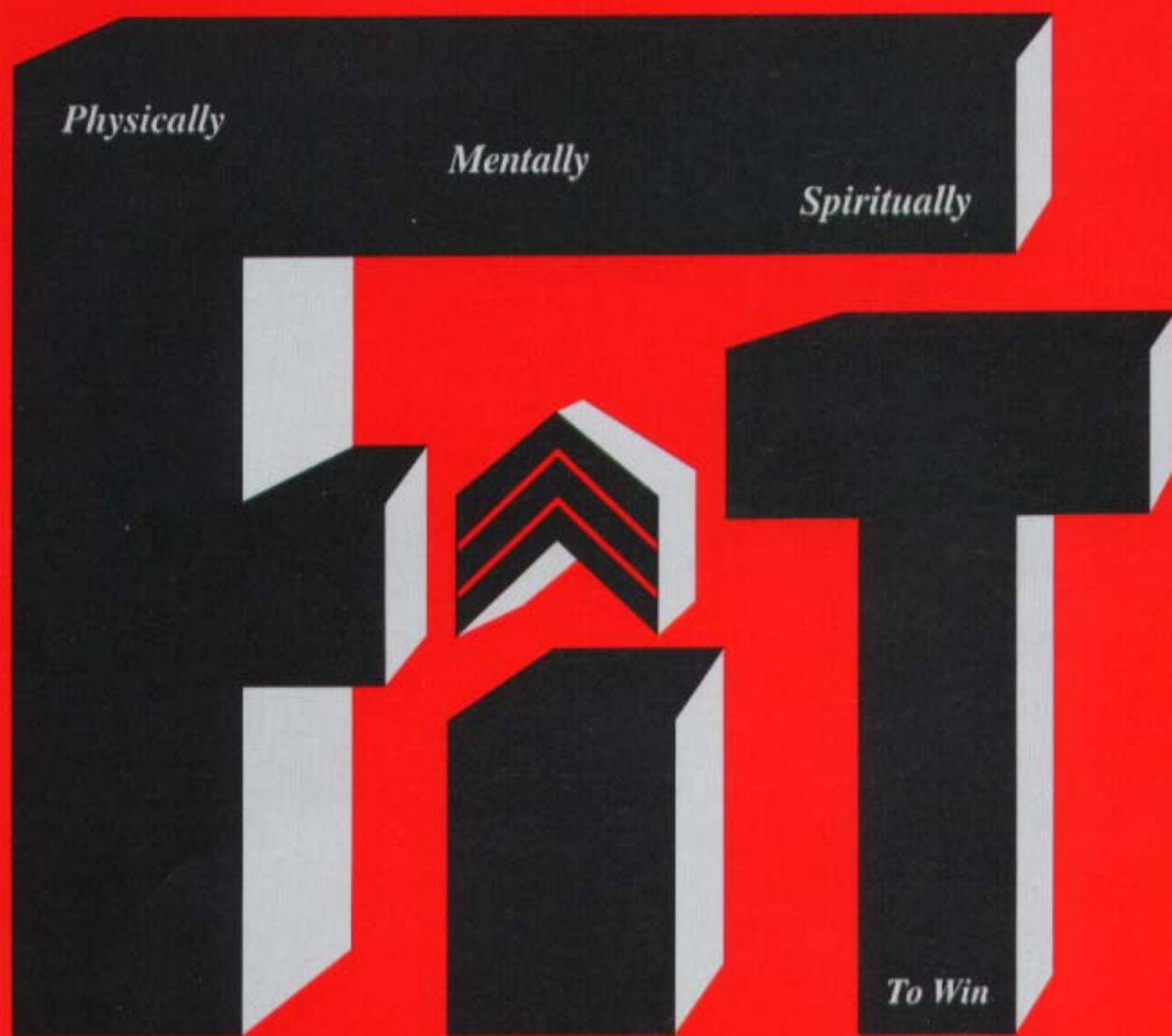


# The NCO Journal

Summer 1993

A Quarterly Forum for Professional Development



***"The soldier's heart, the soldier's spirit, the soldier's soul are everything. Unless the soldier's soul sustains him, he cannot be relied upon and will fail himself and his commander and his country in the end."***

*GEN George C. Marshall*

# The NCO Journal

Vol. 3 No. 3

Summer 1993

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The NCO Journal is a professional publication for noncommissioned officers of the U.S. Army. Views expressed herein are those of the authors. Views and contents do not necessarily reflect the official Army or Department of Defense positions and do not change or supersede information in other official publications.

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

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**Letters:** Letters to the editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing.

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*"As iron sharpens iron,  
so one man sharpens  
another."*  
Proverbs 27:17



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## On the Cover

Today's NCO can learn from past experiences such as Isaac Camacho's escape from a North Vietnamese POW camp. How did the 'fitness trinity' figure in his ability to survive? (page 9) • Or, read "The Bloody Hell of Huertgen Forest." It's more than a story about a staff ride. It's a lesson in the importance of strong NCO leadership and the responsibility NCOs have to instill and wisely control the total fitness concept. (pages 10-13) • MSG Holden helps clarify the definition of spiritual fitness. It's more than a religion, "...it's the fuel that fires moral courage." (pages 14-15) • If you're not sure why the sergeant major is leading PT, then read MSG (P) Brockman's story. (page 19) • When you've finished reading this issue, you should have a better understanding of the 'fitness trinity' and how to enhance your total fitness image. You can then begin to work that foundation with your soldiers. As Total Army NCOs, we owe it to ourselves, our units, our Army, our country, to be totally fit in all ways—always.

Art supplied by Dennis Kurtz (page 5), SFC Gabe Vega (pages 10-11 and 15), and Gary Boggs, (page 16 and back covers).

## Cobra to Apache Switch Opens Jobs For Qualified Soldiers

The 8th Battalion, 229th Regiment (Attack), an Army Reserve unit at Fort Knox, Ky., is looking for qualified soldiers. The unit is currently converting from AH-1 Cobra helicopters to the more advanced AH-64 Apaches.

While opportunities are available for aviators (including "Aeroscout Observers"—a flying position for qualified enlisted soldiers), many non-flying jobs are available. If you're in the Fort Knox area or are planning a move into the area and have an aviation MOS or are qualified to retrain, call COM (502) 624-6739/4632.

*Headquarters, 121st U.S. Army Reserve Command*

## Disk it to Us

The *NCO Journal* staff is happy to be receiving more and more manuscripts. We encourage you to keep writing for your professional development magazine, but we'd like to see more submissions on diskettes. It saves valuable time and helps reduce your paper and postage costs. If you send a disk, include only one double-spaced paper copy along with the disk. Please tell us what software you used to create the disk. Our equipment can process 5.25-inch disks in WordPerfect, DisplayWrite and ASCII. For 3.5-inch disks, we can process MS DOS in ASCII, MS-Word or WordPerfect. In addition, we can process Write in Windows 3.0. To help in translation from one format to another, we ask that you either use "hard returns" at line breaks or use "full" or "hard" save to an ASCII file when transferring to disk. Disks will be returned upon request.

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"A major comment people had was

that because we included a chapter called 'Operations Other Than War,' we in some way may have diffused the warfighting intent of the book. That's just not so. This book is a warfighting book. It's built for soldiers," Maggart said.

Those comments were among many received from throughout the Army and from about 95 selected leaders who reviewed the manual's final draft.

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"Operations other than war was put in because it's clear that the military forces, the Army in particular, will be called on to do things other than fight wars. Hurricanes Andrew and Iniki, Somalia, the Los Angeles riots, are examples of things other than war," Maggart said.

Maggart said the manual is meant to make leaders at all levels think about how they'll do different missions, "as opposed to how to do operations.

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"The lessons we learned from ODS are in two categories," Maggart said. "One was that some things don't change no matter what environment you're fighting in. Then there were some things we learned over there which caused us to think into the future a little bit. The examples we used from Desert Storm illustrate those."

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Maggart expects the manual to be completed and delivered to the field this summer.

*Jim Caldwell, TRADOC News Service*

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*SOLDIERS* magazine is once again asking photographers from around the world to record a day of Army life for its second annual "This is Our Army" photo feature. Amateur and professional, civilian and military photographers are asked to record what's happening on their installation on Wednesday, July 14, 1993, for a 32-page photo special feature to appear in *SOLDIERS* December 1993 issue.

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Here are the basic rules: Photos must be shot in the 24-hour period of July 14. Submit processed color slides or 5 x 7 or 8 x 10 black and white quality prints.

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The mailing address is: *SOLDIERS*,

Bldg. 2, Door 11, Cameron Station, Alexandria, VA., 22304-5050. Questions may be addressed to SSG Larry Lane or Donna Miles at DSN 284-6671 or COM (703) 274-6671.

LTC Eileen Bratz, Editor in Chief, SOLDIERS

## Modify, Improve, Delete, Add Tools With TIPS Program

Tool users now have a suggestion program to help improve tool efficiency. TIPS or tool improvement program suggestions allows users to recommend adding or deleting tools to tool kits, modifying existing tools or making new tools.

You may submit your ideas directly to the program manager, who will log the idea into the computer and task the Army Subject Matter Experts (SME) for their technical evaluation. Based on their findings, the idea is approved or disapproved.

Ideas pertaining to wheeled or tracked vehicles should be discussed with local US Army Tank Automotive Command Logistics Assistance Representatives (TACOM LAR) before submitting to TIPS. This will preclude duplicated suggestions and save time.

NCOs interested in improving productivity and conserving resources should call Tom Justus at DSN 345-2513 or COM (703) 355-2513.

The mailing address for submitting TIPS initiatives is: Commander, USA Force Integration Support Agency, ATTN: MOFI-SDC-A (TIPS/Tom Justus), Bldg 2588, Fort Belvoir, VA 22060-5587.

US Army Force Integration Support Agency, Ft. Belvoir, Va.

## NCO Journal Address

Got something for News and Issues, a Letter to the Editor, or a story for your professional development journal? We'd love to see it.

Send your ideas, articles and/or letters to: *The NCO Journal*, ATTN: Editor, US Army Sergeants Major Academy, Fort Bliss, TX 79918-1270. If

you'd like to call first and discuss your ideas, we can be reached at DSN 978-9068 or 9069 or COM (915) 568-9068/69.

## Correction

The commentary by SMA Kidd, "Enforcing Standards To Save Limbs and Lives," in our Spring 1993 edition, page 5, contained an error. The 270 figure represented total class A accidents—not total Army accidents. There were 237 lives lost to all accidents in FY 92.

## Woman Top Drill Sergeant

A military police staff sergeant became the first woman to win the active duty drill sergeant of the year title.

SSG Jill J. Henderson, a basic combat training drill sergeant at Ft. McClellan, Ala., won out over 16 competitors to be named 1993 Drill Sergeant of the Year.

Although she was reminded several times she was the first woman to be selected as the Army's drill sergeant of the year, Henderson didn't seem to think it was at all unusual.

"I come from a farm and gender really didn't matter when you had to chase cows out of the cornfield," she said. She also grew up competing against three brothers in their sports, developing, "the spirit to keep going until I couldn't go anymore."

Henderson's military police career started in 1986 when she joined the Army National Guard. After basic training her "long term" goal was to become a drill sergeant. She credits her own drill sergeant for instilling that desire.

In 1988 Henderson entered active duty after earning an associate's degree in psychology. She reenlisted for drill sergeant duty at Ft. McClellan. She realized that goal two years ago when she began training BCT soldiers for Company C, 787th Military Police Battalion.

Henderson said, "there's no compromising the training standards. The Army's the most technically and tactically proficient ground force because of the high standards stressed in training.

"I think it's important for (leaders) to never forget where they were and how they felt when they were in (the trainees') shoes," she said.

SFC Dennis E. Law, 318th Infantry Regiment, 80th Division (Training), Fort Story, Va., took the Army Reserve Drill Sergeant of the Year honors over 13 other competitors.

Jim Caldwell, TRADOC PAO, Ft. Monroe, Va.

## PERSCOM Offers Toll-Free Line First and Third Tuesdays

During these dynamic times it's essential for soldiers and DA civilians to fully understand the various personnel programs and how they're affected by them. A 1-800 number for the Army's Personnel Command is allowing soldiers and civilians to get that understanding.

MG Gerald H. Putnam, US Army Total Personnel Command (PERSCOM) commander, established the phone service this past spring. Soldiers and DA civilians may call and ask questions and receive immediate responses on the variety of personnel issues PERSCOM is responsible for.

The call-in service is on a trial basis through September 1993. Depending on caller response, a decision will be made whether or not the service will continue into FY 1994.

Call-in periods are on a first and third Tuesday of each month from 10 a.m. to noon (EDT) and 5 to 7 p.m. (EDT) respectively. At other times, callers will hear a message about future session schedules.

The numbers to call: CONUS, Alaska, Hawaii, Panama and U.S. Territories 1-800-USA-TAPC(872-8272). OCONUS: DSN 221-0202. Local callers may use (703) 325-0202. The numbers will be answered during a two-hour session, twice a month. Session times will vary for the convenience of overseas commands.

Call-in sessions will be recorded for later broadcast on Soldiers Radio Satellite Network (SRSN).

