



# TRADOC Perspective

*Focus this month:  
access the "right"  
force*

"I believe the secret to the Army's success always has been about teamwork. Teams synchronize the strengths of individuals. ... Our Army is a great team, a team that values the contributions of individuals, values what our leaders and Soldiers think. ... This is an Army of One. It's an Army of one team. It's not about individuals but about the individuals who compose that team." – Gen. Kevin P. Byrnes, Training and Doctrine Command commanding general



**Top stories this month in TRADOC Perspective:**

Battlefield first aid	4
Combat vets in class	5
BRAC home stretch	6
CROWS	7
Health initiative	8
M-9 sidearm test	9
Quality assurance	9
AMSC changes	10
AMU Olympian	10
Parker Awards	11
Last blast	12

## This month's focus stories: **hottest, newest trends and training in TRADOC**

# All-American Bowl showcases Army values

**By Staff Sgt. Reeba Critser/Army News Service**

**SAN ANTONIO, Texas** (TRADOC News Service, Jan. 19, 2005) – U.S. Army Accessions Command sponsored the All-American Bowl Jan. 15, showcasing the talents of 78 high-school football players, and senior Army leaders said there were many reasons to sponsor the event.

"Take a look at the young high-school players from all walks of life and

### **About the cover:**

The East's Jason Gwaltney runs for yardage against a West team that walked away with a 35-3 win during the fifth Accessions Command-sponsored All-American Bowl Jan. 19 at the Alamodome in San Antonio. (Photo by Air Force Master Sgt. Jack Braden)

how they become all-Americans with teamwork, dedication and discipline – it's the same we look for in Army values," said Vice Chief of Staff Gen. Richard A. Cody.

Cody and Sgt. Maj. of the Army Kenneth O. Preston visited the various Army booths outside Alamodome in San Antonio before the game, in which Team West beat the East 35 to 3.

AAC has been sponsoring the event since 2001, pitting the best high-school players in the East against the best in the West.

"It's part of our recruiting effort which showcases the Army," Preston said. "It gives us an opportunity to bring out displays to show Americans what's the Army about."

The nationally watched game, which aired on NBC, took much planning and execution from the Army, especially AAC.

"It demonstrates the confidence of the Army and its ability to adapt and execute an event which reaches out to young people and helps recruit them," said Secretary of the Army Dr.

Francis J. Harvey. "I'm impressed with the Army's ability to adapt to any situation; whether it's on the battlefield or in recruitment, the Army always adapts."

Preston said the event addresses three categories of Soldiers. The first consists of Soldiers in advanced individual training at Brooke Army Medical Center, Fort Sam Houston, Texas, who attend the game.

"This game shows the support Americans have for Soldiers," Preston said. "It makes them feel they're part of a greater, bigger Army. Since they have such a limited time in the Army, they're seeing the Army in a bigger picture."

The next group consists of Operations Enduring Freedom and Iraqi Freedom veterans whom Preston said the pre-game, half-time and post-game activities are geared for.

"The heroes are brought in from other installations, and some are undergoing treatment at Brooke Army Medical Center," he said. "It's humbling to see the support Americans attending

this game and elsewhere in America give to our veterans. They're saying thanks."

The last group includes retirees.

"It's a great tribute to others who served in the past and continue to support today's Army," Preston said. "They're the best recruiters because of their experiences."

Cody said sponsoring football was a great idea because Soldiers love American football and it gives the Army a chance to showcase high-school students and Soldiers on the same platform.

"When you watch the game, there's a tradition for young athletes to announce what school they choose to go to," Cody said. "Today we're having 150 (Delayed Entry Program Soldiers) who are enlisting and also saying to America, 'I want to be on your team.'"

AAC is a major subordinate command belonging to U.S. Army Training and Doctrine Command. Both AAC and TRADOC are headquartered at Fort Monroe, Va.

## Recruiter assistance program opens doors to officers

**By Sgt. 1st Class Tammy M. Jarrett/Army News Service**

**WASHINGTON** (TRADOC News Service, Jan. 31, 2005) – Officers can now share their deployment experiences with their local communities through the Special Recruiter Assistance Program.

As of Jan. 15, officers who are currently located in the continental United States and have served in support of Operation Enduring Freedom or Operation Iraqi Freedom may request to participate

in SRAP, where eligible personnel can serve up to 14 days on temporary duty at a recruiting station nearest their hometown.

"I think this is an excellent opportunity for officers to return to their hometowns to tell them about the positive things the Army is doing in the Global War on Terrorism," said Maj. Mark D. Van Hout, retentions officer for Cadet Command, a subordinate command of U.S. Army Accessions Command, part of U.S. Army Training and Doctrine Command. "Many small towns never get the opportunity to hear what their hometown heroes are doing."

Before SRAP, interested

officers could participate in the Cadet Command program called Officer Returning Alumni Program. The program, which is completely unfunded, allows an officer to return to his alma mater on permissive TDY status to share his experiences as an officer, said Van Hout.

"When SRAP came out, we [Cadet Command] thought it would offer our officers more opportunities to return to their schools since, as ORAP is run, an officer would incur out-of-pocket costs," Van Hout said. "Cadet Command believes this is a good initiative and feels that officers should be allowed to participate and support this

effort."

In addition to being a veteran, Van Hout said interested officers must be 28 years old or less, look the part of an Army officer, display a positive image, and be articulate and enthusiastic about what they do.

"We only want high-quality officers who are recommended by their chain of command, said Vanhout, who conducts the screening process for ROTC graduates. "I speak with the officers to find out what they want to share with their communities and basically make sure they can do what we want them to: tell the Army's story."

Interested ROTC officers

*Continued next page* 

# Adventure Van helps recruit civilians

By Kelly Ann Tyler/160th Special Operations Aviation Regiment (Airborne)

**SAN ANTONIO** (TRADOC News Service, Jan. 21, 2005) – In an effort to increase recruiting, U.S. Army Special Operations Command and U.S. Army Accessions Command showcased a new van in San Antonio, Texas, Jan. 15.

USASOC's Adventure Van, the recent addition to the USAAC's interactive recruiting tools, opened to the public for the first time at the All-American Bowl, a football game that featured the best high-school players from across the country.

"We seek the best of America's sons and daughters for the special-operations community," said Maj. Gen. James W. Parker, U.S. Army John F. Kennedy Special Warfare Center and School commanding general. "This vehicle is now a key component of the recruiting effort for special forces, and also civil affairs, Rangers, special-operations aviation and psychological-operations Soldiers."

