

# The NCO Journal

Spring 97

A Quarterly Forum for Professional Development



*Hanging  
Tough For....*  
**PROMOTIONS!**



# The NCO Journal

Vol. 7, No. 2

Spring 1997

Published Quarterly  
by the U.S. Army  
Sergeants Major Academy

COL Robert L. Jordan, Jr.  
Commandant, USASMA

CSM Henry D. Bone  
Command Sergeant Major

SGM Karen Murdock Editor-in-Chief  
Jim Collins Managing Editor,  
Layout & Design  
MSG Gabe Vega Graphics  
SSG David Abrams Senior Journalist  
SPC Glenn Dennard Illustrator

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.

**Distribution:** The *Journal* is distributed through the U.S. Army Publications Center, 2800 Eastern Blvd., Baltimore, MD 21220-2896. (Phone: (410) 682-8528 or DSN 584-3775.) Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-series requirements (12-05 Block 0041).

**Subscriptions:** To order this periodical for one year, cite *The NCO Journal (NCOJ)* and send a check for \$16.00 (\$20.00 foreign) or provide VISA or MasterCard number and expiration date to: Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954. Telephone credit card orders can be made from 8 a.m. to 4 p.m. eastern time, to (202) 512-1800. Credit card orders can be faxed 24 hours a day to (202) 512-2250.

**Submissions:** Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Call (915) 568-9069 or DSN 978-9068/9069. Our e-mail address is:

ncojournal@aol.com.

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

The *NCO Journal* (ISSN 1058-9058) is published quarterly by the U.S. Army Sergeants Major Academy, 11291 SGT E Churchill St, Ft. Bliss, TX 79918-8002. Second class postage is paid at El Paso, TX and at additional mailing offices.

**POSTMASTER:** Send address changes to:

The NCO Journal  
Commandant, USASMA  
ATTN: ATSS-SJ, Editor  
11291 SGT E Churchill St  
Ft. Bliss TX 79918-8002.



page 14



inside back cover



page 10



page 9

## Inside this issue

News and Issues.....	1
Notable NCOs.....	6
Warrant Officer Opportunities.....	9
Strategies for Sergeant and Staff Sergeant Promotion.....	10
New Personnel Policies Brighten Retention, Promotion Picture For Some Soldiers.....	14
(Almost) Everything You Need to Know About the Centralized Promotion System.....	16
Now I lay my rucksack down.....	18
Retaining Quality Soldiers.....	19
30-Point Checklist To Promote Privates.....	20
Origin of the NCO Creed Still Searching.....	21
Bugs Mug Soldiers.....	22
Dealing With Failure.....	24
Letters to the Editor.....	26
Book Reviews.....	28

## Credits

Front cover photo by SSG David Abrams. Graphics inside back cover and pages 9 and 20 by MSG Gabe Vega.



## Family Size Big Factor In Food Stamp Use

About 11,900 junior enlisted military members and their families receive food stamps, according to a 1995 DoD report. Pentagon officials consider this a problem, but not a major one because it affects only about .8 percent of the 1.5 million people in the military, said Ken Bacon, Pentagon spokesman.

"This is too bad, but it's a function of the size of their families more than anything else," Bacon said at a news briefing Jan. 14.

According to DoD officials, an E-1 with less than four months' service currently earns \$833.40 per month in base pay. After four months, that pay increases to \$900.90 per month. Basic Allowance for Quarters for service members with family members living off base is \$361.50 per month. Variable Housing Allowance depends on the area. "Pay is not high for people entering into the force," Bacon said. "If you're a young soldier — E-1 through E-3 — and have a large family, you could ... qualify for food stamps. This has been true for a long time. It's not something that's just become true in the last year or so."

What has changed, however, is the number of married service members. The military has more married service members than ever before, Bacon said. "About 60 percent of the people in the military are now married. Twenty years ago, it was about 40 percent. So there has been a fairly important demographic change."

"We believe that since the program is highly publicized at the unit level, the number of families receiving food stamps is close to the number eligible," a DoD official said. DoD has a variety of programs to help families cope with financial problems, and service members are encouraged to apply for the same benefits available to all Americans, the official said.

About 10 million American households in the United States receive food stamps through the Department of Agriculture and state welfare agencies. Eligibility is based on gross and net incomes, total financial resources and household size. Of the military members receiving

food stamps, 59 percent — about 7,000 — live on base and qualify for food stamps only because the Department of Agriculture does not take into account the family's forfeited Basic Allowance for Quarters — the value of housing — as cash income. Only .3 percent of all active duty members live off base and receive food stamps, DoD officials said. These are primarily junior enlisted military members with larger than average families.

Bacon said DoD has worked hard to improve pay and quality of life for service members. "One of the things that's been done in the last year is to build in what's called the full military pay increase over the next five years," he said. In the past, the pay increase had to be negotiated with Congress every year, he said. "For the next five years, DoD has funded the maximum amount allowed by law, which is determined by the wage inflation rate. It not only will increase the pay over time, but it gives some predictability to future pay," Bacon said. ■

Linda D. Kazaryn  
American Forces Press Service

## Soldiers 'Get Smart' With Computerized Personnel Data Cards

Some day, all soldiers and other Department of Defense servicemembers and civilians may carry a credit card sized piece of plastic and be directed by supervisors: "Don't deploy without it."

The "it" in this case is the "smart card," the product of DoD's Multi-Technology Automated Reader Card project. The card is a 2x3 inch piece of rigid plastic containing servicemember personnel data embedded in bar code, magnetic strip and computer chip.

"The Department of Defense is looking at a 'smart card' initiative to provide automated identification technology to servicemembers and deployed civilians," said LTC William R. Romano, MARC project officer assigned within the Office, Director of Information Systems for Command, Control, Communications and Computers (DISC4) in the Pentagon.

The Army is the MARC project's lead service, Romano said. About

90,000 cards have been issued to soldiers, Marines and sailors. In field testing, "smart cards" have been successfully used to process servicemembers for deployments, manage transportation manifests, and to record users of military dining facilities.

In fact, the Army's 25th Inf Div stationed in Hawaii used "smart cards" during readiness processing of 3,600 soldiers to Haiti as part of support provided to Operation Uphold Democracy. The cards helped the 25th account for its soldiers and update key readiness information during the deployment from Hawaii in less time with less support personnel than more traditional methods.

During Uphold Democracy deployment operations from Dec. 28, 1994, to Jan. 17, 1995, the 25th used "smart cards" to create and manage nine 370-servicemember aircraft manifest rosters, Romano said. By using "smart cards," manifest rosters were created in less than 45 minutes. It took about eight hours to register the same number of servicemembers for air transport using standard methods.

"We're looking at the ability to carry [personnel] data on a card to eliminate redundant data entry," Romano said. "Once data is correctly put on the card, it can be used and shared across [computer] systems [and] ... the information can be updated when required."

In current military personnel administration systems, information is manually typed in at gaining units when servicemembers deploy or move from assignment to assignment, Romano said. This takes time. As demonstrated during the 25th Inf Div deployment, "smart cards" can greatly reduce the amount of time required to process personnel.

"We feel that the repetitive information people ask for time and time again, like rank, social security number, unit, should be carried on a card," Romano said. "When you arrive somewhere and they don't have your data, you present the card and the information is popped into the system."

Testing is also underway to explore the card's suitability for security and record basic medical information like all-

ergies and prior treatment.

Origins of the "smart card" can be traced to the Individually Carried Record in 1982, Romano said. In 1992, the Soldier Support Center led a task force which included Training and Doctrine Command Combat Developments, the Deputy Chief of Staff for Personnel, the National Guard Bureau, the Combined Arms Support Command, U.S. Army Europe, Forces Command, Special Operations Command and the Project Executive Officer for Standard Army Information Systems.

The task force recommended the development of a Soldier Readiness Card that could be used for battlefield personnel service support functions such as readiness processing, manifesting, personnel accountability and combat medical and dental treatment documentation.

From November 1993 to February 1994, the SRC successfully passed company-level testing as an improvement for readiness processing, manifesting and battlefield accountability, Romano said. Standardized use of the "smart card" to speed deployments and for other purposes will improve the U.S. military's ability to fight and function, he said. ■

*Gerry J. Gilmore*  
Army News Service

### Fast Food for the Army

In today's fast moving, high tech world, people don't seem to sit still for very long. This goes for soldiers, too. To eat on the run, civilians can simply go to their favorite fast food franchises, order and drive away. This will be now be an option for soldiers in the field.

Well, sort of. The Army has developed a mobile ration that could be called a meal on wheels.

Since the Army has become more mobile, a need exists for rations that can be eaten while on the go. Food technologists at Soldier System Command's Natick Research, Development and Engineering Center recently developed "Mobility Enhancing Ration Components." These "MERCs" can be eaten out of hand and require no food preparation or eating utensils. The new items

supplement existing field rations such as the Meal, Ready to Eat, or can stand alone as an assault ration. MERCs will support highly mobile and forward deployed troops and are suitable for Arctic, jungle, desert, mountain and urban areas.

NRDEC, under the Family of Operational Rations program, developed a family of shelf-stable sandwiches using major advances in food processing, preservation and packaging. The sandwiches consist of shelf-stable breads (bagel, biscuit and white) and a variety of fillings (beef, cheese, barbecue chicken, pepperoni, Italian sausage and peanut butter with jelly).

A technical demonstration was conducted at Ft. Campbell, KY, in August 1996, to see how soldiers accepted MERCs. Soldiers ate the MERC sandwich instead of the MRE entree for three days and then evaluated the food. The meals were packaged with the name "Meal on the Move" in a bag similar to that used for MREs. The soldiers' feedback is still being evaluated and will be used to make modifications to improve the MERCs.

The test menus, consisting of approximately 1,300 calories, were designed to meet the nutritional needs of the warfighter. The future commercial version of the MERCs might be used by campers, hikers, mountain climbers, hunters and anglers or anyone who needs a lightweight, nutritious meal that requires no preparation or utensils. ■

*Soldier Systems Command PAO*  
*Natick, MA*

### New Army Uniform Items Make Debut; Old Items 'Retire'

Many new Army uniform items will go into soldiers' duffle bags, while some old standbys will be "retired" with full honors.

The old-style black windbreaker was not authorized to be worn after Sept. 30, 1993. The new windbreakers are made of polyester and wool (65/35 percent respectively) with a Velcro-attached liner. The officer windbreaker has a knit collar, cuffs and waistband. The enlisted

windbreaker has a standard collar, knit cuffs and waistband.

Both short sleeve and long sleeve male AG 415 shirts without pleated pockets are being replaced by a short sleeve and long sleeve with pleated pockets and in heavier material (3.8 to 4.2 ounce per square yard). The new short sleeve shirt will also have a stand-up collar. Mandatory possession date for the new shirts (two short sleeve and one long sleeve) is Oct. 1, 1999. The current short and long sleeve shirts without pleated pockets will not be authorized for wear after Sept. 30, 1999.

The female short sleeve and long sleeve shirts are being replaced by the AG 415 short and long sleeve tuck-in shirts and in heavier material (3.8 to 4.3 ounce per square yard). Mandatory possession date for both shirts is Oct. 1, 1998. The current version of the AG 415 shirts and the overblouse shirts is authorized for wear until Sept. 30, 1999.

The male and female Army green uniform AG 344 is replaced by Army green shade 489. The mandatory possession date for the new shade of the Army green uniform is Oct. 1, 1999. At that time, females must have one coat, two skirts and two pair of slacks; males must have one coat and two pair of trousers.

The AG 344 shade of the Army green uniform will not be authorized for wear after Sept. 30, 1999.

The Enhanced Hot Weather Battle Dress Uniform replaced the Hot Weather Battle Dress Uniform. The design changes are: fabric change from 100 percent cotton rip-stop poplin to 50 percent nylon/50 percent ripstop; fused collar/pocket flaps, removal of waist tabs, waist suppressed three inches, and removal of knee pleats. Mandatory possession date for the EHWBDU is Oct. 1, 1998. The HWBDU will not be authorized for wear after Sept. 30, 1998.

The EHWBDU cap and the temperate BDU cap may be worn interchangeably with the EHWBDU/TBDU uniforms and the HWBDU cap until the mandatory possession date of Oct. 1, 1997. After this date, the EHWBDU cap will only be worn with the EHWBDU and the HWBDU. The TBDU cap will be worn only with the TBDU.

The mandatory possession date for the black all-weather coat, double breasted, belted, in a 65/35 poly/cotton fabric is Oct. 1, 2001. The unbelted black all-weather coat and interim version, the double breasted coat, 50/50 poly/cotton fabric, will not be authorized for wear after Sept. 20, 2001.

The women's slacks with belt loops replaced the slacks without belt loops. The mandatory possession date for the new slacks with belt loops, one-inch black web belt and 1 1/8-inch yellow brass buckle is Oct. 1, 1998. The current dress slacks will not be authorized for wear after Sept. 30, 1999.

The new female black oxford shoe replaced the current version of the black oxford shoe. Mandatory possession date for the new shoe is Oct. 1, 1998. The current version of the black shoe will not be authorized for wear after Sept. 30, 1999.

The new neck tab replaced the current neck tab that fastened to the pile fastener underneath the collar of the women's AG 415 shirt. The mandatory possession date is Oct. 1, 1997. The current neck tab will not be authorized for wear after Sept. 30, 1999. ■

Army News Service

### 75th Div (Exercise) Recruits NCOs For USAR

As the Army Reserve gets smaller and opportunities for soldiers diminish, at least one unit has vacancies.

The 2nd Bn, 381st Reg, a unit of the 3rd Bde, 75th Div (Exercise), located in Dallas, TX, has vacancies in many combat support and combat service support specialties, with retraining for some specialties.

The 75th Div (Exercise) is headquartered in Houston, TX, and needs NCOs in the grades of sergeant and above. The division, formerly a maneuver area command, was recently reorganized to form an exercise division. The division's five brigades, located in Texas, Oklahoma and Kansas, are to conduct lane and simulation training for Active and Reserve soldiers in the 5th Army area.

Interested soldiers should contact the division at (214) 374-2689 for more information regarding vacancies and requirements for joining the 2/381st. Other units of the 3rd Bde are the 3/381st at (214) 638-4891, ext. 255; 1375th Logistic Support Bn in Waco at (817) 772-8700. For anyone outside the Dallas/Fort Worth area who would like to

join the division, please call (800) 390-1530, ext. 7583.

MSG Michelle LuFountain  
2/381st, 3rd Bde, 75th Div (E),  
Dallas, TX

### Battle Staff NCO Course By Distance Learning

Students enrolled in Battle Staff NCO Course (BSNCO) Class 2-97 (Distance Learning Pilot) can browse the Internet to find out the latest information about their course. The second Warner Pilot BSNCO by distance learning is scheduled to begin April 16. By accessing the U.S. Army Sergeants Major Academy Home Page, students can read the most current copy of the Student Guide written specifically for the distance learning version and see a master events schedule for the three-phase course. The Internet World Wide Web address of USASMA is: <http://bliss-usasma.army.mil>

Once logged onto the USASMA home page, click on the Battle Staff Course heading. From the Battle Staff page students can access a wealth of

### Seven Black WWII Heroes Receive Medals of Honor

President Clinton recently honored seven African-American WWII veterans denied the Medal of Honor until now.

The seven veterans were PVT George Watson, PFC Willey F. James Jr., SSG Ruben Rivers, MAJ Charles L. Thomas, SSG Edward A. Carter Jr., 1LT John R. Fox, and the only living recipient, 1LT Vernon I. Baker.