PERSCOM PAO, Alexandria, Va.

# Fit to Lead

By CSM Henry Bone

**N**oncommissioned Officers must always be at the forefront of the soldiers they lead. Not only in time of war, but also in training. NCOs must display and constantly set the example for subordinates. This is especially true in the area of physical fitness.

Successful NCOs must project the image of mental, physical and spiritual wellness to soldiers, adversaries and to the people of their country. Their bearing, shown by posture, overall appearance and manner of physical movement, is an outward display of the state of inner feelings and confidence. Bearing can either hurt the confidence of soldiers or help inspire them.

History teaches the importance of fitness on the battlefield. A demonstration of the physical qualities of leadership under the most adverse of conditions was exhibited by LTG Joseph W. Stilwell, who organized and led the retreat from Burma of an unorganized mob of men and women—Chinese, British, Burmese and a few Americans—in May 1942.

A rapid advance and unexpected enveloping movement by the Japanese had resulted in a disastrous defeat for the Chinese and British forces. The normal line of retreat was cut off, and there was no choice but to hike through the jungle.

Stilwell led the group 140 miles from Burma into India, more than half of that distance on foot. The group had to contend with heat and almost incessant rain, tangled jungles, insect-ridden swamps and 7,000-foot mountains. Many became ill with dysentery. Some of these, and those wounded prior to the march, had to be carried on stretchers. After 20 days, however, Stilwell led a well-organized and disciplined band into India. Stilwell, at age 59, had accomplished this feat through what one author has called "superb leadership coupled with indefatigable energy and excellent physical condition."

Imagine the outcome if this leader hadn't the physical stamina to endure. He soon would have found his mental and spiritual faculties deteriorating. More lives would've been lost.

GEN. Matthew B. Ridgeway, who served as a division, corps and Army commander, speaks of physical fitness as one of the most important ingredients of leadership.

"I was able to keep up with the best of my troops in the hottest sectors and the toughest terrain and climate." Ridgeway also prescribes what he believes the standard for commanders of large units should be. "The division commander should have the physical endurance, stamina and reserves of his best infantry battalion commanders, because that is where he belongs—with them—a good part of the time."

Ridgeway feels that a leader should be in excellent physical condition at all times, since at any time he could be thrust into a combat situation, with no time to get into shape.

NCOs aren't exempt from this notion. SSG Webster Anderson found himself in such a situation while serving in Vietnam. SSG Anderson was the section chief for Battery A, 2nd Bn, 320th Artillery, 101st Airborne Div. During the early morning hours of Oct. 15, 1967 a North Vietnamese infantry unit, supported by heavy mortar, recoilless rifle, rocket-propelled grenade and automatic weapons fire, attacked his battery. When the initial enemy assault breached the defensive perimeter, Anderson climbed the exposed parapet to lead the defense. He directed effective howitzer fire against the attackers and personally killed a number of those attempting to overrun his position.

During the action, SSG Anderson was severely wounded by grenades. Unable to stand, he propped himself against the parapet and continued to direct fire and to encourage his men. When an enemy grenade landed within

# Fit to Fight

the gun pit near a wounded crew member, Anderson, heedless of his own safety, crawled to the grenade and tried to throw it.

It exploded in midair, grievously wounding him. Although now only partially conscious, he refused medical attention and continued to rally his men in the defense of their position. SSG Anderson looked after his soldiers and for his actions he was awarded the Medal of Honor.

It's hard to predict the kinds of physical challenges soldiers will face in future wars. SSG Anderson's situation is one example of the physical, mental and spiritual circumstances today's NCO might meet on the battlefield. It's also likely that enemy rear operations will pit truck drivers, clerks and cooks against enemy parachutists in hand-to-hand combat.

NCOs have a responsibility to ensure they and their soldiers are physically fit and able to endure the rigors of combat. In addition, NCOs must have an understanding of the three key elements of fitness—physical, mental and spiritual—and how they are dependent on each other for a complete "Total Fitness" package.

Once NCOs understand that philosophy they need to practice and preach it to their soldiers. If any of those elements had been a weakness for SSG Anderson, chances are he wouldn't have been able to function as effectively as he did. He truly was able to lead from the front.

Physically fit soldiers are better able to withstand stress in peace or war, partly because of the psychological dividends of physical conditioning. These dividends come in the form of increased alertness, greater self-confidence and aggressive, competitive mental and spiritual attitudes—critical factors on any battlefield.

---

*Bone is command sergeant major for U.S. Special Forces Command (Airborne), Ft. Bragg, N.C.*

# Enable? or Intervene?

By SFC Mark Apao  
and SFC Stephen Gamblin

If a driver were taking medication that causes severe drowsiness, would you allow that driver to transport soldiers in a five-ton truck? If your squad just completed a live fire exercise, would you allow them to leave the area with a loaded, uncleared weapon? Would you allow your soldiers to get into any dangerous or life threatening situation that could be avoided? The answer should be "no," in all cases, because you understand the potential danger and natural consequences of the situation.

Statistics indicate that one out of every ten Americans who drink alcohol suffers from alcoholism. Although the Army has a significant number of soldiers who are considered "alcohol abusers," the rates of alcoholism in the Army parallel those of the general population. As a result, the chances of you dealing with someone with an alcohol problem are enhanced.

Although we as NCOs bear a great responsibility to provide for and protect our soldiers at all times, alcohol has infiltrated our ranks and threatens the lives of our soldiers. As a leader, you must be able to recognize and confront this enemy. You are the first line of defense in a battle to save lives; the lives of your soldiers, the people that surround them and perhaps your own.

Unfortunately, alcoholism has a significant impact on the lives of those around the alcoholic. Many reports and news articles show there's a close correlation between alcohol and many other problems, such as family violence, assaults, arrests and "so called" accidents resulting in injury and death.

In order to survive, an alcoholic becomes highly manipulative and uses denial as a defense. In fact many people are manipulated into believing that nothing is wrong with the alcoholic or his beha-

avior. If it's left untreated, the disease of alcoholism always gets worse—not better.

In a substance abuse context, anyone who makes it possible for a chemically dependent person (in this case alcohol) to continue practicing their disease is called an "enabler." Enablers usually "run interference" for alcoholics by helping them avoid the natural consequences of their behavior.

A common example of enabling is covering for someone who is late, missing or nonfunctional because of a hangover. Most enablers are completely unaware that what they're doing makes the disease worse. Try as you may to help, many alcoholics will get worse despite your best intentions. But ironically, some will get worse *because* of your best intentions. There's no "sure-fire" way to intervene with the alcoholic. However, it's important to realize that you can do only so much—the rest is up to them.

Our performance as soldiers is critical. Not only must the job get done, but the job must be done well. It's important that your soldiers meet the performance standards set by the unit. Just as important is knowing how to intervene and avoid enabling soldiers when their duty performance starts to deteriorate. Review the "Five-Step Intervention Model" and use it when it's time to confront a soldier. Keep in mind that many soldiers will readily accept help, some will be reluctant, while a few will completely reject any offer of assistance. These five steps work well in any case:

## 1 Monitor and Document Job Performance

Wear your leader hat. Don't wear your marriage counselor, financial advisor or "good buddy" hat. Being a leader is part of your duty as an NCO; your MOS, branch, or assignment doesn't matter. You must ensure your soldiers meet minimum performance standards. If a subordinate fails to perform, you must intervene. Be alert to changes in

conduct, efficiency and attention to detail. You may find a pattern of excessive personal problems, with illness or absence frequently occurring on Mondays, Fridays or days preceding or following holidays. *Don't* rely on memory to recall specific incidents and interventions, *always document the facts.*

## 2 Confront the Soldier

Leadership Counseling is covered in FM 22-101 and all NCOs should know the basic elements of counseling. However, be prepared; the alcoholic will present many new twists and challenges. When you confront the alcoholic, *keep a written record.* Once the counseling session starts, *don't* confuse personality with performance. *Don't* editorialize or moralize; address the behavior and not the motive. As the session progresses, *don't* allow the soldier to distract you. (At this point you don't need or want to allow excuses and explanations.) Assure the soldier he'll get his opportunity for input when you're through. Your goal at this point is to present the documented facts that show a clear pattern of unacceptable behavior.

## 3 Define the Solution

The solution is simple; make the soldier responsible and hold him to it. The soldier must understand the performance standards—*period.* Tell the soldier that how he chooses to meet those standards is his responsibility. Be sure to discuss the various resources available to the soldier and advise him that as his supervisor, you may refer him to other agencies for assistance. Tell the soldier that you'll follow-up with any agency. The soldier must understand the consequences of his failure to improve behavior. Be specific in your expectations of the soldier and the consequences of his failing to obtain further assistance. (*Hint: A nonalcoholic will normally leap at an offer of help, while the alcoholic is likely to refuse the need for any outside involvement.*) Document the counseling

session by recording the assistance offered and the response or the decisions made by the soldier. Keep your command informed during this five-step process.

#### 4 Monitor and Document Job Performance

Continue to monitor, evaluate and document the soldier's duty performance for changes or improvements. Don't alter any of the soldier's job requirements. Don't make others responsible for the soldier's duty. Don't over-supervise or create an overly hostile environment. Finally, don't be surprised if the soldier's performance exceeds the requirements of the job. An alcoholic will maintain an acceptable level of performance to try to prove you wrong. Once the alcoholic feels that you're no longer a threat, the old behavior pattern, slow but unmistakable, will

return. Your job is to monitor and document.

#### 5 The Final Choice

Having documented the return of old behaviors, you must confront the soldier. If you suspect an alcohol or substance abuse problem, make an appointment for the soldier at your local Community Counseling Center. Tell the soldier that he'll keep the appointment or suffer the consequences discussed earlier. Failure to keep the appointment will be the soldier's decision alone; it's not your job to persuade him otherwise. Refusal of an evaluation or treatment must be documented. Most soldiers in this position will comply reluctantly, hoping to prove you wrong again. During this step, the soldier may "act out" impulsively or inappropriately; it may be necessary to intervene, you may have to use your documentation to support your efforts and actions.

#### Conclusion

This article may provide valuable insight to NCOs when dealing with an alcoholic. The question remains: *Are you going to enable, or intervene?* As you think about your answer, remember that enabling happens everywhere. Not just on the job, but also at home, with your family and with friends. The answer to the question is probably yes. Sometime during your life, you probably "enabled" someone to continue their disease. Take heart, we know that effective and timely intervention can halt the disease of alcoholism. We also know that rehabilitation can occur regardless of how the alcoholic was identified or referred.

*Apao was NCOIC, Alcohol & Drug Training Branch, U.S. Army Medical Department Center & School, Ft. Sam Houston, Texas. Gamblin is now NCOIC at the ADTB.*





# Training to MAX PT

By SGM Robert S. Rush

**M**any soldiers can increase their physical fitness beyond their present level if they're willing to concentrate on deficiencies instead of just trying to run faster.

The individual PT program revealed here was developed for soldiers with little time to devote to PE.

The program was validated using 40 students in an ROTC program. Students exercised three times per week for 20-25 minutes, not including the run. The following results were achieved: after one month the average score for students increased by 15-20 points from an average of 192 to 212; at the end of three months, students went from their average of 212 to 243; the second three months saw average scores climb to 267 with the low score 242 and the high 300. Since this is an individual program, it is designed to fit each soldier's physical ability. The program takes a soldier gradually to a higher level of physical fitness.

Take a look at your last APFT. From your scores you can determine where the starting point for your Individual Fitness Program should be. If you haven't taken an APFT

in the last three to four months, you may want to conduct an assessment of your physical abilities before beginning.

To conduct a self assessment, do as many correct pushups and situps as you can in a one-minute period, and then run as hard as you can for a timed one-half mile. Multiply your pushup and situp scores by 1.25 to find an entry point into the charts. Multiply your one-half mile time by four.

### The Program

If done correctly, the program will bring you to muscle failure. This exercise regime is designed to be done every other day, as your muscles need from 24 to 48 hours to recover from hard usage.

To get your starting numbers, look at the charts. The numbers along the top of the charts are the number of pushups or situps you performed. Follow the number down the row to give you the number of repetitions for each exercise you're to

begin with in your individual program.

### Pushup and Situp Improvement

1. Regular pushups times three sets with one-minute rest between sets. Form is important. If you can't do the pushups properly, go to your knees and continue until you've finished the sets. After three workouts, add three pushups to each set. (Example: you start with 14 pushups on Wednesday. The next Wednesday you go to 17 pushups.)

2. Regular situps times three sets with one-minute rest between sets. If you can't do all of the situps properly, lower the angle of your legs until they're almost parallel to the ground. After three workouts, add three situps to each set. (Example: you start with 11 situps on Wednesday. The next Wednesday you go to 14 situps.)

3. Diamond pushups; put your hands together under your chest in a diamond shape. Perform the pushups. Go to your knees if necessary. Add one diamond after every three workouts.

4. Wide arm pushups; place hands as far apart as possible. Perform the pushups. Go to your knees if necessary. Add one widearm after every three workouts.

5. Crunches; see separate chart.

6. Turn and bounce; hold arms parallel to the ground, palms facing up. The exercise is an eight-count movement at a slow cadence. Pivot slowly at the waist to the right for four counts and then to the left for four counts. Add two turn and bounces after every three workouts.

