

# The NCO Journal

Winter 96-97

A Quarterly Forum for Professional Development



# The NCO Journal

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Winter 96-97

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

COL Robert L. Jordan, Jr.  
Commandant, USASMA

CSM Henry D. Bone  
Command Sergeant Major

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

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

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

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

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### Some Readers May Wonder...

Some readers may take a look at the cover and lead story of this issue of *The NCO Journal* and think we are attempting to put a happy face bandage on a sucking chest wound, given the recent news of sexual misconduct at some of the Army's training posts...



*"Feed 'em up and give 'em hell. Teach 'em where they are. Make 'em so mad they'll eat steel rather than get another dressing from you. Make 'em hard but don't break 'em."*

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### On the covers

Front cover photo by SSG David Abrams. Back cover design by MSG Gabe Vega. Cartoons on pages 16 through 22 by El Paso artist Dennis Kurtz.

## Tomb Guard Cited as "Woman of the Year"

The first woman in history to guard the Tomb of the Unknowns was honored as the Arlington Business and Professional Women's Club "Woman of the Year" recently.

SGT Heather Lynn Johnsen became the club's first military woman to receive the award. She is also the youngest.

"I would not be standing here as the first woman to guard the Unknowns at Arlington National Cemetery had it not been for the contributions of women as a whole and the doors they opened," she said in an acceptance speech.

Mabel Clary, the club president, said there are no stringent requirements for nominations, but one of the things they look for is the uniqueness of the accomplishment.

"Finding a woman who has done something no other woman has done is certainly unique and very hard to find," said Clary, who nominated Johnsen for the award. "SGT Johnsen certainly met that criterion."

Clary also said Johnsen, 23, is the youngest woman to receive the award.

The award certificate cited her "exceptional qualities of leadership and integrity and her distinguished achievement for the betterment of women and her community."

The Arlington BPW was founded in 1929 on the brink of the Great Depression and the group has been working to promote the interests of business and professional women ever since.

"Being a sentinel at the Tomb of the Unknowns has been the most challenging thing I've done both mentally and physically," Johnsen said. "Although being the first is the most difficult thing I've ever done, we all know that nothing in life worth anything is easy. I'm excited and optimistic about more doors being open to women." ■

Kim Walz  
MDW News Service

## Ft. Benjamin Harrison Conducts Last Ceremony

For one last time, music played, can-

nons boomed, soldiers stood stiffly in formation and flags snapped against a clear blue sky over Ft. Benjamin Harrison, IN. More than 1,000 soldiers and civilians gathered Sept. 30 to watch the 93-year-old military installation conduct its final retreat ceremony.

Although not required to close until July 1997, Ft. Harrison had moved ahead of schedule and transferred its last 550 acres to civilian control at midnight. The fort's other 1,950 acres had already been transferred during 1995.

"We expect to convert the fort to residential, office, commercial and light industrial use," said Ft. Harrison Reuse Authority executive director and former chief of staff COL (Ret) Gary Nix. "That should generate 10,000 jobs and \$7 million in taxes every year."

Ft. Harrison, established in 1903, was recommended for closure by the Base Realignment and Closure commission in 1991. Shortly after the fort's major activities, the Soldier Support Center and the Defense Information School, were transferred to Ft. Jackson, SC, and Ft. Meade, MD, respectively in 1995, the fort began transferring its properties. ■

MAJ Christopher Burnhouse  
Ft. Harrison PAO

## AER Offers Help To Students

Scholarships are available to dependent children of military members from Army Emergency Relief (AER). Students who are already pursuing post secondary vocational or undergraduate studies or who are planning to attend these programs after high school are eligible to apply.

AER has a scholarship program for students who study at undergraduate, technical or vocational institutions accredited by the U.S. Department of Education or at a prep school for a service academy. Eligible students must be 22 years of age or younger, unmarried and dependents of active duty, retired or deceased soldiers.

Applications for AER scholarships are available by mail only from AER headquarters between now and Feb. 21. Completed applications must be postmarked by Mar. 1 for the upcoming academic year.

demical year.

Applicants will be notified by letter on or about May 15 whether they have been awarded a scholarship, which is based primarily on relative financial need. Academic achievements and individual accomplishments are also considered.

Scholarships awarded are grants from \$500 to \$1,500 and can be used for all education costs such as tuition, living expenses on or off campus, and books. Students must reapply each year and be in good academic standing with a minimum GPA of 2.0 on a 4.0 scale.

To obtain an application, write to Army Emergency Relief, Education Department (NCO), 200 Stovall Street, Alexandria, VA 22332-0600. ■

Rosamond Pariseau  
HQ, AER

## SMA Talks to National Guard NCOs in "Town Meeting"

Talk with your soldiers. Talk with members of Congress. Talk with each other. The importance of communicating was the advice given by Sergeant Major of the Army Gene C. McKinney to Army National Guard NCOs during a unique meeting at Ft. Myer, VA, Oct. 18.

And listen to what your soldiers are saying, the SMA explained. "You've got to listen to them. They will tell you a lot. You can't learn by always talking," said McKinney.

It was the first time a Sergeant Major of the Army held a town-meeting forum with the Army Guard's enlisted leadership, said Army Guard CSM Larry Pence.

"Sometimes I feel we don't do a good job of telling you we appreciate what you do," said McKinney, who had praise for the Army Guard and Reserve troops he visited in Bosnia and the Sinai since becoming the 10th SMA.

Based on strategy meetings with Army Chief of Staff GEN Dennis Reimer and other Army leaders, McKinney believes the National Guard will continue to play an active role in Force XXI and in subsequent Army operations.

"I see your role being equal to what the active component is doing and

maybe more because what you do, you do so well and you do it on a daily basis," said McKinney, pointing out that one of former Defense Secretary William Perry's priorities involved reducing the personnel tempo for the smaller active Army. ■

*MSG Bob Haskell  
National Guard Bureau*

### International Team Climbs Mount McKinley

An international team of mountaineers, sponsored by the Northern Warfare Training Center from Ft. Greely, AK, recently made a successful climb to the summit of Alaska's Mount McKinley. At 20,320 feet, McKinley is the highest mountain in North America.

Ten members of the 13-member team reached the summit via the popular West Buttress route June 21. The expedition included a civilian advisor from NWTC, seven soldiers from the U.S. Army Mountaineering Team, headquartered at the training center, two Nepalese soldiers, two from India and one from Chile.

The group's international composition is a result of the U.S. Army Pacific Command reaching out to other nations

through its expanded relations program, said SSG Brian Schmidt, the expedition's leader.

The altitude took its toll on two U.S. soldiers just 600 feet short of the summit. Illness forced them to turn back before reaching their goal. However, the first of the remaining team members stepped up to the summit soon after 9 p.m.

Bad weather, an unexpected rescue of two Chinese climbers, bouts of flu like symptoms and possible altitude sickness slowed the team to an 18 day ascent. What took 18 days to climb required only two days to descend. However, back down in the lowest camp, the team had to wait two more days to fly out. Rough weather made air travel dangerous.

"You wait," said Schmidt, explaining the patience instilled in mountaineers by their vocation. "The mountain will tell you when it's time to go." ■

*SFC Donald Grimes  
Ft. Richardson, AK*

### Rangers Needed

The 75th Ranger Reg is seeking top quality, highly motivated officers and enlisted soldiers. The following MOSes are

needed: 11B, 11C, 31C, 31U, 31Z, 35E, 54B, 63B, 71D, 71I, 71M, 73D, 75B, 75H, 88M, 91B, 92A, 92G, 92Y, 96B, 96D, 97B. Officers are needed in the following branches: Infantry, Military Intelligence, Field Artillery and the Chemical, Signal, Medical, Chaplain and Judge Advocate Generals Corps. These positions are located within the Regimental Headquarters at Ft. Benning, GA, and the 1st, 2nd and 3rd Ranger Battalions located respectively at Hunter Army Air Field, GA; Ft. Lewis, WA; and Ft. Benning.

Those in MOSes 11B, 11C, 11Z and 13F at the rank of sergeant and above must possess skill qualification identifier "V" (Airborne Ranger). All volunteers must be airborne-qualified or willing to attend Airborne School and must pass an indoctrination/orientation program prior to assignment to the regiment. Personnel assigned to the regiment, regardless of MOS/branch, are eligible to attend the Ranger course. Numerous positions in the regiment qualify for Special Duty Assignment Pay.

Enlisted personnel who are interested should send a copy of their DA Form 2A, DA Form 2-1 and a completed DA Form 4187 to: Commander, PERSCOM, ATTN: TAPC-EPMD-EPK-I (Ranger Team), Alexandria, VA 22331, requesting assignment within the 75th Ranger Regiment. Senior NCOs must provide additional documentation to the Ranger Regiment.

For more information, contact the Regimental PSNCO, SFC Lowman, at DSN 835-3790 or 5673. Officers interested in submitting a packet should contact the Regimental Assistant Adjutant at DSN 835-5124. ■

*MAJ A. Kent Schweikert  
HQ, 75th Ranger Reg.*

### Battle Staff NCO Course Given Over Commander's Channels

Sergeants at three Forces Command installations will take two of three phases of the Battle Staff NCO Course through distance learning over the posts' commanders' channels.

Students in the Warner pilot program are at Ft. Bragg, NC, Ft. Hood, TX; and



Thirteen members of an international team of mountaineers climbed to the summit of Mount McKinley to show off their pride in their countries and units. The team posed for the group picture June 21 at the 17,200-foot level of the 20,300-foot peak after 10 of the soldiers reached the summit the previous evening. The climb was sponsored by the Northern Warfare Training Center at Ft. Greely.

