

The NCO Journal

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A Quarterly Forum for Professional Development



The NCO Journal

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

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On the Covers

Front: Photo by Paula Schlag, media relations officer, Ft. Polk, LA. **Inside back:** Photo courtesy TSC, Ft. Hood, TX. **Back:** Art by Don Silvers, copyright 1987, reprinted with the artist's permission.

Art work by Dennis Kurtz, pages 4 and 20; and SFC Gabe Vega, page 20.

NCOES Conference Set for July 24-28 at Ft. Bliss, TX

The U.S. Army Sergeants Major Academy (USASMA) will host the 1995 NCOES Conference July 24-28 at the Centennial NCO Club on Biggs Field, Ft. Bliss, TX.

Post billeting and government mess aren't available. Off-post billeting is on a first-come basis. USASMA has blocked rooms (availability guaranteed until June 30) in five hotels. Participants may make reservations before June 30 by calling area code 915: The Airport Hilton, 778-4241; Radisson Hotel, 772-3333; Residence Inn, 772-8000; Holiday Inn, 778-6411; or El Paso Armed Services YMCA Residence Center, 562-8461.

Conference registration fee is \$5.00 and should be stated on the individual's orders. For more information, call MSG Williams at DSN 978-8633/8011 or COM (915) 568-8633/8011.

1995 Military Almanacs Available to Servicemembers

New and updated editions of Uniformed Services Almanac, Inc., annual military reference books are now available to Active, Reserve, Guard and retired service members.

Each of the volumes contains current, detailed information on health care, federal and state taxes, survivor benefits, insurance, veterans benefits and much more.

The *Uniformed Services Almanac* for Active-duty personnel of all the services contains detailed tables reflecting basic pay and allowances and tax withholding. It lists all special incentive pays and also covers subjects such as health care and CHAMPUS, travel, Space-A, overseas dependent schools, listings of military facilities and many other topics of interest.

The *Reserve Forces Almanac* and the *National Guard Almanac* are each prepared specifically for members of these components. They contain drill pay tables for daily, weekend and annual training. Each of these titles contain important information on the RCSBP and military retirement. Also included are

listings of Guard and Reserve units and locations. Promotion criteria, programs and many other subjects important to Reservists and Guard members and their families are also covered.

The *Retired Military Almanac* is the most useful book for retirees and those near retirement. In addition to detailed pay tables, it also lists locations and phone numbers for military and veterans health care facilities and how to obtain care through CHAMPUS and other providers. Listings of military facilities showing availability of temporary quarters, exchanges, commissaries, golf courses and recreation areas. Also included are sections on taxes, death benefits, burial, national and veterans cemeteries and other listings of retirement residences, associations and organizations and interesting statistical data.

Look for these books at most military exchange stores or order directly from the publisher: Uniformed Services Almanac, Inc., P.O. Box 4144, Falls Church, VA 22044 or call (703) 532-1631 for credit card orders. ■

Army Manages Training Lands Better With Database

Installation natural resource information is gathered, analyzed and digitally stored on computer at Colorado State University's Center for Ecological Management of Military Lands. A special inventory and monitoring effort—Land Condition Trend Analysis (LCTA)—standardizes methods of collecting, analyzing and reporting natural resource data and is helping the Army to better manage its training lands.

The information obtained through LCTA helps the Army meet its training requirements while reducing costs. ■

Mike Cast, USAEC Public Affairs,
Aberdeen Proving Ground, MD

Army Publishes First Manual On Peacekeeping Principles

Field Manual 100-23, *Peace Operations*, will be used by the Army as the basis for training soldiers and leaders carrying out various peace missions.

"With this manual, the Army con-

tinues the broadening of its post-Cold War doctrine, doctrine that is focused on warfighting, yet accommodates employment across the full range of operations," said GEN William W. Hartzog, commander of Training and Doctrine Command (TRADOC).

The manual is a guide for commanders to use and adapt to existing situations and describes three types of missions—support of diplomacy, peacekeeping and peace enforcement—but is primarily concerned with the latter two.

The fundamental difference between peacekeeping and peace enforcement is the use of applied military power. Peacekeeping troops are generally concerned with only maintaining truces. Peace enforcement involves more heavily armed troops who may have to use force or the threat of force to establish conditions in which peace may be achieved between warring factions. ■

TRADOC News Service
Ft. Monroe, VA

Army Says Goodbye to SDT

GEN Gordon R. Sullivan, U.S. Army Chief of Staff, approved elimination of the Self Development Test (SDT) on 2 February 1995. The consensus of MACOM command sergeants major was that SDT was a redundant program paralleling NCOES and didn't help provide Battle Focus. NCOES has advanced to a point where it objectively measures soldier performance much better than SDT.

The lessons learned from SDT will remain part of NCOES, as well as NCOPD at unit levels and will provide commanders flexibility in tailoring unit training to fit their needs. ■

ODCSOPS, The Pentagon

Coins Pay Tribute to POWs, Servicewomen, Vietnam Vets

Three U.S. Veterans Commemorative silver dollars, issued by the U.S. Mint, honor prisoners of war, military servicewomen and Vietnam veterans. Surcharges raised from sale of the coins contribute to three memorials. The National Prisoner of War Museum is plan-

(Continued page 2)

FORSCOM Selects NCOs/Soldiers of the Year

Six soldiers were selected as the 1994 U.S. Army Forces Command Soldiers/NCOs of the Year to represent the Active (AC) and Reserve Components (AR and NG).

FORSCOM's GEN Dennis J. Reimer and CSM Richard B. Cayton recently honored the soldiers during the Association of the U.S. Army Conference in Washington, DC. The top soldiers were also honored at the FORSCOM's CSM Leadership Conference in Atlanta.

FORSCOM's top soldiers for 1994 are:

★ **SSG Joel L. Coleman**, NCO of the Year, AC, assigned to HHC, 2nd Bn, 504th, 82nd Airborne Div, Ft. Bragg, NC.

★ **SGT Randy G. Patterson**, NCO of the Year, AR, is assigned to the 824th Quartermaster Co, 120th Army Reserve Command.

★ **SFC Nelson D. Peterson**, NCO of the Year, NG, assigned to Displaced Equipment Training 5, Headquarters Strategic Army Communications System, Oklahoma Army National Guard.

★ **SPC Denise A. Shinn**, FORSCOM Soldier of the Year, AC, is assigned to the 1st MP Co, 716th MP Bn, 1st Inf Div, Ft. Riley, KS.

★ **SPC John D. Sharp**, Soldier of the Year, AR, is assigned to the 320th MI

Co, 81st U.S. Army Reserve Command, East Point, GA.

★ **SPC Todd W. Tassell**, Soldier of the Year, NG, is assigned to A Battery, 158th FA (MLRS), Oklahoma National Guard. ■

CSM Benjamin F. Sundry

U.S. Army Missile Cmd., Redstone Arsenal, AL

Ft. Knox Selects NCO of the Quarter and DI of the Year

SFC David Lane was recently honored as the Ft. Knox NCO of the quarter. An instructor for the Cavalry Scout Advanced NCO Course, Lane said he felt everything he learned while going through preparation for the board enhanced his career.

SFC J. P. Smith was recently named the Ft. Knox Drill Sergeant of the Year. The F Co, 1st Bn, 81st Armor Reg drill sergeant has moved to another job, allowing him to prepare for Army Drill Sergeant of the Year competition. ■

PFC Charlie Meador

Ft. Knox Public Affairs Office, Ft. Knox, KY

It's the 703rd, Not the 704th

The U.S. Army Intelligence and Security Command NCO of the Year ("Notable NCOs," winter 95) was mistakenly affiliated with the 704th Military Bde, HI. SGT Thane C. St. Clair is with the 703rd.

Ft. Richardson Corporal Earns Second NCO of Quarter Award

Fifteen months after being named Ft. Richardson's NCO of the Quarter for July-September 1993, **CPL Robert W. Lentner** again earned NCO of the Quarter.

In the Army for five years, Lentner is chief of a tactical computer repair section, 98th Maintenance Co. He received savings bonds, a year's membership in UAFA and NCOA and other cash awards and is eligible to compete for the title of post NCO of the year for 1994. ■

Public Affairs Office, U.S. Army, Alaska

Ft. Richardson, AK

448th Civil Affairs Unit Receives Excellence Award

The Department of the Army has named the 448th Civil Affairs Bn winner in the reserve battalion category of the Office of the Chief of Staff, Army Supply Excellence Award for FY 94.

"The 448th's achievement is especially noteworthy because it is the first time any USASOC unit has been recognized," said SFC Monty Brownlee, supply NCO. ■

COL Skip Nelson, Public Affairs Officer

North Ft. Lewis, WA

News and Issues continued

ned for Andersonville, GA. **The Women in Military Service For America Memorial**, is to be built at the gateway to Arlington Cemetery. The **Vietnam Veterans Memorial** has endured the elements for over a decade. Funding is needed to repair cracks in the panels and add new names to the Wall.

U.S. Veterans Commemorative silver dollars may be purchased by calling 1-800-777-VETS or by writing: Customer Service, U.S. Mint, 10001 Aerospace Rd., Lanham, MD 20706. ■

Correction: The caption under the photo on page 11, Winter 95, should read: The 43rd Engineer Combat Bn (Heavy) constructed Victory Base, a compound in Somalia, however the 561st Support Bn provided some equipment to aid in the construction.

First Non-Combat Arms NCO Takes USASMA CSM Post

CSM Robert T. Hall, formerly the Army Intelligence Center and Ft. Huachuca's senior NCO, has been named top NCO at the U.S. Army Sergeants Major Academy, Ft. Bliss, TX.

The job required the approval of the SMA and Army Chief of Staff. As the Academy command sergeant major, Hall will be the senior and personal advisor to the Academy commandant.

Hall said he hopes to pass along

his experience to benefit other NCOs and to prepare the NCO Corps for the future.

His combat credits include direct support to U.S. forces in Vietnam while he was stationed in Thailand in the early 1970's and duty in Southwest Asia during Operations Desert Shield and Desert Storm. His awards include the Legion of Merit, Bronze Star Medal and six awards of the Meritorious Service Medal. ■

Public Affairs Office, U.S. Army Intelligence

Ctr. & Ft. Huachuca, AZ

Survey Results and a Word on Summer



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

The above statement runs in every issue of *The NCO Journal*. To me the key words in this mission statement are “a forum for the open exchange of ideas and information... to support development of the NCO Corps...”

What this really means is this quarterly publication belongs to the NCO Corps and if the NCOs think something needs to be said about training, leadership, soldier care and maintenance for America’s Army and NCO Corps they need to put it on paper and send it to us.

The summer readership survey was our way of getting your feedback. It gave us an idea of topics you want to read more about in your journal. We received over 1,600 surveys and I read every written comment.

Most of the suggestions were valid, others asked for topics which had already been covered in previous issues. For example, one of the top five subject areas requested was the promotion system. Those articles ran in the Winter 93 and Spring 94 editions.

The most requested subject area was National Guard and Reserve topics. We’ve run several articles in the past four or five issues relating to NG/AR NCOs. This issue also has an interview of the command sergeants major from both services (see pages 9-11).

Our readers also want more NCOES information; joint training, NCOPTD & counseling and NCO history.

The NCO history starved readers will get their fair share in the next issue (Summer 95). This edition will briefly cover areas of our history from the early pioneer days to present. We are looking at an edition of over 48 pages which will also include an extensive bibliography. The bibliography will provide readers with book titles and authors which relate to NCO history.

The summer issue will not contain letters to the editor; news and issues, book reviews or any of the other standing columns. It will only contain articles related to NCO history. We will pick-up with the regular format in the Fall 95 edition.

Needless to say, the Summer 95 issue should be a “must have” and a “must read” edition for every NCO.

Again, I thank everyone who took the time to fill out and return the survey. It helps us to get the stories you need to read. I also want to encourage every NCO to write an article for *The NCO Journal*. Remember, you don’t have to be an expert writer. Just get those thoughts on paper and/or diskette and send them in. Include a phone number and address so we can get back to you with our questions.

We look forward to hearing from you.



Brenda L. Hoster—Editor in Chief

"Top" Olivari says...

STAY IN YOUR LANE

By CSM J. D. Pendry

1SG Pedro Olivari was an influential role model for me. He spoke with a heavy accent, but like others, I always listened intently.

He received a battlefield commission during the Korean War, achieved the rank of captain and had a company command. A reduction in force gave him the option of leaving the Army or becoming a sergeant again. To the Army's good fortune he elected the latter.

He was proud of the time he spent as an officer, but was quick to let you know how serious he was about being a sergeant. He had trained, cared for and led soldiers in peace and combat both as an officer and a sergeant.

His perspective on soldiering was unique and valuable. His advice was tested and sound. He knew his lane.

"Top" Olivari wasn't the recruiting poster image you may be painting in your mind. Instead, he was five feet, six inches tall and barrel-chested. A stubby cigar was his constant companion.

He was prone to do things that were unheard of in 1972. Every night, for example, alone and wearing canvas sneakers, he would run about five laps around the perimeter of Camp Red Cloud, Korea. He did this at a time when the focus on physical fitness in the Army was not at the forefront. I haven't seen Camp Red Cloud in a number of years, but in 1972 that was a pretty good run.

The most vivid memories I have of Olivari mentoring soldiers and officers was usually while standing around an old diesel space heater in the Quonset hut that served as the HHC, I Corps orderly room.

Usually, some section sergeants and sometimes a lieutenant or two stopped off there after morning formation. Top never kept his own office; he just had a desk out front beside the company's clerk.



There was a room he could have used, but for whatever reason, he never did.

Top's morning usually consisted of going over his duty roster meticulously with red and blue pencils, looking at the CQ duty journal and just listening. One morning, after listening for a while to some sergeants complain about an officer who they didn't think was doing his job very well, Top got into one of his counseling sessions.