7. Flutter Kicks; put your hands under your buttocks. Lift your feet six to

Running Chart								
minutes →	+12	+13	+14	+15	+16	+17	+18	+19
1/8th-mile (220 yds)	—	—	—	—	—	:48	:51	:55
1/4th-mile (440 yds)	1:07	1:15	1:23	1:30	1:37	1:45	1:52	2:00
1/2-mile (880 yds)	2:45	3:00	3:15	3:30	3:45	4:00	4:15	4:30
Fast Run	—	—	—	—	—	+mi>4:00	+mi>4:15	+mi>4:40
	2 mi 11:30	2 mi 12:30	1 mi 6:30	1 mi 7:00	1 mi 7:30	1 mi 8:00	1 mi 8:30	1 mi 9:00
	2+mi 14:30	2+mi 15:30	2 mi 13:30	2 mi 14:30	2 mi 15:30	2 mi 16:30	2 mi 17:30	2 mi 18:30
Long and Slow Run								

eight inches off the ground to start. Begin by lifting legs in sequence six to 18 inches. Keep legs slightly bent to reduce the strain on your back. One repetition equals four counts. Add two flutter kicks after every three workouts.

**8. Leg Spreaders;** Put your hands under your buttocks. Lift your feet six to eight inches off of the ground to start. Begin by spreading legs 18 to 30 inches, then back together. Keep legs slightly bent to reduce the strain on your back. One repetition equals four counts. Add two leg spreader kicks after every three workouts.

### Running

Use the running chart to increase your aerobic and anaerobic stamina and better your two-mile time. Enter the table using your two-mile time or multiply times four your one-half mile assessment. For example, your run time is 14:15. Enter the chart at +14. This program is designed to be run every other day, although there is no harm in running more than three times per week.

**Sprint day;** enter the sprint portion of the chart at your run time row. Do four sprints each of two distances, alternating your sprints between the distances. Begin with the lower distance for your speed. Attempt to beat the time listed. Rest one minute before you run the longer sprint. Rest two minutes between the longer and shorter sprints. If you feel that you are not being properly stressed,

and as you develop your wind, decrease the amount of rest time between sprints. For those with run times of +17 to +19, when the 220-yard sprint goal is met, move up to the one-quarter mile (440-yard) and one-half mile (880-yard) runs.

**Fast fun day;** begin with the lower distance for your speed. When you beat the time for the distance, move to a longer distance within the same row. When you surpass the time for the distance at the bottom of the row, move to the left one row, maintaining the same distance. When you move one row to the left on the fast run, move your sprint goals to the same row.

**Long and slow run;** run at least 20 minutes for a good cardiovascular workout, running for time during this session—not necessarily distance. The program is designed to have very little paper overhead. Every soldier is responsible for his or her own pace in the program, which has the additional benefit of exercising the soldiers' self discipline.

One technique to start the program would be to give each soldier a packet and have the program explained after an APFT or diagnostic test. Organized PT would still be conducted, but with each soldier doing the amount of exercises determined by his or her specific program. As a check, periodic diagnostic tests could be administered to review progress. As with any program, results

are directly attributable to the amount of effort exerted. Soldiers who can't keep up on the battlefield are losses just as much as casualties suffered through enemy action. We, as NCOs, are charged not to let this happen.

*Rush is Army advisor to the 26th Infantry Division, Camp Edwards, Maine.*

APFT Number of Pushups



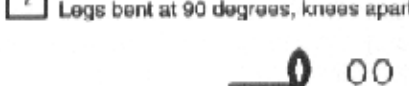


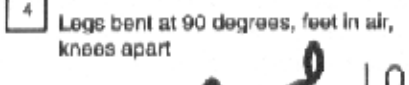
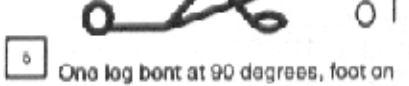
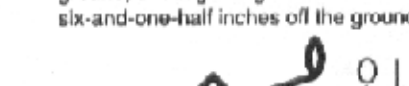
Number	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85
Pushups	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34
Diamonds	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Widearm	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Turn & Bounce	5	6	7	8	9	10	12	14	16	18	20	22	24	26	28	30

APFT Number of Situps

Number	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85
Situps	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34
Crunches	4	5	6	7	8	8	9	9	10	10	11	12	13	14	15	16
Flutter Kick	5	6	7	8	9	10	12	14	16	18	20	22	24	26	28	30
Leg Spreader	5	6	7	8	9	10	12	14	16	18	20	22	24	26	28	30

### The Crunches

Start position is with arms across chest, hands grasping shoulders. Try not to stop between sets.

-  1 Legs bent 90 degrees, knees together
-  2 Legs bent at 90 degrees, knees apart
-  3 Legs bent at 90 degrees, feet in air, knees together
-  4 Legs bent at 90 degrees, feet in air, knees apart
-  5 One leg bent at 90 degrees, foot on ground, one leg straight and six-and-one-half inches off the ground
-  6 Same as 5, but reverse leg positions
-  7 One leg bent at 90 degrees, foot on ground, one leg straight and six-and-one-half inches off the ground
-  8 Same as 7, but reverse leg positions

# TRADOC Adopts Total Fitness 2000

By Louis F. Tomasi, Ed.D

The almost fatal lessons learned from the Korean conflict and the more recent successful lessons experienced in Grenade and Panama, dictate that the US Army must continue to perform its mission on short notice. When the unit commanders, first sergeants, and Master Fitness Trainers (MFT) continue to physically train our soldiers, the soldiers are ready for the "short fuse" when it's ignited. If the Army fails to physically train our soldiers for the rigors of war, the mission is jeopardized and the chance for success is eliminated.

The ability of the total Army to successfully complete the mission of victory extends beyond the fighting soldier, commander, first sergeant, reserve component augmentation, or MFT. Total Fitness 2000 is a new initiative within the Army TRADOC community. The goal of Total Fitness 2000 (TF2000) is to maximize the Army's readiness, its ability to deploy and job performance. In addition, TF2000 will improve the state of individual fitness plus encourage the Army community to develop and practice healthy life-styles.

TF2000 will enhance the quality of life for all members of the Army TRADOC community and complement the Department of the Army's (DA) Health Promotion Program. This includes soldiers assigned as permanent party to TRADOC installations, soldiers attending TRADOC schools, and available to FORSCOM units, Reserve Component, Materials Command, DA civilians, family members, and retirees. The issue of improving total readiness and quality of life directly influences the current state of physical fitness and life-style habits of the Army community.

TF2000 is an imbedded life-style that involves many aspects of the Army

Health Promotion Program. The U.S. Army Physical Fitness School has extracted 45 prioritized health and promotion objectives from the Healthy People 2000 initiative assembled by the Department of Health and Human Services, Public Health Service initiative.

The functional components of Total Fitness 2000 addresses the following areas:

## Fitness Education

- Initial Entry Training, Noncommissioned Officer Education System, and Officer Education System, including all Reserve Component training.
- Army Physical Fitness School, Master Fitness Trainers and School-trained Exercise Leaders.
- Army Family Members
- Army Civilian Programs
- Retirees Program

## Fitness Training

- Unit physical training (Battle Task Specific derived from Mission Essential Task List (METL))
- Individual Training (Weight control, diet, exercise, sports)



- Special population physical training (medical profile, pregnancy, overweight, Army Physical Fitness Test (APFT) failure)
- Family member (Voluntary installation programs)
- Army civilian (Voluntary installation programs)
- Retiree (Voluntary installation programs)
- Reserve Component

## Nutrition

- Education program
- Dining facilities, Active and Reserve Components
- Commissary
- AAFES Post Exchanges and Concessions
- Club systems
- Healthy food choices when dining out

## Physical Health

- Weight control (Body composition)
- Blood pressure (Hypertension—prevention and control)
- Cholesterol (Lipid profile)
- Dental health

## Substance Abuse Education

- Tobacco cessation (smoking/smokeless)
- Chemical dependency

## Mental Health

- Stress management
- Suicide prevention

Total Fitness 2000 isn't restricted to the components listed above. Several other activities and initiatives are vital and involved in this comprehensive fitness program. They include: physical and dental examinations, fitness facilities, Master Fitness Trainers, recreation facilities, TRADOC school initiatives, and other initiatives that promote social well being and total fitness.

The implementation of Total Fitness 2000 isn't difficult. Many policies and functional components are in place and operational. These policies include the Army Health Promotion Program (AR 600-63), and the revised Training in Units training booklet, (AR 350-41, March, 1993). The revised AR 350-41 now includes the old "Army Physical Fitness Program" (AR 350-15) as chapter 9. At the installation level, these components are part of the Health Promotion or "Fit to Win" programs.

*Tomasi is chief research physiologist, U.S. Army Physical Fitness School, Fort Benning, Ga.*

# Faith, Courage, Determination Meant Escape and Survival

By SGM Brenda L. Hoster

**A**s I listened to Isaac Camacho I couldn't help but feel the utmost respect and admiration for him. In my eyes, he's a hero.

The retired sergeant major's description of life as a POW in a Vietnamese prison camp and his eventual escape reconfirmed to me the essence of being a totally fit NCO. Here is that part of his 22-month ordeal that relates to physical, mental and spiritual fitness and how these elements came into play for him (from 1963 to 1965).

"When you're a POW you always think of ways to escape, then take the opportunity when it comes. In the meantime, I counted the bars on my cage or drew pictures in the dirt. I sang, weaved bamboo or worked math problems.

"We always had this threat of being killed, especially when one of theirs was killed. So, when we (POWs) were together on details I'd tell the guys, 'don't forget to pray. We may be here in nowhere land, but someone up there will help us.' I always believed that, and knew my chance to escape would come.

"I told this Marine captain about my plans to escape. He wrote me a prayer in real small print and slipped it to me. I prayed that prayer every day. I also knew that once I escaped—if I got caught—it would be my end. So I asked the Lord daily, 'If you help me escape I'll be the best Catholic ever.'

"Well, my time came. I'd been lubricating a peg in my cage with soap and water I'd stolen while on details. They'd taken my chains away and put them on two captains who'd just been brought to camp. I felt sorry for them, but this was my opportunity. I knew there was little chance for a rescue attempt because we were in the jungle near the Cambodian border, some 75 to 80 miles northeast of Saigon. It was called the Parrots Beak area.

"The night I escaped it was thundering, lightning and raining. I used the

trail into the jungle that we used when we were taken to cut wood for the POW mess hall. It led to a break area where they'd put a white log for us to sit on. I slipped into the jungle off that trail and was gone about an hour when I came right back to that same log. I was devastated. I sat thinking, 'Lord, help me now.' After a few minutes, I'm thinking, 'you big dummy, the water. SF (Special Forces) training. The water will lead you to a creek, a creek to a river.' So I followed the water and shortly thereafter I was diving into the river.

"By the time daylight came I was about three miles away from the camp. I paddled down river all that time and was tired. I reached up, grabbed a branch and rested for a while.

I knew the current was going south, so I skirted it until the sun came up. Then I took a bearing of southeast through the jungle for the rest of my first day.

"On the second day I saw the sky for the first time through an open area in the jungle. I was hoping to see a plane so I could signal with a piece of mirror I'd brought along. But it seemed I always heard the planes when I was in the thick of the jungle.

"I thought I was about to buy the farm on day three. I'd been without food and water all this time. It was cloudy and when the sun came out I reoriented myself and realized I was going in the wrong direction. Exhausted, no food or water and now I'm going the wrong way. But I didn't quit. I went back into the jungle for cover and to look for food.

"Later I saw an L20 observation aircraft with US Army letters. I darted out to see his direction. It led me to a highway. This was the first man-made object I'd seen in a long while. It boosted my

morale 100 percent. I started running as fast as I could. It really brought me back to life. I skirted this highway until I came to a rubber plantation. I checked it out and saw bunkers and a Vietnamese flag. How was I going to get into this camp without getting shot? Then I saw a Red Cross vehicle. I stopped the driver and spoke with him. He spoke only French. Suddenly, I find I'm speaking French with him. [He'd learned some of the language during French survival training].

I had this club I'd made and I'm thinking, 'If he tries anything it's going to be him, not me.' When you're trying to survive you must think that way. Anyway, at this point I didn't feel weak anymore. When we drove into the gate, the guards locked and loaded their weapons. They took me to the village chief, who spoke English. The guy kept saying, 'You don't look like an American,' so I had to tell him about my captivity and escape. Then this Special Forces medic pulls up in a jeep and the NCO gets out, looks at me, and says, 'Ike, is that you?'

"They took me for first aid, food, a shower and my uniform. At the hospital I asked to see a priest. I wanted to thank God for giving me courage, direction and strength to get back to U.S. hands.

"I now know that I'd have never survived or escaped if I hadn't kept myself physically fit, mentally alert and spiritually focused—even while in captivity. Resisting threats and sometimes

beating the enemy at their own game boosted my morale and spirit. The smallest victory gave me new life.

"Survival or escape was only possible because I kept myself physically fit, mentally active and spiritually sound. The war was never over for me, even while I was in my cage. I was determined to always fight back. I was only able to do that by exercising those three principles."