According to Parker, two

years ago the special-forces community began recruiting Soldiers directly from civilian life. This experimental program proved successful, which generated a demand for a high-quality, mobile "recruiting tool."

An 18-wheeled semitrailer, the van showcases equipment used by special-operations Soldiers during offensive combat operations. The van's total cost was about \$1.3 million.

The van contains simulators that allow visitors to experience driving a military vehicle, jumping out of an airplane or flying a helicopter.

Visitors are encouraged to hold, operate and examine all the military gear inside the Adventure Van.

"This is too cool," said Joseph Damian, 14, as he walked into the Adventure Van. "All the games, especially shooting the gun in the vehicle."

"Most of the people who have come through the van seem to be most excited about the Ground Mobility Vehicle driving simulator and the parachute simulator," said Sgt. 1st Class James A. Hamlin, AAC exhibit



A special-operations Soldier explains military equipment to a youthful visitor at the Adventure Van, a collaboration between U.S. Army Special Operations Command and U.S. Army Accessions Command to recruit special-ops Soldiers. The van made a first appearance at the All-American Bowl Jan. 15 in San Antonio, Texas.

specialist. "They are really interested in what we have in the van, and we try to use that interest to generate recruiting leads."

The van will spend about 10 months per year on the road helping recruiting efforts. The recruiting teams will travel with

the van at four- to six-month intervals.

The van is scheduled to make stops at colleges, high schools and various civilian shows across the country, including Super Bowl festivities during the first week of February.

## Officer recruiters

 From Page 2

must submit their applications directly to Van Hout at VanhoutMD@usacc.army.mil. All requests will undergo a screening process, which takes about seven days. Approved officers will be notified via e-mail.

Other interested officers – those not commissioned via ROTC – should contact U.S. Army Recruiting Command at [www.usarec.army.mil](http://www.usarec.army.mil).

Upon receipt of notification, approved officers must have their requests (DA Form 4187) approved by the first

lieutenant colonel in their chain of command and then fax it to (757) 788-6677 or DSN 680-6677.

An approved DD Form 1610 will be completed by the USACC program manager and faxed to the officer and his unit personnel section (as provided on the DA Form 4187).

The OEF/OIF officers will report with their signed DD Form 1610 to their designated ROTC/recruiting station commander.

For more information, e-mail Van Hout or call at (757) 788-3076, DSN 680-3076.

## Army seeks warrant officer candidates

By Sgt. 1st Class Tammy M. Jarrett/Army News Service

**WASHINGTON** (TRADOC News Service, Jan. 19, 2005) – The Army is looking for candidates to fill some of its 45 different warrant-officer specialties, including the new military-occupation specialty 923A, petroleum-systems technician, authorized for Oct. 1.

With the Army's transformation into "units of action" and retirement, U.S. Army Recruiting Command expects to fill more than 1,200 warrant-officer slots this year, said Chief Warrant Officer 3 Anthony L. Edwards.

"The need has always been there," said Edwards, who is the officer in charge of Headquarters USAREC, Fort Knox, Ky. "As the

UAs increase, warrant-officer slots increase."

Interested Soldiers serving in the enlisted feeder MOSs of 92F, 92L or 92W with a minimum of five years of experience may now apply for the 923A specialty, which will hold its first board in November.

Edwards said they are looking for active-duty personnel, regardless of service, with five to 12 years of experience. If a person has more than 12 years, then "we can get a waiver," he said.

*For this entire story, visit TRADOC News Service on-line.*

## Around the command: TNS headlines on TRADOC's people, initiatives, mission and milestones

# Army eyes new first-aid training for all Soldiers

By Hugh C. Laughlin/  
TRADOC News Service

**FORT MONROE, Va.**  
(TRADOC News Service,  
Jan. 31, 2005) – U.S.

Army Training and Doctrine Command will launch a revised first-aid training program for all Soldiers this spring.

"This new training will be implemented for all Soldiers going through basic combat training and one-station unit training by April 1," said Col. Greg Jolissaint, TRADOC command surgeon.

A six-month pilot course conducted at Fort Knox, Ky., set the stage for the new program.

"First-aid training for basic trainees has not changed significantly in the last generation," said Maj. Ron Ellyson, senior physician assistant for TRADOC. "We have identified situations where a Soldier who has responded to a casualty or injured buddy could have known more and done more to save a life."

**"Some have said our first-aid training hasn't changed since the Civil War. But now they can no longer make these statements. We are making changes to effectively help Soldiers survive on the modern battlefield." – Maj. Ron Ellyson, senior physician assistant, office of the command surgeon, U.S. Army Training and Doctrine Command**

The new first-aid training, for instance, will incorporate some new products for first aid that are superior to the ones currently being used.

"One is the emergency trauma dressing that combines the dressing with elastic tails that add pressure," said Ellyson. "So instead of having to apply a field dressing, then padding and more dressing, the new trauma dressing combines both field dressing and pressure dressing in one item that is more effective in controlling bleeding."

Another new product is the combat application tourniquet. "The CAT is self-contained, and you no longer need to find a stick to tighten the tourniquet," Ellyson said. A windlass – a metal rod used to apply torque for tightening a dressing – is now included with the tourniquet.

"This is the kind of life-saving product every single Soldier needs to have," Jolissaint said. "You have got to be able to help yourself, or if you are unconscious, your buddy needs to be able to quickly help you."

Another new first-aid technique to be taught to Soldiers is how to use a large-bore needle as an intervention measure for a compressed lung.

"If something has penetrated the chest, collapsing the lung, you will seal the place where the projectile entered, then provide another outlet for the trapped air to escape, allowing the lung to fill again," Ellyson said. "This is a technique that can be employed in the field by combat lifesavers and medics."

The chest-decompression technique creates an intentional airway for trapped air to escape from a sucking chest wound, according to Ellyson.

The revisions to first-aid training, drawn from lessons learned in Operations Desert Storm, Enduring Freedom and



A Soldier with 2d Battalion, 6th Infantry Regiment, renders aid to a team member with a simulated gunshot wound during urban combat training in Baghdad, Iraq. Revisions to first-aid training, drawn from lessons learned, will be included in the warrior tasks. Training will include new products and techniques for controlling bleeding, airway injuries, a new tourniquet, transporting a casualty for all Soldiers and decision-making skills while under fire. (Photo by Sgt. Vernon Freeman)

Iraqi Freedom, will be included in the warrior tasks. The training will also emphasize methods for safely removing casualties from tactical vehicles, transporting a casualty and decision-making skills while under fire.