Clinton said soldiers who receive the Medal of Honor usually need no further description, but America must remember something else. "These heroes distinguished themselves in another, almost unique way: in the tradition of African-Americans who have fought for our nation as far back as Bunker Hill, they were prepared to sacrifice everything for freedom — even though freedom's fullness was denied them."



Photo by Fred Williams

Seated on the dias waiting to receive the Medal of Honor from President Clinton are, from right to left, Vernon J. Baker; Sandra Johnson, niece of MAJ Thomas; Arlene Fox, widow of 1LT Fox; Edward Carter II, son of SSG Carter; Grace Woodfork, sister of SSG Rivers; Valencia James, widow of PFC James Jr.; and SMA Gene McKinney, who accepted the award on behalf of PVT Watson. The Army was unable to locate any of Watson's relatives.

information to include the Battle Staff Digital Library. Specific questions students may have concerning Battle Staff Course (Distance Learning Version) lesson material can be e-mailed directly to the BSNCOOC faculty at:

**bscfaculty@bliss-usasma.army.mil** or by calling our toll-free number 1-800-245-8899. All other questions about the BSNCOOC (Distance Learning Pilot) can be directed to SGM Pulk at DSN 978-8672 or e mail to: **puikj@bliss-usasma.army.mil** ■

*BSNCOOC, Distance Learning Pilot,  
USASMA*

### Army Readies to Meet '97 Recruiting Challenge

Army recruiters will be challenged to sign up more soldiers than the previous year to meet accession needs. Last year, 73,400 people joined. Now recruiters need to sign up approximately 89,700 people for fiscal year 1997.

Prior to the drawdown, the Army had an annual recruiting mission of about 120,000 soldiers. Until recently, the Army needed to recruit about 65,000 soldiers each year. With the drawdown over, the Army must replace each soldier one for one.

The Army's leadership is committed to accomplishing this year's accession mission, said LTC James Sullivan, spokesman for the Office of the Deputy Chief of Staff for Personnel.

To help recruiters meet this year's mission, the Army has increased the number of recruiters in the field, increased enlistment bonus dollars for members who sign up for some critical or shortage MOSes, continued year-round advertising designed to maintain adequate levels of potential enlistee awareness of the Army throughout the year.

Other options will be considered by Army leaders during the course of the year if recruiting numbers should slacken, Sullivan said. All of the military services predict a difficult recruiting year. According to recent surveys, more prime recruiting age youth say they would not consider joining an armed service. Reasons for this include good to

steady economic conditions, providing more employment opportunities in the civilian sector and greater competition for the quality young men and women required to serve.

The Army is not considering lowering quality enlistment standards below current levels for diploma graduates or test scores to bolster recruiting efforts, Sullivan said. ■

*Gerry Gilmore  
Army News Service*

### Perry Receives Enlisted Honors

SMA Gene McKinney expressed deep personal appreciation to Defense Secretary William J. Perry recently at Ft. Myer, VA, for "stern leadership and sincere concern for the well-being of our soldiers."

The admiration expressed to Perry was reciprocated in the secretary's later comments about soldiers.

McKinney hosted an NCO reception at the Ft. Myer NCO-Enlisted Club for Perry that was also attended by Secretary of the Army Togo D. West Jr., Army Chief of Staff GEN Dennis J. Reimer and top enlisted members from other services.

Perry received membership in two of the Army's most prestigious NCO clubs — The Sergeant Audie Murphy Club and the Sergeant Morales Club. Perry was also presented with the Enlisted Sword.

Perry said his certificates for membership in the two clubs will join the one in his office proclaiming him an honorary sergeant major, one of his proudest possessions.

While in the Army, Perry deadpanned, he "rose to the exalted rank of E-4 (1946-47)," but never imagined he would one day make sergeant major, much less Secretary of Defense.

Perry said that when he took office three years ago, many people offered him advice, but the advice he took to heart and used throughout his tenure was the advice from then SMA Richard A. Kidd, "Take care of the troops and they will take care of you."

During his travels, Perry said he al-

ways saw the same three ingredients in the troops: intelligence, skill and grit. Because of these qualities, Perry said, "Every deployment since I've been the secretary of defense has been a model of excellence and success."

"The reason we have the best Army in the world today is because we bring in quality people and we train them and train them and train them," Perry said. The way to keep quality soldiers reenlisting is to give them an adequate quality of life, he added. ■

*C. Tyler Jones  
MDW News Service*

### Army Honors 23 Recruiters In Pentagon Ceremony

Twenty-three Army recruiters received the Chief of Staff of the Army Recruiter of Excellence Association Award in a Jan. 24 Pentagon ceremony.

The award, presented by Army Vice Chief of Staff Ronald H. Griffith, was established in 1984 to recognize those recruiters who contribute significantly to the recruiting mission and thereby have a direct impact on Army readiness.

Nearly 1,000 Army recruiters qualified for the award in fiscal year 1996. The top recruiter in each recruiting brigade in each category received their awards at the ceremony.

"What you do for the Army cannot be overstated," Griffith said to the recruiters. "We are very mindful that you have one of the toughest jobs we ask soldiers to do. Recruiting is a critical mission for the Army and our nation. Quality soldiers are absolutely essential to the long-term success of our Army, and we are very appreciative of what you do for our Army."

"The world today is far more complex than it was during the Cold War period," Griffith said. "We have experienced a revolution in the way we fight, and we depend on young soldiers who can master the technology. We will fail if we don't get quality soldiers. That is why the mission of the Army recruiter is so critical." ■

*Kathleen Welker  
USAREC Public Affairs Office*





PHOTO BY HAZ WILSON

*Palbearers from the Army's 3rd Infantry carry the remains of SSG Edward A. Carter II to a burial site in Arlington National Cemetery, VA. Carter posthumously received the Medal of Honor for gallantry during World War II. He died in Los Angeles Jan. 30, 1963, and was originally buried there. The reinterment came Jan. 14, the day after Carter's family received the award.*

### Tax Changes Benefit Soldiers Deployed to Combat Zones

Several important and favorable tax changes have occurred in 1996 that directly benefit military taxpayers. Probably the most significant were the Tax Benefits for Servicemembers in Bosnia-Herzegovina. As the title of this bill implies, this legislation was designed to benefit service members serving in the former Yugoslav Republic.

Fortunately for servicemembers, the benefits of this bill will potentially affect future deployments. Previously, servicemembers could not take advantage of several key Internal Revenue Code provisions unless they were stationed in a combat zone. For the area to qualify as a combat zone, the President had to designate it as a combat zone.

Because many recent missions such as Somalia and Haiti were considered humanitarian or peacekeeping operations, it was politically impossible for the President to declare the area a combat zone. In the future, servicemembers will get the tax breaks previously reserved for a combat zone when Congress designates the area a qualified hazardous duty area.

Another benefit of this legislation is that officers serving in a combat zone or qualified hazardous duty area may now exclude up to a maximum of \$4,104.90 per month in 1996 from earned income. Before, officers were limited to only \$500 exclusion for serving in a combat zone.

States can no longer tax "source" income. Certain states were taxing servicemembers' retired pay even though the servicemember did not live there after retirement. Because a servicemember was stationed in the state during his career, the state would base the tax on the theory that part of the retirement pay was earned in the state. Now, only the state where the servicemember currently resides may tax his retirement pay.

Taxpayers may now receive a credit for unreimbursed adoption expenses. The amount of the credit shall not exceed \$5,000 (\$6,000 in the case of a child with special needs). The credit begins to be phased out when a taxpayer's income exceeds \$75,000 and is completely gone when a taxpayer's income exceeds \$115,000. The credit is allowed in the year after the expense is incurred or the year the adoption became final, whichever is earlier.

Telephone numbers are required on information documents provided to taxpayers such as Form 1099. Unfortunately, the IRS has decided to waive penalties for failure to provide this information on the forms. As a result, this requirement will not be fully enforced until 1997.

One unfavorable portion of the Small Business Job Protection Act of 1996 eliminated the \$5,000 exclusion of employee death benefits from earned income. Since the United States pays a \$6,000 death gratuity on the death of an Active duty servicemember, this change directly impacts survivors of military personnel.

Nonetheless, survivors of military personnel can still exclude \$3,000. The elimination of the \$5,000 exclusion is effective Aug. 20. If the service member died on or before Aug. 20, the recipient of the death gratuity can still exclude \$5,000. If the service member died after Aug. 20, the recipient of the death gratuity can only exclude \$3,000 from earned income. ■

*1LT Susan Symanski  
MDW Staff Judge Advocate Office*

### 2125th USAR GSU Needs Soldiers

The 2125th USAR Garrison Support Unit, a Tier IB unit in the AR, is currently recruiting quality soldiers. The 2125th provides XVIII Airborne Corps and Ft. Bragg, NC, base operations support during contingency operations.

Upon mobilization, the 2125th GSU expands the Ft. Bragg garrison activity to ensure efficient mobilization and quick deployment of units. Membership in this unit makes you part of an organization comprised of some of the finest units in the U.S. Army, including the XVIII Airborne Corps, the 82nd Airborne Div, the 10th Mountain Div, the 101st Airborne Div and the 3rd Inf Div (M).

Many different MOSes and grades are needed. For more information, call (404) 286-8049/8051; Det. 1 at Ft. Bragg at (910) 396-0055/0054; or Det. 2 in Gainesville, GA, at (770) 531-3337/3330.

*MAJ Wheeler Richards,  
HQ, 2125th GSU*

### AMEDD NCO Academy Names Leadership And Commandant APFT Awardees

The Army Medical Department NCO Academy recently announced the leadership and commandant APFT awards for students from the following classes:

**BNCOC Class 1-97:** Leadership award — **SSG Udorn Williamson**, USA MEDDAC, Ft. Stewart, GA. Commandant's APFT Award — **SGT Gary Victorson**, B Co, BAMC, Ft. Sam Houston, TX, with a score of 300.

**ANCOC Class 1-97:** Leadership award — **SFC Michael J. Grant**, USA MEDDAC, Ft. Leonard Wood, MO. Commandant's APFT award — **SFC Henry Rockward**, B Co, 232nd Medical Bn, Ft. Sam Houston, with a score of 327.

**ANCOC Class 2-97:** Leadership award — **SSG Norris L. Thomas**, AMEDD NCO Academy, Ft. Sam Houston. Commandant's APFT award — **SSG Kenneth B. Russell**, HHC, 275th Ranger Bn, Ft. Lewis, WA, with a score of 314. ■

*CSM Paulette H. Dunlap  
Commandant, AMEDD NCO Academy*

### DCSINT Presents REDTRAIN Awards

LTJG Paul E. Menoher Jr., U.S. Army deputy chief of staff for intelligence, presented the 1996 Tactical Intelligence Readiness Training Program (REDTRAIN) awards recently during a Pentagon ceremony.

The National Ground Intelligence Center, Charlottesville, VA, was recognized as having the 1996 REDTRAIN Program of the year with **SFC Tyrone B. Tarver** as its manager. NGIC, which is under the U.S. Army Intelligence and Security Command, Ft. Belvoir, VA, was recognized for its successes over the past year.

**Gene Rutland**, III Corps REDTRAIN manager, Ft. Hood, TX, was named the 1996 REDTRAIN Manager of the Year and **SFC Fredrick A. Luckritz**, 101st Airborne Div, Ft. Campbell, KY, received honorable mention as REDTRAIN Manager of the Year.

REDTRAIN is a Department of the Army program designed to provide training resources and opportunities for military intelligence soldiers in the active component, the Reserves and the National Guard for sustainment and enhancement of their military intelligence skills. ■

*INSCOM Press Release*

### NCOs of the Year

**SSG Anthony D. Joseph** was recently recognized by MG Charles W. Thomas, commanding general of Ft. Huachuca, AZ, as the post's NCO of the year.

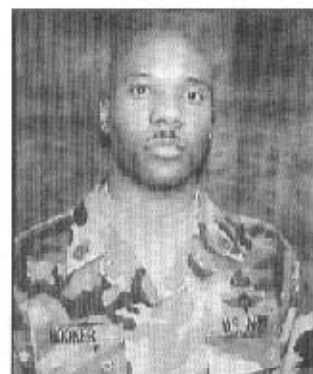
Joseph, a Birmingham, AL, native, has been in the Army nearly eight years and serves as an administrative specialist. He earned his associates degree in management studies from the University of Maryland and is now working on his bachelor of arts degree in secondary education through the University of Arizona, Tucson.

Among the awards and recognitions Joseph received include a dress blue uniform, a \$2,000 U.S. savings bond or a trip for two to Hawaii, plaques from the local chapter of AUSA, business sponsors and seven unit installation coins. ■

*Stan Williamson  
Ft. Huachuca, AZ*

**SSG Eric T. Hooker** was recently named the Ft. Lee, VA, NCO of the Year. He is assigned to the Aerial Delivery and Field Services Department Parachute Pack Branch. Before the yearly board met, he had been selected to go to Warrant Officer Candidate School to be an aerial delivery technician warrant officer.

"I had already been slated to go before the board so I decided to go through with it," he said. "I had been prepping for it and I'm still an NCO until I graduate from the WO school. Until that day, I have to continue to be the best NCO possible." ■



**SSG Eric T. Hooker**

*SSG Jim Bolton  
Ft. Lee PAO*

**SSG Samuel B. Powell**, U.S. Army Space and Strategic Defense Command, 1st Satellite Control Bn, was recently honored by the SSDC as NCO of the Year. Powell, stationed at Camp Robert, CA, with his wife, Tiffany, and their daughters, Miranda, 2, and Madison, 8 months, said, "Being named NCO of the Year makes me very proud. The competition was tough. SSDC has a lot of good NCOs. I am very proud to be selected.

The mission of the 1st SATCON Bn is to monitor the health and welfare of the communications satellites. They ensure the users of those satellites (such as the State Department and the White House) operate within the prescribed procedures and that communications are maintained. Without the SATCON Bn performing its mission, there would be an increase in communication outages, as well as total anarchy as far as satellite usage goes, said Powell. ■

*Connie Davis  
USASSDC*

### Reservist Coxswain Named EMS Citizen of the Year After Delivering Baby on Bridge

At 5:46 a.m. Nov. 28, 1995, on the side of Gandy Boulevard in Tampa, FL, Sarah Christine Johnson was delivered by **SSG Barbara Myrick**, a member of the 231st Transportation Company (Boat Unit) in St. Petersburg, FL. The proud parents were Jeffery Johnson and Suzanne Nolen.

They were headed to MacDill AFB Hospital, but the baby decided not to wait. White Johnson called 911 on a cellular





**SSG Barbara Myrick**

nomination. She said the highlight of the experience was "meeting Brad," the EMS operator on the other end of the phone during the delivery.

Myrick is the coxswain of an Landing Craft Mechanized boat at the 231st Transportation Company. The coxswain is the driver of the vessel and is assisted by the engineer and a seaman. She has been a member of the unit since 1987. ■

phone. Myrick prepared to deliver the baby in the car. Johnson relayed the EMS operator's instructions as she delivered the baby. The umbilical cord was wrapped around the baby's neck. Myrick untangled it, wrapped the baby in Johnson's shirt and waited for the paramedics' arrival.