Isaac Camacho kept his earlier promise. "I don't miss a Sunday, and I continue to pray and give thanks every day."










Isaac Camacho was a 25-year-old SFC when he was captured in 1963. He retired in 1975 as a sergeant major and 10 years later as a Reserve captain. He now works for the U.S. Postal Service in El Paso, Texas.

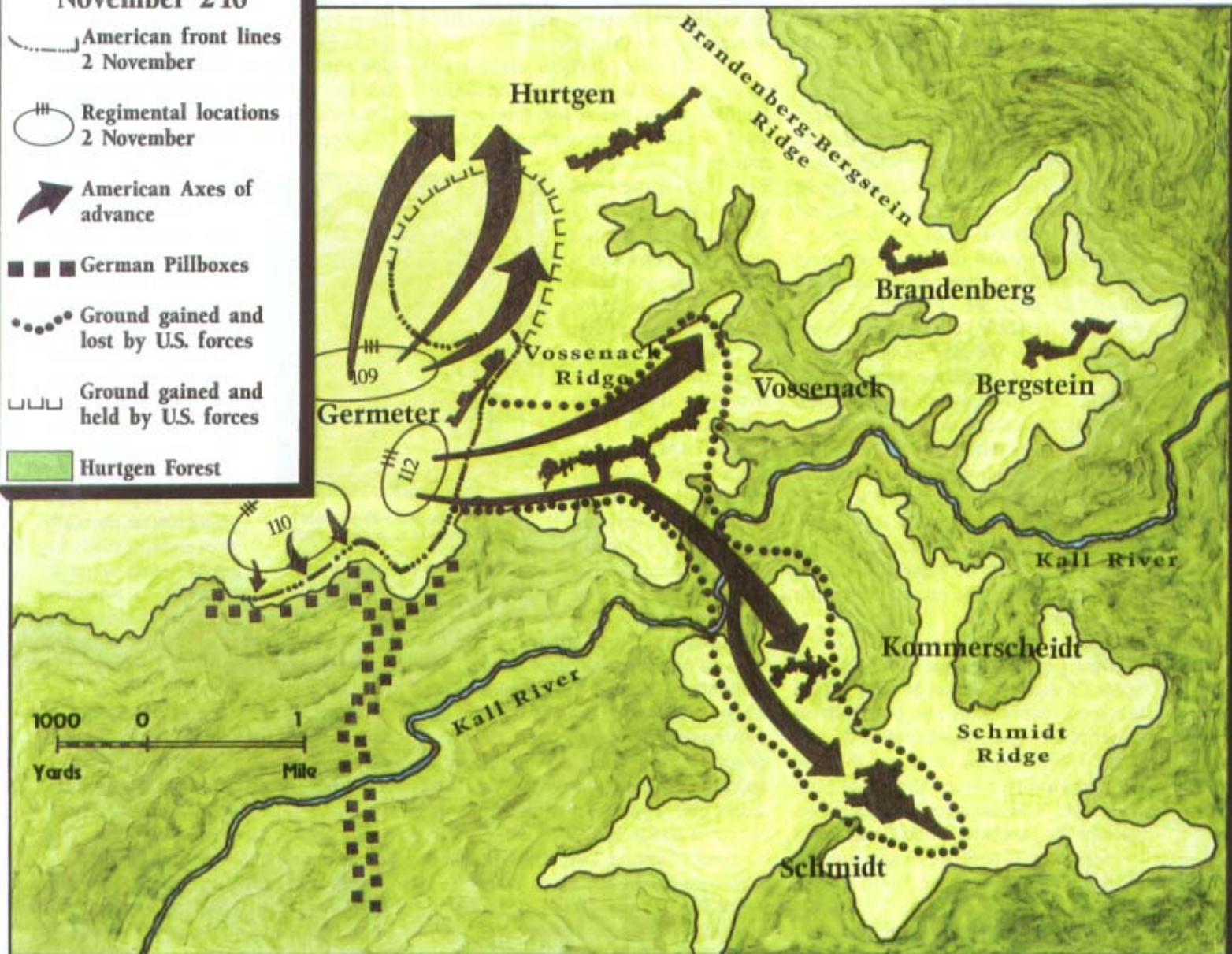
# The Bloody Hell



*"All along the sides of the trail there were many, many cadavers that had just emerged from the winter snow. Their gangrenous, broken, and torn bodies were rigid and grotesque, some of them with arms skyward, seemingly in supplication...it was an eerie scene, like something*

## Days of Battle November 2-16

-  American front lines  
2 November
-  Regimental locations  
2 November
-  American Axes of  
advance
-  German Pillboxes
-  Ground gained and  
lost by U.S. forces
-  Ground gained and  
held by U.S. forces
-  Hurtgen Forest



# of Huertgen Forest

*from a low level of Dante's Inferno."*

*"...A young soldier, a new replacement was looking with horror at the dead. He began to turn pale, then green, and he obviously was about to*

vomit. I knew his state of mind: every young soldier, upon first entering combat, is horrified by the sight of bodies that have been abandoned. They always imagine themselves dead and neglected. I talked to him, calmed him a bit, and assured him that our outfit never abandoned its dead, that we always cared for and buried them."

SGM Kenneth Caudle, MSGs Steven Crawford, John Conyers, Paul Hibshman and SCPO William Lapham were students in USASMA Class 41 when they participated in the staff ride in March, 1993, and wrote this article for *The NCO Journal*.

These were the words of GEN James M. Gavin, 82nd Airborne Commander, as he described the scene which lay before his eyes when he reconnoitered the area known as the Huertgen Forest in January 1945. His unit had been ordered to capture the German town of Schmidt. Starting from the town of Vossenack, GEN Gavin walked down the Kall Trail to the Kall River, crossed the river, then climbed the trail on the other side to the outskirts of Kommerscheidt, the only town between him and Schmidt. But both were in German hands. It was along the Kall Trail that Gavin witnessed all the desolation described above.

What happened in this forest? Why had all those soldiers been abandoned on the battlefield?

Cecil B. Currey wrote the book "Follow Me and Die," which tries to give an account of what took place with the 28th Infantry Division in the Huertgen forest in November 1944. FOLLOW ME!—the combat soldier's command, has been given and obeyed by NCOs for years, resulting in many victorious battles and wars.

Although it wasn't expected to be a significant battle in the history of the 28th, it's important to study and learn from the unit's circumstances and situations. We often study these times in his-



tory to explore strategy, tactics, leadership or morale. However, in this unit's history of this particular battle, there is a correlation between the total fitness of the unit and its ability to survive or die on the battlefield.

The 28th Infantry Division was a seasoned combat unit known to the Germans as "Bloody Bucket" because of its warfighting capabilities.

However, the 28th lacked qualified leaders going into this battle. It was reconstituted after severe losses in September and hadn't received many infantrymen. The unit replacements came from diverse MOSes and time didn't allow for much infantry training. Soldiers with some infantry training still weren't prepared for battle in the dense forest with no armor support and no protection from the "tree bursts" of the German artillery.

The division consisted of the 109th, 110th and 112th Infantry Regiments. The division commander's given objective was to capture the town of Schmidt, which would give control of the Huertgen Forest to the Allies. This area was considered by the higher command as a potential place for the Germans to rebuild their forces for a counter attack.

After receiving those orders, MG Norman D. Cota, division commander, gave his orders and assignments to his subordinate commanders. The 109th was to strike north toward the town of





## The Kall Trail "Trek"

By SGM Kenneth Caudle

*It became dramatically clear to the five of us that we weren't on vacation. We had an hour to unpack and change into our PT uniform for a "jog in the park," one of those uphill, downhill runs—a prelude of lessons to come.*

*This was our initiation of sorts after arriving in Germany in late March. Our staff ride group represented the U.S. Army Sergeants Major Academy. The mission was to get an on-the-ground feel for what took place in the Huertgen Forest in November 1944 during the 28th Division's battle for Schmidt.*

*Our first stop was at the old German artillery observation point. A modern observation tower now stands there to allow visitors to view the entire battlefield. The concrete bunkers with three-meter thick walls, used to protect and house the German observers, are still intact.*

*A walk down the hill from these bunkers gave us the opportunity to circle the*

*crest and view the remnants of the defending German infantry foxholes.*

*Looking at green rolling fields, steep pine covered hillsides and a small stream flowing through the valley makes it hard to believe this area was such a deadly battlefield in 1944.*

*Day two began with our trek of the Kall Trail. We started down the trail from the Vossensack side and stopped at a small knoll just below its steepest descent.*

*The Kall Trail is in better condition now than in 1944, but it's still no better than a dirt logging trail. We had lunch at the bridge that crosses the trail and then began our hike up the Kommerscheidt side. The weather was cold and rainy. The commandant was happy. This was real "infantry" weather and would give us the "training effect."*

*As we climbed, it became clear the Kall Trail went up at a 60-degree plus grade at some points. The commandant stopped us again and inserted his personal "training for effect" exercise. The task: the student with the short straw was the casualty. The other four would carry him to the old*

Huertgen to prevent a counterattack and to protect the division's left flank. The 110th would attack south through dense forest, which contained heavy German fortifications. Their objective was to seize and control the road network in the region. To the 112th fell the main objective: capture the town of Schmidt. Attacking east from Germeter, they would take Vossensack. At Vossensack they would make a 90 degree turn to the south to Schmidt. With the suspected German resistance this plan seemed fairly simple.

By the time the 28th arrived in the Huertgen area, fighting had been going on for more than 30 days. Twice, the 9th Infantry Division had gone into the forest and the second time, October 6, their objective was Schmidt. They lost 4,500 men to gain only 3,000 yards. When the 9th finally pulled out of the line on October 16, some platoons of the 39th Infantry Regiment had only 12 or 13 men.

The 28th's assault began November 2, 1944 and continued for two weeks.

The first morning was cold and wet. The recent rains were "the worst known

on the Continent in many years," according to General Dwight D. Eisenhower. Soldiers sat within sight of the snow-covered bodies of the 9th's soldiers, which had yet to be recovered. The soldiers could clearly see that a desperate fight had already taken place. Strong NCO leadership and encouragement would be needed to assure the soldiers remained focused and confident.

Let's follow the attack of the 112th and see what happened. The 2nd Bn, 112th Infantry with D Company, 707th Tank Bn, was the lead element and attacked through Germeter to Vossensack.

The two attacking companies set up defensive positions on the forward slope of the ridge outside of Vossensack. This completely open area was under enemy artillery observation located on the Brandenburg-Bergstein ridge. These soldiers sat for four days in foxholes, enduring freezing temperatures, rain and snow, and the devastating enemy artillery bombardment. The enemy had excellent observation and using direct fire from all guns destroyed one position then shifted to the next. One by one the

2nd Battalion's positions were destroyed.

Around 8 a.m. on November 6, after a short break in the shelling, the Germans started again. This time one of 2nd Battalion's companies started running toward the rear. The other companies didn't wait for an explanation or orders but joined in the rush. This retreat continued until all the units had returned through Vossensack.

The only supply line to the division's main thrust toward Schmidt was a dirt cattle and cart path known as the Kall Trail, parts of which didn't show on intelligence photos. It was narrow and dropped sharply from Vossensack to the Kall River. It then twisted and climbed the other shore to Kommerscheidt and Schmidt.

No patrols had gone out in advance of the attack and commanders were quite ignorant of the defenses facing them. The forest was heavily booby trapped, mined and defended. The American soldiers discovered that artillery barrage had only helped conceal the well dug-in German positions. Map inaccuracies

aid station about halfway up the trail. Luckily the smallest of us had the short straw.

We soon realized that success would come only with teamwork. One team carried the casualty as far as they could, then the next team took over.

The commandant's goal: to make us aware of how the decision making process is affected by physical, mental and spiritual fitness. At points during our climb, the commandant asked us about the physical exertion we were experiencing. Relating our own fatigue to the more demanding conditions of November 1944, he asked what effects this might have had on the battle-weary men of the 28th Division. (At this point they had more casualties than healthy soldiers to carry them. We had four healthy soldiers to carry one!)

At the aid station (at a very steep part of the trail), we took our casualty inside and had a short AAR (after action report). I caught my breath and thought, "this wasn't so bad." I thought we were finished. Much to my dismay, the colonel had us continue on to the top. Finally, although

cold, wet and tired, we made it.

How did this exercise affect us? We could carry our casualty out because we were totally rested, healthy and fit. However, in my opinion, if we had undergone the extensive trauma and exhaustion of the 28th's soldiers, then survival at any cost might have been the only thing that mattered.

My question: 'What would we have done in their place?' I'm sure the 28th's men had similar questions. However, they weren't able to carry out their dead and wounded or to stay and fight because they simply lacked the physical, mental and spiritual stamina needed to do so.

This exercise, while nothing compared to what took place in 1944, strengthened my belief in the "total fitness" concept. It's a concept I won't soon forget. I can't imagine an NCO in any future battle who would want to face similar circumstances. We NCOs must train our soldiers now by leading from the front in all ways—always.

along with the dense forest made navigation impossible as well.

