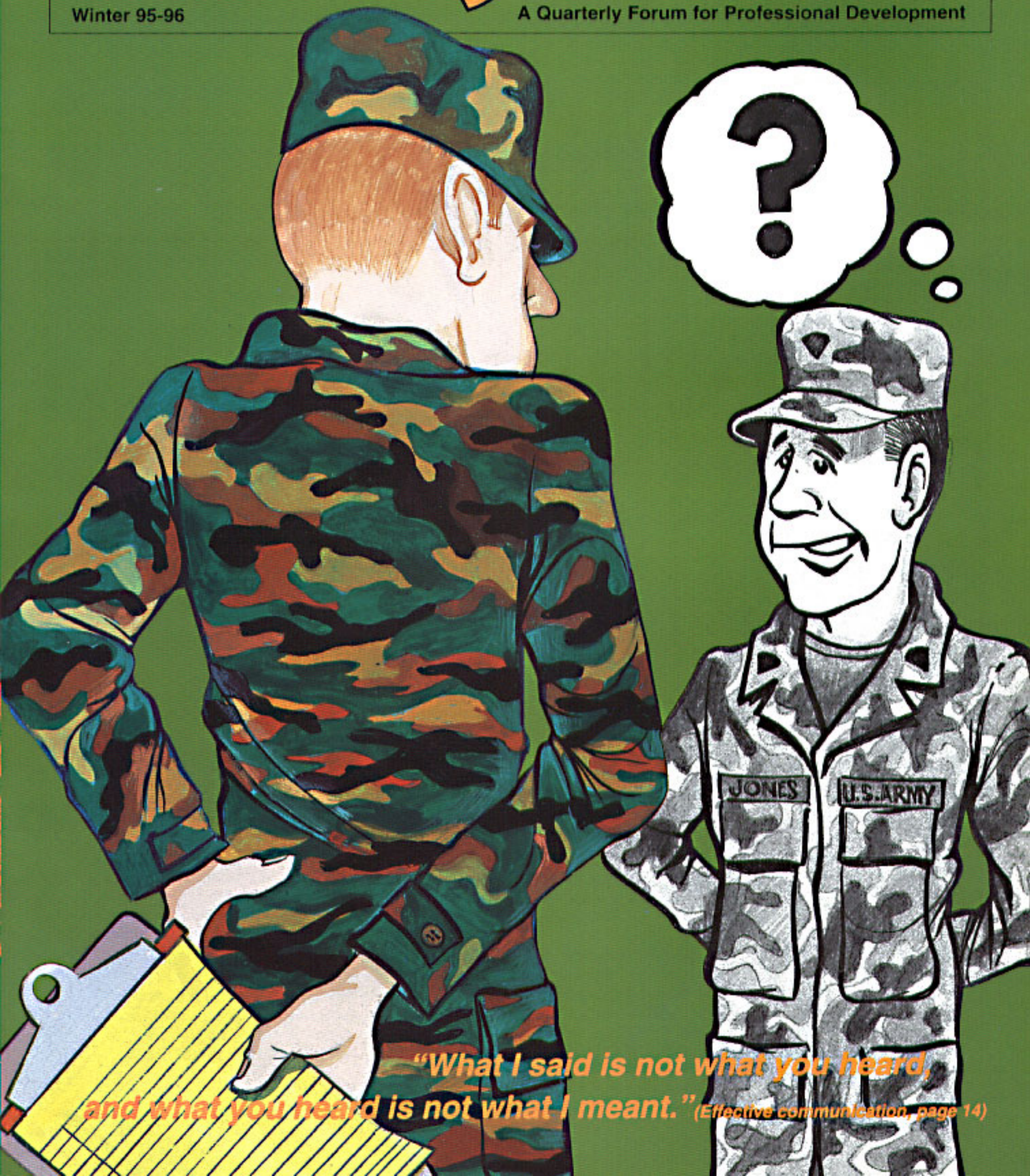


The NCO Journal

Winter 95-96

A Quarterly Forum for Professional Development



*"What I said is not what you heard,
and what you heard is not what I meant." (Effective communication, page 14)*

The NCO Journal

Vol. 6, No. 1

Winter 95-96

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

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

The Secretary of the Army approved funds for printing this publication on Jan. 9, 1991, in accordance with provisions of AR 25-30.

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Front: Front cover by cartoonist/illustrator Dennis Kurtz. Inside back cover — a tribute to two Medal of Honor awardees.

ATRRS Managers: USASMA Needs Your Help To Assure Soldier-Students Receive Welcome Packets

The U.S. Army Sergeants Major Academy each year mails out an average of 3,000 welcome packets to students attending the Command Sergeants Major Course, Sergeants Major Course, First Sergeant Course and the Battle Staff NCO Course. About 35 percent of these packets are returned — primarily because of three reasons:

- ❑ Insufficient address
- ❑ APO closed
- ❑ No forwarding address on file

To reduce this return rate, USASMA requests that Army Training Requirements and Resources System (ATRRS) managers at all input agencies verify each soldier's address line when reserving training seats.

ATRRS is an essential tool in managing individual training as well as monitoring the quota allocations and reservations of Army training seats.

Schools can access enrollment data and prepare for the number of allocated soldiers reserved in their course(s). The school's ATRRS manager can also use the ATRRS reports generator to obtain data from the R2 display (long class roster). The roster contains pertinent student information, including a soldier's address line.

USASMA extracts the R2 data in order to mail each incoming student a welcome packet. If the address line is incorrect or insufficient, the welcome packet fails to reach the soldier—putting the soldier at a disadvantage and wasting government money when the packets are returned.

The ultimate goal is to ensure that all USASMA students receive a welcome packet that will assist them with their course preparation.

Contact Betty Bradford at DSN 978-8619 or COM (915) 568-8619. Contact the ATRRS Help Desk at DSN 225-2060/2353 or COM (703) 695-2060/2353 if you have questions or problems with the system. ■

Betty Bradford
Chief, Academic Records Division, USASMA

Retired Officers Association Offers Interest-Free Study Loans

During the 1996-97 school year, 800 students will receive \$2,500 interest-free loans from The Retired Officers Association (TROA) Educational Assistance Program for undergraduate study. These loans (\$500 more than last year) will be awarded annually for up to five years of undergraduate study to unmarried undergraduate students under the age of 24 who are dependent children of Active, Reserve and retired service personnel and their surviving spouses.

Students can obtain up to \$12,500 of interest-free support for five years and do not have to repay the loan until after graduation.

Students are selected based on their scholastic ability, participation in extracurricular and community activities, as well as financial need.

From 800 students receiving loans last school year, 164 received special \$500 grants in addition to the loans. All who were awarded loans were automatically considered for the grants. A limited number of other grants ranging from \$500 to \$2,500 are also available.

Sons and daughters of retired officers and their widows, including children of Active duty, Reserve, National Guard and retired officers, warrant officers and enlisted members of the Army, Navy, Air Force, Marine Corps, Coast Guard, U.S. Public Health Service and National Oceanic and Atmospheric Administration are eligible.

Applications should be requested by February 15, 1996, and the completed application must be postmarked on or before March 1, 1996.

For applications and more information, write to TROA Educational Assistance Program Administrator (09D),

201 N. Washington St., Alexandria, VA 22314-2539 or call 1-800-245-TROA (8762), extension 169 or e-mail schol@troa.org. ■

Nancy Carr
TROA, Alexandria, VA

Warfare Training Center Seeks Instructors at Ft. Greely, AK

The Northern Warfare Training Center at Ft. Greely is looking for instructors. Interested NCOs with MOSes 11B or 11C and who are graduates of the Basic Mountaineering and Mountain Leaders courses (summer and winter) or who have experience in mountaineering and skiing should send resumes to: Commandant, Northern Warfare Training Center, ATTN: APVR-GNW, 501 2nd Street #2900, APO AP 96508-2900. Or, telephone DSN 317-873-4107 or COM (907) 873-4107. ■

Army Correspondence Course Program Changes Announced

Changes have been made in Army Correspondence Course Program (ACCP) operations and several courses, including two of the most popular courses.

The ACCP academic year has been changed to begin October 1 instead of April 1.

"Changing the academic year to correspond with the fiscal year will allow us to provide better service for our students," said Ned Motter, director of the Army Institute for Professional Development (AIPD).

"In addition, soldiers need to be aware of major changes to two of our highest enrollment courses—the Basic Skills Preparatory Course and the Basic Leadership Development Course."

More than 36,000 students enroll in those courses each year, Motter said.

The Basic Leadership Development Course was renamed the Primary Leadership Development Course. Open to specialists, corporals and privates first class, the course is designed to prepare junior enlisted soldiers for the resident PLDC. The course has two phases worth 129 credit hours. A closed-book examination follows each phase.

The Basic Skills Preparatory Course is now the Basic Leadership Preparatory

Course. It's open to warrant officers, National Guard officer candidates, Reserve Officer Training Corps cadets and sergeants and above. The 110-credit-hour course covers tactical skills and knowledge required by junior officers in any branch. A closed-book exam follows each of its two phases.

Army Training Support Center developed a new course, NCO Primary Leadership Subjects, so junior enlisted soldiers can prepare for their first assignments as NCOs. The course covers such subjects as reading comprehension and math and writing skills. Soldiers up to the ranks of corporal and specialists can enroll.

Because of time and fiscal constraints associated with going to a fiscal year operation, a new ACCP catalog, DA Pam 351-20, will not be published until Oct. 1, 1996. However, the April 1, 1995, issue of the ACCP has been updated on the ATSC Bulletin Board System.

Phone numbers for the bulletin board are 1-800-242-4246, COM (804) 878-0070 or DSN 927-0070. Communications software must be set at 8 bits, no parity, 1 stop bit and terminal emulation to ANSI or VT100. Modem speed can be set from 1200 to 9600 baud.

Some courses have been canceled or are no longer managed by AIPD. All Reserve Component officer basic correspondence courses, except for the chaplain course, have been discontinued. Officers must attend basic courses in residence.

The John F. Kennedy Special Warfare Center, Ft. Bragg, NC, now administers all of its correspondence courses. Interested soldiers can call the JFK Special Warfare Center at DSN 239-3822 or DOM (910) 432-3822. Information on the ACCP is available from AIPD's curriculum department at DSN 927-4070 or COM (804) 878-4070. ■

*TRADOC News Service
Ft. Monroe, VA*

Hospice Foundation Offers Brochure on Military Benefits

The Hospice Foundation of America has produced a new and informative brochure outlining the health benefits for military families covered by CHAMPUS, TRICARE and Medicare.

As part of its military outreach program begun last year, the Hospice Foundation is providing this and other information free to military health care professionals, health benefits advisors, chaplains, social workers and others in the family support centers who may be called upon to advise and assist patients and family members. Copies will also be sent to hospices across the country.

Hospice is a special kind of care designed to provide comfort and support to patients and their families in the final stages of terminal illness. It emphasizes supportive services such as pain control and home care, rather than curative treatment of an illness which has been diagnosed as terminal.

For further information or to order free copies of the new brochure, write to: Hospice Foundation of America, 2001 S Street, N.W., Suite 300, Washington, DC 20009 or call COM (202) 638-5419. ■

*Hospice Foundation of America
Washington, DC*

DELTA Offers Special Forces Assignment Opportunities

If you're a qualified NCO looking for increased leadership responsibilities in the Special Operations area, including missions requiring rapid response and surgical application of unique skills — DELTA recruiters are looking for you.

1st Special Forces Operational Detachment-DELTA offers both officers and NCOs a wide variety of unique professional opportunities.

NCOs will have leadership opportunities similar to those available to Special Forces. In addition, you will be given increased levels of responsibility and sufficient authority to complete your assigned missions. You will routinely operate throughout the world, on your own, or in small NCO-led teams. Ample opportunities exist to serve in the unit through sergeant major and to serve on senior staffs as the resident expert and advisor.

DELTA conducts worldwide recruiting twice a year preceding its fall and spring assessment and selection courses. Recruiting for the fall course is from March through August and for the spring course from September through February.

General prerequisites for both officers and NCOs are:

- Volunteer
- Army Reserve, Army National Guard or Active Duty Army
- Male
- U.S. citizen
- Pass a modified HALO/SCUBA physical and eye examination
- Airborne-qualified or volunteer for Airborne training
- Pass a background security investigation and have at least a secret clearance (or be granted an interim secret clearance)
- Minimum age of 22
- No history of recurring disciplinary action
- Pass the five-event physical fitness qualification test (inverted crawl, run, dodge and jump, pushups, situps and two-mile run) and 100-meter swim while wearing fatigues or BDUs and boots
- Minimum of two years active service remaining upon selection to DELTA.

The NCO prerequisites are:

- Rank of sergeant (E5) through sergeant first class
- Four years minimum TIS
- Minimum GT score of 110.

If you have questions, call DELTA's recruiters at 1-800-606-1370, DSN 236-0689/0649 or call COM collect at (910) 396-0689/0649. DELTA is also interested in soldiers with combat support and combat service support MOSes (Active duty only). If interested, call DELTA's support recruiter, SFC Esperanza Traino for information on support prerequisites and assignment opportunities at DSN 236-0986 or call COM collect at (910) 396-0986. ■

*CPT Paul Chamberlain
The Recruiting Team, Ft. Bragg, NC*

Electronic Maintenance Training Plugs Into The Web

Electronic maintenance trainers at Ft. Huachuca, AZ, are expanding their classrooms to include students' dorms and the World Wide Web.

Named after Alexander Graham Bell, the Alexander Project is currently working to institute a "classroom without walls," modernized "Classroom 2000" and a company barracks renovation program.

"It follows GEN William W. Hartzog's (commander of Training and Doctrine Command) directives on new distributive training, technology and equipment initiatives," according to CPT Jim Justice, Co B commander. "It

Notable NCOs

INSCOM Announces Awards For Outstanding Performances

U.S. Army Intelligence and Security Command, Ft. Belvoir, VA, selected two soldiers as the 1995 NCO of the Year and Soldier of the Year.

SGT Martha Miller, 513th MI Bde, Ft. Gordon, GA, was selected NCO of the Year and SPC Nicole R. Witherspoon, 501st MI Bde, Korea, was selected as the Soldier of the Year.



SGT Miller

uniform, among other items.

"The first time I heard the speech SGT Miller gave (during brigade competition), I knew she would win at INSCOM," said CSM John P. Boswell, brigade command sergeant major.

