

The NCO Journal

Summer 1992

A Quarterly Forum for Professional Development



John Paul Jones 1992

NCO 2000
Ushering in a New Era



'But the backbone of the Army...'

"The cruel-tyrant-sergeants they watch 'im 'arf a year;...
"An' when it comes to marchin' he'll see their socks are right,
An' when it comes to action 'e shows 'em how to fight.
'E knows their ways of thinkin' and just what's in their mind;
'E knows when they are takin' on an' when they've fell be'ind..."

"The 'eathen in 'is blindness bows down to wood an' stone;
'E don't obey no orders unless they is 'is own.
The 'eathen in 'is blindness must end where 'e began,
But the backbone of the Army is the Non-commissioned Man!"

From "The Eathen," by Rudyard Kipling

The **NCO Journal**

By Roger

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Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a close bond among its members.

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■ Back Cover

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News and Issues

Protect the Force

The phrase "Protect the Force" will become paramount for the NCO Corps as the Army downsizes. We will be challenged to do more with less, to train harder and under more realistic conditions and to master the safety risk-management process.

Despite the "unknowns" of the Army drawdown and what is in store during the next few years, the Army is committed to guaranteeing success through safe, hard training to maintain our fighting edge, improved educational techniques and integration of safety in our units' mission essential task lists.

As NCOs, one of our primary jobs is to ensure maximum protection of those under us. Force protection is an important element of combat power and a shared responsibility of officers and NCOs.

Look for safety "risk assessment" and related safety techniques to receive increased emphasis for NCOs as we shape our leaner Army of the future.

SGM Samuel R. Reynolds

Army Safety Center, Ft. Rucker, Ala.

PLDC Correction

It was erroneously implied in the spring NCO Journal that the Air Force NCO Preparatory Course is equivalent to PLDC.

According to Training and Doctrine Command officials, PLDC equivalency is granted for the following courses:

Reserve and National Guard PLDC and Reserve and Guard BNCOC or ANCOC before 1987. Marine Corps courses include the NCO Course, Leadership Course, NCO Basic Course, Staff NCO Advanced Course and Staff NCO Career Course.

Equivalency is also granted for ROTC advance camp from any branch of service, for Army or Marine Corps OCS, Warrant Officer Candidate School and resident officer professional development courses.

Some of these courses may also be eligible for higher-level equivalency.

Air Force, Navy or Coast Guard courses and NCO courses taken through the Marine Corps Institute are not equivalent to PLDC because they do not include equivalent leadership positions, land navigation skills or small-unit tactics.

Requests for PLDC equivalency should be forwarded through command channels and include a DA Form 4187, DA Form 1059 or DD Form 214, and the course diploma.

SSG James Redding
TRADOC

VOTEC Recruiting

The Army is testing a program that recruits students in vocational technical schools whose skills match Army MOSes, according to Jim Dees, a Training and Doctrine Command project officer for the pilot program.

The idea is to save training costs because recruits already have technical skills to perform MOS duties.

Recruits in the pilot program for light wheel vehicle mechanics will receive abbreviated training and should begin arriving in units in October. Their progress will be followed for one year and the success of the program will then be assessed.

Other jobs that are candidates for VOTEC recruiting are food service specialist, combat engineer and transport operator.

Jim Caldwell
TRADOC Public Affairs

Top Drill Sergeants

SSG Calvin Smithers is the 1992 active Army Drill Sergeant of the Year and SSG Anthony Kunigan is the Reserve Component Drill Sergeant of the Year.

Smithers, also the Fort Jackson, S.C., 1992 NCO of the Year, was drafted for drill sergeant duty two years ago.

Kunigan, from New York, has served an extended active duty tour at Fort Indiantown Gap, Pa. His normal two-week annual duty is performed at Fort Leonard Wood, Mo.

Competition included a physical fitness test, demonstrations of training abilities before panels of sergeants major and interviews by a sergeants major board.

Both NCOs received the Army Meritorious Service Medal, the Eugene P. Famiglietti Award, gold watches from the Association of the U.S. Army and sponsorship to attend the annual AUSA convention.

Smithers also received the Stephen Ailes Award and Kunigan was presented the Ralph E. Haines Jr. Award.

Jim Caldwell
TRADOC Public Affairs

Future Themes

The fall 1992 NCO Journal theme has changed—from "Officer-NCO Relationship"—to reporting on developments from the July NCOES-related conference at the Sergeants Major Academy.

The "Officer-NCO Relationship" issue is now slated for publication in January 1993, followed by an issue in the summer devoted to "Safety" and the critical role NCOs will play in safety risk assessment.

OMPF Clarification

Telephone access to Official Military Personnel Files is limited to active duty soldiers with active files.

An item in the spring NCO Journal did not state that Reserve Component soldiers must get their files through their personnel channels or that soldiers without active files (such as new sergeants who do not yet have an NCOER on file) are not in the computer banks at the Enlisted Records and Evaluation Center at Fort Harrison, Ind.

Active duty NCOs can request a microfiche copy of their files by calling DSN 699-3714, or via commercial lines at (317) 542-3714. With a push-button phone, NCOs can also check files to verify the dates of their most recent photo, NCOER, etc.

A DUTY TO PREPARE

By SGT Margaret E. Lynch

As our country marches toward the next century, many citizens might stop and ponder the question: "What will the year 2000 bring?" The Army NCO has the responsibility of carrying this question beyond the realm of the abstract to the domain of real life. We do not have the luxury of allowing our thoughts to remain speculative. How we translate our ideas from philosophy to the concrete experiences of the people who serve under us and of those we serve will greatly determine how the Army responds to the challenges of the future.

The NCOs of the year 2000 and beyond will have to possess many skills and talents; they will have to cultivate flexibility and develop versatility in many areas. While no one will ever be expected to be an expert in all endeavors, everyone will be expected to respond appropriately to the needs of the time. What will they be?

Although no one knows the answer to the above question, that does not relin-

quish us from the duty to prepare for it. The following reflections—offered as guidelines and food for thought for all NCOs as we prepare for the next century—perhaps will serve as a basis for discussion which will bring other areas to light.

Among the many skills needed, one of the most crucial will be expanded computer literacy. We must recognize that as our society becomes more technical, we must become more comfortable with a wide variety of computers. NCOs will be expected to know as much as possible because people will come to us more frequently for advice.

Along with computer literacy, the NCO will need to draw upon a strong personal knowledge base of science and math. Just because we have machines that do much of the work does not mean that we can lose sight of the basics. We should know as much as possible about all the machines that work for us. We must never lose sight of the fact that machines aren't held accountable—people are. The more we know, the better

equipped we will be to monitor these computers and their accuracy.

A strong sense of history must be maintained. The Army of today did not just happen. It was molded by the events of the past and the many contributions of its members. We dare not break faith with those who have gone before us. This can be achieved through private reading lists or college courses. History gives us not only a sense of where we have been, but the direction in which we are moving. It also gives us a sense of our place in the world. NCOs do not merely study history; we have an opportunity to make it. When you ponder this thought, you cannot help but be filled with a deep sense of responsibility.

The training of the NCO of the future will also have to include greater emphasis on creating cultural awareness. We are fortunate to have many different cultures living within our country. They all contribute to the fabric of our lives. Our social studies did not end in high school. We have a responsibility to continue to learn as much as we can about all the people in our society. This includes becoming familiar with another language. As NCOs, we might find ourselves in situations where knowledge of a second language could greatly help. The world is indeed becoming smaller. If we always have to rely on interpreters, our credibility is jeopardized.

We must also remember that no matter how sophisticated our weaponry becomes, we must still know our soldier skills. Let us never forget how to use our rifles, despite becoming more mechanized in other areas. In our preparing for the year 2000, we must take our knowledge of the basics with us. We should be flexible enough to change if necessary. Resiliency is a sign of commitment to Army goals.

The NCO of the year 2000 and beyond will have to possess many skills and talents. All of the training for this cannot be completely achieved solely by the Army. Individuals must take personal responsibility for a large portion of their education and preparation. Training is a commitment that began in basic training and continues throughout a career. We cannot fail to keep it current.

Army Reservist Lynch serves at the 365th Evacuation Hospital, Niagara Falls, N.Y.



How to Think About How to Fight

FM 100-5
Operations

By LTC Gary R. Steele

"Well, they're coming out with another update of that FM 100-dash-whatever this year. I know I'll get the guidance from the boss to make sure I read it and 'work it in' with the soldiers. So, I guess I'll take a quick look at it . . . when I get a chance."

This may be one of the reactions to the revised version of FM 100-5, *Operations*, when it hits the field in 1993. I do not think so. Appropriate pre-publication debate and discussion at all levels of the Army will ease "uncertain" feelings, focus interest and foster understanding of this forthcoming revision of the Army's keystone doctrinal publication. As development of this manual progresses, interest grows and many voices comment. This article will discuss doctrine and the soldier. It will touch on using the manual as an NCO and finally address the development process. It is not the "approved solution" for the NCO, but it should elicit thought and comment.

The soldier is the most important element in our military. He is the centerpiece of our doctrine and an important consideration in all operational plans. To ignore the soldier during doctrinal development would be short-sighted.

Our soldiers have always fought valiantly. They have been most effective when armed with good weapons, good training, good leaders and sound doctrine. FM 100-5 is the keystone of the arch that makes up our entire doctrinal structure. This doctrinal arch includes over 1,000 publications, most of which focus on the employment of units and soldiers in tactical situations. Doctrinally sound NCOs and officers led the successful forces in the Persian Gulf.

Doctrine is the stuff that gets an Army through the tough times. COL James

McDonough, director of the Army's School of Advanced Military Studies, says that an Army's doctrine is the condensed expression of its fundamental approach to fighting (campaigns, major operations, battles and engagements), influencing events and deterring war. It must be definitive enough to guide specific operations, yet versatile enough to address many varied situations worldwide. To be effective, doctrine must be dynamic. Change in doctrine must not occur randomly; we must manage it to the Army's and the nation's advantage.

"Tell me what a soldier believes, and I'll tell you what he will do."

Anonymous

There may be a perception in the field that doctrine is the theory that belongs in the various headquarters of corps and armies and could not have true meaning to the soldier "on the ground." This is not the case. Doctrine is not purely theory. At the soldier level, it is the application of theory mixed with the practical observation of current developments. More simply, it is a guide that provides the principles upon which we base the operations of our Army across the strategic, operational and tactical levels of war.