"The quality of the Soldiers we are getting in the Army today is superb," Jolissaint said. "They are absolutely excited that they are learning something that could save their lives or the lives of their buddies on the battlefield."

According to Jolissaint, funding for this training has been

provided to each of the training sites, and the training-support packages have been approved and are available on the BCT Website.

"The new individual first-aid kits, with these new products, have been approved by Gen. (Kevin P.) Byrnes (TRADOC commanding general), and we feel certain (the kits) will be approved by the Department of the Army for the Rapid Fielding Initiative," said Jolissaint.

"Some have said our first-aid training hasn't changed since the Civil War," said Ellyson. "But now they can no longer make these statements. We are making changes to effectively help Soldiers survive on the modern battlefield."



The new combat application tourniquet is "self-contained" and includes a windlass with the tourniquet.

# Combat experience

## Recent vets add to Command and General Staff College classrooms

Story and photo by Prudence Siebert/*Fort Leavenworth Lamp*

**FORT LEAVENWORTH, Kan.** (TRADOC News Service, Jan. 21, 2005) – The number of students with combat and related experience coming into each Command and General Staff College class has increased since the Global War on Terrorism began. Roughly one-third of current students have had some involvement with present operations.

"We'll all be taking our turn," CGSC student Maj. Kathleen Culp said of service members' nearly inevitable duty in the Middle East. She herself has



In preparation for an in-class briefing for an Advanced Operations and Warfighting Course exercise, Majors Chris Schmitt, Shay Coates, Kevin Petro, Brian Manus and acting exercise chief of staff Marine Maj. Steve Van Riper, center, of Command and General Staff College staff groups 16A and 16D, go over their plan for defending a foreign location without the United States being too heavy-handed Jan. 19 at Fort Leavenworth, Kan. Through the course, students are being exposed to training at various levels, and combat veterans like Van Riper and Coates may offer their related experiences to complement the lessons.

been involved in special-operations missions for Operations Enduring Freedom, Iraqi Freedom and Noble Eagle. She said she could expect to spend a year in Afghanistan after she attends the School of Advanced Military Studies next year.

And because of that, Culp said she wants to absorb as much information as possible while at CGSC, including her classmates' experiences.

"It might be some tactics ... I might not be involved in some direct action, but you know what, there may be a case in my situation where I might have to do something on that and I'd like to know what I'm doing," she said. "So all of this is important."

Real-life examples gleaned from discussions and explored in small groups paint pictures for classmates.

"Basically, when you just talk about your own experiences – someone firing a weapon at you or whizzing by your head or the glass breaking next to you, or only a mile down the road you're seeing the smoke, somebody's hit an (improvised explosive device) – there's a picture there," Culp said. "I say experience is always your best asset."

Many instructors at CGSC encourage students with operational experience to share their knowledge and perspective in the classroom.

"It's always nice to have people with experience," said retired Lt. Col. Tom Dazé, CGSC instructor in the Department of Joint and Multinational Operations. "It's our job (to) bring out those experiences, those personal experiences, so they can share them with the class. That's always beneficial."

Dazé said he values being able to use students as resources.

"If I have a guy ... who's done campaign planning, he

helps the others understand the process," he said. "I might make him one of the group leaders to help use (his) experience and guide, because he's seen it, done an aspect of it, and he understands how it proceeds."

Dazé said it is then up to him, the instructor, to fill in anything that experienced student may have missed for the lesson.

Current CGSC student Maj. Frank Tank said some instructors incorporate students' experiences into the coursework.

"They are able to ask a student to take a lead in an area if it fits the learning objective," Tank said. "We have a number of students that are able to provide a concrete experience on many of the doctrinal discussions. We are able to understand how doctrine was applied, what may have been missing and how one person approached the problem."

"You can be shown a doctrinal model of how some staff function operates, but you really learn from the person who actually did it and can discuss what was good or bad about the doctrinal model," he said.

Instructor-student collaboration has been appreciated.

"I was impressed that the instructors were very open to the input from the vets. I thought the vets complemented the primary instructors significantly," said Maj. Francesca Ziemba, 2004 CGSC graduate and current S-3 of the 102nd Military Intelligence Battalion, 2nd Infantry Division, at Camp Essayons, Korea. "It expanded the breadth of CGSC instruction since the primary instructors had been out of circulation for at least a little while, although they were obviously the primary source of experience."

Culp said she finds her classmates' operational knowledge to be an outstanding

contribution to her schooling.

"Our class (staff group 9C) has very open discussion. Our instructors let us because we have a wealth of knowledge in this class," Culp said. "Just because they haven't been to Iraq doesn't mean they haven't been involved in a lot of important training and real-world type things. We all learn from each other ... and the instructor learns from us."

---

**"You can be shown a doctrinal model of how some staff function operates, but you really learn from the person who actually did it and can discuss what was good or bad about the doctrinal model." – Maj. Frank Tank, Command and General Staff College student**

Lesson-relevant, unique viewpoints also come from Joint-service members and international students, and Dazé said it is just as important that their experiences be shared in the discussions. Soldiers with operational knowledge outside of the Middle East have also made significant contributions to class.

"OEF and OIF vets, plus guys who had a lot of operational/field experience in other wacky places like Africa, made a huge difference, with much value-added," Ziemba said. "They very much helped shape my developing perspective."

Instructor Herb Merrick said tapping the knowledge of students with operational



# BRAC deliberations enter home stretch

**News analysis by Lt. Col. Merideth Bucher/Carlisle Barracks Public Affairs**

**CARLISLE BARRACKS, Pa.** (TRADOC News Service, Jan. 19, 2005) — The BRAC 2005 process began with quiet fanfare a little more than a year and a half ago and has gained momentum with each passing milestone. As the definitive date of May 16 approaches, the military services are engaged in a very dynamic effort to guide the Department of Defense through the difficult task of identifying excess infrastructure and recommending cuts and realignments.

A task of this magnitude takes time to do right, and it began in earnest in February 2003 when DoD published selection criteria.

In May, the secretary of defense will publish his base realignment and closure, or BRAC, list,

incorporating the military services' recommendations to the presidentially appointed commission for the Congressional deliberations. At this point, the process will become more transparent to the American people.

"The stakes are high; every post and installation on that list represents the lifeblood of communities across the country, and each recommendation comes with very real, very personal costs," said Col. Craig Madden, U.S. Army War College deputy commandant.