Hygiene and winter uniform supplies played a major role in the soldiers' morale and welfare. The 28th experienced record numbers of pneumonia, influenza, colds and trench foot casualties. Many soldiers still had the equipment issued when they arrived in France. There were few overcoats and shoes—only 10-15 men in each company had overboots. The divisional surgeon's report showed some 750 cases of trench foot.

NCOs kept those soldiers in exposed fighting positions for four days. German artillery, stationed just 12,000 meters away, kept a watchful eye on their movement. Constant exposure to the elements—freezing rain, mud and no hot food, along with the constant artillery explosions—wore those soldiers down.

The severe physical hardship gradually ate away at the soldiers' ability to stay mentally strong and focused. The enemy's calculated artillery destruction of the battalion's positions made their death appear eminent, until retreating or death seemed the only options.

Hindsight is 20-20. It's obvious that in this particular battle that there were many shortcomings in the areas of tactics, leadership and strategy. If this happened on today's battlefield, what responsibility do we as NCOs have to help keep our soldiers mentally, physically and spiritually fit to fight? And, how do we fulfill those responsibilities?

In this case, it seems the NCOs weren't capable of keeping soldier morale high, for whatever reasons. However, it appears there were remedies that would have at least delayed the 28th's retreat. For example, why would you keep your soldiers in foxholes exposed to the enemy artillery? Why not move them or cover them? They could've moved forward to the tree line and denied the enemy direct observation. Putting "dummies" in foxholes or pulling the men back to the outskirts of Vossenack and retaining original fields of fire might have worked as well.

Any of these actions would've instilled a sense of confidence in the soldiers and reduced the mental stress they'd been facing. In addition, the phy-

sical battle with the elements may have been reduced as well. The more men a unit can keep in battle the more relief they provide each other.

If the soldiers' mental and physical problems had been reduced at some point, the morale and esprit de corps would have followed. It would've given those soldiers that extra spark one often needs to "get through the tough, seemingly impossible battles or times." Research following WWII shows conclusive evidence that physically fit soldiers have greater endurance, tend to heal faster and perform better under stress than soldiers who aren't "in shape."

The example represented in this account leaves no doubt in our minds that we NCOs are the key to unlocking the mystique behind what drives soldiers to "charge that bunker" under fire, rush out to pull a comrade to safety; to crawl, swim or walk hundreds or even thousands of miles through disease-infested, booby-trapped jungle to escape enemy hands. History has given us many a soldier, NCO and officer who survived such ordeals. In turn, history has also recorded those who couldn't and didn't, and makes us wonder how many more of our comrades would've been with us still if we had worked harder at training, leading and instilling fundamentals of total fitness.

Our understanding of the three components of this "total fitness" concept is important. Sharing that understanding with fellow NCOs and our soldiers is equally important. Then, we must lead by example.

The 2d Battalion recorded 515 dead or wounded in just six days. There are many lessons to be learned in studying this battle, but the one that rings loudest to us is: "the more you sweat in peace, the less you bleed in war." NCOs must realize that part of training soldiers to survive in any adverse condition is to be totally fit. By maintaining a high level of personal fitness—mental, physical and spiritual—every NCO and soldier can once again issue or obey the command, "Follow me!"



# *Military spirit means...* **SOUL LEADERSHIP**

By MSG David E. Holden

**A** recent article, based on data supplied by the National Academy of Science, challenges the idea of using upper body strength and cardiovascular efficiency as a discriminator in job performance. The author says that factors such as height, weight and APFT performance apply more to appearances than to job performance.

At face value it would appear that there's adequate evidence to support this idea. However, physical fitness provides significantly more benefit and is only one component in the overall concept of Total Fitness. Mental, physical and spiritual fitness are the three separate components that compose Total Fitness. Soldiers that understand this concept and concentrate on excellence will become the leaders of the future.

There are many challenges facing the Army and the NCO Corps from now until the turn of the century. The one that seems to present the greatest challenge is the need to develop new doctrine to meet a threat that changes almost weekly. Cuts in resources and force reduction driven by an ever decreasing defense budget will further compound these challenges.

As NCOs, we have little or no effect over these issues. However, we must be aware of them and prepare future NCOs

to meet these challenges, by giving them the tools to adapt to these inevitable changes. A totally fit soldier will have the mental, physical and spiritual capacity to overcome future challenges.

FM 21-20 outlines the Army Physical Fitness Training Program, a comprehensive program focusing on the five components of physical fitness. Other factors that enter into being physically fit are; weight control, nutrition, stress management, dental health and the avoidance of any type of substance abuse. A comprehensive program for personal physical fitness will enhance a soldiers' quality of life, increase self esteem, inspire self confidence, improve productivity and bring about positive physical and mental changes. The posi-

itive effects of being physically fit will help soldiers overcome the feeling that physical training is a burden.

The Army School System provides individual military training and education for all Army personnel. This system is the foundation for the mental fitness of all soldiers, taking the knowledge acquired before entry into the Army and enhancing it to support the Army mission. We have all heard the old cliché "Use it or lose it,"; usually this applies in the physical context. There is evidence that this old saw also applies to mental capacities as well. We must instill in young NCOs the desire to continue teaming military and civilian education.

To achieve and maintain mental fitness a soldier must learn through formal

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***Spiritual fitness is the fuel  
that fires moral courage. It's  
what keeps you going when  
you want to quit...***

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education, professional reading and must capitalize on every opportunity to acquire additional knowledge. A goal-oriented personal program for mental fitness will be as life enriching as a physical fitness program. Additionally, mental fitness will increase technical and tactical knowledge, enhance promotion potential and help soldiers gain the confidence of others.

Spiritual fitness has to be the most intangible of the three components of Total Fitness. At first glance we think of spirituality in a religious context, but that's only one aspect of spirituality. Although an important aspect, religion is a personal facet of the concept of spiritual fitness and is an individual choice.

The word spiritual refers to those things that are of the soul and as we all know leadership is the heart and soul of the military. Good leadership is that quality that distinguishes adequacy from excellence in any military endeavor. Good leaders instill the proper values, esprit de corps, pride, morale and moral courage in those they lead. Spiritual fitness is the fuel that fires moral courage. It's what keeps you going when you want to quit and helps you rise above the normal call to duty.

I've been in the military for almost 30 years. I remember the trials of the Vietnam era, being looked at as a criminal and my allegiance to the country I'd sworn to protect being questioned. I've experienced the death of one child, and another born tragically handicapped and bound to a wheelchair for life.

These tragedies, coupled with my Army mission, required me to reach inside and continue to march when quitting would've been easier. I had to pull courage, morale and pride out of the bag. No matter how physically and mentally fit I was, I needed that spiritual "can do" strength to get me over the hump.

I will always get tears in my eyes when I visit the "Wall" and wear my uniform

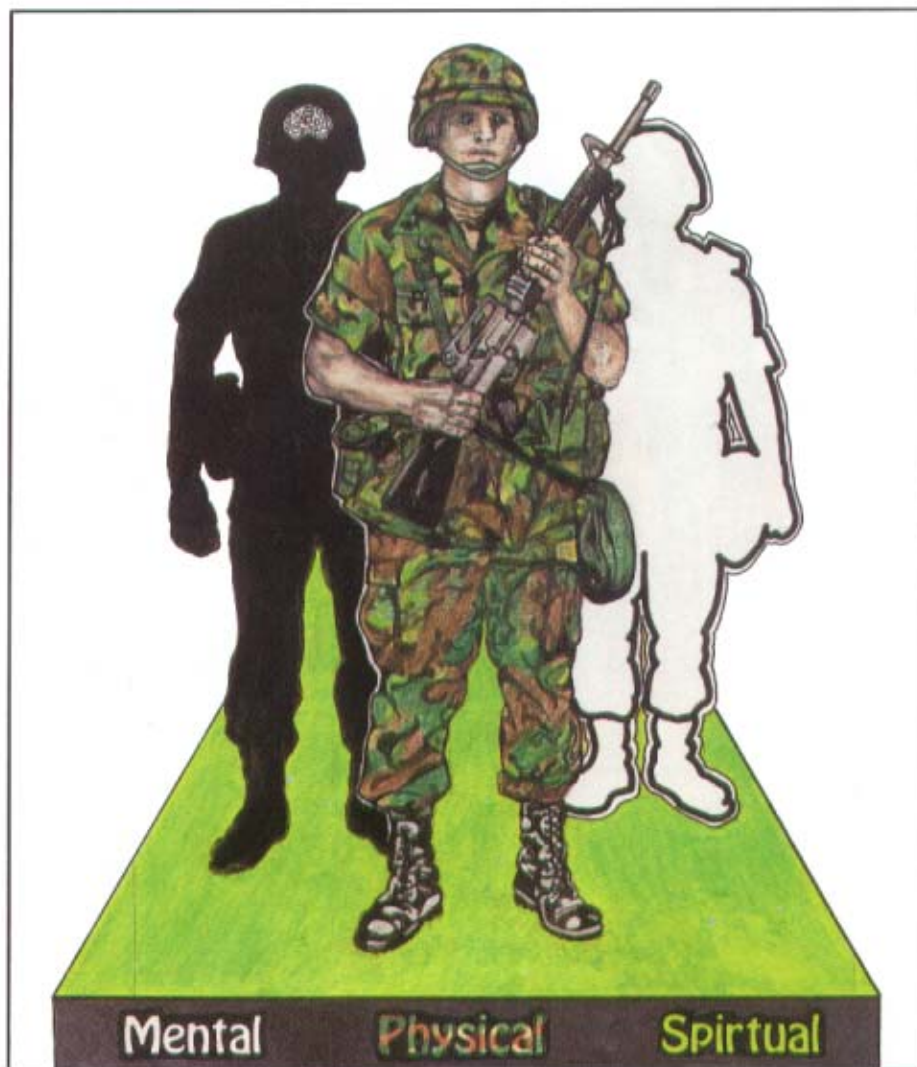
with a fierce pride that is rooted deep within me. That is what spiritual fitness has done for me and without it nothing seems to have much meaning. The competent leaders of the future must realize that spiritual fitness, although intangible, is the key component in the concept of Total Fitness.

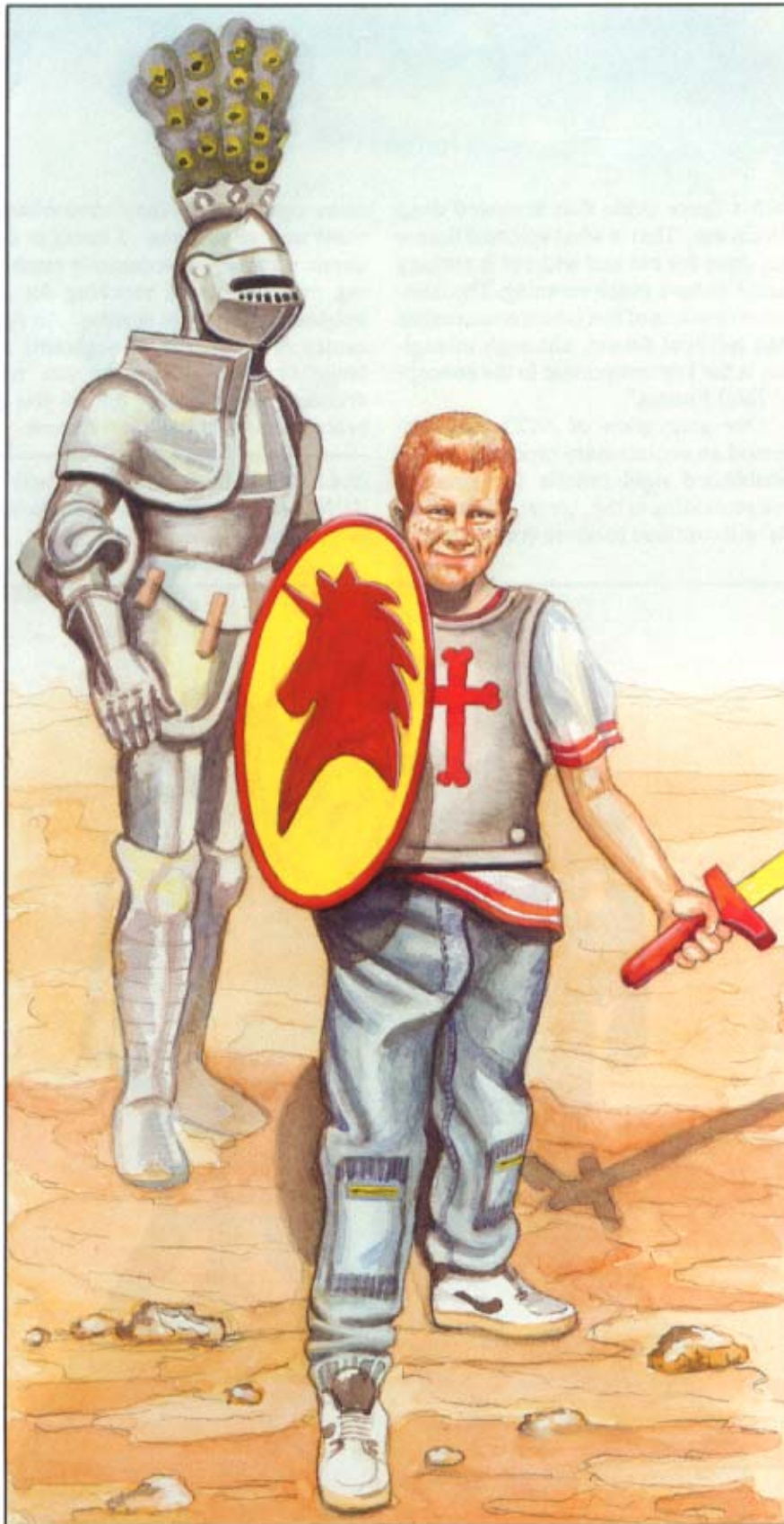
Our generation of NCOs has witnessed an evolutionary process that has established rigid criteria for entering and remaining in the Army. These criteria will continue to develop and become

more rigid as the Army streamlines to meet new challenges. Fitness is a dynamic state where constantly establishing new goals and reaching for new heights, is the key to success. An Army career will be the springboard that launches you to heights you never dreamed possible, but only if you embrace the concept of Total Fitness.