The Florida Emergency Medical Service awarded Myrick the EMS Citizen of the Year Award for 1996 at their annual convention in Orlando. Myrick was surprised by the

*2LT Melunie R. Morgan  
32nd Transportation Group, Tampa, FL*

### INSCOM Selects Linguist of the Year

SSG Fady A. Timani was named the Intelligence and Security Command's (INSCOM) Linguist of the Year at Ft. Belvoir, VA.



**BG John D. Thomas Jr., U.S. Army INSCOM commander, presents certificate of achievement to SSG Timani.**

Timani, an interrogator with the 513th MI Bde, speaks four languages and maintains the maximum level of proficiency for each one. He speaks French, Arabic, Spanish and Haitian Creole.

INSCOM has nearly 1,600 military linguists assigned around the world and the 513th MI Bde deploys linguists for numerous contingencies and exercises. ■

The competition netted a number of awards for him, including a certificate of achievement, a commendatory Flag note, the INSCOM CG's coin of excellence, and a \$100 gift certificate from AAFLS.

*INSCOM Press Release*

### INSCOM Career Counselor of the Year

SSG James R. Bragg is the U.S. Army Intelligence and Security Command's Career Counselor of the Year.

Bragg, 742nd MI Bn, 704th Military Intelligence Bde, Ft. B Meade, MD, said his success at the battalion level could be directly attributed to his battalion commander, LTC Frank B. Bragg Jr. (no relation).



**SSG James R. Bragg**

"Quality leadership is a key to a successful reenlistment program," Bragg said.

Bragg is attempting to repeat the success of INSCOM's previous two career counselors of the year winners, both of whom went on to win the Department of the Army competition. ■

*INSCOM Press Release*

### SGM First Active Duty NCO To Receive Prestigious Scouting Award

SGM Daniel L. Coberly, an Eagle Boy Scout since 1970, received the Distinguished Eagle Scout Award (DESA) from Secretary of the Army Togo D. West Jr., at a Feb. 5 ceremony during the Army's annual Worldwide Public Affairs Conference in Alexandria, VA. A 24-year public affairs veteran, Coberly was recognized for his 30 years of service to Scouting, to include more than 23 years service as an adult leader. Fifteen years of Coberly's adult service to Scouting have been at the regional and national levels. He is the first active-duty NCO to receive the DESA. He is currently the public affairs sergeant major for the 21st Theater Army Area Command in Kaiserslautern, Germany. Coberly holds a Reserve captain's commission and is currently working on his doctorate degree in communications. ■



**Secretary of the Army Togo D. West shakes SGM Daniel L. Coberly's hand as COL Albert L. Patterson III adjusts Coberly's Distinguished Eagle Scout Award. West and Patterson, Eagle Scouts themselves, are also DESA recipients.**

*Story and photo by Gerry Gilmore, Army News Service*

### 412th Engineer Command Returns Home

The 412th Engineer Command welcomed home the soldiers it deployed last May to support Operation Joint Endeavor on Jan. 6.

According to COL Jim Robinson, the 412th's detachment commander during the deployment, the troops served as the engineering staff at U.S. Army Europe (Forward), located at Taszar, Hungary, in support of Task Force Eagle, the U.S.-led multinational force that includes troops from 10 other countries. They planned base-camp construction at the Intermediate Staging Base, Taszar, and assisted later with sustainment and deployment operations for troops returning home. ■

*CPT Karen Magruder  
412th Engineer Command*

### Sergeant Awarded Soldier's Medal For Rescue

SGT Ismael Alvarado, B Battery, 1st Bn, 30th FA, Ft. Sill, OK, earned the Soldier's Medal for outstanding bravery when he rescued two soldiers who might otherwise have drowned Aug. 8, 1996.

That afternoon Alvarado was relaxing at Lake Lawtonka with his family. He, his daughter, Sabrina, and co-worker Hans Herrman, paddled out to the middle of the lake in a canoe. A swimmer came by, shouting "Please help my friend...he's in big trouble." The exhausted swimmer grabbed onto Alvarado's canoe. Alvarado attempted to paddle the canoe to where the swimmer was struggling, but decided to dive in after the man because it wasn't easy to maneuver the canoe with the swimmer clinging to the side. He saw another canoe in the area attempting to reach the soldier also. A man dove from it, leaving two children in his canoe.

Alvarado swam to PFC Wilfrid Nicaise who grabbed onto Alvarado. The two struggled as Alvarado tried to swim back to the canoe. Herrman maneuvered the canoe over to the struggling swimmers. A motor boat hurried out to see what was happening and assisted in getting the exhausted swimmers to shore.

Now the two children in the other canoe began yelling for help. The man who jumped in to assist never reached Alvarado and Nicaise and wasn't swimming in the area or beside his canoe. In the confusion following the rescue of the swimmers, it took a few moments for everyone to realize that LTC Ira Moore, who dove from his canoe to help the soldier in the water, had never reappeared. Divers recovered Moore's body from the waters of Lake Lawtonka hours later.

Alvarado said he doesn't know exactly what happened to Moore when he leapt from his canoe, but said the water in the area was filled with obstacles. The Soldier's Medal will be posthumously awarded and presented to the family of Moore in an upcoming ceremony. ■

*SPC Tonya L. Riley-Rodriguez  
Ft. Sill, OK*

### New Recruits Follow in Dads' Footsteps

SFC James W. Webeck, Charleston Downtown Army Recruiting Station, SC, made his first goal his first month as a recruiter, enlisting his daughter, Julie Ann. She signed up for the Military Intelligence branch with her specialty being counter intelligence.



Webeck, who volunteered for recruiting duty, says he likes his new job. He found that if you talk to other potential recruits like he did his daughter, they see the Army as a viable option. "You don't have to push if you explain to young people exactly what they can get out of it," he said.



SSG Phillip Gallard, Conway Recruiting Station, SC, helped his first Army enlistee for the calendar year through the Ft. Jackson Military Entrance Processing Station just like everyone else. Well, maybe a little different. To begin with, he arrived at

the MEPS in jeans and cowboy boots.

"I wanted to come as his father today, not just as his recruiter," Gallard said when he brought his son, Phillip Jr., to begin his processing for a U.S. Army Reserve slot as a Nuclear, Biological and Chemical Specialist assigned to the 413th Chemical Co in Florence, SC. In Gallard's second reenlistment, he was an NBC specialist. "It makes me feel good that my son wants to do what I do," he said. ■

*Story and photos by Leslie Ann Sully  
Columbia, SC*

### Small Group Leader Named Ft. Gordon's Instructor of the Year

SFC Lance Forbes was recently named Instructor of the Year for 1996 at Ft. Gordon, GA. He is a small group instructor for the Advanced Noncommissioned Officer Academy.

"I was accepted to Warrant Officer Candidate School and turned it down," Forbes said. "A lot of people thought I was crazy to pass up the money, but money has never been a motivation for me. I would rather be an NCO and have more impact on soldiers."

"Small group leaders have a huge impact on the Army, because you not only look at the soldier being trained, but all the other soldiers that soldier will train," Forbes explained. "The drill sergeant is probably the only other job in the Army with as much impact." ■

*SGT K. Allen Whiteacre  
Ft. Gordon, GA*



**T**he Army's Warrant Officers (WOs) — there are more than 12,000 of these specialists on active duty, working as aviators, band members, criminal investigators, engineers, quartermasters, personnel officers, or in other fields that require a lot of experience and expertise.

Not long ago the Army defined these experts as "officers appointed to warrant by the Secretary of the Army to perform specialized or technical middle management functions above the enlisted level..." That old definition no longer defines the true duties of a WO, however. In a changing world and a changing Army, WOs, regardless of rank or specialty must be proficient in basic tactical and leadership skills, as well as the traditional technical expertise, to fight on a new kind of battlefield.

Most soldiers know that about WOs, and many of them think it's the best rank in the Army. No WOs were separated as a result of recent reductions in force and the Army always seems to have a need for more. What most soldiers don't know is how to become a WO.

The path to becoming a WO begins in the U.S. Army Recruiting Command at Ft. Knox, Ky. If you're physically and mentally fit, self-disciplined and looking for advancement and the responsibility that comes with it, USAREC's Warrant Officer Recruiting Teams are looking for you. The teams are visiting installations across the country, looking for the best qualified candidates for warrant officer training.

While visiting an installation, the team members talk with soldiers who are interested in becoming WOs and collect their application folders. The team stresses that USAREC does not select people for WO training. SFC Antonio daRosa, NCOIC of the team, says the team stays within the realm of recruiting.

"We find the applicants, review their folders for administrative accuracy and forward them to the appropriate proponent for technical evaluation. We are the beginning point for a soldier who wants to become a warrant officer," daRosa said.

# WARRANT OFFICER OPPORTUNITIES



## Where to begin...

Soldiers can find announcements of WO recruiting team visits in their post newspaper. This year the team hopes to process almost 800 in-service applications for WO training. According to the recruiting team members, shortages exist in Special Forces, Criminal Investigations, Technical Supply, Food Service, Unit Maintenance, Military Intelligence and Band. Applicants are also sought for training in Patriot Missile Maintenance, Allied Trades and Armament Repair, Marine Deck and Marine Engineer.

"We need more people applying for warrant positions. Especially all soldiers interested in the flight program, regardless of military specialty or rank, are encouraged to apply," daRosa said.

The WO Recruiting Team leader said that many soldiers who apply are selected for WO training. But, he cautioned, applicants should not feel discouraged if they are not selected for training the first time. "It depends on the applicant's military occupational specialty and sometimes it takes perseverance," he noted, pointing out the case of WO1 Pamela Collier.

## Try, try again

Although qualified, Collier was not on the list to attend the tough six-week course at Ft. Rucker, AL, the first time she applied. Neither was she listed the

second time. Or the third. "I wanted to become a warrant officer," she said, "and I wasn't about to give up." Finally, on the fourth try, she was accepted.

"I heard that the Warrant Officer Candidate School was a tough course," Collier remembered, "and that it's the 'basic training' for becoming a warrant officer."

The first day begins with a 4 a.m. wake-up, stretching exercises, a 10-minute, one-mile run, drills with the M-16, and a variation of pushups and situps, all while enduring intense "verbal guidance" by a Training, Advising and Counseling (TAC) Officer, the "drill sergeant" of the course.

"I made up my mind I'd develop the right mind-set," Collier said. "I promised I would remind myself all the way through that this training was designed to build leadership qualities in a stressful environment and I expected the training staff to put as much pressure on their students as they could. I squared my shoulders, tried to keep a sense of humor and a positive attitude, and I completed the course without any problems."

Collier, like all graduates of the Warrant Officer Candidate School, was sworn in as a newly appointed warrant officer, prepared to work at the WO1 level, before attending the Warrant Officer Basic Course to prepare to perform the technical and tactical tasks required of her military specialty.

Collier is now assigned as a personnel technician in the 82nd Airborne Div at Ft. Bragg, NC. "Being a warrant officer is more than I had expected," she said about her new duties. "Although I'm in the same field as I was when I was a staff sergeant back at Ft. Carson, CO, I have more responsibility. I suppose the best way to describe what has happened since becoming a warrant officer is that it has been a period of growth."

Does Collier have any words of advice for the soldier thinking about becoming a warrant officer? "Think success," she said. "Apply. Just do it." ■

Army News Service —From a U.S. Army Recruiting Command news release.





# Strategies for Sergeant and

By SSG Kirby S. Olson

**S**ergeants and staff sergeants in today's competitive Army need a plan to achieve professional goals through the promotion system. The challenge is to understand the promotion system and take advantage of it early in your career. This article outlines all categories and recommendations within the categories.

The promotion system categories accommodate all soldiers by design. The promotion system has six categories and additional subcategories in (1) Military Training, (2) Awards and Decorations, (3) Military Education, (4) Civilian Education, (5) Duty Performance (Commander's points) and (6) the Promotion Board.

**Military training** subdivides into the Army Physical Fitness Test (APFT) and rifle marksmanship. Soldiers also receive points for **awards and decorations** received. **Military education** has the subcategories of correspondence schools, Army schools, military training courses, special qualification identifiers (SQI) and additional skill identifiers (ASI). **Civilian education** is broken down into the subcategories of resident college courses and the Defense Activity for Nontraditional Education Support (DANTES). DANTES is further subdivided into DANTES Subject Standardized Tests (DSSTs), the College Level Examination Program (CLEP), American College Test Proficiency Exams (ACTPEP), DANTES External Degree Program and DANTES Independent Studies. **Duty performance** points are awarded by the commander and the **promotion board** puts a soldier on the promotion recommended list. The six categories can accumulate a possible 800 points.

## Military Training

All soldiers can improve their APFT score. The challenge is pushing oneself to achieve a better score. Not all soldiers



Photo by SSG David Abcarine



# Staff Sergeant Promotion



enjoy doing push-ups and sit-ups or running in preparation for the APFT. There are alternate exercises soldiers can perform that are as effective as the standard exercises. For example, try weightlifting.

The muscles affected during the push-up are the chest, triceps and shoulders. Exercises such as the bench press (flat bench, incline bench, decline bench and flies), dips, tricep extensions, push downs, military press, etc., all work the chest, triceps and shoulder muscles. Talk to an exercise instructor to ensure the exercises are being performed properly.

The most effective way to do sit-ups is with weight. Position a sit-up bench with a slight incline, take a 10-pound weight and place it on the chest. With arms folded across the chest holding the weight in place, begin doing sit-ups. Do four sets a day, with a 30-second break between sets. As the stomach gains strength, increase the weight.

Supplement running with bike riding over long distances of 10-15 miles; swimming laps; riding a stationary bike; climbing a stair stepper, etc. The points for the APFT are: 300, 50 points; 299-290, 45 points; 289-280, 40 points; 279-270, 35 points; 269-260, 30 points; 259-240, 25 points; 239-220, 20 points; 219-200, 15 points; 199-180, 10 points; 179 or below, 0 points. Think 50 points!

Marksmanship is defined by "the proficiency with which one can fire a weapon." All soldiers have the capability to shoot expert. The most important aspects are zeroing, proper positioning and proper trigger pull. Listen carefully to the range instructor. Understand how to make adjustments to the sights during the zeroing phase. Refer to Soldier Training Publication 21-1, pages 66-71 for the M16A1 or pages 121-126 for the M16A2.

Firmly position the butt plate into the shoulder and have a firm grip on the fore plate for the firing positions. With the eye aligned and a clear sight picture on the target, take a deep breath and concentrate on slowly blowing the air out

while pulling the trigger. This technique relieves nervousness and produces a more accurate shot. The points for marksmanship are: expert, 50 points; sharpshooter, 30 points; and marksman, 10 points. Think 50 points.

## Awards and Decorations

An award is "something awarded or granted for merit." Merit is "an aspect of a person's character or actions deserving approval or disapproval." Motivation is "to provide with an incentive or motive." There is no rule in **AR 672-5-1, Awards and Decorations**, that stipulates a soldier must receive an award. However, pride, initiative, setting the example, being technically and tactically proficient can lead to rewards.

The same is true of decorations. Infantry soldiers who have the opportunity to go to Expert Infantry Badge training should take the initiative. The award will be the honor of wearing the EIB and 10 promotion points. Others include the Defense Meritorious Service Medal (DMSM), 25 points; the Meritorious Service Medal (MSM), 25 points; Joint Service Medal (JSCM), 20 points; Army Commendation Medal (ARCOM), 20 points; Joint Service Achievement Medal (JSAM), 15 points; Army Achievement Medal (AAM), 10 points; Combat Infantry Badge (CIB), 15 points; Combat Field Medical Badge (CFMB), 15 points; Good Conduct Medal (GCM), 10 points; EIB, 10 points; Expert Field Medical Badge (EFMB), 10 points; Parachutist Badge, 5 points; Air Assault Badge, 5 points; Drivers and Mechanic Badge, 5 points; Certificate of Achievement, 5 points (maximum of two authorized signed by a lieutenant colonel or above). See **AR 600-8-19**, page 35, for additional point information on awards and decorations. Think 50 points!