CSM Ronald W. Killon, brigade command sergeant major, said he was



SPC Witherspoon

reared, has been selected Linguist of the Year, an award given annually by the U.S. Army Intelligence and Security Command, which judges nominative packets from brigades located worldwide.

Ron Weaver, chief of the INSCOM language branch said Gloer's nomination reflected exceptional language proficiency, encouragement and support in improving his fellow linguists' proficiency and significant contributions to his unit's linguist mission.

SSG Julie A. Hoover, 704th MI Bde, Ft. George G. Meade, MD, was selected the 1995 INSCOM Career Counselor of the Year.

Brigade commander COL J. A. DeMoney, said in his endorsement letter that "through her competence, enthusiasm and hard work, SSG Hoover com-

proud that Witherspoon represented the Red Dragon Brigade. "She worked hard to get where she is."

SSG David W. Gloer, 501st Intel Bde, Korea,

pletely revitalized a mediocre retention program into a vibrant and successful one."★

*U.S. Army Intelligence and Security Command
Ft. Belvoir, VA*

DISA Selects Outstanding Senior NCO

The Defense Information Systems Agency named SFC Timothy A. Czuba, U.S. Army, as its Outstanding Senior NCO of the Year for 1994.

As the superintendent of the Technical Services Division in DISA's Defense Information Technology Contracting Office at Scott AFB, IL, Czuba manages the computer systems supporting DITCO procurement and bill paying functions.

DITCO commander, COL Harvey A. Marshall said under Czuba's management, mainframe computer systems maintained nearly 100 percent availability — a critical element in conducting daily operations. Czuba also supervised installation of a state-of-the-art high density storage device to increase storage capacity by 200 percent.★

Defense Information Systems Agency Public Affairs Office, Alexandria, VA

News and Issues

also falls into line with what the Intelligence Center is trying to accomplish in future training," Justice added.

Soldiers in the field can enter the Web and access lessons for sustainment training, maintenance training updates and professional development updates.

A Help Desk is also on the World Wide Web. Within the Help Desk is an Electronic Warfare Maintainer's Resource Page for soldiers maintaining aviation, tactical and strategic systems. They can use this page for troubleshooting assistance.

A soldier can go online, describing problems on a form on the Help Desk page. School instructors will promptly give advice. Or, the soldier first can turn a page on the Help Desk that has solutions to problems previously encountered.

The Internet address for Help Desk is: <http://huachuca-usaic.army.mil/SCHOOL/111/MI/305th/305b.home.html>.

Help Desk can keep soldiers proficient long after graduation from training at Ft. Huachuca, as well as save money by eliminating the need for mobile training teams to visit installations.

Classroom 2000 will allow both instructors and students to take advantage of computers, networks and a technologically advanced place of learning. That learning opportunity extends to students' barracks. Currently, only soldiers training to be early warning and intercept systems repairers have the set-up in their barracks.■

From The Huachuca Scout

WARNET Aims at Expanding Distance Learning

Training and Doctrine Command is using new distance learning technologies in a pilot program called WARNET to support the readiness posture of III Corps at Ft. Hood, TX.

WARNET will begin by using the Army's Teletraining Network to deliver televised training to soldiers at Ft. Hood via satellite.

Futures training division conducted a needs assessment at Ft. Hood to identify distance learning projects that could be implemented. Maintenance training and support topped the list of training needs.

"Video teletraining won't replace all hands-on training," said Gary Wright, instructional systems specialist with TRADOC's future training division. ▶

NTC Announces Winners of NCO and Soldier of Year Boards

SGT Robert A. Hyatt has been named the 1996 NCO of the Year at the National Training Center, Ft. Irwin, CA.

Hyatt has completed 180 credit hours of military correspondence courses and the College Level Examination Program (CLEP). His short term goals include performance meriting selection as the NTC's NCO of the Year; a successful appearance before the staff sergeant promotion board; and acceptance as a member of the Sergeant Audie Murphy Club. Interim goals include a college degree.



SGT Hyatt

In the long term, he will pursue a military career with a goal of serving as a command sergeant major.

SPC Betsy J. S. Meador won Soldier of the Year board for FY 96.

Upon completion of her service at Ft. Irwin, Meador will enroll at Western Illinois University, where she will re-

main active in furthering her education and military career. She is planning to be in the Reserve Officer Training Corps program active National Guard through the duration of college. She looks forward to being a career soldier. Whether it's commissioned or noncommissioned, she wants to remain a part of today's Army.★



SPC Meador

HQ, National Training Center and Ft. Irwin
Ft. Irwin, CA



MP Receives German Medal

Karl Prinz, deputy chief of mission for the German Embassy in Seoul presents the German Medal of Honor, bronze, to SFC Scott Lauters. Lauters received the medal for his support and contributions to the German 2nd Air Force Security Group during his tour in Germany in 1991.

Lauters was cited for his motivation, enthusiasm and commitment to a partnership between the American and German military police units.★

19th Theater Army Area Command, Public Affairs Office, APO, AP

Haiti Service Earns Joint Service Commendation Medal

CSM John Waymire has been awarded a Joint Service Commendation Medal following his recent return from 50 days of distinguished service in Haiti.

Waymire was there as a member of the 448th Civil Affairs Bn, a U.S. Army Reserve unit stationed at Ft. Lewis, WA.



CSM Waymire

While in Haiti, Waymire spend long hours as senior NCO caring for the soldiers of the 448th serving in Haiti. He also assisted in several projects of the Civil Military Operations Center.

The citation that accompanies the medal states "his efforts and his professional demeanor have earned him the respect of the diverse members of the multinational force."★

448th Civil Affairs Bn Public Affairs Office
North Ft. Lewis, WA

7th Army Names PLDC Honor Students

The 7th Army NCO Academy graduated PLDC Class 1-96 late last year in Grafenwoehr, Germany. Five soldiers were included on the commandant's honor roll.

Honorees were SPC Eric J. Wiggins, 4/29th FA, distinguished honor graduate; SPC Daniel S. Vaughn, HOC, 713th MI GP, honor graduate; SPC Jacob J. Clark, Co B, 1st MI, distinguished leadership graduate; CPL Shane R. Lane, B Battery, 4/3rd ADA, commandant's inspection awardee; SPC Alan Goetzinger, HHC, 4/12th Inf, commandant's superior physical fitness awardee★

7th Army NCO Academy
Grafenwoehr, Germany

Attention Would-Be Authors

The NCO Journal receives many excellent articles of interest to NCOs that we simply cannot publish. Why? The articles are too lengthy and we don't have the time to "boil" or shorten the article. Your article stands a much better chance of being published if it's held to no more than 4-7 double-spaced pages. Photos showing NCOs in leadership, training, caring, etc., roles increase chances for publication. Ed.

News and Issues

"However, video teletraining can be used for refresher and upgrade training."

This type of training reduces training costs since soldiers aren't required to travel to Army schools and classes can be scheduled around the clock.

Video teletraining has been used to support Army troops assigned to peacekeeping duties in the Sinai and will probably be used to support troops deployed to Bosnia.

WARNET will help Ft. Hood meet its soldiers' training needs, according to Wright. More importantly, WARNET will gain valuable lessons learned for future Army use of distance training.■

TRADOC News Service
Ft. Monroe, VA

Reward Your Huns

By CSM Christine Seitzinger

Attila the Hun knew how important rewarding his soldiers was to keeping his army together. An inspired leader of a nomadic conglomeration of 700,000 barbarians in the 5th century A.D., Attila found that his tribesmen would leave behind their families and travel great distances for a chance to pillage and loot; they would even fight each other.

While the Huns' reward came in the form of booty looted from conquered cities or tribes, today's soldiers are a little more civilized. The basic reason for using such incentives, however, remains the same. Rewarding exceptional work keeps soldiers motivated.

Integration and use of creative rewards is one of the cornerstones of effective leadership. A good way to come up with ideas is to ask your soldiers for feedback and suggestions.

Rewards not only single out exceptional workers, but also create a positive story that the soldier will be able to tell others time and time again. Of course their spouses, significant others and co-workers will hear about the achievement and what the company or organization did to celebrate it. As a result, the soldier relives the recognition over and over.

In *Leadership Secrets of Attila the Hun*, author Wess Roberts devotes a chapter to the barbarian leader's philosophy on rewarding his soldiers. "Heaps of booty, promotion through the ranks and recognition as being a mighty warrior are reserved for those who go beyond the normal call of duty," reads one passage. Through his innovative leadership style, Attila transformed tribes of undisciplined savages into one of the greatest armies of all time.

You can reward people in many ways for the positive things they do. However, in order to motivate our workers to do their best, we need to be creative in the ways we reward outstanding perfor-



mance. Sometimes we get caught up in our daily routine and forget to give those pats on the back. GEN Bruce C. Clark was quoted as saying, "Ten pats on the back for each kick in the shins is a very good ratio for the commander."

Consider a soldier's performance. How about a counseling statement? Most of the time when you mention those two words, everybody thinks, "negative, negative." We need to change that. All soldiers receive counseling from their leaders, or should. So, another way we can reward them is through a positive counseling statement. The NCOER is another way to evaluate performance.

A paycheck alone doesn't always motivate people to do their best on the job. Again, rewards are another means of motivation. I recently asked soldiers at a quarterly briefing for their ideas about rewarding soldiers and got some great suggestions.

When a soldier exceeds the norm,

whether it be personal or for the organization, you need to immediately recognize the achievement in a memorable and unique way. The more creative and unique you are in rewarding your soldier, the more enjoyable that even will be, not only for the soldier and yourself but others.

Think globally. Arrange for a senior leader—company commander, first sergeant or post sergeant major—to have lunch or dinner with some of your soldiers. Talk to the people at the dining facility and arrange it. In Attila's words, "Sincere concern for and purposeful mingling with your Huns will raise their spirits and encourage greater valor."

Dedicate a parking space as a reward. Or, you may want to consider the more traditional impact award. There are also certificates of appreciation and achievement and three- and four-day passes. Sometimes, just a hand-written "thank you" on a card can mean a lot. Along the same lines, many units and installations develop coins that are given to soldiers to recognize outstanding performance and dedication to duty.

A variety of command information channels can publicize a soldier's accomplishments. For instance, e-mail can be used to announce winners of NCO and soldier of the month, quarter and year boards. Base newspapers normally run soldier features and highlight the accomplishments of service school graduates, winners of NCO and soldier boards, including the names of top NCO course graduates. Unit bulletin boards are the perfect place for "walls of fame" to showcase important unit events through photos of promotions, reenlistments and awards ceremonies.

Leaders can provide frequent personal rewards by being creative, proactive and positive. The key to an effective rewards program is finding what motivates or challenges soldiers and civilian employees to do their personal best. ■

Seitzinger serves with HHD, 70th Medical Bn, Ft. Gillem, GA.



Are We Really Professionals

By SFC Tom Antonaccio

Most of us accept the Army's long-standing assertion that its NCOs are professionals. However, we don't always take it seriously. We often view it as empty rhetoric—something a crusty old platoon sergeant or sergeant major uses to keep young NCOs in line.

Nothing could be further from the truth. The NCO Corps is a bonafide professional organization. In fact, it has the same properties as many other professions such as the medical and legal professions.

Two publications serve as excellent points of reference on this subject: Samuel Huntington's "Officership as a Profession," (chapter two in the book *War, Morality, and the Military Profession*, published in 1986 by Westview Press, Boulder, CO) and Air Force Pamphlet 50-34. Huntington's article discusses the issue of professionalism in our officer corps. Chapter six of AFP 50-34 extends Huntington's discussion of Air Force NCOs.

According to Huntington, "An organization is a profession in the special sense when its members exhibit three critical properties: expertise, responsibility, and corporateness." The Air Force subsequently developed several questions to determine if its NCOs exhibited these three properties. These questions, if answered in the affirmative *when asked about Army NCOs* will demonstrate that we are professionals.

Do members of the group have the sort of knowledge and skills not generally found in the population outside the group? Although some Army specialties (administration and supply, for example) are commonly found in every city and town, many are not. Consider the combat arms field or even the skills of a platoon sergeant or squad leader. These jobs are unique to the military. All require comprehensive knowledge of a variety of common core subjects not found outside the military. Subjects such as military leadership and battle-focused training, for example, aren't exactly part of your average high school or college curriculum.

Do members of the group apply their expertise for the purpose of producing something of great benefit to society? The Army, along with its sister organizations, has one major responsibility: to deter (and, if necessary, defeat) enemy aggression. The

NCO Corps has served a vital role in fulfilling this responsibility. NCOs are primarily responsible for training soldier teams, squads and platoons, using the latest technologies. We're responsible for ensuring that our soldiers master the individual tasks associated with collective (METL) tasks. Surely society

has benefited from the fruits of this training.

Is the application of this expertise free from limitations of time and space? Although some of our strategic concerns have changed since the end of the Cold War, NCO responsibilities for training soldiers have not changed. Who trains the soldiers serving at "freedom's frontier" in Korea? Who trains the soldiers who are maintaining stability in Europe? Who molds young high school graduates into soldiers? That's right, we do. The NCO Corps has been the backbone of the Army for more than 200 years. It will continue to serve this same role for many years to come.

Is the expertise of the group carefully recorded in books and does this expertise have a background or history which members must learn? The average base library has hundreds of books, papers and articles on the history of the NCO Corps. Many Army field manuals cover the subject as well. FM 22-100, *Military Leadership*, is a prime example. This manual explores some of the professional leadership dilemmas NCOs have faced over the years. These dilemmas serve as valuable teaching tools at a variety of service schools. They help us hone our own leadership skills.

Does the group create schools for the purpose of imparting this expertise to its members? The NCO Corps has its own Noncommissioned Officer Education System (NCOES) designed to impart the skills, knowledge and attitudes (SKAs) critical to performing successfully in positions of increased responsibility. PLDC prepares soldiers for promotion to the grade of sergeant. BNCOE and ANCOE impart the SKAs that help us perform successfully as squad leaders and platoon sergeants. Each of these courses provides the most up-to-date knowledge of tactical and technical procedures.

Does the group insist that those who teach in its special schools have recent practical experience in the profession? The answer is "yes," at least as far as what I've seen at the Ft. Jackson NCO Academy. At our NCO academy, the commandant personally interviews each prospective small group leader. His intent is crystal clear—NCO academies want only those NCOs who have demonstrated stellar performance in a variety of assignments and who have the physical and mental prowess to serve effectively as leaders, mentors and counselors.