Ft. Lewis, WA. The course objective is the same as in-resident training—prepare staff sergeants through master sergeants for battalion and brigade staff assignments. It will also award an additional skill indicator.

The course will be taught by instructors at the U.S. Army Sergeants Major Academy, Ft. Bliss, TX. It will be transmitted over the Training and Doctrine Command teletraining network (TNFT) to each post's commander's channel, according to Dr. Mimi Stout, manager of the Warnet pilot in TRADOC's deputy chief of staff for training organization.

"Soldiers communicate with the instructor at Ft. Bliss and with other students across CONUS (continental United States) via internet chatroom and e-mail," she said.

Students completed Phase I Oct. 10. It consisted of self study of written materials, 11 two-hour commander's channel classes and four two-hour internet conferences.

Phase II ran from Oct. 11 through Nov. 12. There were 20 days of TNFT classes, enhanced by computerized live boards and faxes for map-related instruction.

During Phase III, from Nov. 18-22, the students were in-residence at Ft. Bliss, where they were trained on the Brigade Battalion Simulation and the Maneuver Control System. They also completed a command post exercise.

"The Warnet pilot Battle Staff NCO Course makes use of varied technologies," Stout said. "It reduced student TDY from six weeks and two days to one week." ■

*TRADOC News Service*

### New USAR Unit Needs Instructors

The newly formed 6th Bn (TC), 100th Reg, currently has transportation instructor vacancies in Alabama, Kentucky, Mississippi and Tennessee. If you have an interest in instructing the next generation of transportation soldiers and leaders, join us. We will teach you to be one of the Army's best instructors. If you aren't MOS 88-qualified, but still

want to become an instructor, we will train you. We have openings for only the best sergeants, staff sergeants and a limited number of sergeants first class. For additional information, call (601) 949-6960 or write to:

6th Bn (TC)  
502 North Street  
Jackson, MS 39201-1822

*LTC Steven A. Adams  
6th Bn, 100th Reg, Jackson, MS*

### Army Guard Names New CSM

CSM John Leonard Jr. was recently named the Army National Guard's next command sergeant major.

A resident of Glenburn, ME, Leonard has served as the state CSM for the Maine Army Guard for the last eight years. He will succeed CSM Larry Pence who will retire in early 1997.

"If I had to pick one overriding virtue to describe CSM Leonard," said MG Early Adams, Maine's Adjutant General, "I'd say he really does look after the enlisted troops."

Leonard is scheduled to report as the Guard's top enlisted person by Jan. 6. He will serve on the staff of MG William Navas Jr., the director of the Army National Guard.

Born in Bar Harbor, ME, Leonard enlisted into the Marine Corps in 1965.



**CSM John Leonard Jr.**

He was wounded twice during a 14-month tour in Vietnam as a helicopter crew chief. A master air crewman with more than 3,000 flying hours—including more than 1,000 combat hours—he joined the Maine National Guard in February 1972.

He was a drill instructor at the Maine Military Academy for five years and is a graduate of the U.S. Army Sergeants Major Academy. He also holds a bachelor's degree from Husson College, ME.

A sergeant major for 11 years, he was ordered to active duty in November 1990 in Southwest Asia to support Operations Desert Shield and Desert Storm as the command sergeant major of the 286th Supply and Service Bn. He returned to Maine 13 months later.

His awards and decorations include the Purple Heart, Combat Action Ribbon, Meritorious Service Medal, Air Medal, Vietnam Service Medal, Vietnam Campaign Medal, Southwest Asia Service Medal, the Kuwait Liberation Medal, and the Republic of Vietnam Cross of Gallantry with palm. ■

*National Guard Bureau  
Washington, DC*

### "Link Up" To Bosnia

Looking for more information about U.S. military involvement in Bosnia? Or perhaps you just want to get in touch with some troops assigned there? Good news: the internet provides quick action on both.

The top internet source for up-to-date information is "BosniaLink" (<http://www.dtic.dla.mil/bosnia/index.html>). You can go there directly from any World Wide Web search engine or link up through "Defense Link" (<http://www.dtic.mil/defenselink/>). The first activity the home page provides is a table of contents with hypertext links to maps, fact sheets, news releases, photos, bios of key commanders and leaders and more. Below the contents, the site offers additional links to other web sites containing Bosnia information. ■

*Doug Gillert  
American Forces Press Service*

## 98th Div (IT) Reserve Command Names NCOs of Year

The 98th Div (IT), an Army Reserve Command headquartered in Rochester, NY, recently recognized several outstanding NCOs. The 98th Div, with subordinate units in the six New England states, New York and New Jersey, has reserve drill sergeants and instructors who perform initial training, MOS qualification and professional development missions.

**MSG Richard A. Wark** was selected as the division's Instructor of the Year. He has more than 17 years of military service and currently serves as a BNCOC/ANCOC instructor with the 1157th U.S. Army Reserve Forces School, Schenectady, NY.

**SSG Todd K. Baxter** was selected as the Drill Sergeant of the Year for 1996 and will represent the division in the TRADOC Drill Sergeant of the Year program in May. He is assigned to the 2nd Bn, 2nd Bde, Webster, NY. He has more than 13 years of service. For the last nine years, he has been a police officer with the city of Rochester, NY.

**SSG Karen Speckman** was selected as the NCO of the Year and will represent her division in the First U.S. Army NCO of the Year competition in March in Nashville, TN. She has served more than 12 years in the Army and is presently a drill sergeant with Co E, 1st Bn, 304th Reg, 1st Bde, in Keene, NH.

**SGT Duncan D. Rowe** was selected as the 1996 Active Guard Reserve NCO of the Year and will represent his division in the First U.S. Army AGR NCO of the Year program in March in Nashville, TN. He has nearly 12 years of military service and has been on AGR status since 1994 in the Office of Information Management, Headquarters, 98th Div, Rochester, NY.

**SPC Joseph H. Miller** was recently selected as the division's Soldier of the Year and will represent the 98th in the First U.S. Army Soldier of the Year competition in March in Nashville, TN. He has served nearly 10 years in the Army. Since October 1994, he has been assigned as an instructor for Co D, 2nd Bn, 391st Reg, Training Support Bde, Rochester, NY. ■

*SGM Gary I. Ginsburg  
Office of the Deputy Chief of Personnel  
98th Div (IT), Rochester, NY*

## American NCOs Prove Worth In Cambodia

Noncommissioned officers are doers with the goal of accomplishing any mission assigned while looking out for the welfare of their soldiers. One recent mission in Southeast Asia offered a hands-on opportunity to demonstrate this—the Engineer Civic Action Project '96, a joint-service effort in Cambodia, a war-torn country tucked between Laos, Vietnam and Thailand.

NCOs from 3rd Bn, 1st Special Forces Group Command, Special Operations Command Pacific, and soldiers from 84th

Engineer Bn, Schofield Barracks, HI, worked together so well with Air Force engineers and Navy SEABEES they completed all their goals and exceeded expectations.

The quality work the junior enlisted soldiers poured into this effort, under the supervision of NCOs, demonstrated the effectiveness of the NCO Corps to a country whose military is devoid of NCOs. NCOs sent a strong message to an emerging Royal Cambodian Armed Forces struggling to find cohesion and structure.

"The Royal Cambodian Armed Forces only have officers and privates," said **SGT Daniel A. Miller**, engineer maintenance advisor for the Civil Affairs Liaison Team in the Defense Attache Office, Phnom Penh, Cambodia. "They are not very structured right now, so we [NCOs] have the opportunity to demonstrate our importance. Their lieutenants do the work of our junior NCOs."



*Soldiers work together to build a hospital in Kampong Cham.*

NCOs capitalized on the opportunity to demonstrate their effectiveness through July and August. They provided humanitarian aid to the Cambodians by drilling and purifying wells at various key locations, creating a clean, sanitary environment for a Cambodian hospital and providing it with electrical power. In addition, they built a playground and performed numerous repairs at an orphanage.

**2LT Brian Zobowski**, Co B, 84th Eng Bn, attributed the success of the mission to the competence and professionalism of his NCOs. "This is my first project. I've learned a lot," said Zobowski. "I've been blessed with good NCOs. I picked up this platoon during the initial planning conference for this project, and I had no prior experience with construction projects, so obviously [the NCOs] have done most of the work. I'm proud of them."

The NCOs of Co B, 3rd Bn, 1st Special Forces Group, Ft. Lewis, WA, encountered challenges of a different nature. As the command element of the joint effort, they were responsible for the protection of the engineers and the coordination of all materials and support elements, including finding and being accountable for all in-country equipment needed to accomplish the mission.

Not knowing the language, they had to use other creative means of expressing security concerns and finding and acquiring supplies needed for the engineers to finish the job.

"The language barrier has been one of the biggest challenges," said **SSG Richard J. Robinson**, engineer, OD, Co B

3rd Bn, 1st SFG. "We're all trained in Thai, so we've had to be dependent on translators to communicate to the Cambodians."

As with any other unit, safety was also a key issue for the NCOs. During the project, safety signs were posted and hearing protection and hard hats were worn in the work area. NCOs ensured safety measures were adhered to. Their success was demonstrated with no serious injuries occurring throughout the five-week project. ■

*SGT Eric B. Pilgrim  
17th Public Affairs Detachment  
25th Inf Div, Schofield Barracks, HI*

### **Ft. Leonard Wood Law Enforcement Command Selects NCO and Soldier of the Year**

The Ft. Leonard Wood Law Enforcement Command has selected **SGT Christopher C. Everts**, Military Police Activity, as NCO of the Year and **SPC John Bailey**, 300th Military Police Company, as Soldier of the Year for FY96.

**Everts** is a military police desk sergeant and has completed both PLDC and BNCCIC. His previous honors include garrison command NCO of the Quarter and Law Enforcement Command NCO of the Quarter and Month.