## Military Education

These techniques are proven strategies in achieving military educational goals.

A soldier should begin by applying for correspondence courses offered in Military Occupational Specialties (MOS). Refer to **DA Pam 351-20 Army Correspondence Course Program Catalog**, Chapter 1, for eligibility, points of contact and preparing the **DA Form 145, Army Correspondence Course Enrollment Application**. Ensure sections 1-3 and 6-9 are completed. Refer to Chapter 5, Subcourse Descriptions for Consolidated Proponents, for sections 4-5 of the DA Form 145. The DA Form 145 comes with instructions for applicants.

For additional information, contact the Army Institute for Professional Development, U.S. Army Training Support Center, Newport News, VA 23628-0001; or call (804) 878-3335/5442.

Additional correspondence courses available are **AR 351-20**, Chapter 4, the **U.S. Army Medical Department Center and School (AMEDDC&S)** and the **Judge Advocate General's School**.

For application to the AMEDDC&S, one must have written justification (memo) and a completed DA Form 145 sent to Commander, U.S. Army Medical Center and School (ATTN: HSHA-ME) Ft. Sam Houston, TX 78234-6199. For additional information, contact the school at (800) 344-2380. Ensure the justification is legitimate, since AMEDDC&S is under no obligation to fulfill any request.

For application to the Judge Advocate General's School, one must have written justification (memo) and a completed DA Form 145 sent to the Judge Advocate General's School, U.S. Army (ATTN: JAGS-ADN-C) Charlottesville, VA 22903-1781. For additional information, contact the school at (800) 552-3978, ext. 308. Ensure the justification is legitimate. The Judge Advocate General's School is also under no obligation to fulfill any request.

The U.S. Marine Corps, Marine Corps Institute, publishes a USMC Correspondence Course Catalog. To obtain a copy, contact an Army Learning Cen-





# Strategies for Sergeant and

ter and prepare a Marine Corps Institute enrollment application. For additional information, write to the U.S. Marine Corps, Marine Corps Institute, Arlington, VA 22221-0001 or call (202) 433-2671/2728.

The points for correspondence courses are easy to calculate. All the subcourses and correspondence course books are calculated in hours, usually in the beginning of the book. Refer to **DA Pam 351-20**, Chapter 5. Divide the amount of hours by five. For example, if the subcourse amounts to 25 hours, it's worth five promotion points.

Army schools fall into the same category as correspondence courses because they are part of professional development. Noncommissioned Officers Education System (NCOES) courses are required for promotion. The Primary Leadership Development Course is worth 30 points, regardless of MOS, and the Basic Noncommissioned Officers Course is worth three points per week. BNCOC varies in length, depending on MOS.

Military Training Courses are another source of promotion points. For example, a soldier with additional duty as a Nuclear, Biological, Chemical operator should take the opportunity to attend an NBC Defense course. Points for attendance at military training courses are accumulated at two points per week with a minimum of 40 hours. Ensure upon graduation the Certificate of Completion is printed on a **DA Form 87, Certificate of Training**, to receive the full amount of points for the course. Refer to **DA Pam 351-4** for course description and prerequisites. Headstart courses also are authorized two points per week.

Special Qualification Identifiers may fall into dual point categories. For example, attending Airborne School is worth two points per week, eight points in all, and an additional five points for the Parachutist Badge. The same holds true for Air Assault, two points per week and an additional five points for the Air Assault Badge. Refer to **AR 611-201, En-**

**listed Career Management Fields and MOS**, Chapter 5, for description, qualifications and restrictions.

Additional Skill Identifiers qualify for two points per week of training. The ASI is MOS specific. For example, if the MOS is Military Police with an additional duty as Patrol Dog Handler, it would be advantageous to attend the Patrol Dog Handling course. Refer to **AR 611-201**, Chapter 6, for description, qualifications and restrictions. The diversity of correspondence courses, Army schools (NCOES), military training course, SQI and ASI makes 150 points attainable. Think 150 points.

## Civilian Education

Civilian education not only advances professional development and points for promotion, it also offers a planning guide for a career after military service.

To get started with civilian education, a soldier should go to the Army Education Center and see a counselor. Determine a degree field of interest. Sign up with a local Servicemember Opportunity College. The SOC program gives a soldier the best opportunity for credit transfer after a PCS move.

The soldier should then select a degree plan and complete three to six credits (one to two classes) depending on the school requirement. The counselor should recommend preparing a **DA Form 5454R, Request for Army/American Council on Education Registry Transcript**. Request official college transcripts from any previous colleges attended and have them forwarded to the Army education counselor. The counselor forwards the AARTS and official transcripts to the school evaluator who completes the student agreement for curriculum degree requirements. The soldier should meet with the Army education counselor to go over the student agreement requirements and college courses to complete that specific-degree plan. The student agreement requires a soldier to complete at least 25 percent of the course curriculum with

the SOC (approximately 15 credit hours for an Associates degree and 30 for a Bachelors degree).

Upon completion of the college courses, the soldier should request an official transcript from the school. The AARTS transcript, transcripts from previous colleges (if applicable), and the completed school courses will be compiled on the official transcript. The official transcript should be forwarded to the Army Education Center for review by the counselor and soldier. This is the starting point for civilian education and cumulative basis for promotion points. Depending on the class length, the entire process takes approximately 17 to 18 weeks. For additional information, refer to the SOC handbook in the Army Education Center.

If soldiers are looking solely for promotion points, a degree field inherent to an MOS may transfer the greatest amount of military education to civilian education. For example, a communications soldier selecting a college degree plan in communications may transfer a greater amount of military education to civilian education, producing more promotion points/semester hours.

Not all soldiers have the opportunity to go to a resident college year round because of field training exercises, deployments and duty at remote sites. Solutions exist for this problem. Familiarize yourself with the host Army Education Center. Schedule a time with an education counselor and ask about DANTES. Under DANTES falls the DSSTs, CLEP, ACTPEP, DANTES External Degree Program and DANTES Independent Study Program.

These programs enable soldiers to earn promotion points and (if accepted by an institution) college credit through examinations. The exams are administered by the Army Education Center. The DSSTs are subject matter examinations in college and technical subjects. Refer to SOC Handbook, page 57, for the standardized tests. Points for DSSTs are based on the number of semester



# Staff Sergeant Promotion



hours recommended by the American Council of Education (ACE). Consult an Army education counselor for credit determinations. There is no time limit on DSSTs exams.

The CLEP is divided into two examination categories: general exams and subject exams. The CLEP general exam categories are English composition, social sciences, history, natural science, humanities and math. Subject exams are more specific, including business management, psychology, sociology, etc. All five parts of the CLEP general exams are equivalent to one year of college or 30 promotion points/30 semester hours if accepted by an institution. Completion of one category of the CLEP general exams is worth six promotion points. The CLEP subject exams will award points based on the number of semester hours recommended by ACE. Consult an Army education counselor for point determinations. There is a time limit applicable to each exam.

The ACTPEP has 35 different college level subject examinations. The ACTPEP subject exams will award points based on the number of semester hours recommended by ACE. Consult an Army education counselor for point determinations. There is a time limit applicable to each exam. For more information, contact your education center.

The DANTES External Degree and Independent Study programs are recognized by ACE as accredited institutions. The DANTES External Degree Catalog allows a soldier to choose a specific college and curriculum which fits a degree plan in an Associate or Bachelor degree program. The DANTES Independent Study Catalog allows a soldier to choose one college course which fits a degree plan in an Associate or Bachelor degree program. Tuition assistance is available by preparing **DANTES Form 1562/31, Distance Learning Enrollment Form for Servicemembers**, prior to taking the course. The course must be prepaid in full. Upon satisfactory completion (documented), DANTES will reimburse the

soldier the tuition assistance. MACOM tuition caps may determine the amount of tuition reimbursement. Check with the Army education center for details. Soldiers receive one promotion point for each semester hour.

Education improvement points can be awarded to soldiers who have completed a college course or a General Education Diploma (GED). The maximum is 10 points. If a specialist is promoted to sergeant, education improvement must continue in order to maintain 10 points for the next higher promotion.

Soldiers receive one promotion point for each semester hour completed. One and one quarter hours equal one semester hour. To convert quarter hours to semester hours, divide the number of quarter hours by 1.5. Think 100 points.

## Duty Performance

Criteria set forth in **AR 600-200, Enlisted Personnel Management System**, Chapter 7 (time in service and time in grade) determines a soldier's eligibility for promotion. Waivers may be granted if applicable. Points are awarded by the commander based on values, responsibility, potential for advancement, competence, military appearance, physical fitness and leadership, etc. Once a soldier has been recommended by the commander for promotion, a maximum of 200 points may be awarded. Think 200 points.

## Promotion Board

Use the chain of command to obtain necessary study material for the promotion board. Clearly understand the board's categories for studying purposes. Make sufficient time to study all categories in preparation for the board. Boards normally consist of a president, two to four members and a recorder. The president and board members ask questions pertaining to the study material and then vote on the soldier's performance. The recorder documents the results and forwards it to the unit with the points awarded. The soldier is now on the promotion recommendation list.

The maximum amount of points for a promotion board is 200. Think 200 points.

## Calculating Points

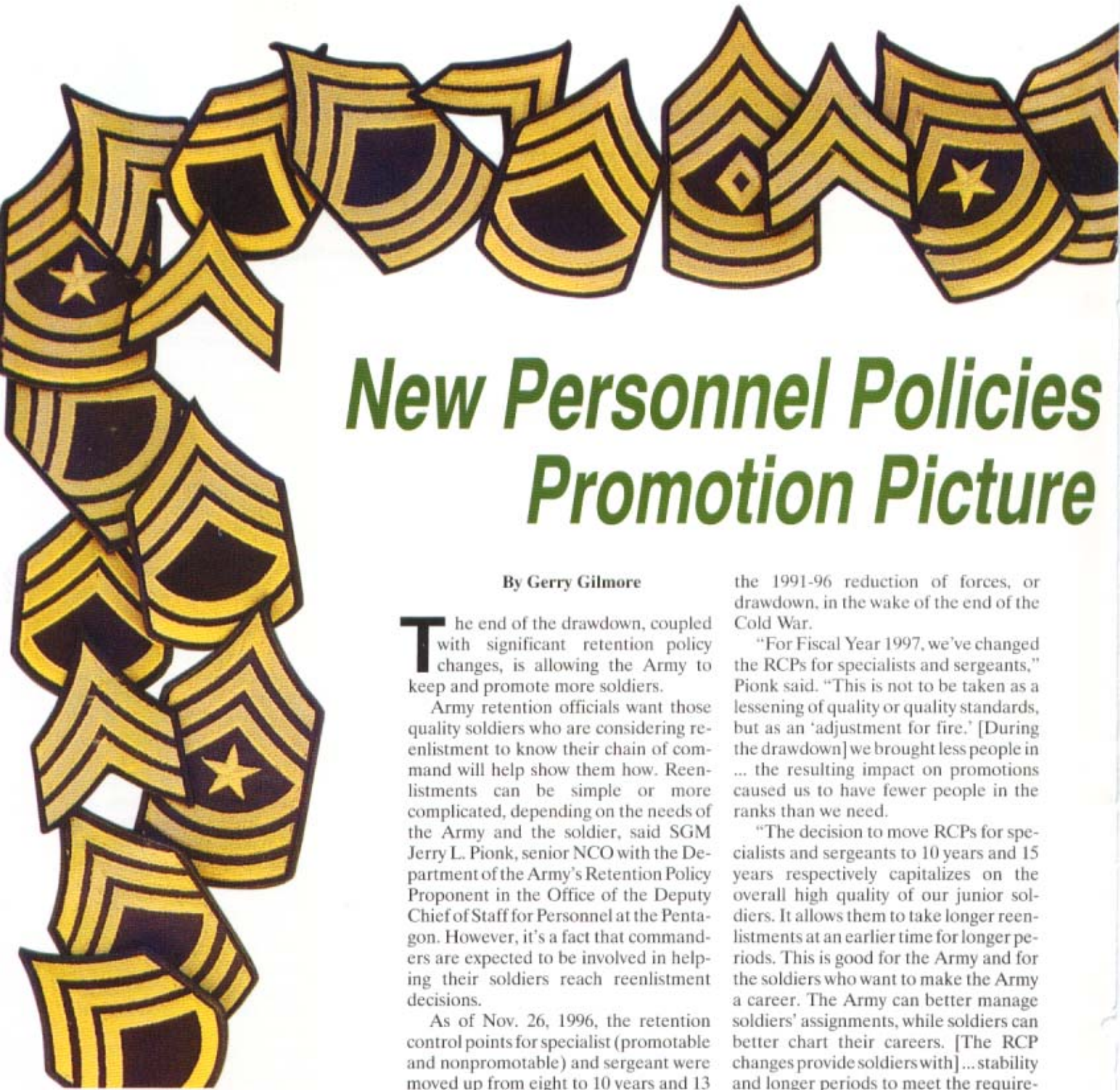
An example of how to calculate points: An eligible soldier is recommended and eligible for promotion. The commander recommends **200** maximum points. The soldier goes before the promotion board and scores a 193 (**193** points). Prior to going to the board, the soldier shot expert during the last weapons qualification (**50** points); scored 291 on the APFT (**45** points); received a Good Conduct Medal for three years of service (**10** points) and an Army Achievement Medal as a team leader (**10** points); received a Course Completion Certificate with 190 hours and 17 subcourses worth 150 hours (340 divided by 5 = **68** points); completed two college courses (**6** points) and had military education evaluated (AARTS/Official Transcript), which, combined with college courses, was 20 credit hours (**20** points). The soldier's total points would be **602**. The soldier is now on the Promotion Recommended List.

Each time a soldier has an additional 20 points, they can be added with the service Personnel Service Center. If a soldier is on the promotion standing list currently with 781 points or higher, he or she may recompute with less than 20 points. Promotion points are effective on the first day of the third month following the promotion board, reevaluation, or recomputation point adjustment.

The Army point system gives soldiers equal opportunity for promotion and provides a variety of ways to achieve points. But, it's the individual soldier's responsibility to push for the success of promotion. This is what makes America's Army a cut above the rest. Remember, develop a strategy and use time management as keys to success. ■

*Olson works at the Pentagon, Washington D.C.*





## *New Personnel Policies Promotion Picture*

By Gerry Gilmore

**T**he end of the drawdown, coupled with significant retention policy changes, is allowing the Army to keep and promote more soldiers.

Army retention officials want those quality soldiers who are considering reenlistment to know their chain of command will help show them how. Reenlistments can be simple or more complicated, depending on the needs of the Army and the soldier, said SGM Jerry L. Pionk, senior NCO with the Department of the Army's Retention Policy Proponent in the Office of the Deputy Chief of Staff for Personnel at the Pentagon. However, it's a fact that commanders are expected to be involved in helping their soldiers reach reenlistment decisions.