His movements were always the same and served as a signal that something was coming. He would get up from his desk, saunter over to the heater and stand directly across from the most vocal individual there. He would hold his hands out and rub them together over the stove for a few seconds.

Then he would take the cigar stub out of the corner of his mouth. Holding it between his thumb and forefinger and using his remaining three fingers like a pointer he would always start by saying: "My son," (that was how he addressed everyone).

This particular morning he told the sergeant, "My son, if you want to make it in this Army, you better spend your time worrying about your soldiers and how you do your job. You have to know what you're supposed to do and then do it. Don't waste your time worrying about how an officer does his job. That's officer's business. If your soldiers fail, it won't be an officer's fault." What he told that sergeant was "...stay in your lane."

Another time, after listening to a ser-

geant's complaints about his soldiers being more interested in going to the clubs in the village than they were in doing their jobs—and going through his choreographed steps, he said—“My son, soldiers go where their sergeants lead them.”

I observed and was the benefactor of many of these counseling sessions. Lately, I've had reason to reflect on just how solid Top Olivari's advice still is.



In every facet of our lives, whether social, professional, before, during or after the Army, we will always have or have had a specific role to play. We always have a lane in which to operate. In team sports we had a position to play—a lane. If we got out of our lane and into another's the team would break down and if we continued to operate out of our lane the team would fail.

In our profession, we're obligated to fulfill our role by providing leadership to, and the proper example for, our junior soldiers to follow. Put simply, in everything we do, we have to clearly define our lane and stay in it. We have to know its boundaries and all the challenges that lie within those boundaries. If we fail to meet the challenges that are in our lane, our team will break down and ultimately fail.

If you know your lane then staying in it is easy. When NCOs are in the structure of a platoon, squad or team, the lane boundaries and everything in the lane is generally clear to them. A lot of sergeants, finding themselves in an environment with less structure, sometimes lose focus of what is in their lane.

Our lane of responsibility is spelled out in AR 600-20, Army Command Policy, Chapter 3, “Enlisted Aspects of Command.” The sum of these responsibilities equals taking care of soldiers.

Taking care of soldiers means counseling and knowing them, training them to standard, enforcing discipline and setting an example for them to emulate. These responsibilities never waiver and are always in our lane, regardless of our mission.

They are the same for a sergeant in charge of soldiers in a personnel service center as they are for a sergeant in charge of soldiers in an infantry platoon. Soldier care responsibilities don't change with mission—they are constant.

Above and before all else, we have to remember we are sergeants. It's when we start calling ourselves “senior enlisted advisors,” or the “NCOIC” of something or other that our lanes start to get a little unclear.

In other words, when we refer to ourselves as job descriptions instead of sergeants, we start losing track of who we are and what we do. By forgetting that we're sergeants before we are anything else, we narrow our lane or focus too much. When that happens, the most important obligation and responsibility in our lane—taking care of soldiers—falls out of it.

As NCOs, we lead by example, by staying in our lane and knowing our obligations within the boundaries of our lane.

Recently, I asked an NCOIC to tell me exactly what it was he was in charge of. He answered with a detailed briefing that included the section's mission, how it was accomplished and how well it was accomplished, measured by the DA standard for accomplishing that particular mission.

During the briefing he never mentioned his responsibilities as a sergeant—to the soldiers in the section. I was impressed with his job knowledge.

When I asked him about taking care of soldiers, his answers weren't given with the same zeal as was his mission briefing. I asked questions about things that are in the NCO lane of responsibility defined in AR 600-20. I asked about counseling. The answer offered was a recital of his unit's policy on counseling.

When I asked to see one of his counseling records he couldn't produce one because counseling wasn't being done. When I asked about physical training, he told me, “Because of the constraints of our mission, we do it on our own.” Doing it on their own meant a private now had the responsibility to develop and maintain an adequate physical fitness program—something a lot of sergeants have difficulty with.

The sergeant pushed a soldier-care responsibility that was plainly his, out of his lane. I asked the sergeant what happened if one of his soldiers failed the APFT or became overweight. His reply was that “...the first sergeant takes care of that.”

Now the sergeant was pushing responsibility out of his lane and into the first sergeant's. There were more questions with similar replies during our discussion. When our talk was over, the sergeant had cleared his lane of soldier-care responsibilities. Too many times the responsibility was placed in the soldier's lane, or forgotten altogether.

I've faced this situation in TDA and TOE organizations. I find it's not germane to one or the other. It's a clear example of a sergeant forgetting who he is and what he does. By neglecting his soldier-care responsibilities he wandered out of his lane and into an officer's lane.

Officers have a different focus, another lane. They put the main focus on the mission at hand and concentrate on the collective picture. They do that because they know who shoulders the responsibility to provide them with trained and cared-for soldiers to accomplish the mission.

Our failure to meet that responsibility violates our creed and breaks down the team. Our soldiers lose confidence in us, our support channel breaks down and officers pick up the soldier-care responsibility we neglected. When that happens we scream like banshees because some officer is meddling in sergeant's business.

Before we do that though, we need to make sure we're not the cause of the officer being in our lane in the first place. As NCOs it's our responsibility not only to take care of soldiers, but to help sergeants define and stay in their lane. If we allow taking care of soldiers to drop out of our lane, think what lesson we're teaching tomorrow's sergeants. Tomorrow's sergeant are who we will charge to look after our sons and daughters.

Remember:

“My son, soldiers go where their sergeants lead them. Stay in your lane, sergeant.” ■

Pendry is command sergeant major of HHC Bn, Ft. Myer, VA.

MAKE THE BOS

WORK FOR YOU AND YOUR PLATOON

By 1SG C. R. Johnson

Like most Army NCOs, I invested some time studying for my Self Development Test (SDT). As I read one of the testable field manuals, FM 25-101, **Battle Focused Training**, I noticed in several places it discusses making assessments of a unit using the battlefield operating systems (BOS). This process is done at both the company and battalion levels using ratings of "Trained," "Needs Practice" or "Untrained." As an observer/controller (OC) at the National Training Center (NTC), I've developed several techniques to explain how the seven BOS categories apply at platoon level.

I was introduced to the BOS several years ago while attending an informal unit After Action Review (AAR) led by my squadron commander. He made no attempt to explain what he was talking about and I started to get confused as he ran down the list of positive and negative actions of our unit in each of the seven systems. What I retained from the AAR was limited, at best.

As an OC, I use the BOS almost daily when observing the operations of tank platoons. The BOS experience level of most platoons is minimal and usually only includes the platoon leader and platoon sergeant. So, before using the BOS categories in an AAR, I always take a few minutes to explain what they are and give some examples of how they apply to the platoon.

I list them so they're easier to remember. Both FM 25-100 and FM 71-2 begin with the maneuver system and carry on from there. Listing the categories also helps ensure nothing gets left out of a discussion.

The next step is to find specific examples of tasks performed at the platoon/soldier level that fall into one of the

seven systems. Intelligence can be intimidating since most soldiers think it's something done by that officer who issues maps and conducts arms room inspections back in garrison. So, I talk about spot reports generated by the platoon which, when passed back up the chain of command, become intelligence. I also mention how the platoon leader usually gets an intelligence update prior to the start of a mission and passes this information out to the tank commanders. By this time, most people begin to realize intelligence *does* apply at platoon level. Before I move on to the next system, I talk about how noise, light and litter discipline keep the platoon from becoming an enemy spot report.

Of the seven BOS categories, maneuver is probably the easiest for the platoon to apply. Examples in this system include vehicle formations and movement techniques. I use anything that in-

volves platoons moving across the battlefield.

Fire support is a system in which most platoons have little or no control. The examples I use here include planning for employment and calling for indirect fire before getting into physical contact with the enemy. I also discuss the use of smoke during obstacle breaching. The other side to this is, given the opportunity to employ artillery, do all personnel in the platoon know how to call for fire?

The next system, mobility and survivability, is usually found in that portion of the OPORD dealing with work priorities for engineers. I tie this in with platoon-level operations by discussing it in two parts. Examples of mobility include breaching obstacles—especially when the platoon has tanks equipped with mine plows—and employing hasty protective minefields. Once we discuss these areas, I explain that survivability

Battlefield Operating Systems

(chart used to introduce BOS to platoon)

- | | |
|--|--------------------------|
| 1. Intelligence | OPORD, PARA 1 situations |
| (spot reports, noise & light discipline, intel updates) | |
| 2. Maneuver | PARA II & III |
| (movement techniques, formations) | |
| 3. Fire Support | Mission Execution |
| (Employing as CBT multiplier, all personnel able to call for fire) | |
| 4. Air Defense | Mission Execution |
| (Passive vs. active, react to air drill) | |
| 5. Mobility and Survivability | Mission Execution |
| (Employ ENG assets, breach obstacles, crew drills, NBC tasks) | |
| 6. Logistics | PARA IV, Service support |
| (Casualty evacuation, LOGPAC operations, vehicle maintenance) | |
| 7. Battle Command | PARA V, CMD & Signal |
| (Communications, TACSOP, EW plan, rehearsals) | |

includes all the tasks that help them survive on the battlefield. These include NBC skills as well as the battle drills which are supposed to be second nature to any tank crew. Construction of fighting positions is another essential subject.

When I talk to units about survivability, I usually qualify things ahead of time and don't discuss those skill which fall under the air defense system. Examples of this category generally fall under one of two subjects -- passive or active air defense. Early warning dissemination within the platoon is another area that applies at their level.

Combat service support (CSS) is an area that is usually quite familiar to the platoon, although it normally takes a serious shortfall in maintenance, logistics packages (LOGPAC) or emergency resupply before its importance hits home. This is also a system where it's easy to point fingers at the support assets, so

I make every attempt to use examples where the platoon has direct control. These include logistics reporting, crew-level maintenance and dissemination of paragraph IV information to the platoon.

The last system, battle command, overlaps all the other systems since a breakdown here can have a severe affect on mission accomplishment. At the platoon level, I use communications with and without radios as an example. Another major point in this system is that a well-written SOP can assist when command and control is either difficult or lost completely. This helps to emphasize why all tank commanders need to have all the operational graphics posted on their maps.

Once the platoon has some solid examples of how the BOS applies to them, the next logical step is to determine what they're doing well and where they need

to concentrate extra effort. During the last half of the final AAR I conduct with platoon members, they use the BOS to determine at least one skill or task in each system they need to sustain and one they need to improve. This self-evaluation is strictly at platoon level and has a majority consensus among those soldiers present. The end result is kind of a report card of their NTC experience. They put it to use when they return.

I realize that in some instances I've oversimplified the BOS in order to fit platoon operations. As stated earlier, all NCOs are now familiar with it because of SDT study requirements. Applying the BOS to the lowest levels should help to reinforce its use and understanding and help trace training deficiencies back to their roots.

Johnson serves as first sergeant of C Co, 2-33rd Armor, Ft. Knox, KY.

Where Are Your Battle Staff NCOs?

By SGM Dana Eisenga

The U.S. Army Sergeants Major Academy graduated over 3,800 NCOs from the Battle Staff Course (BSC) through class 6-94. However, there are many installations throughout the Army that don't know how many BSC graduates are assigned to them.

After each class graduates, the Army Training Requisitioning and Resources System (ATARRS) is updated to reflect the graduates' status. This information is then sent to the Specialized Training Branch of the Enlisted Personnel Management Directorate (EPMD) at the U.S. Army Personnel Command (PERSCOM). This data is down-loaded into the Enlisted Distribution and Assignment System (EDAS). Each installation's strength manager should query EDAS to obtain a list of all BSC graduates assigned.

The procedure to query this information is as follows:

- 1 Enter the EDAS
- 2 Check personnel system
- 3 Check personnel query combo
- 4 Using the screen, tab to "CTASIE" and enter 2S
- 5 Enter your data for one of the following—"DML," "CURUPC," "PSC" or "PPA"
- 6 Query your installation data base

7 Cross-check the two queries to determine who EDAS has as a BSC graduate.

USASMA used this procedure and Ft. Bliss, TX, data as a test. The 93 BSC graduates showing on EDAS were at Ft. Bliss.

However, Ft. Bliss only knew of 81, because 12 weren't on the installation data base as 2S (the ASI for BSC).

The Battle Staff Course has become very important to the Army and the soldier and both are valued assets to any organization.

When a soldier returns from BSC, the Personnel Activity Center (PAC) supervisor and/or command sergeant major should immediately obtain a copy of DA Form 1059, Academic Evaluation Report.

A DA Form 4187, Request for Personnel Action, should be submitted requesting award of ASI "2S" and posting to DA Form 2-1, Item #17.

If you have further questions on this procedure, contact SGM Eisenga at DSN 978-8222 or COM (915) 568-8222. ■

Eisenga is the executive officer, Student and Faculty Bn, USASMA, Ft. Bliss, TX.

Reserve Armor NCOs Save Training Time

Units Realize Substantial Savings With Distance Learning Program

By SPC Sandra Shafer

Some Reserve Component (RC) Armor NCOs are now completing the same advanced training as their Active counterparts through a program called Distance Learning.

RC NCOs from Kentucky, Vermont, Pennsylvania and Montana (with more states to be added in the future) are completing the Armor ANCOC in eight months instead of several years. They're doing their resident training during annual training time and are receiving the same instruction as Active-duty soldiers who attend the course at Ft. Knox.

"We've taken the Active Component (AC) lesson plan for the 19K ANCOC, which runs 12 weeks, and converted it into a Distance Learning format," said SFC Jose Lopez, training developer for the post academy. "It used to be—and most units still do this—it would take a soldier several years to complete the course and be qualified. Now, they can have the same training in as little as eight months."

Lopez noted that many people confuse the program with correspondence training because it is relatively unknown in the field. While Distance Learning is currently being used only for the 19K ANCOC, Lopez says it's possible that all 19K-series professional development courses will be offered in the future.