Does the group have publications that it regularly uses to communicate the latest news to its members? Do they have organizations representing their interests? This question is probably the easiest one to answer. Just look at the number of journals, magazines and newspapers the Army publishes: *The NCO Journal* and *Soldiers* magazine, to name the most obvious. These publications have one major purpose. They serve as forums where soldiers can share the latest news, policies and ideas. Also, let's not forget the Noncommissioned Officers Association and the Association of the United States Army. These organizations represent our soldiers on a wide variety of military issues, from pay entitlement to better housing. They are two of the Army's "political action committees," so to speak.

Are the members of the group primarily motivated by a desire to serve society? Although there are many reasons people might join the Army, many of us remain in the service for one single reason. We feel a sense of personal fulfillment that results from providing an important service to our country. I'm sure some of us could easily find better wages and better hours in the civilian sector, yet we choose not to. Maybe this is why we have one of the greatest military forces in the world.

Do the members of the group automatically lose their status as professionals when they practice their expertise to the detriment of society? The Army has a strict Uniform Code of Military Justice designed to deal with action unbecoming an NCO. The Army disciplines NCOs who don't conduct themselves in a professional manner. Our UCMJ has been quite successful in maintaining our high state of readiness. Just look at the amount of respect the military commands.

Are members of the group self-regulating? Consider the following words in the NCO Creed: "I will not use my grade or position to attain pleasure, profit or personal safety." Opportunities exist to defraud the government. Opportunities exist to sacrifice the welfare of our soldiers for personal gain. Yet, most of us resist these temptations, content with serving selflessly for the good of the NCO Corps.

Obviously I can't provide all-inclusive answers to the question in an article this brief. I'm sure many of us have other opinions or ideas about what makes NCOs professional. However, I think we all can agree that there is evidence to support the Army's assertion that its NCOs are professionals. I strongly recommend that sergeants major and first sergeants add this topic to their NCODP classes—forums designed to promote, yes, professionalism. ■

Antonaccio is a small group leader for ANCOC, Ft. Jackson, SC.



NCOs Assume Increased Role In Risk Management

By SGM Charlie Mahone

Taking America's Army into the 21st century requires everyone to revise their way of thinking about "risk management."

Present and future changes dictate that NCOs be proficient in understanding situation awareness and operational surroundings, for they often will find themselves making key recommendations to their commanders and staff. NCOs must totally comprehend all the details needed to complete each step in the military decision-making process. To help you grasp this risk management process, the Army Safety Center has published a "Risk Management for Brigade and Battalion" technical report, TR95-1, December 1994. The report is available from your local safety office or the Army Safety Center.

The "Leader's Guide to Force Protection through Risk Management," October, 1995, is also available from your safety office. Earlier attempts to integrate risk management into training and operations were extremely complicated and this guide simplifies the process. Tactics, techniques and procedures were field-tested by MTO&E units during CTC rotations. And they work.

Historically, accidents seriously strain operational assets. The strain will continue if we don't get risk management applications into the hands of NCOs.

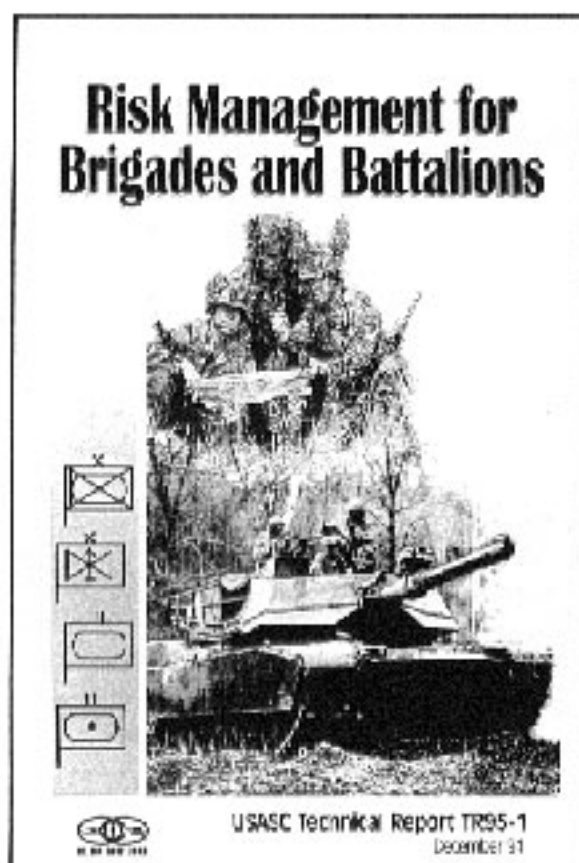
NCOs at every level are tasked during development of TTPs to minimize accident losses while preserving war-fighting capability. Routinely, staff NCOs (especially operations sergeants) will be required to assess how well a unit's performance meets the commander's safety guidance. The more knowledgeable NCOs are at analyzing all the components of a mission and being able

to determine how they will affect their unit's mission (from a risk management viewpoint), the better they're able to make valid recommendations.

Today, we find NCOs providing risk management input during the estimate of the situation. In most cases this is nothing more than a logical hazard examination of all factors affecting the accomplishment of the mission. At the brigade or battalion level, this implies that throughout the military decision-making process NCOs will provide vital input as courses of action are being formulated.

Specific information from an NCO perspective enhances the planning, execution and after-action results of any operation.

The Safety Center plans to work closely with TRADOC to fully integrate risk management topics using the crawl-walk-run method through the CSMC.



Integration of Risk Management Into Decision-Making Process

Mission Risk Management

1. Perform Hasty Risk Assessment
 - A. Gather and analyze METT-T facts to identify most severe and most probable hazards
 - B. Complete risk assessment for each Course of Action (COA)
 - C. Enter risk level of each COA as a decision criterion
2. Perform Deliberate Risk Management
 - A. Make risk decision for selected COA—accept risk level or elevate decision
 - B. Identify and select controls for most severe and most probable hazards/accidents
 - C. Communicate and implement controls—integrate into paragraphs and graphics of OPORD
 - D. Supervise-monitor/enforce controls

Tactical Decision Making

1. Receive mission
2. Gather and consider information
3. Complete mission analysis, restate mission and issue planning guidance
4. Complete staff estimates
 - A. Develop/Analyze/Compare COAs (Wargame)
 - B. Recommend COA
5. Complete commander's estimate
 - A. Analysis of COAs
 - B. Decision (Select COA)
 - C. Concept of operation (Make risk decision and select controls)
6. Prepare
7. Approve
8. Issue
9. Supervise

Plans/Orders

Responsibilities Process

With all of the changes in the Army, many of our NCOs don't have the years of experience that develop an intuitiveness about risk management. Often, those years of experience have provided both good and bad situations and we've learned how to be more safety-conscious in our duties. So, if you've never "been there," or "done that," it's hard to relate to a given situation. This is where risk management training will fill the gap.

The example below shows a technique used to apply all the tools of risk management against your unit's METL under several possible conditions. ■

Mahone is stationed at the U.S. Army Safety Center, Ft. Rucker, AL.

Reasons For Accident Risk in METL Tasks

- (a) **TRANSITION TO MISSION-MEDIUM RISK**
 - First mission ■ Many inexperienced/untrained crews
- (b) **DEPLOY/REDEPLOY—HIGH RISK**
 - First and last mission ■ Fatigue and many hours of driving ■ 100-plus vehicles in convoy, 80-plus vehicles by rail ■ German roads in adverse weather ■ New crews and leaders (rail loading experience) ■ Too many distractors
- (c) **PERFORM TACTICAL ROAD MARCH—MEDIUM RISK**
 - Tired soldiers anticipating next mission ■ German roads in adverse weather
- (d) **MEETING ENGAGEMENT—HIGH RISK**
 - Maneuver in highly fluid environment ■ Untrained/inexperienced personnel ■ All new drivers, little time in vehicles practicing maneuvers ■ Minimal training between crews and squads ■ Too many distractors ■ New soldiers not trained to fight as a crew
- (e) **ATTACK—HIGH RISK**
 - Moving fast ■ Night/early morning, little sleep, late in rotation ■ Untrained/inexperienced personnel ■ New drivers in all vehicles, little time in vehicles practicing maneuvers ■ Handling of demolitions, increased use of heavy equipment
- (f) **DEFEND—MEDIUM RISK**
 - Long hours with little rest ■ Untrained personnel
- (g) **PEACEKEEPING/ENFORCEMENT—HIGH RISK**
 - New mission (confusion) ■ Civilians on battlefield around vehicles ■ Decentralized operations (platoons and squads on their own) ■ Sleep deprivation ■ New soldiers not task trained ■ Route clearing, mines, etc. (Cbt Eng) ■ Soldier discipline

Mission

A mechanized infantry battalion task force received a mission to deploy into a zone of separation established by the U.N. to execute peacekeeping operations. The deployment required execution of a tactical road march while refueling on the move (ROM).

It's important to remember that the staff's purpose in the decision-making process is to develop courses of action and make recommendations so the commander can select the best means for successful mission accomplishment. It is hoped that everyone has read how risk management has become part of our doctrinal cornerstone. It's embedded throughout such documents as FMs 100-5, 101-5, 25-100 and 25-101.

The approved final draft of FM 101-5 assigns force protection (safety) as a functional area under the coordinating staff responsibilities within the G3/S3. The Army's doctrinal process for identifying and controlling hazards is "risk management." During planning and execution of the mission, staff NCOs use risk management procedures to identify and control METT-T hazards.

Integration of risk management into the nine steps of decision making also requires that NCOs understand how to perform both hasty and deliberate risk management. When time is limited, the steps are streamlined with increased reliance on the experience of the command and staff.

Hasty Risk Assessment

The battalion had recently trained for ROM using organic assets. The brigade assumed responsibility for establishing the ROM and published the procedures as part of the brigade OPORD. The S-3 pointed out that the battalion had never rehearsed a ROM using the technique designated by the brigade. There wasn't time for the battalion to retrain and rehearse the new ROM technique before the start of movement for the deployment.

After analyzing this mission using the unit's risk management matrix, S-3 determined that the risk level—moving large numbers of heavy, tracked and wheeled vehicles through an unrehearsed ROM on poor roads during inclement weather—was extremely high and would likely result in an accident.

Deliberate Risk Management

After identifying the preferred control option it became impossible for the battalion staff, during Course of Action (COA) development, to rehearse the new ROM technique. Time simply was not available to organize and execute an additional rehearsal.

The battalion commander didn't have the authority to change the brigade's OPORD. He also didn't have the authority to implement the second control option recommended by his XO to execute the ROM as previously trained and rehearsed. He elevated the risk decision to the brigade commander for decision.

The brigade and battalion commanders discussed the hazard and the control option. The brigade commander agreed that the risks outweighed the potential benefits and directed a change in the OPORD to allow the battalion to execute the ROM to trained standard.

In this organization, authority to accept high to extremely high risk resides at the command level that assigned the mission. In this case, the brigade had assigned the mission and the brigade commander was the appropriate level for accepting the risk.

The OPORD was changed and the battalion executed the ROM as rehearsed. Supervision was simplified because duties and procedures were clearly communicated and well understood throughout the chain of command. The ROM was executed without incident and the change of control from brigade to battalion did not adversely affect the mission.

TRUE GRIT

SPELL IT B-O-W-M-A-N

By SSG David Abrams

SFC Dana Bowman shot through the sky like a bullet. Arms tucked against his side, he angled sharply toward the Arizona desert 10,000 feet below. Suddenly, with the precision and grace of a ballet dancer, he turned and started back in the opposite direction. Bowman, one of the newest members of the Army's elite Golden Knights, was halfway through what is perhaps the parachute team's most daring and heart-stopping maneuvers — the diamond track.

As he soared above Yuma Proving Ground on Feb. 6, 1994, the highly-decorated NCO had no idea his life was about to change forever.

In the opposite end of the blue sky, Bowman's teammate, SGT Jose Aguillon, also made his turn, completing the other half of the diamond. Pink smoke from canisters strapped to both jumpers' boots, traced the path of their descent that called for them to pass within 20 feet of each other at an altitude of 3,500 feet, closing up the bottom of the diamond before opening their chutes. Bowman and Aguillon — roommates and best friends since Bowman joined the U.S. Army Parachute Team four months earlier -- had done the diamond track more than 50 times, including earlier that Feb-

ruary day as part of the Golden Knights' annual winter training in Arizona. They'd already earned the respect of other team members as being the premiere diamond tracking duo.

On this jump, however, something went horribly awry. Bowman and Aguillon came toward each other at a combined speed of 300 miles per hour. As the rookie Golden Knight, Bowman's job was to remain steady on course. Aguillon, with three years on the team, would make any final adjustments to ensure he passed well above Bowman.

Everything was going as planned, then Bowman lifted his head to sneak a glance at Aguillon. To his horror, he saw his fellow jumper directly in front of him, not 20 feet overhead. Before he ducked his head back down, Bowman had just enough time to see the distress on Aguillon's face...then everything went black as he hit a brick wall of unconsciousness.

When the two Golden Knights collided, Aguillon's arm severed both of Bowman's legs with the force and intensity of a sharp blade. The blow spun the jumpers in opposite directions, their smoke trails whirling crazily through the sky. Aguillon's chute deployed automatically when he reached 900 feet and he landed in a tree, mortally injured. Team members on the ground tried in vain to revive him but he died several hours later in surgery.

Unlike Aguillon, Bowman didn't have an automatic opening device; miraculously, the impact tore loose his pilot chute, deploying his main canopy. Unconscious and bleeding profusely from his two stumps, he drifted away from the drop zone, then landed face-down in a parking lot.

From all outward appearances, Bowman was as good as dead.

Nine months after the accident, Bowman once again stood in the door of the Golden Knights' UV-20 plane. Ten thou-

sand feet below him, a crowd of friends, family and fellow soldiers had gathered to watch him perform one of the most courageous jumps of his career. Bowman had just re-enlisted in the Army for seven years -- making him the first double amputee to ever stay on active duty in the Army. On his back, he wore the Golden Knights' black-and-gold parachute; securely fastened to the lower half of his body was a pair of state-of-the-art prostheses, artificial legs which would help keep him on his feet in the Army.

Bowman plunged into the crisp November air, the wind whipping past his body and one thought going through his mind: "I did it! I really did it!"

