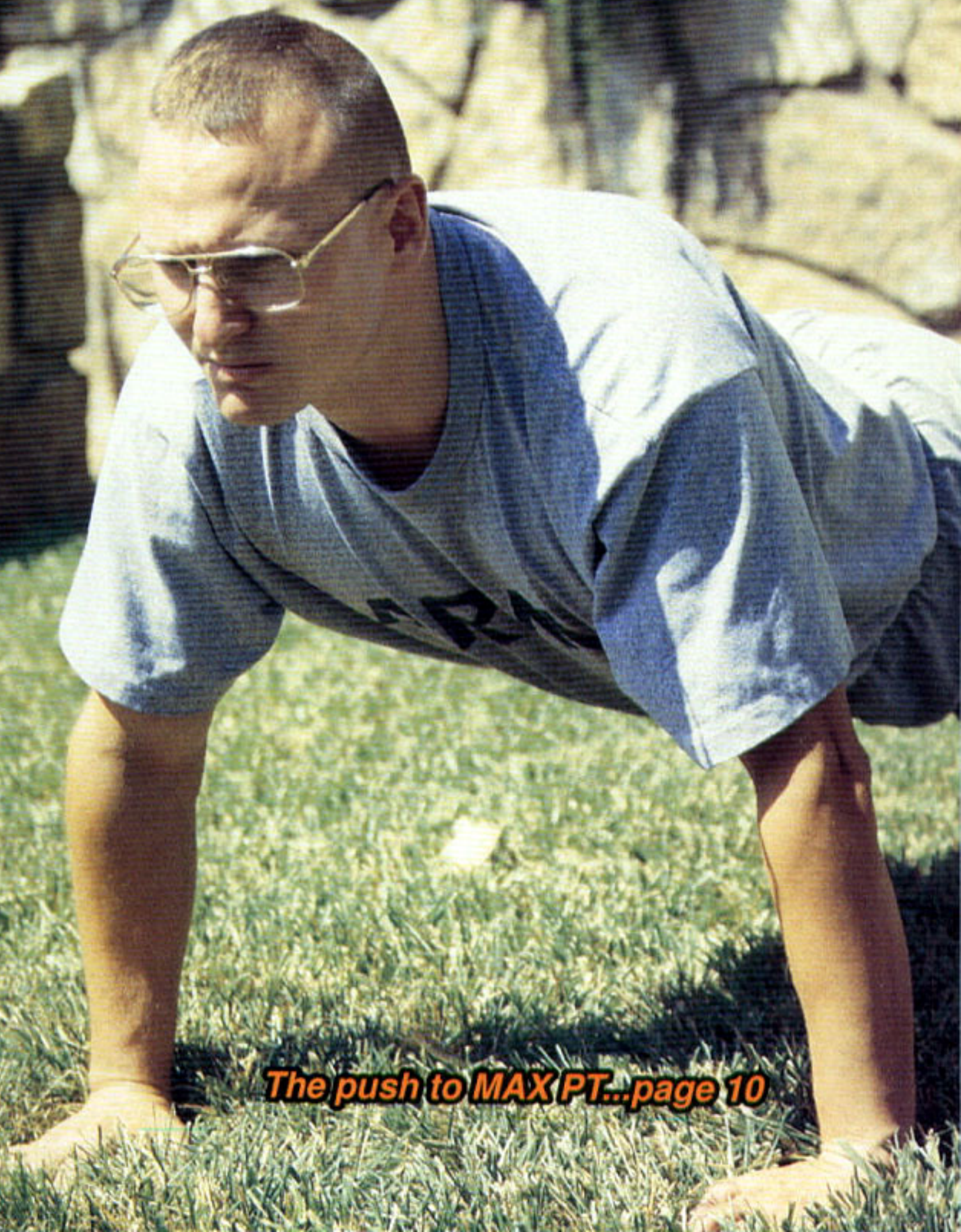


The NCO Journal

Summer 97

A Quarterly Forum for Professional Development



The push to MAX PT...page 10

The NCO Journal

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Summer 1997

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Sergeants Major Academy

MAJ Dennis A. O'Brien
Acting Commandant, USASMA

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Command Sergeant Major

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

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

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Credits

Front cover photo by SSG David Abrams. Graphics Inside back cover and back cover by MSG Gabe Vega.

Opportunity Knocks For Nursing MOSES

If you're tired of your current military or civilian position, the nursing detachment, 10th Bn, 5th Bde, 95th Div (IT) is now accepting applications to interview for the Reserve Component 91C (LVN) School.

The next classes start Aug. 2, 1997, in San Antonio, TX and November in Omaha, NE. Soldiers can apply at the location closest to them.

If one of these sites isn't near you, please call. We're considering other locations in Texas, Louisiana, New Mexico, Nebraska, Missouri, Oklahoma, Arkansas, Iowa and Kansas.

Spaces are limited, so get your application by calling (210) 221-3925 (COM) or 1-800-467-9426, extension 3925. Give your name, rank, address and phone number. ■

*SFC Jose Soto
HQ, 5th Bde (HS), 95th Div (Inst Tng)
San Antonio, TX*

Telecommunications Positions Open to Enlisted Personnel

The White House Communications Agency (WHCA) is looking for qualified enlisted personnel to join an elite team of professionals in providing premier worldwide telecommunications for the Presidency.

WHCA is a joint service organization represented by the five military services providing support to the President of the United States in Washington, DC and at worldwide travel locations. Personnel assigned to this unique organization wear civilian clothing. Enlisted personnel receive a civilian clothing allowance and work with state-of-the-art equipment.

Interested personnel possessing a speciality in electronics, communications or computer operations/programming should call the WHCA Recruiting Hotline at (202) 757-6300 or DSN 284-2000, extension 76300. ■

*CWO3 Donnie L. Baulding
White House Communications Agency
Washington, DC*

Navy Conducts Photo and...

The U.S. Naval Institute has launched its annual International Navies Photo Contest. Photographer of the top entry will win \$200. Two first honorable mentions will win \$100 each and two second honorable mention awards will be \$50 each. All images must pertain to naval or maritime subjects from countries other than the United States. Anyone can enter.

There's a limit of five entries per person. Eligible entries include black and white prints, color prints or 35-mm mounted color transparencies. Glass-mounted transparencies aren't eligible. The minimum print size is eight by 10 inches. Send entries to:

International Navies Photo Contest
U.S. Naval Institute
118 Maryland Ave.
Annapolis, MD 21402-5035

Entries must be postmarked no later than Aug. 1, 1997.

On a separate sheet of paper and attached to the back of each print or printed on the transparency mount, print or type full captions and the photographer's name, address, Social Security number (if U.S. citizen) and date the photo was taken. Entries aren't limited to photos taken in the calendar year of the contest. (Please don't write on the back of a print and don't use staples or paper clips.)

Entries unaccompanied by a self-addressed, stamped envelope or international postal coupon become the property of the U.S. Naval Institute.

...Essay Contests

The top three essayists in the U.S. Naval Institute's 10th annual International Navies Essay Contest will win cash prizes of \$1,000, \$750 and \$500. Authors of all nationalities may enter.

Essays must be original, no longer than 3,000 words and must not have been previously submitted or published elsewhere. An *exact* word count must appear on the title page. Direct all entries to:

International Navies Essay Contest
U.S. Naval Institute
118 Maryland Ave.
Annapolis, MD 21402-5035

Essays must be postmarked no later than Aug. 1, 1997 and should be typewritten, double-spaced on eight by 11-inch paper. Each entry should include the author's name, address, phone number, biographical sketch and Social Security number (if U.S. citizen).

The Naval Institute Editorial Board will notify winners by Oct. 15, 1997. Winning essays will be published in the Naval Institute's monthly publication, *Proceedings*. ■

*Valry Fetrow
U.S. Naval Institute News
Annapolis, MD*

Calling All Management Ranks

The 6th Material Management Center (MMC) in Arden Hills, MN, currently seeks reserve officers, warrant officers, NCOs and enlisted soldiers of all ranks for its data processing control center for other reserve units scattered throughout the state. The unit keeps track of all classes of supplies the Army uses. The 6th MMC mission is to provide integrated supply and maintenance management for the 19th TAACOM for all classes of supplies (minus maps, medical materials and communication security-COMSEC equipment).

The 6th MMC is organized into a Unit Headquarters, a Service-Support Division, a Logistics Automation System Support Office (LASSO) and seven divisions (each of which is responsible for a specific class of supplies). The seven divisions include the Petroleum Division, Aviation Division, Electronics Division, Armament-Combat Vehicle Division, Missile-Munitions Division, Automotive Division and the Troop Support Material Division.

Potential benefits include promotions, change of MOS, travel, continuing education, cash bonuses. For more information, call the unit administrator, SGT David W. Schreifels at (612) 631-2845, extension 230 or 228 or your local Reserve recruiter and ask about the MMC. ■

*LTC Howard W. Helser
6th MMC, Arden Hills, MN*

UFO Reports Now Routed To Private Organizations

Mass suicide in San Diego has rekindled interest in UFOs, but people should not look to the Pentagon for answers. The military no longer serves as the nation's UFO-busters.

Thirty-nine Heaven's Gate cult members reportedly believed they were leaving their earthly bodies to reawaken aboard a UFO traveling in the Hale-Bopp comet's wake. In the past, investigating UFOs was up to the U.S. Air Force.

After investigating UFO reports for more than two decades, Air Force officials reached three conclusions:

— No UFO reported, investigated or evaluated was ever a threat to national security.

— None of the unidentified sightings represented technological developments or principles beyond the range of modern scientific knowledge.

— There was no evidence unidentified sightings were extraterrestrial vehicles.

Finding no national security threat and no evidence of extraterrestrial visits, Air Force officials terminated Project Blue Book. UFO reports are now routed to private organizations. ■

Linda D. Kozaryn

American Forces Press Service

87th Div (Exercise) Seeks Soldiers For TPU Membership

The 87th Div (Exercise) is actively recruiting soldiers — especially combat arms SFC/E7 personnel — for TPU membership in several locations.

Interested soldiers may call the Division Strength Management Office at (800) 260-1337, extension 984, or call the units directly at:

Alabama

HHC, (202) 987-3978.

1st Bde, (205) 444-5225

313th Army Band (205) 987-3953

Kentucky

2nd Bde, (502) 454-2919

Mississippi

3rd Bde, (601) 554-3038

Georgia

4th Bde, (404) 363-2414

Puerto Rico

6th Bde (809) 277-2414. ■

LTC Paul M Carroll

HQ, 87th Div (Ex)

Birmingham, AL

U.S.A. Recruiting Command Wants Hometown Recruiters

The U.S. Army Recruiting Command is looking for soldiers interested in participating in the Hometown Recruiter Assistance Program (HRAP). These soldiers must volunteer to return to their hometown to assist local recruiters in enlisting young men and women.

This duty is performed in a permissive TDY status and can be scheduled in conjunction with ordinary leave. Participants must be 25 years of age or younger, have a high school diploma, meet current Army height and weight standards and be able to articulate the Army story to their peers. For more information, contact your local Military Personnel Office.

Further assistance may be provided by contacting SFC Michael Pagel, HQ USAREC HRAP manager at (502) 626-0460 or DSN 536-04600. You may e-mail him at:

pagel@emh2.usarec.army.mil. ■

U.S. Army Recruiting Command

Ft. Knox, KY

1996 Benefits Act Permits More Generous Montgomery GI Bill

The Veterans' Benefits Improvements Act of 1996 permits certain Veterans' Education Assistance Program (VEAP) participants to enroll in the more generous MGIB (Chapter 30) benefits. An Active Guard Reserve (AGR) VEAP participant with an account balance as of Oct. 9, 1996, may be eligible to enroll in the MGIB. (Service members enrolled in VEAP during FY 81, Section 903 of P.L. 96-342 are considered VEAP participants if they haven't used all their benefits.)

Current AGR VEAP participants choosing to enroll in the MGIB must ap-

ply for a refund of their VEAP accounts. A non-refundable contribution of \$1,200 is required to enroll in the MGIB. Enrollees may pay \$100 per month for 12 months or make a lump sum payment of \$1,200. Benefits cannot be received until the \$1,200 is paid.

Former AGR VEAP participants (separated between Oct. 9, 1996 and present) are also eligible to enroll in the MGIB. These personnel should contact a Department of Veterans' Affairs (DVA) representative immediately.

Usually, eligibility extends 10 years from the date of last discharge or release from Active Duty.

All eligible individuals must execute a DD Form 2366, not later than Oct. 8, 1997.

Title 32, AGR tour personnel should contact their local military education office for additional information. Veterans, contact your nearest DVA office. The DVA makes the final determination on an individual's eligibility. ■

LTC James W. Beatty

ARNG ARG Officer, Fredericksburg, VA

New Capstone Doctrine Takes Army To 21st Century

The new version of the Army's capstone doctrine, **FM 100-5, Operations**, is designed to maintain the Army's effectiveness into the 21st century, according to the chief of the writing team that produced the initial draft of the manual.

"The shelf life of the document is anticipated to be between roughly 1998 and 2005," said COL Mike Combest. "That generates some pretty tough flexibility requirements because it's got to be useful for the force right now and for the force as it transitions into Army XXI."

Although similar to the 1993 version, the manual contains some significant changes, one being that operations other than war is no longer a separate category of operations.

Operations is divided into four categories — offensive, defensive, stability and support.

The other team members are COL David Fastabend and LTCs Mike Burke and Russ Glenn.

One of the changes that has gener-

ated the most comments from Army reviewers has been to replace one of the tenets of Army operations defined in the '93 book. Those tenets were agility, initiative, depth, synchronization and versatility.

"We've said those weren't so much tenets as they are characteristics of operations," Fastabend said, "and we're saying synchronization needs to be replaced with orchestration, a much broader category.

"There are times when you've got to forego fully synchronizing all your combat power to exploit rapidly appearing and disappearing opportunities. For example, in an exploitation, you may not wait for all of your support to move up with you. You just go now to exploit the opening you've been given."

"Anticipatory tactical planning" is another new concept in the manual.

"Instead of trying to predict to the nth degree what an enemy is going to do, our tactical planning process ought to focus on having a pocket full of developed options that we can employ as an operation unfolds. Our experience in training and combat confirms that," Combest said.

Greater emphasis is also placed on execution, with a full chapter dedicated to the subject.

The manual introduces the concept of core functions, five fundamental actions necessary to apply military power at all levels of command, operating systems and categories of operations. They are See, Shape, Shield, Strike and Move.

The current FM discusses nine "principles of war." In keeping with the new philosophy, they are now principles of operations. Two principles have been added and several of the original list have been modified.

A draft of the manual is accessible by the Internet. The address is:

<http://www-cgsc.army.mil/cdd/f465.htm>

After logging in, users will be given instructions for reading, downloading and adding their comments, which were due to the Army June 13 so changes could be included to meet a tentative April 1998 printing date. ■

TRADOC News Service

Golden Knights Look For Team Sergeant Major

The United States Army Parachute Team, the "Golden Knights," is accepting application for the position of Team Sergeant Major. Applicants must be either a sergeant major or promotable master sergeant with an expected promotion date no later than January 1998, airborne-qualified, a graduate of the Sergeants Major Academy and have a minimum of 36 months of Active duty remaining as of December 1997. MOS is immaterial. A U.S. Parachute Association class C license or above is required.