The first class taught by Ft. Knox was given via teletraining network in December 1992 and is currently in its third iteration. SFC Harvey Harrison, one of the course developers, said Distance Learning reduces the amount of time the soldiers remain at Ft. Knox, saving the unit money, and producing more ANCOC graduates.

"Once soldiers complete TNET training, they come here for two weeks (normal annual training time) for the hands-on-session and graduate from the course," Harrison said.

He added that the soldiers also appreciate the training because it keeps them up to speed and proficient with their duties, along with their AC counterparts. "They're a mirror image of the AC soldiers in their field, so when they train or carry out missions together, they will be on the same sheet of music."

Lopez said the Army's vision is to have "one Army, one standard, one POI." A lot of RC units are using POIs that are two and three years old, if not older. Learning from outdated material can be a problem because the soldiers won't be familiar with what their AC comrades know and are using on the battlefield.

To keep all students on the same

time-line, the training schedule is generated at Ft. Knox and is strictly followed.

TNET, part of the video teletraining system, works much the way a video teleconference does. Cameras at different sites around the country are linked up to each other via satellite. The cameras and computer software allow for two-way audio/video communications at all sites capable of using the system.

The instructor can question a student at one site, and within seconds, that student can respond. A person at each site directs the cameras and sends the picture out to the other participating locations. Each site has an ANCOC graduate site facilitator to help students.

Lopez said the program uses a combination of teaching media to help with the learning and teaching processes. "We're using print material for combat leader training, computer assisted instruction, video, an interactive videodisc for vehicle identification, and the TNET with the instructor from the NCO Academy once a month." ■

Shafer is with the Public Affairs Office, Ft. Knox, KY.

THROUGH T-NET...

USASMA Implements Video Teletraining (VTT)... To Serve Active Army, Reserves, National Guard

You can cut training costs and increase productivity with fewer people through Video Teletraining (VTT) and Video Teleconferencing (VTC). All it takes is a telephone call to a U.S. Army Sergeants Major Academy (USASMA) point of contact.

VTT, which USASMA is implementing, is televised two-way communication from one VTT site to one or more other distant sites. It includes the capabilities of: classroom presentations and assistance in unit training. Soldiers can receive training before attending school, which tends to reduce failure rates. The training is a direct, two-way communication between instructor and student. For example, the Chief of Staff or SMA can hold an interactive conference with 700 soldiers at USASMA with no need to go TDY.

VTT includes the capabilities of in-

terviewing, meeting, greeting and conferencing without having to travel from one location to another.

An obvious question is: "How do I set up a conference if I'm not at a sender/receiver site?" The answer is through a unique system called VideoTelecom (VTEL), which allows posts without a VTT site to link up with posts that have only a VTC site.

USASMA, which serves the Active Army, Reserves and National Guard, provides updates to eight full-time RC NCO academies.

Some examples of USASMA/VTT courses/uses are: Battle Staff Course-related unit training, Sergeants Major Course, PLDC, Small Group Instructor Training, etc.

POC for scheduling and general information is SGM Efrain Bazan, VTT NCOIC, USASMA, at DSN 978-8799, COM (915) 568-8799. ■

Are Waking Up

Interviews and photos by SSG David Abrams

CSM Collin Younger leaned forward in his chair and brought his fingertips together to punctuate his feelings on the state of today's Army Reserve. "Reserve Component soldiers have gotten a wake-up call in the last few years," he said. "The smart ones are waking up."

As the command sergeant major for both the Office, Chief, Army Reserve and the U.S. Army Reserve Command, Younger spends three out of five days away from his desk in Washington, DC, visiting Reserve units around the world to bring his message of tough but compassionate leadership to every NCO he meets.

With decreasing budgets but increasing missions, many Reserve units have found themselves thrust into new roles since being deployed to Southwest Asia in 1990.

"Desert Storm put the Reserve on the map," said the Component's top NCO in an interview with *The NCO Journal*. "Before that, two-thirds of the Reserve never thought they'd be activated. Now, they know they can wind up in Haiti, Africa, Macedonia or anywhere else. If they're not prepared when the bullets start flying, they're in trouble."

While Reserve missions continue, the drawdown noose is steadily being tightened. In January, the Army approved a Reserve plan to close seven Army Reserve Commands and reorganize the remaining 13. At the same time, 1994 was a banner year for Reserve deployments with call-ups to foreign lands like Haiti, Rwanda and Panama as well as close-to-home duties like fighting forest fires.

With so much turmoil and anxiety working its way into some Reserve units, Younger has his hands full guiding Reservists toward a sometimes uncertain future. He said he tries to spend the majority of his time talking face-to-face with NCOs, setting alarm clocks for wake-up calls wherever he goes. "We're going through a tremendous amount of change in the Army Reserve," he said. "Units are going away

or getting smaller and people are worried about whether or not they're going to have a job tomorrow.

"Senior NCOs have to be extremely busy communicating to their soldiers that when this is all settled, the good soldiers will have a job," he continued. "There are no guarantees, but if they're doing the right thing, they're going to stay."

In his travels, Younger said one of the questions he's most frequently asked concerns the difference between the two Reserve agencies he works for. Basically, OCAR (located in the Pentagon) is in the policy-making and budget business and USARC (headquartered in Atlanta) is in the command business for CONUS Reserve units, with the exception of those civil affairs and Special Forces units that fall under U.S.

Army Civil Affairs and Psychological Operations Command at Ft. Bragg, NC.

In addition to advising the Chief of Army Reserve on regulations, policies and guidance to more than 250,000 soldiers, Younger keeps his finger on the pulse of leadership in the Reserve Component.

When he visits units on weekend drills, he gathers together the NCO leadership and stresses the importance of enduring the tough years of cuts in personnel, equipment and training.

"In the Army of the 21st century, there will be no fat," Younger said. "There won't be two people for every job, there will be one quality person.

"If we don't articulate very clearly to our younger soldiers about what's going on in the Reserve, our attrition rate will skyrocket," he said. "Some of these soldiers have never gone through these changes and they think it's the end of the world. They say to themselves, 'The heck with it, I'm getting out.' Unfortunately, the poor-

performing soldiers are the ones who stick around. If we're not careful, we'll lose the good ones and we'll wind up with the bottom of the barrel."

Younger's advice to senior NCOs is to use themselves as examples when counseling soldiers who are worried about the future of the Reserve. "Show them that you didn't take off when things looked bad," he said. "We don't want soldiers



Before [Desert Storm], two-thirds of the Reserve never thought they'd be activated.

who take off when the first shot is fired. We want people who stick around and fight.”

Younger himself has been sticking around for nearly 35 years. Enlisting first in the Active-duty Army, he spent the majority of his time with the 25th Infantry Division in Hawaii. When he joined the Army Reserve, he served with the 80th Training Division (a Troop Program Unit) in Richmond, VA, and then joined the Individual Ready Reserve. Now, in his capacity as the command sergeant major for OCAR and USARC, he's part of the Active Guard Reserve.

How we train now will have to directly relate to the soldier's military function.

After spending three-and-a-half decades in combat boots, Younger said he firmly believes in the old adage that the more the Army changes, the more it stays the same.

“Some of the things I saw early in my Army career are now resurfacing—such as, the drawdown,” he said. “The Army is on a rollercoaster—it goes up and down. So, when something new comes along and there's a bunch of changes, it doesn't really strike me as 'new.' This is what I tell my NCO leadership: Make sure you meet the standards, continue to improve and don't worry about the peaks and the valleys in the Army Reserve because they're going to happen. If soldiers are doing the right things, they'll survive.”

Survival of the fittest is an achievable goal for the individual soldier, but what about the Reserve unit facing fewer training dollars as well as fewer soldiers to stand in formation on drill weekends?

“Budget cuts are severe and they will hurt some training,” Younger admitted. “But I don't think they will hurt the training that's necessary.”

According to a Jan. 2 report in *The Army Times*, Reserve units are projected to spend an estimated \$10 billion on training in 1995. Coupled with that, nearly 19,000 Reserve positions are due to be eliminated by the end of the current fiscal year. Long-range, the Pentagon's goal is to cut the Reserve by 40 percent by 1998.

Though the full force of the chopping block is yet to be felt at many units, Younger said now is the time for NCOs to take a second look at their training programs.

“In the past, we've done a lot of training that was nice to know but not necessary for soldiers to perform their jobs,” he said. “That kind of training now has to go out the window. What we do now will have to directly relate to the soldier's military function. We just have to work smarter.”

Younger said he'd like to see more tactical skills added to unit training programs. “Reservists are excellent at their technical jobs, but what they don't always do well is their combat survivability skills. We need to have more NCO leadership that pays attention to CSS and then impresses upon commanders to keep up those skills.

“Overall, I think soldiers are really grasping for the right kind of training in areas they never asked for before,” he added. “They want to be ready if they get called up.”

Another area of concern on the minds of many Reserve NCOs is attendance at Noncommissioned Officers Educa-

tion System (NCOES) schools and, consequently, promotion. With the recent Sergeant Major of the Army review of NCOES which, among 17 other recommendations, eliminates NCOES failures from promotion lists, more NCOs in the Reserve are realizing the importance of PLDC, BNCOC, ANCOC and other leadership courses.

Despite the increasing flood of requests for military schooling, unit training NCOs need to be much more prudent in selecting NCOES candidates, Younger noted.

“We have some soldiers who are going to BNCOC, for instance, and then one month later they're out of the Army,” he said. “We don't need that. We need to train only those

soldiers who are going to be around. In this way, I think the drawdown will make better managers out of all of us.

“Though the number of Reserve Component slots for NCOES courses has not increased, the demand for the training has. Previously, a lot of Reserve NCOs had the mindset that they really didn't need NCOES, so they'd lay back and take it easy. But now the light has come on and there's more pressure on them because if they don't go to school they won't get promoted and if they don't get promoted the Retention Control Points will catch up with them and they'll be out. But I say, show us you're the best soldier and you can go. Competition for schools is increasing. This can only make the Reserves better.

Younger leaned forward in his chair again to drive home one last point: “Sure the future's going to be tough, but the good Reservists will hang in there.” ■

Guard Flexes OOTW Muscle

By SSG David Abrams

When 400 soldiers from the Army National Guard hit the sands of the Sinai in January, they were helping to propel America's citizen-soldier force into a future as bright as the Southwest Asia sun, said the Guard's senior enlisted official.

According to CSM Larry Pence, command sergeant major of the Office of the Director, Army National Guard, the ARNG soldiers—who, for the first time, comprised more than 70 percent of the latest Multinational Force and Observers (MFO) rotation in the Sinai—demonstrated just

one of the many ways the Reserve Component is supplementing the Active force in operations other than war (OOTW).

"This sets the pattern for the potential use of this resource in the future," Pence said. "I think we'll see more and more of this type of opportunity come to the National Guard in the days to come. There will be more routine deployments, more call-ups, more missions to places like Haiti and the Sinai."

More activations mean more potential stress for NCOs, but Pence said opportunities like the MFO rotation can only benefit NCOs and their soldiers who volunteered for the year-long assignment to monitor the 1979 peace agreement between Egypt and Israel. Patrolling the desert borders will force NCOs in the Guard to use some technical and tactical skills which might have stagnated over the years.

"They'll have the opportunity to put into practice those things they've learned in PLDC and BNCOOC," Pence said.

"They'll become so much better at those leadership skills because they'll be using them on a day-to-day basis."

The ARNG soldiers came to the Sinai desert from 33 different state units to join 100 Active-duty soldiers and 45 U.S. Army Reservists. All three components then formed the 4th Bn, 505th Parachute Inf Reg, 82nd Airborne Div. After volunteering for the assignment, the Guardsmen were screened and sent to Ft. Bragg, NC, for three months of training before deploying to the Sinai.

The MFO Guardsmen—who include NCOs like an elementary schoolteacher who took a year's sabbatical for the assignment and a linguist from Utah who speaks seven different languages fluently—spend 21 days in the field patrolling the desert and monitoring the border then return to base camp for a respite as another group rotates to the field. Though soldiers at the base camp have the opportunity for such rest-and-relaxation activities as local shopping and scuba diving, some Guardsmen will use the downtime to further their NCO careers.

Pence is particularly excited

by a historic "first" taking place in the Sinai: the chance for ARNG soldiers to attend one of two PLDC classes offered in cooperation with the U.S. Sergeants Major Academy. At the base camp, junior enlisted soldiers who meet the requirements for PLDC gather in temporary classrooms where they are linked to instructors back at USASMA via TNET.

"Just as in any PLDC, our soldiers will use the small group process in the classroom as well as going through a land navigation course and being tested on drill and ceremony," Pence said. "This is a great opportunity for our junior leaders to get their NCOES requirements. At the same time, it gives us a good perspective of the value and capabilities of distance learning by using the TNET uplink with USASMA."

Pence said the MFO assignment is only one example of how the Guard operates all over the world. "I looked at the operations report the other day and noted that we currently have traditional Guardsmen on active duty in 16 countries and seven states," he said.

As the Guard's top enlisted soldier, Pence travels to dozens of states and foreign countries each year, getting feedback from NCOs at local armories.

"They're concerned about how reductions in the Army budget will affect OPTEMPO and how resources will be spread out among the units so they all receive enough training dollars to meet their training requirements," he said. "I hear NCOs saying they need more training opportunities. That's a very sincere concern on their part."

Despite the budgetary threats and personnel reductions, Pence remains optimistic about tomorrow's ARNG. "Our soldiers will continue to demonstrate the desire and capabilities to serve wherever America's Army is required," he said, adding, "There will always be a place for the quality soldier in the Guard."

For NCOs leading squads on patrol through the Sinai desert, that comes as welcome news for a bright future. ■

Abrams is a photojournalist with The NCO Journal.