Minutes later, the Golden Knight touched down on the parade field, the prostheses absorbing most of the impact. He teetered for a moment, fell back on his rear, then quickly stood up and smiled at the crowd.

"On that day, they saw Dana Bowman come back into the life I almost lost," he said. "It was also the start of a new era in the Army for amputees and I guess I was the one to set the standards for that."

The Army veteran of 13 years who had gone through the most stringent Army schools -- Ranger, Airborne, Special Forces, Combat Diver and Sniper, to name just a few -- had won the stare-down contest with his biggest challenge: staying in the Army after losing his legs.

What took place in the nine months between the accident and his re-enlistment is one of the most amazing stories the Army has to offer in recent years and it proves beyond a shadow of a doubt that Bowman embodies the marks of a great NCO: courage, candor, competence and commitment.

Dana Bowman has always been full of grit and determination. His father ran an excavation business in Ohio and, by age 6, Dana was operating backhoes and bulldozers. Growing up, he rode horses and motorbikes with a fierce aggression that continues to this day.

"I don't let anybody walk over me," he said during an interview at his modest, one-story home in Fayetteville, NC, just minutes away from his office on Ft. Bragg where he is the assistant director of media relations for the Golden



file would show he was a "soldier's soldier," a tough, selfless leader.

He first took to the sky while stationed in Central America, starting with hang gliding, then moving into hot air ballooning. He now owns two balloons and plans to start soaring in ultralight planes. "I found when I can fly up as high as the eagles, it's another

much as 280 days each year, logging thousands of jumps at military open houses, national sports events and even Presidential inaugurations. To be a member of the competitive Style and Accuracy Team, jumpers must have the precision to leap from a plane 12,500 feet above the earth, perform choreographed freefall turns and twists then, after opening the canopy, land with their heel touching a five-centimeter target on the ground. Or, to be part of the Freefall Formation team, Golden Knights must group and regroup in a variety of geometric patterns -- all while dropping through the air at 150 miles per hour. To say the least, life as a Golden Knight is not for the faint-hearted.

"We're the best -- nobody can touch us," Bowman says as he walks with a barely noticeable limp past the glass cases brimming with trophy cups and ribbons. "It's all NCOs on the team, that's what makes us the best. It's all about intestinal fortitude."

Bowman steps through a doorway into the Memorial Room, where portraits of "fallen" Knights line the walls. Aguillon's picture is up there and Bowman pauses

world up there -- quiet and graceful," he said.

In 1991, he graduated from the Army's High Altitude Low Opening Military Free-fall Course at Ft. Bragg. Since then, he's logged more than 300 static-line jumps and well over 450 freefalls. At this point, some NCOs might have started resting on their laurels, but not Bowman. He wanted more. He wanted to be dubbed a Golden Knight.

Stored in a room above the U.S. Army Parachute Team's dayroom is a vast collection of trophies and awards won by the team over the past 35 years. Bowman unlocks the door and flicks on the light. Gold and silver gleams from every corner of the room.

Since 1959, when BG Joseph Stilwell Jr. activated the Strategic Army Corps Sport Parachute Team, the Army's best jumpers have been racking up the awards. Ten-time winners of the prestigious World Championship Trophy, the Knights are divided into two demonstration teams -- the Black and Gold. Together, they travel around the world as

to glance at the face of his best friend. "I trusted everything he did," he says, his voice growing husky for a moment. "We were a great team. We lived together for a year and I gave him the honorary rank of sergeant major." He shakes his head. "I didn't just lose my legs that day...I lost my best friend."

He quickly douses the light and leaves the room.



Knights (Bowman will soon report to U.S. Army Recruiting Command as a liaison for the Golden Knights). "The worst thing someone can do is tell me 'It can't be done.' I'll always find a way to prove them wrong."

In 1981, eight months before his high school graduation, Bowman enlisted as a heavy equipment operator, following in the footsteps of both his father and grandfather who'd retired from the Army as a sergeant major. "I was only going to stay in a couple of years," he says. "At that point, I had no direction."

That attitude changed when he started working on construction projects in Grenada, Honduras and Panama where he met up with some Special Forces soldiers who challenged him to go through the intense course. Maybe they didn't know who they were talking to.

Bowman met the challenge head-on and, within a couple of years, he was working as a weapons sergeant with a Special Forces unit. The SF Qualification Course was not the only hurdle Bowman sailed over; he's also a distinguished honor graduate of the Ranger course, he maxed Sniper School and was the first combat support soldier to make it all the way through Combat Diver School.

During 1989's Operation Just Cause, he earned a bronze star for valor when he and another sergeant successfully stopped Panamanian forces from crossing a critical bridge during the early hours of the military operation. Even a casual glance at Bowman's personnel



Bowman didn't come out of his coma until two days after the accident. He had so many tubes and wires in him, he couldn't even speak. SFC Paul Raspino, his team leader who'd kept a bedside vigil, handed him a pencil and a piece of paper. Bowman scrawled one word: "Jose."

Raspino shook his head grimly and leaned down to whisper in Bowman's ear, "Jose's dead and you've lost both legs." Simple, direct, brutally honest.

"That was the hardest part for me," Bowman says. "All I could think was, 'Why? Why? Why?'"

As he lay in the bed at St. Joseph's Hospital in Phoenix, Bowman says he drew on 13 years of tough Army training to get over the shock of losing nearly everything in one day.

"You become immune to the pain," he says with characteristic stoicism. "OK, this happened, now deal with it. I also learned that when you've lost something from your body and you have no prostheses, you really have no options. You're helpless. You have to give it time. Still, when you have as much drive as I do, you get impatient."

"Drive" might be an understatement when it comes to Bowman. His recovery period reads like a chapter from Ripley's "Believe It or Not." Doctors gave him six weeks to get off his crutches; he tossed them aside in three days. Six days after waking from the coma, he attended Aguillon's funeral in a wheelchair.

He despised the wheelchair. "It wasn't me," he says. "I didn't want anybody feeling sorry for me. I just want-

ed them to remember me the way I was."

He approached physical therapy like he'd approached his Army training — set a goal and ignore all the pain that pops up along the way. Gritting his teeth, he pushed himself past the limits for the daily sessions set by doctors at Walter Reed Army Medical Center in Washington, DC. At the same time, he started searching through both military and civilian channels for a pair of legs that would hold up under the rigorous Army career he was determined to pursue.

Eager to get back to work, he told doctors to remove an infected flap of skin on his left stump that prevented him from being fitted for prostheses. Twelve days later, he was in the orthopedic appliance shop trying on his new legs.

Bowman continued to amaze the



physical and occupational therapists at Walter Reed as he pushed himself to the limits of endurance, learning to walk on the prostheses by swiveling his hips.

Soon, he was racing other patients up and down the hospital corridors. What's truly amazing is that Bowman raced single amputees -- and won! "I kicked their butts," he says with a grin.

Bowman's unquenchable spirit started filtering throughout the recovery ward. He inspired patients who had been wounded in Somalia and the Pope Air Force Base tragedy where dozens of 82nd Airborne soldiers had been burned in the fiery runway accident. "Four of those soldiers had lost arms and legs," Bowman says. "They were in bad shape, but they would survive. I told them that if I could walk in their room after what happened to me, anything was possible. The only problem was, they had a different attitude; they started getting in

trouble by not doing what the doctors told them to. These young soldiers had told them to. These young soldiers had all but given up. I managed to get them moved to my ward and took them under my wing."

This is where Bowman's instincts as an NCO kicked in. Like a good platoon sergeant, he started motivating the young troops into a better attitude.

"One of the guys wasn't keeping himself clean or getting out of bed in the morning. He'd just lay there and stare into space and the doctors couldn't do anything with him. I got him to start waking up on time and to take daily showers. He just needed a little direction."

"Direction" is not a word Bowman uses lightly. He claims his own life has veered off on a new trajectory since the accident. "There was a reason that I lost my legs," he says without a trace of self-pity. "Everybody's always looking for a direction they want their lives to go in. Well, I got mine. I think I finally figured out what my role in the Army is -- helping others. That's my rehabilitation."

Returning to the sky has also been part of the healing process. Bowman remains on full jump status with the team and, since getting his prostheses, he's done more than 100 jumps. Photographs of him riding the wind, the steel workings of his legs exposed and a triumphant grin on his face, have appeared everywhere from the pages of *Reader's Digest* to a poster for a prosthetics laboratory.

Because not only the accident but especially his gritty, courageous recovery makes for compelling drama, Bowman has been unable to dodge the glare of the media spotlight. His story has been featured in magazines like *People*, *Sports Illustrated* and *Outside*. He was "Person of the Week" on World News Tonight with Peter Jennings. A book and movie are in the works.

"It's been hard to stay quiet and just blend back into the Golden Knights," he says. Nonetheless, the publicity has

allowed him to spread his message of hope and encouragement to audiences eager to hear how this NCO rebuilt his life and his career.

Bowman has earned the respect of officials like Under Secretary of the Army Joe Reeder who commissioned him to write a report on amputees and the military service. He's also in constant demand to speak to groups like the Disabled Veterans of America which named him the Outstanding Disabled Veteran of the Year for 1995, the first time the award has gone to an Active-duty soldier.

Bowman realizes the uniqueness of his remaining on Active-duty, but says he still has a lot to offer the Army while in uniform. "I don't want any hand-me-downs or exceptions to the rule," he says. "Just let me show you I can still perform in society and in the Army."

He still takes the Army Physical Fitness Test -- "though I can't run like I used to, so I do the bike event instead" -- and approaches everything with a "never quit" attitude.

With his mechanical background, Bowman has designed a stretching machine to help tone atrophied muscles on amputated limbs. He also built a quick-release coupler which lets patients take artificial feet on and off with greater ease. All this during the period when most soldiers would have taken a medical retirement from the Army.

"I never thought about getting out," he says. "I feel I still have too much to offer." Bowman points to his study on amputees in the military. "Why not let amputees stay in?" he says. "As long as they can still perform the mission, they're a benefit to the service."

"I refuse to call myself 'handicapped' or 'disabled.' You won't ever find me taking one of those special parking spaces. I want the world to know the words 'amputee' and 'useless' are not synonymous."

Just as the words "courage," "commitment" and "Bowman" are synonymous with the spirit of the NCO Corps. ■

Abrams is senior journalist for The NCO Journal.

Communication

...and some ways to correct them

By SFC Ron Rosier

ANew York National Guard soldier on Annual Training (AT) at Ft. Stewart, GA, completes an L-shaped fighting position. This position has everything but a bathtub and running water. The young warrior proudly shows his platoon sergeant the position, which looks just like the one in the field manual. The platoon sergeant gives the troop "two thumbs up" for his masterpiece. About an hour later a brigadier general from the "home office" arrives on site to check training.

The platoon sergeant accompanying the general brings him to "Sparky's" fighting position. The young soldier explains the range card and fields of fire and other aspects of his fighting position. Keep in mind that Sparky is a young and impressionable type trooper (aren't they all?). The general then lectures Sparky about tactics, nuclear warfare and "real combat." This baffles the young trooper and sets his head spinning.

Then, the general ends his speech by looking the troop in the eye and saying, "This hole won't protect anybody. One big bomb and then it's all she wrote. You better have your casualty tag filled out ahead of time."

When the general leaves, a demoralized Sparky sits down with a bewildered look on his face. At 2400 hours, Sparky wakes up his battery commander and proceeds to talk the night away. It's apparent that Sparky has suffered a serious emotional upset. About 0600 hours Sparky winds up in the post hospital for observation. He spends the remaining eight days of AT in the psychiatric ward.

This anecdote is true, but the names have been changed to protect the innocent and/or the guilty. Something to keep in mind is, "It's not so much what you say, but how you say it and how it is received."

My reference materials are **FM 22-100, Military Leadership, FM 22-101, Leadership Counseling, and FM 22-102, Soldier Team Development.** (And you thought I was going to use some books by some big-name, 75-dollar-word, fancy pants city slickers. No need to re-invent the wheel when the material is on hand.)

What Is Communication?

FM 22-102, Chapter 2, page 8, says, "Communication is the process of sending and receiving information both verbally and non-verbally." Some folks would disagree and say it's the "art of sending and receiving..." Personally, I think it's both an art form and a process. The different types of communication are verbal, non-verbal (body language, gestures, etc.) and written. There's a communicator or sender, a message and a receiver. The receiver sends feedback (verbal or non-verbal) to the communicator signifying that the message



is understood. For teams on the modern battlefield, clear, uncluttered communication is especially critical (**FM 22-101, page 8**).

Active Listening

"Active Listening means listening thoughtfully and deliberately to the way a soldier says things; letting the soldier know that he/she is being heard and understood." (**22-101, page 30**) Listening and watching skills involve the communicator in concentrating on what the receiver says and does.

The communicator will be able to tell whether or not the receiver accepts what is said, understands what is important and comprehends what the communicator is trying to communicate. We decide on what method of communication will best get the message across. For the most part, it will be verbal, although it could be in a letter or a phone call.

Our communications are 75 percent verbal, so active listening is very important. "Spoken words by themselves are only part of the message, the way they are arranged and spoken has meaning." (**FM 22-101, page 29**)

FM 22-101 lists six elements of active listening:

Eye contact shows sincere interest, but excessive breaks of

Misfires . . .



contact like paper shuffling or clock watching denote a lack of interest. A relaxed and comfortable *posture* enhances the interchange of communication. Too relaxed shows a lack of interest. However, being too formal or rigid limits the feedback portion of the communication. It gives an impression that the communication is one-sided and directed. *Head nods* show attentiveness and can be construed as non-verbal feedback. *Voice* is the tone, the inflection, the pauses, the speed, the look on the face of your soldier—all parts of the total message. *Facial expressions* can change the meaning of the message into something different from its original intentions, sometimes without changing the context of the message (i.e., a domineering look, sarcastic expression or disgusted frown on the face could alter the intended meaning of the message). *Paraphrasing* or repeating what your soldier says in your own words shows understanding and attentiveness and helps determine comprehension.

The Intent

This could be worded as “the results you expect, requested or conveyed,” or “the action you wish taken.” I’d call it the reason for the communication in the first place.

“You must communicate your intent so that your soldiers are able to understand the desired outcome clearly. Keep in mind that this can only happen if you explain what you want to happen in clear, concise and complete terms.” (FM 22-100, page 46)

In an operations order, you will find the commander’s intent spelled out in clear and concise terms. Some of the questions that you ask yourself in the preparatory phase of communication would be: “What do I want this person to do and when do I want it done? Do I write it out or do I call this person? Is this a face-to-face situation? These questions can be answered in a short time or take up to hours to “hash” out. Then, you must consider your own emotional state or attitude: “Am I mad at this person?” “Do I need to shake this person’s tree?”