While the 1986 version of FM 100-5 focuses on describing Army operations during war, the 1993 manual will be broader in scope. The 1993 revision recognizes an expanded environment consid-

ering many occurrences, such as the fall of the Berlin Wall, the demise of the Soviet Union, Operation Just Cause and the Persian Gulf conflict.

There is also a recognition of the dynamics involved in the realignment of national military priorities, including a smaller force with a broadened role in domestic issues such as counter-drug operations. Though warfighting will remain the central focus of the manual, senior leader consensus is that FM 100-5 should expand its scope to cover the full range of Army operations. New doctrine will include considerations for operations short of war, such as peacetime engagement activities and even for hostilities short of full war, such as Operation Just Cause. On the other end of the scale, the revised manual will include guidance on Army actions after the conflict has terminated.

The educated, competent NCO can make the difference in battle, turning defeat into victory. Though current high-technology innovations might cause one to think otherwise, men not machines led by NCOs fight and win wars. Advanced technology, applied in a doctrinally sound manner, positively affects the outcome of battles and engagements. The basic nature of war, however, places a premium on sound NCO leadership, competent and courageous soldiers and cohesive, well-trained units. It is sound doctrine that provides the basis for this leadership and training. The battlefield does not forgive errors; it demands great skill, imagination and flexibility. Understanding FM 100-5 will help you better understand and apply lower-level manuals, thereby maximizing your soldier's combat abilities.

There is a key to developing outstanding NCO leaders prepared to help the Army ensure success across the full range of operations. This key is funda-



mental understanding of the principles and guidelines for action that form the basis for how we fight on the battlefield and operate in peacetime. Understanding these principles and guidelines is understanding doctrine. It is easy for soldiers to simply follow orders. I believe your challenge is to have soldiers trained to better understand the why and the how within which they will conduct their duties today and in the the future. While lower level manuals such as FM 71-1, **The Tank and Mech Company Team** and FM 90-3, **Desert Operations**, focus on how to fight, FM 100-5 describes how to think about how to fight.

Finally, why should you bother yourself with all this doctrine? You need to because an informed soldier is a soldier better able to deal with situations presented both in peace and during conflict.

Use FM 100-5 as a resource for training other NCOs and soldiers on the foundations for the actions their Army undertakes. The principles in this manual guide actions throughout the full range of Army operations. Your role is to translate the doctrinal principles of the manual into training and action for your soldiers.

The revision of this manual provides opportunities for the field to comment on its final content. The first draft is currently due for worldwide staffing this fall. Additional coordinating and final drafts will culminate with approval by the chief of staff of the Army and worldwide distribution in the second half of 1993. When draft copies come to your installation, participate in the debate. The Army needs comments from all echelons; lend your expertise.

Becoming knowledgeable in this

area assists in better understanding the direction the Army is moving as we near the end of the century. Your knowledge and participation in this development process translate into better trained soldiers. These soldiers, led by NCOs armed with a deeper understanding of the processes that make our Army function, will be the best we can produce. You may get guidance from the boss to review FM 100-5. When you do, take more than a quick look. Take the time to enter the debate. Make the 1993 revision of FM 100-5, the best we can offer.

Steele is currently assigned to Fort Leavenworth, Kan., as a member of the writing team working on the revision of FM 100-5.

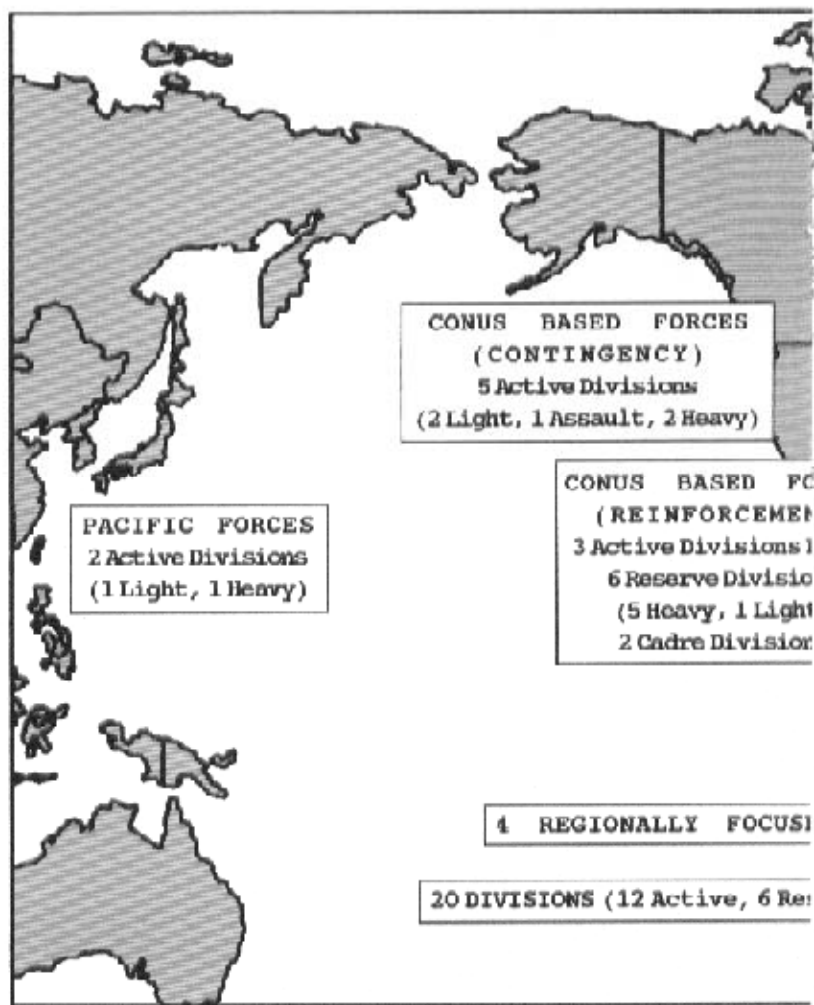
Force Structure

By SGM Ronald A. Schexnayder

One hot summer night in the not too distant past, during the climax of a division field training exercise, our Tactical Operations Center received word that, "our Special Forces teams have succeeded in cutting off enemy communications." Elsewhere, Army Rangers conducting a low level airborne drop deep in enemy territory were in the process of disrupting enemy supply lines. Crossing the line of departure, two of the division's armored brigades (one a National Guard unit) were beginning their attack toward Objective Silver. At Forward Operating Base X-ray, two battalions of attached light infantry moved forward into the darkness, while a sister battalion loaded on the first lift of waiting Blackhawk helicopters for an air assault insertion to seize a critical road junction just north of Objective Silver. As we circled overhead, I noticed the division's combat support units were also preparing to jump forward. Behind me and to my right, several reserve combat service support companies in the brigade field trains could also be seen adjusting to the sudden increase in combat activity. The operation was a model of mixed forces, each type with its own unique strengths and abilities, complementing the action of others and combining to provide a whole more powerful than simply the sum of its parts.

The emphasis on mixed force structure is a reflection of the rapidly changing world picture of the last few years. With the fall of the Berlin Wall in late 1989, the Army began a shift in strategic vision from one of containment of the Soviet Union to that of deterring and fighting regional conflicts. The Cold War Army had been traditionally focused on the rapid reinforcement of forward deployed combat forces in order to deter Soviet aggression. One military analyst even argued that the Army's vision then was simply to be "the instantly ready armored defender of Central Europe."

In the face of reduced tension in Europe, however, new challenges face the army of the 1990's. According to GEN Colin Powell, Chairman of the Joint Chiefs of Staff, "the threat is the unknown, and uncertain." Throughout the developing world, we see increasingly sophisticated inventories of armored vehicles and other weapons systems placed in the



hands of regimes possibly hostile to our national interests and objectives. "Lacking compelling evidence that Operation Desert Storm was somehow unique," observed LTG J.H. Binford Peay III, the Army Deputy Chief of Staff for Operations, "we can only conclude that power projection of the historic proportions of Desert Storm may again be required. (The Nation) must have the capability to project national military power—in speed and size of forces—at some point in the future."

Today, operational planners are focused on providing forces capable of responding to multiple, concurrent major regional contingencies. The force necessary to meet the requirements of this new regionally-focused military strategy will be largely CONUS-based, trained and ready. With a rapidly deployable mix of heavy and light units, the National Command Authority (NCA) will have a versatile, tailored force package with which it can respond to any conventional threat anywhere in the world. Mixed forces combine versatility, deployability and lethality and have proven themselves highly effective in every instance. "We prevailed in the Cold War, and in Operation Urgent Fury, Just Cause, and Desert Storm," observed Peay, "by adherence to six Army core values to field a trained and



Source: DA. Graphics: Lynn Dempsey

ready Army..." Force structure, one of the core values, guides the Army today and must continue to provide an "appropriate size and mix of armored, light and special operations forces, active and Reserve Components, and combat, combat support and combat service support forces to implement the national military strategy."

Only by creating and maintaining such a formidable, ready, force mix of units will the Army be capable of fighting and winning future battles across the continuum of military operations, from peacetime engagements to those operations which involve the sustained clash of heavily armored forces in all-out war.

A new national military strategy, with its focus on regional crisis response, however, requires fully trained and ready forces that are rapidly deliverable. Military operations to respond to these crises are often characterized by the need for intensively trained, highly technical or unique military units, deployable with little warning. By necessity, these units must be drawn from the active force structure. Active duty units maintain both a forward presence around the world and have a CONUS power-projection capability consisting of a rapidly deployable, fully-supported contingency corps. This crisis re-

Balanced Size and Mix Needed for Military Strategy

sponse force enhances the nation's capability of moving forces rapidly to worldwide trouble spots. The contingency corps, made up of five fully structured active divisions plus Reserve Component combat support and combat service support units, possess the unique capabilities of immediate forced entry, armored combat power and joint sustainability.

The Reserve Component forces associated with the corps will be committed early in a crisis to provide capabilities that are best maintained in the Reserve Component and will provide the majority of any follow-on sustainment capability. The appropriate blend of active and Reserve Components in the Army force structure is one of the most compelling aspects of the force mix discussion. Only a "Total Army," with each component contributing uniquely to our combined capabilities, has the capacity to counter regional threats quickly and decisively. The total Army also provides the NCA a rapid reinforcement capability short of mobilization. Under the conditions of a selected reserve call-up, such as executed during Desert Shield, or a partial or full mobilization effort, Reserve Components provide the sustained reinforcement that is indispensable in a large or extensive commitment. As the most recent civil disturbance in Los Angeles demonstrated, Reserve forces, along with mutually supporting active elements, are vital in assisting civil authorities within the United States when the need arises. The total force policy of integrating active and Reserve units is more imbedded in today's base Army than in any other time in our history. Reserve units have been integrated into every facet of the force—from the earliest deploying power projection elements to the more traditional follow-on reinforcement units. The total force is clearly being applied across the entire continuum of operations.