"I think we'll see more and more of this type of opportunity [MFO] come to the National Guard in the days to come. There will be more deployments, more call-ups, more missions to places like Haiti and the Sinai."

Battle Lab NCOs

Carrying the Army into the 21st Century

By SFC Donald L. Terry

The role of NCOs continues to evolve along with the changing face of warfare. Even as training facilities shrink in number, they expand in scope, efficiency and size as NCOs take up the challenge of greater leadership responsibilities. And the Army's Battle Labs are where NCOs are experimenting with and developing technologies and capabilities that will carry the Army beyond the 20th century.

NCOs are playing greater roles at the Army's six main and two associated Battle Labs.

The emphasis at one of the associated labs—the Battle Command Lab at Ft. Huachuca—is on optimizing a commander's access to and use of intelligence. NCOs play key roles in the lab's unique initiatives because of their military intelligence skills as well as diversified experiences in training, combat experience, leadership, etc.

1SG Douglas Strifolino exemplifies that diversity. Now a first sergeant of an Intelligence Center and School training company, he was a former NCOIC of Ft. Huachuca's Battle Lab.

"The Army has a new perspective on how to conduct intelligence operations. The new military intelligence doctrine is drastically changing to support and keep pace with global political and economic advances," Strifolino says.

"Battle Lab NCOs are in the thick of change and, through continuous coordination and training, they're making a difference in the support provided to field units. Unlike other Battle Labs, the Ft. Huachuca Battle Lab has gone to the field and pulled the people that make it happen: NCOs. NCOs provide a perspective that the vice director sought when this Battle Lab was officially activated in 1994," he adds.

Strifolino says new systems being developed reflect new Army doctrine, but that mastering these systems to create a

digitized battlefield that supports a quick and lethal power-projection force is the greatest challenge.

In addition to systems, he adds that doctrine also supports new intelligence reports, techniques and software being developed by other commands to integrate intelligence information both horizontally across the Battlefield Operating Systems and vertically between national and tactical commands.

NCOs at Ft. Huachuca's Battle Lab play a vital role in supporting daily operations, to include planning, coordinating and executing high-visibility concept demonstrations. That role isn't lost on CPT Stephen C. Wong, until recently the lab's Deep Operations officer. "It's a known fact that NCOs have the technical depth and insight in the development of concepts and integration technology, due to the fact that they are executors versus planners," Wong explains.

"The impact on what NCOs and soldiers do in the field is essential to the actual application of what Battle Labs are all about," Wong says. "The principal

goals of Battle Labs are to collect ideas, concepts, and technology, conduct analysis, implement in a real environment with real soldiers, modify if necessary, and implement. NCOs and soldiers must evaluate and provide insights in relation to capabilities available with prototype systems and doctrine."

The lab's NCOIC of the Battle Technology Laboratory, MSG Beth Moore, agrees. "I think you lose sight of reality if you do not include the basic worker in the testing, evaluation and development phases. And your officer is not your basic worker; that is not his job," Moore says.

The intelligence analyst adds: "Officers don't always sit down and do the nuts and bolts of the analysis and oftentimes they lose sight of exactly what it takes for the analyst to do his job to produce a product."

Many NCOs at the Huachuca Battle Lab manage administration, training and logistical needs, and serve as central points of contact for supporting assigned and attached personnel. They establish, maintain and resolve conflict in long-range and short-range calendars, operate and troubleshoot systems and brief senior Army leadership. NCOs also provide support to action officers in plan-

A soldier monitors a ground control station receiving transmissions from a Joint Surveillance Target Acquisition Radar System. External pilots (right) handle take-off and landing responsibilities during an exercise at Fort Huachuca Battle Lab.



U.S. Army photo

ning and coordinating all Army Chief of Staff Advanced Warfighting Experiments and proof-of-concept demonstrations, serve as primary action officers for Intelligence and Electronic Warfare integration projects and provide technical advice to action officers.

Experience and technical skills are mutually rewarding benefits that NCOs bring to the Battle Lab. Moore says this equates to working on the "nitty gritty testing and evaluation side...being there and working with the equipment and working with the development with the soldiers in the field.

"It's not enough to have officers with field experience," Moore asserts. "You need the enlisted who actually push the buttons, cable-connect it, do the communications, and [you need them] to be actively involved in the development and testing to give a true evaluation from a worker bee's standpoint if you're going to field something that is usable by the individual soldier."

“ I think you lose sight of reality if you do not include the basic worker in the testing, evaluation and development phases. And your officer is not your basic worker; that is not his job. ”

Since the Army's recent announcement that the 2nd Armored Div, based at Ft. Hood, TX, will be the main "Experimental Force," it will be the unit that will test field systems and other results of Battle Labs, where hands-on evaluation will provide critical feedback.

Battle Lab NCOs are working with technology and providing hands-on insight to provide soldiers and commanders with what they need on tomorrow's battlefield. "Hopefully, we're making a

product that they see as fitting their needs—more user-friendly from the standpoint of training and having to use the system," Moore says. That means a product that "the soldier needs and asks for...what the commander needs and asks for." ■

Terry is the Public Affairs NCO for the Battle Command Battle Lab, Ft. Huachuca, AZ.

The Army's Battle Labs Mission: Experiment...Maintain Battlefield Edge

The Army created Battle Labs in 1992 with a mission to "experiment with changing methods of warfare...to ensure that future generations of soldiers and leaders will have the same battlefield edge that was held in Desert Storm and other recent operations," according to GEN Frederick M. Franks Jr. (Ret), former commander of the Training and Doctrine Command.

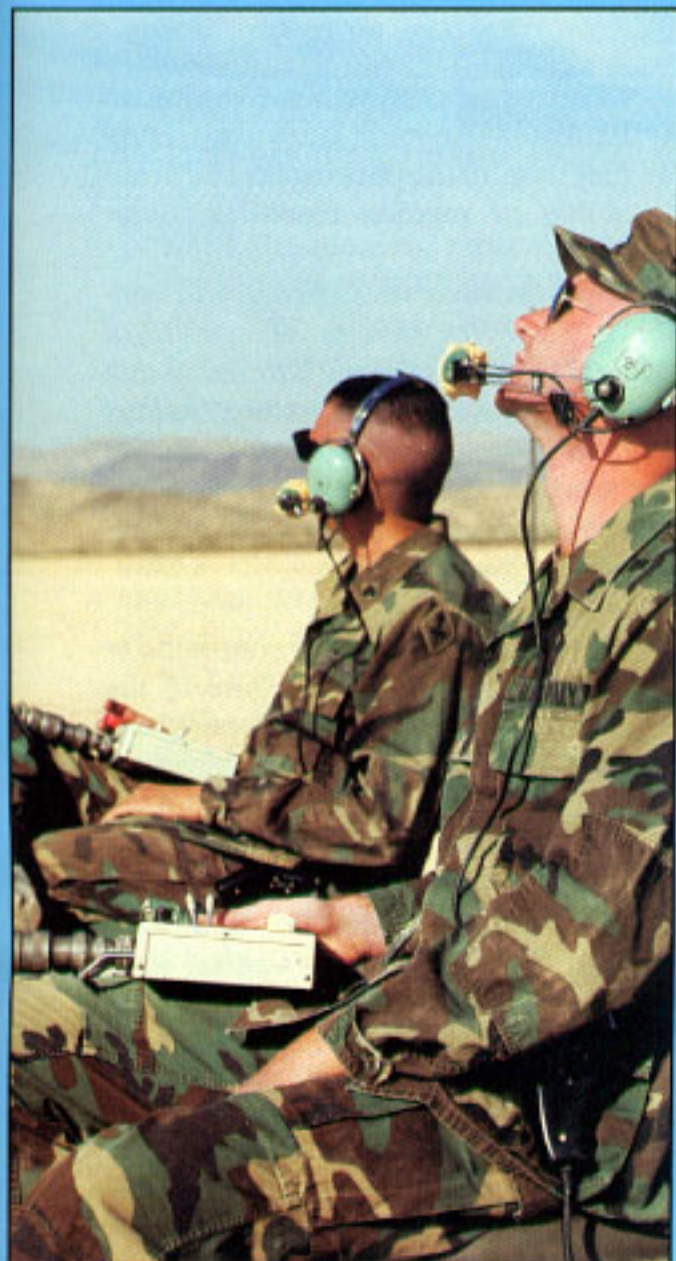
"Battle Laboratories...(are) a place where we can examine ideas, concepts of warfare, and then harness those to the means of warfare. Ask the questions, do the experimentation..." Franks adds.

These unique labs have a somewhat contradictory mission of experimenting with realistic, live, tactically competitive environments, while also "designed" to accept "failure"—or at least support trying new and different experiments that further ideas but might never materialize into concepts and systems that are adopted.

Battle Labs employ advanced simulation and communications technologies to link together combat developers, materiel developers, industry and field soldiers during the requirements definition phase of development. They use information age approaches to conduct Advanced Warfighting Demonstrations that test concepts in competitive combat arms experiments.

There are six main Battle Labs and two associated labs in the Army. The Combat Service Support Lab is at Ft. Lee, VA. The Early Entry Lethality and Survivability Battle Lab is at Ft. Monroe, VA. Ft. Sill, OK, is home to the Depth and Simultaneous Attack Battle Lab. The Mounted Battle Space Battle Lab is at Ft. Knox, KY. The Dismounted Battle Space Battle Lab is at Ft. Benning, GA.

The sixth Battle Command Lab at Ft. Leavenworth, KS, has two associated labs: Ft. Gordon, GA, is home to the communications element and Ft. Huachuca, AZ, is home to the intelligence element. ■



U.S. Army photo

Building Squad Readiness...

Does the sweet scent of fresh paint and mowed grass turn into the headache of a training mission badly out of focus?

By MAJ Anthony Vesay

Spit and polish count. But, combine it with a one-day, two-phase "Squad Readiness Program" and you do two things: You bring training back into focus and answer the question of whose unit is really the "best" on the post.

On the surface, everything can look good. But what happens if an inspection team—after reviewing all the "readiness" records—issues the unit an operation order and then rolls them out the gate to perform their mission?

The Squad Readiness Program is a two-phase, intensive squad inspection.

The first phase, maintenance, focuses on the accountability, serviceability and deployability of the personnel and equipment in a squad. Training, the second phase, looks at the squad's ability to safely deploy—lock, stock and barrel—and accomplish an MOS-related mission.

The company commander chairs a results-focused After Action Review (AAR) when the squad returns. The results are posted on the squad readiness board, which neatly hangs on the orderly room's wall. In short, the Squad Readiness Program is the measuring stick that attests to the squad's combat readiness.

All readiness evaluations are conducted during the respective platoon's maintenance day with, ideally, no more than one readiness test per week (else the company support systems and evaluators become overtaxed).

No rollouts are held during company maintenance days (i.e. Monday). The selection of the evaluated platoon is identified in the Commander's Quarterly Training Guidance, giving units fair warning when they're next in the barrel. Platoon leaders select the test squad.

The only restrictions are that a certified squad is exempted until all other

squads from the same platoon have passed. Give priority to squads that haven't been tested versus those that have failed and need to be retested. Exceptions, such as a certified squad that has undergone so many personnel changes that a new evaluation is warranted, are always possible.

The Readiness Program follows a carefully scripted sequence of events. It begins with an operations order the day before the actual readiness test and continues throughout the following day. It concludes with a comprehensive AAR where each company evaluator briefs the chain of command on the recently completed events. They also hand the platoon leader handwritten comments, positive and negative, on DA Form 2404. The loop isn't closed until the platoon and squad leaders brief the commander on their corrective actions.

Sequence of Events:

1500 (orders day)

- The company TOC/Operations cell issues its order to the squad. Usually given by the executive officer (XO).
- The squad leader begins his planning process, issues his warning order and in conjunction with his team leaders, prepares his time schedule.

Keys to success: *The XO should hold a meeting a day before issuance of the order to resolve potential conflicts.*

Keep the order simple enough that the MOS-related mission doesn't get bogged down in a myriad of support and security tasks. It's critical that the squad leader develop a time line (rehearsals, chow, weapons draw, operations order, etc.) and use his team leaders to ensure events are accomplished.

0900 (mission day)

- The Phase 1 inspection (maintenance) begins. The focus is on serviceability and accountability of assigned equipment. Company in-

spectors from five sustainment areas—maintenance, NBC, communications, supply and weapons—evaluate equipment and records in each of their respective areas. The motor pool is usually the best place to conduct the evaluation

Keys to success: *Although inspectors have ample time to "teach," the focus should be on inspecting. Squad members need to have everything "dress right dress" and know the standards inside out. You're exactly right if you think this is a cookbook approach. Knowledgeable, prepared squads begin to execute on automatic pilot and end up passing with flying colors.*

1300

- The phase 2 inspection (training) begins with the commander's inspection. The company commander or 1SG inspects the squad, focusing on uniformity, mission knowledge, completeness of the packing list and availability of mission essential equipment.

Keys to success: *Layouts and uniforms must conform to the published policy. Check for all those little things that drive everyone crazy (chin straps, helmet insignia, Goretex, etc.) It's imperative for the squad leader to have completed his operations order and "actions on" rehearsals before inspection.*

1330-1600

- The training portion continues as the squad rolls out the gate to the mission site. Integral unit operations such as NBC and communications are also evaluated.

Keys to success: *Representatives from the TOC, and usually NBC and communications (integral operations) handle this portion. This squad must operate as a team. (Make sure PVT Dokes isn't the only qualified M60 gunner, M8 alarm operator and the only person with a security clearance to operate the radio. You may find he's not only all of this, but drives the vehicle, too!*

1600

- The squad returns and is issued a



The Squad Readiness Program puts squad leaders in the spotlight and involves them from the orders process all the way through mission completion.

clude the briefing by asking every squad member what went right and what went wrong. Pass or fail, the platoon leadership has up to 15 days to brief the corrected 2404s to the commander. Whatever the end result, all are winners and the unit gets a little better.