The military environment itself contains some built-in hindrances to communication. The communicator’s rank or position may present a stumbling block to the amount of feedback returned, causing a rift in the communication process. Chemical equipment such as the protective mask makes face-to-face communications difficult—facial expressions, tone of voice and inflection cannot be understood. Six hours in MOPP Level 4 hinders communications and forces the communicator to verify receipt of the message.

If the communicator and receiver haven’t been using a workable sleep plan, 24-hour operations can put a strain on the communication process. A careful, detailed read-back could be an alternative, but this would extend the time to send and receive important information.

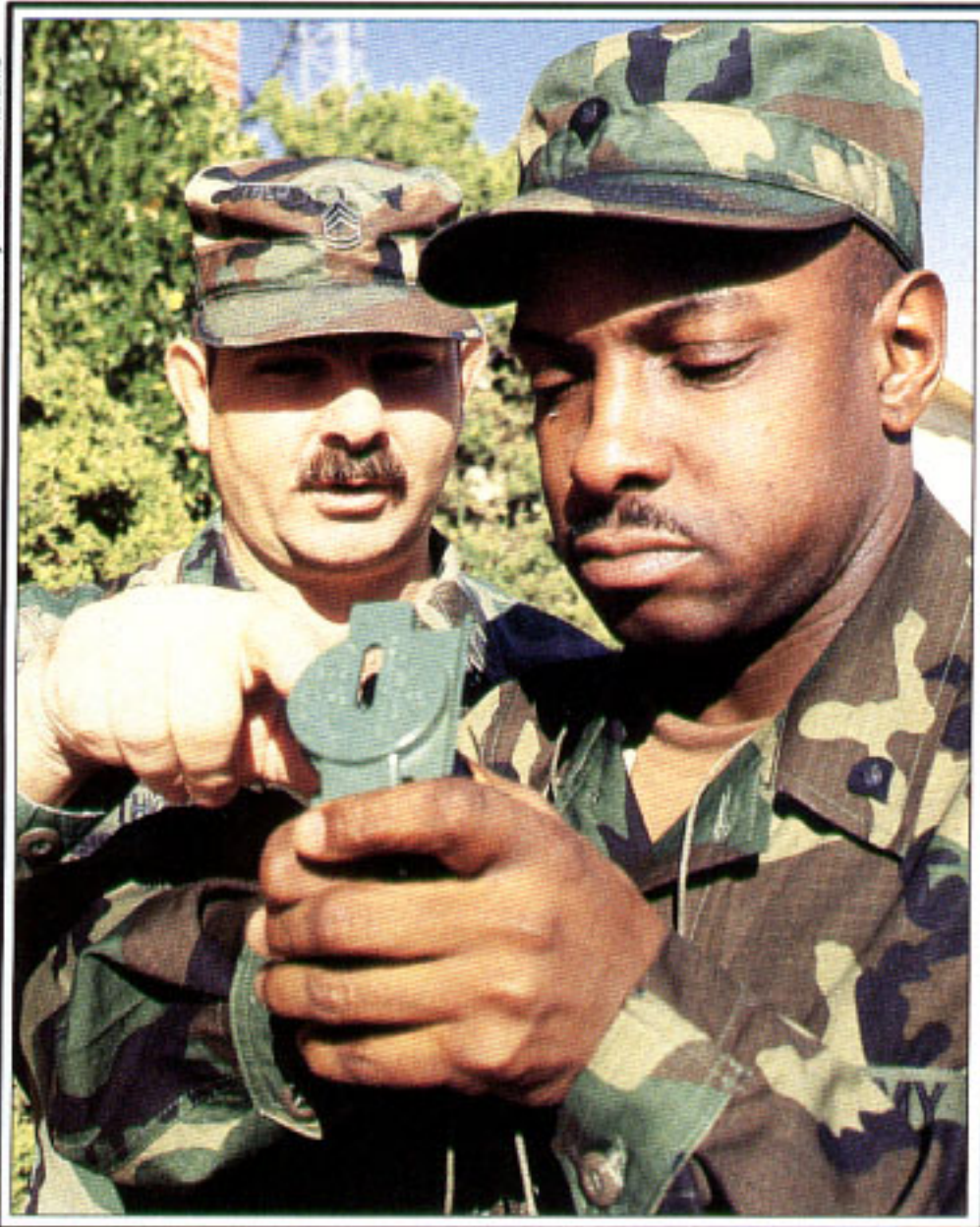
A Final Thought

Communications with our soldiers should be clear and concise, with no room for any second guessing or playing “fill in the blanks.” We should be direct and “on the level” with none of this hidden agenda crud.

Of all the resources that a leader has, *time* is a precious commodity. Communications without a clear intent or an incomplete message waste time. Battles and the lives of soldiers have been lost, due to the communicator failing to make the intent clear.

I’m not talking about being “politically correct,” but treating people the same way we’d like to be treated. If we engage our brain housing group before we speak, 75 percent of the problem would be alleviated. As leaders, we foster better relationships with both our subordinates and our superiors when we focus on communicating clearly, concisely and completely. ■

Rosier is a field artillery advisor to the Readiness Group, Ft. Drum, NY.



Making sure a soldier's basic skills — like shooting an azimuth — are kept sharp is one way leaders can prepare subordinates for NCOES courses such as PLDC.

Leadership Development

A top NCO priority for NCOES

By SFC Darrin M. Adams

Far too many soldiers report for Noncommissioned Officer institutional training who are either overweight or who don't meet the minimum Army Physical Fitness Test (APFT) requirements to enroll in Noncommissioned Officer Education System courses.

Now more than ever, special consideration must be given to soldiers who are selected to attend their next level of NCOES training.

Local commands must assess soldiers' abilities to complete the course for which they have been selected. The decision to send a soldier depends on the educational aptitude of the soldier as well as demonstrated leadership potential.

Unit leaders must make subordinate development a high priority at all levels of training. NCO Professional Development classes should include classes on preparation for NCOES training such as APFT testing procedures, drill and ceremony (FM 22-5), common leader training and MOS-related subjects which benefit training soldiers will receive at NCOES schools.

Many soldiers about to attend NCOES courses believe they will learn everything they need to know during the course. The fact is, soldiers attending the various levels of training should already possess certain common leader skills such as map reading or MOS-related tasks for the track portions within the prospective course.

Ideally, leaders should be able to perform tasks expected not only at their current skill level but of those at lower skill levels as well. If soldiers can do this, they stand an excellent chance of completing any level of NCOES training.

Soldiers should have the ability to use publications, manuals and other appropriate systems to research and find material needed to pass examinations. Many students can't use a publication index correctly. These soldiers then find it more difficult to get the information needed to choose the correct answer on examinations. The ability to properly use manuals is a critical skill needed for all students at all levels.

DA Pam 351-1 covers in-depth regulations for attendance at NCOES schools. Some additional suggestions that should be considered include:

- Soldiers attending PLDC, BNCOC and AN-COC must have at least six months' time in service remaining after completing the course. Leaders must ensure that this is covered through assistance from unit re-enlistment well in advance along with having the updated identification card prior to reporting to class.
- The Test for Adult Basic Education (TABE), which assesses a soldier's reading comprehension level, is currently a requirement for attending NCOES courses. If your soldier has an education center with TABE tests available and you choose to ignore it, you're gambling with that soldier's career. However, a soldier won't be denied admission to a class for not arriving with TABE results due to some remote assignments where these tests are not always available to the soldier. Attendance in a Basic Skills Education Program (BSEP) may be a necessary step prior to your soldier's NCOES report date. There are computer-assisted training programs available and college English classes that can improve writing skills. Check your post libraries for self-improvement materials. Soldiers need to know their weaknesses and it's the responsibility of the leaders to identify and counsel their soldiers on weaknesses as well as strengths.
- Inventory basic issue items and advise selectees on the necessity of having enough funds to defray the cost of attending the course. All soldiers are responsible for maintaining their basic clothing issue. But it's the supervisor who must

ensure that soldiers not only have their issued items, but that they are also serviceable.

- Weigh soldiers frequently and counsel them in accordance with AR 600-9. Soldiers should be monitored closely as their report date draws nearer. Soldiers found to be overweight when reporting to NCOES courses will be immediately sent back to their units. When this happens, it's humiliating to the soldier and paints a less-than-favorable picture about the command. In addition, it expends valuable funds needed for a slot that could be used by a qualified, well-deserving soldier.

- The APFT is now required for enrollment in all NCOES courses and is no longer just a requirement for graduation. A strictly-graded APFT should be administered at the unit by an unbiased NCO not more than 30 days prior to a soldier's reporting date for the course. If a soldier fails during this time or marginally meets the minimum requirements, chances are he won't pass the APFT when he arrives for NCOES training. Encourage soldiers to achieve the highest possible score on every APFT for the following reasons: 1. The higher their fitness level, the better their chances are for completing the APFT at their school; and 2. NCOs are expected to exceed minimum standards by superiors, peers and subordinates alike. A minimal-standard leader achieves minimal-standard results.

- Profiles. Soldiers with temporary profiles (except shaving profiles) will not be enrolled. Soldiers with permanent profiles must report with documentation supporting their profile through a medical review board. These soldiers must complete all training requirements within the limitations of their profile. Soldiers who develop profiles during the course will be evaluated by medical personnel and the commandant on an individual basis.

AR 351-1 stipulates that soldiers who are removed from NCOES courses for academic reasons may resubmit an application for re-enrollment when the commander verifies that the soldier is retrained, ready and stands a better chance to complete the course. The commander must send this verification to the school's commandant who will notify MILPERCEN of eligibility for re-enrollment.

Leadership development should be paramount in preparing soldiers for NCOES training at all levels. It's the unit leadership's responsibility for training their subordinates for wartime and peacetime requirements—to include education levels.

Unit leaders carry most of the burden for ensuring success or failure of their soldiers at NCOES schools. Without caring leadership, soldiers are certainly more susceptible to failure, humiliation and, ultimately, removal from military service. We as leaders must fulfill the obligation we accepted when promoted to the rank and title of a leader.

Mission accomplishment and taking care of soldiers, our two basic responsibilities, have not and will not change. NCOES instruction and committed unit leadership working together will perpetuate an even greater NCO Corps that will sustain our Army today and tomorrow. ■

Adams is assistant chief of training at the NCO Academy, Ft. Knox, KY.

Delegate, yes. But... Follow Up Follow Up Follow Up

By SGM Donald Brumfield

PVT Jones was preparing to go to the field on a training exercise the next day. SGT Smith, his team leader, conducted a pre-combat check of Jones' equipment to ensure his soldier was fully prepared for the upcoming mission. SGT Smith noted the problems during the inspection and instructed PVT Jones to take corrective action by 0600 the next morning. At 0600, Jones arrived and loaded his equipment on the vehicle for transportation to the field. At 0630, the unit departed for the field without anyone bothering to check the private's gear.

In a TDA unit, a section NCOIC was told by the unit sergeant major to clean the snow from his military vehicles in accordance with the unit policy. The section NCOIC in turn told his soldiers to execute the mission. He noted his team depart the building and later return, reporting that all vehicles had been cleaned. The next day the sergeant major passed this same section NCOIC and asked, "Are all of your vehicles cleaned?" The sergeant major already knew that three of the section's vehicles still had snow sitting on them. The section NCOIC stated, "All my vehicles are clean." The sergeant major checked the bumper numbers and found out whose vehicles weren't properly cleaned.

Do these examples sound like things you've seen in your unit? Is this proper leadership? Does the standard line of "trusting your subordinates" cover this issue? Do you see anything wrong here? Are these basic fundamentals that we're taught by FM 251-101, **Battle Focused Training**, and FM 22-100, **Military Leadership**?

With 21 years in the Army, I'll be the first to stand up and praise the professionalism of the Army's current crop of NCOs. On any given day, on any Army installation, you can walk down the street and see NCOs following the four major factors of leadership: the led, the leader, the situation and communications. I'd like to spend a little time on the first of these—"the led."

Anyone with any leadership ability knows no two soldiers are alike. All soldiers cannot be *led* the same way. Some soldiers need close supervision while others need very little. We as leaders must correctly assess our soldiers' competence, motivation and commitment in order to accurately lead our soldiers. I feel this is where we as leaders all too often fail our soldiers. Most leaders are very good at issuing orders or providing guidance; however, I've noted a weakness across the Army in our ability to follow up, properly supervise, or spot check our soldiers. All too often, we stop at these stages. *(continued next page)*

A soldier is counseled, shown his strengths and weaknesses and then told how to correct them. The session ends and the next time he's counseled is at his quarterly counseling. Did we really follow up and assist the soldier?

The unit holds an FTX and at different phases of the exercise, it conducts after action reviews to evaluate and assess the training. Commanders, NCOs and soldiers discuss and note training weaknesses they've found. The unit returns from the field, does maintenance and then, all too often, continues training according to their original training plan. What happened to allowing team leaders and squad leaders time to correct the noted training weaknesses?

As leaders, we know what we're supposed to do. It all comes down to individual training versus operational tempo. It's our job as NCOs to ensure that individual training is conducted to standard. All too often, the real key is keeping up with the momentum of the unit. Unfortunately, too many NCOs fail to take a stand and ensure that follow-up and proper supervision are being done. After all, no one wants to be the bad guy.

How many times have you as an NCO observed another NCO giving a block of instruction with a soldier's manual in his hand and no training aids present? All too often, we see leaders who have not prepared properly to train soldiers. When this happens, do you blame the instructor or his chain of command?

I say we have to blame both. The chain of command should have provided the resources and given enough notice to allow the leader to prepare for the block of instruction. By the same token, the leader should have been professional enough to ensure he was prepared. Last, but not least, his supervisor should have set him up for success, rehearsing the block of instruction.

I don't believe these are isolated examples—these are Total Army problems. As Active-duty, National Guard and Reserve NCOs, we have the authority and responsibility to lead our soldiers to the best of our ability. We must control, direct, evaluate, coordinate and plan the efforts of subordinates to ensure the task is accomplished. We may delegate some of our authority to our subordinates, but we must understand we remain responsible, liable and accountable for the outcome.