As the process nears the final few months, the Pentagon's efforts are geared toward meeting a series of information "targets" and "target" dates, according to a senior BRAC official.

The individual services, using information obtained from the different installations' own internal review and staffing processes, forward their recommendations to their senior review group before ultimately submitting them to the Joint Cross Service Groups at DoD.

The JCSGs are seven functionally organized staff elements that review the recommendations and vet the issues in an attempt to hone the list that will eventually become the secretary of defense's final recommendation to Congress.

The commission has the authority to change the recommendations if it determines a recommendation deviated from the force-structure plan or selection criteria. The commission will hold regional meetings to solicit public input prior to making its recommendations.

The commission then forwards its recommendations to the president for review and approval; he then forwards the recommendations to Congress. Congress has 45 legislative days to act on the commission report on an all-or-none basis.

After that time, the BRAC commission's realignment and closure recommendations become law and implementation must start within two years, and actions must be complete within six years.

Ultimately, BRAC is a means

to achieve several goals: eliminate excess infrastructure, reshape our military, pursue Jointness, optimize readiness and save dollars and resources.

BRAC is also about Transformation and, while fiscal savings are important, it is not, according to DoD, paramount. BRAC recommendations may also be Transformational, for example, if a recommendation shows an innovative way to consolidate or realign a current facility.

To date, Carlisle Barracks and all other continental U.S. installations have complied with specific reporting and briefing requirements to provide the Army with timely and accurate data to use in the deliberations.

"Our task ahead is clear," said Madden. "We must remain focused on our mission and our future here at Carlisle Barracks.

"Our dedication, performance and warfighter focus are how we contribute to our nation's defense," Madden added.

**(Editor's note: Lt. Col. Bucher is Carlisle Barracks' and the Army War College's public-affairs officer.)**

# CGSC classrooms include combat vets



From Page 5

and combat experience isn't a new concept.

"There has always been a number of combat veterans in the classroom. Before OIF and OEF, it was Somalia, (Operation) Desert Storm and Balkans," Merrick said. "Students have always been ready to share their thoughts. The difference is that they have seen more and have a lot more questions on why things have not changed."

Although combat-experienced students have been in classrooms for the last 10 years, Merrick said

today's students have had much more time in contact than the 1990s student body.

"Having students with current in-grade experience is what's somewhat different right now," Merrick said. "It allows the sharing of successes and what did not work real well with each other — everything from problem-solving to cultural impacts."

The current classroom dynamics have mostly affected discussions, Merrick said.

"GWOT in the classroom has most directly impacted the human-dimensions-of-war discussions," Merrick said. "A lot more discussions center on where the other side is coming from culturally. There is a lot more of the 'How we did it' and 'Were we really following

doctrine?'"

Dazé said his students are welcome to contribute their methods of handling situations when he addresses related topics in class.

"It's taking the doctrine and showing how it is practically carried out and practiced," Dazé said. "The danger of that is, though, that is one experience — someone else may have another experience."

Dazé said that doctrine is a guide, and he advises an understanding of the doctrine first, then exploration of how different people depart from it.

Culp said she recognizes the need to learn these principles and theories.

"It is important to learn doctrine because you have to

have guidance; you have to have a standard," she said. "Everyone needs somewhere to begin ... but that is why you're supposed to be intelligent enough to be creative, use critical thinking and reasoning."

Some students listen to their colleagues' stories intently, Dazé said, thinking they can put what they hear to use in their next position.

"Some of them want to listen to the experiences. A lot of them focus on their next job — 'I'm going to go to Iraq or Afghanistan, so I want to focus my efforts on that,'" Dazé said. "Part of our challenge here is (we not only have to) prepare you for the next job, but we have to prepare you for the job after and the job after that."

## Another kind of 'birds-eye' view: Army deploys CROWS to Iraq

By Spc. Nikki St. Amant/*The Bayonet*

### FORT BENNING, Ga.

(TRADOC News Service, Jan. 7, 2005) – The Army is sending powerful reinforcements next week to Iraq via a shipment of 35 cutting-edge, vehicle-mounted weapons systems designed to save coalition lives and destroy enemy forces like never before.

This first wave of Common Remotely Operated Weapon Stations will be divided among Special Forces, military police, infantry and transportation units. Congress recently approved \$70.5 million to provide for the manufacture and deployment of 254 units by year's end.

CROWS, manufactured by Recon/Optical, Inc., is a gunner-operated system capable of remotely aiming and firing a suite of crew-served weapons from inside the relative safety of armored vehicles.

The idea is to get the gunner out of the turret – an extremely dangerous position that has been the cause of a significant number of injuries and deaths in Operation Iraqi Freedom, said Staff Sgt. Robert Jones.

Jones is the project NCO for crew-served weapons with the Directorate of Combat Development's Small-Arms Division. He will assist in training the units that are receiving CROWS and assess the system in combat operations. It will be the second tour to Iraq for the new system.

The first rotation, conducted from late December 2003 to March 2004, showed the four initial CROWS effectively accomplished the objective to protect the gunner from improvised explosive devices and small-arms fire. But, Jones said, it's the secondary purpose, taking out the enemy, which makes CROWS such a valuable tool for Soldiers in the field.

The top-mounted weapons system was initially designed to fire the MK-19 grenade machinegun, M-2 .50-caliber

machinegun, M-240B medium machinegun and M-249 squad automatic weapon, providing flexibility for varying mission requirements. More flexibility for different unit missions has been added with the development of new weapon kits since March 2004 like the T230-LF, the 30mm machinegun known for its role in the Apache attack helicopter's arsenal.

The system comes equipped with a daytime video camera featuring dual-action stabilization for rough rides, a laser range finder, ballistic computer, second-generation forward-looking infrared sights, heavy thermal weapons sight and state-of-the-art display- and control-panel system.

With streaming video and the laser range finder, a gunner can continuously pan 360 degrees while on the move in an urban environment, zoom in on targets, target a point of impact and the ballistic computer will adjust the weapon's point of aim accordingly, Jones said. With a stationary platform, the system is capable of identifying, targeting and destroying enemy elements beyond 2,000 meters with one-shot, one-kill accuracy and no collateral damage.

"We have engaged enemy targets from more than 1,000 meters from the stationary position with immediate destruction. The point accuracy from our .50-caliber mounted on the CROWS is a great combat multiplier," said 1st Lt. Brandon Bure, 2nd Battalion, 12th Cavalry Regiment, Camp Victory North, Iraq, in an after-action review of his unit's experience with one of the original four CROWS. "Once bore-sighted and zeroed, we will hit a target we aim for. We can not replicate this with standard, crew-served weapons."