**Bailey** is a military policeman and has successfully completed the Sapper Leaders Course and the Special Forces Selectee Program. He will be attending Airborne School and the Special Forces Qualification Course.

To win this award, both soldiers underwent a rigorous screening process including a physical fitness test, a hands-on common task training evaluation, a written test on military knowledge and a board appearance.

LTC Douglas Watson, Law Enforcement Command commander, presented the two soldiers with an Army Achievement Medal and commissary certificate. The soldiers also received a military police regimental coin, and a Ft. Leonard Wood garrison and Law Enforcement Command coins for excellence. ■



**SGT Christopher C. Everts**



**SPC John Bailey**

*SGM Roosevelt B. McGarrath  
Law Enforcement Command*

### **Army Reservist Saves Family From Drowning, Wins Civilian Award for Humanitarian Service**

**SFC Billy D. Brown**, 431st Civil Affairs, U.S. Army Reserve, was awarded the Army's Civilian Award for Humanitarian Service in July. This award was given in recognition of his saving a drowning family in Maui, HI, in 1994.

While on vacation, Brown was just coming out of the surf to return to his hotel. As he walked up the beach, he noticed a man, woman and a 10-year-old child who seemed to be in trouble. They had ventured too far out and were caught in an undertow which was pulling the family out to sea and toward a coral reef.

Brown jumped in and attempted to rescue the family. He was also caught in the undertow. The family members panicked and were clinging to Brown, making the situation worse. However, he began to make slow but steady progress to shore.

A lifeguard was notified and went to assist. The family was pulled to safety. ■

*SFC Billy D. Brown  
Jonesboro, AR*

### **Recruiter Places First At Muscle Beach**

New England Recruiting Bn has a newly promoted recruiter who does more than the push-ups, sit-ups and two-mile run required on the Army Physical Fitness Test.

In the last eight years, **SFC Albert N. Thompson**, 31, has won more than 15 first-place regional bodybuilding competitions throughout various states. He recently took first place in the North American Bodybuilding Federation's Muscle Beach championship held at Horseneck Beach, MA.

Thompson has served as a master fitness trainer at the Boston Recruiting Station for the past three years. "I tell everyone to work out at least three times per week for about 40 minutes to an hour and maintain a healthy diet year round. Eating healthy is the first step to getting fit."

Born in Africa and raised in Barbados, Thompson said his interest in body building began while he was stationed in Germany in 1984. He has won the first place prize for the overall and light-weight classes in the 1992 Canadian-American Physique Competition, Watertown, NY; and, he placed in the top 15 in the NPC Nationals held in Florida in 1994. He also won first place in the 1994 New England Body Building Competition and qualified to compete in the Nationals held late last year.

Unlike weightlifting, which requires the use of much heavier weights and less repetition to gain more power and strength, body building requires repetitious exercise with lighter weights, better defining the shape of the body.



**SFC A. N. Thompson**

"From the military point of view, I feel I'm portraying a good moral image. Everyone knows the military is strict and anti-drug, so there's no question for applicants looking up to a recruiter who is into body building," Thompson said. ■

*N. Daniela Isyro  
New England Recruiting Newsletter  
Topsham, ME*

### **Soldier Volunteers Time To Local Agencies**

"I just want military members and their families to know that there are agencies out there who need volunteers... and people can get involved whether they're in the states or overseas," explained **SFC Kathy Fontenot**, operations NCOIC, Judge Advocate General's School in Charlottesville, VA.

Fontenot should know. She has logged more than 650 hours of voluntary community service with the Salvation Army, the American Diabetes Association and two orphanages in Korea. Her 13-year-old daughter, Linda, also volunteers with her as a tutor to children in the Charlottesville emergency shelter.

"We truly love volunteering. You see people come into the shelter at a low point in their lives and then you see them leave at a high point: employed, a new home and their children in school. It makes you feel good," she explained. "The military has taught me to take care of others, and I'm doing this by getting involved in my local community."

"All soldiers should try this. The local agencies really do appreciate and need the help. I have already started making arrangements to volunteer with the military community when I transfer to JRTC, Ft. Polk, LA, in March," Fontenot said. "It's never too soon." ■

*SFC Kathy Fontenot  
Judge Advocate General's School  
Charlottesville, VA*

### **Three NCOs Receive Wisconsin Military Achievement Award**

Three members of the 2nd Bde (FE) were recognized as the most outstanding enlisted members of Wisconsin's Armed Forces and awarded the Wisconsin Military Achievement Award.

**SGT Michael D. Sprague**, Personnel Administrative Specialist, **SGT Johnny J. Barnes**, PLL Clerk, and **SFC Cherie A. Beardslee**, PAC Supervisor, all from the 2nd Bde, 85th Div, Ft. McCoy, were presented the award for meeting the highest standards of performance within their units. The award nominees were submitted from units of all branches of the Reserve and National Guard.

The Wisconsin Military Achievement Award program began in 1964. To qualify, service members must be assigned to a National Guard or Reserve unit located in Wisconsin. They must meet exceptionally high standards recommended by the program committee and established by each of the seven reserve components. Standards include proficiency in ability,

military appearance and bearing, and citizenship. Awardees are nominated by their commanders and selected by appropriate military boards established by each component.



**SGT Barnes, SFC Beardslee and SGT Sprague accept their achievement awards.**

With this award, they join 50 other recipients who have received this prestigious award. Their performance parallels the pride and rich lineage of the "Custer Division" the 85th Division's nickname, which was organized in 1917 at Camp Custer, MI. The program this year was sponsored by the Wisconsin Chapter of the American Defense Preparedness Association. ■

*MAJ Mury Jo Lemaldi  
2nd Bde (FE), 85th Div (E)  
Ft. McCoy, WI*

### **Future NCOs Graduate From PLDC In Alaska**

The U.S. Army NCO Academy at Fort Richardson, AK, held graduation ceremonies for the Primary Leadership Course (PLDC) Aug. 15.

The honor graduate was **SPC Bradley J. Morrell**; the Leadership Award went to **SPC Richard C. Flecca**; the Commandant's Inspection Award was presented to **SPC Joelle M. Sutton**; and the Physical Fitness Award was given to **SPC Jackie N. Kelley**.

The Commandant's List included: **SPC Gregory D. Dew**, **SPC Grant M. Weston Jr.**, **SPC Jere T. Parkhurst Jr.**, **SPC Yong Sang Yi**, **SPC Robert S. Sanders**, **SPC Craig R. Pritchard**, **SPC Kenneth R. Whitehead**, **CPL Jeffery E. Stanley**, **SPC Robert L. Tindall**, **SPC Amable D. Taverex**, **SPC Jonathan A. Dartt** and **SPC Gabriel G. Stirniman**. ■

*Public Affairs Office  
Ft. Richardson, AK*



## Some Readers May Wonder...

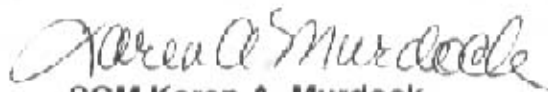
Some readers may take a look at the cover and lead story of this issue of *The NCO Journal* and think we are attempting to put a happy-face bandage on a sucking chest wound, given the recent news of sexual misconduct at some of the Army's training posts. However, this is not the case. The drill sergeant stories covered in this issue, in production well in advance of the headline-grabbing "scandals," were printed to emphasize the care, leadership and professionalism that goes with wearing the "brown round" and training the Army's newest soldiers.

As much as we abhor the conduct of a very few soldiers, we cannot neglect the good work on the part of an overwhelming majority of drill sergeants—those dedicated NCOs who put in long hours performing the sometimes thankless task of training the Army's next generation. This issue is for them.

To repeat, this issue is not attempting to smooth over a rough chapter in our Army's history. The ugly side of human nature has coincidentally chosen to surface at a time when we were just about to go to press highlighting the good work of our trainer-leaders.

Is there a problem within the NCO Corps? Yes, there is. Can it be fixed? Yes, it can. But we now have to battle a major perception problem that exists in the military and civilian communities. Night after night on the evening news, we have been shown examples of NCOs who have violated the trust given to them by the American public and the Army. Like it or not, this reflects on all of us. We cannot turn away from the negative publicity we have received. We must admit to the errors that have been made and take the necessary steps to correct them. And we must go out of our way to show the good that we do.

If we are to call ourselves professionals, we must act like professionals. There are no shades of grey on this issue. We enforce the standards or we're wrong.



SGM Karen A. Murdock  
Editor-in-Chief

# The forging of American "Drills"

By SSG David Abrams

Drill sergeants have existed in the U.S. Army since the day Baron Von Steuben drilled America's first NCOs at Valley Forge, PA, but it wasn't until the 1960s that the U.S. Army took a closer look at the trainer of young recruits and developed the modern professional drill sergeant.

Throughout history, armies have practiced drill and ceremony in some form or another (in fact, the word "drill" probably originates from a type of 16th-century military training where recruits were taught to turn about in a circle, resembling the movements of the hand tool which bores into wood) and NCOs have long been placed in charge of teaching new soldiers the ins and outs of military life—everything from loading muskets to learning how to step off with the left foot instead of the right. In 1763, British Lt John MacIntire wrote, "The first thing to be taken care of in the disciplining of men is to dress them, to teach them the air of a soldier and to drive out the clown."

More than 160 years later, Laurence Stallings had similar thoughts when he wrote in *What Price Glory?*: "Feed 'em up and give 'em hell. Teach 'em where they are. Make 'em so mad they'll eat steel rather than get another dressing from you. Make 'em hard but don't break 'em."