As of Nov. 26, 1996, the retention control points for specialist (promotable and nonpromotable) and sergeant were moved up from eight to 10 years and 13 to 15 years respectively, said Pionk. Enlisted soldiers are normally required to leave the Army if they aren't promotable or promoted to the next higher rank when reaching their RCP, which identifies the total years of service allowed an enlisted soldier in a particular rank. The Army previously lowered RCPs during

the 1991-96 reduction of forces, or drawdown, in the wake of the end of the Cold War.

"For Fiscal Year 1997, we've changed the RCPs for specialists and sergeants," Pionk said. "This is not to be taken as a lessening of quality or quality standards, but as an 'adjustment for fire.' [During the drawdown] we brought less people in ... the resulting impact on promotions caused us to have fewer people in the ranks than we need.

"The decision to move RCPs for specialists and sergeants to 10 years and 15 years respectively capitalizes on the overall high quality of our junior soldiers. It allows them to take longer reenlistments at an earlier time for longer periods. This is good for the Army and for the soldiers who want to make the Army a career. The Army can better manage soldiers' assignments, while soldiers can better chart their careers. [The RCP changes provide soldiers with] ... stability and longer periods to meet the requirement to be more competitive for promotion. [The RCP changes] affect about 200 people at the sergeant level and about 4,400 at the specialist level," Pionk said.

Additionally, soldiers now have more time to make reenlistment decisions, Pionk said. The old reenlistment "win-

*NCO promotions have slowed ... the last few years because of budgetary constraints, but things are looking up...*



dow" was from eight months to 90 days prior to the expiration of the term of service.

"Effective Oct. 1, the re-up 'window' went out [from eight] to 12 months, so a soldier can now reenlist at up to a year before ETS," Pionk said.

Selected reenlistment bonus monies have been returned to the Army's coffers. The Army uses the money to help convince soldiers with critical and usually understrength specialties to stay in.

## Brighten Retention, For Some Soldiers

"Last fiscal year, our [reenlistment] bonus money was reduced by almost \$10 million as part of budgetary cuts. That money has been restored, plus an additional \$4 million, so we have \$14 million over last year for selective reenlistment bonuses.

"We do reevaluate the MOSes on the bonus program every quarter ... if an MOS is at or projected to be at 100 percent strength and we don't really need a bonus to induce people to stay in those MOSes, they may lose their bonus or have the amount reduced. Conversely, some MOSes will have their bonus amount raised or be added to the program."

"The Army's retention program is a commander's program," Pionk said. "The Department of the Army, through DCSPER, gives the retention mission to MACOM commanders. They, in turn, hand it down to their lowest level commanders, right down through the chain of command. When we received our own separate regulation in 1992 or 1993, we said at that time the commander, by virtue of being the commander, is the retention officer for his or her command. The next iteration of the regulation that comes out goes one step further and says the command sergeant major, by virtue of being the command

er's counterpart, is now the senior retention NCO for his or her command. The career counselor exists to carry out the wishes of the command team, to take care of a soldier's career."

Soldiers' career counseling, "takes effect the day a soldier shows up in a unit, not just the 12 months prior to an ETS," Pionk said. "It's an ongoing process involving the entire leadership chain.

"Corporals, sergeants, section chiefs, squad leaders, platoon sergeants, pla-

toon leaders, company commanders, everyone in the chain of command, should give soldiers advice as they go along in their career and provide periodic 'wellness checks' to tell them how they are progressing with their peers," Pionk said. "When reenlistment time comes around, soldiers can then make an informed decision."

Career counselors "serve as a bridge between an Army experience and an Army career," Pionk said. An Army experience, he said, is a soldier's first enlistment.

"Most of the soldiers on their first enlistment don't know if they're going to stay in or not for a career," he said. "It might be a chance to pursue civilian education or training. Some soldiers are looking for adventure and travel. We all have individual reasons for initially entering the Army. On the other hand, an Army career is being in for the long haul. That's the career counselor's role—to talk the person through that, and to pursue the next step in commitment; to make the Army a way of life."

The Army offers several reenlistment options, including: regular reenlistment for current MOS; current station stabilization, where soldiers elect to stay at their present duty stations; overseas area of choice; continental United States sta-

tion of choice; and the retraining reenlistment option. All of a soldier's reenlistment choices, he added, will be weighed against the needs of the Army at the time.

"Soldiers have to be realistic," Pionk said. "You have to match the MOS up with the type of mission of the place you want to go. If you're an infantryman, you can pretty much go anywhere the Army has infantrymen. But, if you're an engineer, we may not need you every place we have engineers. It depends on the job you have. A Patriot missile crewman or a language specialist may be restricted by the location of authorizations for their specialty.

"The Army is also very committed to balancing the force during reenlistments. So if you're in an overstrength MOS and want to stay in the Army, you may only be offered reenlistment into a shortage MOS.

Some soldiers scheduled to leave the Army in 1997 will have more time to make reenlistment decisions, Pionk said. "Another thing we've done for people with an ETS date through the second quarter of fiscal year 1997 only is to relax the '90-day rule,' so a soldier may be eligible to reenlist up to the date of his or her ETS," he said.

NCO promotions have slowed during the last few years because of budgetary constraints, Pionk said. But, things are looking up. An estimated 23 percent of NCOs will get another stripe in fiscal year 1997, as compared to 18 percent who were promoted in fiscal year 1995.

"[Due to] budgetary constraints, end strength and everything else, it was just simply impossible to promote to the levels the Army wanted," Pionk said. "NCO promotions are around 98 percent. Due to previous overstrength in some grades and MOS, DCSPER had to go below 98 percent to meet budget. The success in fiscal year 1996 in managing the budget has gotten promotions back on track.

"Now, promotions basically have gone back to historical levels," Pionk concluded. "That's a good news story for soldiers." ■

*Gilmore writes for the Army News Service.*



# *(Almost) Everything About the Centralized*

**A** centralized system for the promotion of enlisted soldiers has been in effect since 1969. It became effective for the promotion of sergeants major on Jan. 1, 1969, for master sergeants on Mar. 1, 1969, and for sergeants first class on Jun. 1, 1970.

The system is composed of several centralized enlisted promotion boards that have the following mission:

- Select candidates for promotion to sergeant first class, master sergeant and sergeant major and appoint command sergeants major.
- Select attendees for the resident Sergeants Major Course and the Advanced Noncommissioned Officer Course.
- Provide qualitative management program screening and an appeals process.
- Provide a qualitative management program final board.
- Provide standby advisory boards, as necessary.

The Secretary of the Army, through the Deputy Chief of Staff for Personnel, selects the individuals who sit on the boards. Each board includes both officers and NCOs, and a general officer serves as board president. Nine to 11 panels comprise each board, with at least four members on each panel. The panels are organized by career management field, and the size varies in proportion to the number of records to be considered. Each panel has a nonvoting administration NCO who controls the flow of records. A typical panel organization follows:

- Colonel (Engineer)
- Lieutenant Colonel (Armor)
- Command Sergeant Major (CMF-19)
- Command Sergeant Major (CMF-12)
- Sergeant Major (CMF-19)
- Sergeant Major (CMF 51)

Training is an important first step for panel members to ensure that they vote consistently on each soldier's file. During this intensive training, they develop panel standards, practice voting on sample records, analyze practice votes, adjust standards, practice voting on additional sample records, make final adjustments to the standards, and obtain the board president's approval on the final standards.

During selection board proceedings, three board members review each soldier's individual record. They review the official military personnel file, microfiche, DA photo, DA Form 2A, DA Form 2-1, and other hard-copy documents, and compare them with the approved panel standards. Then they place a numerical score ranging from 6+ to 1- on each soldier's board file. This process ensures that no single success or failure is an overriding factor in determining the soldier's

standing in relation to his/her peers. Panel members are charged to consider the "total soldier" in determining those best qualified for promotion.

Score	Performance	Select
6+/6/6-	Excellent	Now
5+/5/5-	Excellent	Definitely
4+/4/4-	Strong	Should
3+/3/3-	Fully Qualified	If room
2-/2/2-	Qualified in current grade	Retain in grade
1+/1/1-	Substandard	Quality Management Program referral

All active Army enlisted centralized selection boards are held at the U.S. Army Enlisted Records Center, Indianapolis, IN. Army Reserve HQ DA Centralized Selection Boards are held at ARPERCEN, St. Louis, MO. National Guard Boards are held at the National Guard Bureau, Arlington, VA. None are held at PERSCOM in Alexandria, VA; therefore, no documents meant for a selection board should be sent to PERSCOM.

## Preparing for the board

How can a soldier best prepare for this centralized promotion board? The system relies on information contained in your Official Military Personnel File (OMPF) microfiche, your official photograph, and your Personnel Qualification Record (PQR), comprised of DA Forms 2A and 2-1. Board members only have five items to review: the OMPF microfiche, the PQR, the Personnel Data Sheet (PDS), correspondence to the board president and the hard-copy photograph.

The file and the records must portray an accurate profile of your ability and potential. Although the OMPF is used for other personnel management actions throughout your career, its importance becomes most obvious when you realize that the condition of the OMPF may determine whether or not a board selects you for promotion.

The results of any selection board can be no more valid than the information upon which the board bases its judgment. For that reason, it is important for you to personally ensure that your file is current and accurate before a selection board reviews it. If you prepare your records with the same attention to detail as you would if you were preparing to ap-



# You Need to Know Promotion System

pear in person, you will greatly enhance your chance for selection.

If you carefully review the data on your POR and ensure all your evaluation reports are filed on your OMPF, your PDS should contain all available, up-to-date and accurate information.

## Ordering The OMPF

Soldiers do not appear in person before a DA Centralized Selection Board. An individual's record or Official Military Personnel File (OMPF) represents the soldier for consideration of attendance to NCOES schools or promotion to the next higher grade. If the OMPF is in error, incomplete or doesn't properly represent your qualifications, it may result in a "not favorable" consideration for schooling or promotion.

The following four steps can guide and assist in preparing the OMPF for favorable consideration:

1. Obtain a current copy of your OMPF and review it in detail.
2. Ensure that a current photo is on file at the U.S. Army Enlisted Records and Evaluation Center. A poor quality photo or absence of a photo could be a factor for nonselection. The regulation requires a new photo every five years; however, it is suggested that a new photo be taken at least every three years, if only to reflect your new service stripe and good conduct upward.
3. Ensure all APFT and height/weight standards are met, and they are accurately reported in your file.
4. Carefully audit and sign your Personnel Qualification Record (PQR) comprised of your DA Forms 2A and 2-1.

These four steps are very simple and effective. They will not guarantee a selection to school or a promotion, but they will make you more competitive for selection.

To obtain a copy of your OMPF, get NCOER information, latest photo date, complete board information or appeal procedures, call DSN 221-3732. This connects you to the U.S. Army Enlisted Records and Evaluation Center automated phone service. You'll need the Social Security number of the individual you are calling about and can enter up to five SSNs per phone call.

## The NCOER

The Noncommissioned Officer Evaluation Report (NCO-

ER) is the single most important document in determining the promotion potential of senior NCOs. It must be a clear and concise document that tells panel members how the soldier performed and where he can best serve the Army in the future.

Despite its importance, many NCOERs do not provide the information panel members need to adequately assess the performance and potential of the rated NCOs. There is nothing an NCO can do to compensate for a poor or mediocre NCOER.

Part III(a) is extremely important. It tells the panel what job the NCO actually performed. The job description on some NCOERs did not match the soldier's principal duty title and/or the duty MOS. This reflects negatively on the soldier because the information does not provide a clear picture of what the soldier did on a day-to-day basis. It is especially important that the duty description of a soldier in a nontraditional or TDA position clearly states the specific duties and responsibilities of that position. That information enables panel members to make a reasonable decision as to the importance of the rated soldier's duties and the quality of his/her performance.

In some NCOERs, the rated soldier will receive a "no" block checked with a supporting bullet comment, but nothing is annotated on the back of the NCOER by the rater or the senior rater. The comments on the back of the form must be specific and provide details that support the "no" in the value block. They ensure that promotion board members get the intended message.

Part V, Overall Performance and Potential, is most important when selecting the soldiers best qualified for promotion. Senior rater bullets are critical in determining promotion potential. The senior rater's comments should state clearly and concisely what he recommends Army leaders do with the rated NCO (promote ahead of peers, promote with peers, promote immediately, etc.). Senior raters also must ensure that the performance and potential blocks checked are consistent with the associated bullet comments. For example, a "promote with peers" bullet and a "1" rating in the potential block are not consistent. The comments must focus on potential and help panel members make tough calls to clearly identify those soldiers who are superior to their peers. The statement "The best platoon sergeant of five I currently rate" provides a definable standard that helps the panel make an informed decision.

The centralized promotion system is a creditable system. To keep it creditable, leaders must be involved in the NCOER process and educate their soldiers about the system. With sufficient leader involvement, the centralized promotion system will continue to meet the Army's needs. (continued next page)



### Writing to the Board President

Any soldier may write to the board president. Such correspondence should have substantial, positive information not already included in the soldier's board file. Remember, any letter to the board president may invite closer scrutiny by the board and result in a more detailed review of the file.

Memorandums to the president of the selection board are seen by voting members of the board. You may write to the board president to call attention to any matter that you feel is important to your consideration.

**DO:** • Be brief, concise, factual • Use memorandum format (AR 25-50) • Use correct grammar, punctuation and spelling. Ask several people to proofread, even if you used a spell and grammar check program • Include only information not in your file • Address to Board President • Include complete SSN • Sign the memorandum.

**DON'T:** • Address information already on record • Use as an avenue to express grievances • Use to justify past misconduct • Boast about yourself • Enclose extraneous materials.

#### Active-duty soldiers should write to:

President, (SFC or MSG or SGM) Selection Board  
c/o Cdr., USA Enlisted Records and Evaluation Center  
ATTN: PCRF-BA  
8899 East 56th Street  
Indianapolis, IN 46249 5301

#### USAR-AGR soldiers should write to:

President (SFC or MSG or SGM) Selection Board  
c/o Commander, PERSCOM  
ATTN: TAPC-MSL-E  
9700 Page Avenue  
St. Louis, MO 63132-5200

#### ARNG soldiers should write to:

President of (SFC or MSG or SGM) Board  
ATTN: NGB-ARPT  
111 S. George Mason Drive  
Arlington, VA 22204-1382  
(Guard soldiers in the local area may stop in Tuesdays, Wednesdays and Thursdays from 8 to 11 a.m. to review their records in person.)

*This article on centralized promotion is based on information compiled from the Engineer Branch Senior NCO Professional Development Guide and from "The Centralized Promotion System," Engineer, Dec. 1996, by CSM Julius B. Nutter.*

## Now I lay my rucksack down

By LTC Marcus R. Hayes

He was friendly, easygoing, talkative and a stickler for military detail. I picked up on those traits as NSG James Mallory welcomed me to Vicksburg, MS, and introduced me to the 412th Engineer Command's Intelligence Section. After assisting me with some security clearance paperwork and locating a desk for me, he returned to his duties as the section Intelligence Sergeant.

It was not long before I discovered Mallory had only a few months before retiring. "Sir," he said, "I'm ready to lay my rucksack down so some young soldier can pick it up and move on."

Figuring Mallory had some worthy things to say as he looked back to his initial enlistment in February 1954, I queried him. Something about his demeanor told me he could pass on some things of use to the next generation of soldiers, the same ones I saw him patiently working with on drill weekends and during my annual training time at the Reserve center.