CROWS' 98 percent accuracy is one of many other assets the system brings to security forces in the Army's urban battlefield, said Jones.

The heavy thermal weapon



Common Remotely Operated Weapon System-equipped humvees navigate a road in Iraq last year. The new system's advanced technology provides 98 percent accuracy.

sights surpass conventional sights and exponentially increase the survivability and surveillance capabilities of vehicles equipped with the system, he said.

"During the first night we arrived at al-Karama, the thermal sights couldn't have been more effective," said Sgt. James Reid, 410th Military Police Company, in one of his unit's AARs of the CROWS' battle performance. "We were able to spot insurgents and vehicles at a greater distance than the other Soldiers with PVS-7Bs. In one engagement, a Jeep came out around 1,000 meters away and had an insurgent armed with (a rocket-propelled grenade) in the back, which no one else could see but our two CROWS. The threats were then neutralized."

CROWS is capable of conducting detailed, high-resolution surveillance operations from several kilometers away – a valuable tool for coalition forces on the ground in Iraq, Jones said. Their efforts to identify the enemy and prevent the use of IEDs have been hampered by urban surveillance capabilities until now.

While conducting the initial combat assessment in February 2004, Jones deployed two CROWS teams along a main supply route that had been plagued by IEDs.

"Using the enhanced night capabilities, CROWS was able to observe the route at key

areas of interest without being detected by threat personnel," he said. "As a result of this mission, no IEDs were found or encountered along the route for several days. CROWS proved to be an extremely effective tool in preventing and deterring the enemy's activities against coalition forces."

This surveillance capability rounds out a package of assets designed to protect mounted gunners and maximize their potential as weapons in an urban environment.

The CROWS' evolution from an idea to protect turret gunners to a full-spectrum combat multiplier is one Jones said could help turn the tide on the Iraqi front.

"This is going to change the way we fight the war," he said. "If we can get all these units on the ground, it will change the ways commanders can employ their units to engage the enemy."

Assisting in CROWS' development is one of several tasks in keeping with DCD's mission to support Soldiers.

"DCD's mission is to write requirements and ensure Soldier needs are met," said Maj. Glenn Dean, chief of the Small-Arms Division. "Soldier input through the chain of command and surveys will ensure the Soldiers have what they need to fight and win. Other programs in development include a new weapons family and unmanned aerial vehicles like the Raven."

"When we find technologies like CROWS that provide a dramatic increase in capability, we try to put it in Soldiers' hands as quickly as possible," Dean said.

# TRADOC kicks off women's health initiative

By Hugh C. Laughlin/  
TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Jan. 19, 2005) – The U.S. Army Training and Doctrine Command kicks off its women's health initiative this year to ensure Soldiers arrive at their first unit of assignment not only trained but fully medically ready to deploy.

From the first handshake of the recruiter to getting Soldiers onto active duty, providing the Army a trained and medically deployable Soldier is the goal of the women's health initiative, said Col. Greg Jolissaint, TRADOC command surgeon.

"We are now offering preventative women's health services to Soldiers during their initial-military-

**"What we are talking about is making sure the man or woman understands what causes sexually transmitted diseases and make sure they know how to prevent STDs. We also make sure they understand the impact pregnancy has on the Soldier's readiness and the impact of pregnancy on a unit's readiness if the Soldier shows up pregnant after she has completed her initial training." – Col. Greg Jolissaint, TRADOC command surgeon**

training environment," said Jolissaint. "What we are doing with the women's health initiative is working with (Army Medical Command) – who owns all those assets and who actually has to do this program – to make sure women receive medically based and acceptable preventative services while they are in (advanced individual training)."

During the course of a Soldier's training and before he or she graduates from initial military training, that Soldier will not only be trained but will be medically ready to deploy, Jolissaint said. "When they first come into the Army, we are going to give them a whole series of shots," he said. "Some of those are a time-honored tradition. There are some other things we can do to help that Soldier be more deployable. That is where the women's health initiative comes in."

This preventative medical service will be geared toward both male and female Soldiers. "For the women, they will most likely get a pelvic exam and pap smear, and probably be tested for chlamydia, 50 percent of which is undiagnosed because it doesn't show any symptoms," said Jolissaint. "We will test men for chlamydia as well and make sure they get all this great education."

According to Jolissaint, there are two people involved in the process when you are talking about preventing sexually transmitted diseases or unplanned pregnancies: men and women.

"What we are talking about is making sure the man or woman understands what causes sexually transmitted diseases and make sure they know how to prevent STDs," Jolissaint said. "We also make sure they understand the impact pregnancy has on the Soldier's readiness and the impact of pregnancy on a unit's readiness if the Soldier shows up pregnant after she has completed her initial training."

Initial-entry training is where Soldiers are honed in Warrior Ethos and warrior tasks. "It is absolutely one of our goals to not increase the time a Soldier spends in initial-entry training," said Jolissaint. "That is why MEDCOM needs to be flexible in providing this service."

In addition to flexible medical hours, TRADOC is working to identify "white space" in the training environment, "that non-critical training where a Soldier can go and get medical or dental services taken care of," Jolissaint said. "In other cases, it will be evening or weekend hours to get it taken care of."

The TRADOC surgeon coordinates with MEDCOM as MEDCOM's door to Soldiers during the training phase of their career. "Part of my role is giving MEDCOM the access to the Soldiers, but also working with MEDCOM so they are not interfering with training," he said. "Some of this will be done during evening hours, some on the weekends."

Ultimately, Soldiers will graduate trained and medically deployable.

"We have a commitment to readiness with the Army," said Jolissaint. "For Soldiers, we are giving them the knowledge and skills to help them understand what could affect their individual readiness, to help them understand how behaviors can affect a unit's readiness, and help them act responsibly so we can decrease attrition."

Pregnancy has prevented more Soldiers from deploying when they arrive at their first unit of assignment than most people are willing to admit to, said Jolissaint.

"The majority of Chapter 8 pregnancy administrative separations occur during the first year of a Soldier's active duty. And a majority of those pregnancies occur during the first six months," he said. "You do the math – and a fair number of these Soldiers got pregnant at

the end of their AIT or en route to their first unit of assignment."

There has been a long-standing requirement for an annual well-women's exam. "What we are doing is shifting this to the left," described Jolissaint. "Instead of this happening during their first 30 days at their first unit of assignment, we are now backing this up to where this will be done four to six weeks before they graduate from AIT. If we find something wrong, we are going to take care of it while they are still in training, rather than wait until they get to their first unit."