Soldiers have individual responsibility for their actions. Leaders have command responsibility and should be held accountable for the actions of their subordinates. Of course, this doesn't mean soldiers should not be allowed to make mistakes. The idea of a zero-defect Army is crazy. We need to be flexible enough to learn from our mistakes.

We have the greatest Army the world has ever seen. However, we as NCOs can make it even better. The day of NCOs who fail to supervise their soldiers or lead by example is gone. We must train leaders at all levels by providing realistic training, refusing to cut corners, enforcing standards, mentoring our soldiers, and most importantly, showing soldiers we really care. ■

Brumfield is with Readiness Group Drum, Ft. Drum, NY.

\$\$ & \$ense

By SGM Richard L. Barnes

Faster than an Apache can kill a tank; more powerful than a nuclear explosion; able to leap the best NCO support channel in a single bound. Is it a bird? A plane? No, it's a pay complaint.

It's sad but true that in this high-tech world of computer automation some soldiers still don't receive all of their pay entitlements on time.

Some of you squad leaders and platoon sergeants out there might say, "Why are you writing to *me* about this? Life happens; when it does, the Personnel Administration Center (PAC) and Finance need to fix it. I just need to make sure my soldiers get the time to go take care of it so they and their families don't suffer."

Once a pay problem exists, I agree with you. However, you as small-unit leaders can take a proactive approach to prevent many common pay entitlement problems from ever happening. Let's define the problem and then look at ways you can help.

Pay timeliness is a measure of how fast it takes to get a pay entitlement into the Finance computer system from the time the event happened. The Defense Finance and Accounting Service considers the pay transaction to be timely if it gets into the computer within 30 days of the effective date. The DEAS goal is to get 93 percent of these transactions in on-time. Transactions to start, stop or change Variable Housing Allowance (VHA), Basic Allowance for Quarters (BAQ), Basic Allowance for Subsistence (BAS), etc., are common ones that affect pay timeliness. These three types of transactions are also some of the worst offenders for pay timeliness. The soldier almost completely controls when events that affect VHA and BAQ occur. The unit controls BAS transactions. These are the areas where we at Finance can use your help the most.

Many times you're the first unit leader to know the soldier did something that affects an entitlement. The soldier may not want to tell Finance right away because he may lose money and he needs it right now. He figures he'll tell Finance later when he can better afford it.

On the other hand, the service member might be due a small amount of money but would rather save it for a rainy day. These "Christmas Club soldiers" figure they'll just go to Finance when they need the money. For BAS transactions, the commander might decide to give a soldier separate rations, so the first sergeant takes the meal card and prepares a DA Form 4187. Since the unit is going to the field for two weeks, the clerk figures he'll submit the form when he gets

Squad leaders and platoon sergeants can help solve pay complaints

back. Three weeks later, after the FTX and recovery time, will the clerk remember that the document is still sitting in his desk drawer?

You can help your soldiers, the PAC and Finance by being alert to the events that affect pay entitlements. Did the soldier get married or divorced, have a child, or move to a new off-post house? Did the soldier recently get a meal card or get permission from the commander for separate rations? Chances are, if anyone in the NCO support channel or chain of command knows something like this happened, you do. You can fulfill your role as a leader simply by asking ques-

tions like, "Specialist Jones, have you taken your marriage license to PAC yet?" or "Private Smith, did your rent amount change when you moved?"

Inquiries like these might make the difference between your soldier being paid on-time and the inevitable alternative: "Sergeant, I need to go to Finance this afternoon because my pay is all messed up." ■

Barnes is the finance sergeant major for the Defense Accounting Office, Ft. Bliss, TX.

\$\$ & \$ense

By CSM Eldon J. Terrell

I've seen too many NCOs denied a promotion because of credit problems. They reflect negatively upon individual soldiers, soldiers in general and the U.S. Army when there's a failure to pay bills and creditors call trying to collect money.

As NCOs and soldiers we have an obligation—to ourselves as role models and leaders, to the soldiers we lead and counsel and to the Army, which we represent—to do what is ethically right. In the financial world, the ethically right thing to do is to guarantee good credit by taking care of our obligations and living within our means.

Writing a bad check to a merchant stereotypes us and anyone else that wears the uniform as someone to be watched.

I had a case where a full-time National Guard soldier wrote a couple of bad checks to a convenience store that was next to an armory. The manager quit taking checks from all soldiers because of these bad checks. If you entered this merchant's store in uniform you paid in cash.

A good credit rating becomes even more important in today's world because most financial institutions are on-line with a credit reporting agency. If you're looking to purchase a new car or home and your credit report contains such information as payments past due over 30 days, judgments, law suits, collection activity, bankruptcy or criminal convictions, chances are very good that you can kiss that new car or home good-bye. Generally, any one of these items listed on a credit report would likely disqualify an applicant for a loan.

Financial Responsibility... We owe it to ourselves, our soldiers and the U.S. Army

The flip side of the coin is that a good credit rating would also be reflected on your credit report. It will show a clean slate, a positive sign in the eyes of a lender.

Sometimes, and not by choice, but through caring, we will face soldiers who have credit problems or just need help to make ends meet. We must be prepared to counsel these soldiers and to show them where to get financial help.

Several options exist. I would suggest giving soldiers TC 21-7, Personal Financial Readiness and Deployability Handbook. I would then advise seeing either a financial planner or personal banker who will take some time to help and to provide guidance.

Stay alert for the signs of financial difficulties of your soldiers. The best time to head off financial problems is to catch them early.

As NCOs, we must lead by example. FM 22-100 states: "...be a person of strong and honorable character." If we have good credit we will be prepared to enjoy those privileges that come with good credit. When we set high standards for ourselves we also help maintain high standards for our employer—the U.S. Army. ■

Terrell is command sergeant major, HQ 1st Bn (155mm, SP), 168th Field Artillery, 67th Bde, Nebraska Army National Guard, Scottsbluff, NE. His civilian job is vice president and branch manager of the Hay Springs Branch, First National Bank of Chadron, NE.

“Where do I go from here?”

By SSG Russell E. Gehrlein

One of the best things about the Army is the variety of assignments an enlisted soldier can experience. There's no excuse for becoming bored in the Army; there's more to life than the motor pool. Every career management field has the potential for great challenge and job satisfaction. Most soldiers, however, aren't well-informed on career planning.

Counseling for career planning is a part of effective leadership. It should be an on-going process as we mentor younger NCOs. All too often, it's merely reserved for the retention NCO and the unit commander at re-enlistment time. Perhaps it's time we focused on helping young soldiers and junior NCOs set goals that will bring them fulfilling careers, rather than just recommending jobs that will give them an edge in promotion.

NCOs must be subject matter experts in the field of career planning. In addition to promotion and NCO Education System requirements, we also need to be aware of the best number of assignments available to us as we and our soldiers move up through the ranks. Our goal in career counseling is *retention—keeping good soldiers in the Army.*

Every NCO will say that doing well in a variety of assignments is needed to be competitive for promotion. But how many NCOs can describe the many options available? There's much more out there than the usual staff or leadership positions. Let's take a brief look at the many challenging and unique jobs and assignments (and some that are seldom ever mentioned) that either we or our soldiers can consider.

Challenging Assignments

Airborne, Ranger and Special Forces are challenging arenas that many soldiers qualify for and should consider. Air-

borne School is difficult to get into, but if your branch needs Airborne-qualified soldiers, you may be able to get a shot. Ranger battalions need quite a few combat support and combat service support MOSes in ranks up through sergeant first class. Special Forces is open to all male soldiers in all MOSes who meet the qualifications. Read the regulations before applying.

Drill sergeant duty is physically and mentally demanding, but also rewarding for those who are successful. Since CONUS soldiers must be on-station 36 months before applying, it's usually best to apply about 12 months before DEROS in an overseas location or prior to departing for a short tour. Consult your branch before putting together a packet.

Recruiting duty is another high-visibility assignment that (if you do well) can greatly enhance your promotion potential. There are over 20 items on the qualification criteria in AR 601-1 that must be considered before volunteering. Of course, if you're a sharp NCO, and meet all the criteria, you may be selected by your branch anyway.

Instructor duty may be a good move for you, either as a small group leader at your branch school, at the post NCO Academy or, for a select few, the Sergeants Major Academy.

Overlooked Assignments

Is there an Additional Skill Identifier (ASI) or Skill Qualification Identifier (SQI) that might open up the doors to something new? Do you or one of your soldiers qualify for *embassy duty*? What about working at an *ROTC program* in a university? Have you looked at the possibility of working at one of the various *agencies at the Pentagon*? Is there a slot for a soldier with your background and experience functioning as an *Observer-Controller* at the *National Training Center* or *Joint Readiness Training Center*? What about assignment to a *Military En-*

trance Processing Station? Don't forget, you can always serve as an *advisor to a Reserve Component* (USAR or NG) unit.

The fact is, we can be proactive in the assignment process and not just hang around waiting for the right job to come along. There are limited slots out there for those who are aware of them, meet the qualifications and happen to apply at the right time.

Gathering Information

How many know, or could find, the answers to the following questions your soldiers may ask regarding professional development or career management issues:

- How long do I have to be on-station before volunteering to go overseas?
- What are the qualifications for drill sergeant duty?
- What re-enlistment options do I have?
- How can I change my MOS if I want to do something else?
- How can I get assigned closer to home?

Information about assignments and

“Operation Engage In Better Careers”

NCOs who want to become more involved in their assignments and career progression have new means to communicate more closely with the U.S. Total Army Personnel Command (PERSCOM). It's called “Operation Engage.”

PERSCOM announced the new series of initiatives designed to increase soldiers' participation in managing their careers.

To help soldiers communicate better with their career managers, the Enlisted Personnel Management Directorate (EPMD) has developed five new means for communication:

- *Interactive voice response telephone system (IVRS)*
- *Expanded E-Mail capabilities*
- *High-speed fax machines*
- *Mail-grams*
- *Pocket reference information card*

“Getting soldiers involved in managing their careers is a major priority,” said SGM Dennis D. Scott, EPMD sergeant major. The goal is to have soldiers participate in their career management and to develop and foster an ongoing dialogue with their career managers.

The cornerstone initiative is the Interactive Voice Response System (IVRS), which is a

specialized training opportunities is scattered throughout numerous Army regulations, Department of the Army pamphlets and updates. To chart your own career as well as advise up-and-coming younger soldiers, familiarize yourself with the following references:

- **Enlisted Ranks Update** has three key regulations (ARs 600-200, Enlisted Personnel Management System; 601-280, Total Army Retention Program; and 614-200, Selection of Enlisted Soldiers for Training and Assignment) that NCOs should know.
- **All Ranks Update** contains AR 614-30, Overseas Service.
- **AR 611-201**, found in **Military Occupational Specialty Classification and Training Update** provides a wealth of information about enlisted career management field progression, additional skill identifiers and job descriptions by rank for every MOS.
- Two other crucial resources are **AR 351-1, Individual Military Education and Training** and **DA Pam 351-4,**

Army Formal Schools Catalog.

Once you start reading these regulations, you may begin to notice that they work together like pieces of a puzzle. For example, Ranger training and assignment is mentioned in **AR 614-200** and **AR 351-1** and course information is located in **DA Pam 351-4**.

To be as knowledgeable as possible, put together a "cheat sheet" of applicable references for every conceivable career option. Start a series of files, or better yet, a binder, with copies of the appropriate paragraphs from the ARs or DA Pams in one place.

Make it Happen

Finally, here are a few extra tips:

- **Daydream a little**—what can you see yourself doing five to 10 years from now?
- **List several options that are realistically available to you.** Do the necessary research to see if you qualify before you submit the DA Form 4187.
- **Narrow possibilities and choose care-**

fully. Go with your strengths, where you can make a valuable contribution.

- **Put an application packet together and send it through the proper channels.** If it gets disapproved, go for Plan B.
- **Whatever job you get, stay proficient in your MOS through self-study and strive for excellence to end up with a good NCOER.**

You have absolutely no control over many things in the Army—deployments, promotion point cutoff scores, pay, etc. However, what you make of the years you give to Uncle Sam is, to some degree, up to you. If you know what's out there, take the necessary steps to achieve your goals and make the changes that enhance your career and challenge you, then you can have a satisfying career. At the same time, you can also help younger soldiers get the most out of their Army experience. ■

Gehrlein currently serves on the staff of the III Corps Chemical Section, Ft. Hood, TX.

Engages NCOs Management

Automated voice response telephone system that provides soldiers with career information 24 hours a day.

Soldiers must enter their social security number to use the system. Then, they are presented menu options that inform them if they are on assignment, scheduled to attend Army school or provide topical information on: retention, recruiting, drill sergeant, Special Forces, Ranger, compassionate reassignments, Exceptional Family Member program and separations. You can activate the IVRS system by dialing 1-800-FYI-EPMD or DSN 221-EPMD.

EPMD also encourages soldiers to use E-mail to keep in contact with their career managers. Inquiries concerning the status of personnel actions, future schooling or assignment are examples of typical information exchanges that can be conducted 24 hours a day. (See the accompanying list of E-mail addresses.)

Soldiers can also correspond with their career managers by fax, saving time by faxing communications directly to the desired career branch within EPMD for processing.

The DA PERSGRAM (mail-gram) is designed to supplement the chain of command in keeping soldiers informed of career or assignment information.

You can keep track of all these new communications tools with EPMD's wallet-sized information card that lists your career manager's phone number, E-mail address, fax num-

ber and IVRS instructions and phone numbers. The card is available at your servicing personnel center.

To find out more information about Operation Engage, contact the PERSCOM Public Affairs Office at: e-mail tapepao@hoffman-emh1.army.mil or phone (703) 325-8857, DSN 221-8857.