Over the years, drill sergeants have been in the business of converting civilians into lean, mean fighting machines, but America's Army didn't see a close interaction between drill sergeants and a specific group of trainees until just before the buildup of U.S. troops in Vietnam. Prior to that, the training of new soldiers had been, for the most part, conducted by a committee of NCOs and officers at boot camps. The training by committee method, also known as the Division Faculty System, was first used in World War II when regiments and battalions pooled their teachers and facilities to teach new recruits war-fighting skills. It was later adopted on a larger scale in the early 1950s when NCOs concentrated on teaching only one or two subjects to soldiers who rotated through their classrooms (similar to the modern round-robin approach to the annual CTT). Methods of instruction varied from post to post, as did the types of subjects NCOs taught.

In an initial attempt to train the trainer, one Army training academy changed its curriculum to resemble something that

looked like a drill sergeant school. In 1958 a course was established by 3rd Army at Ft. Jackson, SC, but the program received little financial support and eventually died.

Enter Stephen Ailes. As Under Secretary of the Army, Ailes was the impetus behind establishing the role of the modern drill sergeant. Perceiving that the Army's initial entry training lacked consistency and quality, Ailes conducted a broad survey of recruit training in September 1963, visiting units at Forts Knox and Jackson as well as the Marine Corps training facility at Parris Island, SC. Ailes was disenchanted by what he found at the Army installations, but inspired by the drill instructors at Parris Island.

At the time, the Army lagged behind the Air Force, Navy and Marine Corps, which all had drill instructor schools, distinctive drill sergeant uniforms, three year stabilized tours and proficiency pay or a special clothing allowance. The Army had none of these incentives for its recruit trainers. In traveling to training installations and talking to both trainers and trainees, Ailes found three general deficiencies in the Army's basic training program: "Woefully inadequate" staffing, a lack of recognition for trainers, and a lack of challenge for the trainees. In short, Army training was generally in a state of crisis and things could only get worse with the approaching buildup of troops in Vietnam.

USCONARC, which had recently reorganized in order to centralize control of all Army individual training, took Ailes' report to heart. The 1965 annual historical summary noted that "by the close of FY 1964, USCONARC was well on the way toward completion of a major overhaul of the training of recruits, which gave that training activity an improved and revitalized status that could appropriately be described as a 'new look.'"

That "training makeover" included drill sergeants. By no means new to the Army, drill sergeants were certainly revitalized along with the structure of basic combat training. The professional drill sergeant concept gradually replaced the committee system, leading basic combat training a more one-on-one environment. In the November 1964 issue of *Army Information Digest*, the principle difference in the two systems was described as "the drill sergeant takes the training to the trainee. The

committee system requires that the trainee be brought to the training. The drill sergeant is more personal, more attentive to detail and more responsive to the individual needs of the trainee." Thanks mostly to Ailes' report, Army NCOs who

*"Feed 'em up and give 'em hell. Teach 'em where they are. Make 'em so mad they'll eat steel rather than get another dressing from you. Make 'em hard but don't break 'em."*

served as drill sergeants were now entitled to distinctive emblems and insignia (the famous "brown round" hats and "This We'll Defend" badges), extra uniforms, a standard two-year tour and a preferred choice of next assignment (which had previously been offered only to those soldiers returning from overseas duty).

First and foremost, however, was the need to properly train the Army's new drill sergeants. Under USCONARC, a pilot drill sergeant course opened at Ft. Jackson in 1964 as an adjunct to the NCO academy already in operation there. On May 25, 71 students entered the doors of the school, ready to start the new course. BG Donald C. Clayman, the assistant deputy chief of staff for individual training, USCONARC, spoke at the school's opening ceremony, inspiring the students with these words about the importance of the responsibilities they were about to undertake: "The way a man performs his duties later is usually a direct result of how he started out. In this respect, the basic eight-week training course is the cradle of the Army."

A distinguishing form of headgear became an important issue with early drill sergeants. The classic campaign hat (aka "brown rounds" or "Smokey Bears"), which saw service from the Civil War to World War I, made their return to the heads of NCOs in early 1964. Today, the brown hat with the characteristic peak continues to be the most easily identified symbol of drill sergeants.

The first drill sergeant class at Ft. Jackson was a great success and soon the concept of a standardized basic combat training with a more personal, more attentive trainer spread like wildfire. USCONARC established a second drill sergeants school at Ft. Dix, NJ, in 1964. Other schools at Forts Ord, Leonard Wood and Polk soon followed.

In addition, Ailes recommended that the Army establish a system where unit commanders could identify NCOs up for reassignment as potential drill sergeants.

Trainees at basic combat training centers also felt the stirrings of a revolution as new stringent testing standards were enforced. Soldiers now faced a more thorough and demanding end of cycle test. Improved, pocket-sized Soldier's Guides (commonly known as "smart books") were also published and put into the hands of recruits within that first year of major changes. Each basic combat training unit was allocated 12 drill sergeants—three per platoon.

As the Army drill sergeant concept took its first baby steps, USCONARC officials felt they needed to get a better definition of the NCO trainer's role, so they sent 10 of their finest sergeants to the Marine Corps' Parris Island drill instructor course in 1965. In its Feb. 3, 1965 issue, *Army*

*Times* reported: "The Army is primarily concerned with finding 'the secret formula' the Marine Corps uses successfully for instilling discipline, pride and *esprit* in its recruits." To put it bluntly, the Army NCOs "smoked" the Marines, with eight of them finishing in the class' top 10 student list. In fact, the

Army's best sergeant barely missed the honor graduate slot by one-eighth of a point separating him from the top Marine student. During the course, the Army students submitted reports and suggestions back to USCONARC. After sending one more 10-man rotation through Parris Island, and gleaned more knowledge on how to train recruits, Army officials felt they had a strong start to their own drill sergeant program.

The new standardized training changed the face of the Army forever and public opinion was generally favorable to the individualized attention NCOs could now pay to recruits. In a contemporary publication called "The Care and Cleaning of NCOs," author John M. Collins wrote: "Drill Sergeants prepare lesson plans, arrange for training aids and supervise rehearsals before pitching 232 hours of formal instruction...They schedule and conduct make-up training

during Commander's Time or on weekends; maintain individual trainee records; monitor performance and evaluate progress; polish the talented and push slow learners; and recommend the unfit, unsuitable or unresponsive for recycling or elimination. Throughout, they act as combination Headmaster and Father Confessor for all aspirants under their spell."

And so, "under the spell" of drill sergeants, basic combat training prospered for several years...until Vietnam intervened. In 1966, a growing demand for U.S. ground forces in Southeast Asia swelled the recruit population at U.S. Army training centers from 105,500 to 157,000. Consequently, demand for drill sergeants went up by 40 percent. Unfortunately, those NCOs serving as drills were also needed in the jungles of Vietnam. With demand up and supply diminishing, the Army's new drill sergeant program was in danger of fragmenting.

A year earlier, Ft. Dix had inaugurated a "drill corporal course" (also known as a "drill assistant course") where drill sergeants could identify motivated recruits in basic training who showed potential for becoming future leaders. Once tagged as a drill corporal candidate, the recruit reported to a leader preparation course immediately after boot camp. After the prep course, he then attended AIT with the rest of his peers and subsequently went to the four-week Drill Assistants Course. Then finally, the drill corporal returned to a basic combat training unit where he apprenticed under a senior

*In its Feb. 3, 1965 issue, Army Times reported: "The Army is primarily concerned with finding the 'secret formula' the Marine Corps uses successfully for instilling discipline, pride and esprit in its recruits."*

drill sergeant for 40 weeks before eventually reporting to the Army's six-week drill sergeant course. It may seem like a long process to make a drill sergeant, but when stacked up against the years of military experience most drill sergeants had, the drill corporal was still relatively raw and inexperienced...and often unmotivated. By most accounts, the drill corporal experiment was a failure. In his "Care and Cleaning of NCOs," Collins says the drill corporals "sorely diluted the mixture...and most candidates were deemed unacceptable."

Throughout the Vietnam conflict, unit allocations for drill sergeants continued to fall short of established goals, reflecting a general shortage of experienced NCOs everywhere. By 1968, the drill sergeant cadre was only at 59 percent of the authorized end-of-year strength.

The following year, the Army decided to give NCOs more incentives to seek drill sergeant duty. Proficiency pay of \$30 per month was approved for those drill sergeants who demonstrated outstanding performance for a minimum of six months; the supplemental clothing allowance was doubled and free laundry service was offered; and, in honor of the man who had revised the drill sergeant concept, the Stephen Ailes Award for Drill Sergeant of the Year was established. By the end of May 1969, the incentives seemed to be working. USCONARC reported that the volunteer rate for drill sergeant duty was already up, particularly among NCOs returning from Vietnam. That same year, the Army decided to phase out the drill corporal program.

In another short-lived effort to increase the number of drills, the Army established drill sergeant recruiting teams at personnel centers in 1970. For the next two years, these teams produced an average of 40 drill sergeant candidates per week. By the time the recruiting teams were disbanded in 1972, the drill sergeant force had reached 100 percent authorization.

Part of that force structure now included women. The first female drill sergeants, six NCOs from the Women's Army Corps stationed at Ft. McClellan, AL, attended Ft. Jackson's Drill Sergeant School in February 1972. Upon graduation, they were authorized to wear the female drill sergeant hat, a

modified design of the Australian bush hat. Women have continued to wear the same design (with a change from beige to the present dark green in 1983), though in 1984 a proposal was made for females to switch to the male campaign hat. However, that idea was immediately opposed by female drills stationed at TRADOC posts.



In 1973, another significant change occurred when all drill sergeant schools, formerly assigned to CONUS armies, were re-established as Training and Doctrine Command schools. This meant drill duty was now part of the normal career development for NCOs selected from those career fields normally associated with duties involving combat soldiers.