Scoring:

All evaluated areas from both phases are recorded on DA Form 2404, Pre-Maintenance Checks and Services. Deficiencies as well as strong points are listed. Objective standards, as established by the company leadership, are used and the company commander, platoon leader and inspector keep copies.

Numerical scores are then given and translate into three ratings: exceeds standards (90-100), meets standards (70-89) and needs improvement (below 70). Display scores on a four-foot square squad readiness board located in the orderly room. Any squad that meets or exceeds standards is recognized in company formation and allowed to stencil

the coveted company mascot on their squad vehicle. There's no longer any doubt about the squad's readiness.

The readiness board mirrors the score sheet with the exception that the squad leader's name is listed across the top and the squad's score is now included with the scores from all of the other squads. This highly visible report card brings into focus just who really is the "best."

The program also serves as a valuable counseling tool and is an innovative way to reward those who meet the standard. It refocuses the entire unit on its true calling—rolling out the gate and accomplishing the mission.

As with any new program, there are some costs. The unit, with its plate already full, will feel there just isn't time to add something else. There also is the initial investment among the leadership to establish the standards and evaluative criteria.

Finally, there are maintenance costs of continuing the program such as updating the standards, reviewing trends and keeping the readiness board current.

Score Sheet

MAINTENANCE	Possible Points	Score
Vehicles*	(10)	
Integral Operations**	(20)	
NBC	(10)	
Commo	(10)	
Supply	(10)	
Weapons	(10)	
Total (Phase 1)	(30)	
*Vehicles always inspected		
**Integral Operations: 2 of 4 areas evaluated		
TRAINING	Possible Points	Score
Commander's Inspection	(10)	
Troop Leading Procedures	(20)	
MOS-Related Mission	(20)	
Integral Operations***	(10)	
NBC	(5)	
Commo	(5)	
Supply	(5)	
Weapons	(5)	
Written Test	(10)	
Total (Phase 2)	(70)	
***Integral Operations: 2 of 4 areas evaluated		
OVERALL SCORE (Phase 1 +Phase 2 totals).....[]		
Rating (circle one): ES MS NI		

What we found was that these costs were more than worth it. In fact, as the program got off the ground, leaders replaced their firefighting mentality with a more proactive approach.

When outside inspections were imminent, the "Chinese fire drill" and "spit and polish" methods were replaced with attitudes of sustained readiness and continuous improvement. With everyone working toward a common goal, blood pressures and stress levels were lowered, the plate began to empty and results took off.

Summary

The Squad Readiness Program is a garrison training program that develops junior leaders and builds units to field excellence and toughness. It's a proven system that provides healthy competition with clear and measureable standards.

In short, the freshly mowed grass and spit and polish floors, *combined* with a combat-ready unit, leaves no doubt to who really is the "best." ■

Vesay is a student at the Command and General Staff College, Ft. Leavenworth, KS.

short (10-question) written test reinforcing the recently completed mission. Two different tests are given; one to leaders and one to the soldiers.

Keys to success: Keep the questions straightforward and relevant to the recently completed mission. And, since everyone always does After Operations PMCS, there's really no need to check this area—but do it anyway.

1630-1730 ■

• The readiness evaluation concludes with the After Action Review (AAR). Company evaluators, the platoon leadership and all squad members attend.

Keys to success: Have each evaluator brief from prepared transparencies that match the published standards. Although the evaluation is on the squad, there is no secret that the platoon's training and support systems are also being evaluated. The company commander and XO keep the briefing flowing and the finger pointing to a minimum. To drive everything home, the commander should capture trends from previous evaluations and con-

OREs Just Tools of the Trade

By SFC Lawrence Kordosky

Look at inspections and evaluations as "tools of the trade," and not as the monsters many leaders make them to be.

Operational Readiness Evaluations (OREs) were conducted during Operation Desert Storm to solve training shortfalls of Reserve forces. These evaluations continue today in an effort to keep our Army trained and ready.

An ORE measures the readiness of Active and Reserve Component units against the Army standard. A unit's Mission Essential Task List (METL), with selected collective tasks from the Mission Training Plan (MTP), is the basis for all training evaluations.

FORSCOM Regulation 220-2 gives guidance for the ORE and states: "The primary focus of the ORE will be on a unit's current collective training status and ability to mobilize and deploy."

I've been an ORE evaluator for the past 18 months and in this article I focus on nine areas that I hope will help NCOs become better leaders and war fighters and increase soldier survivability on the battlefield.

Make sure your soldiers are ready for mobilization/deployment [the compliance phase].

The compliance phase of the ORE checks the unit's ability to maintain the proper paperwork, records, and equipment so the unit can mobilize and deploy administratively. Some basic soldier care deficiencies found during this phase are: lack of Human Immunodeficiency Virus (HIV) tests and required immunizations; panoramic X-rays, both in their files and confirmed on file at the Central Processing Storage Facility. Without these, a soldier can't deploy.

Another critical area that delays or prevents soldiers from deploying is failing to prepare family care plans. AR 600-20 identifies

those soldiers who must have a family care plan. Your soldiers should review DD Form 93 (Emergency Data Card) and Personal Mobilization Packets to identify single parents and soldiers with military spouses.

Married Reserve Component soldiers must have a copy of their rental/lease agreement or mortgage in their packets to initiate Variable Housing Allowance (VHA) upon mobilization.

Soldiers and their families must be able to take care of themselves during mobilization/deployment. A unit family support group and awareness of what that group can do for soldiers and family members is essential.

Soldiers must have the proper equipment to train with and deploy to the battlefield. Leaders should issue their MTOE equipment to the company then hand receipt it to the platoon. Mission items may be borrowed from another unit. Make sure your soldiers' MOPP gear fits properly. Sensitive items, absolutely critical for accomplishing the mis-

sion, must be inventoried.

Make sure you have the necessary transportation and devices to get all equipment from your unit to the mobilization station.

Parent units are responsible for developing the plans which get joining units to the mobilization station. Higher headquarters should stop requiring units to maintain unnecessary paperwork which limits training opportunities. Just maintain the files necessary to mobilize and join the parent units. Guidance on who is required to maintain complete mobilization files is specifically outlined in FORSCOM Regulation 500-3-3. Additionally, mobilization stations should not cancel mobilization visits for new commanders.

Know your leadership strengths and weaknesses.

Soldiers won't follow leaders when they don't trust their technical or tactical proficiency. Building leader confidence is important. A leader's technical and



Evaluated units seemed plagued with poor map reading skills. When concentrating on map reading, put extra emphasis on terrain association, on foot as well as from a vehicle.

Photo courtesy 4th Inf Div, Ft. Carson, CO

tactical competence as well as decisiveness can't be accomplished at drill alone. Leaders study the art of war at home.

Successful leaders motivate themselves and their soldiers to accomplish the mission. Leaders don't accept substandard performance.

Setting the example for today's NCO encompasses so much more than just reading manuals and reciting standards. Today's soldiers are smarter than they've ever been and can see right through leaders who don't practice what they preach. During OREs, the evaluation team repeatedly sees soldiers with chin straps under their chin, behind their head or completely unfastened. GEN George S. Patton once said if you can't get a soldier to keep his chin strap fastened, it's pretty difficult to get him to die for his country.

Maintain appearance and personal hygiene standards.

All NCOs need to be empowered by the chain of command to make decisions and take the initiative. This is most evident at the platoon sergeant and first sergeant levels. It appears that senior NCOs are so scared they're going to make a mistake, they're afraid to act at all. Believe me, if you don't know what you're doing or if you do nothing at all, its going to come out during the After Action Review.

Take responsibility for your actions and learn from your mistakes.

Plan actions so soldiers' time isn't wasted. When soldiers "hurry up and wait," they relax and become vulnerable to enemy attack.

Know your individual skills.

Know the individual skills and responsibilities that come with your rank. Your soldiers should be prepared to take the Common Task and Army Physical Fitness tests. Every NCO should be physically fit, enforce the standards and strive to go beyond the 60-point minimum. Verify the proper way to do each event then enforce those standards ruthlessly.

When analyzing tactical operations, don't just read the words, look beyond the words. A good example is that most OPORDs will say consolidate and reorganize. When you see this, think about how you're going to accomplish this, then brief your soldiers.

Platoon sergeants should be so well-

versed in tactics that they can fill the platoon leader's shoes at a moment's notice.

Units we evaluated also seem plagued by poor map reading skills. It definitely sets a sour tone for a field exercise if you can't get to where you want to go.

Communication is a perishable skill. Every NCO needs to be trained to use the Signal Operating Instructions to send a message or call for fire and then get periodic refresher training. Senior NCOs need to use proper radio procedures and set the example for their junior leaders.

Know the standard.

We have an obligation to bring our soldiers home alive. The only way to do this is to train, Train, TRAIN and the only way to train is to TRAIN TO STANDARD!

Too often, we accept word of mouth as the standard. If you don't know the standard, you can't train to it. Almost every unit in the Army has a Mission Training Plan, the standard the Army has given us to train by. If you don't have one, then your unit should draft one based on your mission.

The MTP contains the Training and Evaluation Outlines. Train on those which fit your mission and your METL. MTPs are generic. Change the T&EOs so they apply to your unit's mission. Make those changes as soon as possible to establish the standard for your subordinates. Plan for and train in different conditions (day, night, NBC). Your soldiers aren't truly proficient at the task until they can perform the entire task in all three conditions. Also, read the Tactical Standard Operating Procedures and apply local guidance. Always use the Army standard as your base, then build on it.

Improve your tactical and leadership skills.

A working understanding of FM 25-101, **Battle Focused Training** is needed to fully understand how to train your soldiers. The NCO Professional Development program is an outstanding ve-

hicle to continue training junior leaders. Remember, NCOPD is supposed to be battle-focused and METL-driven, not given over to administrative subjects. Sergeants major should not neglect specific training for their first sergeants. The NCOPD for the first sergeant and his platoon sergeants should be specifically geared to unit tactical deployment missions. The first sergeant and senior

Successful Warfighters...

- ◆ *Reduce all collective training to a crew drill.*
- ◆ *Always conduct a PCI according to your checklist.*
- ◆ *Always conduct a rehearsal before operations.*
- ◆ *Always do constructive AARs. Let the soldiers tell you what's right, what's wrong and how they're going to improve.*
- ◆ *Go to the field once during a quarter, at a minimum. At least one field trip during the year should improve survivability skills.*

NCOs of a unit should develop the NCOPD based on the unit's METL weaknesses. Develop NCOPD subjects at company level, get their approval at battalion level.

Don't let NCOs put off applying for the Noncommissioned Officer Education System (NCOES). Initiate a working Order of Merit List. Motivate all soldiers, but send only the most qualified.

All NCOs need to improve their tactical planning skills. Leaders need to put emphasis on using the 1/3 -2/3 rule in the planning sequence. This means leaders need to initially determine the available planning time then allow one-third of their available time to mission planning and two-thirds for execution. Leaders need to disseminate information as quickly as possible by using warning orders. Our number-one peacetime enemy is seldom having enough time to do everything we have to do. If we're going to do it once, we might as well do it right.

Know your unit's mission, its capabilities to accomplish the mission, and your soldiers' capabilities.

In order to know the company's capabilities leaders must know their soldiers' capabilities. They must know their strengths and weaknesses in physical fitness, MOS knowledge, survivability knowledge, motivation and ability to lead. Pocket-sized leader books help to

monitor CTT, weapons qualification, crew drill results, and APFT results. When updating leader books, don't forget to brief the platoon leader so he can make sure the company's data is also current.

NCOs should break down the battalion TACSOP to the company level. The company then has a tactical plan to train on and there will be a tactical/security plan when the unit gets to the field. Platoon sergeants need a plan to survive at the platoon and company levels. Think about how your platoon fits into it and develop specific complementary plans.

Know how to use and maintain your equipment.

You must start now—and I mean today—taking a vested interest in maintaining your equipment for your unit to be successful on the battlefield. Leaders must ensure preventive maintenance checks and services (PMCSs) are done properly and aren't limited to vehicles, masks and weapons.

While supervision of operator PMCS is the key to keeping equipment operational, it's deficient in almost all of the units I've seen.

Soldiers are constantly reminded to do their maintenance on the equipment to the standard outlined in the appropriate operator-level technical manual. NCOs must train their soldiers properly, give periodic refresher training and certify them to operate their equipment by using proper equipment licensing procedures. Every trailer operator must know the proper hook-up and inspection procedures before movement. Make sure periodic hands-on maintenance is being done, not just the paperwork. All calibrations in the company must be staggered so that all "like items" are not Non-Mission Capable at the same time.

Equipment seems to break just when it's needed. This is especially true with communications equipment. One minute a communications check with the platoon leader is successful and the next minute you can't reach anybody. Most of the time, good operator PMCS will prevent this from happening.

Know how to survive and keep your soldiers alive.

Apply appropriate survivability skills to all training. Battle and survival skills

are key to a successful field training exercise.

Develop a Pre-Combat Inspection and a pre-execution checklist to make certain your soldiers have everything they need for battle.

Tailor the checklist to the platoon and assign soldiers specific tasks. Create a checks-and-balances system to ensure all equipment is there, shortages are identified and reported to the company.

Break down the checklist to encompass a full company move, a platoon move from a tactical site and preparation for tactical operations. Use the checklist and continually update it.

One critical task that would prevent a lot of casualties is the proper operation and emplacement of the M-8 chemical alarm.

Take all your alarms when you go to the field. Remember to place the alarm upwind, camouflage it and periodically check its operation. Bring the M-8 alarm when going into an unsecured area—it may save your life. Request fresh batteries for all equipment prior to any field exercise.