This same approach is being done for dental care as well. "Up until about six months ago, Soldiers who graduated from IMT – up to 30 percent of those Soldiers were not deployable because we had not fixed their teeth," Jolissaint described. "We have now implemented a new program that is going to ensure we provide dentally deployable Soldiers to that first unit of assignment. So when they get to that unit, the Soldier will not need four or five visits to the dentist."

"We will provide the training, education and intervention that are necessary so when they graduate from AIT or (Officer Candidate School), if there are any abnormalities, they have been taken care of before they are sent off to their first unit of assignment," explained Jolissaint. "And we are giving them the education and tools necessary to act responsibly so that between the end of their initial training and their first duty assignment, they haven't done something that will render them non-deployable for that unit."

The goal is to create a more responsible Soldier who is committed to serving the Army, Jolissaint said. "This is part of what we expect of you being a Soldier, and guys, you are part of this, too," he said. "This is part of being a Soldier."



## Fort Benning tests current M-9 sidearm, future alternatives

Story and photo by Spc. Nikki St. Amant/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, Jan. 27, 2005) – The Directorate of Combat Developments and Soldier Battle Lab began an experiment Jan. 24 analyzing the current-issue M-9 handgun and possible alternative weapons.

"I want to make it clear, this is not a selection of a new pistol,"

said Charley Pavlick, project officer with DCD's Small Arms Division. "We are responding to concerns we have from (Soldiers deployed for Operations Iraqi Freedom and Enduring Freedom) that report a lack of confidence in the M-9 for several reasons. This is an analysis of different features and characteristics that are available with other weapons platforms."

Some of the concerns with

the M-9 include many stop-pages, uncomfortable function control and the low lethality of the 9mm ball round, Pavlick said.

The Army hasn't made an official decision to make a move from the M-9 to a new sidearm, Pavlick said. DCD will rewrite the draft requirements documents after the experiment is complete, and then officials will make a decision.

Army officials decided to switch from a .45-caliber sidearm to the 9mm in 1954, but that change wasn't fully implemented until 1984, Pavlick said. It was only when the supply of rebuilt .45s began running out that the Army finally started the 9mm Personal Defense Weapon program.

"The decision to switch was strictly logistical," he said. "The United States was trying to move toward NATO joint operability, and we were fighting the Cold War. Target effect wasn't a factor in that decision. Now it is."

The performance of better sights, larger calibers and

double-action-only firing mechanisms are what DCD analysts will be taking a look at.

The test firers for the experiment are representative of the force, Pavlick said. Soldiers of varying rank, military-occupation specialty and gender are included.

The testing started this week with a baseline qualification to assess the basic marksmanship of the firers with the M-9 and familiarization fires with alternative weapons.

Staff Sgt. Michael Morten is one of the test firers. He fired the .45-caliber version of the Smith and Wesson 99.

"You can really feel the difference," he said of the Smith and Wesson. "It fits better in my hand. The sights are easier. I thought it would have more kick being a .45, but the recoil is the same as the 9mm. I thought it was excellent."



The M-9 is being evaluated to see if it continues to meet current personal protection requirements.

## TRADOC quality assurance sets the standards

By Hugh C. Laughlin/TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Jan. 6, 2005) – Training and Doctrine Command's Quality Assurance Program is now actively accrediting the schools and training centers within TRADOC.

"Quality assurance is not just a program or an office – it's the spirit in the hearts and actions of every staff and faculty member of our commands and training institutions, from the commanders to the instructors, to the doctrine and training developers," said Rachel Serio, chief of TRADOC's quality-assurance office. "It is all about making the training for that Soldier the best it can be so that son or daughter can come back home."

"The way we do that is

through external and internal evaluations of the training culminating in accreditation," said Serio. "Accreditation of our centers and schools is the forcing function that pushes each training institution to be its best at a point in time when the team comes, but QA does not stop when the team leaves. It is a continuous process."

Part of the impetus behind standing up the QA program came from the Army Training Leadership Development Panel in recognizing the need for accrediting leader-development training, said Serio. Shortly after that panel's recommendations in 2001, the then-commanding general of TRADOC, Gen. John N. Abrams, stated by October of 2001 he wanted to stand up an organization that accredits all TRADOC training institutions,

both active and Reserve.

He wanted to involve civilian educators and military trainers, and he wanted teams to evaluate initial military training and the professional-military-education infrastructure, programs of instruction and personnel, and to provide assistance as well as to accredit, according to Serio.

Serio received the tasker to stand up the quality-assurance organization under the auspices of TRADOC's deputy chief of staff for operations and training, which resulted in the stand up of QA offices at headquarters TRADOC, the Combined Arms Center, Army Accessions Command, Maneuver Support Center, Combined Arms Support Command, Strategic Studies Institute and TRADOC schools. The Accessions and Combined

Arms Support commands QAOs conduct accreditation evaluations of IMT and PME at TRADOC centers and schools. The schools then accredit their aligned Reserve Component Total Army School System brigades, and conduct internal and external evaluations.

External evaluations come in the form of surveys sent to the units, to the Soldiers who graduate a course and to their supervisors. "Propo- nent schools get feedback on the efficiency and effectiveness of their training," Serio said. "The Soldier or supervisor can report back on how effectively the Soldier was

## Army Management Staff College transforms to meet changing needs

By Kafia Hosh/Fort Belvoir Public Affairs Office

**FORT BELVOIR, Va.** (TRADOC News Service, Jan. 31, 2005) – As the military transforms in the midst of a war, the Army Management Staff College has changed with it, supporting the Department of Defense mission of a “relative and ready” Army.

New courses, an increase in faculty and an integral role in the civilian-education system are all present and future additions to the growing college. The newest course is an extension of the Sustaining Base Leadership and Management programs, professional-development classes about decision-making, leadership and communication within the Army.

Unlike the SBLM resident course, which

requires students to spend 12 weeks living on post while enrolled, or the non-resident program that is mostly Web-based, SBLM Metro allows students to commute to the school. Metro is a year-long course open to Department of Defense civilian employees and high-ranking military personnel within a 50-mile radius of Fort Belvoir. Students live on post for an extended period of time at the beginning and at the end of the semester, and travel to and from their class sessions for the duration of the school year.