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*Holden is operations sergeant with the ARNG Aviation Trng Site, Ft. Indiantown Gap, Penn.*





# The

By SFC Dave Evans

**L**ong ago in a faraway realm lived a lad with a burning desire to serve his land. His parents knew this to be a good thing for a young one, so they gave their blessing, advice and provisions for his journey.

The lad wanted to be a knight. He'd seen them in their resplendent armor directing the men-at-arms in preparation for battle. *(Well, he'd seen them in pictures and his imagination; for while his realm was at war in a distant land, no battle had touched his village.)* No evidence of war could be found anywhere in the realm, for the lords had determined the people wouldn't tolerate harsh reality.

Despite, or perhaps because of this, the war was deemed unsatisfactory by many in the land. The dissatisfaction spilled over onto the knights and men-at-arms. As always happens when people are through with armies, many knights, squires and men-at-arms were cast out to fend for themselves. Our lad was oblivious to this. He was seized with the ambition to be one of them. He believed them to be the best the land could offer! When the young lad finally reached the castle, many fine warriors were gone.

The lad learned important lessons immediately. Considered an exceptionally bright boy in the village, he soon discovered many around him seemed sharper of wit. This was a good lesson for he knew he would have to work harder if he was to be a knight. He learned the rudimentary skills of fighting. He was schooled in the traditions of knighthood

# Quest

(A cautionary tale)

and service. He believed his scullery skills had been honed to such a degree that any more use of them could blunt the fine edge!

There were those who tried to teach the lad some bad lessons, too. Sir Lump, Counter of the Royal Beans, taught him the ancient tradition of "Armor Thy Arse."

Squire Timid told him, "Heed this, in these evil times, methinks it best that one draws little attention to one's self. 'Tis wise to emulate the turtle and keep thy neck well ensconced in thy shell."

Squire Sloth said, "Don't concern thyself overmuch with the rusty armor. Cleaning it is such a terrible task and few knights bother to check anymore. Besides, I have it on good authority that we're getting new armor soon, so we'd be squandering the little time they allot us for ourselves! Come, let us visit Squire Sot, he knows how to have a good time!"

In the beginning, the lad wasn't sorely tempted by these entreaties. He didn't care to be like these, he was going to be the best! His heroes were Sir Candor, Sir Competent, Sir Courage and Sir Commitment. He watched them closely.

Sir Candor was admired by all his men-at-arms, save a very few (none of whom the lad thought well of). Sir Candor spoke up when he discovered any shortcomings, even among his own retinue. This characteristic seemed to trouble the lords. When they were forced by shrinking coffers to further reduce the ranks, the irritating Sir Candor was just a memory.

"After all, his men-at-arms needed work on pike techniques. His yeomen needed much practice on the longbow.

Why, he told us so himself!" They reassured each other with these words. The lad heard them as he polished the flagstones in the room.

Some of Sir Candor's men were kept on. Sir Sly received them into his ranks and reported making remarkable progress. He praised the lords for their wonderful training philosophies. They were pleased. The lad observed this and kept his own counsel, for his dark thoughts seemed unworthy.

Sir Courage was renowned for his valor. In the distant war he'd received high honors for his actions in combat. He was known, too, for his speaking on behalf of his Squires and men-at-arms. He demanded the best training for them, for he knew the horror that resulted without it. This seemed to be an irritant to the lords, as well. Sir Courage was soon moved to a new position, assisting Sir Chub, Keeper of the Royal Larder. He chafed in this role, but strived to do his best. Sir Courage transferred to the Scribes Tower. Once there, it was a simple matter to bind him in unbreakable flat red ropes that sap the will.

The lad watched and kept his own counsel, for he was sorely troubled. Sir Competence and Sir Commitment still remained, but they'd lost some of the fire and dash the lad admired. Some less worthy knights scuttled about currying favor with certain lords. These reprehensible cowards would cast aspersions on Sir Competence and Sir Commitment and the other noble knights still remaining.

The lad watched these fawning sycophants rise in favor in the court. He began to doubt the worth of his goal. He sought solace with Squires Sloth and Sot.

Those two proved eager to bring him down to their level ('twas ever thus!).

Fortunately for the young lad, his drunken antics landed him in trouble. After his punishment, Merlin, the Sergeant Mage of the realm, had the lad brought to him. The lad awaited his fate with dread. All feared the Sergeant Mage. He was reported to be larger than life, and uncowed by the most powerful lord. It was rumored that he began his service eons ago and predated the castle itself by generations. He was thought to have the power to read men's most secret thoughts. The lad shook with fear at what was about to befall him.

"Son, sit down and tell me why you came to serve."

The lad blinked. This was not an evil ogre...he may yet be allowed to live! He began to tell his tale, stumbling early; but with probing questions from Merlin he recounted it all. When he finished he again felt fear creep over him. Who was he to have these doubts about the greatest Army ever to take the battlefield?

The Sergeant Mage told the lad this wasn't the first time that worthy knights, squires and men-at-arms had been turned out; nor would it be the last. He reminded the lad of the vision he had when he joined.

"You alone have the power to make this vision true, lad," the Mage intoned.

The Sergeant Mage attempted to rekindle the fire in the lad. He must have been successful. The lad grew to manhood, and though he never became a knight, he became a first class sergeant of the guard. He tried to emulate the traits and attributes of those he admired through the years. He felt vindicated, when many years later his Army handily defeated an evil enemy. At the same time, he foresaw another dark cycle approaching. Would his men-at-arms and the noble knights experience those terrible days again?

NO! The proclamation came from the very top; Quality will be our watchword! Let the craven quake, the unfit faint and the sly manipulator quail at the thought. The errors of the past will not be repeated. This time only the best will serve!

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*Evans is assigned to Co. C, 1/133d Inf, Iowa National Guard, Hampton.*

By CSM John D. Woodyard

**A**re you a whetstone? The Army's NCO Development Program with its new emphasis on self-development is a tried and true system which is sure to produce professional NCOs. Of course it is not really new; indeed, the three pillars—Institutional Training, Operational Assignments and Self Development—are very familiar to astute leaders. My concern is that with the greater emphasis on self-development, some senior leaders may be tempted to abdicate their responsibility to mentor and coach. But we mustn't slack up on this most challenging and most rewarding aspect of leadership. The fact is that our junior NCOs need our guidance more than ever. They're fighting for their careers.

I can speak with some authority on this subject because as a brand new soldier at Ft. Sill, Okla., I was on the receiving end of some outstanding leadership. My first assignment after AIT was to a self-propelled committee of the Training Command. There I met leaders such as SFC Joseph Ellis, SFC Roy Eckstrand and MAJ John L. Overby, an officer who lived and led by the 4C's long before they were published. But the NCO that made the greatest impression was SFC Otis Whetstone, whose name inspired this story. NO! His name is descriptive of the way he honed and polished my elementary skills.

From the day I arrived, SFC Whetstone pushed me. It was not the kind of pushing that causes resentment, but the kind that challenges and builds confidence in a young soldier who wants to learn.

"PFC Woodyard, we're pulling the engine on SP30 Saturday morning. You should be there to learn that.

"Regardless of rank, Specialist, you are the chief of that howitzer; that means you are responsible for all that happens in and around it.

"SPC Woodyard, pack your duffelbag. BNCOC had a no-show. You report at 0800 tomorrow."

And a few months later, "Congratulations SGT Woodyard; welcome to the NCO Corps!"

He gave me responsibilities and with them, the room to make a mistake and learn from it. Following a mistake, I could always expect counseling, retraining and a quick return to the place of responsibility. He packed 10 years worth of training into the two years I worked for him. He

accepted no shortcuts. Safety was a paramount consideration. He never babied me, but expected me to perform as an NCO long before I became one. And when I did, he was as proud as I was.

In the ensuing years, I've thought of SFC Whetstone many times, and asked myself a lot of questions. Did I take him for granted? Not really, but I just was not wise enough to appreciate what he was doing for me until much later. Why did he take so much time for me? He didn't do it for thanks or recognition, but he cared about doing the right

thing. Have I followed his example? I've tried and am still trying.

The mentorship of junior NCOs is a full-time job; in fact, you could spend all of your time developing leaders and still see more needs. There are many things you can do. Push education, both civilian and military. This includes informal learning and functional courses as well as college courses and NCOES.

Recognize and reward those who are making an extra effort. Seek out class openings and standby opportunities for military courses. Emphasize reading, writing and computer skills; they're essential. When you recognize an NCO with an exceptional talent, help him develop, expand and use it. Make your NCOPD meaningful and solicit individual questions and follow-ups. Keep yourself and your soldiers up to date and up to standards. Never sidestep a chance to work with a soldier; if you're busy, set up an appointment for later. If you can't do this, or if you get tired of it, it's time for you to go.

How can you know if you've made a difference? Sometimes—rarely—the results are instant. Usually it takes much longer. You may see the soldier again as a seasoned NCO, you may get a call or a letter or see a name in the *Army Times*. In most cases, you will never be sure how well you succeeded, but don't let that stop you.

So this is a challenge to NCOs at all levels. Guide, mentor and/or preach if necessary. Set the example. Encourage self-development, but you be the catalyst. Let them know that you are ready to help. The reward will be inside you and will be visible in your soldiers. Do it right, and they will pass it down to the next generation of NCOs.

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Woodyard is CSM, 84th Ordnance Battalion, Muenchweiler, Germany.

*"As iron sharpens iron,  
so one man sharpens  
another."*

Proverbs 27:17

## Why Senior NCOs Go For MFT

By MSG(P) Pamela Brockman

Many soldiers may wonder why their senior sergeant has gone through a rigorous master fitness training (MFT) program. Particularly since most unit MFTs are young sergeants and staff sergeants.

Putting first sergeants, sergeants major and command sergeants majors through the course keeps the senior NCOs in line with the "lead from the front" philosophy. Also, consider who has the greatest potential to influence a unit's physical training program. Senior NCOs are responsible for their soldiers' and commander's interests. Junior NCOs still need MFT training, but much more is gained when MFT-qualified senior NCOs work with their junior NCOs to produce an effective unit PT program.

Surprisingly, many soldiers still think PT is only effective if it's based on the old "daily dozen" concept. The idea of doing timed sets, ability group runs and exercise to music is abhorrent.

The Army's Physical Fitness School, now at Fort Benning, Ga., has been around for 10 years. However, students still arrive at the US Army Sergeants Major Academy (USASMA), Fort Bliss, Texas, without an understanding of how to apply the principles of exercise: progression, regularity, overload, variety, recovery, balance and specificity.

The Academy provides MFT training to master sergeants and sergeants major attending the sergeants major course (SMC). The MFT class meets twice a week, Tuesdays and Thursdays, 2:30-4:30 p.m., throughout the six-month course. The SMC course carries a demanding schedule, and students taking the MFT course nearly double their workload. Learning anatomy, physiology, energy systems and exercise principles and applications—on top of the normal academic load—borders on insanity. However, senior NCOs, the soldiers they train and the Army benefit enormously. The NCO also earns the P5 additional skill identifier.

Most USASMA students who enroll in the course say they do so because they want to take that knowledge to their new or existing units (most Guard and Reserve students go back to their parent unit) to ensure their PT programs are effective and running correctly. That should be every senior NCO's goal—to have an effective unit and/or individual PT program.

Students not only learn how to apply the principles of exercise for unit or individual programs, but also learn about lifestyle changes necessary for overall fitness. The SMC student average age is 40, so the MFT course health promotion aspects are useful personally as well as professionally.

Students also learn about nutrition and weight control. As we age, there is a natural tendency to gain a few additional pounds (known as creeping obesity). Knowledge of proper weight loss methods and dieting will assist NCOs in meeting Army weight control standards (AR 600-9).

A proper unit PT program should provide weight loss (or maintenance) exercises, such as long, slow runs. Command sergeants major who are MFTs can also provide nutritional guidance to their battalion dining facilities.

Cardiovascular disease risk, tobacco cessation, effects of sleep deprivation and stress are also taught in the course. Senior NCOs need to be familiar with this information both for their own well being and their unit as well.