Additional sport parachuting ratings and/or qualifications would be a plus. Interested soldiers should submit a cover letter requesting consideration for the position including qualifications along with a 2A, 2-1, Department of the Army photo and their three most recent NCO Evaluation Reports.

Applications must be received no later than Aug. 15, 1997. The selected sergeant major will be requested for assignment as of December 1997. Mail all pertinent information to:

U.S. Army Parachute Team
ATTN: SGM Randy Carpenter
P.O. Box 70126
Ft. Bragg, NC 28307
Call DSN 236-4800/4828 or (910)
396-4800/4828 for more information. ■

USA Parachute Team
Ft. Bragg, NC

Promotion Opportunities Expand For Some Reservists

Pentagon personnel officials have approved a one-time exception to policy that provides some enlisted Army reservists an earlier opportunity to compete for staff sergeant through sergeant major promotions.

About 143 recently deployed Individual Ready Reserve and Individual Mobilization Augmentee soldiers will be affected by the change, said Personnel Policy Integrator, SGM Griff Glatthaar, professional development branch, enlisted division, office of the deputy chief of staff for personnel.

"The exception to policy gives some

enlisted reservists an opportunity to compete for promotion six months earlier than was the case before when returning from Active duty," Glatthaar said.

The exception was signed Apr. 7 by MG Arthur T. Dean, director of military personnel management, office of the deputy chief of staff for personnel. The change adjusts the zone of consideration for the 1997 USAR IRR/IMA promotion board, Glatthaar said. Soldiers who've served on Active duty and have been transferred back to the IRR prior to Feb. 25, 1997, can now be considered for promotion.

Normally, IRRs and IMAs coming off a stint on Active duty are required to wait a year before competing for promotion, Glatthaar said. The reason for the "one-year rule" is to provide stability in the IRR/IMA programs.

Some IRR/IMA reservists who've been recently activated and deployed to support operations in Bosnia will benefit from the policy change, Glatthaar said.

"We're now deploying the IRR/IMA soldier for Operations Other Than War more extensively than in past years," Glatthaar said. "The policy exception will provide some [promotion] equity for those soldiers." ■

Army News Service

Wilderness and Rural EMT Tech Course Available in Fall

Units can take advantage of the training offered by Starhawk Training Programs, which offers the Wilderness EMT Course, conducted completely in a field environment. This six-day course comes to the unit and openings for training are available within these time blocks: Aug. 16-31, Sept. 1-30, and Oct. 1-30. The course offers 51 hours of study with classes such as transportation of the wilderness patient, snake and arthropod envenomation, lightning, animal attacks and plant toxicity.

Applicants must have a current basic life support card and have completed an approved EMT basic training program (120 hours plus 10 hours of clinical rotations) or a refresher course (48 hours and 10 hours of clinical rotations) that

includes all the objectives of the current national standard curriculum for the National Registry of EMT.)

The instructors for this course are all former U.S. military medics and/or Special Forces medics with paramedic qualifications. The text for the course is *Medicine for Mountaineering*. The cost is \$275 per student.

Contact Michael Schertz at Starhawk Training Programs for more information. His address is P.O. Box 554, Mason, TX 76856 or phone (915) 347-0002/6593. ■

*SFC Brian D. Chambers, Sr.
HQ, 2nd Bde, Ft. McCoy, WI*

Army Ten-Miler Set for October in Washington, DC

The 13th-annual Army Ten-Miler will be held Oct. 12. The largest 10-mile race in the United States, it is widely recognized as one of the nation's premier races and a high point in the Army's year.

Co-hosted by the Military District of Washington and the Association of the United States Army, the race is open to all ages and abilities. Proceeds from the race benefit soldier and soldier-family programs.

One way the race is different will be its ability to communicate to the rest of the Army and the public through its own Web page, which can be accessed directly or from the MDW home page on the Web at www.mdw.army.mil.

The page will provide information about all aspects of the race, from fees and registration to awards and race times, updated regularly with new information.

For example, individuals, teams or corporations wanting to participate in the race will be able to download a registration form. Registrations for individuals must be postmarked by Sept. 27 and team registrations must be postmarked by Sept. 19.

For more information, call (202) 685-3361 or DSN 325-3361.

*Anders Smith
ARNEWS*

First-Ever Air Force Marathon Set at Wright-Patterson AFB

Marathon runners worldwide — military and civilian — are invited to participate in the first-ever Air Force Marathon Sept. 20, 1997, at Wright-Patterson Air Force Base.

The event is expected to draw between 5,000 and 10,000 runners.

For more information, contact the public affairs office at Wright-Patterson at (937) 255-3334 or DSN 785-2725, or visit their web site address at <http://afmarathon.wpafb.af.mil>. ■

*LTG Kenneth E. Eickmann
Wright-Patterson AFB, OH*

Army's Surgeon General Provides Gulf War Medical Update

Military medical authorities "don't have any clear-cut answers" concerning the search for a specific illness that could be linked to soldiers' Gulf War service, but research is continuing, said the Army's top medical officer.

Army Surgeon General LTG Ronald R. Blanck discussed "Gulf War Illness," with Soldiers' Radio and Television Network reporter LTC Paul Little, M.D., during a "Washington Report" interview in April. As Surgeon General, Blanck is the Army Chief of Staff's primary advisor on medical matters. Blanck is also responsible for the Army's overall medical readiness as the commanding general of U.S. Army Medical Command, Ft. Sam Houston, TX.

More than 25,000 Gulf War veterans have been medically evaluated by the Comprehensive Clinical Evaluation Program set up by the Department of Defense to investigate "Gulf War Illness" claims, Little said. Some of these veterans were evaluated at Walter Reed U.S. Army Medical Center, which was Blanck's prior command.

About 87 percent of those evaluated through CCEP have been diagnosed "with definitive" or explainable kinds of illnesses, Blanck said.

Only in about 17 percent of the cases are medical authorities unable to come up with clear-cut diagnoses. However,

Blanck said, some of those undiagnosed cases include sleep disorders, which can and are being treated.

"We've evaluated and treated almost all of those [soldiers and servicemembers] who have symptoms, who were in the Gulf," he said. "Many...as we [now] know, are folks who probably would have gotten some kind of illness whether they were in the Gulf or not.

"However, many of them have things that probably were the result of Gulf service. I can assure you, we're looking very hard [for a medical explanation of 'Gulf War Illness']. My emphasis is that every soldier, sailor, airman or Marine will be treated as an individual, will have a thorough evaluation and get the medical care that's necessary to take care of them.

"We're about caring for soldiers [and other servicemembers], as we also look for the long-term answers [for 'Gulf War Illness']," he added.

Blanck said he wants to shield soldiers from any possible environmental hazards during present and future deployments.

"I don't want there to be a 'Bosnia Syndrome' or any of the other kinds of illnesses from any of the other deployments we're doing," Blanck said. "We [now] have an extensive disease and environmental surveillance program that I think is going to prevent these kinds of questions from coming up in the future."

Gulf War veterans suffering from various maladies are probably ill because of a variety of causes, Blanck said.

"I don't think there's a specific 'thing' that's causing ['Gulf War Illness']," he said. "I think it's multiple causes, from all of the kinds of things that went on in the Gulf, all of the exposures... We certainly know about certain kinds of infectious diseases, such as Leishmaniasis, a tiny parasite that has infected somewhere around 34-35 soldiers and one or two airmen.

"That doesn't seem to be the answer for most things, but again, I think it's more of a combination [of reasons for illnesses]. What may be making one person sick is probably different [from what's making someone else ill]."

Blanck said research continues toward answering questions about service-members being exposed to chemical agents in the Gulf.

"I think we may be getting closer on getting [answers] as to whether or not there were actually chemicals present that may have caused some of this, but I don't believe that's going to be the single answer," he said. ■

Gerry J. Gilmore
ARNEWS

VFW Continues Gulf War Illness Efforts

The Veterans of Foreign Wars (VFW) continued to press for answers as concern grows over Gulf War illnesses.

"Without pointing fingers," said James E. Nier, VFW national commander, "we are working hard with the Dept. of Veterans Affairs (VA), the Dept. of Defense (DoD), the Administration and Congress to bring about a definitive resolution for those who are suffering."

VFW has been a leader in efforts to solve the mystery surrounding illnesses reported in troops following their service in the Persian Gulf War. VFW began its efforts early and was instrumental in gaining passage of a bill allowing VA the authority to compensate veterans with undiagnosed illnesses. VFW called on Congress to hold hearings demanding full disclosure of information relating to chemical weapons exposure and other possible causes for the illnesses.

At VFW's urging, the president extended the authority of his Presidential Advisory Committee on Persian Gulf Illnesses and extended the presumptive period for reporting Gulf War symptoms to 10 years. Selected VFW Posts across the nation recently hosted "Town Hall" meetings bringing DoD experts face-to-face with Gulf War families. VFW has conducted surveys of stricken Persian Gulf veterans and continues those efforts with an Internet survey on the organization's home page:

(<http://www.vfw.org>).

"We are seeing more and more Gulf War veterans join our ranks each year," said Nier. "We will do everything in our power to make sure all Persian Gulf vets get a fair shake." ■

Steve Van Buskirk
VFW National Headquarters,
Kansas City, MO

USASMA to Host NCOES Commandant's Conference

The United States Army Sergeants Major Academy will host the 1997 NCOES Commandant's Conference Dec. 2-5 at the Centennial Club on Biggs Army Airfield, Ft. Bliss, TX.

A "working conference" open to all NCOA commandants, leadership battalion commandants and NCOES battalion command sergeants major, the conference replaces the New Commandant's conference previously held at Training and Doctrine Command (TRADOC).

Post billeting is available and all rooms will be reserved by name through USASMA. Names need to be provided no later than Oct. 15. Government mess is not available. Registration fee is \$10. Uniform requirement for the conference is BDUs.

For additional information, points of contact are SSG Isom, DSN 978-8679, COM (915) 568-8679, E-mail address:

Isomd@bliss-usasma.army.mil
or: SGM Williams, DSN 978-8659, COM (915) 568-8656, E-mail address:
Williamsb@bliss-usasma.army.mil

MAJ Dennis A. O'Brien
Commandant, USASMA

Colonel Named New USASMA Commandant

U.S. Army COL Thomas L. Brown, formerly assigned to the American Embassy in Tokyo, became the 11th commandant of the U.S. Army Sergeants Major Academy at Ft. Bliss, TX, when he took command July 21.

He was commissioned a second lieutenant of field artillery in 1969 through the Artillery Officer Candidate School at Ft. Sill, OK.

Brown has served in a variety of command and staff assignments in the U.S., Vietnam, Germany, Korea and Japan. He has commanded a field artillery battalion in the XVIII Airborne Corps Artillery and was the director of the Fire Support and Combined Arms Operations Department in the Field Artillery School at Ft. Sill. He later commanded the Field Artillery Training Center at Ft. Sill.

Brown is a graduate of the Armed Forces Staff College and was an Army War College Fellow at the Hoover Institution, Stanford University.

He holds a bachelors degree in secondary education, Montana State University and a master's degree in Asian Studies, San Diego State University.

His awards and decorations include the Defense Superior Service Medal, the Legion of Merit (with oak leaf cluster), the Bronze Star and Defense Meritorious Service Medal. He also wears the Ranger tab and the parachutists badge.

Brown is married to the former Norma Evans of Helena, MT, and has a son, Chris, age 21. ■

ARNEWS
Ft. Bliss, TX

Sexual Harassment Hotline Ceases Operations

The Army's Sexual Harassment Hotline has served its purpose and was turned off on June 13, according to an Army spokesperson.

It was replaced with a new "assistance" line that has a much broader purpose, officials said, and provides counseling as well as the ability to forward callers to appropriate agencies. The new line (1-800-267-9964) began service in June and will be open to calls during normal duty hours.

The Army has always had a hotline for soldiers and civilians to report abuse, misconduct or seek help. That number (1-800-752-9747) is at the Office of the Inspector General and is open during normal duty hours. ■

ARNEWS

Signal NCO Networks At Academy

1WO (SGM) Quek Ser Hiang, a Singapore Army Signal Regimental Sergeant Major in his previous assignment, took the opportunity to meet up with CSM John Holden Jr., U.S. Signal Center CSM, Ft. Gordon, GA, who was at Ft. Bliss, TX, attending the TRADOC Conference in May.



1WO Quek presents SGM Larry Hunter with a plaque for the Signal Room at the U.S. Army Sergeants Major Academy.

Quek is the first Singapore Signal NCO to attend the U.S. Army Sergeants Major Academy. "This has been a great experience for me," Quek said. "I hope other Singapore Signal NCOs are able to attend this course."

As a representative of the Singapore Signal Warrant Officer and Specialists Corps, (the Singapore Signal warrant officer is the equivalent of a U.S. Army Signal sergeant major while the Singapore Specialists' Corps is the equivalent of the U.S. Army Signal specialist through master sergeant) Quek presented a plaque with the Singapore Army Signal logo to Holden.

Quek acknowledges that U.S. Army Signal is not new to Singapore because Singapore Signal officers have been regularly attending the signal courses at Ft. Gordon. Holden looks forward to seeing Singapore Signal NCOs at Ft. Gordon soon.

To add color to the richness of U.S. Army Signal heritage, Quek also presented a Singapore Army Signal plaque to SGM Larry Hunter for the USASMA Signal Room. ■

*1WO Quek Ser Hiang
Singapore Army*

Soldiers Selected as Tops in Their Commands

The Reserve Component Soldier and NCO of the Year for U.S. Army Pacific were announced. SOY is **SPC Le Kim Lee**, 29th Support BN, 29th Sep Inf. Bde, Hawaii National Guard. The NCO of the Year is **SSG Pamela Paff**, 1st BN, 207th Aviation Reg., Alaska Army National Guard. She was also the AKANG NCO of the Year.

The two soldiers were both given plaques and commander's coins by LTG William M. Steele, commanding general of U.S. Army Pacific. They were also recognized by the Associa-

tion of the U.S. Army, the Noncommissioned Officers Association and GEICO Insurance.

*LTC Randy Pullen
U.S. Army Pacific PAO*

SSG Ann M.L. Madison was chosen as the Servicemember of the Year for the U.S. Special Operations Command at MacDill Air Force Base, FL. She is the first woman to be selected for this award.

Madison is currently assigned as the personnel sergeant, Headquarters Commandant's Office. She joined the Army in December 1979 and after a short break in service, re-joined in October 1986. She has been assigned to Special Operations Command since February 1993.

"I'm very proud of this accomplishment, especially with the command's recent celebration of its 10th anniversary. It took three years of work and three times of being selected as servicemember of the quarter for the command," Madison said.