Our conversations revealed an interesting life: He served a total of 25 years in the military. The first 13 years of military service (eight served as a commissioned officer), included a 12-month tour in Vietnam ('64-'65). Abruptly, in 1967, feeling disenchanted with the military, Mallory resigned his commission. The next 17 years in civilian clothes included two years of seminary study, a stint as a pharmaceutical salesman, a period when he served as an alcohol treatment coordinator, followed by service as a career counselor at a small Maryland college.

Missing the military, Mallory rejoined the Army in 1984, enlisting as an E-5 in the Army Reserve. From June 1987 until Nov. 30, 1996, Mallory was on Active duty again, this time in the AGR program as a unit member of the 412th Engineer Command.

Citing a military tradition in his family, Mallory justified his middle-aged return to the Army. "My father died in France as a 27-year-old battalion commander in World War II," he said. "My brother-in-law is a retired colonel, my son-in-law is a major in the Marine Corps, and my son is a warrant officer.

"More than all that, though," Mallory continued, "I wanted to give more of myself the second time around. I really wanted to serve because when I was in the first time, I got more than I gave. I was so immature. I figured it was time, so I came back in.

"If you want to make the military a career, you can't have instant gratification. The younger soldiers don't seem to realize that sergeant to master sergeant doesn't happen overnight. Things take time. So, I've tried to tell the young soldiers they have to build or rise up gradually, just as they'd do with a home purchase. You start off with the small house you can afford and work your way up to the big one. You have to keep your eyes on the end — not the beginning and the middle — to get there," he said.

"If you wear the uniform," Mallory said, "you do what's required.

"You see," he concluded, "the Army is not a democracy we're joining; it's a democracy we're defending." ■

*Hayes is the PAO, 412th Engineer Cnd, Vicksburg, MS.*



# Retaining Quality Soldiers

By CPT Sam Hamontree

**W**hy do some of the best soldiers choose not to reenlist? Two events recently caught my attention in the retention of quality soldiers. These two events are not directly linked but are directly related.

First, during a division reenlistment luncheon, the corps sergeant major spoke about all the great opportunities for soldiers in today's Army.

During the speech, I kept thinking about one of my most promising soldiers who would not reenlist. This specialist is a professional soldier. His high-and-tight haircut and 300 maximum score on his Army Physical Fitness Test are indicative of his attitude and performance. He is a soldier in a low density MOS with a high cut-off score of 798. Even though his past and present performance is flawless, his cut-off scores are too high to make promotion.

Second, during our daily first sergeant/commander update, the topic of reenlistment was brought up. The first sergeant expressed the biggest problem with first-time reenlistments is the lack of opportunity for advancement/promotions.

Earlier in the week, the first sergeant had asked my specialist to fill in for the guidon bearer. When he asked the specialist about his knowledge of the duty, the specialist replied that he had been an E-4 promotable for almost four years and knew the job quite well.

The more I learned about this specialist's predicament, the more I thought about Maslow's Hierarchy of Needs. Maslow believed one could not progress upward toward self actualization without first satisfying the needs on each level. The specialist had achieved satisfaction on the first three levels. However, he could not make it to the top because of the "missing link"—esteem—the opportunity for promotion. Although I didn't have much use for Maslow in school, I now have a better appreciation of the hierarchy of needs. In fact, Mas-

low's hierarchy translated to the Georgian Military Model.

This model translates soldiers' needs at all levels to achieve reenlistment/retirement. As soldiers progress in their career, they will cycle on the model. The cycle speed will vary with rank and MOS. The caveats to the cycle are that the progression cannot skip a level and as we mature, the levels intensify. For example, a 19-year-old, single PFC's levels are satisfied much easier than a 26-year-old married SSG with three children.

The major pitfall in the reenlistment triangle is the six-year enlistment for certain MOSes. This locks a soldier into the same MOS for six years without reenlisting. If they do not make sergeant during their first six years, they can only reenlist for two more years and hope the cut-off score comes down before they reach their retention control point at eight years.

*[Editor's note: The RCP for specialists was recently changed on Nov. 26 to 16 years. The RCP for sergeants was moved up from 13 to 15 years.]*

At the company level we have no control of the enlistment terms and cut-off. What can we do to eliminate the "missing link" and retain quality soldiers? The following are some suggestions that may help.

- Identify and help soldiers with six-year enlistments and slow promoting MOSes as soon as possible.
- Maximize preparation for soldiers at ranges and emphasize the significance of firing expert.
- Develop an accelerated PT program and emphasize the importance of maxing the Army physical fitness test. A few extra sit ups and push ups are worth a semester of college.
- Highly encourage both military and civilian education.
- Dispel the attitude of "what

are a couple of points?" If you're one point short of the cut-off scores, one point is quite a hit! One point can determine the difference between being enlisted and a noncommissioned officer. That one point can also mean losing extra money that comes with the promotion.

These suggestions are not conclusive. If you have other ideas or suggestions, please contact me. We always welcome and pass on ideas to others. ■

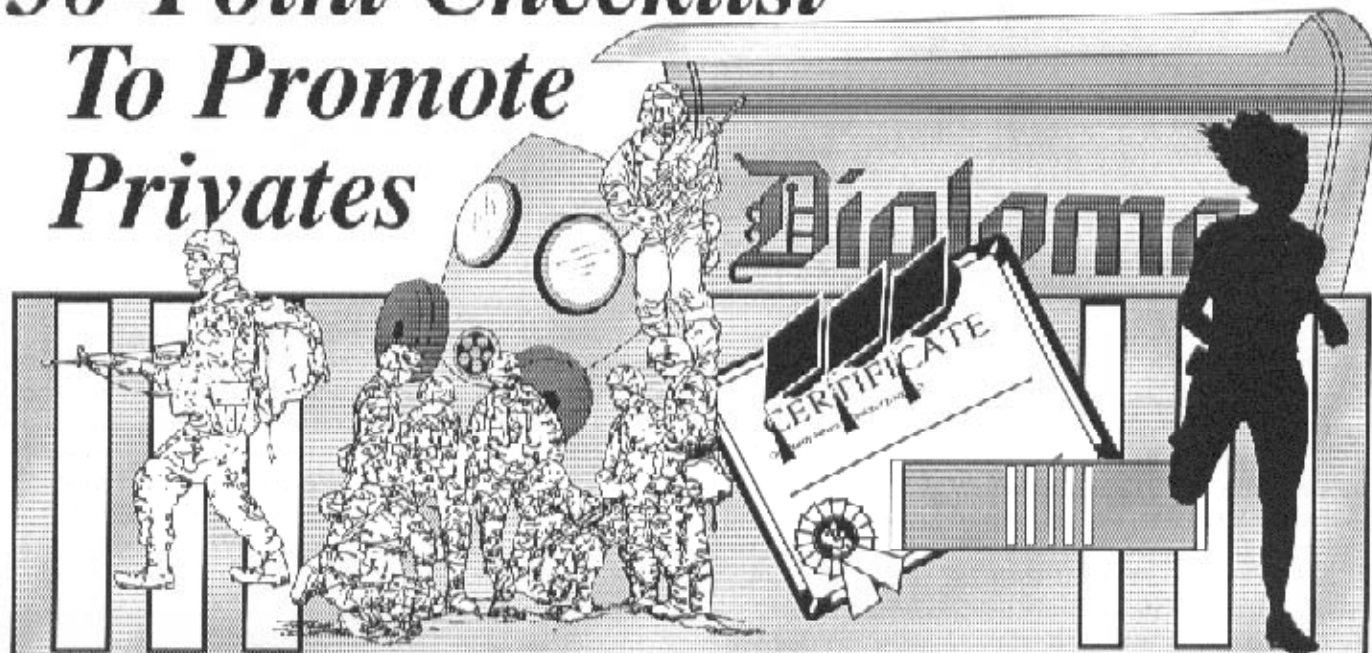
*Hamontree is stationed at Ft. Hood, TX. He can be reached via e mail at: hamontreeg@hood-03.army.mil*



*A soldier signs his reenlistment forms before the actual ceremony.*



# 30-Point Checklist To Promote Privates



By ISG Lawrence J. Van Horn

**B**ack in 1974 when I was a private, I asked my NCO (a staff sergeant) what I needed to do to get promoted. His answer was "just do what you're told." I knew there had to be more to it than that, but what?

Now that the specialist promotion freeze has been lifted (as of Oct. 1, 1996), we should ensure our best qualified soldiers get the waiver ... not the soldier who has been a PFC the longest.

Because early promotion waivers have been set at only five percent, I have developed a 30-point promotion worksheet to determine which soldier is the best qualified.

It also clearly shows the young privates what they need to do to get promoted.

My company uses this 30-point promotion worksheet to determine who will receive a promotion waiver. Soldiers must be recommended by their chain of command, demonstrate potential to perform in the next higher grade and have proven performance of personal and professional conduct.

Areas to be evaluated, point value and explanations are:

**a. AFPT (3 points)** — Score on last record test is 180-239 = 1 point; 240-289 = 2 points; 290-300 = 3 points

**b. Awards (1 point)** — Certificate of Achievement = 1 point; Army Achievement Medal or higher = 2 points.

**c. CTT Test (2 points)** — Completed current test = 1 point; completed current test with 100 percent first time "go's" = 2 points.

**d. Civilian Education (3 points)** — some college = 1 point; 1 year of college = 2 points; 2 years of college or more = 3 points.

**e. Military education (2 points)** — has completed a correspondence course = 1 point; is currently enrolled in a correspondence course = 1 point.

**f. GOV License (3 points)** — HMMWV license = 1 point; 2 1/2-ton license = 2 points; HE-MITT = 3 points.

**g. Service potential (1 point)** — Plans to reenlist.

**h. Time in service (2 points)** — Soldier with the most time in service = 2 points; all others = 1 point.

**i. Time in grade (2 points)** — Sol-

dier with the most time in grade = 2 points; all others = 1 point.

**j. Weapons qualification (3 points)** — Qualification rating of primary assigned weapon: marksman = 1 point; sharpshooter = 2 points; expert = 3 points.

**k. Battalion Soldier of the Month (3 points)** — Nominated to attend the next board by chain of command = 1 point; selected as battalion soldier of the month = 3 points.

**l. Extra credit area (3 points)** — Soldiers can earn up to three points in this area by displaying above and beyond performance that must be documented or common knowledge. Examples include expert rating in crew-served or secondary weapons system, informal additional duties performed exceptionally, highest standard in appearance during an inspection, earned a driver's badge, etc. ■

Van Horn is first sergeant of D Co, 2-2 Av Reg, Camp Stanley, Korea.



## Origin of the NCO Creed...

# Still Searching

By SSG David Abrams

It's just a few paragraphs of prose, a 287-word composition with themes emphasizing character, loyalty and compassion. Walk into the majority of NCOs' offices and chances are good you'll find it hanging on the wall. Some sergeants even have it engraved, decoupage'd or cross-stitched. It is recited at thousands of graduation ceremonies every year — chanted, yelled and screamed by NCOs fresh from PLDC, BNCOC, ANCOC and the Sergeants Major Course. For many of today's NCOs, it seems like the Creed of the Noncommissioned Officer has been around forever.

Not exactly.

After months of digging into the background of the Creed, the staff of *The NCO Journal* has discovered that for the most part the origins of the document remain murky and mysterious.

One thing is clear: The Creed evolved from a number of different texts over the past few decades. At times, it has been called "The Code of the Noncommissioned Officer," "The Leader's Code" and "The NCO's Charge."

In 1986, then-COL Kenneth W. Simpson recommended making the Creed an official part of FM 22-600-20 (*The Army NCO Guide*). In his justification for including the Creed, he wrote, "The Creed has been around the Army for over 30 years and is well known to the NCO Corps. It is frequently used at NCO ceremonies such as NCO Academy graduations, NCO inductions and dining-ins." Based on Simpson's remark, this would put the Creed's origin somewhere in the mid-1950's. However, the first documented proof *The NCO Journal* unearthed was contained in a 1975 *Infantry* magazine article that printed a Creed similar to the current version, though it used masculine wording (i.e. "leaders of men" instead of "leaders of soldiers"). The article claims the Creed was developed by a committee of NCOs at the U.S. Army Infantry School's Leadership Department and that it had

appeared in the Leadership Workbook given all BNCOC and ANCOC students at the Infantry School. However, officials at the Infantry School now say they have no record of either the early Creed or the Leadership Workbook.

Dr. Robert H. Bouilly, historian for the U.S. Army Sergeants Major Academy, has been researching the Creed for several years and says he is equally stumped as to the Creed's history. In talking to a number of senior NCOs around USASMA in 1994, he found only one person who remembered anything resembling a Creed prior to the early 1980s.

"SGM Steven Israel remembered one from the mid-1970s that was 'rousing,'" Bouilly said. "The only problem is that he could not remember more than a phrase or two. But in his memory, it was different from the one we have today."

CSM (Ret) Ronnie Strahan, a former USASMA command sergeant major, could not recall reciting the Creed when

he went through ANCOC in 1972.

However, he does remember a later conference of senior NCOs where several female command sergeants major objected to the masculine wording of the Creed. As a result, Strahan noted, the Army began using a gender-neutral version.

In his research, Bouilly discovered several variations of the text — at times, only a few words were altered, but some versions differed so widely they were almost an entirely new text. "It appears certain that more than one version (of the Creed) has been used at the same time," Bouilly noted.

Even though the exact origin and original author remain obscured by history, the fact remains that the Creed has worked its way into the very fiber of NCO business, shaping leadership decisions and influencing the way leaders think, feel and act. No matter where it came from, the NCO Creed continues to inspire sergeants to remember where they came from. ■

Abrams is senior journalist for *The NCO Journal*.

## The NCO Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers in my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

# BUGS MUG SOLDIERS

By MAJ Jeffrey Gambel  
and LTC Naomi Aronson

**I**nsects and the diseases they transmit continue to pose serious threats to U.S. warfighters. Some of these diseases make soldiers too ill to fight and may be life-threatening. Even when no disease is transmitted, insect bites alone can cause discomfort and distraction from mission accomplishment.

Events during recent deployments continue to illustrate soldiers' struggles with insects. More than 250 military personnel acquired malaria (a parasitic disease transmitted by mosquitoes) during Operation Restore Hope (1992-1993) in Somalia. Dengue (a viral disease also transmitted by mosquitoes) affected soldiers in Somalia and during Operation Uphold Democracy (1994-1995) in Haiti.

Soldiers are often at high risk during training also. In Panama, the number of cases of cutaneous leishmaniasis (a parasitic disease transmitted by sand flies) has increased from an average of 10 per year to more than 20 cases in 1996 among Active duty and Reserve personnel in the U.S. Army and Marines.

Treatment for leishmaniasis requires special medication/monitoring and is available at Walter Reed Medical Center at a cost of approximately \$18,000 per patient. The treatment takes several months including convalescence. Other costs include loss to the unit, personal distress and delay in career progression. These costs appear excessive given the relatively low cost of available personal prevention measures.

Bites can be minimized by using the military's system of Personal Protection Measures (PPMs). Many soldiers are still not adequately knowledgeable about current military PPM doctrine or don't routinely practice it in the field. It's not enough to simply remind soldiers to use "bug juice." It matters what repellents are used

and how they're used in the risky environments soldiers often encounter. Soldiers often spend their own money to buy commercial products rather than use military-issued repellents. As leaders, teachers and role models, NCOs are the most important group to make certain soldiers understand military PPM doctrine and properly use it in the field.