By this time the foundation for the modern drill sergeant had been firmly established and during the past 20 years there have been relatively few major changes to the drill sergeant program. Today, NCOs around the world continue to seek the challenges and rewards of a duty that has existed in the Army ever since the first recruit stepped off with his right foot instead of his left. ■

Abrams is senior journalist for *The NCO Journal*.

# BACK To Basics

By SSG David Abrams

*For many of the 700 NCOs who pass through the Army's Drill Sergeant School each year, it's like a trip back in time*



Photo by SSG David Abrams

It must seem strange for the dozens of mid-grade non-commissioned officers to be shouting out the phrases most of them haven't uttered in at least a decade. "NO, DRILL SERGEANT!" and "YES, DRILL SERGEANT!" ring out across the concrete courtyard at Ft. Jackson, SC, with the intensity of similar yells from privates at neighboring basic training companies. These are not the Army's newest soldiers; rather, they are some of its most experienced leaders going through the school designed to mold them into the oft-dreaded, always-respected "Brown Rounds." For many of the 700 NCOs who pass through the Army's Drill Sergeant School each year, it's like a trip back in time.

"NCOs screaming down other NCOs' throats—I'd never seen anything like it," said SSG Nichelle Brown, now a drill sergeant with D Co, 2nd Bn, 39th Inf Reg at Ft. Jackson. "I felt like I was a private again. Physically, the instructors pushed us past our limit, but I was motivated all the way through."

That motivation crops up not only in the throaty yelling on the drill pad but in the range-walking between classes, late-night studying and even in the weary faces of sergeants returning from the rifle range. Make no mistake, students assert, Drill Sergeant School has its challenges, rewards ... and stresses.

During a break between classes on how to teach basic first aid to initial entry training soldiers, SFC Francis Gonzalez said, "This is the same stress factor from my basic training 14 years ago ... except now it's at a higher level." Gonzalez, scheduled to return to Ft. Gordon, GA, as a drill sergeant after he graduated the course in early October, broke into an embarrassed grin and added, "I'd forgotten a lot of information I should have retained from basic training. The quantity of information they give you here is overwhelming, but it's all relevant. Nothing is wasted."

The phrase "train the trainer" is indeed relevant here at the Drill Sergeant

School. Since drills are the first Army trainers to greet civilian recruits, it's especially important that the school produces a highly motivated, strictly disciplined soldier. Packed into the nine-week course are more than 300 hours of drill and ceremony, stress management and fitness and weapons training. Students learn how to deal with both trainee and drill sergeant stress, identify suicide risks, motivate IET soldiers, reduce the chances for fitness injuries, conduct a safe and effective weapons range, and run a bayonet assault course. By far, the largest block of training time (80 hours) is devoted to drill and ceremony.

"Just because they walk out of here with the hat and the patch doesn't make them experts in drill and ceremony," said School Commandant CSM Chester A. Perry. "Of course 'drill' is the first part of the job title, but 'd and c' is the highest reason for dropouts in our school. We call the basic marching movements 'The Seven Steps of Death.'"

Many of the students going through the cycle in early fall 1996 admitted it's been a while since they marched with an M-16 rifle. On a sweltering, Indian summer afternoon, some of them were showing signs of faltering memories as they ran through squad drills on how to stack arms. With the school's drill instructors threading their way through the formation and making verbal corrections, the tension was high.

"Come on, sarge, you know that's not how it's done."

**"YES, DRILL SERGEANT!"**

"Put the barrel through the sling like this, then let Man Number Two put his barrel in like this."

**"YES, DRILL SERGEANT!"**

It requires a heady combination of fear, sweat and clenched-jaw determination to succeed in the course, but Perry said most NCOs make it through the nine weeks with relatively little pain and anguish.

"Sure, there's stress here, but it's mainly between the student and the standards," the school's commandant noted. "The stress level should never be between the drill sergeant candidate and the drill sergeant instructor."

Perry agreed that Drill Sergeant School is as close to basic training as

an NCO can get; however, he countered students' statements by saying, "We don't treat them like privates. We train them to understand and respect what their privates will be going through."

While the school is always happy to see those who volunteer for drill sergeant duty (see box for selection criteria), the majority of students (an estimated 61 percent) are Department of the Army-selected.

"It's a tough, tough two years, and a lot of people don't want to do it," Perry said. Those who do, he added, will experience phenomenal growth as leaders, both personally and professionally.

SFC David Dantzler, an instructor at the Drill Sergeant School, agreed it takes a special breed of soldier to succeed as a drill sergeant. "We'd like to see everybody graduate," Dantzler noted, "but not everyone's cut out to be a drill. Because the job that we as instructors are sending them out to do is so monumen-

tally important, they have to be in the right frame of mind when they get here.

"We don't spoonfeed around here, either," Dantzler added. "As a student, you either execute the task or you don't."

For those who do rise to the challenge, Perry said the rewards can be gratifying. "Our philosophy to the various commands out there is: you send us your best NCO and we'll send you back a better product. We refine their skills, generally raise their APFT scores, overcome their fears and teach them where to go once they're out on the trail."

Just as in basic training, the soldiers' days are filled with a seemingly endless gamut of classes, physical fitness training and hands-on rehearsal of common tasks. Even those basic soldiering skills which most NCOs assume they can do with their eyes closed must be learned all over again with wide-eyed attention to detail.

"For instance, you might think you know all there is to know about drill and ceremony, but can you *explain* it to a new soldier who has no idea what you're talking about?" Dantzler said.

On the average, half of each class' students are from combat support/combat service support MOSes, one-third come from CMF 11 and the remaining 17 percent are from other combat arms career management fields.

Graduates of the Drill Sergeant School are guaranteed a stabilized assignment, earn proficiency pay and are awarded the special qualification identifier of "X." After the successful completion of the school, drill sergeants incur a 24-month obligation on the trail and have the one-time option of extending for either 6 or 12 months.

By all accounts, life at Drill Sergeant School is unlike most other Army training. For one thing, standards of conduct and uniform receive more scrutiny than the average soldier has seen since...well, since basic training. "We have to do better than the standards

around here," Dantzler said. "We've had students show up here with boots that are brush-shined and they'll tell us that a brush shine is acceptable according to the regulation—and that's true. But we just look at them and say, 'Sergeant, around here you need to hold yourself to a higher standard than that.'"

High standards were out in full force on the warm September day as the platoon of NCOs worked like a team to get the squad drill of stacking arms down to near-perfection. Like most other Army schools, individual success depends on the ability to work as a team and on this day every soldier was eager to help stack the rifles with precision, especially under the roving drill sergeant instructors' eagle-eyed stares.

"That's it, sergeant. Help your buddy with his weapon. Work together."

**"YES, DRILL SERGEANT!"**

Teamwork naturally produces leadership and a good display of leadership, in turn, is one of the most important prerequisites for drill sergeant duty.

Of all the NCO traits, Perry said the ability to lead others is one of the most important qualities he tries to instill in students. "I tell them when they walk out of here on graduation day, they're gonna be faced with young people looking for someone who is upright, someone who can mentor them through life. What with lying politicians and other poor role models in today's society, kids have no mentors and when they get to their IET company, they don't even have Mom and Dad. All that's left is that guy or gal with the hat." ■

Abrams is senior journalist for The NCO Journal.

Photo by SSG David Abrams



### Program Selection Criteria For Drill Sergeants

1. Be prepared to take a record APFT soon after arrival.
2. Meet height and weight requirements IAW AR 600-9.
3. Meet a minimum physical profile of 211221.
4. Have no speech impediment.
5. Display good military bearing.
6. Have no record of emotional instability as determined by screening of health records.
7. Be a high school graduate or have a GED.
8. Have demonstrated leadership ability.
9. Have no record of disciplinary action, time lost or letter of reprimand filed on OMPF during current enlistment or in the last three years, whichever is longer.
10. Past NCOERs show candidate has the capability to perform in a position of increased responsibilities.
11. GT score of 100 or higher.
12. Candidates in the rank of SGT must also meet the following requirements:
  - \* Have a minimum of four years time in service.
  - \* Have completed PLDC.
  - \* Be recommended by LTC or higher.

Volunteer applicants should submit a DA Form 4187 through appropriate channels.

# Dressed To Drill

By SSG David Abrams

**SSG** Nichelle Brown's eyes were sending a strong message to the young private with the freshly-stitched nametape that read "Fields." It was the type of stare that every soldier who ever attended Army basic training can vividly remember. With less than a foot separating them, Drill Sergeant Brown was definitely "in PVT Fields' face" as the initial entry training soldier struggled with her M-16 rifle. This was Fields' third day with the weapon and already she'd fallen behind in learning how to go from left shoulder arms to port arms.

"Don't move your head, Private Fields," Brown said in a frighteningly patient voice. "It should be one smooth motion: *push, twist, catch, push, twist, catch.*"

PVT Fields, visibly trembling, pushed, twisted and caught the M-16, but the movement was jerky, the magazine well ended up pointing skyward and there was an obvious flinch of her head as she brought the weapon off her shoulder.

"Are you afraid of this weapon, Private Fields?"

"No, drill sergeant." Fields' voice was a low, mumbled murmur.

"Don't be afraid of this weapon, Private Fields. Guns don't kill people; people kill people."

"Yes, drill sergeant."

"You better get used to this weapon. It's gonna be your best friend for the next two weeks. You better get used to it now. If you don't, what are you gonna do when you get to your permanent party station? Don't think we just put the weapons away after basic training and you'll never see another M-16 again, because I guarantee you will. You need this weapon, Private Fields. It's your best friend."

"Yes, drill sergeant."