Enlisted Personnel Management Directorate E-mail Addresses, FAX Numbers and Phone Numbers:

E-Mail Addresses are: Branch USERID@HOFFMAN-EMH1.ARMY.MIL
Fax and Phone Numbers are: COM (703) 325-, DSN 221-

BRANCH	USERID	FAX NUMBER	PHONE
Combat Arms Div	EPCAD		
Infantry Branch	EPINF	-4880	-5582
Special Forces Br	EPSF	-4510	-8899
Air Defense Art Br	EPADA	-4664	-8867
Field Artillery Br	EPFA	-4533	-7549
Armor Branch	EPAR	-4683	-8862
Combat Support Div	EPCSD		
Engineer Branch	EPENGR	-4307	-5890
Military Police Br	EPMP	-4304	-5592
Military Intel Br	EPINTELL	-4304	-4738
Language Branch	EPLANG	-4304	-4738
Signal Branch	EPSIG	-4306	-5891
Aviation Branch	EPANV	-4308	-5682
Combat Ser Spt Div	EPCSSD		
Adjutant Gen Br	EPAG	-4474	-5808
Ordnance Branch	EPORD	-6555	-6553
Quartermaster Br	EPQMC	-4521	-5415
Chemical Branch	EPQMC	-4521	-5415
Health Service Br	EPHS	-4747	-9085
Transportation Br	EPTRANS	-4308	-5884
CSM/SGM Office	EPCSMSGM	-4694	-7888

how to Complete the Battle Staff Course

Seven Steps to Success

By MSG Lloyd H. Davison

The tactical operations center for Task Force 1-5 Armor was buzzing:

"Sir! Our scouts report some activity in our sector!"

"What kind, SSG Jones?"

"Hard to identify in this heavy fog and rain, sir."

"OK, but from our earlier intelligence reports there shouldn't be any enemy in our area of operation. What's the grid, SSG Jones?"

"It's NB524189, sir."

"What?! Check that grid again. According to our overlay, that's not even our sector for this operations order. Who plotted this overlay, SSG Jones?"

Sound familiar? Could this scenario cause a major disaster such as fratricide?

As America's Army gets smaller and more technical, there's still a need for our noncommissioned officers to understand the complex inner workings of a battle staff while becoming a warfighter of the 21st century.

The Battle Staff Noncommissioned Officer Course is realistic, fast-paced and oriented to performance training. It teaches NCOs to work as members of a staff in a battalion and brigade maneuver unit. They learn to assist in managing the complex operations in various command posts.

There are seven major requirements or steps to successfully completing this demanding six-week course.

Meet Weight Standards

The first requirement is the same for all Army schools: you *must* meet the weight standards in accordance with AR 600-9. This may sound like an easy requirement, but two to three students from nearly every class fail this requirement.

Pass Record APFT

The second condition comes from TRADOC Message 11081650Z, dated March 1995, which states that you must pass a *record* Army Physical Fitness Test on day one. Again, this sounds like an easy requirement since we all take an APFT at least every six months; however, an average of one or two students fall victim to this each requirement as well.

Complete Graphics and Overlays Block

The third requirement eliminates the highest number of students from the course — failure to complete the first block of instruction (22 hours in length). Approximately 40 percent of the entire FY 95 classes failed the first exam in Graphics and Overlays. Of those, 35 percent failed the retest, resulting in elimination from the course. The standards for this block of instruction come from FM 101-5-1. Some of the major reasons for Graphics and Overlays failures are:

- **Poor basic map reading skills.** Combined with limited ability to use the legend of a map, students aren't able to plot six-digit grid coordinates, causing

them to misplot symbols and control measures. This puzzles BSNCOOC instructors and staff since all of these tasks are Common Skill Levels 1 and 2.

- **Lack of attention to detail.** For example — failing to label the mandatory fields (role indicator, size indicator and unique designation).

- **Failure to interpret the operations order.** Students have trouble identifying surrounding units. This leads to incorrect labeling of phase lines, boundaries and other control measures.

- **Failure to use the recommended plotting sequence.** Students tend to draw unit symbols out of sequence, resulting in erasures, replots and redraws of various requirements. This causes them to lose valuable time during examinations.

- **Failure to double-check work.** Once a symbol is plotted, students should ask themselves a few questions: Do I have the mandatory fields correct? Does this symbol require a special-size indicator (task force or team) designation? What kind of unit is it? Is the unit mechanized, and if so, are they equipped with Bradley Fighting Vehicles?

Complete Plans/Orders and Annexes Block

The fourth requirement is the Plans/Orders and Annexes block of instruction. This block is straight-forward; everything needed can be found in FMs 101-5 and 72-2. Students learn how to prepare a warning order, then follow it up with a brigade or battalion operations



Graduates of the Battle Staff NCO Course should have map skills down to a science, helping them succeed in field training exercises like this one.

order with all appropriate annexes. They also learn how to use fragmentary orders to change missions when directed. They prepare their unit's orders for execution during the command post exercise. Only a few students have trouble here; but just as in Graphics and Overlays, it's attention to detail that poses problems.

Complete MI Block

Requirement five is the Military Intelligence block of instruction. It was the second leading cause of failure next to Graphics and Overlays. The problem? Very few NCOs work in this area of discipline. Due to the complex terminology used during these lessons, BSNCO recommends students have a reading comprehension level of 10.1 or higher on their Test of Adult Basic Education before attending the course. The MI block helps the student get a better understanding of exactly what S-2 responsibilities and functions are. The student who has a basic understanding of opposing forces doctrine is a step ahead of oth-

ers during this block. Students complete practical exercises as three- to four-person teams during these lessons, using the small-group process. Attention to detail and being able to assimilate multiple documents into the decision-making process, requires the student to use all staff elements in processing and disseminating intelligence.

Complete Combat Service Support Block

The sixth requirement is the Combat Service Support block. All NCOs have had some exposure to CSS in one form or another. They've fueled and fixed equipment since their first unit of assignment and have dealt with S-4 NCOs on numerous occasions. The bottom line is that few have trouble with CSS. Still, it requires attention to detail.

Complete 10-Minute Military Information Briefing

The last requirement calls for the stu-

dent to conduct a 10-minute (plus or minus two minutes) military briefing. This is the same requirement each NCO encounters during NCOES courses.

Now that you know the seven major steps for successful completion of the Battle Staff Course, you, your unit commander and command sergeant major should take a vital interest in preparing NCOs for future course attendance.

A word of caution: some NCOs

and MOSes have no business being here. There are prerequisites — check AR 351-4! Selection of the correct NCO and MOS to attend the Battle Staff Course should be a well-thought out process.

Upon selection and notification to attend BSNCO, query your unit for a previous graduate and get with him or her. Have this graduate train and explain to you what they've learned. There have been approximately 4,700 graduates since this course started and if you're one of them, take time to pass on your Battle Staff skills to those selected to attend.

All units should have an Order of Merit List for attending the Battle Staff Course. All too often, we hear the same thing from NCOs who fail a major exam -- notification of attendance was short-fused, anywhere from one week to one month and there was little time to prepare.

Students also mention the fact that they never received a welcome packet (makes sense, if you just got notified ►

last week to get on the plane). If you're a short-notice replacement, check with your schools NCO and find out if the individual you replaced has the welcome packet.

The Academics section of the Sergeants Major Academy sends out welcome packets to all MACOMs and other commands with numerous allocations. If you don't receive a packet within a reasonable amount of time after notification of course attendance, then call USASMA at (915) 568-8449 or DSN 978-8449 to request one from Mr. Jesse Arenas. He will either fax or mail a packet to you.

The Army has training material available through correspondence studies that will assist you in preparing to attend BSNCO. Some recommended sub-courses on graphics and overlays are in DA Pam 351-20, the Army Correspondence Course Program Catalog. Those sub-courses are FA8015 (Overlay Techniques), IT0588 (Prepare and Maintain Intelligence Situation Map and Associated Overlays), and SS0529 (Prepare Overlays).

As leaders, we must prepare our NCOs to perform the staff functions when the primary staff member is unavailable due to circumstances of the battlefield. (These positions are traditionally filled by commissioned officers). Under normal full-up staffing, these skills acquired will allow NCOs to improve the capabilities of the staff to perform to the levels required of the future battlefield.

If you prepare yourself ahead of time in the preceding seven requirements, along with the additional information provided in this article, then you, your unit and the United States Armed Forces will benefit. You will be a well-trained and highly-skilled warfighter of the 21st century.

For additional information on the Battle Staff Course, contact the following individuals: SGM Scott, Co C Commander, at DSN 978-9165 (the commercial prefix for all numbers is 915-568-); SGM Caudill, BSC Senior Instructor, at DSN 978-9191; or ISG Cortinas at DSN 978-9116. The fax number is DSN 978-8145.

Davison is a Battle Staff Course instructor at USASMA, Ft. Bliss, TX.

Compassion, Yes Training Shortcuts, No

By ISG Kip E. Kowalski

When a unit conducts nuclear, biological and chemical training in full MOPP gear during the summer, it may be uncomfortable. But, unless troops are at risk from hot weather, being uncomfortable isn't a reason to compromise training. Leaders who feel sorry for their troops and allow them to sneak around and remove their masks in training are setting them up for failure. The soldiers are apt to do the same in an actual chemical environment, risking injury or death. Remember, soldiers do in combat what they rehearse in training.

Another instance of troop care is physical training. Not ensuring soldiers get into shape during peacetime means they may not survive in combat—risking not only themselves, but other soldiers as well. Is it more humane to show compassion and allow shortcuts now, or to train them right so they will not die in combat?

As with the sweating NBC soldiers and the weak PT program, NCOs need to approach their careers with the same "get tough" attitude. When a promotion list comes out, it's always the case that many soldiers ask why they weren't selected. What the boards are looking for is outstanding performance in tough leadership positions. With sinking selection rates, boards not only are looking for outstanding NCOs, they are looking at what NCOs were accomplishing when they got the outstanding NCOER. Selection boards relate jobs like platoon sergeant, first sergeant and similar leadership positions as being the tough payoff positions.

NCOs can't sit back. They must aggressively pursue those "hard" leadership positions. Leaders also have an obligation to support worthy NCOs by putting them into those tough payoff jobs. Some NCOs evade these positions due to their lack of previous leadership experience or they are complacent and let someone else do the tough jobs. We all know NCOs who spend many years as instructors or on special duty working outside their MOS, going home every night on time. No mission's too complicated for them—as long as it's under controlled conditions—cool in the summer and warm in the winter. If we let these NCOs linger in the soft jobs, are we looking out for their future?

Soldiers who stay in these positions (and NCOs who let them stay) are being set up for non-selection, even though they know the possibility for promotion is remote. They're the first to ask, "Why wasn't I selected?"

Our responsibility to these NCOs is to show compassion for them and their careers. Place them in a job where professional development is obtainable. Teach them what that job is and encourage them to seek leadership challenges. Many NCOs, apprehensive about taking on these tough positions, perform well after being coerced. They just need to mature into the job. The number of NCOs with repetitive platoon or first sergeant tours who perform well in them, makes it obvious that there are more than enough positions to go around. Some NCOs feel comfortable doing them over and over again, after they've gotten the first successful tour under their belt. Commanders need to encourage their best NCOs to seek these high-risk, high-payoff positions and mentor them to develop them into promotable leaders. Sometimes commanders and leaders are either selfish in using soldiers or don't understand the effects they're having on NCO careers.

Examples include unit orderly room clerks and training NCOs. These positions are an extremely important part of a unit's operation, but can be definite career-blockers. Leaders need to rotate NCOs back to the line platoons. Share the wealth within the unit. Allow more soldiers the opportunity to experience the difficult duties.

Taking care of soldiers means helping NCOs find that tough job to keep them competitive. Keep in mind that units have jobs that are less than career-enhancing. Some times commanders must have a job accomplished, but they need to understand the effect it has on the NCO's career. Don't let NCOs overstay their welcome in these jobs.

Remember, promotion boards advance soldiers based on potential and by virtue of how well they perform in their MOS, not out of it. Selection boards also view overseas assignments favorably. Soldiers who have their fair share of tough overseas duty tend to have better career patterns, varied assignments, more leadership experience and higher selection rates. ■

Kowalski is with the 521st Sig Co, 40th Sig Bn, Ft. Huachuca, AZ.

Letters to the Editor

Send letters to:

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ATTN: ATSS-CJ, Editor
USASMA
11291 SGT E Churchill St.
Ft. Bliss, TX 79918-8002



Take better care of NCOs by improving civilian schooling

Although I agree with SMA McKinney's statements (Fall 95 *The NCO Journal*) that the NCO Corps is the best it's ever been and that junior NCOs are able to perform difficult tasks absent senior leaders, I believe we must take care of our NCOs by improving civilian educational opportunities.

The system our NCOs use to earn credit from Army schools is okay, but needs some improvement. Contracting outside college instructors for PLDC, BNCOC, etc., is a start. However, the current system of the ACE guide, SOCAD and DD Form 295 is cumbersome.

As stated in one of the articles ("Soldiers Gain No-Cost College Credit for NCOES"), there's no guarantee a college will accept credit based on the ACE guide and the DD 295 procedures to execute this are multi-layered. Moreover, if NCOs pursue degrees from a SOCAD institution (if one is near their duty station) they usually must attend regular classes in addition to NCOES—a monumental task for NCOs in a high OPTEMPO unit.

A solution: Why not develop an organization similar to the Community College of the Air Force (CCAF)? Air Force NCOs earn associates degrees more easily than Army NCOs because of this system. They don't have to rely on ACE guides, SOCAD or DD Form 295. How are they able to do this? CCAF (located at Maxwell AFB, AL) is accredited by the Southern States Associa-

tion, a cooperative that accredits all degree-awarding colleges and universities in the southeastern U.S.

During course development processes, CCAF takes the burden of having a military course accredited beforehand so that servicemembers don't encounter the frustrating process of having military credits evaluated later on. CCAF's accreditation also allows it to award Associates Degrees. An advantage is that an individual has to complete very little outside college coursework to complete its program.

When I was a junior NCO and wanting to pursue an ROTC commission, I had a "wrestling match" with the university I attended involving credit of my Army schooling (DLI and PLDC). But, the AIT schooling I attended at an Air Force base transferred without a doubt or question (course credit was earned through CCAF). CCAF sent a sealed transcript to my university and all nine credit hours were accepted.

The CCAF system works. The Air Force has the best retention rates of any service and one reason is its education system. I want to retain my NCOs and want them to become first sergeants and sergeants major. Civilian education will help them attain these ranks. I also want to set them up for success in the civilian world when they leave the service. They're the best and they deserve it.

*CPT David D. Wisyanski
Commander, Detachment Utah, 742nd
MI Bn
Draper, UT*

Hands-in-pocket photo sends wrong message?

I appreciate the quality of articles in *The NCO Journal*. However, I'm somewhat dismayed at the photograph accompanying the article "Lightning Strikes at Roving Sands," (Fall 95) that shows an NCO and an officer with their hands in their pockets. This is unauthorized LAW AR 670-1.