And don't ever forget...

Even though the T&EOs are agreed upon before the evaluation, some things are frequently forgotten, such as:

- ◆ Listening positions/observation posts

- ◆ Knowing what security patrols and reactionary forces are; train them, and use them to secure the field site

- ◆ Continuing to improve the perimeter; request external support (engineers, artillery, MPs, etc.)

- ◆ Processing Enemy Prisoners of War. Someone other than the first sergeant and commanding officer should know how to process EPWs and captured documents

- ◆ Incorporating passive air defense into all phases of operations

- ◆ Using strip maps during all tactical moves

- ◆ Speaking up if you see something being done wrong

- ◆ Having a field sanitation plan

- ◆ Knowing what an air defense alarm is

- ◆ Doing a thorough Primary Marksmanship Instruction before zero firing

- ◆ Maintaining physical security of

your equipment

- ◆ Thinking NBC (the silent killer) in everything you do

- ◆ Camouflaging the water buffalo properly

- ◆ Learning how to use your crew-served weapons

During one ORE, I saw a soldier trying to load his M-60 machine gun. He was obviously having difficulty in getting the gun operational. I asked him what was wrong and he said he couldn't load his weapon. I asked him why not and he replied, "My squad leader never trained me."

NCOs should be held directly responsible for basic soldier care. Compliance phase problems are the easy thing to fix. The hard thing to fix is the training and sustainability of your soldiers, which ultimately keeps them alive. The comment most often heard when conducting an evaluation is:

"You just don't understand that in the Reserve/Active component we do things differently. You just don't understand how we do business."

What these units don't understand is that the ORE evaluation teams are comprised of officers, warrant officers and senior NCOs from every component who are experts in their fields. We may not always understand how you do business, but we do know how business should to be conducted according to the Army standard.

Every unit is different and we conduct every evaluation a little differently. But, the goal remains the same. OREs are given to both Reserve and Active Component units and the standard never changes, regardless of the unit.

I'd like nothing better than to have a unit be successful during an ORE. Don't think of it as a pass/fail evaluation. Think of it as a learning process that will help focus your training.

We'll tell you exactly what we see—with no political agenda. Take what you learn and use it to develop and plan the next year's training. ■

Kordosky is a training evaluator for the office of Deputy Chief of Staff for Evaluation, Hq, Fifth Army, Ft. Sam Houston, TX.

The Lieutenant and the Medal of Honor NCO

By COL Fredrick Van Horn

We all know the cliché, "Never judge a book by its cover." It's as much true for people as books. One of our Army's great NCO heroes taught me this lesson.

Late in 1967, about half way through my second year with the 1st Bde, 101st Airborne Div in Viet Nam, I was serving as the executive officer of a howitzer battery in the 2d Bn, 320th FA, when a helicopter landed and delivered a new NCO to us.

As a very senior staff sergeant, by all rights he should have gone straight into one of the howitzer sections as section chief. My problem was that I had a line-up of proven, superstar section chiefs that I didn't want to change.

The new NCO looked a little overweight, seemed a little slow, showed a lack confidence, and in general, didn't look like the kind of chief I wanted on the guns in a fight. So, I made it easy on myself and made him the ammunition section chief. I sensed his disappointment, but he handled it quietly and professionally.

SSG Webster Anderson made a great ammo section chief. His people respected him and the soldiers assigned to the section worked harder for him than any previous section chief.

I decided to move him into a howitzer section as soon as one of the "old reliables" left the battery. But I waited too long. Once battalion found out I was using a senior staff sergeant as an ammunition section chief, they sent him to a sister battery that was short on staff sergeants.

Some weeks later, Anderson's battery came under attack. We listened all night long to the fight because we were the only supporting unit in range. We shot defensive fires for them throughout the attack and on into the morning. At first

light, I was ordered to relieve our sister unit in place because they were no longer combat effective.

By the time I got on the ground, all the friendly casualties were evacuated. The battery commander thanked me for the supporting fires as well as for sending him SSG Anderson.

It was clear that Anderson's howitzer section had saved his unit, from total destruction.

As we rebuilt the position and buried the enemy dead, we found a sketch map of the battery position on one of the enemy soldiers. It was correct in every detail but one.

The sketch did not show that the point of their main effort was held by a soldier named SSG Webster Anderson, a man so full of courage and fight that he made the position impregnable just because HE was there.

This was the same quiet, slightly overweight, not so impressive sergeant I made the ammunition sergeant; the same sergeant I worried might not be able to hold up in a fight.

SSG Webster Anderson taught me that judging people totally by appearance is dangerous business. When you absolutely must make a quick judgment about someone, learn as much about who the soldier REALLY is before letting first impressions carry too much weight in your decision-making process.

He showed me through his own personal example the truth in the old saying: "You are what you do when it really counts!" ■

Van Horn is commandant, U.S. Army Sergeants Major Academy, Ft. Bliss, TX

Webster Anderson

Sergeant First Class
Noncommissioned Officer
Leader
Hero
Medal of Honor Awardee



In the early-morning hours of Oct. 15, 1967, a hostile North Vietnamese Army infantry unit crept up the slope of a steep ridge and attacked Battery A, 2nd Bn, 320th Artillery, 101st Airborne Inf Div (Airmobile).

SFC (then SSG) Webster Anderson was serving as section chief of the battery when the night was split by the sound of enemy heavy mortar, recoilless rifle, rocket-propelled grenade and automatic weapon fire. It was then that Anderson summoned the courage which later earned him the Medal of Honor.

The 34-year-old Anderson climbed to the exposed parapet of the howitzer position and started issuing commands to direct fire on the NVA soldiers who had penetrated the battery defensive line. While he was trying to protect his gun crew, two enemy grenades exploded at his feet, knocking him down and severely wounding him in both legs.

Even though excruciating pain ripped through his body, Anderson remained undaunted. The Medal of Honor citation reads:

"(He) valorously propped himself on the parapet and continued to direct howitzer fire upon the closing enemy and encouraged his men to fight on."

Seeing another grenade roll into the gun pit near a wounded member of his crew, Anderson seized the grenade and tried to throw it out of the pit. As it left his hand, the grenade exploded and he was again wounded.

The citation goes on to say, "Although only partially conscious...Anderson refused medical evacuation and continued to encourage his men in the defense of the position. By his inspirational leadership, professionalism, devotion to duty and complete disregard for his own welfare, (Anderson) was able to maintain the defense of his section's position and to defeat a determined attack."

Anderson lost both legs and his right hand during the attack and retired from the Army in 1969 to work as a TV technician. Later that year, he was presented the Medal of Honor in a ceremony at the White House. ■

If the running shoe fits... *You're*

By SGM George Monk

Choose the wrong running shoes and sooner or later you're probably going to receive some negative feedback: back pains, stress fractures, knee pains, Achilles tendonitis and other associated maladies. So, when you purchase shoes, be sure they're made for your specific needs.

Like pills for pains, there are lots of shoes out there from which to choose. Knowing some basics of shoe construction and foot anatomy can help ensure you stay "footloose and fancy (pain) free."

Let's start with foot type. The "Wet Test" (see chart, page 21) is an easy way to determine your foot type. Wet the bottom of your foot and stand on a blank sheet of paper. Your footprint will determine the type of arch you have and shoe you need.

Runners with flat, floppy feet or low arches leave a full imprint. If your shoes lean inward excessively, you need to get a shoe with a firm multidensity midsole, external motion control devices and a straight or slightly curved shape.

Your best bet is to shop at a store with knowledgeable sales people. Look at quality running shoes and make sure you get a good

fit. You should be able to find a high quality shoe in the \$35 to \$75 range. (You will still see shoes for \$100 or more, but you probably won't need them.)

Once you know your foot type, the next most important aspect in selecting your shoe is proper fit.

If it doesn't fit properly, don't expect it to perform properly. Since your feet expand while running, shop for new shoes in the late afternoon after work or after a workout, when your feet are the longest and widest.

Your thumb's width should fit between the end of your longest toe and the top of the shoe. Your foot should fit snugly, with no excessive motion, in the heel counter or heel cup and the uppers should wrap over the top of the foot and hold your foot securely.

Check for adequate shoe width at the ball of the foot. The shoe should have a breathable upper, whatever the material.

When trying on the shoe, lace them up and walk or jog around the store for a few minutes on a non-carpeted surface to allow you to get an idea of proper fit.

If you wear orthotics, make sure they fit in the shoes. You may have to remove the sock liner to insure proper fit.

Finally, do a quality control check on your shoes. Are they symmetrical? Are the heel counters identical in height and width? Do the uppers slant inward or outward? Do the shoes have a full set of eyelets and two laces? Are there any unusual seams, tears or visible flaws?

Consider your weight and running style when determining the midsole cushioning and weight of shoes you buy.

Light runners can wear light shoes with less cushioning and fewer motion control features.



Footloose & Fancy (Pain) Free

Taller, heavier runners need the best combination of cushioning, stability and rear foot control.

Look for a shoe with a multidensity midsole, a straight to slightly curved shape, a combination-lasted construction and a carbon rubber outsole.

Durability is also an important factor. You can expect 300 to 600 miles out of a quality running shoe, depending on weight, stride mechanics and running surfaced. Pay attention, however, to the midsoles, because you can endanger yourself by trying to get more miles out of your shoe just because the uppers and outsoles are still in good shape.

The weak link in a training shoe is actually the midsole. Although it provides cushioning, the foam that makes up the midsoles break down over time and lose their cushioning. You may not be able to see or feel this loss because your body attempts to adapt to it. A good indicator is the horizontal lines visible along the midsoles.

After about 300 miles of running, you've probably lost about 30 percent of the cushioning ability of the shoe. Running with this loss may cause injury. Keep in mind the midsole—the padded area between the insole and outsole—is the life of the shoe. It protects you from the relentless pounding of running. The midsole is made of a variety of cushioning pads that can improve durability because they replace some of the foam. It will wear out quicker than the outsole.

When you run, your feet pronate (rotate inward when your foot contacts the running surface) and supinate (rotate outward as you "toe off").

This is normal. But if you have either flat feet or extremely high arches you probably either *overpronate* or *underpronate*.

If you overpronate, your shoes will lean inward. If your shoes lean outward, you probably underpronate. Simply enough, you can determine this by carefully examining some of your older run-

ning shoes while they're sitting side by side on a flat surface.

If you underpronate (your shoes lean outward) you will require a shoe with a lot of midsole cushioning, slip-lasted construction and a carbon rubber outsole. In addition, flexibility and a straight to slightly curved shape is necessary.

If you have a moderate or normal arch, you can wear a variety of shoes that come in different shapes with a slightly or semicurved shape.

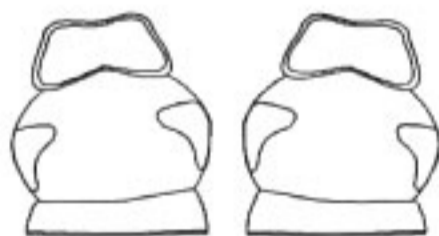
Armed with this information, there's no reason you should suffer unnecessary pains from running in the wrong shoes.

The bottom line? Find a quality shoe made for running that falls within your price range and fits you well. Put them on, lace them up and get "footloose and fancy (pain) free." ■

Monk is a master fitness trainer assigned to USASMA's Health Promotion Office, Ft. Bliss, TX.

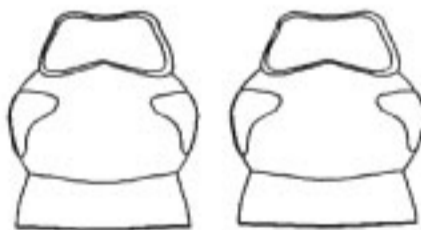
The Wet Test

Wet your foot and make a footprint on a flat, dry surface.



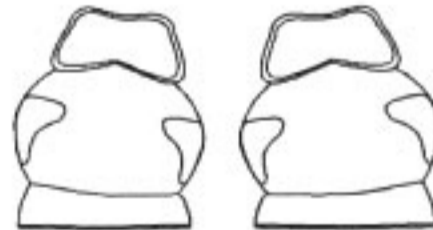
High-arched

You probably underpronate



Normal foot

You pronate normally



Flat foot

You probably overpronate

USAREUR SOLDIERS "SURE BETS"

By CSM Gene C. McKinney

Serving as the command sergeant major for the U.S. Army, Europe (USAREUR) is quite a challenge during these changing times. But I can do my job with confidence because I always have one "Sure Bet"—USAREUR soldiers—I can rely on to accomplish any mission. This may seem like bragging, but, actually it's my way of saying "thank you" to the professional soldiers, their families and civilians serving in USAREUR.

The same qualified, motivated and dedicated soldiers—that served from the beginning with the U.S. Army in Europe (European Theater of Operations) and through all the changes to the USAREUR of today—have remained constant. They're dedicated to "winning" at training, deployments and on the battlefield. These excellent soldiers are USAREUR's key to its history of excellence.

What is this "Sure Bet" I'm talking about? The acronym stands for "Soldiers/civilians/family members of USAREUR, Represent Excellence, Best led, Exercise initiative, Trained and ready."

The "Bet" is that our soldiers will be deployed. Whether it's from Moscow to Rwanda, Bishkek to Skopje, the eyes of the world are upon them. Much is riding on this "Bet"—soldiers' lives, America's reputation, and the command's credibility. The USAREUR commander-in-chief and I are very comfortable with this "Bet." We already know the outcome. History tells us that from Normandy to today, "Sure Bet" soldiers have shown they are able to accept and accomplish the mission. USAREUR soldiers are trained. "Sure Bet!"

How "Sure" is this Bet? Very sure. Along the way, our soldiers participated in disaster relief, humanitarian and national assistance to noncombatant evacuation, peacekeeping and potentially peace-making missions. The Rwandan refugee mission, Operation Support Hope, marks our 47th deployment since the end of the Gulf War.