*SSG Ann M.L. Madison
Special Operations Command, MacDill AFB*



SSG Ann M.L. Madison

SSG Terry Wong, U.S. Army Reserve NCO Academy, Ft. Lewis, WA, was named 5th U.S. Army Reserve Components, Active Guard Reserve, NCO of the Year, in a ceremony that took place in New Orleans, LA, April 2.

No particular area of the competition proved especially difficult for Wong. "All areas were my strong points from my experience teaching PLDC and with 11B (Infantry) as my MOS," said Wong.

About 16 other NCOs competed within the 5th Army region which covers 21 states. One of the soldiers, from the 70th RSC, was also a former student of Wong's first PLDC course he taught at Ft. Lewis.

Wong has been a reservist for 10 years and in the AGR Program for one year.

*SGT S. Felton
USAR NCO Academy*

SSG Robert A. Boler is the NCO of the Year and **SPC Deborah L. Schatz** is the Soldier of the Year for Medical Command, Ft. Sam Houston, TX.

Boler is the training NCOIC for the medical company at the Army Research Institute of Infectious Diseases.

Schatz, a behavioral science specialist at Ft. Eustis, VA, MEDDAC, was also in the competition last year. She said the only advantage of her experience was knowing she would have to work hard to win. "The board was very difficult," she said. "My face has been in the books. I haven't had a life for months."

All competitors were required to pass the Army Physical Fitness Test. Then came hands-on testing in performing first aid, maintenance of the M-16 rifle, conducting drill and ceremonies and using nuclear, biological and chemical protective equipment. Finally, each candidate was inspected and questioned by a board of senior medical NCOs.

Schatz and Boler each received two \$1,000 savings bonds, a plaque, a Class A uniform from the post exchange, a gold watch from the Association of the U.S. Army, a plaque and a book from the American Military Medical Society and the right to request their choice of their next assignment. ■

*Jerry Harben
Ft. Sam Houston, TX*

SFC Mitchell A. Lopez, 3rd Bn, 4th Air Defense Artillery Regiment (Airborne) won the 82nd Airborne Division's Jumpmaster of the Year competition.



SFC Mitchell A. Lopez

The three-day competition kicked off with an Army Physical Fitness Test, followed by a nomenclature test, a pre-jump examination and an actual airborne operation on a drop zone. Seven soldiers from the major commands in the division competed against one another.

"The biggest reason I wanted to compete — not to take anything away from any NCO or Soldier of the Year — is you can be the NCO/Soldier of the Year anywhere. There's only one air-

borne division. That's why this is a great honor," Lopez said.

He views his win as an extension of his every day job. "This is what I come to work and do every day, so it's just natural to be proficient at it," he commented. ■

*SPC M. Miller
82nd Airborne Div, PAO*

Recruiter Earns Recruiting Excellence Award

SSG Calvin Franklin, a detailed Army recruiter assigned to the Baltimore Recruiting Battalion, made recruiting history

recently as he became the only Army recruiter to earn the prestigious Glenn E. Morrell Award for recruiting excellence in 27 months. Franklin and his wife, Gina, accepted the award from BG Mark Bailey in a ceremony at Ft. Meade, MD, April 12.

The highest award in Army recruiting is named for Glenn E. Morrell, who served as the U.S. Army Recruiting Command Sergeant Major from October 1981 to September 1982.



SSG Calvin Franklin and wife, Gina

Morrell stood for professionalism, integrity and devotion to duty. Only recruiters who have distinguished themselves as experts by earning the coveted recruiter ring are eligible to earn the Morrell award. Franklin earned the points necessary for this award in December 1996.

He has enlisted 76 new recruits into the Army since arriving at Newport News Recruiting Station, VA, in August 1994. ■

*Glenna Linville
Baltimore Recruiting Bn, Ft. Meade, MD*

Soldiers Win Army Aviation Association of America National Award

SFC Charles E. Dick is the winner of the AAAA's Army Aviation Air Traffic Control Maintenance Technician National Award for his service from September 1995 to August 1996. He is assigned to the 4-58th Aviation Regiment in Yongsan, Korea. He repairs and maintains all Air Traffic Service equipment assigned to Guardian Control, Yongsan VIP Heliport, and 3rd and 4th Tactical Enroute Platoons. He also serves as the Company Air Traffic Services Maintenance Coordinator. ■

*CPT Kendall J. Phillips
Yongsan, Korea*

USAMU Shotgun Olympian Named 1996 Armed Forces Female Athlete of the Year

After recently winning the title of the Army Female Athlete of the Year, U.S. Army Marksmanship Unit Shotgun Olympian **SGT Theresa E. DeWitt** was named Armed Forces Female Athlete of the Year by the U.S. Military Sports Association of Alexandria, VA, in cooperation with the Armed Forces Sports Committee.

"I was very excited and pleased to be chosen," De Witt said. "It's the highest honor I've received in my military career and

it's a privilege to be able to represent the Army Marksmanship Unit and Ft. Benning at the Department of Defense level."



Photo by Paula J. Randall Pagan

SGT Theresa E. DeWitt

DeWitt joined the Army in 1991 and was assigned to the U.S. Army Marksmanship Unit at Ft. Benning following completion of basic training and Military Police schooling at Ft. McClellan, AL, in 1991.

The Smiths, AL, resident began shooting in 1988. As a member of the 1996 U.S. Olympic Shooting Team, she barely missed the Bronze Medal by placing fourth in women's double trap; she won a silver medal at the 1996

USA World Cup in Atlanta, GA, and a gold medal at the 1995 Pan American Games in Buenos Aires, Argentina, as well as being a member of the Gold Medal winning women's double trap team at the 1996 World Cup in Lonato, Italy. She set a national trap record and was the Women's National Trap Champion in 1993. ■

Paula J. Randall Pagan
USAMU PAO

NCOES Accomplishments

The U.S. Army NCO Academy, Ft. Richardson, AK, graduated both their PLDC and BNCOC courses in February with the following soldiers exceeding course standards:

Honor Graduates, SGT Ronald T. Barker (BNCOC) and SPC Robert B. Park (PLDC); Leadership award, SGT Barker and SPC Joel L. Petty; Commandant's Inspection Award, SGT Lyle B. Johnson and SPC Noe Gutierrez Jr.; Physical Fitness Award, SGT Johnson and CPL Timothy E. Locke; Commandant's List for the top 20 percent of the BNCOC class, SGT Matthew J. Stanley and SGT Brad A. Cowan; PLDC Commandant's List, SPC Hubert W. McMinn III, SPC Chequita M. Cato, SPC Don E. Wahlstrom, SPC LaShanda J. Hornsby, SPC Billy G. Willett, SPC John J. Edwards, SGT Michael R. Ennis, SPC Thomas D. Williams, SPC Michael J. Pierce, SPC Suzanne M. Nelson and SPC Marcy N. Smith. ■

Public Affairs Office
Ft. Richardson, AK

APFT Awardees Named at Army Medical Department NCO Academy

The Army Medical Department NCO Academy named their Leadership and Commandant APFT awardees for BNCOC Class 2-97 and 3-97 and ANCOC 3-97 and 4-97. The classes graduated at Ft. Sam Houston, TX.

The BNCOC 2-97 Leadership Award: SGT Richard D. Reynolds, Walter Reed Army Institute of Research, Washington,

DC, APFT award: SGT John E. Zinn, Ft. Polk, LA, with a score of 291.

The BNCOC 3-97 Leadership Award: SGT James R. Fuller, Ft. Bragg, NC; APFT award: SGT Kevin D. Harkey, Ft. Campbell, KY, with a score of 337.

The ANCOC 3-97 Leadership award: SSG Dwayne Walker, Ft. Wainwright, AK; APFT award: SSG Lori Greco, Ft. Hood, TX with a score of 327.

The ANCOC 4-97 Leadership award: SSG Dawn M. Hargett, Maryland National Guard; APFT award: SSG Cindy A. Trofimuk, Ft. Carson, CO. ■

CSM Paulette H. Dunlap
AMEDD NCO Academy Commandant

Soldier Reenlists on Great-Grandfather's Battlefield in Maryland

SFC Noel Conrad Mitchell, a platoon sergeant with the 742nd Military Intelligence Bn, Ft. Meade, MD, reaffirmed his oath of enlistment for the fourth time near the site where his great-grandfather, PVT John Conrad Genger, fought with GEN George G. Meade's division against entrenched Confederate troops more than 100 years ago.

"I've always wanted to honor my great-grandfather's memory by reenlisting at Fredricksburg. My great-grandfather thought so much of GEN Meade that he named my grandfather after him — Warren Meade Genger. He didn't use his first name — everyone called him 'Meade.'"

Mitchell's ceremony took place at the crest of a low hill where Meade's attack had penetrated into the Confederate reserve trenches Dec. 13, 1862. Half buried in leaves, the trenches could still be seen.

Mitchell never had the chance to meet his great-grandfather who died in the late 1800s, but felt he knew the man through the Civil War tales related to Meade, who in turn passed them on to Mitchell.

Joe Burlas
MDW News Service

Three North Dakota National Guard Members Awarded For Bravery

Nine members of Co. B, 142nd Engineer Bn, North Dakota Army National Guard, were taking part in "Nuevos Horizontes '96," a six-month training mission in Panama. They were performing their two-week annual training to support the construction/humanitarian service exercise.

The soldiers traveled to the coastal village of Puerto Viejo Costa to swim. Without warning, a rip tide swelled, carrying members of the group beyond the shallow waters out to sea. SGT Paul Aker and SPC Dallas Johnson watched in horror as their comrades were pulled under water. Aker made his way out to the struggling soldiers, giving them instructions on how to conserve their energy and made his way back to shore to find flotation devices for the victims.

With the flotation devices in tow, Aker made his way back to the group. He alerted several local swimmers to assist those soldiers he couldn't reach. He saved five soldiers before yielding to total exhaustion. Johnson was assisting Aker by helping the soldiers conquer the remaining distance to the shore line. Aker called out to Johnson to help the last swimmer. Johnson jumped in and was helping the exhausted soldier back to shore when a large wave engulfed them, pulling them under the surface. Two local swimmers rushed to their aid and found Johnson floating face down in the water. After more than 90 minutes of continuous CPR, Johnson never regained consciousness. The 27-year-old specialist made the supreme sacrifice.

The NDANG Deputy Adjutant General BG Harvey M. Haakenson awarded the Soldiers Medal to Akers and to Donna Johnson who accepted the medal on her son's behalf. SSG Glen Keller received the Meritorious Service Medal for his efforts to revive Johnson. ■

*David McQueen
Ft. Sam Houston, TX*

Eight Ft. McCoy Soldiers Earn PT Badge

Eight soldiers from the 1st BN, 2d BDE, 85th Div (EX) earned the Physical Fitness Badge. The badge is awarded to soldiers who obtain a minimum score of 290 or above on their Army Physical Fitness Test.

The recipients were: **SFC Andre Deer**, 343; **SFC Thomas Lee**, 305; **SFC Keven Graham**, 295; **1SG Debbie Schroder**, 291; **CPT Joseph Chase**, 310; **CPT Casey Chamberlain**, 295; **SFC Frank Bruyere**, 318; and **CSM Thomas Hundt**, 356. ■

*MAJ Mary Jo Lemaldi
Ft. McCoy, WI*

First U.S. Army Names Top NCOs and Soldiers of the Year

Scores of soldiers descended on Nashville set on proving themselves to be the "best" of the best in the First U.S. Army NCO and Soldier of the Year competition. Chosen as the top soldiers in their commands, 150 candidates sought to impress the board of senior NCOs with their military bearing and knowledge during grueling questioning.

The winners in the various categories are:

Active Component/Active Guard Reserve NCO Category

Winner — **SSG Ronald C. Moody**, 3d Regional Training Bde, Fort Knox, KY

Runner-up — **SSG Michael J. Stockhausen**, Virginia Army National Guard

Active Component/Active Guard Reserve Soldier Category

Winner — **SPC Harold E. Dunn**, Fort McCoy, WI

Runner-up — **SPC Michael J. Bowman**, New York Army National Guard

Army National Guard NCO Category

Winner — **SGT Richard S. Boggan**, Alabama Army Na-

tional Guard

Runner-up — **SSG Thomas A. Haynes**, Indiana Army National Guard

Army National Guard Soldier Category

Winner — **SPC Daniel K. Langford**, Alabama Army National Guard

Runner-up — **SPC Lissett Mateo**, Puerto Rico Army National Guard

U.S. Army Reserve NCO Category

Winner — **SGT Juan L. Marin**, 87th Div., Birmingham, AL

Runner-up — **SSG Karen L. Speckman**, 98th Div., Rochester, NY

U.S. Army Reserve Soldier Category

Winner — **SPC Judith DeUnamuno**, 65th Army Reserve Command, Ft. Buchanan, PR

Runner-up — **SPC Bradley S. Nelson**, 100th Div., Louisville, KY

LTG Guy A.J. LaBoa, First U.S. Army commander, headquartered in Atlanta, thanked the 150 NCOs and soldiers for participating and said, "You are the finest individuals representing over 335,000 soldiers in approximately 2,500 units from the Active Army, Army National Guard and U.S. Army Reserve in First U.S. Army's 27 states, 1 district, 2 territories, 30 U.S. Army Reserve Commands and over 25 Readiness Groups, Reserve Training Brigades and installations."

First U.S. Army is responsible for seeing that the Army National Guard and Army Reserve are ready for mobilization and deployment at all times. First Army's NCO/Soldier of the Year competition only underscored the high Army standards the Guard and Reserve must continually meet as part of the Total Army. ■

*Karen Bradshaw
First U.S. Army PAO*

Whose Shoulder Patch Is That?



The NCO Journal Staff has received a number of calls from readers who want to know what unit was represented by the shoulder patch that appeared on the uniforms on the cover of the Spring 97 issue of *The NCO Journal*.

If you wear this patch, you are assigned to the U.S. Army Sergeants Major Academy as either staff, faculty or student. The field of green suggests faithfulness and obedience and the shield is symbolic of confidence, boldness and protection. The torch stands for leadership, education and training, while the flame symbolizes zeal and action. The wreath and star symbolize the insignia of grade for command sergeant major.

The NCO Journal received dozens of calls asking for copies when this article first appeared [Summer 93]. Because of its popularity, we are reprinting the article here in its entirety. *Editor.*

Training To **MAXPT**

By SGM (Ret) Robert S. Rush

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

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

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

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

may want to conduct an assessment of your physical abilities before beginning.

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

The Program

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

To get your starting numbers, look at the charts. The numbers along the top of the charts are the number of pushups or sit-ups you performed. Follow the number down the row to give you the number

of repetitions for each exercise you're to begin with in your individual program.

Push-up, Sit-up Improvement

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

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

3. Close-hand push-ups. Put your hands together under your chest in a diamond shape. Perform the push-ups. Go to your knees if necessary. Add one close-hand push-up after every three workouts.

4. Wide arm push-ups. Place hands as far apart as possible. Perform the push-ups. Go to your knees if necessary. Add one wide arm push-up after every three workouts.