The size and mix of the force structure must be reassessed continuously in view of the evolving global security environment. The Army of 1995 is being designed to meet the requirements of U.S. national military strategy. Its structure is carefully tailored within manpower and fiscal constraints to optimize the warfighting capabilities for the projected international environment. The forces that we maintain must possess an edge in effectiveness that no potential adversary can match. They must be capable of quickly and decisively winning the battles of the next war with minimum casualties.

Schexnayder works at DA DCSOPS for the director of Army training.

CAL to Review NCO Leader Issues

Center for Army Leadership

NCO leader development issues are scheduled for review next summer to assess how the drawdown and environmental changes will affect these issues as our Army transitions into the 21st century.

The last major NCO study in 1985 did not produce action plans or initiatives. However, a 1988 NCO task force led to approval of 18 recommendations. The recommendations included: creation of The NCO Journal, review the NCO Professional Development Guide (DA Pam 600-25, to be published in September), goals for improving communication skills, linking promotions to NCOES course completion and adoption of skill-level-based skills, knowledge and attitudes.

Next year's review will focus on the impact that downsizing will have on these and other NCO issues.

One issue that the review will tackle,

for example, is attendance at the Sergeants Major Course. The resident course now graduates nearly 1,000 senior NCOs each year. However, only about 37 percent of course graduates earn promotion to sergeant major, for which the course is designed to prepare students. If, as some argue, the current course population is too large, a smaller Army would require even fewer students.

Some ideas for addressing the issue of Sergeant Major Course classloads include reducing classes from two to one per year and extending the length of a one-yearly course. Others include limiting attendance to promotable master sergeants; such restrictions could ultimately apply to other NCOES courses.

Other issues that the review is expected to address include:

- Defining the qualifications for an NCO in the 21st century.
- Continuing to determine methodologies for self-development.

•Defining the qualifications for an NCO in the 21st century.

•Improving communications skills.

•Defining the qualifications for an NCO in the 21st century.

•Dual tracking NCOs in leadership and staff tracks.

•Increasing effectiveness and efficiency of NCOES training, by both reducing the number of training locations and merging courses within Career Management Fields.

•Expediting alignment of AC and Reserve Components NCOES course standards. These ideas/issues are being offered for review; changes won't necessarily be made. They are realities that must be addressed so that NCOES remains true to its mandate, as well as viable for current and future NCOs.

CAL is part of the Combined Arms Command, Fort Leavenworth, Kan.

■ Charting Change

NCOES, Environment, Non-Combat Future

By SGM Dan Hubbard

As the Army's size and mission change, two key areas will require inclusion in NCO training. The first area involves meeting the environmental challenge, which is now a highly visible issue. Since all leaders are accountable for following environmental law, NCO training at all levels must prepare soldiers to balance the environment with unit missions. The environmental constraints placed on units will test the creativity of NCO trainers and will require our leader development course developers to retool their training management material to provide new ideas for maintaining soldier proficiency.

The second key area involves non-combat initiative, such as disaster relief and drug interdiction. There appears to

be three major non-combat mission categories: 1) education and community service, 2) national assistance and 3) disaster management.

Our senior leadership is now planning how the Army will incorporate these missions into emerging doctrine. Late this summer we should see a new draft of FM 100-5, **Operations**. By October 1995, the Army will publish a revised FM 25-101, **Battle Focused Training**, and the Leader Development Decision Network will reconvene next year to set the future course for leader development. Given the rapidly changing world environment, we must have flexible, fully prepared leaders to define, plan for and meet tomorrow's challenges.

To maintain today's level of excellence with smaller resources, we must find ways to improve the efficiency of our

leader training in the NCOES. In the future, we will fully integrate the three pillars of leader development to ensure that all critical tasks receive the right type and amount of training.

We are now developing printed training materials for ANCOE and BNCOE common core tasks. We will also field this type of material before resident training for the First Sergeant and Battle Staff courses. Soon we will begin to field multimedia materials to students in both functional and NCOES courses. These packages consist of computer-assisted instruction, video and printed materials.

Hubbard is the Directorate of Training and Doctrine sergeant major at USASMA.



Training must continue to be realistic, despite cutbacks.

CSMs ■ *Future Must Stress* ■ *Training, Soldier Quality*

NCOs can ensure that the Army grooms quality soldiers during the turbulence of the drawdown in part by sending only the most qualified soldiers to Noncommissioned Officer Education System courses, several key CSMs stress.

Interviewed during a videoteleconference in May were CSMs Fred M. Luttrell of the U.S. Army Logistics Center at Fort Lee, Va., Collin Younger of the Office of the Chief of the Army Reserve at the Pentagon, James D. Randolph of the Total Army Personnel Command at Alexandria, Va., Larry W. Gammon, commandant of the Quartermaster NCO Academy at Fort Lee and Ronnie Strahan of the Sergeants Major Academy at Fort Bliss, Texas.

In addition to soldier quality, they stressed the importance of training and unanimously supported the value of national training centers for preparing units for battle.

Grooming NCOs for their responsibilities between now and the year 2000 is a process that starts early in their careers, said Luttrell. "We've got to start a quality soldier through the system in order to have a quality noncommissioned officer when they get out there."

"If we don't start from day one, we're going to be in trouble," echoed Younger. "Prior to the NCO ranks, we need to look at the individual person and make sure that person has the qualities and aptitude to make a good NCO."

Randolph observed: "Some of us old-

er sergeants major remember the days when we wore dual hats as platoon leaders/platoon sergeants," adding that NCOs can expect to take on some duties that are now performed by the shrinking officer corps. "When we look to the year 2000, that's not long from now. We've got a great education system; we've just got to use that potential so good soldiers graduate from those schools."

"We need to stress that current NCOs have had days of prosperity during the past 20 years and many haven't served during leaner years," Strahan said, also reinforcing the collective caution that demands on the NCO Corps will increase during the coming years.

NCOs will also have to know more about other units' missions and opera-

tions, said Luttrell, especially those in combat support fields. They should also expect to assume greater duties within their career management fields and anticipate the merger of MOSES, added Strahan.

Will resources be available for future training?

"I think everyone realizes that we're going to keep a good investment," said Gammon. "And I think it's up to us as the senior NCOs to do a better job of screening the soldiers we're sending into the NCOES system. If we do that, we're going to get 'bangs for bucks' for our investment."

Randolph said that he, as a division CSM, assigned NCOs as instructors for the division's NCO academy to ensure that it was properly staffed. "If you want your education system to go, you can make it go," he said.

"The Army leadership has said NCOES will not deteriorate one iota," Luttrell said, adding that such support means "NCOES is alive and well." However, NCOs must ensure that the right instruction is being offered and that only the most deserving soldiers attend formal courses.

"What we will probably see in the year 2000 and beyond is a regionalized approach for NCOES and locations being consolidated to save resources," Strahan speculated.

Consolidated NCOES sites are also highly probable for reservists, Younger said. "I am confident that we can (adequately resource training). However, I have to look at that issue a little differently. I will have to change the mindset of commanders who send substandard and marginal soldiers to courses, he added.

"Tough choices will have to be made at unit levels to reject some soldiers for course attendance, agreed Gammon.

Frequent moves that have become a way of life in the Army will also become rare in the coming years, said Randolph. He predicted that soldiers in combat arms jobs could be stabilized at one installation for nearly 10 years. As forces in Europe are ultimately trimmed to two divisions, rotations there will be few, he said, adding that positions for senior NCOs will be even rarer.

Luttrell and Randolph agree that a

dual-track NCO Corps — one which separates leadership and staff career patterns — is likely in the Army's future. "It's very do-able," said Luttrell, "with the size we're talking about going to. If we track NCOs to be first sergeants vs master sergeants, do we make the first sergeant course part of NCOES? I say yes!"

"The key to making this work at all is that we've got to have promotion opportunity for strictly staff guys," interjected Strahan. That requires a change in attitude by promotion boards and assignment managers, he added.

The mindset of commanders who send sub-standard or marginal soldiers to courses must change.

"I like the dual track system," added Younger. "I think it's the greatest thing in the world. But what's going to have to be done...is to make sure that the counseling (about leadership vs. staff options) is going to take place."

Despite prospects for years-long tours at one installation, Randolph doesn't think that fewer moves will necessarily expose NCOs to less variety. NCOs will have to be moved to other units and assignments within an installation so they gain experience in a variety of positions, he explained.

NCOs will have to look after themselves and seek opportunities to excel, Luttrell said. "And those who don't: in this downsizing business are going to be left behind." They cannot afford to get "comfortable" in certain units and jobs and resist transferring to other positions, he added.

Younger said he stresses similar rotations in Reserve units. "It works. You can get that experience."

Fewer moves do not prevent NCOs from volunteering for special duty, such as drill sergeant tours, Randolph noted.

While there are no sure-fire methods for guaranteeing promotions, Younger said, the odds improve tenfold when NCOs improve their military and civilian education. By the year 2000, associate degrees and possibly bachelor degrees will be necessary to be competitive for senior NCO promotions, Younger predicted. In addition to education, NCOs should emphasize training to standards, setting the example for physical conditioning and their personal behavior, he added.

"Seek the hard jobs. Be a risk taker," Luttrell stressed. "Crusty old guys like us who sit on those boards recognize (the value of) that."

Randolph also cautioned NCOs against being too picky about assignments. He advises NCOs to accept that their future choices will be limited and that they will have to move on to jobs and locations that are less than ideal.

The Army must continue its support for challenging training and the national training centers, the group agreed. "The National Training Center (at Fort Irwin, Calif.) is the best thing we've got going, along with the Joint Readiness Training Center (at Fort Chaffee, Ark.)," said Randolph.

"We've got to train as we're going to fight. That's a great asset and we need to retain it," Luttrell said. He said that some Desert Storm veterans called the operation a "duck shoot" because they had been so well prepared by exercises at the NTC.

Gammon compared the NTC to the Super Bowl and the climax of local and regional exercises.

Future exercises at the NTC should incorporate more scenarios and participation by combat support and service support forces, Luttrell recommended.

Younger would like to see more Reservists get NTC experience. "I think if you go to the NTC, you're going to find out the real truth about your unit. If it's broken, then that's the time to tell them and to get it fixed."