The current PPM system consists of 33 percent extended-duration deet lotion applied to the skin, permethrin applied to the uniform and proper wearing of the BDU. The U.S. Army Center for Health Promotion and Preventive Medicine's Technical Information Bulletin No. 36 (formerly Technical Guide No. 174), **Personal Protection Techniques Against Insects and Other Arthropods of Military Significance**, is a useful reference for more in depth information and includes viewgraphs for unit training. Specific information about current military issue insect repellents is not included in U.S. Army publications associated with field operations such as the **Soldier's Manual of Common Tasks, Skill Level 1, Field Hygiene and Sanitation (FM 21-10)**, **Desert Operations (FM 90-3)** or **Jungle Operations (FM 90-5)**.

## Personal Protection Measures

*Clothing in the Field.* Proper wearing of the BDU is essential to minimize exposed skin. Trousers should be tucked into fully laced boots rather than bloused since blousing may allow tick or chigger entry. After considering potential heat stress, sleeves should be rolled down and collars buttoned, especially from dusk to dawn when many insects are most active. The t-shirt should be tucked into the trousers to prevent insects from crawling underneath. Wearing a field cap or helmet serves as a physical barrier. Soldiers should shake out all clothing before dressing, wear both socks and shoes when walking and look closely before reaching into concealed areas. Tears or holes in BDUs should be repaired immediately. Soldiers should use the buddy system to frequently



Sand flies transmit a serious parasitic disease (leishmaniasis) that affected more than 20 service members in 1996



check for ticks on body areas not easily personally checked and to safely remove ticks that are found.

Protection against insect bites is also important during physical training or off-duty hours when wearing t-shirts, shorts, low-top shoes or flip-flops. Some insects are attracted by colognes or perfumes, bright colors or shiny jewelry.

**Insect Repellents.** The use of insect repellents (containing deet for skin use) and other applications (containing permethrin for clothing) are very effective in protecting against biting insects.

Deet, discovered in 1954, has been used by the military and millions of civilians in commercial preparations as a skin and clothing repellent since 1957. It's most effective against mosquitoes and biting arthropods. Military-issue deet products come in two formulations: the newer (since 1990) extended-duration 33-percent lotion in a two-ounce tube (NSN 6840-01-284-3982) and the older 75-percent liquid in a two-ounce bottle. Extended-duration 33-percent deet, the military's primary insect repellent for skin application, is less than half as concentrated, lasts up to three times longer (12 hours) and has less odor when compared to the 75-percent deet, used primarily for treating the insect repellent parka and used on skin and clothing only when 33-percent deet lotion for skin or a permethrin formulation for clothing are unavailable.

Soldiers should apply 33-percent deet lotion according to its label as a thin layer over exposed skin.

Several deet-containing products are under development or awaiting approval for military issue, including insect-repellent versions of sunscreen and camouflage face paint.

Permethrin is a contact toxicant, clothing-only impregnated most effective against crawling insects such as ticks and mites. It's also useful against mosquitoes and biting flies. It is odorless, non-staining, non-irritating and resistant to degradation. Dry cleaning BDUs may remove the treatment but starching does not affect it. Additional products such as factory impregnated desert BDUs are planned.

Three methods of applying permethrin are available. Regardless of treatment method, BDUs should be treated prior to deployment. Allow several hours for the treatment to completely dry before handling. Permethrin (0.5-percent concentration) in a six-ounce aerosol spray can (NSN 6840-01-278-1336) should be applied to BDUs by carefully following label instructions. One can is required to treat one set of BDUs and retreatment is necessary after six washings.

The Individual Dynamic Absorption Application (IDA) kit (NSN 6840-01-345-0237), sometimes known as "shake and bake" or the "baggie" method, contains sufficient permethrin and materials to treat one set of BDUs. Blouse and trousers are treated in separate bags containing a permethrin and water mixture. Bite protection lasts for approximately 30 launderings, considered the life of the uniform.

Permethrin (40-percent concentration) in a 5.1-ounce bottle (NSN 6840-01-334-2666) is mixed with water and applied to uniforms, netting, or tentage using a two-gallon sprayer (NSN 3740-00-641-4719). One bottle is enough to treat eight BDU sets. Protective gloves and a respirator must be

worn and explicit label application instructions followed when using the sprayer. Clothing and netting are placed on the ground and sprayed under pressure at a distance of 12 to 18 inches, then hung until thoroughly dried. Erected tents are treated at entryways and inside surfaces, including flooring if present. Sprayer treatment lasts the life of the BDU. Netting may be re-treated after six washings or one year. Tentage may be re-treated after six months in tropical or nine months in temperate environments.

Permethrin is neurologically toxic to insects but in humans is poorly absorbed and rapidly inactivated. Adverse skin or systemic effects are rare, but symptoms of chemical sensitivity can occur. The BDU cap and underwear should not be treated. If contaminated, the eyes should be flushed with water and hands washed. People experiencing persistent irritation or are concerned about other symptoms, should discontinue use and seek medical attention. Permethrin is highly toxic to fish and extreme care must be taken not to contaminate food, eating supplies, and water supplies. Contaminated items should be thoroughly washed prior to use.

There is no scientific evidence linking deet and permethrin with the symptoms reported by veterans of Operation Desert Shield/Storm (1990-1991). Several laboratories are currently conducting acute toxicity studies with combinations of insect repellents/pesticides and other agents used in the Persian Gulf.

**Equipment.** Head nets (NSN 8415-00-935-3130) and bed nets or insect bars (NSN 7210-00-266-9736) provide additional protection against most insects. Head nets may be worn over the bare head, cap, helmet or helmet liner and while sleeping. Bed nets provide additional protection for the folding cot, hammock, steel bed, and shelter half-tent. An insect bar frame, composed of four poles (NSN 7210-00-267-5641), should be considered if other interventions prove inadequate.

### Making The System Work

When implemented five years ago, the PPM system was known to be highly effective in the field. Still, adherence to this system is inadequate because many soldiers are unfamiliar with it and prefer to use commercial products or none at all. Improved training and command enforcement is required.

Several approaches need to be taken to minimize the impact of insect bites. It's critical that NCOs help correct training shortfalls. PPM doctrine should be thoroughly taught during basic training and reinforced at other courses and during field exercises. Soldiers must use the system properly during the entire time they are at risk. PPM doctrine needs to be included in relevant military publications and regularly tested according to standards. As a force multiplier, the PPM system has no equal, but doctrine needs to be put into practice. ■

*Gambel is assigned to the Division of Preventive Medicine, Walter Reed Army Institute of Research, Washington, D.C., and Aronson is with the Infectious Disease Service, Walter Reed Army Medical Center.*

# Dealing Wi

By MSG James H. Clifford

*“Every senior NCO serving today has made his or her share of mistakes. We didn’t reach our positions because we were super sergeants. We got here with a lot of help. Our leaders allowed us to make our mistakes and learn from them.”*

**H**ave you ever gotten a good tip from an NCO on an FTX, ARTEP or Command Inspection? I’ve gotten plenty. Have you ever wondered where that NCO learned that tip? Ask the soldier and you’ll probably find the NCO learned from his or her mistakes. Most of us don’t remember those things we did right the first time. Why is that? Of course, it’s because we learn indelible lessons from our mistakes. Success seldom provides the important lessons of life.

In today’s drawdown Army, many of us are becoming “zero defect” NCOs. I see this as a dangerous trend. It’s not unreasonable that in a downsizing environment we fear the effect of being labeled as a failure. We also fear being labeled as indulgent of failures. Not being able to deal with soldiers who fail has a chilling effect on mission accomplishment. A leader must strike a balance between failure and success in every soldier and every mission.

I offer the following thoughts to NCOs to help them cope with failures in their soldiers and themselves. First, accept it. Everyone fails on a regular basis. By accept, I don’t mean condone, excuse or ignore. I do mean expect, understand and use it as a development tool. Every senior NCO serving today has made his or her share of mistakes. We didn’t reach our positions because we were super sergeants. We got here with a lot of help. Our leaders allowed us to make our mistakes and learn from them.

Barber schools used to start students off by having them shave a balloon. Imagine how many barbers there would be if they flunked when they popped that first balloon. You only learn by doing.

Allow your soldiers to occasionally make a mistake. They will learn from it.

Today we have new equipment, technology and doctrine from when I first enlisted. All of that is the product of countless mistakes and returns to the drawing boards. Most ideas are “half baked” at first. Those who do not fear making a mistake are the best at innovating new ways of doing things. Innovation and motivation are a by-product of a climate where soldiers feel free to use initiative. Initiative, I think we can all agree, is one quality we want to encourage. Success in battle demands soldiers be willing to take risks. A soldier unwilling to take risks will not stay alive to complete the mission. These risks are not taken lightly. Soldiers calculate the risks, based on knowledge of the situation, training, equipment and the mission. A soldier must be aggressive to survive. Fostering a zero defect climate destroys this aggressiveness. Soldiers who are afraid to take a risk in peace will never take a risk in war. Improper handling of a subordinate who makes a mistake may just cause that soldier’s death on a future battlefield. Our history is full of aggressive combat leaders who made their share of mistakes in peace.

**U**nderstanding and using failure as a development tool and a willingness to take calculated risks are important leadership traits. The most important, however, is an understanding that the proper handling of failure is a character builder for soldiers. Soldiers who know they will get fair treatment are less likely to lie about their actions. If your soldiers know you to be a fair, understanding leader, they will be honest with you. Soldiers who know their leaders are waiting for them to screw up have nothing to lose when called on the carpet. If they know there is nothing to gain from being honest, they will not be. Leaders who have a well-developed strategy for dealing with the shortcom-



# th Failure

ings of their subordinates seldom have problems with soldiers lying to them.

This does not mean failure lacks consequences. On the contrary, failure in the Army is such a serious matter we must deal with it in a systematic way.

Failure frequently brings deadly consequences. That's why it is so important for us to understand it.

To find the balance I referred to earlier, leaders must know how to assess failures. We must balance the failure against the soldier's potential to develop into the honest, motivated, innovative, aggressive soldier who will survive on the battlefield.

Leaders must take into account five factors when assessing failures—the offense, integrity, attitude, the soldier's record and our investment in the soldier. The first step in assessing the failure is to gather information about the offense. Was the soldier in question at fault? If so, why? Did the soldier have adequate training and leadership? Is there proper guidance in the form of regulations, SOPs, etc.? Did injuries occur? Was there property damage? Will there be some negative impact upon another's career, such as a missed school quota or late award recommendation? Can the

soldier correct the mistake or overcome the failure? What has happened in the past? Is this a common error? Does it happen on a regular basis? Did you, or someone else, issue previous warnings?

Leaders must ask themselves these and other questions before they recommend or take action. Some mistakes are serious enough that you have no choice in your reaction to them. They are regulated either by law or policy. These matters may be out of your hands. The chain of command may be responsible for initiating action. But most failures involve minor matters and are subject to your evaluation. You have the power to judge and take action.

The integrity of the soldier is an important factor to consider in assessing the failure. Ask yourself these questions. How did I find out about it? Did the soldier bring it to my attention or was he or she caught in the act? Even if caught in the act, does the soldier take responsibility for his or her actions? Did the soldier try to cover up the event or blame others? These are questions of character. The answers play a major role as you contemplate your reaction. A soldier with a strong character is worthy of your effort. Weak characters

are a drain on military effectiveness and may not deserve favorable consideration.

The soldier's attitude will either help resolve the situation or make it worse. Does the soldier recognize the error? Is the soldier taking positive steps toward resolving the situation? Soldiers who know their weaknesses and take action to improve are better than those who can do no wrong. Soldiers must participate in their improvement. Leaders may be able to lead their horses to water but cannot make them drink. Soldiers must be willing to soldier back from failure.

Consider soldiers individually. Look at their prior records. All other things being equal, the soldier's record should tell you a lot. Don't cast a good soldier adrift based on one mistake. Consider the record. Is the mistake likely to be repeated?

Finally, consider the investment you and the Army have in the soldier. Beyond the money spent on training, how much have you invested in the soldier?

Investments grow when you consistently add to the principle and allow the interest to compound. Your efforts will only pay off if you allow soldiers to grow.

Assessing failure is a complex issue. You can take the easy way out by creating a zero defect environment, or you can develop your subordinates. The first approach creates soldiers who lack initiative and motivation. The second imbues soldiers with motivation to persevere and succeed against the odds. ■

*Clifford is with the 149th Ord Det, Andrews AFB, MD.*

***“Soldiers who know they will get fair treatment are less likely to lie about their actions. If your soldiers know you to be a fair, understanding leader, they will be honest with you.”***

## Letters to the Editor

Send letters to:

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



### Drill Sergeant appreciation

I have viewed the coverage of the Army's sexual harassment/assault scandal with disparaging eyes. I am saddened to know that women have been traumatized but also angry that the punishment does not apply to both sides. It does take two to tango.

I work in a joint environment with all branches of the Armed Forces and although it really is a serious matter, whenever something comes up, we tease each other about it. I have never picked up a copy of *The NCO Journal* until this morning. It made me rethink all the jokes I have made. Not only did I not take into consideration the hard work the drill sergeants have put into training civilians into soldiers, but I forgot about the pride that goes with the job.

I don't think that your magazine was "attempting to bandage..." I applaud you for showing support and appreciation to your drill sergeants for the sacrifices they are making. I do think that this issue shows the true side of your drill sergeants. Years later, the letters sent in shows the respect that your soldiers have for their drill sergeants. Your cover photo of SFC Block puts a face to the traits of strength and wisdom. I hope that we can all learn from all of the Armed Services' past mistakes and continue to strive to make a difference in every troop's life.

SGT De'anne N. Bell  
USMC

### Not to go back and forth, but...

In response to a letter published in the Winter 96-97 *NCO Journal* by SFC Percy A. Posey, my intent was not to put down the National Guardsmen or Reservists. I have also served as a TPU Reservist prior to entering the AGR Program and I do understand what you are saying, however, I believe you have misunderstood me.

My point was to show that when leaders and civilians within the unit do not work together no one benefits, especially the soldier. I was merely reflecting on the similarity of the challenges of dealing with individuals who keep all this bickering going between soldiers and civilians, Guardsmen and Reservists, Regular Army and all of the aforementioned.

I am a firm believer that nothing will work for us if we all don't work together. Remember the Total Army Concept and let's try as soldiers to eliminate the separation of branch definition and redefine ourselves as simply the Army of the United States of America.

SGT Brian K. Ewing  
Jacksonville, NC

### Stop the Insanity!

*The NCO Journal* is supposed to be the professional publication of the NCO Corps. Yet more and more, I am reading some decidedly unprofessional letters. I am disappointed to continue to read the whining and griping from NCOs of the

components in this and other publications.

It seems to me that in the drawdown, we have forgotten some basic rules. First, we are all in this together. Second, it takes the whole team to win. Instead, we have adopted a "Generation X — me first" mentality. Recent letters have gone beyond professional discourse. I'm afraid that we have sunk into a bad habit of petty sniping at each other. I expect better from NCOs.

Each of us, no matter what our component, branch, or MOS, is in the same boat. Nobody has it any better than another. Each of us has our burdens to bear. Instead of mentioning names and addressing specific letters, I'll offer this advice: To NCOs everywhere I say, get your act together, do your jobs and stop worrying about everyone else. We'll all be better off when you do. To the editorial staff I say, spare us from this bickering between those who don't want to be team players. Save your limited space for more professional discussions.