5. Crunches. See the separate chart.

6. Turn and bounce. Hold arms parallel to the ground with palms facing up. The exercise is an eight-count movement at a slow cadence. Pivot slowly at the waist to the right for four counts and then to the left for four counts. Add two

Running Chart								
minutes	+12	+13	+14	+15	+16	+17	+18	+19
220 yards	—	—	—	—	—	:48	:51	:55
440 yards	1:07	1:15	1:23	1:30	1:37	1:45	1:52	2:00
880 yards	2:45	3:00	3:15	3:30	3:45	4:00	4:15	4:30
Fast Run	—	—	—	—	—	+mi>4:00	+mi>4:15	+mi>4:40
	2 mi	2 mi	1 mi	1 mi	1 mi	1 mi	1 mi	1 mi
	11:30	12:30	6:30	7:00	7:30	8:00	8:30	9:00
	↓	↓	↓	↓	↓	↓	↓	↓
	2+ mi	2+ mi	2 mi	2 mi	2 mi	2 mi	2 mi	2 mi
	14:30	15:30	13:30	14:30	15:30	16:30	17:30	18:30
Long and Slow Run	Run at least 20 minutes, for time and not distance							

turn and bounces after every three workouts.

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

8. Leg spreaders. Put your hands under your buttocks. Lift your feet six to eight inches off the ground to start. Begin by spreading legs 18-30 inches and then bringing them back together. Keep legs slightly bent to reduce the strain on your back. One repetition equals four counts. Add two leg spreaders after every three workouts.

Running

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

Sprint day. Enter the sprint portion of the chart at your run time now. Do four sprints each of two distances, alternating your sprints between the distances. Begin with the lower distance for

your speed. Attempt to beat the time listed. Rest one minute before you run the longer sprint. Rest two minutes between the longer and shorter sprints. If you feel you are not being properly stressed, and as you develop your wind, decrease the amount of rest time between sprints. For those with run times of +17 to +19, when the 220-yard sprint goal is met, move up to the one-quarter mile (440 yards) and one-half mile (880 yards) runs.

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

Long and slow run. Run at least 20 minutes for a good cardiovascular workout. Run for time during this session, not necessarily distance.

The program is designed to have very little paper overhead. Each soldier is responsible for his or her own pace in the program, which has the additional benefit of exercising the soldier's self discipline.

One technique to start the program would be to give each soldier a packet and have the program explained after an APFT or diagnostic test. Organized PT

would still be conducted, but with each soldier doing the amount of exercises determined by his or her specific program. As a check, periodic diagnostic tests could be used to review progress.

As with any program, results are directly attributed to the amount of effort extended. Soldiers who can't keep up on the battlefield are losses just as much as casualties suffered through enemy action. We, as NCOs, are charged with not letting this happen. ■

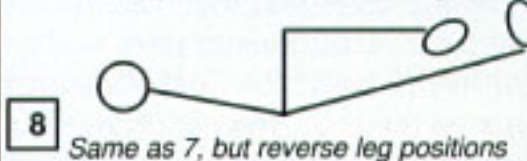
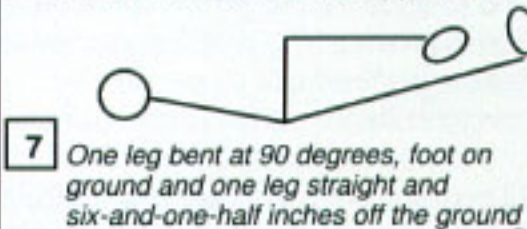
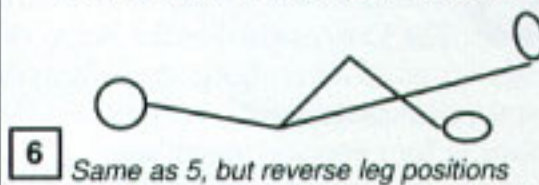
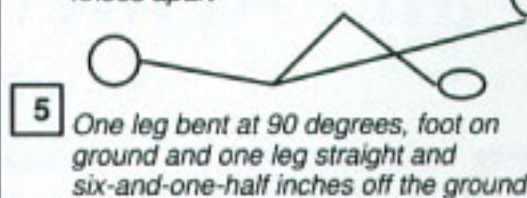
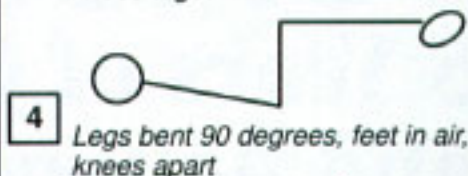
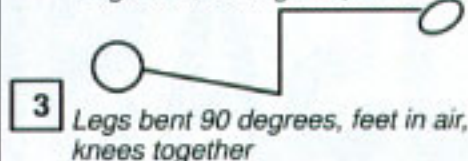
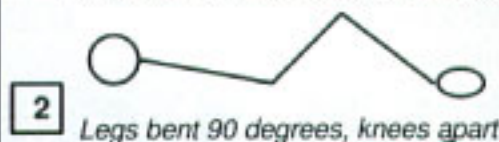
Rush was the Army advisor to the 26th Infantry Division, Camp Edward, ME, when this article was written.

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

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

The Crunches

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



USASMA officials CSM William L. Jemison, battalion commander, and MAJ Dennis O'Brien, commandant, watch as SMA (Ret) William G. Bainbridge, cuts the ribbon celebrating completion of a new wing that will allow consolidation of all courses under one roof. Bainbridge was the first command sergeant major of USASMA.



USASMA: 25 Years of Growth and Achievement

By L. R. Arms

During the 1960s, the Army sought to give greater professionalism to the Noncommissioned Officer Corps. The Department of the Army established the Noncommissioned Officer Education System in 1969. The system sought to create a progressive education system for NCOs following four specific objectives:

- o to increase the professional quality of the NCO Corps;
- o to provide NCOs with opportunities for progressive, continuing professional development;
- o to enhance career attractiveness;
- o to provide the Army with trained and dedicated NCOs to fill positions of increased responsibility.

In the years that followed, it became apparent NCOES needed an institution to serve as the capstone of the system. On July 18, 1972, the Continental Army Command officially created the U.S. Army Sergeants Major Academy, effective July 1, 1972. The mission of this new institution was to provide selected NCOs with a broad and varied in-depth educational

experience designed to qualify them for promotion to sergeant major and subsequent service in top-level NCO positions throughout the Army.

Working at a feverish pace, the staff of this fledgling institution developed a program of instruction and launched a pilot class in January 1973. The Sergeants Major Course proved to be a major success and a valuable asset to the Army. This success led to the development of the Sergeants Major Correspondence Course. On Sept. 1, 1974, the course began with a pilot class. The course paralleled the resident course, except for the electives.

In September 1974, the Fifth Army, in conjunction with the 90th Army Reserve Command and the Texas National Guard, conducted a Reserve NCOES pilot program. It combined correspondence study with live instruction. The program's success led to further efforts to implement NCOES in all Reserve components.

As the years passed, the role of the U.S. Army Sergeants Major Academy became more vital to NCOES and the NCO Corps. During 1981, the academy expanded its role in NCOES. On June 3, 1981, USASMA was tasked with developing a common core curriculum for all schools teaching the Advanced Noncommissioned Officer Course (ANCOC). Later that year, on Oct. 5, the first official Department of the Army First Sergeant Course began. This course became the first senior NCO functional course assumed by USASMA outside of NCOES.

During 1981, the academy also opened the U.S. Army Museum of the Noncommissioned Officer. This museum not only displayed and depicted the role of the U.S. Army NCO throughout history, it also became the repository for all NCO history, including oral histories and historical documents.

The academy next expanded its NCOES role by becoming the proponent for the Primary Leadership and Development Course (PLDC). The concept for PLDC originated with the 24th Infantry Division, which sought to combine the best of the Primary NCO Course with the best of the Primary Leadership Course. When the results were briefed in April 1981 to the NCO Training Conference, many of the academies supported the idea.

An experimental version of PLDC was taught at three NCO academies in the 7th Army during early 1982. As the year progressed, the Army became more committed to the idea, and on July 23, 1982, Training and Doctrine Command (TRADOC) issued a message announcing the decision to combine PNCOC and PLC into the single PLDC, with USASMA as the proponent.

Work on the final course to be developed for NCOES began in 1983. In March 1984, USASMA became the proponent for the Basic Noncommissioned Officer Course (BNCOC) Common Core. By October 1985, the common core was validated at Ft. Hood, TX, and Ft. Devens, MA, and in January 1986, lesson material was distributed to the field.

In 1985 and 1986, two senior NCO functional courses were developed. The Operations and Intelligence Course began in January 1986 and the Personnel and Logistics Course was implemented in January 1988. Later, these two courses were combined into the Battle Staff NCO Course.

The Battle Staff NCO Course was designed to improve interaction of battle staff elements, focus on integrated command posts and broaden the understanding of staff roles. Six weeks in length, the course trains battalion and brigade staff NCOs to serve as integral members of battle staffs and manage day-to-day operations of battalion and brigade staff command posts. The first class started on Jan. 14, 1991.

The final senior NCO functional course to be added to USASMA's responsibilities was the Command Sergeant Major Course. In December 1988, GEN Carl Vuono, Chief of Staff, tasked USASMA to design, develop and field a Command Sergeant Major Course (CSMC). Classes 1 and 2 were conducted in 1989 with students from the already in-residence Sergeants Major Course.

Along with the growth of the academy as an educational institution, a second aspect demanded attention — the academy's classroom and office facilities. In 1972, the academy assumed control over buildings built for temporary use during World War II.

Through considerable work, these buildings were made presentable, but were inadequate to house a first-rate educational institution.

During 1973, the idea of creating a first-rate institution by developing a new academy building came to light. Years passed with little action, until 1981, when the project received

approval and the actual planning of the new academy began.

On Nov. 26, 1985, the academy conducted a ground breaking ceremony for the new complex. The \$18 million, 125,000-square-foot complex was scheduled for completion in November 1987.

On Aug. 27, 1987, USASMA Movement Order 87-1 began to fill the new complex with students, staff and faculty. Class 5-87 of the First Sergeants Course was the first to occupy the new complex, followed by Class 30 of the Sergeants Major Course. The headquarters wing was occupied during September and October. The opening ceremony for the new complex was held on Nov. 12, 1987.

Still, the academy continued to grow, and with the enlargement of the First Sergeant Course, the introduction of the Battle Staff Course and the Command Sergeants Major Course, and the advent of the nine-month Sergeants Major Course, more space was needed.

During the early 1990s, four major projects became the focal point of academy activities: creation of *The NCO Journal*, the nine-month course, distance learning and expansion of the existing facility.

The nine-month course required an extensive rewrite of the Sergeants Major Course and intensive effort for implementation.

Class 46 was the first Sergeants Major Course class to graduate from the nine-month course. It graduated with 200 students on May 31, 1996.

During 1996, USASMA conducted the first VTT Pilot Distance Learning Course—Battle Staff Course #1-97(T) — conducted from Aug. 20 to Nov. 22, 1996. The course consisted of 230 hours of instruction

and graduated 52 students. In 1994, work began on planning expansion of the existing 174,034-square-foot structure by 52,027-square-feet. This project was designed to place all elements of the academy, except the Army Museum of the Noncommissioned Officer, in one facility.

The facility houses the First Sergeant and Battle Staff courses. The ribbon-cutting ceremony for this facility was held June 25, 1997. Retired SMA William G. Bainbridge, the first command sergeant major of the academy, was the guest speaker at the ceremony.

After 25 years, the U.S. Army Sergeants Major Academy has grown and expanded beyond the dreams of its founders. It is not only the capstone of the NCOES, but guides the entire Army in developing trained, dedicated, professional noncommissioned officers. ■

Arms is historian/curator of The NCO Museum, Ft. Bliss, TX.

Photo by MSG Garce Vega



SMA (Ret) Bainbridge accepts a token of appreciation from MAJ O'Brien for speaking at the new wing ribbon-cutting ceremony.

A week in the life of an....

Army Recruiter

By Kathleen Welker

You don't join the Army to be a recruiter — in most cases, you don't even get to choose to be a recruiter, the Army chooses for you. But some sergeants, although they signed on to be MPs or infantry or tank crewmen or field artillery, find they have a flair for their detailed assignment as Army recruiters.

They may find they like working in Hometown, USA, rather than at an Army post. Some may think the autonomy of working alone on a goal is exhilarating. They may love the Army and enjoy telling the Army story to Kiwanis Club members or high school guidance counselors. Most successful recruiters

genuinely enjoy helping and mentoring young people through the tough choices they have to make. Many recruiters have found many positive benefits in their own lives from their Army experiences, and they want to share those good things with young people ... things like discipline, cooperation, teamwork and responsibility.

For the most part, recruiters also know the rest of the Army does not understand what they do and how they go about achieving their assigned mission. Let there be no doubt — recruiting is no cake walk! With a declining propensity to enlist among American youth of prime enlistment age, recruiting has be-

come harder than ever. An increased mission for FY 97 has further added to the difficulty of "providing the strength" for America's Army.

The average detailed Army recruiter is 31 years old, married with one or two children. Most are staff sergeants and 90 percent have had some college. This soldier came to recruiting duty from any MOS after 8-12 years of experience in the Army and has every intention of going back to the "real Army" when the assignment with the United States Army Recruiting Command (USAREC) is over. Upon graduating from the five-week Army Recruiting Course held at the Recruiting and Retention School, Ft.



Jackson, SC, he/she was lucky enough to be assigned close to his/her requested location; in fact, some recruiters are assigned their own high school for prospecting.

Prospecting is the recruiting term for "going out and looking" for qualified applicants. And that's not easy. It takes, on average, 140 contacts for a recruiter to come up with one contract. (Each recruiter contacts approximately 234 young people each month). Prospecting takes many forms — a recruiter may spend most of the morning on Monday or Tuesday making phone calls to names on a high school list or a graduate list. Each list must be annotated with information gleaned from that call, whether the prospect was not at home, not interested, may be interested, or in the hospital with a burst appendix.

A recruiter may prospect for high school graduates at the local malls, shopping centers, fast food restaurants — anywhere unemployed or underemployed graduates may be working or just hanging out. Having finished high school, graduates may be looking for a more fulfilling life, a better paycheck, something exciting to do. To these prospects the Army can offer skill training, education benefits and money for college (the Army College Fund, the Montgomery G.I. Bill, loan repayment programs), adventure (such as airborne training or Ranger assignments or travel opportunities), accelerated promotions and enlistment bonuses and a chance to "do something important," which surveys say is still a critical factor in many decisions to join the military.

Even after a recruiter finds an interested prospect, that prospect may not be completely physically, mentally or morally qualified for Army service. Much of Wednesday and Thursday in the recruiting week is used to conduct appointments, during which the prospect (now officially an "applicant") is carefully "interviewed" to determine his/her suitability to the Army and to ascertain why this particular applicant might be a solid contract. During appointments, recruiters fill out multiple forms, a lengthy paperwork process that attempts to validate an applicant's qualifications to ensure each recruit has the best chance to become a good soldier.