"Now let's try it again."

*Push, flinch, twist, catch.*

"I can't believe you're flinching, Pri-



SSG Nichelle Brown gets her point across to a new soldier during drill and ceremony.

vate Fields. Why are you flinching? This weapon doesn't even have any rounds in it." The eyes, still less than a foot away, narrowed with intensity; it was the drill sergeant glare in overdrive; it was the moment when every private knows the next move better be the right one. "Now, Private Fields. Let's *do it...one...more...time.*"

*Push, twist, catch.*

"Again."

*Push, twist, catch.*

"There you go. Just keep that up. And remember, don't move your head. Now, can I go on to another private who needs my help?"

"Yes, drill sergeant."

Brown, a 32-year-old from Gary, IN, had just made a difference in another soldier's life. She may never see the net result of those 20 minutes when she got "up close and personal" with PVT Fields, but Brown was satisfied just knowing she made an impact and that, sooner or later—whether on the battlefield or on the training range—her work

would have its effect on Fields.

"These privates are a reflection of us NCOs," Brown said during a break in the morning's drill and ceremony training. "Wherever they go, people will notice the work we did as drill sergeants. If they do something bad, they'll always be asked, 'Who was your drill sergeant?' Likewise, if they do something good, they'll be asked, 'Who was your drill sergeant?'"

Brown glanced back at the formation where Fields and other soldiers from Co D, 2nd Bn, 39th Inf Reg at Ft. Jackson, SC, were drinking water from their canteens. "It can be frustrating for me when

somebody doesn't understand a simple task like that, but then I just take a deep breath and say to myself that not everybody will get it at the same rate. Private Fields will have it down pat in another two weeks." Brown smiled. "I've already started to notice an improvement in her."

For Brown and hundreds of others like her across the Army who wear the famed hats and "This We'll Defend" patches, it's moments like these that bring some of the greatest rewards in their Army careers. Most drill sergeants agree the hours are long and the responsibilities are enormous, but the payback is equally satisfying.

"When you're a drill sergeant, you're molding soldiers for the rest of their careers," said SSG Ismael Diaz, Ft. Jackson's 1996 Drill Sergeant of the Year. "It's paramount at all times for the drill sergeant to present a positive image to his soldiers."

All soldiers in today's Army have a drill sergeant somewhere in their past. He or she can be the first hurdle or doorway into an Army career. Everyone, including the current crop of drill sergeants, carries certain vivid images of their first military trainer.

"My own drill sergeant told us that being a drill is the best thing a soldier can do," said Diaz, now an instructor at Ft. Jackson's Drill Sergeant School. "So, I've wanted to be on the trail ever since I was a private. To me, the drill sergeant was the subject matter expert. He knew everything."

Indeed, drill sergeants must be walking military encyclopedias and must respond to a variety of soldiers' needs, from resolving a fear of heights on the confidence course to resolving conflicts between "battle buddies." Under the drill sergeant's tutelage, soldiers first learn how to shine boots, fire weapons, hump rucks, read maps, tie tourniquets, salute officers and inhale chow. In their first eight weeks of the Army, soldiers learn the meaning of terms like teamwork, discipline, respect and "front leaning rest position." Through it all, the drill sergeant is a constant presence, hovering at the edges of privates' sight or right up in their faces, haunting them or guarding them, correcting them or encouraging them.

Drill sergeants can become mother,

father and coach to young soldiers—some of whom have low self-esteem and poor physique after living a life in what one drill sergeant called "the sedentary Nintendo generation." It's the drill sergeant's job to see that IET soldiers try to meet Army standards in less than eight weeks.

"I've got one female right now who is running two miles in 24:50," Brown said. "By the time she graduates, she'll be doing 19:54 or better. I tell her the word 'can't' is no longer in her vocabulary."

Drill sergeants are constantly on display to most new soldiers as the first model of NCO behavior. "Soldiers pick up on your actions and mannerisms," said SFC David Dantzler who spent two years with basic training companies at Ft. Jackson before becoming an instructor at the Drill Sergeant School. "For instance, if I come back from the M-16 range without touching up my boots, the soldiers will pick up on that and they'll wonder if I'm being a hypocrite."

There's more to a drill sergeant than meets the private's eye, however. Most young soldiers see their drill sergeants as something akin to a superhuman, someone elevated to an almost mythic status. But for the very human drills, two years on the trail can be grueling.

For instance, on the day PVT Fields was struggling with her M-16, Drill Sergeant Brown's bedside alarm clock rang at 3 a.m. As a single parent, she had to allow extra time to dress her son and drop him off at the babysitter's house before arriving at the basic training barracks by 4 a.m. There, she filled out status reports, reviewed sick call slips and ensured all 57 privates in her company were accounted for. Half an hour later, she strode out into the barracks and flipped on the lights. It was time for the rumple-haired, sleepy-eyed privates to throw back the covers, slip into their shower shoes, conduct personal hygiene, then make their bunks, all before the day's first formation at 4:45 a.m.

After an hour of physical training, Brown, the other two drill sergeants in her company and the already-exhausted privates returned to the barracks where they changed into BDUs before lining up for the morning's second formation at 6:20 a.m. While one drill sergeant marched the troops off to chow, Brown grabbed a quick shower, then changed into her BDUs. When she arrived at the chow hall, the other drill sergeant returned to the barracks for his shower (such teamwork between drills is necessary, both for practical purposes and sanity). By 8 a.m., everyone was ready for the training day to begin. For the next nine hours, Brown was constantly with her soldiers, teaching them the ways of the Army, coaching them through the difficult parts, praising them on their successes, but always staying one step ahead of them.

By 5 p.m., it was time for dinner chow, but the day was far from over. The evening's agenda included remedial PT, a preview of the next day's training, counseling sessions and the ever-popular mail call. At 8 p.m., soldiers got an hour of "personal time" when they could polish boots, take showers, work on wall locker displays, read their "smart books" (IET Soldier's Manuals) or use the tele-



SFC Alan Block works with another soldier having trouble with the M-16 rifle.

phone. Brown spent this hour in her office, taking care of soldiers' individual needs which may have cropped up during the day. "These can range from problems with map reading to problems they're having back home," she said.



"They have to know I can't solve everything, but I'm there to listen if they need me."

At 9 p.m., it was lights out in the barracks and soldiers started their roving fire guard duties. Finally, Brown headed out the door to pick up her son from the babysitter and then drove home where she and the 5-year-old spent some "intense quality time" before they both dropped off to sleep. At 3 a.m., the alarm rang and the next day's cycle began.

Brown said she allows little time for her own needs. "Even if I get sick, I drive on," she said. "You won't ever see me going on sick call during the eight weeks we're in cycle."

Despite the long hours and constant demands, Brown added, "It's really not a hard life. In fact, I extended my drill sergeant duty an additional six months. I love being around soldiers who have no inkling what the military is all about and then watching them walk out of here two months later full-fledged soldiers."

Diaz agreed that graduation day is always one of the best days of the cycle. "There's definitely a feeling of pride you get watching them walk across the parade field," he said. "That's where all the stress and long hours pay off."

Drill sergeants typically have a cycle break after graduation, lasting anywhere from one week to a month-and-a-half. This is when the NCOs take leave, get "reacquainted" with their families and recharge their batteries, just in time for the start of the next cycle's "Red Phase" where they will cordially greet recruits at the reception battalion.

If there is one image of the drill sergeant lodged in most soldiers' minds it's that of the purple-faced, screaming men in Smokey Bear hats who jolt them out of their civilian way of life with phrases like "getoffthebusprivates!" and "moveitmoveit" and "yourbuttsgrassandI'mthelawnmower" and "whatchoolookingatprivate?" No matter how tall or short the drill sergeants are, they always seem to tower over the quaking recruits as they go through the process of shakedown, clothing issue, barracks inspections and initial physical fitness training (commonly known as the front leaning rest/flutter kick endurance test).

"Sure there's still yelling, but it's mostly used as an attention-getting technique during Red Phase," Dantzler said.



Photo by SSG David Abrams

During a class on stacking rifles, Drill Sergeant Leader SFC David Dantzler works with a student.

"But then you have to ease off. You can't abuse the power you have over the soldiers. If you scream and yell all the time, they'll turn a deaf ear to you. There's a time to go hard and a time to pull back."

Today's drills operate under different rules than the "classic" D.I.s of yesteryear. There is no more punching or shoving insubordinate privates; blue language is no longer tolerated; even the morning reveille of banging garbage can lids together is becoming a thing of the past. However, one thing that never changes, most modern drill sergeants would agree, is the level of caring and commitment to the young soldiers.

"I go by the motto: Firm But Caring," Diaz said. "When you're with soldiers for 18 hours at a time, you can't help but care about them."

As evidence of his level of commitment to his soldiers, Diaz keeps photos of all his basic training cycles under the glass top of his desk and will proudly show off his former soldiers like a father pulling portraits of his kids from his wallet. "I've had soldiers come here who could only do two pushups and zero situps, but by the end of eight weeks, they've passed the Army Physical Fitness Test with flying colors," he said. "Those are the kinds of things that make

you feel good about yourself as an NCO and a leader.

"On the other hand, it's a real leadership challenge to work with those soldiers who are purposefully resistant to learning," he added. "Enforcing the standards, role modeling and a lot of counseling is the only way to overcome that."

When all is said and done, however, the effect of people like Brown, Dantzler and Diaz on people like Fields and thousands like her is phenomenal and long-lasting.

"The impact a drill sergeant has on a soldier is like a nuclear weapon," Dantzler said. "If you don't set the standards, if you teach them bad habits, then they'll go out and infect the rest of the Army. You might not always see the end product immediately, but eventually it's going to come back around to you. After all, these soldiers are going to be your squad leaders when you're a platoon sergeant, so you'd better train them right the first time around." ■

Abrams is senior journalist for The NCO Journal.