Our soldiers are standing watch in Macedonia, Kuwait and Turkey. They've provided medical services in Zagreb and fueled Russian helicopters in Angola (an operation orchestrated by a staff sergeant). Nations of the former USSR continually call on USAREUR to provide NCOs to lecture on developing and training professional NCOs for their armies. They want to know how we do it! It's a "Sure Bet" our sol-

diers have the answers to these problems.

All of the above mission accomplishments didn't stop our soldiers and NCOs from improving themselves through professional and self-development. Our NCO population is in excess of 34,000, of which 990 became Sergeant Morales Club members. In 1994, 146 Sergeant Morales members were considered for advancement to sergeant first class in the primary zone and 64 (44%) were selected. There were 10 selected in the secondary zone.

Each year, four NCOs and four junior enlisted soldiers work their way to the competition to earn the title of USAREUR Soldier and NCO of the Year. They comprise the top 1/100 of one percent of the NCO and enlisted ranks. Our soldiers and NCOs do consistently well in Army-wide competitions (see box). USAREUR soldiers have won the Boes-

leger Competition many times and won again in 1994.

We are also on the cutting edge of initiatives to improve the quality of life for single and married USAREUR soldiers. This is a readiness issue that's just as important as individual weapons proficiency, and is treated as such. USAREUR has addressed such thorny issues as providing medical services to family members, single soldier housing and transportation for remote and/or isolated units. As of this writing, we have approval for 33 Quality of Life (QOL) standards covering everything from fitness centers to Army Community Services.

"Sure Bet" equals reliability, professionalism and determination to accomplish the mission. Sure Bet equals "Hooah!", the Army's Ethic. It's an attitude that reflects "Yes sir; I understand, accept the mission and

will accomplish it. I'm motivated, full of energy and can do anything you throw my way; there is nothing I can't do. I know my job. *I am a professional. Count on me.*"

It's clear that USAREUR soldiers have been "Sure Bets" for over 50 years. I can't say what the future will bring, what challenges will arise or where they'll come from. I'm very confident that the "Sure Bet" soldiers will do as they have done—fight our nation's wars and win! ■

McKinney is command sergeant major for the U.S. Army, Europe (USAREUR).

USAREUR'S 1994 "SURE BET" WINNERS:

SSG Mark Warren, 1st place, Army Chef of the Year.

SFC Mike Thompson, Retention NCO of the Year.

SPC Dino Napier, three gold medals, Armed Forces Track & Field championships.

SSG Countess Irvin, Armed Forces Women's Basketball Team Member (also voted Rookie of the Year).

All Army Sports Teams

Sergeants **Charles Swindell**, **Roberta Sheffield**, **Benjamin Cureton** and **Theresa Chittenden**, CPL **Derian Ashford** and PFC **Kanyon Rodriguez**.

A USAREUR band, "**Abstract**," with seven enlisted and one officer, took "Best Overall Band," Army-wide. The band placed first every year for the past three years as the best rock-and-roll band Army-wide.

Letters to the Editor

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College education important

When I read SMA Kidd's comments in the Jan. 23 *Army Times*, about the Council of CSMs' recommendation for less emphasis on college credits, I wonder if they really want to return to the uneducated enlisted/NCO Corps of the 1960s? I agree 100 percent that more emphasis is needed on MOS skills. I know some senior NCOs from the 25V MOS who can't turn on a video camera, much less produce a video program, but have memorized the (now defunct) SDT manual and scored well!

My wife and I are Army NCOs who have worked, struggled, sacrificed and completed college degrees while on active duty. To say that college courses distract soldiers from concentrating on their military duties is false. I took 90 percent of my classes and my wife took 100 percent of her classes during off-duty hours. I never had a complaint from my supervisors or subordinates about the "lack of concentration on my military duties," because I took an extra 45 minutes for a lunchtime class. In fact, I received praise for trying to better myself. The extra hours I put in on missions and extra military duties more than made up for the 45 minutes.

Soldiers shouldn't go to college just to earn promotion points. The brain, like the rest of the human body, needs exercise. That exercise is called education. Education helps one to reason out, research and solve problems thoroughly.

NCOES classes are valuable tools in

educating a soldier on military skills, but a person needs more than just a military education. After all, soldiers won't spend their entire lives in the Army.

I counsel and do all I can to help soldiers take college courses. For me, there are *no excuses* for not taking classes.

I wonder what the real reason is for de-emphasizing college credits. Is tuition assistance breaking the Army's budget? Are soldiers using college courses for an excuse not to deploy? Or could it be that while the military hierarchy praises soldiers on how proud they are of education levels achieved, they're really afraid their soldiers are becoming more educated and need to tackle more responsibility?

Please place job knowledge and performance on a higher level for a potential promotion, but don't lessen the impact and importance of a college education for the soldier.

SSG Ronald C. Bingham
2nd Signal Bde, Germany

Drawdown presents opportunity to hone basic survival skills

Redirecting our focus during the drawdown to basic soldiering skills will be a mainstay of the NCO Corps during these times of operations other than war.

We must teach our soldiers from the appropriate manuals if we are to properly develop these young leaders. It's also important that NCOs be able to interpret this information.

Stick with the basic fundamentals of soldiering—physical fitness, basic rifle marksmanship, drill and ceremony, military courtesy and common skills—and it will pay off in the long run.

We need to stay with these basics even with the ever-changing attitudes our newly enlisted soldiers bring with them. Problems occur when leaders cannot meet the challenge of dealing proficiently with these soldiers and the soldiers can sense the flaws in us.

We must continue to mentor and give guidance to these young men and women. At the same time, we must stick with the basic soldiering skills—those dwindling skills that are so badly needed in our Army today.

SSG Reginald La Grone
Ft. Sill, OK

Fitness requires coordinated program

The umbrella rule of getting in shape is to never expect excess weight to leave a particular area. In the first place, there are no spot exercises. Second, any program for improving your physical fitness or shape must include more than merely exercises; it requires a coordinated program of training, diet and a change of lifestyle. To solve your problem, you need to analyze each of these facets to see how you can improve.

SSG Duane Fish
B Co, 101st Armor
Albany, NY

Senior NCOs often think continuing ACCP waste of time

As a staff sergeant in the secondary zone of consideration for SFC I'm often asked by peers why I'm wasting time with the Army Correspondence Course Program (ACCP), since I'm no longer promoted on the points system.

True, ACCP often can be the final few points that promote that specialist to sergeant or sergeant to staff sergeant. But, promotion to the senior NCO ranks shouldn't be the end of ACCP studies. On the contrary, it's really the beginning.

If you look at the NCO career map there are quite a few more courses after promotion to staff sergeant. As NCOs, it's our duty to develop ourselves and our soldiers to the utmost of our ability. Not only should we be enrolled in an ACCP in accordance with the career map, our soldiers should too.

When I was a Long Range Surveillance (LRS) team leader, it was mandatory that I enroll new soldiers in the LRS ACCP. I monitored and counseled that soldier monthly on his progress. Once he completed the course, another was chosen, furthering his career, his knowledge, his promotion potential and his performance potential. I had more than one soldier promoted thanks to the points gained from an ACCP. Plus, for an NCO, completion of an ACCP is a bullet statement on the NCO-ER.

It's our duty to give our soldiers every training opportunity available to the Army and the ACCP is a valuable training tool available to everyone.

*SSG Mark S. Leslie
5th RTB, Dahlonaga, GA*

Dress right, dress nail polish bottles from largest to smallest?

As a single soldier living in the barracks I can relate (to CSM Dare's article, "Single Soldier Living," Winter 95, page 24).

There should be a standard for the barracks, but it should be consistent and fair. I agree with CSM Dare when he said: "It makes more sense to demonstrate trust and confidence in soldiers in all aspects of their lives rather than limited events such as tactical training."

If my 'home' is the barracks, as I've been told countless times, why is it I'm constantly treated as if the space I live in is a favor to me from the Army?

I know for a fact that the majority of soldiers living in the barracks are good soldiers who do their jobs well and deserve the space and privacy. And, I agree that soldiers living in a communal setting should have standards for cleanliness that promote a healthy environment for everyone. But, I think it's gone a little

far when you're told to "dress right dress" your nail polish bottles from largest to smallest.

If the building I live in is under the Single Soldier Initiative Program, then rules such as the one just mentioned seem contradictory to the program. I'm sure such rules aren't applied to soldiers living in housing.

*SPC Renee C. Houston
3/81 Armor Reg, Ft. Knox, KY*

RIMSRCIS—a 'mobile' Army acronym

While I was on a long drive to annual training, I began to run military acronyms through my head. They had always assisted me in the past to gather my thoughts and quickly assess combat situations from METT-T to OCOKA. I'd always had trouble in the past remembering the eight Troop Leading Steps in sequence and decided to come up with my own acronym by the time we hit the ground at Ft. Bragg.

What I came up with was one sentence consisting of eight words and the acronym of RIMSRCIS: *Realize It Makes Sense Reserve Components Initiate Success.* ♦ Receive the mission ♦ Issue a warning order ♦ Make a tentative plan ♦ Start necessary movement ♦ Reconnoiter ♦ Complete the plan ♦ Issue the complete order ♦ Supervise and rehearse.

Just repeat the acronym several times, write it out each time vertically, then fill in the words to the right of each letter and before you know it, it's carved in your brain to stay.

Good luck and I hope this will help my fellow NCOs and soldiers in the Reserve Army. Let it be known that we Reservists, as part of the "Total Army," are ready to deploy and respond aggressively to the challenges that lie ahead.

*ISG Kurt Kobel
810th MP Co, Tampa, FL*

NCOs at West Point

The article on West Point training (Winter 95) of cadets should be informa-

tive to soldiers in the Regular Army since the environment at the Academy is very similar to that of the Regular Army.

A great number of cadets at West Point have never been in the military and know little about the chain of command and how it operates. The TAC NCOs do an excellent job as liaisons between cadet life and that of the Army.

Many soldiers today are completely blind to the quality training these cadets receive and tend to hold a biased attitude toward commissioned officers. Exposing the leadership skills these future leaders receive can only benefit the NCOs and enlisted soldiers who will serve under their command.

*SPC Kevin Frazier
HHC, 63d SG Bn, ISC,
Ft. Gordon, GA*

Corporal agrees promotion system unfair

I totally agree with [CPL Thompson's letter to the editor, winter 95] on how the promotion system is unfair.

I've been in the Army now for six years and I've worked hard to get promoted, but in my MOS (telecommunications) I've got to max out in every area. I've worked in all areas of my MOS, including leadership positions as NCOIC of my facility and have had lots of responsibility. Now, if I want to remain in the Army, I'll have to voluntarily reclass to another MOS to be promoted.

How can you determine who's ready to be a leader (NCO) by the number of points acquired? While one soldier might work hard and demonstrate dedication and commitment to meet high requirements, another soldier in a different MOS isn't required to meet the same standards.

Although there are other factors that determine readiness for promotion, such as the promotion board, I also believe that doesn't show a soldier's true leadership potential, other than the ability to memorize. You can only really learn it by experience or application.

Other major factors should be excellent work experience and knowledge of

your MOS, maintaining standards and influencing others to do the same. Allow soldiers to be placed in leadership roles or situations and be evaluated. Keep standards high, but equal.

*CPL Priscilla G. Gonzalez
Ft. Lee, VA*

'Disgruntled' corporal fails to understand promotion system

I feel CPL Thompson [winter 95 letter to editor] makes only one valid point in his letter. As a college graduate, I'd never place my degree acronym in my official signature block, optional or not.

However, I don't think CPL Thompson fully understands the Army's promotion system or policy, unchanged since I joined in 1982. The point system isn't biased or unfair, and reflects the only true way to rank soldiers by MOS. If there was a standard point level to make sergeant or staff sergeant, the NCO would then most likely be transferred to a different MOS to keep the NCO Corps manageable. CPL Thompson makes reference to time in service (TIS), time in grade (TIG), MOS knowledge, required NCOES and recommendations by the chain of command. These are all now components of the Promotion System (AR 600-200).

In my opinion, CPL Thompson errs when he states: "Education doesn't make a leader." An NCO or future NCO who takes the time to pursue his/her civilian education *does* make a more effective leader. Education is knowledge, and the more knowledge a person has, the better he/she can be an effective part of the team.

As the Army becomes more competitive, civilian education becomes a more important factor. I believe in the near future, for NCOs to reach the grades of sergeant first class, master sergeant/first sergeant and sergeant major/command sergeant major, an associates degree will be required.

It's time our junior NCOs became proactive in their careers instead of waiting until this becomes a requirement. I encourage all soldiers to pursue their ci-

vilian education and I highly encourage CPL Thompson to look at the promotion system and the idea behind the system so he can become a more knowledgeable NCO.

*SSG Donald C. Kilgore, IV
Co D, 140th Av, CAANG
Los Alamitos, CA*

NCO-ER inflated, but best in the last 20 years

I wholeheartedly agree with [CSM May's letter to editor, Winter 95] about how inflated the NCO-ER is. But, I believe it's better than any previous edition in the last 20 years.

However, I disagree with his zero tolerance approach to the maintenance and accountability of monies and supplies. Until the Army decides to adopt a zero tolerance policy in this area, let raters decide.

*MSG Rick Brown
A Co, 306th MI Bn, Ft. Huachuca, AZ*

More on acronym corrections

I read the *Acronym error corrected* article, [Winter 95], about SFC Munoz improperly stating the acronym for PAC. As an NCO, I sat on a promotion/soldier-of-the-month board. The study guide for the board had several mistakes that even the senior NCOs asserted were correct.

1) The NBC decontamination agent STB was stated as Super *Tropical* Bleach instead of "Topical." What is this, bleach that comes from Equador or Panama?