Think about it — think about the

soldiers you have serving with you now, think about the kind of soldiers you want to serve with, whatever your assignment. Would you want soldiers with criminal records living next door to you in the barracks or with chronic medical problems that make them undeployable (when you are fully deployable) or with a reduced ability to accept training or discipline in a high-risk situation or training environment?

Assuming our recruiter convinces a prospect that he/she can get through basic training, the applicant must score decently on the Armed Services Vocational Aptitude Battery of tests. These test scores are vital in determining where otherwise-qualified applicants are placed within the Army's range of jobs. All applicants must score in the upper half of test scores just to enter the Army; then, Army guidance counselors place applicants in specific MOS training seats according to their test scores and the needs of the Army. Guidance counselors place a range of test scores in every MOS, so no one MOS gets more than its fair share of high or low scores.

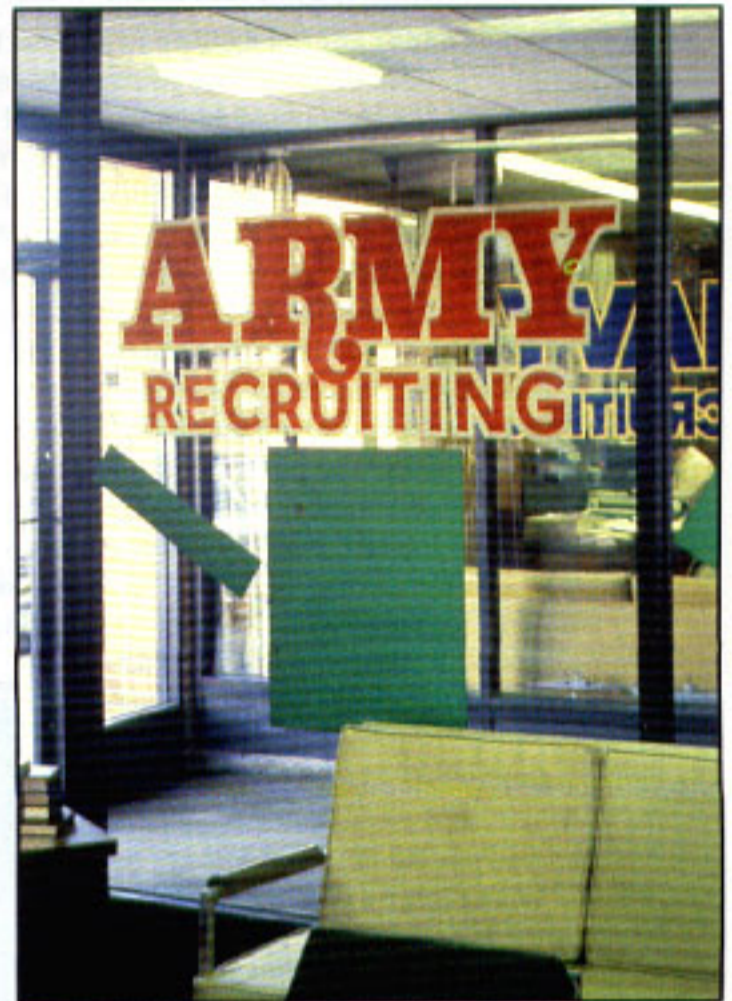
(Note: It is a violation of USA-REC and Army regulations for a recruiter to "coach" an applicant for a test. Recruiters who are reported and proven to assist applicants in this manner are subject to disciplinary action.)

This initial testing is very important to the Army, as applicants with high scores on the Armed Forces Qualification Test (taken after the ASVAB) are known to have a better ability to learn new skills, retain and use what they learn, have fewer disciplinary problems during their tour of service and finish out their initial tour of duty as scheduled.

Applicants are taken on any day to the closest Military Entrance Processing Station (MEPS) for this testing. Lucky recruiters have a MEPS nearby; but some recruiters drive for hours to get an applicant "on the floor" of the MEPS. Applicants must receive a physical exam from a Military Entrance Processing Command (MEPCOM) physician for a valid enlistment. Here the MEPCOM doctor performs a battery of tests (in-

cluding HIV and other communicable diseases), as well as conducts a lengthy medical history, to determine whether the applicant's enlistment would be beneficial for both the individual and the Army.

For example, a young woman may have had a radial keratotomy surgery to correct her vision, which she neglected to tell her recruiter about in her initial interview at the recruiting station. How-



ever, the MEPCOM physician will find it and will reject this applicant for military service. Why? Because RK surgery leaves multiple scars that are weaker tissue within an eye, and a soldier with RK scars may risk permanent loss of vision upon injury.

Most recruiters use Friday to catch up on their paperwork and administrative duties and perform mandatory training. But there are a number of recruiter responsibilities with no "assigned days" for performance. These include:

- **Posting the area.** This means putting up flyers and posters with information on Army opportunities and options. Recent increases in Army incentives (i.e., \$40,000 Army College Fund, \$65,000 Loan Repayment Program and \$12,000 enlistment bonuses for qualified appli-

cants) posted anywhere visible bring scores of inquiries to local recruiters and increased opportunities to tell the Army story.

- **School visits to teachers, counselors, and students, and may include formal presentations for assemblies or career days.** Some recruiters volunteer as coaches or mentors in their schools. USAREC has several programs designed for all students (whether they are interested in Army service or not); Stay in School, Stay off Drugs and Planning for Life will provide information and motivate young people to make the best possible choice for themselves in a variety of situations.

- **Center of influence (COI) visits to local business or civic leaders who may be able to direct qualified prospects to the recruiter and Army service.** Some COI visits may be structured as a presentation before a local group meeting (Kiwanis, Elk, etc.) or as informal as a friendly chat with the music store manager. A COI is anyone in the community who young people listen to or ask for advice, such as a minister or employer.

- **In-home appointments.** These are generally conducted in the evenings and in the applicant's home. A good recruiter will always try to convince an applicant's parents that Army service is good for their son or daughter.

- **Generally being visible and being accessible.** Many recruiters find wearing the Army uniform is sometimes enough to start a conversation and each conversation can lead to increased good will for the Army or a referral.

- **Delayed Entry Program (DEP) functions.** Young recruits who have signed a contract but have not yet shipped to a basic training site are in the Delayed Entry Program. In order to keep them motivated and interested in the Army for up to a year before they ship, recruiters are tasked with providing events and functions to educate and motivate these "soldiers in waiting."

Some detailed recruiters convert to cadre MOS 79R after their initial tour. Cadre recruiters are, on average, a few years older and most are sergeants first class. Guidance counselors at the MEPS are cadre recruiters, as are most of the recruiter-trainers and station commanders. The first officer in a recruiter's chain of command is the company commander, who could be in the local area or as

far away as a drive of several hours. Recruiting stations are located in virtually every town in the USA, as well as in Europe, South Korea and Japan (on U.S. military installations), in Puerto Rico and Panama and on American Samoa, the Virgin Islands and Guam.

Some Army Reserve recruiters are assigned to fill vacancies in local Troop Program Units (TPUs), and Health Care Recruiting Team members recruit for 22 separate medical specialties, including all Active duty and Reserve physicians, nurses, dentists, veterinarians and medical services officers. There are also recruiters for Reserve chaplains and technical warrant officers.

A detailed recruiter serves a three-year tour with USAREC and many believe it can take as long as a year and a half to really become established in a community. In many communities across the USA, there is no military installation nearby, so the Army recruiter is the Army in that town's eyes. This is why it is vital that each recruiter become a visible part of the community, to promote good will and understanding about

the Army and why a recruiter impropriety can be so devastating. Recruiters volunteer in schools, sports, scouts, chambers of commerce activities and libraries; they serve as color guards and honor guards and escorts in local ceremonies.

This may sound a bit self-serving but USAREC's philosophy is that while recruiters provide the strength for America's Army, they also are nation-building from within our own society. Today's field recruiters are among the best NCOs in the Army. All have records of proven ability and potential and each must represent the finest traditions of the Army and military service. The Army's image and strength depends on the ability of Army recruiters to tell the Army story, to convince young people that Army service is to their benefit and in the best interests of our great nation. ■

Welker is editor-in-chief of Recruiter Journal, U.S. Army Recruiting Command, Ft. Knox, KY.



Quality? Yes!

By SFC G.B. Patrick

The Army's focus in all areas is quality. The Army Chief of Staff says "Short of war, Total Army Quality is my number one priority." I respect his priorities and support them completely.

The results-oriented operating philosophy I have developed for my office includes integrity, customer focus and satisfaction, commitment to excellence, teamwork, respect for the individual and continuous improvement. While we do not always fully meet the standards we have set for ourselves, we constantly do our best and learn from our mistakes.

My personal philosophy is to do the right thing, do the best that I can, treat others the way they want to be treated, and avoid saying "I can't." When difficulties are encountered, I coach fellow team members to first and foremost rely on their training, and then look for opportunities to meet the challenge at hand by adapting, improvising and by using common sense.

Quality is ultimately judged by the soldiers to whom we provide service. Quality does not equal perfection; however, it does mean measuring your progress toward meeting the needs of your customers whether they are internal or external — soldiers or civilians. I am concerned that some of the Army's leaders do not realize quality does not mean perfection. The concept that some soldiers do make mistakes but can recover from them is foreign to many leaders. It is my belief soldiers who have made mistakes deserve another chance to succeed, especially if they have previously proven themselves to be honest, hard working, motivated, competent and intelligent.

As the senior personnel supervisor for the Office of the Chief of Staff, Army, I venture to say that most soldiers would

think I have a spotless record. That is not true. I used poor judgment more than once early in my career. Luckily, the restricted fiche Article 15 was still an option. How did I survive, recover and continue to succeed? There are several reasons. My personal drive and desire to excel were two reasons. Also I was given the opportunity to remain in the same unit to prove I was truly an exceptional soldier. The unit took a big chance on me but it paid off for them. I must thank SFC (Ret) James E. Parrott and MAJ Judith Oliveras for their faith in me. If they had not been in my corner, risking their reputations and the unit's reputation, I assure you that I would not be the soldier I am today.

We give good soldiers, who have made mistakes, a second chance, even if that second chance is within the same unit or agency.

I believe the general mentality in the Army is that soldiers who have committed some infraction or who have had an Article 15 cannot be quality soldiers. I have observed, especially in the eyes of young soldiers, a perception that there can be no recovery from an honest mistake or an Article 15. The purpose of non-judicial punishment in a healthy, learning organization is, in my opinion, to punish the soldier for wrong doing and allow him to continue to be a soldier. But, on many occasions, we don't do that. We don't give second chances anymore. We say, "He has an Article 15. We don't want him. He is a slug!" Or, "Let someone else give him a second chance. We can't take the risk in our unit or agency." What happened to the old adage "develop a soldier's potential and

allow him to learn from his honest mistakes."

The Army leadership is not to be blamed totally. Society has assisted in fostering a "no forgiveness" attitude. When kids make mistakes and have problems with the police, we often tell them, "You screwed up. You're a loser." What do kids do when they hear that? They say, "Okay, I'm a loser. So I will continue to act like a loser." Society helps program our kids to believe they cannot recover from problems. This is an enormous waste of human potential.

How can we change this mentality in the Army? How do we shift our paradigm? We start by taking the time to truly know our soldiers' strengths and areas that need improvement, and we continuously mentor them and teach them. We recognize the quality soldiers and allow them to learn from their mistakes. We invest in our soldiers as people and not just in their training. We genuinely care about soldiers and we give good soldiers, who have made mistakes, a second chance, even if that second chance is within the same unit or agency. Often, soldiers who have made mistakes perform at higher levels as a result of their mistakes. Let's keep the quality soldiers in the Army — even if they have made a mistake. Continuous learning and improvement is the goal, excellence should be encouraged, but let us be honest with ourselves and with each other. None of us are perfect. Our mission is to be trained and ready for war, but wars are fought and won by quality soldiers who possess not merely a high degree of training, but who are also highly motivated and who firmly believe their leaders trust and support them on their journey to become the best they can be. ■

Patrick is assigned as the senior personnel supervisor, Office of the Chief of Staff, Army, The Pentagon, Washington, DC.

Perfection? No!

**SETTING
THE
RECORD**

STAR

By SFC Stephen M. Stalcup

PVT Michael D. Hawk reports to your section as a new Personnel Administration Specialist. During your initial counseling, you find out he has five years prior service. He also spent the last 3 1/2 years in the Army's "Green to Gold" program. He did well in the program, but just was not able to successfully complete Advanced Calculus and was dropped from the program.

You wonder why, with all that experience, he is a private. This doesn't seem right. You check with the retention NCO. She tells you the Army's policy for soldiers who fail to complete the "Green to Gold" program is to order them to Active duty at the rank of private.

You tell PVT Hawk, "There's nothing we can do at this point because that's the regulation."

It just doesn't seem right. You knew that a civilian coming in off the street with that much college wouldn't come in as a private. You also knew that prior service soldiers are commonly brought back on Active duty at their former rank.

There is still a way to help PVT Hawk. It's the Army Board for Correction of Military Records.

Prior to World War II, a member of the military who believed an error or injustice had occurred in his military records would file a petition with his Representative in the U.S. Congress. A private relief bill sponsored by the member of Congress was the method of correcting official military records.

By 1946, more than 1,400 private bills had been introduced by various members of Congress. Of these, only 14 had been enacted by Congress, and only seven had become law. It was clear there had to be a better way.

After World War II, Congress directed each of the military services to establish a method to review applications and correct errors or injustices in military records. The Army Board for Correction of Military Records (ABCMR) under the direction of the Secretary of the Army, was designated to serve this function for the Army.

The Secretary of the Army established the ABCMR to allow soldiers, former soldiers and their families or heirs an opportunity to have their contentions heard by a fair and impartial board. This panel is outside the influence of military members and is charged with the duty to determine if errors or injustices have occurred.

The ABCMR is composed of at least three high-level civilians from the executive part of the Army. The Secretary of the Army appoints members on a rotating basis as an additional duty. They determine if an error or injustice has occurred and what course of action will provide relief to the applicant.

To obtain a review, an applicant submits a DD Form 149 (Application for Correction Military Record).

Who should apply?

You should apply to the ABCMR when you feel an error or injustice has occurred. Normally, an application is only considered after using all administrative means for correcting an omission or error in your military records. For example, if you are attempting to have a Noncommissioned Officer Evaluation Report removed from your records, the ABCMR will not take any action until the Enlisted Records and Evaluation Center and/or the Enlisted Special Review Board has completed an appeal of the Evaluation Report.

Which records apply?

All records maintained by the military concerning your career. Some com-

mon examples are: NCOER or OER, nonjudicial and judicial punishment, documents used to compute dates of rank (promotion orders), basic active service dates, pay entry basic dates and award orders.

When should I apply?

You should apply to the ABCMR only after exhausting all administrative means of resolution and within three years from the date of discovery of the error. Some circumstances will warrant consideration past the three-year statutory limit. However, you should submit your application as soon as possible after exhausting administrative remedies.

What should I send with my application?