At local levels, NCOs can contribute to challenging training by adding imagination to the guidelines in FM 25-100 and FM 25-101, advised Luttrell. He cited the 1970's concept of adventure training and said that FMs do not prohibit that approach to training today. He also warned that soldiers who reach



Training at the NTC and JRTC proved the value of realistic training. Simulators, though valuable, cannot duplicate the value of realism.

standards should be challenged in other ways, rather than continually training to the same standards.

Delegating responsibilities at the level of sergeants and staff sergeants is also important, according to Gammon. "We need to put them in charge" of soldiers, equipment and accountability, he said, so they can assume those responsibilities in combat.

Younger also suggested that NCOs need to be more involved with planning and other training processes.

The use of simulators will certainly increase as training dollars shrink, they agreed, but they also expressed concern that simulators are too restrictive. "We don't want simulators to take over reality," Luttrell emphasized, adding that at some point you need "the real thing."

Younger said simulators are valuable for remedial training, but he, too, said that simulators cannot duplicate the value of realism.

"You're going to see more simulators," Randolph said matter-of-factly. "We've convinced ourselves it's cheaper." They are especially valuable when a lack of open space limits field training, he noted, but he also acknowledged their limitations.

The group also offered advice to NCOs about their futures and the future of the Army during the coming years.

Luttrell stressed that the NCO Corps of the future would consist of total quality. He said some NCOs need to be told to find civilian jobs. Randolph agreed.

"Take a good look at yourself," said

Younger. "Take responsibility for your physical fitness, education, training, etcetera. Do (these things) the best you can and a little bit better."

Gammon recommended that NCOs also stay informed about issues and that they be proactive. They must read more; not rely solely on the chain of command to provide information and answers.

Keeping soldiers informed is a challenge, agreed Randolph. He said many questions soldiers pose to his personnel command should be answered locally.

NCOs need to concentrate on matters they control and influence, said Younger: "If you're worried about being put out, you probably haven't done the things that you need to do. So go back and take a good look at what you're doing and work on those things you can act on."

What Do We Do Now That We've Won?

*The Russians aren't coming!
The Russians aren't coming!*

By MSG John K. D'Amato

The Cold War is over. The Berlin Wall, Warsaw Pact, Iron Curtain and the Soviet Union are gone. Noriega is in jail, Khomeni dead, Idi Amin in exile and Khadafi and Saddam Hussein are cowering.

The response was predictable. Despite economic, political, ethnic and religious conflicts which threaten to further destabilize an already unstable world, the call is now for cutting back—for a "peace dividend."

Despite deactivations, post closings and a loss to the force of more than 250,000 soldiers, this period in Army history could be seen as an unheralded opportunity. The build-down and force restructuring could result in a smaller, but more powerful Army consisting of an enlisted elite—a corps of professional soldiers at all levels of rank.

SMA Richard A. Kidd predicted in January 1992 an Army of even higher standards, populated by soldiers who want to "be all they can be." It will be focused on soldiers who love being soldiers; who love being around soldiers; who love leading, training and caring for soldiers and their families; who believe in our nation, our Army and fellow soldiers; who are physically fit, mentally alert, morally straight, dedicated and motivated; who are technically and tactically competent; and who truly want to be all they can be.

In his remarks, Kidd touched on one of the most pressing issues facing the NCO of the post-Cold War period—how to motivate soldiers when there is no clear and present external threat.

Successive generations of American soldiers have stood before NCOs who've

prefaced their military instructions with admonitions that, "this will save your life in Vietnam," or, "if the balloon goes up, you'll be glad you learned this."

Today, though hot spots around the world may catch our military eye for a moment, they will not spark the same kind of "real world" urgency or fervent patriotism that has motivated us and our soldiers in the past. Even the concept of deterring war through military strength and readiness is normally not enough to motivate soldiers day-to-day.

Such appeals have only limited effect, and yet, without an "evil empire" or a Third World "boogey man" presenting a legitimate external threat, how will NCOs motivate their soldiers in the years to come?

The answer is clear. Our motivation is our pride. We learn because we want to be the best, and we train because we are this nation's professionals in the military art and science of waging and winning wars.

As we move toward a new century, our motivation needs to be internal pride and not external threats. And, since we as NCOs set the standards for the rest of the Army, the motivation to be the best needs to start with each one of us.

We're not professionals just because someone says we are. We have to earn that title, and that's not easy. The self-motivated, internal search for excellence demands not just tactical and technical proficiency, but mastery of the art of war.

If we are truly military professionals, we must be ready to destroy our enemies, or in low intensity conflicts, neutralize their ability to influence regional events. We must train and train and train, until our



versatility, deployability and lethality are unquestioned and feared by any potential adversary.

Being experts in the art of war means fighting and winning, whether the battlefield is in a desert, mountain, jungle, city or arctic environment.



The crumbling of the Berlin Wall has come to symbolize the end of the Cold War.



It means not only being an expert in one's field, but understanding how other people's jobs affect ours, and how we fit into the "big picture." It means understanding AirLand Battle doctrine and helping to establish a new doctrine for whatever lies ahead.

Pride and that drive for mastery should be impressed upon every soldier and every unit, from the time a recruit comes into the Army until the day of separation. How can any of us be called professionals if we are content to be second best at anything we do?

The motivation to be the very best can lead to the study of military history, mastering a range of military skills outside of our areas of expertise or to more formal civilian education as a supplement to our military schooling.

Being a professional, however, means taking the phrase, "be all you can be," and using it as a goal for today, rather than a yardstick of what we hope to be tomorrow. College courses and college degrees are admirable goals, and so is preparing ourselves for re-entry into the civilian marketplace.

But our college aims ought to be contingent upon helping us to become better soldiers and more highly skilled professionals.

The challenge to "be all you can be" is not a "someday" goal. The challenge needs to be applied to the present.

As NCOs, we need to be the best we can be—TODAY. We need to be the best tank commanders, squad leaders, section sergeants, platoon and first sergeants we can be—TODAY. We need to walk, talk and act like professional soldiers—TODAY.

It shouldn't take the threat of armor pouring through the Fulda Gap or infantry massing on the DMZ to motivate us or to make us train.

It ought to come from something within each of us.

It ought to be a matter of pride.

D'Amato is the Public Affairs NCO for USASMA.

THE THREAT:

By SGT Shawn A. Mussen

For over 40 years, noncommissioned officers were able to focus on the Soviet Union as the primary threat. With the collapse of the Soviet Union, however, the threat will be dramatically altered. These changes will pose significant challenges to today's NCOs.

The nature of the threat or potential threats through the end of the century will vary greatly from past years. The lack of a single dominating threat, such as the former Soviet Union and the redistribution of power and influence in the world, will make the possibility of high intensity conflicts (HIC) very remote. However, the focus on mid and low intensity conflicts (MIC/LIC) will continue to be a primary concern.

Mid and low intensity conflicts have the potential of occurring anywhere in the world, making it very difficult to focus on a specific threat area. Expected areas of conflict can be determined, however, and then categorized into general areas such as global (HIC), regional (HIC or MIC), local (MIC or LIC), and situational threats (LIC). As specific threats cannot always be clearly identified, focusing on threat categories will allow a degree of flexibility in dealing with potential threats. Each category does have an identifiable pattern which can be studied.

A global threat involves a nation that has the capability to use military force to gain international goals and objectives and poses a threat that is worldwide in scope. The former Soviet Union is an example of a global threat. Global threats are currently the least likely to have an impact in the coming years.

Regional threats will be the primary area of concern through the 1990s. Regional threat forces do not have the same capability to project power as global threat forces. However, over the



Terrorism, top, and low intensity action are examples of future threats NCOs might face.

past 40 years, they have been the main source of conflict, as shown by events from the Korean War to the present. Desert Shield/Storm serves as a modern example of how a regional threat (Iraq) can become a threat to national interests. The vital oil supply, Arab-Israeli tensions and ethnic difficulties will likely ensure a volatile situation in the Middle East for many years. Aside from the Middle East, other sources of potential regional threats exist in Asia. The potential for conflict on the Korean Peninsula remains as high as ever, as South Korea gradually gains military parity with the North and the regime of the elderly Kim Il-Sung passes on.

Tensions between India-Pakistan and

China-Vietnam, among others, could lead to regional conflicts.

Local threats are likely to continue to be a secondary focus, as these threat forces can project a minimum of power into neighboring areas only, with limited scope and objectives. Local threats may be of concern to us due to either their geographic location (e.g., Latin America) or when they involve U.S. citizens or national interests. Insurgencies may also be considered local threats and may or may not lead to U.S. involvement.

In addition to regional threats, situational threats are likely to be a major threat focus. The two primary situational threats will be terrorism and drug and disruptive operations.

Focus on Mid/Low Intensity Conflict



Terrorism continues to be conducted by many independent groups and by nations as a means of foreign policy. Although the frequency and number of attacks appear to have declined from previous years, the extent to which acts of terrorism will continue, increase or decline during the next decade depends

on the rapidly changing world political situation. Acts of terrorism can happen against American or U.S. interests anywhere in the world, although they are most likely in Europe, the Middle East, and Central/Latin America.

Countering the flow and use of drugs will also continue to be a situational

threat to the United States. Progress is being made in the "Drug War," although much is still needed to be accomplished and the possibility of U.S. military intervention may increase.

Another important trend in the changing threat environment is the qualitative and quantitative expansion of the military forces of developing nations. The need for hard currency in the countries of Eastern Europe has led those nations to sell modern military equipment and systems on the world market at very reasonable rates. Much of this equipment and technology is ending up in the military inventories of potential regional threat nations. Third World nations are also obtaining increasing numbers of modern tanks, artillery and armored vehicles. In addition, chemical and biological weapons can now be found in the military arsenals of many nations. The greatest danger with this growth of military capabilities is the corresponding increase of potential conflict.

The world threat situation has changed dramatically over the past few years. As there is no longer a single primary threat, attention must be turned toward preparing for a wide variety of threats or threat categories. For the noncommissioned officer, this poses the challenge of training and preparing soldiers for a wide variety of contingencies. As many potential threat countries are continually developing their abilities to conduct war, NCOs must ensure that their soldiers are able to fight and win in a variety of situations against any threat. We must study these new threats in detail and incorporate them in the training of our soldiers. As proven in Operation Just Cause and Desert Shield/Storm, today's NCOs are up to the task.

Mussen is a threat analysis NCO at the Intelligence School, Fort Huachuca, Ariz.