2) The name for the web gear was an LCE for Load *Carrying* Equipment. I wish my web gear would *Carry* my equipment.

A soldier going to the board should be ready to justify any answer he gives through knowledge and experience. Too many boards consist of soldiers repeating memorized answers to memorized questions. These boards don't promote knowledge and understanding, just memorization. Is this a Pavlovian experiment of memorization and to be rewarded? Understanding is more impor-

tant than simple memorization.

*Thomas S. Prohaska
Redstone Arsenal, AL*

Don't pamper single soldier

In response to CSM Dare's opinion ["Single Soldier Living," Winter 95], I believe it's unwise to pamper the single soldier or worry endlessly about his self-esteem.

I was single during my four active duty years (1980-84). We did have rules, inspections and GI parties, but barracks life was tolerable. Besides, the barracks aren't meant to be one's permanent home. I would keep some restrictions, such as visitation and use of beverage alcohol and other drugs.

*SSG Thomas M. Muldoon
US Army Reserve, Bolivar, OH*

Raters—make quality bullet comments on performance

On the NCO-ER you see three ratings, right? How about five? There are two ratings you *don't* see and they're tied to the "optional" comments for success ratings.

Having served on numerous promotion and retention boards, I've learned that raters can say a lot about the soldier by providing comments for **All Success Ratings**. By a rater's comments on **All Success Ratings**, you tell me if this soldier is moving towards "Excellence," or backsliding to "Needs Improvement."

Once you establish this practice, then any board member can see the soldier's pattern of performance and his/her future promotion potential or need for elimination from service.

Raters, don't take the easy way out on Success Ratings. Give the soldier an honest evaluation by making quality bullet comments about the soldier's performance. You'll inspire some and maybe wake up the rest. Hooah!

*CSM John Lester
335th Theater Signal Command, USAR,
East Point, GA*

On Strategy II

A Critical Analysis
of the Gulf War

By
COL Harry G. Summers, Jr. (Ret)

Dell Publishing Co., 1992
294 pages, \$4.99 (PB)

Primarily an analysis of the 1990-91 Gulf War, this book also draws heavily on the Vietnam War experience. COL Summers takes the reader through the evolution in strategic thought from the Vietnam War to the Gulf War. He makes it clear that the change in strategic thought contributed significantly to the Gulf War success.

COL Summers uses Clausewitz (*On War*) and the *Principles of War* as his analytical framework. He begins by supporting and expanding on Clausewitz's "Remarkable Trinity," making it clear why domestic support is essential to any war-time effort. In this light we see GEN Abrams' total force Army as an active decision to gain public support for any future conflicts. The required force structure for the Gulf War validated this concept in that the whole nation had to become involved.

Summers then uses Clausewitz to emphasize that war is not an isolated

phenomena without cost. The purpose of war is not seen as an end in itself but determined by the political objective. It's with the objective in mind that the price of war is determined. Gradual escalation at increased costs was further discredited. Thus, President Bush had to describe success to the American public in specific detail and at specific costs.

Summers' analysis and argument also demonstrate a shift in doctrinal thinking. He shows us a clear difference between preparation for war and the execution of war.

He finishes this book by thoroughly

applying the *Principles of War* in light of Cold War and post-Cold War strategy.

He shows us the shift from strategic defense (containment) to strategic offense (assurance). Finally free of Cold War constraints, we see the U.S. willing and capable of leading a coalition force.

On Strategy II is a rich source of material about the development of the Army and other services since Vietnam. I believe it's a must-read book for professional and individual development and especially for Vietnam veterans. ■

SGM Miguel A. Zamudio

The Great Battles of Antiquity

A Strategic and Tactical
Guide to Great Battles
that Shaped the
Development of War

By
Richard A. Gabriel &
Donald W. Boose Jr.

Greenwood Press: Westport, CT, 1994
744 pages, \$95.00 (HB)

NCOs are encouraged to undertake a program of reading, but it's often difficult to select books significant enough to add to one's professional library. *The Great Battles of Antiquity* is one of those that qualifies.

Gabriel and Boose are on the faculty

of the U.S. Army War College, which allowed them to use the experience of their students in the preparation of this extensive study. The perspective of their Army officer students provides an analysis of ancient battles in terms of the current strategic and tactical approach to the operational problem.

Thirty-one wars, campaigns or battles—ranging from Megiddo (a site referred to in the Bible as Armageddon), fought in 1479 B.C., to the fall of Constantinople, 1453 A.D.—are examined in detail.

The book demonstrates that without an understanding of the battles of the past, a professional soldier cannot adequately understand the campaigns developing for tomorrow. If the reader intends to purchase only one military book this year, this should be the one. ■

MSG Joseph F. Connolly, II

Code of Honor

By
Harold Coyle

Pocket Books, 1995
432 pages, \$6.50 (PB)

In keeping with Harold Coyle's tradition of novels dealing with global military action, *Code of Honor* surpasses his other works. If you enjoy Coyle's style, you'll find this book worth reading.

The book is based on the United States' commitment to provide military assistance to Colombia, South America, after an aborted military coup. While concentrating on the activities of the 11th Air Assault Division in country, the book also focuses on the conflict between duty and honor by emphasizing personal suffering and trials of indi-

viduals on the ground.

The 11th's mission is to protect the existing government from revolutionaries and inflict major damage on the drug cartel—minor considerations compared to the internal conflict the division is experiencing. The book brings to light the realization that military protocol is not always morally correct.

The author draws an interesting parallel between the fictional mission in South America and the fall of Saigon in 1975.

MSG Ernesto Mondragon

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Van Horn, COL Fredrick, "Lasting First Impressions." Winter 93-94: 18.

Owens, SGM Bobby, Pitman, SGM Miles, Moore, SGM Ben, Nethken, SGM Arlie and Miller, SGM Bill, "The Warrior Spirit." Spring 94: 8-9.

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Whyte, SFC Michael D., "Developing junior officers is our business. We can determine their future career." Fall 94: 11.

Dewey, SFC John E., "What Direction do you take to lead your charges well?" Fall 94: 21

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Schaefer, SGT Randy, "Examples of Leadership." Fall 1991: 15.

Bradford, SSG Judith, "His Name Was Bourdo." Fall 1991: 18-19.

Phifer, 1SG Robert L., "Feeding Him to the Wolves." Spring 1992: 12-13. (Inprocess new personnel properly)

Seitzinger, MSG Christine E., "Mentoring: Teacher, Coach & Counselor." Spring 1992: 17.

Sigmon, SSG John A., "Counseling" Fall 1992: 20-21.

Ender, Morten G. and Porter, Carla D., "When Tragedy Calls." Spring 1993: 17. (Casualty assistance)

Gillis, CSM John W., "The Silent Warriors Speak." Spring 1993: 20. (Honoring and remembering fallen comrades)

Apao, SFC Mark and Gamblin, SFC Stephen, "Enable? or Intervene?" Summer 1993: 4-5. (treating alcohol problems)

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Kaufmann, LTC Greg, "Taking Care of Soldiers." Summer 94: 3.

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Dubnicka, SPC Jeanine, "Patriot's Pride." Spring 1991: 13. (Patriot missiles in Desert Storm)

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Bates, MSG Michael D., "Tricks of the Trade." Summer 1991: 20-21. (Unique solutions to problems that the "books" cannot solve)

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Tomasi, Louis F., "TRADOC Adopts Total Fitness 2000." Summer 1993: 8.

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Zitel, Vic, "Career Maps: Providing Clear Directions for Professional Growth." (with sample Career Map) Spring 1992: 9-11.

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Segaloff, SFC C. Michael, "NCOs get by with HELP from a little friend." Fall 1993: 4-5. (Automated leader's books)

Weiske, SGM John R., "EDUCATION and a matter of degrees." Winter 93-94: 3.

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Adams, SFC Darrin M., "Eight Ways to Better Prepare Soldiers for NCOES Course Attendance." Spring 94: 15.

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Mussen, SGT Shawn A., "The Threat: Focus on Mid/Low Intensity Conflict." Summer 1992: 14-15.

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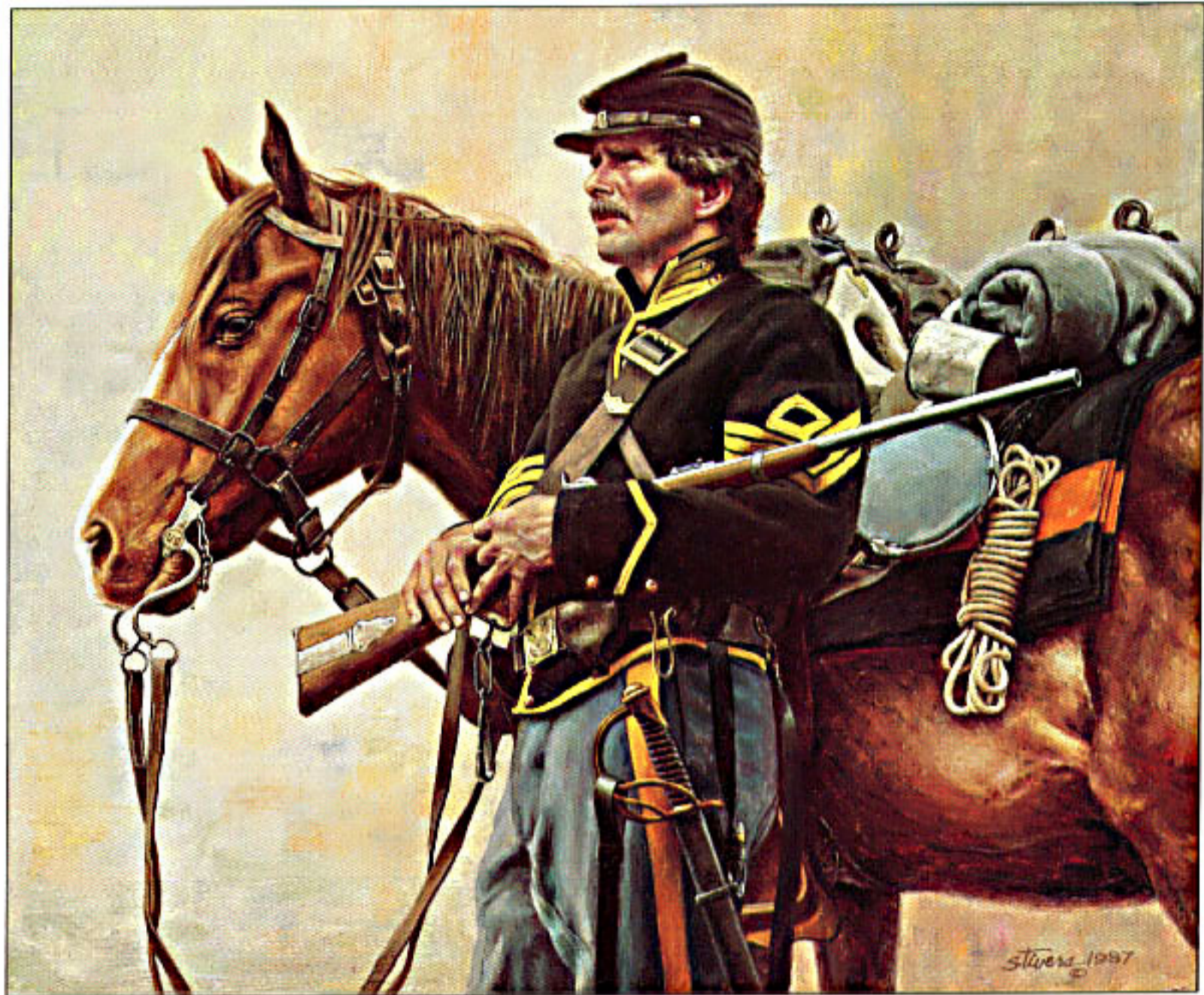
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Units undergoing inspection seem plagued by poor map reading skills. Soldiers sing a sour note during field exercises if they can't get to where they want to go. (See pages 16-18 for more.)



Art by Don Stivers

◆ The First Sergeant ◆

His *duty* was to create a swift, striking arm to lead the rest of the army into harm's way. His *job* was more difficult: to mold inexperienced boys of the peace-time North who rode horses like sacks of wheat, into lean, disciplined men who could master not only themselves, but half a ton of galloping horseflesh in some of the largest cavalry battles ever fought.

The colonels and captains and lieutenants taught tactics to the large groups of troopers like they were wooden blocks to be moved about on a board. But the first sergeant knew that these blocks were composed of men and boys with fears, and angers, and yearnings, and worries of family and homes far away. He lived day-to-day with them and was a teacher, consoler, confidant, confessor and perhaps the toughest boss these boys would ever have, for his lessons were meant to keep them alive.

Today the first sergeant, "Top" or "First Shirt," is the man or woman who is the "commander's right hand,"—his conscience when it comes to matters of leading, training, caring and maintaining.

First sergeants are the first example for all soldiers. They are magicians who have to be in many places at the same time.

If they're not in the orderly room or inspecting the barracks they might be down in the motor pool checking out their soldiers, at the NCO club making final plans for the unit party or in a staff meeting.

They also can be found attending courts-martial as witnesses, checking morale in duty sections, consoling a sergeant who didn't get promoted, counseling a soldier on a traffic violation or answering a letter of indebtedness from an angry creditor.

They must be versatile speakers, able to speak gently to commanders, roughly to troublemakers and pleasantly to civilians. They must be even better listeners.

They must be able to work 24 hours a day, seven days a week and still keep a cheerful, highly motivated attitude.

They must set examples, at times, contributing generously to charities yet still have 20 clean uniforms.

First sergeants are referral agencies, technicians, electricians, plumbers, carpenters and wizards at coaching any sport.

What really is a first sergeant? That's a secret known by every person wearing that diamond: a first sergeant is above all...
a PROFESSIONAL!