You must send a DD Form 149, Application for Correction of Military Record. The application must have an original signature (photocopied and faxed signatures are not accepted). The DD Form 149 should fully explain the error or injustice. You may continue any explanation on a separate sheet of paper. A recent copy of your Official Military Personnel File (OMPF) commonly referred to as fiche or microfiche, if available. Statements from agencies from which you have sought administrative remedies. Any other document you believe proves your contentions. Keep the information concerning your address current and provide a current telephone number.

What happens with my appeal after I send it in?

Your appeal is screened by the ABCMR's staff. This section ensures the application contains an original signature, clearly explains what error or injustice occurred and any referenced attachments are included. This staff will contact you if there are discrepancies. You will have the opportunity to supplement your application with the correct

A I G H T

or additional information.

Next, the staff may request an advisory opinion. The ABCMR requests this from the Department of the Army agency responsible for setting the policy. The advisory opinion provides guidance for the board members and interprets the Army Regulation in effect at the time of the error or injustice. *Note: The ABCMR is not bound by the opinion of the agency.* If you didn't provide an OMPF, the staff will request it from the appropriate agency.

An examiner completes the next step in processing. The examiner ensures all of the necessary information is present and will provide the ABCMR with an opinion based on the facts presented by you and by the Department of the Army agency. In preparing this opinion the ex-

aminer will consider the fairness of the Department of the Army policy as it pertains to your request; previous responses of the ABCMR and/or state and federal courts; and other relevant information provided by you or your attachments.

When the examiner has completed the opinion for the board, the staff schedules the case for a hearing before the ABCMR. The board usually meets once per week and will review approximately 50-100 cases prepared that week.

Upon the conclusion of the board, board members refer your case back to the support staff to prepare a written response to you. If the ABCMR determines that relief is warranted, it will notify the Department of the Army agency to make necessary corrections.

In some cases this entire process can

be fairly time consuming. Selection boards and other career enhancing opportunities do not stop during this process. In some instances the ABCMR will direct that the applicant be reconsidered for promotion, schooling or other career enhancing opportunities. Therefore, ABCMR does not prioritize cases by the current position or pending actions of the applicant.

In the end, when all other avenues of correcting an error or injustice have failed, the Secretary of the Army established the ABCMR to help those soldiers get what they deserve. ■

Stalcup is the NCOIC of the Army Board for Correction of Military Records.

OFFICIAL	[REDACTED]											RUN DATE	000
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UNIT FILE													
OV-8 PERFORMANCE CYA													
SEP COMMISSION AND EXTENSION CYA													

FIT TO DEPLOY

By SGT David Stanley

Physical fitness levels drop rapidly when regular PT stops. These changes can occur within two to four weeks of reduced physical activity and affect muscular strength and endurance (MSE), cardiorespiratory endurance (CR), and flexibility. Performing assigned duties are more difficult and fatigue occurs earlier when fitness levels drop. Soldiers and commanders should understand the effects of deconditioning and make PT an important part of the training plan when in garrison and while deployed.

Preparing to meet the physical demands of combat or peace support operations must begin long before deployment. Waiting until mobilization to begin a rigorous PT program is short sighted and does not provide enough time to prepare the body for the demands ahead.

Ideally, PT should be conducted five days per week for a minimum of 90 minutes per session to ensure the program addresses all components of fitness (muscular strength, muscular endurance, cardiorespiratory endurance, flexibility and body composition) and follows all principles of exercise (PROVRBS); Progression, Regularity, Overload, Variety, Recovery, Balance and Specificity).

Use the FITT Factors (Frequency, Intensity, Time and Type) to make sure the PT sessions are providing a training effect. At a minimum, conduct PT three days per week for a minimum of 60 minutes per session.

The purpose of PT is to enhance combat readiness. To ensure that PT is planned and conducted to meet these requirements, Battle-Focused PT (BFPT) must be an integral part of the total fitness program. Provided (next column) are the steps to develop BFPT:

- Review the unit's mission essential task list (METL) and identify physically demanding tasks.

- Determine exercises which enhance the soldier's ability to perform those physically demanding tasks.

- Develop mission-based, unit evaluation criteria. Guidelines for the standards may come from ARTEPs, FMs, CTT manuals, etc.

Battle-Focused fitness levels must be achieved and maintained during and after extended operations. When the unit is in garrison, PT must take a high prior-

ity in the daily training schedule. Maintain a proper mix between cardiorespiratory, muscle strength and endurance, and flexibility.

Some level of deconditioning will occur during extended operations. The primary purpose for conducting PT during these operations is to maintain fitness levels as much as security and available resources permit. Maintaining flexibility and MSE fitness levels will be easier to accomplish than maintaining CR fitness levels until soldiers can resume normal PT.

During deployment, physical training is conducted in accordance with METT-T (Mission, Enemy, Troops, Terrain, Time). Force protection must be maintained. Commanders should develop a program of standard isometric and partner-resisted exercises. Perform sand bag circuits and rifle or log drills within the limits of the operational environment. Leaders should establish personal goals for self-improvement, both mental and physical, while on deployment. Encourage your subordinates to do the same.

Units often find themselves in less than desirable condition after deployment. Because unit fitness levels normally drop during deployment, it is impossible to resume the PT program at pre-deployment intensity. PT planners must incorporate:

- The "hard day/easy day" principle,
- Low intensity circuits,
- Road marching (w/o or w/reduced loads, and
- Recovery periods.

Extended operations may disrupt normal PT, but they provide soldiers and commanders challenging opportunities to develop and conduct innovative PT. It is each soldier's responsibility and duty to ensure proper fitness levels are maintained. Well-designed PT programs address the components of fitness, adhere to the principles of exercise, apply the FITT factors, and include Battle-Focused Physical Training activities.

Reference: **Physical Training Guidelines for Deployment; FM 21-20**, Chapters 1-4 and 7-10, September 1992. ■

Stanley was an instructor at the U.S. Army Physical Fitness School, Ft. Benning, GA, when this article was written.



Send letters to:

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Land Navigation Unnecessary?

[Editor's Note: We received a large volume of mail responding to SPC Pamela Hale's letter in the last issue concerning the need for land navigation in the military. Here are excerpts from some of the letters. Sorry, we couldn't print them all.]

The soldier's letter raised some questions, the chief among them: Was the soldier adequately prepared by her section sergeant/team leader/squad leader/platoon sergeant?? Did the unit first sergeant take an interest in ensuring that the soldier was ready to attend this important NCOES training?

Land navigation is an important and perishable skill to know and master. That may just be why it is a common task in STP 21-1-SMCT. Indeed, here in the New England area, there are reports of hikers becoming lost because the batteries failed in their GPS (Global Positioning System), and either they did not have a map/compass to fall back on, or, if they did have them, were unable to use them properly. Just because the soldier did not need land navigation in the Gulf does not mean that it won't be needed in the future.

What is more important, however, is that the soldier is exhibiting what may be called the "Burger King" syndrome, in that she wants to "have it her way." I don't know what institution of higher learning the soldier is currently attending, but at the university I graduated

from, if a student failed a portion of the class, then he/she failed the entire class and had to retake it. PLDC is pass/fail at its basest level.

In this era of dwindling resources in dollars for limited school seats, it's unfortunate that the soldier failed, did not have the ambition to learn from the mistakes made, and motivation to continue, with the hope of attending PLDC again. Ultimately, the soldier alone must accept personal responsibility for the failure.

*SFC (Ret) Frederick W. Eldridge III
Plymouth, MA*



Usually I would not respond to such a letter, but at this time I feel I must. My comment to you SPC Hale and any other personnel who have that same viewpoint whether you are Reserve, National Guard or Active duty ... the standard is the standard. Why should things be changed because as a Reservist you do not have time to learn. Pull out a manual, take 15 minutes and learn. It's not that difficult.

You said, "Thank you Sergeants Major who already have their stripes," and that they did not have to go through that. Let me tell you something ... those sergeants major went through a heck of a lot more training than you can ever imagine. And they did not get there without training other soldiers. Obviously they were

outstanding leaders or they would not have made it that far. With your letter you have shown some of the problems with the military ... they have obviously lowered too many standards if you made it this far with that attitude.

If 98 percent of the soldiers attending PLDC have passed, why should they change it because you are unable to accept responsibility for your own actions? I have been in the military for five years, and I do not use land navigation every day; however, I made it through PLDC, Jumpmaster and Pathfinder ... not by whining about the standard but by taking out a manual and spending time learning. You also stated you did not need land navigation in Desert Shield/Desert Storm. Why is that? Because someone above you had already done it for you.

My final point is to be a leader you must be able to teach and guide soldiers. If you cannot train to maintain, then you can not effectively lead.

*SGT Patricia Burdette
Ft. Benning, GA*



Shame on you, SPC Hale. The standards set forth for future NCOs are worldwide. Both Active and Reserve. Your failing to pass land navigation does not mean the Army's backbone is broken. It simply means you lack needed training.

The standards were made very clear on what you needed to do in order to graduate PLDC. How do I know this? Because I told you myself. The reason soldiers need to know land navigation serves many purposes. Take into consideration your supply unit needing to drop off medical supplies. Your leadership is taken out, and, oh yeah, you didn't think you would ever use land navigation. Now the people who need the supplies will probably not get them, and God only knows what will happen if you cannot find the correct path back to friendly lines.

Now look at the civilian side of it. Would you allow someone to drive you around LA who could not navigate? I feel you're already lost in what a good

NCO should BE-KNOW-DO. Perhaps the Army is losing good soldiers, but it's not because of NCO academies or land navigation requirements. It's because commanders and section leaders fail to provide this much needed training. Perhaps your letter should have been addressed to your command.

*SSG Brinda D. Cline
USAR NCO Academy
Ft. Lewis, WA*



The letter from SPC Hale concerns me. It would appear this soldier has not received any leadership in her 9 1/2 years of service in the Army Reserve. If so, she would understand that the Reserve is part of the Total Army just like the Active component and the National Guard. Each component is an important part of the force projection Army of today. I'm quite sure that Reserve and National Guard soldiers would like to feel as equals to the Active duty soldiers. This cannot happen if there are different or lower standards for the Reserve. Personally, I would like to know that the soldier backing me up has received the same training and held to the same standard, regardless of the component.

With the increased number of deployments to countries with underdeveloped infrastructures, land navigation skills will become more and more important. You will not always travel on a main supply route through a desert where you can see for miles and may not need to use your map. If your MSR was in wooded area and blocked, could you find another route, or would you give up and return to the supply point? A GPS is not always the answer either. Are you going to use up 50 gallons of fuel trying to find the right grid? What happens if the batteries go dead? Being able to read a map, use terrain association, and navigate with a compass is skill level 1.

I believe soldiers who desire to become NCOs should possess the traits and knowledge of an NCO prior to becoming one. This requires the potential NCO to master the skills up to and including the level they desire to reach. Soldiers look to

their leaders for leadership in all environments, not just in garrison. A motivated soldier who truly desires to become an NCO will take the initiative to master skills in which they are deficient. Being in Los Angeles is not an excuse for being unable to practice land navigation. You must have someone in your Reserve organization who can help. I'm sure there are 1:50,000 maps of the San Gabriel Mountains, Santa Ana Mountains or the Santa Monica Mountains. My point is that someone with initiative would find a place to practice in his/her local area and someone to help if he/she really wanted to improve land navigation skills. This is the type of NCO I want to work with ... not someone who believes the Army should lower the standards if they are hard to overcome.

By the way, when I went to PNCOC (PLDC equivalent) in 1978, land navigation was a graduation requirement.

*MSG David B. Myers
USASMA*



Becoming an NCO is more than just taking tests on leadership and getting first-time gos on tests and in classes. These classes and tests show you a basic layout of what an NCO is but only through practice and time can you fully understand what it is to be an NCO.

As an NCO, you have two basic responsibilities: accomplishment of the mission and the welfare of your soldiers. You were given a mission — find these points in this amount of time — a mission you did not accomplish. PLDC offers a soldier multiple chances of passing. Along with the many hours of classes of map reading and using a compass, there should have been more than enough time to learn how to go from one point to another.

You may never use land navigation during your career, but as an NCO you will be required to teach your soldiers the basic skills, of which land navigation is one. Yes, you may have been a "good" soldier but your skills and professionalism were not enough to make you a "good" NCO. And because you quit

they never will be enough.

*SGT Jason J. Heller
Ft. Knox, KY*



The specialist is evidently a product of her leadership environment if she feels land navigation is an "extra thing" to be accomplished. As a small group leader for PLDC for the past five years, I have stood witness to the attitude that land nav is an "extra thing" in most units. No one wants to send an obviously bright individual home, least of all a SGL.

The ability to navigate from point to point is essential to an NCO's development, not because you may have to use the map and compass to get from "one tree to another," (that's a very small part of land navigation) but because of the other tenants that land navigation teaches you — planning and the ability to execute that plan; it improves the ability to act on limited written instructions; it develops the ability to keep your composure in times of high stress; it develops the ability to devise a plan in the face of adverse conditions and overcome obstacles, both physical and mental ... the list goes on and on.

The specialist may have made superior scores on every written examination, and she asks why she must repeat the entire course. SPC Hale, you have failed one of the most important lessons any NCO or soldier can learn — taking and accepting responsibility for your actions and learning from previous failures.

SPC Hale contends that the standard for Reserve soldiers should be changed, allowing them to graduate PLDC without the land navigation requirement. She also states that she made honor graduate of her class, having received first time gos on everything concerning leadership. She then says it is a slap in the face to have failed and have to repeat the entire course instead of just the land navigation portion, which she failed, going as far to claim that when you ... "fail a class at school, do you repeat the entire semester?" I'm not sure where she went to school, but where I went, if you failed a class, you repeated that again.

Right now, your ego is bruised and your self-confidence is shaken. Learn from it!! Return to conquer the course or wallow in self-pity. The choice is yours.

SSG Chris Mitchell
U.S. Army NCO Academy
Ft. Chaffee, AR



SPC Hale seems to blame her inability to successfully complete the land navigation course to her living in a large metropolitan area and lack of time. I have had many soldiers I have sent to PLDC who were from large metropolitan areas. They too were baffled by land navigation, and we in the regular Army are just as pressed for time as your counterparts in the reserve components. I have personally spent time on weekends and after duty time to ensure their success through training. I have not yet had a soldier fail PLDC because they *couldn't navigate from "one tree to another,"* as SPC Hale points out.

She also said that during Desert Storm she was never once given a map or a grid coordinate and stated ... "it [land navigation] is not a necessity in today's Army." There are several possible reasons for this. Perhaps her NCO had the map and grid coordinates. Although it is inexcusable to send a soldier on a mission without letting them have the necessary tools to accomplish their mission, I must ask this ... Why did SPC Hale not ask for a map and grid coordinate? Did SPC Hale travel from Los Angeles to Ft. Lewis without these tools? Just how do we get from one place to another if land navigation is not, as SPC Hale points out, a necessity?