The brainchild of AMSC commandant Col. Aaron B. Hayes, Metro came about after faculty members in the field discovered there was an untapped market that could benefit from SBLM. They found a local demographic that could attend courses because of their close proximity to the school but could not afford to leave their jobs for three months of on-campus living.

“People ask, ‘Can you find a way to break it [the class] down into bite-sized chunks?’” said Hayes. “You have got to create programs that appeal to a widely diverse audience.”

“We saw a niche to fill where we can bring in more people,” added AMSC marketing specialist Mary Ann Hodges.

That niche, composed of professionals from the National Capitol Region and surrounding areas, were attracted to the flexibility of the Metro program. Metro launched earlier this month, receiving more than 100 applications, with only 34 available slots.

“I was very impressed with the initial student body,” said Hayes. “The number of applicants truly exceeded my expectations.”

Hayes is optimistic about Metro’s future. After the course begins, he plans to evaluate its success and “sell it to Army leadership,” eventually exporting Metro to other regional areas.

Another SBLM course regularly experiences change. The SBLM nonresident program transforms when there are breakthroughs in technology. Students from Korea to Colorado can now post journals on the electronic campus site, thanks to existing Web blog technology.

The school will also have a greater influence on the Army’s civilian-education system. AMSC will be designing upcoming CES courses, according to Hayes. With the Army experiencing changes such as the military-to-civilian conversion, he stressed the importance of educating civilian personnel, who make up the majority of AMSC students.

“We teach our students how to function in a rapidly [changing] environment,” said Hayes. “You can’t transform the Army without people ready to embrace change.”

*This story was excerpted from TRADOC News Service. To read it in its entirety, see TNS on-line.*

## Army Marksmanship Unit shooter selected as male athlete of year

By Tim Hips/U.S. Army Community and Family Support Center Public Affairs

**FORT MONROE, Va.** (TRADOC News Service, Jan. 27, 2005) – Maj. Michael Anti was selected as the 2004 Army Male Athlete of the Year Jan. 19 during a ceremony at the U.S. Army Community and Family Support Center, Alexandria, Va.

Anti trains with the U.S. Army Marksmanship Unit at Fort Benning, Ga., and is a member of the U.S. Army World-Class Athlete Program. USAMU is part of U.S. Army Accessions Command, headquartered at Fort Monroe, Va.

Maj. Heidi Grimm and Capt. Anita Allen were named in the same ceremony as co-winners of the 2004 Army Female Athlete of the Year award. Allen, stationed at Fort Carson, Colo., is also a member of the Army’s world-class athlete program. Grimm is stationed at Fort Lewis, Wash.

The athlete-of-the-year awards will be presented for all three officers Feb. 17 during the Association of the United States Army’s Winter Symposium in Fort Lauderdale, Fla.

Anti, 40, of Winterville, N.C., won a silver medal in the men’s 50-meter three-position rifle shooting in the 2004 Olympics Games, Athens, Greece. A three-time Olympian, he also finished 24th in the men’s 50-meter free-rifle prone shooting in the Athens Games.

In addition to their athletic endeavors, the Soldiers’ military accomplishments and community service also were considered.

### TRADOC quality assurance sets the standards



From Page 9

trained to perform each critical task to standard.”

One of the internal processes for ensuring the best possible training is through a self-assessment. “Before we go on an accreditation visit, each school will have completed its self-assessment on every one of its courses using the TRADOC accreditation standards approved in January 2004 by the TRADOC chief of staff,” said Serio. “This is no easy task, as it requires an active involvement with the schools’ QA offices and all elements of the training institution.”

The program requires the use of the same standards for both Active and Reserve Component institutions. “We

are implementing one standard for components for one Army,” said Serio.

According to Serio, it’s important to Soldiers to know the training he or she is receiving is current and relevant, incorporating lessons-learned from the battlefield. “Knowing the lesson plan he or she is learning is doctrinally correct means the training has been vetted and approved before it goes into our training documents,” she said.

“I’m excited when I see the schools finding and fixing their problems, and improving their training,” Serio said. “It’s about being a team and being a part of that solution process.”

*This story was excerpted from TRADOC News Service. To read the story in its entirety, visit TNS on-line.*

# Parker Awards honor top aviation units

By Arikka Johnson/*Army Flier*

**FORT RUCKER, Ala.**

(TRADOC News Service, Jan. 28, 2005) – The Lt. Gen. Ellis D. Parker Awards reception honored top aviation units from throughout the Army Jan. 26.

The year-long competition leading up to this event recognized excellence, leadership, training, maintenance and safety records of aviation units while they held to each of their mission-essential task lists.

The winners were honored at the luncheon, with Brig. Gen. E.J. Sinclair, commanding general, U.S. Army Aviation Center and Fort Rucker, and retired Lt. Gen. Ellis Parker, who has given more than 39 years of service, presiding.

“This year’s winners’ scores were extremely close,” said Col. Stephen Dwyer, 1st Aviation Brigade commander. “Less than seven out of a possible 70 points separated this year’s winners. The four winners were chosen

from a very impressive group of nominees. The battalions being honored today represent the many outstanding units and Soldiers serving throughout the Army.”

The overall winner and Combat Aviation Unit of the Year was 1st Battalion, 227th Aviation Regiment, from Fort Hood, Texas. The Combat Support Unit of the Year Award went to 2nd Battalion, 227th Aviation Regiment, also out of Fort Hood. The 421st Medical Evacuation unit from Wiesbaden, Germany, won for Best Combat Services Support Battalion.

The final honoree – and a local frontrunner – for its excellence in leadership and training and its commendable safety and maintenance records, 1st Battalion, 145th Aviation Regiment, from Fort Rucker won the Best Table of Distribution and Allowances Battalion category. According to the nomination, this training

battalion provides professionalism, leadership guidance and the fundamentals of flight for all future Army aviation officers.

“This battalion’s exemplary safety and maintenance record is even more noteworthy when you consider the size of the battalion and daily volume of training conducted,” said Dwyer. “The success of Army aviation is directly linked to the outstanding performance of this battalion and its ability to train its Soldiers.”

“This is both a personal and professional honor to be awarded today,” said battalion Sgt. Maj. Mary Edwards. “We have outstanding leadership in our unit: 130 cadre to more than 1,800 flight students at times ... captains’ career course instructors, commanders, operations officers, enlisted Soldiers, Department of the Army civilians, Aviation Training Brigade components – everyone deserves kudos in creating a support network to produce

quality Soldiers. (Battalion commander Lt. Col. Jimmy) Meacham has spearheaded all this, and it is an honor to be a part of his unit.”