Publicizing this very popular violation of the wear of the military uniform certainly doesn't serve any worthwhile purpose and totally distracts from the otherwise outstanding article.

I believe that when soldiers are photographed and presented in any type media, we should ensure the entire message is positive and a little thing like "military bearing" is not overlooked.

Taking the extra time to ask these professional soldiers to remove their hands from their pockets for the picture would have well been worth it.

As a senior NCO and former drill sergeant, I'm charged to develop, mold, teach and train soldiers and I do just that. However, the message in the photo totally contradicts everything I stand for and complicates my efforts to enforce military standards. Maybe there's a regulation I don't know about that allows soldiers to rest their hands in their pockets in desert BDUs?

*SFC Rosezetta W. Proctor
HHC, 17th ASG, Camp Zama, Japan*

Profile doesn't make soldier dysfunctional, just limited

I want to thank MSG Ganz for his interesting article, "Professional Soldiers With Profiles" (Fall 95).

As an NCO with a profile, it's sometimes difficult and I find I have to make the extra effort to let my fellow soldiers and leaders know I'm serious about my position.

I find myself having to prove to them that just because I'm somewhat limited, I'm not completely dysfunctional and when it comes to my NCOER, I don't get the best grade possible because of my profile.

I was injured permanently while working overseas in the post office. I now have a swollen joint that is critical and limits long distance running at a fast pace. I've managed to stay and do the best I can by wearing a back brace and going at my own pace, but it seems sometimes this effort is rarely acknowledged.

It's unfortunate that I have to make exceptions for specific courses and hurt myself even worse just to please the Army. What I mean is, there are certain courses that if you have a profile, they won't let you in.

I'm sure that in time of war I can perform just as well as the next person and perhaps sometimes better, as I've learned to compensate for my weakness. If I should die in war because I can't run fast enough, then God be with me.

*SGT Eva R. Carroll
Alexandria, VA*

Chain of Command photos important to soldiers

I applaud your use of *The NCO Journal* inside cover (Fall 95) to publish a photograph of the sergeant major of the Army. This will certainly result in cost savings throughout the Army in reproducing key leader photographs.

I contend chain of command displays remain important to soldiers. Your use of the *Journal* to save money and to give soldiers a first look at SMA Gene McKinney is commendable. I hope you can continue this initiative on the senior NCO leadership of the commands throughout the Army, perhaps down to Corps or Division levels.

The NCO Journal is read by many. Thank you and your staff for a quality publication.

*BG Walter Pudlowski
Deputy Commanding General
Pennsylvania Army National Guard*

Earning promotion points may be hard, but can be done

I'm writing in response to SGT Steve Yearwood's letter, "Reevaluate Promo-

tion System" (Fall 95). Working in a battalion PAC as a PSNCO from 1993 to April 1995 (almost two-and-one-half years), I've heard soldiers complain about the promotion system.

Combat Arms can't get enough points because they're in the field too much...soldiers don't like doing correspondence courses...or soldiers say they can't obtain expert in weapons qualification...or get 300 on their PT test.

As a 71L, I know how hard it is to make the cutoff scores. However, I believe that the Army's leaders have set up the promotion system so that it is fair.

If the points given for PT and weapons qualification aren't fair, then what justifies the other categories? To obtain

points a soldier has to work hard, study and train. Soldiers and NCOs who can obtain these high scores should be rewarded for their efforts.

No matter how the promotion system changes, there will always be complaints from someone who doesn't think that it's fair. Can the promotion system ever change to be fair for all without complaints?

Obtaining the necessary points may be hard, but it *can* be done. Soldiers shouldn't have "can't" in their vocabulary; if everyone said "I can't" we wouldn't be the world's finest Army.

*SGT Robert J. King
The Pentagon, Washington, DC*

Book Reviews

Westmoreland:

A Biography
of GEN William C.
Westmoreland

By
Samuel Zaffiri

William Morrow & Co., 1994
502 pages, \$25 (H/B)

This is an outstanding story of the life of the unappreciated, much-maligned former commander of Military Assistance Command in Vietnam and subsequent Army Chief of Staff. Although most of the book sets about correcting the misreported story of GEN Westmoreland's Vietnam experience, it also tells of his heroics in three wars and his court battle with the CBS network.

It may surprise many NCOs to learn the general was a soldier's general. He took care of his troops in training and in the field. He ensured they had what they needed to carry the fight to the enemy

and personally felt the loss when they fell in battle.

The author, Samuel Zaffiri, is a Vietnam veteran who previously penned the book, *Hamburger Hill*. He brings us the full story of many controversial issues surrounding Westmoreland.

He takes the reader through the complete history of actions and decisions made by Westmoreland and others. He does an extremely credible job of mapping the route through many torturous events and backs up his versions with an extensive use of contemporary reports, notes, interviews and a large bibliography. This is a first-rate historical work.

The book's story of CBS' one-sided report on Westmoreland's supposed manipulation of enemy strength figures is enlightening.

Follow-up investigations and the civil suit that followed CBS' documentary vindicated him. This story illustrates — like few others have — a strength of character that should inspire all NCOs.

One cannot be completely knowledgeable about the military or political history of Westmoreland's time until after reading this book.

MSG James H. Clifford

By CPT Max R. Blumenfeld

Time and time again, we've heard that good NCOs are where "the rubber meets the road." In my journey through the Army's rank structure, NCOs have been my guideposts on the road to growth, development and achievement. I call them "my" sergeants because they're NCOs who have made a difference in my life.

In 1977, the recent concept of the "all-volunteer Army" was being actively promoted in American society. The days of the draft were now past. The Women's Army Corps (WAC) still existed; male and female soldiers were segregated during training. Gender-integrated training didn't begin until later that year. In earlier days, the threat of an Article 15 lingered if you were caught even speaking to a WAC during training. The horizontal ladder and the run-dodge-and-jump were PT test events done in boots and uniform. The specialist (E-4) was rated by periodic Enlisted Evaluation Reports and there were always some NCOs who struck terror in the hearts of younger soldiers, demanding scores of pushups from the hapless trainees, including me — a 17-year-old French immigrant who left his family, language and culture to become an American soldier.

He was an NCO to remember. From below his drill sergeant hat, his eyes pierced right through me. It wasn't his rugged facial features and silver hair that I remember, but rather, what Drill Sergeant Desouza taught me at Ft. Jackson, SC.

The first time we had a Class B inspection, decked out in the khaki uniforms of those days, we were impressed and mesmerized by the rows upon rows of ribbons that adorned his chest. He was a Vietnam veteran and during the inspection, it was hard not to squint as the bright sun reflected upon his highly-polished Combat Expert Infantryman's Badge and Airborne wings.

Desouza represented the very best of what it meant to be a soldier for a half-scared, insecure "Frenchie." To him, I was probably just another recruit primed for "remedial training in character building." When the platoon placed second in the company-wide drill and ceremonies competition, I inadvertently

MY Sergeants

I asked SFC Roberts, "How will I know if I'm a good officer?"

He said, "Lieutenant, if you ever get to combat and get shot, you'll know you're a good officer if your men come back to get your butt out of there."

overheard a conversation SFC Desouza was having with one of his colleagues.

"I'm proud of them," Desouza told the other drill sergeant. "They did a heluva job...but they would have been first had I trained them more."

From that simple statement, I realized he assumed complete responsibility for all his soldiers did or failed to do. He took the responsibility for training in a personal way and did not look for excuses. The burden of training was his and his alone.

My first duty assignment was at Cambrai-Fritsch Kaserne in Darmstadt, Germany, with HHB, 32nd Army Air Defense Command; the U.S. "nuclear umbrella" for NATO forces during the Cold War.

OD permanent press fatigues were now system-wide, quarter-ton jeeps were the primary military vehicles, every soldier was required to have in his or her possession the SMLM (Soviet Military Liaison Mission, pronounced "smell 'em") card and one of the top contemporary hits was "We Are Family" by Sister Sledge. Enter SFC Charles E. Huller,

my first section sergeant.

"BE, KNOW, DO" is not a revolutionary concept that appeared like a "big bang" for military leadership. It was inspired by NCOs like SFC Huller.

Huller was a mentor for this 18-year-old, heavily-accented and sometimes confused soldier. Huller knew how to be a supervisor, an NCO and someone who could be trusted with your thoughts and concerns. He listened and made it a point to know his soldiers as individuals. Despite the fact that he had a home life of his own, he treated his soldiers as an extension of his own family. His wife was as committed to the soldiers as he was. Her contributions ranged from baking a cake for someone's birthday to being wholeheartedly active in company functions such as dances or parties.

SFC Huller saw something in me that I didn't even know existed. He recommended me for attendance at the 7th Army NCO Academy in Bad Tbelz. Although he couldn't make it to my graduation, he was there when I returned to the barracks late in the evening to be the first one to congratulate me on my achievement. I'll never forget the genuine pride that gleamed in his eyes when he shook my hand.

When I later left Active duty at Ft. Campbell, KY, I attended college where I received a commission through the ROTC program at Austin Peay State University in Clarksville, TN. As an armor officer in the Tennessee Army National Guard, I was now on "the other side of the fence." Yet, every time I prepared my Class A uniform, my NCO Professional Development Ribbon reminded me of my earlier days and some of the lessons I'd learned.

As an officer, soldiers now looked to me for decisions and guidance. I knew NCOs made it happen, but there was more to it than just that trite phrase. "An armor officer," a maintenance sergeant once advised me, "has to get his hands dirty, but not his fingernails."

One of my first objectives was to get to know "my" sergeant as a person and as a professional. SFC Frank Roberts and I exchanged ideas and kept in constant communication. Although the ultimate responsibility of all that happened (or failed to happen) was mine, we became like a unified "tag team." ▶

Roberts was a strong man both physically and in life's experiences. On his left sleeve, he wore the 1st Cav Div patch. He was a Vietnam veteran who'd been baptized in battle. As an experienced armor crewman, he made it his duty to know everything about the M-48 and M-60A1 main battle tanks. More importantly, he conveyed this great wealth of knowledge and experience in a classroom or during an FTX so everyone (including myself) could understand and learn.

He guided me through my first real troop situations so I could earn the trust and respect of my soldiers. During one of our frequent discussions on training or maintenance, I asked, "How will I know if I'm a good officer?"

Roberts paused for a second, took another sip of coffee, then with an intense look in his eyes, said, "Lieutenant, if you ever get to combat and get shot, you'll know you're a good officer if your men come back to get your butt out of there."

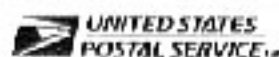
Since then, I've thought about officer evaluations, awards and decorations and all the "stuff" that makes a successful officer career. I sometimes wonder about their realistic value if soldiers don't believe in their leaders. Roberts is a good measuring tool for my own evaluation of what I'm doing, how I'm doing it and how it will affect each and every soldier I'm responsible for.

The NCOs I've known were unique because they didn't just go through the motions. They put their heart, mind and spirit into what they were doing. Theirs was never an eight-to-five job. It was "Mission First, Troops Always."

As a captain, I appreciate and respect the importance of "NCO business" because I have been the recipient of its positive effect. I encourage "sergeant's time" as a way for my NCOs to spend quality time with younger soldiers.

Where are the NCOs of my earlier days? I don't know. But I'll never forget how they really were where "the rubber meets the road" during my years of military service. ■

Blumenfeld was the radio/TV broadcast officer with the 118th Public Affairs Detachment, Tennessee Army National Guard, when he wrote this article.



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Medal of Honor: In Tribute

By SPC Keith Thompson

"OK, mortars, let me have it—right in this position!"

Those were the words heard by the men of 1st Plt, Co E, 39th Inf Reg, 9th Inf Div from their non-commissioned officer, TSGT **Peter J. Dalessandro**, just before the roar of mortar fire filled the early morning hours of Dec. 22, 1944. Dalessandro's platoon was holding an important road junction on high ground near Kallerherberg, Germany, at the height of World War II's European campaign.

According to Dalessandro's Medal of Honor citation (awarded on Aug. 30, 1945), when the enemy launched an all-out attack against his position and threatened to overrun the platoon, the courageous NCO braved enemy fire and moved among his men, encouraging them and adjusting mortar fire while shooting at the enemy with his rifle. Due in part to Dalessandro's actions, the platoon thwarted the German attack.

Later that day, the enemy moved in for a second attack and Dalessandro once again rushed to his fully-exposed position.

After exhausting his ammunition, he crawled 30 yards to secure a light machine gun and resumed firing. Then, with enemy soldiers almost at point-blank range, the gun jammed, but Dalessandro managed to get one more burst out of the gun, killing four German soldiers who were murdering three wounded soldiers in a nearby foxhole.

As the enemy swarmed around him, he started calling for the mortar barrage directly on his position. Somehow, he was able to emerge from the fire, leaving a trail of dead enemies behind him.

"I didn't know I caused that

much damage (to the Germans)," He later said. "When I found out I was getting the medal, I was surprised. I was just looking out for my guys."

Seven months before Dalessandro's brush with death, **Henry Schauer**, then a private first class with the 3rd Inf Div, was busy defending his own patrol and was on

his way to earning the Medal of Honor.

On May 23, 1944, Schauer left the cover of a ditch to engage German snipers who opened fire on his patrol from the rear.

"I had no choice," Schauer said. "They were firing wooden dum-dum rounds at us. Those things could really tear a man up. They made me mad, so I went after them."

Standing erect, Schauer deliberately walked 30 yards toward the enemy and killed them with four bursts from his Browning Automatic Rifle. Catching sight of a fifth sniper waiting for the patrol behind a house, he brought the assassin down with one burst.

Shortly after that, Schauer left cover again to engage two German machine-gunners. Shells exploded within 15 yards, showering Schauer with dirt. German tracer bullets whizzed past him at chest level. Schauer remained undaunted and, with a single burst from his BAR at 60 yards, he killed the two gunners and crumpled two other enemy soldiers who were running to man the guns.

The next morning, when shells from a German Mark VI tank and a machinegun forced the patrol to cover, Schauer again answered the challenge, Raising the BAR to his shoulder, he killed the four German gunners with one burst while enemy tank shells exploded within 20 yards of his position.

Schauer's actions earned him the nickname "Kraut-an-Hour Schauer" from his fellow soldiers. "They said I was supposed to have killed a German every hour," he later said.



Peter J. Dalessandro



Henry Schauer

Thompson is a member of the 28th Public Affairs Detachment, Ft. Lewis, WA.

True Grit
Never Quits

(see page 10)