SPC Hale then asks, "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?" I can only reply that I personally feel the requirement to complete land navigation is not only useful, but a necessity. Having served in positions from team leader to platoon sergeant, I want to know that the soldiers leading our most valuable resource are going to

be capable of getting the soldiers to the mission and not getting lost. In my current assignment, we couldn't be effective if we couldn't navigate. I am not saying the rules can't be changed, only that it is imperative that they NOT be changed.

In summary, SPC Hale said she would ... "bet my military career that I'll never need [land navigation]." It may seem ruthless to say this, but that is a bet I think she would have lost had she not chosen to leave the Reserves.

SSG Allen L. Fogleson
Ft. Polk, LA



Any soldier, private to sergeant major, is required to know land navigation skills. As a future NCO, she should have been more proactive in determining her weaknesses instead of whining and pointing fingers at others. Instead of blaming the Army for your downfall, step back and look at yourself. A good NCO would.

SSG Randy Collins
Ft. Bragg, NC



The initial steps of soldier development begin with recognizing and identifying our strengths and weaknesses. This soldier should have realized her shortcomings and taken the appropriate course of action to improve. Within the team environment stressed during PLDC, soldiers are taught to make use of all available resources. With this soldier knowing that she had not yet attained the expected proficiency, I find it difficult to fathom that no classmate or instructor was available to help with peer group or instructor-led remedial training.

The Army is not in the business of tearing down egos and losing good soldiers. The Army is charged with developing confident, well trained, technically and tactically proficient soldiers to support and defend our constitution.

SGT William L. Gaines III
Ft. Sam Houston, TX



The words "I am a good soldier" and "I quit" do not belong in the same article. Good soldiers never quit. No one likes to fail, but a good soldier accepts failure, learns from it and drives on with the mission. A substandard soldier is beaten by failure and blames others for this failure. We do not want or need this kind of soldier in the armed forces.

SSG Gary D. Shaver
Lakeland, FL



I was surprised to see the response by this young soldier for her failure of PLDC. I'm not impressed by this whiney approach she has taken to blame her failure on the standards prescribed by PLDC, standards that thousands of young NCOs have been challenged with and passed because they were ready to meet and accept the challenge of wanting to be a "leader."

And shame on whatever so-called "leader" who sent this soldier to PLDC without properly preparing her. Some NCOs have forgotten where they came from and have forgotten to mentor and teach young soldiers to be tomorrow's leaders. It's NCOs like this who give the rest of the corps a bad name. I challenge those of you who don't take the time to take care of your soldiers to find a copy of the NCO Creed and read it. Read it well and make sure you understand what it's telling you to do.

The answer to SPC Hale's failure of PLDC shouldn't be to lower the standards to allow those with no insight on that particular leadership obstacle to pass, regardless of what component they are with. The right answer is for leaders to train their soldiers in tasks that the military has been teaching soldiers every day, such as land navigation. Being a leader isn't a 9 to 5 job. Let's start getting back to the basics and lead from the front.

SPC Norman A. Farnsworth
Ft. Campbell, KY



The assumption of NCO rank carries with it the duty to teach others. Could you truthfully say that at no time in your career could a subordinate have sought your guidance on this — or any other — common task?

The Army is made up of soldiers whose mission is to defend the United States against enemies foreign and domestic. All other duties support this mission; therefore, it is incumbent on all of us to be trained to perform that mission in all its facets. If the standards required in execution of this mission seem unnecessary to you, Specialist, I wish you well.

SSG A. L. Parrott
Lacy, WA



No, the standards regarding land navigation for Reserve soldiers attending PLDC should not be changed. Rather, soldiers should be prepared prior to attending any NCOES course. Look at the big picture. The majority of soldiers attending PLDC are able to pass all aspects of the course. The course isn't supposed to be easy. It is intended to mold future NCOs and weed out those who don't measure up. Stop your whining and decide whether you want to be a quitter or an NCO.

I have one question. Why is that a soldier never questions the content of a course curriculum until they fail to meet the standard?

SGT Carl Slovinski
El Paso, TX



Not only did we (who already have our stripes) have to take this course of instruction, we also had to use it almost every day during the Vietnam conflict. Not only did the Active duty units go to Vietnam, but there were 42 Reserve units activated, 35 of which deployed to Vietnam. Nine of these units were medical units. There were also 20 National Guard units activated during the conflict

— eight deployed to Vietnam and one of those was a medical unit.

Without knowing [land navigation], many soldiers sent out on patrols may not have made it back to the safety (?) of their base camps. It is a vital part of the training in the Army and ensured not only the NCOs made it back, but the soldiers under their supervision as well.

Ms. Hale, with your attitude, it's clear why you have 9 1/2 years in the Army and only made it to specialist and why you are now "100 percent" civilian. It is also evident you have been a civilian and not a soldier for the past 9 1/2 years.

SGM William E. Taylor
Ft. Huachuca, AZ



The effective range of an excuse is zero meters. Her view is a perfect example of how the Army standards are deteriorating by lowering the standards to meet the soldier instead of raising the soldier to meet the standards. Her excuses for failure are pathetic.

In my opinion, the backbone of the Army may be strained, but not broken. I believe in this instance the system worked and the backbone gets much stronger every time it does not let a sub-standard soldier enter the NCO ranks.

SSG Justin M. Finney
Ft. Benning, GA



Why hasn't her unit taught her this? The fear I have is that this is not the only case. I sincerely hope her immediate supervisor and first sergeant were reprimanded. The problem she had will not go away but it can be fixed with training. Too many units let their soldiers down by not training on soldier skills. When our soldiers fail, we fail. NCOs are the primary trainers of soldiers and must train the soldiers under their care. Never give in to whiners who can't meet the standards, but train them to exceed the standards.

SFC Dale A. Lee
Johnstown, PA



I'm sure you are a very good soldier, after nine years of service, and your intentions are pure. Unfortunately, by judging from the attitudes and values expressed in your letter, you are not ready to be a leader. After all, how can you lead from the front when you don't know where you are going?

SSG David R. Williams
Ft. Lewis, WA



It seems so hard to believe that a soldier with nearly 10 years of service is so willing to toss it all away because of a simple land navigation course. Was the soldier not given a retest? Normally when someone receives a first time no-go, they have some remedial training and then re-take the test. I have earned my stripes and I can assure you I had land navigation in PLDC at Ft. Knox, KY, and at BNCOC at Ft. Bliss, TX. As for the sarcasm directed at the sergeants major and the entire NCO Corps ... it seems so easy to direct the blame in one direction, but I assure you that if she would shoot a back azimuth, she'll find where the real blame lies.

SSG Carl A. Duch
McConnellsville, OH



On behalf of every senior NCO in the Reserve components, I apologize to you for setting you up for this failure. You should have been exposed to proper use of land navigation skills throughout your years of service. We should have assessed your inability to perform those tasks to standard and assigned someone to get you up to speed before we sent you off to school.

As far as your comments go about our current sergeants major not having to do this? Check your facts. Land navigation has been a required skill since I took it up in basic training. It still is. If you were my troop I'd have you in the woods myself showing you what we all need to know to

be effective soldiers. Your situation highlights concerns that we all have about why we lose soldiers. My only hope is that your COSCOM CSM reads your letter and has already interceded to correct a definite wrong. Current failures represent future challenges. Seek help with your shortcomings and try again. If you can't get the help you need in your unit, look elsewhere. We all need good soldiers.

And thanks to SGM Clifford for saying what should have been said some time ago. I'm not sure why our editor sees the need to put these negative letters in this publication, but it's becoming ridiculous.

CSM A. Kemp Freund
Army National Guard, Maryland

[Editor's Note: If the "Letters To The Editor" section were restricted only to those comments considered positive, what would be the point? This magazine is published to further NCO professional development, to express opinions, and to generate communication within the NCO Corps. By reading about the problems other soldiers have, NCOs may be encouraged to take a closer look at their own units to see if the same problems exist and then correct them.]

National Guard Injustices

The great accomplishments of Active Army soldiers around the globe are admirable. I can't help but feel a great amount of jealousy when I read the stories about the numerous soldiers performing outstandingly. My favorite articles are [in the Notable NCO section] of *The NCO Journal*.

I started to wonder why not me? I would like for someone to read about me. I have the endurance to go the distance, the ambition and the determination it takes to become a distinguished soldier. So, what's my problem? Well, I believe it is my branch of service: The Army National Guard. All I ever received were negative responses whenever I strive to be all I want to become. For example, two years ago I was assigned to

a unit in Texas. I was in top physical shape. I received a score of 297 when I took the Army APFT. I had also recently completed BNCOC. I asked my supervisor if it was feasible for me to attend Airborne School. Do you know what the answer was? You guessed it. "NO." And do you know why? My supervisor explained that in order for me to attend jump school, I had to be assigned to an airborne unit and furthermore, the National Guard does not allocate funding for this training simply because I want to attend.

I wanted to be a drill sergeant. A year ago, I asked my supervisor (while stationed in the Florida National Guard) if it was possible for me to attend Drill Sergeant School. Do you know what the answer was? It was "NO." The National Guard does not need drill sergeants. In addition, I wanted to attend the Master Fitness Course anywhere it was offered, but guess what the answer was? Again, it was "NO." The Active Guardsman can only meet all the minimum standards for promotion and may compete for a few select programs and probably work to retire, but that is all.

I welcome the opportunity to excel as a traditional soldier. I believe that as an Active Guardsman, any soldier (like myself) desiring to achieve personal goals and challenges in the military, in order to be an all-around soldier, must be permitted to exercise the same privileges the regular Army soldiers benefit from.

Finally, I am a remarkable volleyball player. I would like to try out for the all Army Volleyball Team, but guess what the answer might be? You guessed it. "NO."

SSG Donna E. Edwards
Florida National Guard

Coed Basic Training And AIT

In the wake of the scandals at Aberdeen Proving Grounds, there have been discussions as high as the U.S. Congress if coed Basic Training and Advanced Individual Training should continue. In my opinion, the answer is absolutely yes.

If we train as we fight, then we must acknowledge that female soldiers will be working along side male soldiers in the

battlefield of the present. Therefore, male and female soldiers must learn to work together from day one. Likewise, soldiers must be taught to respect the dignity of their fellow soldiers from day one.

All soldiers must understand that women are in the military to stay, and that their roles are going to increase, rather than decrease. Even if a soldier is in combat arms, that soldier will have to deal with females in the combat support and combat service support units that are in brigades and divisions.

This is reality. It is here today. We must accept it.

SSG John S. Penman
Ft. Riley, KS

Drill Sergeant Issue

The NCO Journal, Winter '96-97, focused on the drill sergeant from several perspectives. This issue was timely and did not appear to be a bandage for a sore that was bound to surface. Credit is given to all those proud soldiers who elaborated on the significance the drill sergeants have had on building good soldiers and leaders.

Drill sergeants are like parents who search to do the right things, especially that of raising a model citizen. And at times, parents fail. They fail to set good examples. But time has shown us that we can overcome adversity. The key is to forge on, but not to ignore what has happened. Learn from this bomb shell.

Sexual harassment is a bad vehicle moving with personal behaviors at times not in check. Soldiers are human and capable of making mistakes. When a vehicle goes unchecked, it can malfunction. The problem(s) must be determined before it can be fixed. The Armed Forces is capable of investigating and finding what caused its vehicle to malfunction. Then it will be fixed. The sore will heal and leaders will continue to mold the young folks who depend so deeply on leaders to lead them.

The anecdotes written throughout this *Journal* suggest *esprit-de-corps* is still very much alive in today's Army. If you're not sure, read the Winter '96-97 issue of *The NCO Journal*. I'm proud

to be an American soldier. Airborne!

ISG Kenneth Harvey
Ft. Bragg, NC

Breaking the Code of Silence

What's going on in today's Army? The Aberdeen scandal, improprieties in the Recruiting Command, sexual harassment within the ranks, marital infidelity by senior leaders, ostracization of whistleblowers ... the list goes on and on. It seems like every day we are in the damage control mode more and more. Have we lost the ability to do the right thing? Why aren't these things being nipped in the bud before they get out of hand, or better yet, before they occur in the first place? Are we so fearful that somehow we might be wrongly implicated in the infraction that we have lost the courage to tell the truth?

What is the definition of courage? Some say it's the ability to overcome fear. Some say it's the ability to control fear. But what is it really? The overall definition is probably clear as day to those who have had to apply it at the risk of life or limb. But how do you define it in today's Army? To understand the issue, you have to look at the demographics of the organization we belong to in its current form. In today's Army, where a single flaw can signal the closure of one's career, the perception of perfection is the overriding factor in the minds of many aspiring soldiers. They believe this because this is what they see and this is what they hear. It's being ingrained so deeply into the thought process of our junior leaders, that it is being accepted as a matter of course, just the way we do business. This is wrong. And it's our fault as the mentors of our Army's future leaders.

As all leaders know, subordinates emulate the actions of their superiors. They emulate the good as well as the bad. Today's soldiers are much more intelligent than the troopers of the past. They can't be fooled by the false proclamation or perception of being perfect. I haven't met a perfect soldier or been a member of unit that was perfect during my 18 years of service. They don't exist. But you would never know this by the verbal and written responses we hear given to supe-

riors by so many leaders today. What is the big deal about telling the truth? Honesty and integrity are the time honored foundations of what we stand for as leaders. When we tell the truth, no matter how difficult (or embarrassing) it may be, we find out what's broken and can initiate the problem solving process to get it fixed. Honesty is a good thing and we ought to bear our swords by it. How can we do less? We shouldn't, but we do.

Good examples are unit status reports and personnel evaluations. It's important we be as honest and truthful as possible in these critical areas. When we put a "spin" on the numbers for the upcoming QTB or overinflate an evaluation report, we violate our integrity and lower ourselves into the ranks of liars. How can you trust anyone prone to such flaws in judgment? It's tough but many have chosen this route in the never-ending, insatiable quest for promotion. When we provide our superiors with false information, we set them and ourselves up for failure. Leaders cannot make safe, sound, and timely decisions without accurate data. If we don't paint a clear picture, we get a questionable decision in return. How can it not be??

The problem may be systematic. Look at the personnel management system we have created in response to drawdown and fiscal reductions. One bad piece of paper in a soldier's file destroys a career, regardless of how old it is. The way we evaluate assignment patterns are another contributing factor to the mess. Enlisted soldiers have little or no control over their assignments. Not everyone gets to be a squad leader, section sergeant or platoon sergeant. There just aren't enough slots. Performance has lost out to ticket punching. The emphasis on badges, tabs and awards is misguided as well. Whatever happened to the old adage that it's not the uniform that makes the soldier, it's the person inside that uniform who makes all the difference. These things all add up to this "zero defect" disease that is tearing us apart from the inside out. By virtue of the system we have created, we have fostered a code of silence. When people in positions of authority condone something, in effect

they sanction it. This is wrong and we know it.

A trait we have to get back is the ability to ask the hard question and give the hard answer. Some never lost it, but many have lost it in a big way. Just because your question or answer may not be what your boss wants to hear, doesn't make it wrong. Put your career aside to do the right thing. When you get up in the morning and look into the mirror, there is only one face you have to look at. That face is yours. The decisions we make or fail to make have to be lived with the rest of our lives. This is a heavy burden to bear, but a small price to pay for the pursuit of honesty, integrity and the enhancement of your credibility as a leader.