# We Remember

*(Editor's note: We asked our readers to share some of their experiences with their drill sergeants. Here are some of the responses we received.)*

Upon entering the Army in the summer of 1982, I had the chance to meet one of the most dedicated, caring and tough NCOs I've ever encountered. Many of the lessons I learned from my drill sergeant—SGT Hillard Stevens—stick with me to this day.

Our first meeting with SGT Stevens was less than cordial, as I recall. Never before had I met anyone who introduced himself by "allowing" me to do push-ups until my arms were ready to fall off. Then again, I had never met SGT Stevens.

It only took us a few days to realize SGT Stevens was vastly different from his peers. We normally saw all our drill sergeants on a daily basis because they either worked the morning or afternoon shift. The unique thing about SGT Stevens was he was with us every minute of every day, from morning PT to "lights out." Even on weekends when our training schedule was typically lighter, we couldn't seem to get away from him.

When he was off duty, SGT Stevens would be in the company area. Often he would come to the unit on Sundays just to wash and wax his car ... and to be with his soldiers. Without ever verbalizing it, SGT Stevens proved his soldiers were more important to him than having a day off. He knew his soldiers and always looked out for their welfare. Although we often feared and hated him, we felt safe when he was around.



**Eating cat food confirmed suspicions—SGT Stevens was indeed crazy.**

There are so many anecdotes about SGT Stevens worth repeating. One in particular always comes to mind. We were in company formation. SGT Stevens appeared carrying a small tin can with some sort of label on it. As he began to give the instructions of the day, he pulled out a P-38 can opener from his pocket and began to open the can. Trying to listen intently to our sergeant was difficult because we soon realized he was opening a can of cat food. He took out a plastic fork and started to eat the cat food, while continuing his instructions.

Needless to say, the entire trainee population was horrified. That simple yet strange act of eating cat food confirmed what we had suspected all along—SGT Stevens was indeed crazy.

Only later, after our graduation, did

he reveal his secret—the can was regular tuna. He had simply replaced the label just to see how we would react.

The lessons I learned from SGT Stevens are many. He taught me the obvious soldiering skills, but equally important, he taught me lessons that would shape me into an NCO. Caring for soldiers, physical and mental toughness, humor and the importance of setting the example were just a few.

Many NCOs have played an important role in my "up-bringing," but none more than SGT Stevens. Because of his professionalism, dedication, toughness and true love for his soldiers, I will never forget SGT Stevens. When challenges have presented themselves, I have often contemplated what SGT Stevens would do in the same situation. SGT Stevens

# Drill Sergeants

was not only a highly respected drill sergeant, but the personification of excellence as a Noncommissioned Officer. ■

*SFC Christopher E. Berry, HQ, U.S. Army Recruiting Bde, Ft. George G. Meade, MD.*

I entered the Army on June 9, 1994. I made the trip from Miami to the 120th AG Bn (Reception) at Ft. Jackson, SC. My basic training drill sergeants were good quality and squared away. But they just trained; they honestly did not seem to care if we succeeded or failed, graduated or chaptered out. They just did their job and that was it.

After I graduated, I went to Alpha Company, 369th AG Bn (AIT) at Ft. Jackson to be trained as a 71D (Legal Specialist). The drill sergeants there were excellent. All of them had special qualities, but without a doubt, I think the best one was my class drill sergeant SSG (now SFC) Scott Webb. He was a 71D like we were training to be. He was airborne and a former infantryman. He was tough as steel and completely dedicated to his work.

At the time, we hated him, but it was his absolute demand for perfection that made us all want to emulate him by the time we graduated. If we screwed up, we weren't afraid of being dropped but of letting DS Webb down. He even extended his demand for perfection to transition students in other companies. If he saw soldiers out of uniform or talking too loudly in the chow hall, he would correct them just as fast as he would correct us. It showed us high standards do not (or should not) end after AIT.

And he actually cared about us. Often, he would go over material our instructors taught us during the day, just to make sure we understood. One of the most humorous aspects of DS Webb was his faint resemblance to Freddy Kruger

(the character in the "Nightmare on Elm Street" films). He had a fake "Freddy" claw hanging outside his office, which showed despite his stern attitude, he also had a sense of humor.

His favorite saying was, "Sure hate it for you." For example, "Go ahead, private, and fail your test. Sure hate it for you if you do!"

SFC Webb is now off the trail and in Hawaii. I believe he represents everything an NCO should be, and I hope to work with him someday. With only 1,300 soldiers in my MOS, this could happen. I honestly believe if we had more NCOs like DS Webb, half the problems of the Army would not exist. ■

*PFC Wayne A. Roache Jr., HHB, 11th ADA Bde, Ft. Bliss, TX.*

We filed off the bus and into the smothering heat of Ft. Jackson, SC, in early August. As we assembled into formation as quickly as a bunch of newly recruited "clerks and jerks" could, all I could hear was yelling. I couldn't understand too much of it except every other word seemed to be an obscenity of some kind. All I could think of was the advice all my dad's friends (who had been through basic training) had given me: "Lay low and don't stick out from the crowd."

Remembering this advice, I noticed my BDU cap was not on correctly. The bill was angled slightly upward instead of the two fingers from the nose position we had been taught at the reception battalion. I wanted to fix it, but I didn't know if I dared move. I could hear drill sergeants yelling from every direction, but I couldn't see any of them. I figured it was now or never. I started to raise my hand toward my hat and before I could even reach the brim, the devil himself was standing in front of me. Smokey bear hat, Ranger tab, airborne wings, drill sergeant patch and sunglasses,

which reflected the fear in my face.

"What in the hell are you doing, private?!"



*"If your headgear needs adjusting, I'll adjust it for you."*

"Adjusting my headgear, drill sergeant," I replied as sternly as I could.

"If your headgear needs adjusting, I'll adjust it for you. Now, beat your face, private."

Unfortunately, I had never heard that expression before. I froze, not knowing what this monster was telling me to do. Seeing I was slightly confused, he pulled back so he wasn't nose to nose with me and casually stated, "It means do push-ups, private." It seemed as though the clouds had parted as I realized what he wanted. I guess I spent too long thinking about it because he was right back in my face. "Now, push, private!"

After I had finished "beating my face," my platoon had the pleasure of carrying our bags up and down three flights of stairs about five times because we weren't fast enough the first time. When our first round of "torture" was over, we were instructed to put our gear in our wall lockers and start arranging it. As I went about this task, I was kneeling on the floor, arranging my gear in the bottom of the locker when I heard heels click together behind me. I looked at the floor behind me and saw my reflection again just as I had in the sunglasses... ex-

cept this time it was on someone's boots. I knew it had to be the man I was going to hate for the next eight weeks of my life. Before I could get to my feet or even say a word, he said, "Remember this...stay alert...stay alive and you'll do fine."

Then he walked off before I could even comprehend what he had said. That little phrase has never let me fall asleep on duty and probably saved my life in Iraq just four months after I first heard it. He turned out to be the best drill sergeant I had, and he taught me more in eight weeks than anyone I've ever met. So to SSG Baumgarten, wherever you may be, I attribute my success—coming an NCO so quickly, my induction into the SGT Audie Murphy Club—to you and hope some day I can follow in your footsteps and wear the "brown round." I hope every soldier has an NCO like you as their first leader. ■

*SGT Daniel C. Hopson, HHC, 1-9 Cav  
1CD, Ft. Hood, TX.*



**"What rock did you crawl out from under?...Why don't you just drop and start doing push-ups until I get tired?"**

The brakes of the bus squealed as it rolled to a stop outside the U.S. Army Reception station, Ft. Leonard Wood, MO. It was filled to capacity with young, boy-faced men, ready to exchange their gym shoes for combat boots. I can still recall that day well. It was Feb. 23, 1981. I was 20 years old and one of those boy-faced men. As we sat fidgeting in our seats, our laughter was replaced by an uneasy quiet as tension quickly filled the air. My mouth was dry, but my hands were drenched. I thought to myself, "What in the hell am I doing here?" The expressions of the other occupants assured me my sentiments were shared by all. The inevitable was soon upon us. The bus doors flew open and with one leap, in jumped fear personified.

He was a black man in his middle 30s, a seasoned Vietnam veteran. I felt numb as he stood in his mirrored spit-shined boots in the front of the bus. His impeccable uniform was crisp from starch and the seams of his trousers appeared to be razor sharp. His large hands rested on his hips as his eyes stared through us with a merciless expression. At the top of this massive, 220-pound, 6-foot frame was the U.S. Army drill sergeant hat, more commonly known as a "Smokey

bear" hat. After several moments, he announced in a loud, Southern drawl, "Welcome to Ft. Leonard Wood Basic Training Center. I am Drill Sergeant Bragg, and for the next eight to 10 weeks, I will be your drill instructor. You will not eat, sleep, talk or pick your nose without being told to do so first. On my command of 'fall out,' you will secure your personal gear and in an expedient manner, exit the vehicle forming four ranks to my left, your right. May God have pity on the last man out...**FALL OUT!**"

As we made our exit, the bus began rocking as we clamored over seats and each other. Outside the bus awaited a gauntlet of drill sergeants, each screaming a different command: "Put your gear here," "Move over there!" "You'd better get your head out of your duffle bag."

Once in position, we froze, afraid to blink an eye. Drill Sergeant Bragg prowled the ranks of new recruits, stopping intermittently to comment on certain individuals' appearance. Much to my dismay, I was one of the unlucky ones. "What rock did you crawl out from

under?" he asked as the brim of his hat rested against my forehead. "Georgia," I meekly replied.