SGM James H. Clifford  
 Ft. Dix, NJ

### Child Abuse??

The article "Dressed to Drill" by SSG David Abrams, should have been titled "Child Neglect Assisted by U.S. Army."

You went into great detail on SSG Nichelle Brown's days and hours as a single parent and drill sergeant. But you only touched on the hardships the 5-year-old child must endure. Reading between the lines of "intense quality time" 2100-0300 hours of eight-week cycles. Is this 5-year-old child being neglected to the degree of child abuse?

You printed the article. Read it. Report it.

MSG James E. Ball  
 Kingsport, TN

### Experienced in War vs Experiencing War

This is in reference to the letter, "Inexperienced in War?" in the Winter 96-97 issue of *The NCO Journal*. SSG



Leonard is probably a fine NCO; however, I believe he missed the point of SMA (Ret.) Dunaway's article.

SMA Dunaway did not imply that the conflicts referred to in the article were not combat. Of course they were combat. They were simply short-lived periods of combat and did not provide the opportunities to become "experienced," that long-term exposure to a combat environment provides.

Having bullets, both friendly and enemy, whizzing over one's head and seeing comrades die is experiencing war. It is not necessarily, however, becoming experienced in the many other aspects of war involved in long-term conflicts.

SSG Leonard should be justifiably proud of his accomplishments. He should not, however, consider himself as experienced as those who have seen his 36 hours (and then some) time and time again — and that is exactly SMA Dunaway's point.

*CSM (Ret) Jerry Love  
Killeen, TX*

### More PT comments

This letter is in response to SFC Kaplan's article in the Winter 96-97 *NCO Journal*. He is correct in stating that he has never seen push-ups or sit-ups done during combat, and that some soldiers who had maxed their APFT fell out during deployments while shouldering their combat loads.

The object of APFT is to measure the overall physical fitness of the participant. It does this by using the push-ups as a measure of the soldier's upper body strength, specifically the shoulder, tricep and pectoral muscles. The sit-up measures the abdominal and hip flexor muscles. The two-mile run is a measurement of the cardiorespiratory endurance of the soldier. All of these events are only a guide as to the overall fitness of the soldier, not strictly three things the soldier can do to get in shape or to get him/herself ready for combat.

There are many exercises and types of equipment useful in building upper body strength. Strong shoulder muscles will allow you to do such things as using the

horizontal ladder, rope climbing and the grenade throw. Sit-ups used as a measurement of the abdominal muscles do two things. They build strong hip flexor muscles which aid in walking and road marching. Sit-ups also build strong abdominal muscles and at the same time keep the lower back strong, which can be and is a weak area for many soldiers and civilians. Measuring the cardiorespiratory system using the two-mile run is an excellent guide for assessing soldiers' heart and lung conditioning. Running assists the soldier in moments when quick movement may be necessary and long distance road marching or walking is required. The only thing that can prepare you for walking with heavy loads for specific distances is to do just that.

Road marching, rope climbing, obstacle courses, grenade throwing, low crawling and the horizontal ladder are all tools that can be used in addition to push-ups, sit-ups and running to build the soldier to be better able to meet the rigors of combat and everyday soldiering.

SFC Kaplan, I was a soldier of the old PT test. I can say that today's PT program when used properly can be very good on the body and build you for your specific MOS within the Army. The advancement of technology and education in physical fitness has been tremendous, and I feel that by going back to the old way, it would set us back. We don't need to digress in the area of physical fitness, but continue to stride forward into the 21st century as a more fit and combat ready Army.

See FM 21-20, FM 350-41, FM 350-15 and the *Master Fitness Training Manual*.

*SFC Lance Burdette  
 Ft. Benning, GA*

### Drill sergeants and PT remarks

I really enjoyed the Winter 96-97 issue and its emphasis on the drill sergeant. The program selection criteria on page 12 could use some additional information. Those applying for the Reserve drill sergeant position may have the rank criteria waived to corporal. They may also have their time in service requirement waived to three years.

As all drill sergeant slots are SSG and SFC, the drill sergeant program is a good option for qualified soldiers in overstrength units to advance in rank and experience. The 95th Div needs drill sergeants in Oklahoma, Texas, Louisiana, Arkansas and Nebraska. Any Reserve recruiter should be able to point candidates in the right direction or just contact local units for more information.

I also wanted to comment on the letter from SFC Percy A. Posey in the winter issue. His letter seemed to indicate that a National Guardsman or Reservist cannot maintain the level of fitness that the Active Component soldier can.

I submit that only his attitude keeps him from being in top shape. I work between 45 and 60 hours a week at my civilian job, do four or five hours of volunteer work and still have managed to score 300 on my last three record APFTs. Perhaps soldiers who want to maintain high standards might consider giving up some of the hours spent in front of the television, video games and wet bars. One hour of intense training three times a week will do wonders for most people.

*SFC David E. Knight  
 3d Bn, 378th Inf, Norman, OK*

### Backbone of the Army broken?

I'm an Army Reservist who recently attended the NCO Academy for the Primary Leadership Development Course at Ft. Lewis, WA. Now anyone knows as an Army Reserve soldier, you barely have time to accomplish the mission in one weekend out of the month, let alone teach extra things like land navigation.

I thought being an NCO meant being capable of being a good leader and having the ability to train soldiers. I guess I was wrong, because I was told that although I made honor grad of my class (receiving first-time "goes" on everything concerning leadership), I, as a full-time civilian, have to first find somewhere other than downtown Los Angeles to train for land navigation and then return to PLDC and start all over again. That's a slap in the face. If you fail a class at school, do you repeat the entire semes-

ter? And exactly when do I find the time to start over?

This is one reason I've found that the military loses "good" soldiers. Yes, I am a good soldier. But effective Jan. 23, 1997, the day I couldn't find my way from a tree to another tree, which meant I am not fit to be an NCO, I am now 100 percent civilian. Someone needs to tell me exactly when I will need land navigation. I went to Desert Shield/Storm as a medical supply specialist and had to deliver and pick up supplies. Not once did I get a map and a grid coordinate. Sure, teach land navigation at PLDC if you must, but why should it be a graduation requirement when it is not a necessity in today's Army. And why two days before graduation after the soldier has endured the stress and long hours and passed with flying colors?

Talk about shooting down one's ego. And the junior enlisted should always be motivated. Yeah, right. I've been in 9 1/2 years, six of which have been spent as an E-4. I quit. The thought of starting all over again...for what?? To prove what I've already proven? Thanks a lot sergeants major...those of you who already have your stripes and most likely didn't have to go through this in your day.

Is it just me or does anyone else feel the standards regarding land navigation for Reserve soldiers in PLDC need to be changed? Who says because it's the Army, the rules can't be changed?

Yes, I'm hurt because I went from honor graduate to being no graduate at all. All because of a skill I'd bet my military career that I'll never need.

*SPC Pamela Hale  
311th COSCOM, Los Angeles, CA*

### Even more PT comments

Recently I read an article by SGM Robert S. Rush, "Training to Max PT," (Summer 1993). I think the program is great and plan to pass it on to my peers. However, I have a few doubts concerning the execution of the program.

The number of sets to be performed is not specified for the diamond and wide arm push-ups. The same thing goes for the turn and bounce, flutter kicks and leg

the turn and bounce, flutter kicks and leg spreaders. To perform the crunches, the article provides different variations of the exercise but the number of sets, either total or by variation is not specified. Any help in making this program clearer will be greatly appreciated.

*SGT Alex Reyes  
338th Finance BN, Ft. Buchanan, PR*

*[Editor's Note: Because this is an individual program, the charts provided with the*

*article give the number of repetitions for each exercise when beginning this program. Follow the instructions at the start of the article by using your last APFT scores to determine where the starting point for your program should be. Three sets of each exercise are performed with one-minute rests between the sets. Because of the popularity of this article, the staff is considering running it again in an upcoming issue of The NCO Journal.]*

### Book Reviews

Wonder what our work would look like if we were able to encapsulate everything into corporate terms? We're all familiar with the Army's use of corporate terms such as "downsizing" and "reengineering" to help define what direction the post-Cold War Army will take, what it will look like and how we will get there.

After Desert Shield/Storm, we had a great sense of accomplishment as we downsized to accommodate the post-Cold War world. After reading this book, the reader should feel the same sense of accomplishment. This experience is what the authors want to share with the corporate world. Redefining the way you do things and changing what may very well be your nature as an institution is difficult, yet rewarding.

By using experiences of military as well as corporate leaders, the authors outline factors required for strong leadership in a rapidly changing and demanding environment. The first critical factor is the ability to maintain focus when chaos is all around and it's easy to lose your concentration on what you have to accomplish. While maintaining your focus, it's equally important to recognize the hazards of the "treadmill" — the cycle of doing more things, faster and faster in order to succeed.

Values are something you can't pro-

## Hope is Not a Method

By  
GEN (Ret.) Gordon R. Sullivan  
and  
COL (Ret.) Michael V. Harper

Random House, 1996  
255 pages, \$25 (H)

vide "lip service" to. It takes leaders who understand their organization and demonstrate their commitment to the organization's values to ensure everyone has a sense of security and belief their work is accomplishing the organization's aims.

The authors list the "Six Imperatives" by GEN Carl E. Vuono that were a part of the Army's transformation from Vietnam. They were: recruiting and retaining quality soldiers, developing leaders, training units, modernizing the force, creating the right kinds of units, and developing doctrine for the employment of the force. Sullivan and Harper point out these aren't fixed and may not be the same structure that the post Cold War Army will need.

We can take pride in our accomplishments in the Persian Gulf. We can also take satisfaction in all that we've accomplished during the downsizing and we should look forward to the opportunities ahead for all soldiers in creating the Army for tomorrow. If we apply the authors' methods, we will be ready to defeat any adversary, anywhere, under any conditions. We will not be a force that will "hope" to win.

*1SG Vincent E. Mathias*



# But the backbone of the Army is...



The NCO Creed has many attributes I can identify with. Quite a few could be highlighted for discussion, but none can be debated.

There is, however, one attribute that rises above the others. When this attribute is viewed and understood by the men and women who wear this uniform, it should produce a renewed excellence toward duty and an acute awareness of one's self. That attribute states: The NCO is the backbone of the Army.

What is a backbone? I envision a spinal column where the different vertebrae join together, enclosing and protecting the spinal cord. I see many vertebrae, regardless of size or position, working together for that common goal of protection. Whether twisting, turning or bending, each vertebra performs its task to the fullest of its ability. And here we are, varying in rank and job title, working together as one.

Knowing that, we depend on each other to execute our duties to the best of our abilities.

So when the twists, turns and bends come in our individual lives, in our sections or units, we will still be able to stand.

The word "backbone" symbolizes a strength that is rarely seen, not often talked about, but always present. Just like the foundation of a building — you don't see it, you don't talk about it, but for that building to stand...it's essential. The foundation lies there, invisible to the naked eye, not intimidated or overshadowed by the building it supports. I realize when people look at the building it supports, they see the splendor and beauty of the architecture, the massiveness of its width and the inspiring height. But they seldom question the unique craftsmanship, the depth of the workmanship or the strength or purpose of the foundation. How wonderful it is to have a humble spirit.

The backbone, the foundation, the NCO, has a groundwork not laid with mortar or cement, but with a strong sense of pride. The backbone is pride that weathers the elements of change, a pride that turns a task into a job of excellence, a pride, though encompassed by hard stripes, still has a heart of compassion. That compassion reaches our fellow comrades, inspiring them to be the best they can be. The backbone is a pride that goes on from sunup to sundown and from sundown to sunup. It shelters and blankets a nation.

That pride, that compassion, that strength of character, is the infallible proof you are the backbone of the Army.

—SFC Cornell J. Swanier



# Defense Secretary Charts Course

By Linda D. Kozaryn

William S. Cohen was sworn in as the 20th secretary of defense Jan. 24 by Vice President Al Gore.

Cohen replaces William J. Perry, who served at the Pentagon's helm for nearly three years and as deputy defense secretary for one year.

During his confirmation hearing, Cohen said he will continue the administration's efforts to reduce the nuclear threat, establish relations with Russia, build NATO's Partnership for Peace and steer the security alliance toward expanding its membership.

Cohen said he intends to build upon these international security accomplishments. "While we are not and cannot be the world's policeman, neither can we become a prisoner of world events, isolated and tucked safely away in a continental cocoon," he said.

Cohen pledged to continue to attract the high quality of people necessary to preserve the nation's military superiority. "The increasing complexity of technology, the quickening pace of warfare and growing unpredictability of the international scene require that our people be more adaptable and agile than ever," Cohen said.

Maintaining high readiness will be a priority, he said, so U.S. forces can respond to any crisis. Cohen said he shared the view that quality of life — pay, compensation, housing and medical benefits — is a key element of readiness.

Modernizing the force will be another priority, Cohen said. "The massive reduction in force structure following the end of the Cold War allowed us to terminate or defer a multitude of programs within acceptable risks," he said. "This trend must now be reversed."

DoD will continue its progress in acquisition reform, dealing with excess infrastructure and adopting best business practices under his leadership, Cohen said. "Achieving a proper match of strategy, programs and resources to meet our security needs of the present and the future poses a major challenge," he said.

Cohen said he expects the Quadrennial Defense Review now under way will present tough but necessary decisions. During the process, however, he will not forget the review's main purpose is to ensure the U.S. military can fight and win the nation's wars.

The gravest responsibility a defense secretary has, Cohen said, is advising the president on the use of force. "The cour-

age, loyalty and willingness of our men and women in uniform to put their lives at stake is a national treasure that should never be taken for granted," he said. "When our forces are sent to fight, clear objectives must be set to which we are firmly committed and which we have the means to achieve decisively."

The new secretary said U.S. forces not only respond to crises, but also perform important missions every day.

"When our ships patrol strategic waters, our aircraft fly distant skies and our soldiers deploy on exercises, they are not merely on call in the event something happens," Cohen said. "By those very actions, something is happening; they are influencing the views and decisions of foreign countries, be they friends in need of assurance or foes in need of deterrence. Our forces in their daily operations are shaping the world, not merely waiting to respond to the crisis of the moment."



Secretary of Defense  
William S. Cohen

Kozaryn writes for American Forces Press Service.

## Biography: William S. Cohen

William S. Cohen served three terms in the U.S. Senate for the state of Maine (1979-1997) and three terms in the House of Representatives from Maine's Second Congressional District (1973-1979).

He served on the Senate Armed Services and Governmental Affairs committees from 1979 to 1997. He was a member of the Senate Select Committee on Intelligence from 1983 to 1991 and 1995 to 1997, and he served as vice chairman from 1987 to 1991.

An influential voice on defense and international security issues, Cohen helped craft the Goldwater-Nichols DoD Reorganization Act of 1986. He was the Senate sponsor of the GI Bill of 1984 and the subsequent enhancements to this landmark legislation.

His efforts led to the creation of the Rapid Deployment Force, which later developed into the U.S. Central Command, and the maritime pre-positioning program, both of which were key to the success of the Gulf War. He also co-authored the Intelligence Oversight Reform Act of 1991 and legislation designed to overhaul U.S. counterintelligence efforts and to defend against foreign political and industrial espionage.

The Noncommissioned Officers Association presented him the Vanguard Award in 1980 and the L. Mendel Rivers Award in 1983 for his work on behalf of military personnel. In 1996, he received the U.S. Special Operations Command Medal.

(Adapted from the Senate biography of William S. Cohen)