Futuristic Combat Gear Built Around the Soldier

By SGM Edgar Torres-Berrios

As the Army downsizes and enters the 21st century, one area of vital interest to our armed forces are the many research, development and engineering centers throughout the Department of Defense.

Here, at the U.S. Army Natick Research, Development and Engineering Center, we consider the individual soldier as the ultimate combat multiplier. Known as "Natick Labs," we are the home of experts in the areas of parachutes, tentage, food and individual clothing and equipment. At Natick, the soldier is the No. 1 priority. The center continuously pursues ways to provide the best for our soldiers. One such area of keen interest is the SIPE Program.

SIPE is the Soldier Integrated Protec-

tive Ensemble. It is the first step in considering the soldier as a system and the first time that clothing and individual equipment will be funded as a system—The Soldier System. SIPE is the cornerstone of the philosophy expressed in the Soldier Modernization Plan. The dismounted infantry soldier is the focus. The objective is to develop an integrated, modular, head-to-toe individual fighting system that will improve combat effectiveness while protecting the soldier against multiple battlefield hazards, thus, integrating state-of-the-art technologies to improve lethality, command and control, mobility, survivability and sustainment. SIPE as a system will enhance the detection and engagement of targets and provide enhanced protection and mobility. SIPE's modularity

will allow commanders to optimize soldiers' configurations to best meet varying mission and threat requirements, improving METT-T flexibility. Protection and command and control are enhanced by the integrated headgear subsystem which will provide laser eye protection and heads-up display.

The advanced clothing subsystem will provide balanced multi-threat protection and improved load carrying capability. The soldier's computer is a source of stored information that can provide a special helmet visor display of preformatted messages, imbedded training aids and a series of cues used during voice communication. It is digitized and retransmitted automatically to your platoon leader or unit commander, improving local and long range directional



SIPE body armor and load bearing components are shown on soldier above. The SIPE weapons interface linking the weapon-mounted thermal sight to the IHS display optics for indirect viewing/firing is illustrated at right. Inset shows integrated headgear.



audio that allows each squad member to talk to a squad leader, while allowing the squad leader to talk on a separate net to a platoon sergeant.

Weapons systems will integrate thermal and night vision devices. Respiratory and individual cooling is provided by the micro climate conditioning power subsystem, similar to that used on the M1A1 tank to cool crewmen.

An advantage that SIPE provides can be highlighted in this short scenario: The squad is in a traveling formation at night, it comes upon a danger area and deploys the left and right security elements, which use their directional long range hearing and image intensification capability to scan the area for enemy sound or movement. Meanwhile, the point man, while scanning in thermal mode, picks up an enemy heat source (possible ambush) and with long range hearing detects a foreign language and contacts the patrol leader, who decides to offset the patrol route in order to cross the danger area undetected.

Imagine yourself a squad leader of a squad equipped with SIPE. You come across an enemy location and through the use of SIPE integrated headgear you have the capability to disperse your squad through verbal commands using the internal communications device. You go into a security mode and start scanning your assigned sector with image intensification and long range hearing. Once you have your squad in position, you evaluate the situation and determine a need to inform your commander of the situation; the indirect video camera with SIPE allows you not only to verbally report what you see, but you can provide a digitally transmitted picture to the commander with the time, your location and azimuth to target. You simply transmit a picture of exactly what you see, enter your location with an electronic compass and show grid coordinates.

In April 1992 at Fort Benning, Ga., a live-fire demonstration was presented to the chief of staff of the Army, the commander of the Training and Doctrine Command and the commandant of the Infantry School. The SIPE weapons interface concept was explained using an M16A2 with thermal sight picture seen by the shooter on the heads-up display. A soldier executed the live-fire demo,

wearing Phase I headgear prototype with an opaque black shield inside the ballistic visor. The soldier could not see anything beyond the heads-up display. He successfully engaged nine of 10 thermal pop-up targets from 100 meters. Continuing to use the heads-up display, he fired from the hip and again hit nine of 10 targets. Quick-fire techniques were also successful. This live-fire demonstration was an excellent illustration of the changes that will impact on the infantryman's effectiveness on the battlefield. Naturally, tactics, techniques and procedures will be developed to accommodate this new shooting technology.

lastic protective vest provides a higher degree of protection to the upper torso. The jacket, pants and gaiters (the advanced shell garment) provide multiple protection against chemical, environmental, flame and energy threats. It provides protection against rain and wind, as well as liquid and aerosol chemical threats through a semi-permeable membrane in the shell fabric. This is compatible with other subcomponents, including a reliable interface with the handwear and footwear and the integrated headgear system.

The advanced combat uniform is a baseline uniform designed to provide

The soldier is the system—the most basic system upon which all other weapon systems (including the Soldier Integrated Protective Ensemble—SIPE) ultimately depend.

As a subsystem, the Advanced Clothing Subsystem's (ACS) function is to improve the lethality and survivability of the soldier on the battlefield. It protects him from battlefield hazards and yet affords greater mobility and operational effectiveness. The ACS consists of eight subcomponents: load bearing component, ballistic protective vest, advanced shell garment, advanced combat uniform, chemical vapor undergarment, active cooling vest, waste management system, handwear and footwear.

The load bearing component is a specific ruck sack designed to carry ancillary IIS power equipment and afford mobility to the soldier. The micro climate conditioning power subsystem, or soldier's computer, is adjustable for tall or short soldiers, allowing stress points to become less noticeable, providing protection against visual detection and featuring a jettison capability for the attack mode, enabling the load to be streamlined as necessary.

A more comfortable, side-closing bal-

protection against environmental, flame and energy threats. The design and objective closely follow the current battle dress uniform. It accommodates the chemical vapor undergarment, the active cooling vest and the waste management system. The two-piece chemical vapor undergarment provides protection against a chemical vapor threat through an activated carbon fabric. The active cooling vest is based upon the Army's generation two micro climatic cooling vest. This vest (the latest in fabric technology) is a T-shirt design which filters air across the torso for cooling off. The fabric may be removed for washing.

In the future, the Soldier System will be the foundation for all the other combat systems within the Army. The soldier is the system—the most basic system upon which all other weapon systems ultimately depend.

Torres-Bernos is the sergeant major of the Army's Natick Labs, Natick, Mass.

Editor's note: This is the second Encore feature, a section allowing readers to address topics from previous issues of the Journal. This article relates to the spring issue's professional development theme.

THE BOARD

How to Survive the "Hot Seat"

By SSG Denver G. Smith

"You're going to the board!"

You've repeated these words many times in your mind since being notified. The thought of sitting in the "hot seat" in front of five senior NCOs makes you nervous. Relax. This is the normal response, but you need not keep your stomach in knots.

In the past, soldiers concentrated primarily on studying the chain of command, marksmanship, drill and ceremony, and numerous other topics. They took that knowledge before the board, but the butterflies in their stomachs kept them from answering the questions correctly.

Learning board procedures helps eliminate that nervousness and allows you to concentrate on answering the questions correctly.

Knowing the board's composition is a great place to start in your preparation. Most boards have four voting members (comprised of first sergeants or senior NCOs) and a president (normally the battalion command sergeant major). Board members ask several questions about specific topics. Their jobs are not to belittle or embarrass you; rather they want you to demonstrate what you know. Answer the questions honestly.

Before reporting to the board, knock loudly on the door and enter the room. Choose the most direct route and march

to a point about two paces in front of the board president. From the position of attention, render the salute and report to the president. A proper report, for example, would be: "Sergeant Major, Specialist Jones reports to the president of the board." Some units use variations of this report. It would be wise to research local board procedures before reporting. Do not drop your salute until the president returns and drops his salute.

After reporting, the president instructs you to execute several facing movements. This gives all members a chance to inspect your uniform and appearance. When instructed to sit down, glance behind you to find your chair and sit down. Relax, but don't kick back. Sit in a modified position of attention—sit up straight, keep your hands flat on your lap or clasped together.

Eye contact is important when addressing board members. Unfortunately, this is an unnerving thing to do. Here's a simple rule I use which I call "lock in, lock out." Once you have locked in the person you are talking to (made eye contact), lock that person out. What you are doing is looking through his eyes. This method still gives you eye contact, but you can actually "see" your study guide instead of the person asking the questions.

This technique takes practice, but it is a valuable tool if used properly. Speak up when answering questions. Speak-



ing loudly has two benefits. One, it conveys a sense of confidence and bearing and, two, it helps you overcome the hesitancy in your voice.

The first question is usually asked by the president. He usually asks you to tell the members a little about yourself. They don't need to know your birthplace or where you attended grade school. Start with your Army enlistment and end with your present assignment and job. Include some personal background, like marriage and family. Practice your brief biography before you go to the board to get your dates and places correct.

The president might next ask other questions or immediately direct other board members to begin their questioning. Board procedures vary slightly, so don't get upset if things don't go in the order you expected. Address all board members by their proper rank. For board purposes, there are only four ways to address NCOs: corporal, sergeant, first sergeant, or sergeant major. Also, include the question as part of your answer. For example, if you're asked: "Sergeant, the acronym PLDC stands for Primary Leadership Development Course."

Avoid saying "I think," "uh" or other



verbal pauses. If you have trouble recalling the answer, silently pause until you gather your thoughts. Verbal pauses indicate indecision and lack of confidence. If you can't think of the answer, a simple, "Sergeant, I do not know the answer to your question" is a better response than trying to bluff your way through an answer.

Gestures with the hands or body should also be avoided. These tend to distract board members and can be a minus. One method for eliminating hand movement is to simply grip your leg harder (without cutting off circulation).

Some questions may seem confusing. Don't be afraid to ask board members to rephrase questions. This will give you a better chance to answer correctly.

Never argue with a board member over a question. This is unprofessional and can result in your dismissal from the board. Simply research the question after you leave the board. Return to the board president with any documentation which supports your point of view or the answer.

After the questioning is complete, the president may ask if you have any questions of board members. Now is a good time to provide the correct answer for a

previously asked question. If there are no questions, you will be dismissed. Stand up and render the salute to the board president. Once again, do not drop your salute until the president has properly returned the salute. Execute the necessary facing movements and march out of the room. Your supervisor will follow you out. Some units require you to sound off with your unit motto or war cry. This is unit discretion and you should ask what is required before you go before the board.

Study habits often make the difference between a successful or unsuccessful board appearance. I have included a few methods that helped me.

Alphabetize your study notes. For example, there are four indicators of good leadership. If you remember the first letters in each word in alphabetical order, it will be easier to remember the answer. For this question you should think C-D-M-P, for cohesion, discipline, morale, and proficiency. Try this method; I think it will help.