Many a poor decision has been made by NCOs and commanders who went without sleep for an unnecessary period of time, putting their soldiers and the unit in jeopardy.

Women are assigned to almost every Army unit. Changes currently being discussed may see them in all units. With that in mind, the senior NCO leadership must recognize the physiological differences that cause physical performance standards to differ. This, too, is taught in the MFT course. If unrealistic standards are set, unit morale will suffer.

One of the principle reasons I volunteered for the MFT course while a student in SMC #40 was because of that very same lack of understanding by most soldiers at all levels. That misunderstanding goes from the differing abilities of men versus women to differences among the same sex. As a senior NCO, I wanted the knowledge in order to help dispel these misconceptions. The MFT course provided me with that information.

I've personally experienced this ignorance about physiological differences. After completing my two-mile APFT run, two of my fellow male classmates came to me and offered to help me improve my time. I'd just maxed the test and completed the run two minutes faster than required for a maximum score. For some reason I found it difficult to feel positive about their offer.

Let's hope the MFT course will give NCOs such as my two classmates a better perspective on soldiers' differing physiological make-up. We must also realize that not everyone, because of these differences, is able to be a top performer. The APFT standards are achievable by all soldiers, but all soldiers aren't capable of achieving a score of 300.

The MFT lesson material is important to the Army and the NCO Corps. In order to continue educating our most senior NCOs, the Sergeants Major Academy will introduce all students attending the nine-month SMC course (which begins in August 1995) to a scaled down version of the MFT course.

Graduates will learn to include variety instead of the daily dozen in their programs, match PT to the Mission Essential Task List (METL) and to motivate soldiers to do their best. They'll also learn how to teach soldiers to progress, get a good workout, yet avoid training injuries through proper warm-up, cool-down and flexibility programs.

By educating our senior NCOs on proper fitness, to include all facets of lifestyle, we'll have physically and mentally fit, healthy soldiers for our smaller 21st Century Army.

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*Brockman is an MFT trainer-instructor for the Sergeants Major Academy, Fort Bliss, Texas.*

## ■ Letters to the Editor

### ■ Confusion Persists Over What Leads to Promotion

■ I've read just about everything I can get my hands on, from FMs, TMs, *Soldiers* and *The NCO Journal*. When I read SFC Johnson's letter, "Living the Promotion Lie," in your Spring issue, it scared me.

Like SFC Johnson, I just finished a successful recruiting tour. I volunteered for that assignment because I wanted to demonstrate my abilities thru various jobs to the promotion boards. I now attend night school and I'm preparing to become a SGT Morales club member. When I PCS from Germany I'm thinking of drill sergeant duty.

Every chance I get I seek advice from senior NCOs and ask what they did to get promoted. Most don't really know specifics, but the majority say recruiting, drill duty and/or college will get you promoted. Is this information a lie?

SSG Juan R. Mortas  
Mannheim, Germany

■ After reading several of the articles in the Spring *NCO Journal* I'd like to see almost a whole magazine or issue dedicated to NCO promotions, at the semi-centralized level. I do believe that at times we're misled about assignments. I also believe the education standards should be addressed.

It's greatly felt that NCO boards also practice affirmative action quotas that affect morale. It's also stated that recruiters and drill sergeants are selected because they're in the top 10 percent of their field. We're told this by USAREC after being forced into recruiting. But, no one here gets promoted. I guess we're not that great.

I think the NCOs and officers that sat on recent boards could provide valuable insights. It's harder to get personnel centers to properly process and maintain our records. I think it's up to *The NCO*

*Journal* to shed light on the problems we have and how we can make the system better.

SSG Arnold W. Schnobrich  
Chocktaw, Okla.

■ I read the letters in the Spring 93 issue that referenced promotions. The writers give a negative impression that promotions depend on who you know and not what you know or whether you're qualified.

I've been in the Army for 11 years and should be a staff sergeant. I have no one to blame but myself. I wasn't proactive, until now.

Since I've been stationed at Fitzsimons Army Medical Center I've been preached to about promotion from two senior NCOs and a civilian employee. They aren't in my chain of command.

Our post command sergeant major, CSM Harry Stanfield, is constantly stressing education during our monthly NCO Development Program. He also started the NCO Self Development Course, which is sponsored by one of the local community colleges. If I hadn't volunteered for the program I wouldn't be back in college and would still be farther from making those staff sergeant stripes.

Two other people have been a great help to me, SFC Willa Chandler, and Mr. Mike Redgate. Mr. Redgate always has answers for me no matter what the question and SFC Chandler finds time to discuss issues with me. She even volunteered to help me prepare for my PT test on her own time.

I'd just like to say thanks to them. By the way, I graduated from the NCO Self Development Course with 31 more promotion points.

SGT Trudy Y. Britt  
Fitzsimons AMC, Aurora, Colo.

■ I'd love to see an article on the centralized board proceedings and how they're conducted. What does the board look at? How much time is spent on each soldier considered?

I'd also like to hear comments from other NCOS on this idea: each soldier reviewed but not selected for promotion should be sent a checklist of areas the board members thought the soldier needed to improve on. This checklist could be used by soldiers to better prepare themselves for the next selection board.

There are hundreds of soldiers within the Army who go through the same preparations every year whether they need to or not...a new DA photo, retyping their 2-1, and requesting an updated copy of their microfiche. Can you imagine the time and effort soldiers would save if they were provided with an improvement checklist. Not to mention time better spent improving their education.

I'd like to hear comments from other NCOS on what they think of this idea? Also, what areas this improvement checklist should be focused upon.

SSG Bobby Reynolds  
B Co., 8-158th Avn Regt, Germany

■ As I reviewed my records for the master sergeant selection board, I reflected on my military career. I wondered how I measured up to my peers.

Then I began to wonder just what selection board members look for in our records. Do they understand the impact a tour on recruiting or drill sergeant duty has on a soldier's career? For example: There's a significant difference in one command's rating on the NCOER compared to another. Board members can measure many things when they review your records, but they can't mea-

sure that human element...heart. I was taught heart is what makes the American soldier. Many times that element is omitted from NCOERs because it's hard to measure.

I read a letter to the editor in a military publication where an NCO said he'd rather go to combat with a soldier who struggles on his PT but gives it his all, versus the soldier who has natural ability and does the minimum.

I hadn't consciously thought about that until now. I agree with this NCO. Maybe because I'm one of those for whom nothing ever comes easy. For example: While I was in recruiting there was another staff sergeant already at the station when I arrived. As time progressed it seemed his effort was minimal and I was giving it my all, yet the measurable results were equal. I talked to my station commander and she pointed out that in areas that were harder to measure, such as the goodwill I'd created in my area and the headstart I'd given my recruits, I was head and shoulders above the other sergeant.

She understood the difference and rated me accordingly. Unfortunately, not everyone is that astute. Many times all the focus is placed on numbers because the current rating system calls for measurable achievements. However, there are many worthwhile things that NCOs do beyond their duty description, but are omitted in the NCOER. That's what happened to me during much of my time in recruiting. I tried to fight it, but it's a gray area.

Once I was back to the "Army," I noticed a difference on soldiers' ratings. It was as if the standards weren't as tough. I felt that even though I'd worked hard and was relatively successful at a job I was drafted into, I probably looked like a "dirt bag" compared to my peers. It wasn't a comfortable thought. There's a significant difference in my NCOERs before and after recruiting. Those three or four NCOERs, plus no chance to attend MOS related training or Airborne

or Air Assault schools appears to have cut my chances for promotion.

I've resigned myself to the fact that I'll retire as a sergeant first class while soldiers I went to AIT with are master sergeants and sergeants major.

My goal in writing this letter is to increase rater awareness on the importance of the NCOER and hopefully make the selection board members more aware that what they read isn't always a true picture of the NCO.

To my fellow NCOs, I remind you that "life isn't fair." In this changing environment many good NCOs won't be selected for advancement. How we choose to handle that, in my book, determines who's a success and who's a failure.

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SFC Barbara J. Ray  
Ft. Benning, Ga.

■ I've read and heard a lot about the centralized promotion system and it's only fair to say "the system is broken." For whatever reasons, the best have been promoted; it's time we NCOs find ways of making "the system" work.

Let's face facts. Records can be doctored and photos altered. What might work is, in addition to the board having the soldier's record it might also have a videotape with questions asked by an off-camera interviewer; the questions being unknown to the soldier. Such questions would cover current Army philosophies, policies, etc. This would give board members a chance to see how an NCO reacts to specific topics. In addition, the board member sees NCOs in a more natural setting, in their uniform.

While being videotaped, someone could hand that NCO a book or magazine and ask them to read from it—that would certainly shake a few trees.

At least soldiers would feel it was more than a record jacket and photo

representing their years of service. This may take the promotion board an extra 90 days to review such material, but in the end the Army would be getting a better product.

I'm not complaining. I've had a great career, although I do have some apprehensions about the service I leave behind. We'll truly need the "best of the best" in the years to come if we're to survive as the last superpower. The blood, sweat and tears shed by those before us shouldn't be in vain. As NCOs we must come up with a truly fair and equitable system for promotion and stop the belly aching about "why I didn't get promoted."

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SFC Robert E. Madigan  
Ft. Sill, Okla.

### Thanks for the Understanding

As a faithful reader of *The NCO Journal* I'd like to thank you on behalf of the soldiers of the 425th Transportation Brigade. You present a true understanding of the NCO in daily life. Keep up the great work!

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CSM Franklin T. Brady  
Fort Sheridan, Ill.

### MILES Lane Training Wasn't Conceived by National Guard

This letter is in reply to SSG Maddox's letter that appeared in the Spring 93 edition of *The NCO Journal*. I'm the readiness NCO for Co. B, 1-128th Inf (M) WIARNG. Our unit was the first RC combat unit to participate in MILES lanes training in 1991 at Fort McCoy, Wis. As much as I'd like to see the National Guard receive credit for developing lanes training, I must point out that the concept was conceived at FORSCOM in 1990 by GEN Burba. The National Guard didn't develop the training plan, as SSG Maddox stated in his letter.



Our unit has participated in lanes training for two consecutive AT periods. I can't say that I've experienced any of the things SSG Maddox mentioned. In fact, our NCOs have been unanimous in the opinion that this has been the best training experience ever.

The OPFOR at Fort McCoy hasn't been too restrictive. They have a mission and parameters to operate within just as the BLUFOR unit does. These parameters ensure that the participating unit is cued to execute the appropriate battle drill while running the lane.

Battle drills are the heart of lanes training and must be properly cued by the OPFOR to effectively train the unit.

The only problems I experienced with OPFOR during my lanes experiences as a platoon sergeant was that a few OPFOR players thought the lane was a free-for-all. Under those conditions a participating squad wasn't cued to execute battle drills. Consequently, time on the lane was wasted. The OPFOR commander in this situation was corrected and things went smoothly after that.

The OPFOR needs to operate within parameters because the BLUFOR unit is trying to validate on one particular mission. Those of us who've read FMs 25-100 and 25-101, know that a unit can't possibly train for every possible situation. Therefore, they must train on fewer missions and do them to standard. This isn't possible if the drill is "react to contact" and the "cowboy" OPFOR commander decides instead to prepare an ambush.

In two years of lanes training I've made at least 10 "wet" runs with my platoon. My squad leaders have well over twice that many. In none of these cases was a "dry" run allowed on the same terrain. We were never informed of OPFOR's location or disposition. It was prohibited, as it should be. The lanes weren't "canned." They were very realistic and well executed.

SSG Maddox has obviously observed lanes training executed in a manner con-

trary to its intended purpose. The lanes training idea isn't at fault. I'd encourage SSG Maddox to contact the Readiness Group at Fort McCoy, Wisc., to find out how well the lanes concept works.

This AT period my unit is designated as OPFOR for Squad and Platoon Defensive Lanes. I know that we'll have boundaries to operate within. In combat they're called controlled measures and you stay within them. In training, we (OPFOR) will do likewise.

Lanes training is the way to train. Don't sell it short because it wasn't done the way it was intended.

---

SFC Steven R. Grosskreutz  
Amery, Wisc.

### Cover Captures NCO Spirit

Compliments to the editor on the selection of the Winter 93 cover "Sergeants Valor" (by Don Stivers). It certainly captures the spirit of the NCO Corps.

---

SFC Michael G. Voss  
Beaverdam, Va.

### SGMs Influence "Total NCO"

Today, and in the future, we as the Army sergeants major have an even greater role of ensuring the development of the USAR "Total NCO."

There are many significant changes on the horizon for the Army's force structure. With the need for quality NCO leadership in smaller, highly mobile forces, sergeants major must constantly drive home the message that young enlisted soldiers must be "Total NCOs."

The "Total NCO" is not a concept, it's a reality of our Army. Technically and tactically proficient NCOs must be effective leaders of soldiers, continually practicing leader skills. All NCOs must be taught to lead under pressure and perform at levels above the mindset of

functioning in pay grades. Battlefield scenarios don't lend themselves to familiar organizational structures and often there's no officer.