I don't know how many times I have heard a leader tell me, "The boss gives me no authority to make decisions. He just won't listen to me." This is hogwash. If you transmit your message in a professional, tactful manner, how can he not? You just have to have the courage to step up to the plate, spread your feet a shoulder's width apart and break the code of silence by asking that hard question, or giving that hard answer. Will there be repercussions? Maybe. And maybe not. But the bottom line is this ... things won't get better until we make them better. Only we can make a difference. So what are we waiting for?

SFC Greg Griffin
USAEUR, 7th Army

Another Perspective On Drill Sergeants

First of all, I wish to commend your fine journal for doing an outstanding job in dedicating its Winter issue to the drill sergeant. I did three years on the trail from 1986 to 1989 at Ft. Knox, KY, training 19D Cavalry Scout soldiers. The experience I gained was awesome and rewarding to say the least. It is with great pride that I have to admit your article brought back a lot of good memories.

It is very unfortunate to see that there was a "select few" who made it through Drill Sergeant School who never should have been given the opportunity to attend. I have no mercy or pity whatsoever

for those NCOs who violated that special trust given to them the day they graduated from Drill Sergeant School. These NCOs should be punished if the charges are proven true, and the punishment seen as a wake-up call to others who might decide to dishonor our "hard-earned" badge.

Last year I tried to volunteer for another tour as a drill sergeant but my request was disapproved. For some reason, DA is not permitting former drill sergeants to apply. In times such as these where the Army is trying to save training dollars, it makes sense to permit motivated former drill sergeants to do another tour if they wished to do so. A two-week "refresher" course is all that would be required compared to the mandatory nine-week program that all other candidates must go through. As a senior NCO with 15 years in the Army and who has attended some other very good career enhancing schools, I feel I can still contribute in the development of new soldiers or even drill sergeant candidates if given the opportunity.

SFC Victor M. Roman
Schweinfurt, Germany

Taking Care Of Business

Take care of soldiers and they will take care of the mission. This is a fundamental aspect of leadership, for the soldier is the greatest asset of any leader. And what that leader provides for the soldiers is reflected in their team. Therefore, to me, leadership is a process of giving.

This process starts with the simplest of concepts — taking care of soldiers. As a leader, I will see to their basic needs such as food, shelter, supplies and pay — those things necessary to welfare and morale. But I must give my immediate action to their extraordinary needs and emergencies, so that worries are alleviated and attention is directed to the mission at hand. By promptly providing the necessities, the soldiers will see my genuine concern and care. Thus we begin to build a mutual exchange of trust and respect, which is vital to communication and vital to any relationship, especially that of a soldier and his/her leader.

In being a leader, I am also a teacher

and a guide. I must be an example. I am and I give the best I can, and in return I expect no less. I am honest and admit my mistakes, and I use that as a teaching tool. Teaching is a two-way street. Not only am I constantly teaching and training, but I am also learning and listening. In doing this, I am getting to know my soldiers.

By knowing my soldiers I learn our capabilities as a squad or unit. I find weaknesses, and provide direction and motivation to overcome them. But I also find strengths and build on those strengths together as a team. Meanwhile, I am training junior leaders, encouraging self-direction and self-motivation. For at any time and in any situation, any one of my soldiers must be able to take my place. A leader cannot be indispensable. Therefore, I am leaving a legacy for the future, while fulfilling the traditions of my past, instilled within me by my leaders.

Through the building of trust and respect, we have laid a foundation of purpose and that is the most important thing a leader can give. We have built a vehicle together and purpose is the force that drives it. I must instill pride and show them my pride, encourage confidence and guide them the way finding inner strength. My soldiers will know, just as I know about myself, that they in themselves are already leaders.

My greatest reward is the knowledge that a soldier gives willingly to me and the mission. I will lead and follow, with the knowledge that some day we may risk our lives together — freely and without doubt. This is what leadership means to me. After all, leaders are not defined by who or what they are, but by who and what their soldiers are.

SPC Johnathan Dempsey
Schofield Barracks, HI

Change NCO Rating System

A change is greatly needed in the way our NCOs are currently being rated. I do agree that the current evaluation system is inflated; however, there's two sides to that coin. No one ever brings to light all those junior and senior NCOs whose careers are being ruined by unqualified

civilian raters.

More often than I care to see, seasoned professional and hardworking NCOs have their careers in the hands of a civilian with no managerial experience or military knowledge. It seems as if no one really takes into consideration that PLDC, BNCO, ANCO, First Sergeants Course and the Sergeants Major Academy are a great way for U.S. Army junior and senior soldiers to learn valuable leadership and managerial skills and someone should require that all our DOD civilians get equivalent training.

Sometimes, even our senior leaders, enlisted and commissioned alike, will place civilians in charge when it is clear that all the managerial skills and technical leadership are with the NCO. If a civilian is placed in charge of any soldier, he/she should be required to at least learn basic customs and courtesy of the armed forces. Some civilian supervisors aren't even aware of the military rank structure or NCO responsibilities, i.e. training, caring and team building. So why are they allowed to rate NCOs? If this oversight continues, ratings will continue to be inflated or some NCOs won't get a fair rating when one is deserved. Only commissioned and noncommissioned officers should rate NCOs.

SSG Keith D. Baskerville

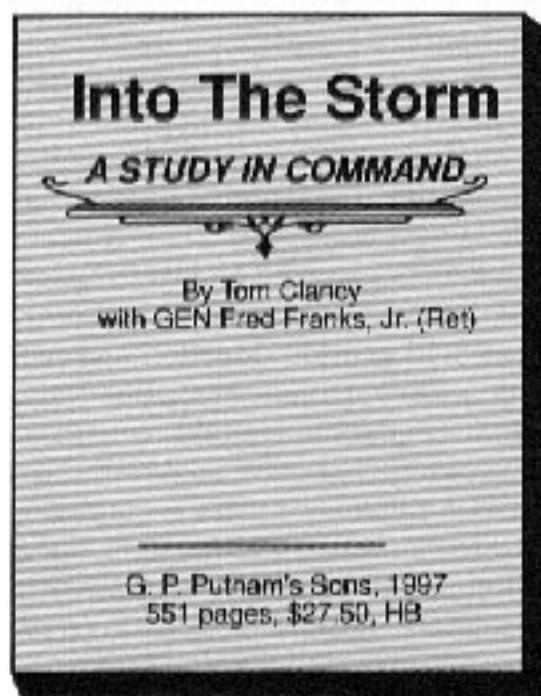
Standards ... What Happened?

What happened to the true hard-core standards that made soldiers soldiers? It's not the Army standards that we go by now. It has become a standard as each leader sees it in his/her perspective. It seems that some of our leaders have taken the Army standard and adapted it to how they see the standard should be or maybe they just put up blinders and don't care.

Whether it has to do with individual soldier training, physical fitness or military appearance, leaders have become too relaxed when it comes to standards. Since when do we as leaders accept a lower standard as a substitute for what the Army intended or instilled on us to follow, uphold and lead by? Standards have nothing to do with race, religion or

This book is a history of how VII Corps fought in Operation Desert Storm. It's also the personal story of GEN Fred Franks, Jr. and how he overcame the amputation of one of his legs, to continue in a successful Army career and of the reforms that took place in the U.S. Army during the 1970s and 1980s. Clancy's ability as a writer keeps the volume from sounding like a dry textbook and makes it a good account of military operations.

Franks basically tells his side of the story. He discusses how he received his warning order to deploy VII Corps, the challenges he faced and how VII Corps succeeded. Franks also gives his side of the story of the dispute he had with GEN H. Norman Schwarzkopf with the ap-



parent slowness of VII Corps during the ground war. Franks maintains the delay was caused because of the amount of time it took for the remainder of VII Corps to move through the breach after the 1st Infantry Division broke through the Iraqi berm. The book contains many diagrams. One of them is of the breach on day one of the ground war. The breach looked like a classic bottleneck on a major highway and to get his units through safely and into the assault formations, simply took time. He also cites faults in the outdated radio equipment that he used to command his corps. Once the breach was broken and the divisions properly formed, the attack went according to plan, except much faster. Franks is generous in his praise for the commanders and soldiers for the work they did in Operation Desert Storm.

This book should be read after reading Schwarzkopf's autobiography, "It Doesn't Take A Hero." Schwarzkopf is critical of Franks' performance and this is Franks' opportunity to respond. The two books also display the two different leadership styles of the two officers. The challenges of running Corps Level and Theater Level Tactical Operations Centers are displayed. There are many accounts of information overload and lack of information and how this affected the decision-making process.

This book should be read by all Operation Desert Storm veterans so they can appreciate the magnitude of their actions. It should also be read by all NCOs. We have all, at one time or another, cursed higher headquarters for their decisions. This book gives insight as to how decisions are made at the corps level and the problems of communicating these decisions down the chain of command. I believe certain chapters of the book should be prior reading for the Battle Staff NCO course. It would impress upon the students the importance of the information they will be handling.

SSG John S. Penman
Ft. Riley, KS

Letters to the Editor

beliefs. The Army is an institution with standards for all to obey, train by, work by and survive by.

When I came in the military in the late 1960s, the standard was instilled in you and you didn't forget it. You lived by it, worked by it and fought by it. Your survival and whether or not you made it in the military depended on how you adapted to the standards. There were no short cuts nor were standards compromised. If you couldn't cut the mustard [standards], you were out. Soldiers and leaders accepted them as they were. We didn't question the standards or our leaders. We had the utmost respect for our superiors. We dared not question their word.

Soldiers now question superiors and compromise Army standards whenever possible. They seem to think they have the right to do this. And that is our fault, for we as senior leaders and the Army as a whole have given them [soldiers] too much freedom to express their rights. Soldiers now have too many rights, while senior leaders seem to have less. It used to be that soldiers obeyed orders when they were given. Now soldiers ask why.

Throughout my career of almost 30 years, I have seen the Army change in a

way that is not what it used to be. Maybe I am an old salty dog whose time has come to an end. But the way I see it, a standard is a standard and it should be followed through as it was intended to be. Standards will always exist even after I am gone, but those following in my footsteps must take a hard look at themselves and the soldiers they are leading and ask themselves, "Will I set the standard as it was meant to be and stand by it, or will I compromise the standard to fit in with the new wave of the 1990s?"

SGM David J. Budzinski
USASMA, Ft. Bliss, TX

Oops! Our Mistake

Reference: The NCO Journal (Spring 97), the article "Strategies for Sergeant and Staff Sergeant Promotion," incorrectly cited AR 672-5-1, Awards and Decorations. This regulation was superseded by AR 600-8-22, Military Awards, dated 25 February 1996. Thanks to MSG L. Mathlin, USASOC, Ft. Bragg, NC, Editor.

But the backbone of the Army...

stirs old memories

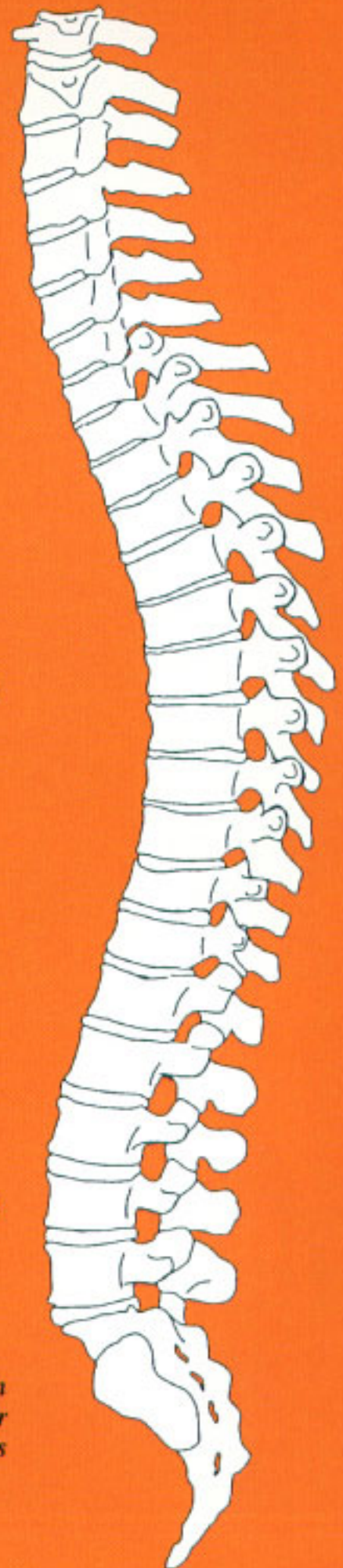
Your magazine continually has many excellent articles and I enjoy reading every one of them, but I rarely feel compelled to actually comment. However, SFC Cornell J. Swainer's comments on the inside back cover of the Spring '97 issue: "But the backbone of the Army is ..." brought back a flood of memories that I just had to comment on.

When I read SFC Swainer's comments, I reflected on CSM Pedro Rafael's sage advice to "pick and choose the battles that are worth fightin,' Captain." I remember 1SG George Schmitz's loyal and faithful dedication to duty. He single-handedly resurrected our "dying" company and made it the best in the battalion and literally kept me out of trouble. I thought about SGT Mike Towell, who was a brand new bridge section sergeant when I asked him to step in as a platoon sergeant. I knew that he would do a good job, but I was amazed at how well he did during our deployment to Honduras and later as my training NCO. Then I thought about the handful of platoon sergeants, squad leaders and NCOICs who always seemed to steer me in the right direction despite my efforts to the contrary.

I had one other significant remembrance. I started my career in the 890th Engineer Company, 30th Separate Armored Brigade, TNARNG. Just before I entered Active duty, during my last summer annual training at Camp Shelby, MS, a squad leader from a sister platoon sat me down and explained to me what an officer does and how he does it. SSG Phil Williams' exact words cannot be repeated in this text, but suffice it to say that he was very emphatic and told me in no uncertain terms where he thought my weaknesses were. But he also taught me how to overcome those weaknesses. SSG Williams of Paris, TN, did not have to do what he did, but as a dedicated NCO, he felt compelled to steer me in the right direction and save me from myself. I've never forgotten what he said and his sage advice has aided me during 15 years of Active duty in ways that are too numerous to mention here. SSG Williams was indeed a backbone of the Army.

Thank you SFC Swainer, for providing a vehicle for me and several other officers (I am sure) to reflect on our experiences with dedicated and loyal NCOs. NCOs have provided me with rock steady service and dedication throughout my career and will continue to do so, I am sure.

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Somewhere...

A bugle softly sounds
The message of renown,
And some inside their buildings wait
Until the flag comes down.
And others run to get their cars
Quite harrowed or dismayed,
Afraid they will not reach the gate
Before retreat is played.
Not thinking of the flag or those
Who fought to keep it flying.
How many would be glad to stand,
Whose bodies now are mute,
Or have no hand that they might raise
And stand in proud salute.
So accept it not as duty
But a privilege even more
And receive it as an honor
Instead of just a chore.