Two categories that are usually problems are the chain of command and publications. Most people can remember them in a sequence. This can be dangerous if the questions aren't asked in sequence. The method I use is to list

the publication numbers on one side of a piece of paper and the publication title on the other side. Similarly, write chain of command names on one side and the matching commands on the other. Cut these items out, line by line, then cut them apart from each other. Put these slips of paper in a box. When studying, pick out a slip of paper. If it has first aid written on it, then you should say out loud, "the FM covering first aid is FM 21-11." If the piece of paper has AR 600-20 on it, you would then say "AR 600-20 is Army Command Policy." When you get to the point where you can go through the entire box in this manner, you can be sure of answering everything about the chain of command and publications.

Another effective study method is to progressively study a list. Go to the first question and learn it. Then read the second question and dedicate it to memory. Immediately look at the first question again, without looking at the answer, and answer the question. Do the same with the second question. If you can answer both questions like this, memorize the next question. Add a question each time through. When you get to the end of your first page, you will find that at least three quarters of that page is burned into your memory.

Answering questions out loud while studying is another helpful technique. Most people can answer the question in their mind, but when it comes to speaking the answer, they hesitate.

In the text of one article you have learned what has taken me 17 boards to learn. These are tried and true methods and, if used properly, will provide you with every opportunity to excel at board proceedings.

Good luck at your next board!

Smith is assigned to the 208th Support Battalion (Forward), near Baumholder, Germany.

Nineteenth Century Army

*The United States was coming of age as a military power 100 years ago. This article, an extract from *The Story of the Noncommissioned Officer Corps*, by the Army Center of Military History, addresses many parallels and contrasts that provide food for thought as we enter the 21st century.*

During the latter years of the nineteenth century, the United States began to emerge as a new world power. An increasing number of Americans were prepared to support imperialistic ventures overseas. Some were motivated by high ideals, others by a more basic quest for profit. Whatever the inspiration that drew Americans beyond the continental limits of the United States, it was only a matter of time before the Army and the Navy were called upon to protect the nation's new overseas interests.

The United States now spanned from coast to coast and even bought Alaska from the Russians. Now it focused on the Pacific and the Caribbean, as commercial and naval interests began to acquire coaling and repair stations for the nation's growing fleet of steam-powered cargo ships and warships. In the Caribbean, American interests blended with humanitarian concerns for the people of Cuba, who in 1895 rebelled against a repressive Spanish colonial regime. When the battleship *Maine* mysteriously blew up and sank in Havana harbor in 1898, war broke out. Secretary of State John Hay once referred to the war with Spain as America's "splendid little war." True, it was a short war (less than six months of actual fighting) that ended in unqualified victory for the United States, but for the average soldier and NCO, there was very little that was agreeable—much less splendid—about the conflict.

The regular Army was almost totally unprepared to fight an overseas war. Its 26,000 officers and men were scattered around America in obscure posts. For several years the Army had not been able to hold training for more than a regiment. The individual NCOs and privates were tough and experienced, but the Army lacked a mobilization plan. Moreover, it lacked experience in carrying out joint operations with the Navy needed

to invade Cuba and the Spanish held Philippines.

One problem the Army did not have was finding enough men. The sinking of the *Maine* caused a great surge of patriotic fervor. Congress expanded the Regular Army to nearly 29,000 and called for an additional 125,000 volunteers, mostly National Guardsmen. By the end of the war these numbers had grown into a total force of 275,000.

Mobilizing and supplying all these soldiers severely strained the ill-prepared War Department. The men assembled at 15 campsites, mostly in the South, to be equipped, trained, and transported to Cuba. In the camps the soldiers ate substandard food and lived in unsanitary conditions during the heat of the summer. Typhoid fever destroyed thousands of lives in the camps. Once the men arrived in Cuba after a delayed, uncomfortable trip on crowded transports, a combination of typhoid, yellow fever and malaria killed far more men than died in combat.

In the actual fighting in Cuba the three American divisions (two infantry and one dismounted cavalry) were arrayed for battle for the first time in post-Civil War open tactical formations. Individual NCOs showed they could lead their men successfully in this new way of fighting. Most of the troops were regulars, but some volunteer units were outstanding, including the famous Rough Riders. The Spanish forces, isolated by the U.S. Navy, which had destroyed or bottled up their fleet, surrendered within days.

The Army learned a number of things from the operations in the Caribbean, including some valuable lessons on joint operations with the Navy. The painful experiences with tropical diseases in Cuba led to a Medical Department investigation of the cause of yellow fever and the transmission of typhoid.

Enlisted volunteers played a heroic part in the yellow fever experiments, some winning stripes for their courage. A healthier Army was the result, with tighter sanitation rules that NCOs enforced in camp and field. Never again did the Army as a whole suffer such losses from disease. Significantly, during a war marked by poor food, the NCO Corps added a new specialist. Each company, for the first time, got a designated, permanent cook with noncommissioned officer status.

In Asia, there were other lessons for the Army to learn. The Spanish forces in the Philippines were quickly pinned down by the American fleet, by the American VIII Corps—fresh from San Francisco—and by Filipino insurgents who were eager to win independence. The Spanish in Manila surrendered after a token resistance that cost the Americans only 17 dead. But the U.S. forces soon found they had a new fight on their hands. The insurgents were no more willing to see their country run by Americans than by Spaniards. After a few months of uneasy collaboration, the Filipinos launched an armed insurrection against their new colonial rulers.

The Philippine Insurrection lasted over 3 1/2 years, with most of the fighting taking place in the mountains and jungles. The insurgents were excellent guerrilla fighters, and the Army had to rely on all of its experience gained in fighting the Great Plains Indians and the Seminoles to campaign successfully against them. The Americans suppressed the uprising, but casualties were heavy.

The fight against the Filipino insurgents was a soldier's war, with individual determination and warfighting skill counting for much more than strategy. CPL Leland S. Smith, serving with a Signal Corps photographic detachment, kept a diary that captured the flavor of the campaign. He described his adventures while attached to a company led by a young lieutenant appointed directly from civilian life. In October 1899 the company was pursuing guerrillas and

EmergEd as World Power

was in march column as it approached a bamboo jungle in which insurgents might be hiding. The lieutenant ordered the men to form a company front and fix bayonets, intending to lead a bayonet charge crashing through the bamboo.

The grizzled old first sergeant, after giving the lieutenant a pained look, suggested that the men instead remove their bayonets and move cautiously through the dense growth. In the end, the lieutenant and the company followed the sergeant's lead.

The fighting in the Philippines was the longest and hardest the Army experienced in Asia, but it was not the only crisis American soldiers faced there. American interest in China was an old story, and behind it was the usual mix of commercial and humanitarian reasons. China, then a weak nation riddled with corruption, had granted favorable trading concessions to a number of powers. But the exploitation of their country by both European and American traders caused some young Chinese nationalists to form a secret society that Westerners called the Boxers. By early 1900 the Boxers had brought China to the verge of revolution with a campaign to get rid of all foreigners and non-Chinese influences. They killed Chinese Christians and western missionaries and in June 1900 murdered the German ambassador. Fearing for their lives, the remaining foreigners in Peking (Beijing) fled to the embassies. When a large force of Boxers and Chinese imperial troops laid siege to the legations, the United States joined Britain, France, Japan, Russia, Germany, Austria and Italy in creating an allied relief force to move on the Chinese capital and rescue the foreign nationals trapped there.

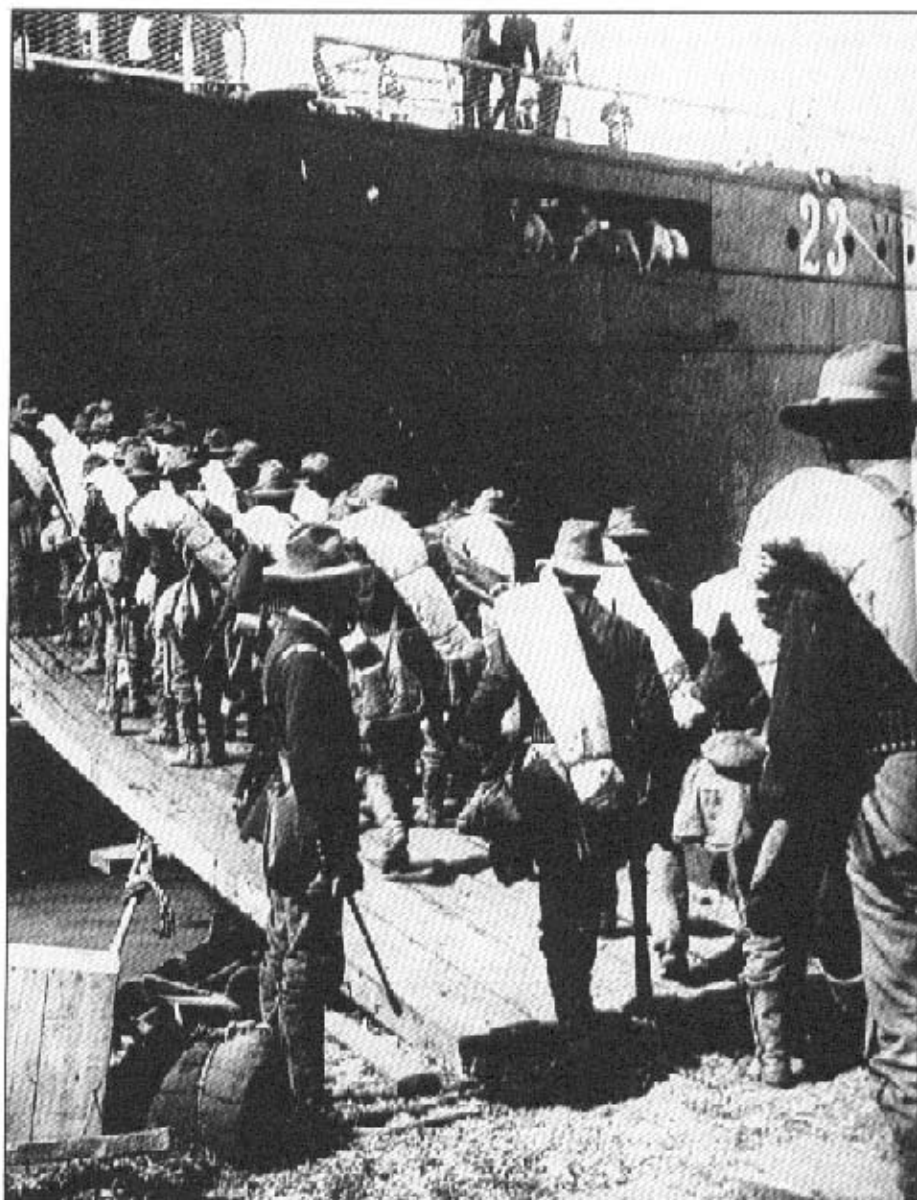
Despite much sensational publicity, the hard fighting in China lasted only about a month before the nationalists were defeated, and the Manchu dynasty was forced to grant to the Western powers concessions that were even more humiliating than before. But outstanding instances of bravery by indi-

vidual soldiers, including CPL Calvin Titus of the U.S. Army, imparted some genuine heroism to this brief episode.