There are plenty of Army doctrinal publications and manuals on training as well as written materials on leadership and counseling. What our up and coming NCOs really need, and in many cases don't have, is solid senior NCO role models to show and coach them to success. Is our image what it must be? Do we think to look in the mirror and ask ourselves if we're the very best role models? Sergeants major, now more than ever, must "take charge" and assume the ultimate responsibility and accountability of developing our NCO leaders.

If you don't believe the "Total NCO" is a reality now, just study the trends of the centralized "Best Qualified" boards for USAR promotions and senior NCO level schooling.

Sergeants major...It's our legacy or our failure!

---

CSM Mark Pistillo  
Gainesville, Fla.

### APFT Standards Question

Our company recently took part in the APFT and it appears that a technical versus common sense issue has arisen in the process. As the time keeper, I understand that the time clock for the two-mile run begins when the command "GO" is given. However, I was approached by an officer (1LT) who suggested that the time clock begins after the last person crosses the starting line. There was a six-second difference between the first person to cross and the last.

Another officer (CPT) observing the exercise insistently argued that the time should have started at the command "GO," which is specifically outlined in FM 21-20. Since our starting line was approximately 15 soldiers deep, it created an unfair advantage for those in the front.

*(continued next page)*

Common sense tells me that since we can't accommodate every soldier on the starting line, it would be fair to abide by the ILT's suggestion. Could someone please tell me if there is anything out there in the world of ARs that corrects or makes more sense of this situation?

**SGT Lancaster Mendiola**  
San Antonio, Texas

*FM 21-20 is explicit in how to conduct an APFT; read the requirements thoroughly prior to the commencement of the event. The time will begin at the command "GO" for everyone.*

*Sometimes, common sense seems right. However, to even out the time difference, consider putting the faster runners in the back. They will make up their time through the run and the slower runners will get the "break" at the start.*

*Comments and suggestions should be directed to the school component listed at the back of the FM. And lastly, to alleviate disagreements with test scorers, direct the questioners to the test's NCOIC/OIC.*

## Ranger Rick—"Get Real"

I read the Winter 93 edition of *The NCO Journal* and found it to be decent reading until I got to the letters. I guess you could say I'm incensed by the gall of some of my fellow NCOs. So, in response to SFC "Ranger Rick" Tschernec's comments on his promotion Snafu—get real!

The Army made a few mistakes with you. Let me try to clarify them for you.

Mistake #1: Staff sergeant in four years—bet you thought you were the cat's meow. You knew everything about anything and the Army rewarded your knowledge and obvious superior skills with an extremely early promotion. The reality is that you probably didn't know enough about anything with four years of service. You said you were "selected"

for drill sergeant duty. Was that under duress? Most high speed NCOs volunteer for that tough job.

Mistake #2: Tragedy of tragedies, you get selected for sergeant first class with a mere eight years of service. Wow!

I'm sure you impressed the board with all those shiny badges, ribbons and gizmos on your uniform. You had to—two minutes is a short time to get a true picture of any soldier, good or bad. Even with good Army test scores, a well-rounded NCO would have thrown in some civilian education for good measure. You aren't the only soldier in the Army to get excellent ratings.

Ranger Rick, you then compounded the Army's mistakes with your own.

Mistake #1: You truly believed you were all that and then some! In all honesty, you probably were an outstanding soldier and deserved the accolades you received. However, your letter indicates you did all this for personal glory and contrary to your excellent NCOERs, you didn't perform your duties selflessly!

Mistake #2: This one really gets to me. If you were such an outstanding SSG and SFC, why couldn't you continue to carry on in an outstanding manner after nonselection for master sergeant? Could it be that the early advancements clouded your judgement?

Ranger Rick, it seems you were only in it for the glory and cash flow.

The moral of this NCO's trials and tribulations:

If you're in it (NCO business) for the cash and personal glory, get out now! The Army (and NCO Corps) needs more *selfless* servers...it already has its share of *selfish* servers.

**MSG Arthur LaMott III**  
Evans Army Hosp., Ft. Carson, Colo.

## Setting the Record Straight "When Tragedy Calls"

After reading the Spring 93 issue I was disappointed at the lack of research

done on the article "When Tragedy Calls." [page 17]

♥ "Sergeants may be called to perform personal notification of a death to the next of kin." IAW AR 600-8-1, Army Casualty and Memorial Affairs and Line of Duty Investigations, Chap. 7, paragraph 7-4(a) "All officers, warrant officers and senior enlisted personnel in grades E-7 and above may be used to notify next of kin."

♥ "Casualty Assistance Officers (CAO) are also responsible for escorting the remains from airports or train stations to private or Army burial sites". IAW 600-8-1, Chap. 28, paragraph 28-3, "Military escorts generally are selected by responsible commander at or near the place of death. Army escorts normally should be selected from within the command." IAW 600-8-1, Chap. 28, paragraph 28-4(a), "A special escort is any one person, including a relative, requested by the primary next of kin (person entitled to direct disposition of remains) to escort the remains of a service member to final destination."

♥ "A 1989 survey reported that informing families over the phone was the hardest and most stressful part of the job, both for themselves and next of kin." IAW 600-8-1, Chap. 7, section II, paragraph 7-5, "Personal notifications will be made to primary and secondary next of kin of all deceased personnel." IAW 600-8-1, Chap. 7, 7-14(2), "When there is a strong likelihood that the next of kin may learn of the casualty through unofficial sources due to a delay in reporting, the responsible commander may approve telephonic or other means of notification to the next of kin".

It is my personal and professional opinion that the hardest and most stressful part of this job is having to tell children face-to-face that "Daddy won't be coming home."

**SFC Renee N. Porter**  
Fort Sill, Okla.

## Book Reviews

### **Bouncing Back:**

**How a Heroic Band of POWs Survived Vietnam**

By  
Geoffrey Norman

*Houghton Mifflin Company, 1990*  
248 pages, \$19.95 (H/B)

During a late summer morning in 1967, A-4s from the carrier *USS Oriskany*, formed a loose formation and headed for the Vietnamese coastline. Radio silence was easy. All the pilots knew the routine. Upon crossing the coastline, the "feet dry" report would go out to their carrier and the climb to attack altitude of 16,000 feet would begin. But for one pilot, Al Stafford, it would take years, not minutes, to hear "feet wet" as he crossed the coastline again.

Stafford's ordeal in North Vietnam began by crashing through a thatched

roof into a large mud puddle. Then, with broken ribs and a broken arm, Stafford was forced to endure a mock execution on the march to his interrogator. The interrogators were persistent, but Stafford's resistance to questions remained firm, even though he went for four days without water.

Weakened by injuries and overwhelming thirst, his will eventually collapsed during rope torture.

The Code of Conduct had no answer for the torment Stafford and other POWs felt after giving information to their captors. The methods developed and used by POWs to cope and "bounce back" after being stripped of their will is the subject of this informative book.

Stafford lived as a POW for six years. He and many other POWs retained their will to resist and ultimately survived their ordeal because of learning to bounce back. Every NCO in today's military needs these skills and can learn from the experiences of these brave men.

MSG James M. Dalen

### **Combat Service Support Guide**

By  
MAJ John Edwards (USA, Ret.)

*Stackpole Books, 1993*  
292 pages, \$14.95 (PB)

With the frazzling of nerves at the approach of impossible deadlines and mission requirements, the 2nd edition of the *Combat Service Support (CSS) Guide* is a welcome Alka-Seltzer.

Developed for use as a working reference journal for the service support officer, combat support and combat

arms personnel can do well by keeping this book in their reading arsenal.

The NCO can do no wrong in keeping it handy. Administrative and logistical wizards of the modern battlefield need all the help they can get to keep the goods and services flowing to the front.

As a hip-pocket reference journal, the *CSS Guide* gives examples of many of the needed forms used while training. It also includes a helpful list of many references, including ARs, updates, FMs, etc.

*CSS* no longer works in the "rear" but flows to the "front" to ensure smooth distribution of the 10 different classes of supplies.

Designed for use under tactical conditions it "should give the logistician a fighting chance for success on the modern battlefield." (COL R. W. Searce)

SFC Bill Horner

### **Follow Me and Die:**

**The Destruction of an American Division in World War II**

By  
Cecil B. Currey

*Stein & Day, 1984*  
320 pages, (Out of Print)

Currey analyzes the 28th Infantry Division's role in the Battle of Huertgen Forest, a battle noted for its incredibly high casualty rates. It's the author's belief that these high casualty rates were unnecessary. In addition to poor leadership that ignored principles of objective and mass, security and maneuver, soldiers faced a harsh winter with inadequate uniforms. Weather and poor hygiene produced record numbers of casualties from pneumonia, influenza, colds, and trench foot.

Faulty intelligence concerning enemy strength, mixups in plans of attack, lack of knowledge about the terrain, and a lack of qualified leaders only magnified the problems.

Poorly trained replacements, following early losses, were unprepared for the horror of the German "tree bursts." Artillery rounds didn't fall to the ground in the Huertgen—they would hit tree tops and explode, sending shrapnel raining straight down. When they threw themselves to the ground the soldiers effectively exposed more of a target. Regulation uncovered foxholes were useless.

Throughout the battle, the division commander avoided visiting the field, passed on unrealistic orders and continually sent his decimated regiments against the enemy's strength.

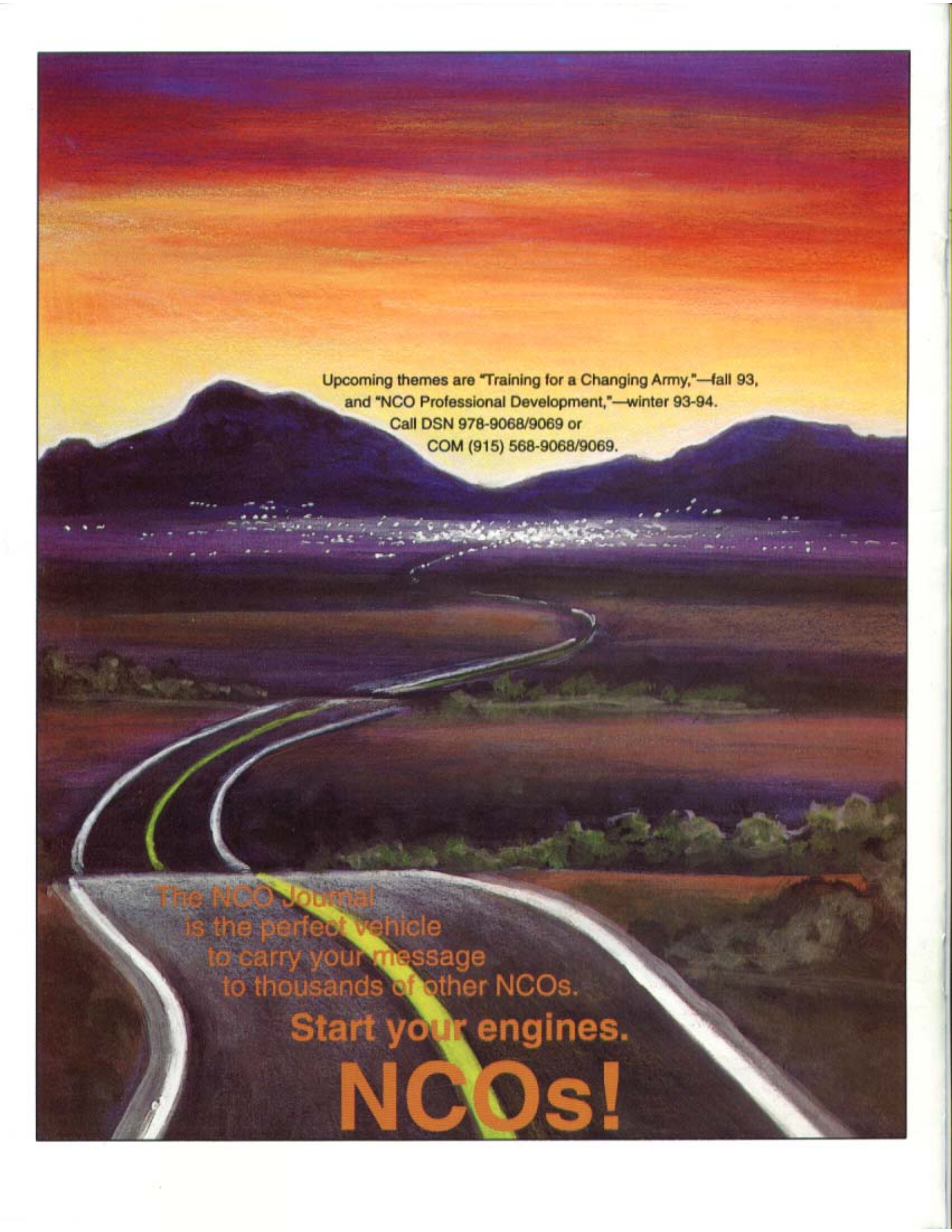
I would use this book in NCO classes and battle staff training, for it reveals what happens when commanders do not know the battlefield situation.

MSG Steven L. Crawford



God and the Soldier, we adore  
In time of peril, not before  
The peril ended, all things righted,  
God is forgotten, and the Soldier slighted.

—Kipling



Upcoming themes are "Training for a Changing Army,"—fall 93,  
and "NCO Professional Development,"—winter 93-94.

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