The history of the award stems from a day in January 1992, at a retirement ceremony held for Parker.

“The (then) Chief of Staff of the Army, Gen. Gordon Sullivan, announced the establishment of the Department of the Army-level award in honor of Lt. Gen. Parker,” said Dwyer. “This award was established in recognition of Parker’s long association with aviation and his contribution to developing the branch.”

The Parker award is open to all aviation students, active-duty and Reserve Soldiers worldwide.

## Command images: TRADOC-related photos appearing on-line on Army homepage, other news services



Air Force Master Sgt. Jack Braden

### Raise your right hand

TRADOC-related images appearing on the Army homepage in January all involved enlisting and re-enlisting. Far left, top photo: Army Vice Chief of Staff



Staff Sgt. Bradley Rhen



Staff Sgt. Reeba Critser



Maj. Gary Coffey

Gen. Richard A. Cody gives the oath of enlistment to 100 San Antonio area men and women entering the Army through the Delayed Entry Program during a pre-game ceremony prior to the U.S. Army Accessions Command-sponsored All-American Bowl Jan. 15 in the Alamodome. Far left, bottom photo: Cody swears in DEP Soldiers Jan. 29 before the Chicago Bulls/Boston Celtics basketball game at Chicago’s United Center. Left, top photo: Lt. Gen. James R. Helmly, commander of Army Reserve Command (right), re-enlists Staff Sgt. Darryn Dunn, 556th Personnel Support Battalion, and Sgt. Joshua Nelson, 367th Engineer Bn., atop Radar Hill at Forward Operating Base Salerno, Afghanistan, Jan. 23. Left, bottom photo: Nine West Virginia National Guardsmen from Battery C, 1st Bn., 201st Field Artillery Bn., 197th FA Brigade, re-enlist on New Year’s Day at the Ziggurat of Ur, a famous archaeological site in Iraq, built around 2100 BC.

# Last blast: TRADOC announces poster series

**TRADOC Perspective** is produced by Command Information Branch, TRADOC Public Affairs Bldg. 27 66 Ingalls Road Fort Monroe, Va. 23651

**EMAIL:**  
tradocpao@monroe.army.mil

**WEB:**  
www.tradoc.army.mil/pao/index.htm

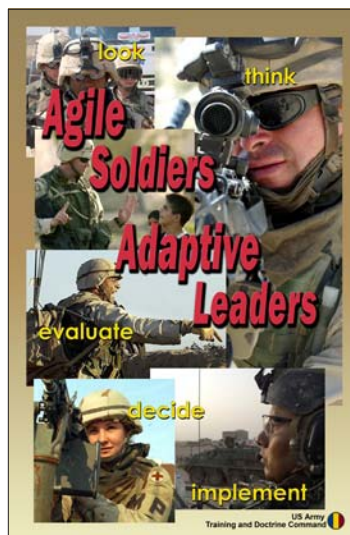
What's **TRADOC Perspective**? It's a monthly "ezine" capturing TRADOC strategic stories and top articles from TRADOC News Service while providing a perspective on what happened around the command during the previous month. Used in conjunction with TNS email notifications, **TRADOC Perspective** gives TNS and TRADOC strategic topics/themes more visibility and thus keeps readers more mindful of TRADOC's focus and the command's important work.

**About TRADOC Public Affairs:**  
Training and Doctrine Command Public Affairs Office's mission is to provide information to the TRADOC community, the Army at large and the general public about TRADOC. The PAO advises TRADOC's commanding general and deputy commanding

**FORT MONROE, Va.** (TRADOC News Service, Jan. 21, 2005) – The current and future Army is the subject of a poster series U.S. Army Training and Doctrine Command is producing.

The series kicks off with the "Adaptive Leaders" poster, available in various sizes. "The direction the Army is going is significantly influenced by the work we do at TRADOC, and that's the subject of these posters," said Col. Jody L. Draves, TRADOC's chief of public affairs. "We've started with the 'Adaptive Leaders' poster because the American Soldier is a versatile Soldier, and we want to keep it that way by training them to ensure success. The Soldier is the centerpiece of all we do.

"TRADOC's core missions are to access the force, train and educate Soldiers and leaders,



The 'Adaptive Leaders' poster, first of a series TRADOC Public Affairs is producing, is available on the PAO Website.

and develop the future force," Draves continued. "Our posters will portray many of the Army's

top issues and priorities, since those are TRADOC's as well, in versatile formats suitable for printing on your printer and hanging on your wall."

There will be four posters released a year – roughly once a quarter. They will be available on the TRADOC Public Affairs' Website (<http://www.tradoc.army.mil/pao/index.htm>) and can be printed to fit on an 11x17 piece of paper. The posters will be available in Portable Document Format or Joint Picture Experts Group formats. Posters may also be available in Microsoft Powerpoint file format.

For the "Adaptive Leaders" poster, go to <http://www.tradoc.army.mil/pao/viwebpage/adptldersposter/AdaptiveLeadersmainpage.html>, choose your format (JPG or PDF), click on the thumbnail for the larger image, choose your print options and print.

## NEXT MONTH'S CALENDAR

Event	Date	Location
National Prayer Breakfast	Feb. 15	Fort Monroe, Va.
AUSA Winter Symposium	Feb. 16-18	Fort Lauderdale, Fla.
Application deadline PME Class 05-2	Feb. 18	Fort Belvoir, Va.
Instructor of the Year selection	TBD	Fort Monroe, Va.

## TRADOC FOCUS AREAS JANUARY THROUGH JUNE

- Access the "right" force (featured in this month's **TRADOC Perspective**)
- Implement the training strategy to increase rigor in our training environments
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force
- Accelerate the transition to the future force
- Advance Joint interdependencies
- Ensure new capabilities via Soldier-as-a-System

general/chief of staff on all Public Affairs matters, especially on the most effective strategic, operational and tactical strategies to communicate the CG's vision, priorities and objectives.

We serve as the command's official spokesperson and liaison with the news media. We provide professional and technical expertise to the commander and staff in the

areas of command information, media relations, community relations and communications plans. We exercise operational control of The U.S. Continental Army Band as Headquarters TRADOC's prime community-outreach tool. We provide guidance to and advise TRADOC senior mission commanders and their Public Affairs representatives.

We also provide content oversight for TRADOC Webpages for currency, accuracy and compliance with CG vision, objectives and priorities. We work with the TRADOC Chief Information Officer to ensure an effective Web presence for TRADOC in portraying the command's vision.