Perhaps the most important fact about the Boxer Rebellion for the United States was that it represented the first time since the American Revolution that the country had participated with others in an allied military operation.

The operation taught valuable les-

sons to an American Army inexperienced in fighting beyond the continental United States and in concert with other powers. But in other ways the events of 1898-1904 were misleading. Fighting the dispirited battalions of the fading Spanish Empire, the Filipino guerrillas and the Chinese nationalists gave the Army and its noncommissioned officers no hint of the dangers it would face in a great modern war.



U.S. troops ship out during the Spanish-American War.

■ Letters to the Editor

Lead or ...

Excuse me! I thought that NCOs finally had a publication worthy of its name. The spring 1992 issue makes me wonder. You printed a letter by MSG Alves that literally makes my blood boil. Why?

I am a 16 year artillery veteran. Unlike Alves, I have had the opportunity to deploy into combat — twice. Let me tell you straight up that neither I, nor my men, were "scared." We simply did not have the luxury of time to be scared. If we did, then we were not doing our jobs. In combat, you do what you know; you don't apply reasoning. Everything just happens automatically. You arm-chair tacticians should not make statements about combat realities until you've worn my boots.

Oh, don't get me wrong. I was scared! However, I was scared after the action, when I had time to be. Facing action, NCOs only have one job: to get ready!

I deployed to Panama and Saudi/Iraq with soldiers in the 82nd Airborne Division. Those young soldiers, MSG Alves, will do anything that you or any other NCO asks of them. And they will do it right, whether they're male or female, or black or white. If soldiers don't follow your instructions, look at yourself and your leadership style — not your sex. If your orders are not followed, don't look to your superiors; it's your failing. Lead or get out of the way.

SFC Stephen J. Ferris
Heidelberg, Germany

Female 'Old Man'

In the spring 1992 issue were several letters concerning women in combat, by NCOs and officers. The fact is that there are many chances for combat assignments for women. My transportation unit participated in Desert Storm with a mix of male and female soldiers, and my commander, CPT Lisa Porter, is one of the finest officers I have served with since I was drafted in 1967.

As we downsize, the dedicated full-time and Reserve soldiers will find avail-

able combat positions as needs arise, regardless of gender.

ISG Richard P. Wheeler
Salt Lake City

Subscriptions, Themes

I'm endorsing The NCO Journal not only professionally, but with my wallet. Enclosed is my personal subscription "endorsement." I am delighted that we NCOs have our own colorful journal. As a Reservist in that "out of the way" assignment, I sense that this publication will keep me professionally updated about NCO business.

Allow me to register one particular concern: The idea of "theme" issues does not exactly agree with my view of a professional journal. I would prefer a free-wheeling issue which is responsive to events and on-going issues. A theme page or section within an issue seems more suitable. Events, such as Desert Storm and downsizing the Army, along with lessons constantly being learned, might be better indicators for issue topics.

Though I'm quite late in becoming a reader, I do think The NCO Journal is off to a fine start for its first-year-plus. I look forward to each issue being better than the one before. Lastly, for my part, I shall endeavor to share from my Reserve perspective an article or two.

SGM Gerald L. Asher
Greensboro, N.C.

Your check has been forwarded to start your subscription. Others who would like personal subscriptions can find more information on the back cover of this issue. As for themes, we'd like to hear from more readers on this subject, as well as departments like News & Issues, Encore, History, etc.

Slap Shot & Snapshot

There are two articles in the spring 1992 NCO Journal that I would like to comment on.

The article "It's Easy to be Humble

When..." is a slap in the face to the NCO Corps. Yes, it is humorous, but, unfortunately, true. We still have many NCOs who fit into these categories. The NCO Corps has come a long way, but this article proves that we have a ways to go.

The article "PROMOTE" is excellent and informative. However, there is no excuse for NCOs not having photos. In her article, SGM Williams states that it is possible to get promoted without one (a double standard). Centralized boards need to crack down: No photo, no promotion! Just like everything else in the Army today, promotions need to be brought up to tougher standards. Too many soldiers get promoted without photos or with low or failing SOT scores. These should automatically disqualify soldiers for promotion. If you don't care, the board should not waste time looking at your record. It is very, very frustrating to not be selected for promotion (knowing your records are top notch) and someone in your CMF gets selected without a photo or with a low or failing SQT. It has happened. Centralized promotion boards need to be cleaned up and apathetic soldiers need to hit the door.

SSG Laura Walker
Camp Casey, Korea

'Hard Jobs' & Helos

I've read many articles pertaining to promotion issues, the most recent being the "PROMOTE" article in the spring NCO Journal. Basically, they all say the same thing, which at least tells me that the boards are consistent.

The only statement in these articles that I question is that NCOs need to seek the "hard jobs." Recruiting and drill sergeant duty might be hard, but I really can't find much of a relationship between these and my job of helicopter maintenance.

Over the past 18 years, I have been a CH-47 (Chinook) helicopter mechanic, crewmember, supervisor and platoon sergeant. The Army has spent a lot of money on my training and I have dedi-

cated myself to being a technically proficient and professional NCO. Every day, I am responsible for supervising and evaluating the performance of enlisted crewmembers who fly on and maintain a \$12 million helicopter. I am also accountable for the lives of (up to 33) soldiers who ride on that helicopter.

Technology in aviation advances every day and, in order to stay proficient, you have to stay on the job. Yet, the Army's senior NCOs constantly state that getting promoted requires leaving your job to do something else.

I know from experience that a soldier in my field cannot go away for three to six years and retain the knowledge and proficiency he had when he left. Ask yourself: Would you ride on an aircraft if you knew that the mechanic, the crewchief or the supervisor has been out recruiting for three years and was not as proficient as he should be?

I believe that there are soldiers in some career fields who can benefit as recruiters or drill sergeants, then go back to their old jobs without missing a beat. But does the Army really want to send NCOs back to aviation who know less about helicopters than the soldiers they supervise?

SFC Robert D. Hagen
Fort Rucker, Ala.

Aircraft Crew Badge

In order to earn either the Senior/ Master Aircraft Crewman Badge, a soldier must be on flight status for a prescribed amount of time. In CMF 67 (attack helicopter), aircraft are getting more and more advanced, requiring two qualified pilots to perform any type of mission. Thus, it is rare for crewchiefs to be placed on flight status. I am recommending that the flight status requirement be replaced by time in a CMF 67 MOS. It would build pride in these soldiers.

SFC Art Sleighel
Europe

Vices Vs. Victory

I never thought I'd ever be part of an Army where there wasn't any beer or girlie magazines available. Don't misunderstand, I wished I had an occasional beer in Saudi. Having a fighting force which, for the most part, was both sober and celibate for an extended period, created far fewer problems. We didn't have the concerns we might otherwise have had under different circumstances. I think the absence of these vices was a blessing for the Army.

Situations associated with alcohol and female services were nearly non-existent: administrative actions, arguments, fights and related medical issues.

Sure, there were both alcohol and women in the theater. But the consequences of getting caught were so great that problems were minimized.

Ideally, I am not certain that future engagements shouldn't be under such constraints. It sure provides a force that is more capable of performing its mission, without unnecessary distractions and other problems related to these vices.

1SG Lloyd S. Lineberry
Georgia National Guard

Eyes Left?

During a recent parade, VIPs were seated in a reviewing stand that was to the left of marching units. The march was toward the north and the stand was to the west. Thus, units executed "eyes left" instead of "eyes right." Is that proper?

CSM William A. Perry Jr.
Front Royal, Va.

According to Don Phillips, the assistant director with the Directorate of Ceremonies and Special Events with the Military District of Washington, it is proper to execute "eyes left" under the circumstances. For answers to these extra tricky drill and ceremony questions, you can call Phillips' office at DSN 335 1426.

Combat Medical Badge

Looking at the article on the Combat Medical Badge in The NCO Journal, I see that medics assigned or attached to armor or cavalry units are now authorized to receive the badge. My unit is part of the XVIII Airborne Corps and in Iraq we were ahead of the 82nd Airborne Division. My unit suffered a few fatalities on Al Salman Airfield. My medics demonstrated their capabilities very well and we are authorized to wear the combat patch.

What makes us different from medics in infantry, armor or cavalry units? I believe there is still partiality in awarding the CMB. I believe that medics should be authorized the CMB regardless of unit of assignment or attachment.

SSG Jitendra C. Shukla
Fort Bragg, N.C.

History Makes Grade

My thanks to The NCO Journal for being so informative. Your history articles in the spring issue inspired me to use them as the basis of an essay for a college history course. I gave proper acknowledgement to the Journal and the authors. My thanks for the history lesson.

SFC James M. Horsey Sr.
Alexandria, Va.

Hopefully, you got an "A." Moreover, other NCOs are encouraged to submit such history essays to the Journal.

■ **When you write:** Please keep your letters short and to the point. Try to tell us in no more than one double-spaced, typed page. Address issues that NCOs need to consider for professional development.

Book Reviews

The Effective Executive

By
Peter F. Drucker

Harper & Row, 1986 edition,
178 pages, \$8.95 (PB)

Drucker forcefully argues that executives must learn effectiveness. After all, that is what the person is being paid for—effectiveness. Yet, this is not a subject someone teaches. Perplexing? Definitely. Drucker is that—and more.

Unorthodox, but logical, he prompts his reader to inquire, then reflect about his keen observations about this business world of ours. In this edition, the founding father of the discipline of management illustrates with copious examples that learning effectiveness is a self-discipline study, an art.

The Mammoth Book of True War Stories

Edited By
Jon E. Lewis

Caroll & Graf Pub., Inc., 1992
544 pages, \$9.95 (PB)

Sixty-three true war stories—from Hannibal's crossing of the Alps to Operation Desert Storm—offer combat history buffs a literary feast.

