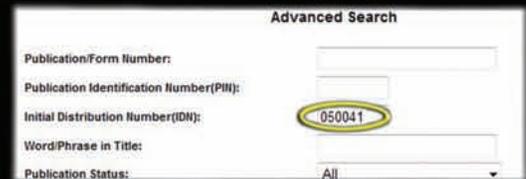
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