Lewis compiled these war stories by several authors, soldiers and historians who disclose many aspects of warfare, including its terror, horror, dark humor and cruelty. Many details of com-

To master effectiveness, as an art form of thinking out and doing right things, the executive must go beyond intelligence, hard work or knowledge, as well as special aptitude, gifts or training. Mastery requires practicing at a learned level of effectiveness, until the endeavors produce what Drucker terms "habits."

But who is this executive? To begin with, Drucker holds that today's executive is foremost a "knowledge worker" in a position to make decisions. Because of the hi-tech world of computers, this person has the schooling to "...use knowledge, theory and concept rather than physical force or manual skill..."

The author relates to any motivated reader who aspires to become an effective executive. The principles he pushes provoke thought. For those into leadership development, especially aspects of communications and planning, decision-making and professional ethics, reading this book is a must.

If you find this version of Drucker's book not readily available at bookstores, check into using an inter-library loan.

SGM Gerald L. Asher

bat, from cowardice to heroism at sea, land and in the air, are recounted.

The editor includes war stories by such great authors as Ernest Hemingway, George Orwell and Thucydides of ancient Greece. Also included are narratives by celebrated leaders and soldiers like T. E. Lawrence (Lawrence of Arabia), Erwin Rommel (the Desert Fox), Manfred von Richthofen (the Red Baron) and Julius Caesar.

Some stories are complete in themselves; others are excerpts from longer stories that leave you wanting to read more. All are factual and spellbinding.

I recommend this book to anyone who is a war story buff or interested in combat history. I believe NCOs and officers who read this book will especially benefit, because we must know combat history if we are to be effective combat leaders and supervisors.

MSG Ashley C. Davis

A Doughboy with the Fighting 69th

By
A.M. & A.C. Ettinger

White Man Pub. Co., Inc., 1992
226 pages, \$24.95 (HB)

This book offers a raucous, often raunchy and strictly personal account of one man's service in the Army during World War I. When war broke out, Albert M. (Red) Ettinger, an Irish youth from New York City, enlisted in the 69th National Guard. The 69th became the 165th Infantry Regiment of the 42nd Rainbow Division, eventually led by GEN Douglas MacArthur.

Ettinger didn't care for or observe military discipline. He and his buddies would just as soon go absent without leave as to drill. The order of the day for this group was drinking and fighting.

The authors take the reader from the streets of Brooklyn to the bordellos of France with side trips to the trenches. There are no tales of tactics; instead, readers will discover how, through a lie, Red becomes a motorcycle dispatch rider. Riding mostly at night without a headlight, Red is shelled by artillery and strafed by an airplane.

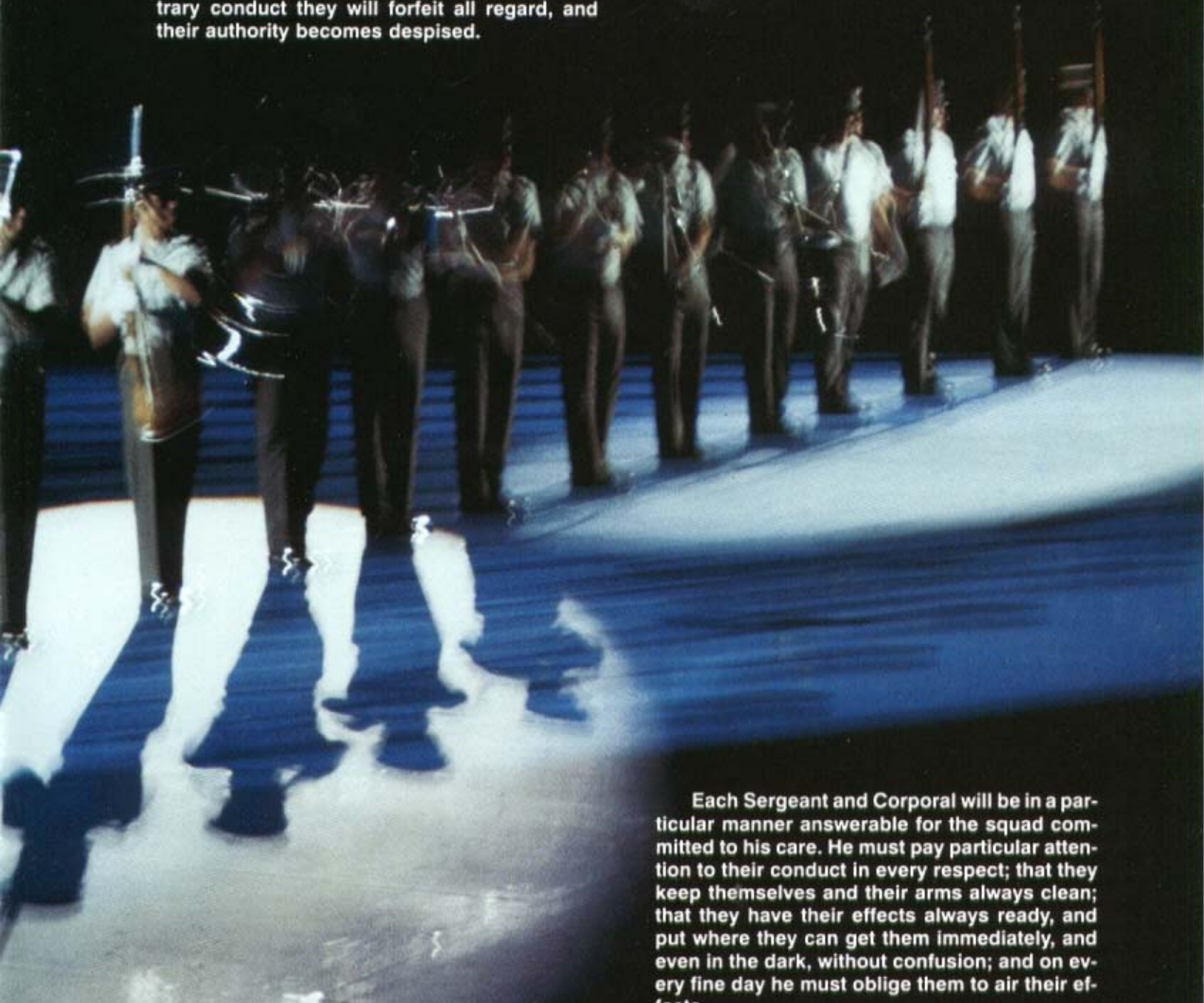
Readers searching for significance from a military history perspective will be disappointed. Readers searching for entertaining reading about the escapades and diversions of soldiers during wartime will not.

MSG Greg A. Simpson

Book Reviewers: Keep the length about the same as you see here. Be critical, but back up your impressions with facts. Stick to subjects for which you have some expertise and stay with subjects that have broad appeal.

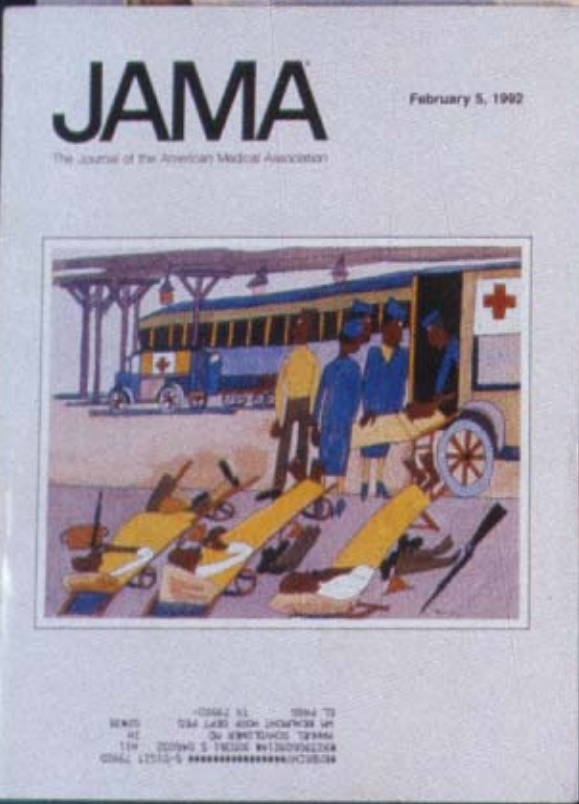
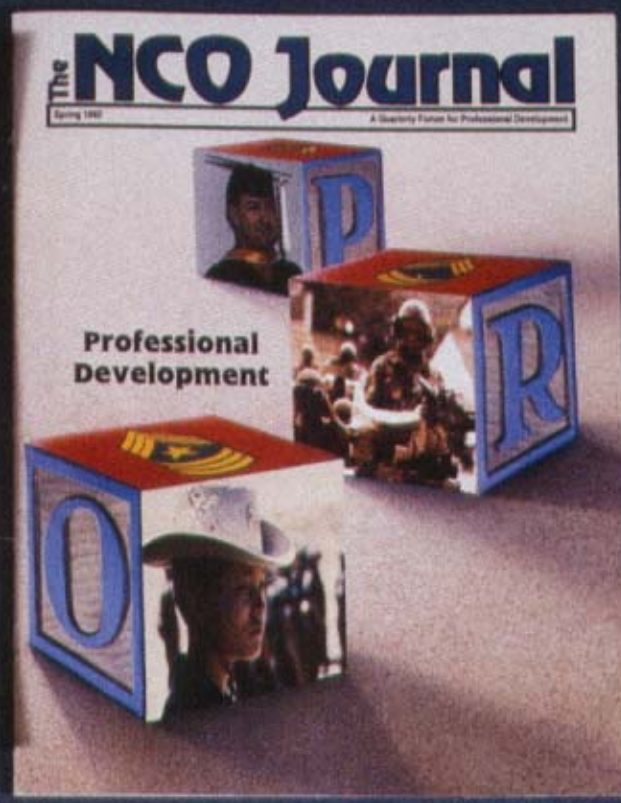
On Discipline and Order

It being on the noncommissioned officers that the discipline and order of a company in a great measure depend, they cannot be too circumspect in their behavior towards the men, by treating them with mildness, and at the same time obliging everyone to do his duty. By avoiding too great familiarity with the men, they will not only gain their love and confidence, but be treated with a proper respect; whereas by a contrary conduct they will forfeit all regard, and their authority becomes despised.



Each Sergeant and Corporal will be in a particular manner answerable for the squad committed to his care. He must pay particular attention to their conduct in every respect; that they keep themselves and their arms always clean; that they have their effects always ready, and put where they can get them immediately, and even in the dark, without confusion; and on every fine day he must oblige them to air their effects.

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