"Carter was from Georgia too. I didn't like Carter. Why don't you just drop and start doing push-ups until I get tired," he commanded. I assumed the push-up position and began pushing Missouri further south. All the while I was thinking, "This man could not have been born from humans." This was my introduction to a most unforgettable person in my life, Drill Sergeant Bragg.

He was a true dictator in every sense of the word. From the first day to graduation, dawn to dusk, we were trained and molded to his stringent standards. We were constantly being taught self defense, military weaponry, drill and ceremony along with various other military topics. Discipline for mistakes came quickly, usually in the form of push-ups. I saw more of DS Bragg's boots than any other areas of interest in Missouri. The muscles in my body ached in places I never knew existed, let alone reach. The days were endless, but as time passed, I slowly transformed from a civilian into a

soldier. DS Bragg, his pleasant personality unchanged from day one, was there every step of the way, motivating and disciplining. In his own distinct manner, he truly cared for his men and only desired one objective: "I will do everything possible to ensure that the enemy is afforded maximum opportunity to sacrifice HIS life for HIS country."

Today I am a sergeant first class, and although a little more than 15 years have passed since basic training, my memory of DS Bragg remains crystal clear. He was a boisterous, barbaric man who appeared to have derived sweet pleasure from my sweat and pain. For eight long weeks, I despised that man more than all the communists in Russia. He was also a proud and professional soldier, an example for us trainees to emulate. He genuinely cared for his troops and their preparedness for battle. To him I will forever be indebted. Indebted for the hundreds of push-ups which strengthened my body. Indebted for the discipline that enhanced my military bearing. Indebted for the determination instilled that enables me to continue the task, regardless of the obstacles. The services DS Bragg and countless other drill sergeants rendered may not have been recorded in the military history books, but be assured they are recorded in the hearts and souls of many American fighting men and women. Thank you DS Bragg for what you did for the many other men and women who crossed your path. I salute you. ■

*SFC Robert E. Phillips, Co B, Support Bn, Ft. Bragg, NC.*

**T**here were a lot of memorable things that happened while I was in basic training. I attended training in the summer of 1994 at Ft. Jackson, SC. We were in the third cycle of training and our platoon guide was marching us to the chow hall. He did this every now and then. This was one time I wish I hadn't been hungry. I don't know if it was the summer heat or what, but while we were going back to the barracks after supper that day, we started hollering at the female platoon while marching back. Our drill sergeant wasn't around, so we thought, "What the heck?"

We didn't know our first sergeant was watching everything we were doing. From out of nowhere, he told us to stop right where we were and stand at attention until he found our drill sergeant. We waited for about 30 minutes while our drill sergeant got his butt chewed for our behavior. After the meeting with the first sergeant, our drill came out and told us to go upstairs and get into our PT uniforms. We went upstairs in a flash. We stood by our beds in our uniforms. He smoked us for about two hours, until 5:30 p.m. I'm sure he had better things to do than to smoke us. After that, we didn't have any more problems marching to chow. ■

*PFC Elmer J. Akins, Ft. Ritchie, MD*

**A**lthough I am now a Nurse Corps officer, I still consider my highest rank achieved to be that of staff sergeant. I entered the Army in 1972, with basic training at Ft. Ord, CA. At that time, the Army was undergoing a redefinition of character. The U.S. participation in Vietnam led the country to question our role in the world society. Race relations were certainly on the front burner. Women were becoming a dynamic element in the Army.

Our drill sergeant got us together on the second day there to talk about these issues informally. He summed it all up when he remarked, "It doesn't matter what you think of that guy next to you. It doesn't matter what color his skin is. It doesn't matter if he smells good. We all have to work together. We all serve the same master. And that master is the people. We serve to keep them free."

This is one EEO statement that had more impact on me than any learned in a classroom setting. This drill sergeant set the stage for my career and my dealings with patients and people in general. I never got the chance to thank him for such a lesson...not until five years ago.

I was working with recovering open heart patients at Fitzsimons Army Medical Center, CO, as a civilian clinical nurse specialist. I recognized the name of one of the patients—unconscious and close to death after a long and difficult procedure. I only hope he passed on in comfort. Though he had no family pres-

ent (it's a long way from Harlem to Denver), my drill sergeant didn't die alone because I was there.

Presently I work full time for the Colorado Army National Guard as the occupational health nurse. My weekend job is as head nurse, Intensive Care Unit, 147th Combat Support Hospital. My ward master, SSG Wallace, has a head nurse who allows her to execute her missions as she sees fit. Her head nurse allows her the necessary leeway to get the job done. When she needs it, this head nurse provides as much support as SSG Wallace can stand. Otherwise, this head nurse gets out of her way and lets the NCO take care of NCO business. My drill sergeant set the stage for what I hope is good officer development. ■

*CPT Michael K. MacGonegal, Colorado National Guard.*

**I**went into the military at 27, turning 28 my third week there. I told everyone in the smoke break area one day to pull themselves together...this was all a head game and we had to stick together. It wasn't every man for himself because when one of us messed up, we all got in trouble for it. And I didn't like the idea of doing push-ups for someone else's mistake. I had no idea the drill sergeants were listening to my little speech. They made me a squad leader that day.

We really got a taste of drill sergeant insanity when our platoon scrubbed and cleaned our barracks (or so we thought) and we all stood on the blocks at parade rest awaiting the verdict. We truly thought DS Quick had lost his mind. He was screaming and cussing and turning over bunks, kicking over wall lockers and throwing trash cans. This display of fear tactics was demonstrated because a bunk was improperly made and a soldier's shoe display was misplaced, accompanied by dust balls. This was done to enforce teamwork. If one soldier messed up, we all suffered for it.

A week before graduation, it hit me. I had accomplished things I would have never thought I could do. I am in the best shape (mentally and physically) I have ever been in. I suddenly had this tremendous amount of respect for my drill sergeants. They did a helluva job breaking

us down and building us up into lean, mean fighting machines. Ft. Jackson taught me the meaning of confidence and team work. My drill sergeants, DS Quick and DS Miller, were leaders who set the example. I hated them then and they scared me, but now I thank them for I love the military and plan to make a career out of this AGR program. From March to August 1984, Ft. Jackson was the best time I've ever had in my life. ■

*Sgt Kim Dobson, 79th ARCOM, Willow Grove, PA.*

**A** drill sergeant is like your grandmother... someone you'll never forget. They are instrumental in the development of young men and women. As far as I'm concerned, my drill sergeant has, in some respects, made me what I am today. He was inspirational as well as motivational. His name was SFC Blizzard.

For the most part, I was a very good soldier. I did only what I was told to do. Because of what I saw happening to people who were "out of line," I always tried to stay "in line." However, even the

best kid tests authority and tries to steal a cookie from the cookie jar. Well, I got caught with my hand in the cookie jar.

During our bivouac week, we were served hot meals for dinner. For dessert, there were always fruit pies. They were the only things that came wrapped in their own packaging. This was convenient because you could put them in your pocket and keep them for later when you were hungry in the middle of the night.

Well, DS Blizzard made it very clear we were not to take any food from the mess area. We were to go to the mess area, eat and leave. Some of the soldiers would take the pies and get away with it. But, occasionally, DS Blizzard would have on-the-spot inspections. If you were caught with one of these pies, he would open the package and smash the pie in your pocket, making a terrible mess.

After seeing this and knowing I never wanted it to happen to me, I refrained from taking a pie. That is, until one day, I was starving and the mess portions were small. Against my better judgment, I took a pie. At first it was my intention to eat it at the table, but DS Blizzard called us to formation, and I didn't have time to

eat it. So I stuck the pie in my pocket. In formation, he told us to drop our steel pots and empty our pockets into them. I became nervous and struggled with the idea of leaving the pie in my pocket. But I knew if I was caught with it in my pocket, I'd be in even more trouble. I reluctantly placed the pie in my helmet.

DS Blizzard stopped in front of me. He looked down and saw the pie. It was lemon, my favorite. Slowly he knelt down, picked up the pie, looked me in the eye and said, "I'm very disappointed."

Then he opened the flap of my top left BDU pocket, placed the pie in the pocket and said, "This hurts me to do this, but I have to. Of all the people, you were the last I expected to have to do this to." I felt about two feet tall. I stared straight ahead as he smashed the pie into my pocket. Then he said, "Please don't make me do this again."

For the first time in seven weeks, I had let my sergeant down. I felt miserable. The rest of the night, I was afraid to even look in my pocket to see the mess the lemon pie had made. I didn't need the reminder of my failure.

Later that night while I was on guard duty, my stomach began to grumble so I looked in the pocket to see if any of the



*Then he opened the flap of my left BDU pocket and said, "This hurts me to do this, but I have to." I stared straight ahead as he smashed the pie into my pocket. For the first time in seven weeks, I had let my sergeant down.*

pie was left intact and uncontaminated. As I looked into my pocket, I realized the package was still sealed. DS Blizzard hadn't opened up the package. The pie was flat but still edible. So that night, I enjoyed a lemon pie. As part of my penance, I shared the pie with my "buddy."

Although the pie was tasty, the lesson was etched into my conscience. Always follow the orders of your sergeant. In some ways, I felt DS Blizzard wanted me to enjoy that pie but not without a lesson learned.

DS Blizzard taught me more about being a soldier and walking with confidence than anyone else in my military career. Today I am a captain in the U.S. Army Reserves. However, everything I do in the military has its origin in DS Blizzard's instructions. I can still march with precision, sing cadence like a drill sergeant, dress and look like a soldier should and most of all, maintain a positive attitude and the utmost respect for the Army and its backbone—the NCOs. DS Blizzard, wherever you are today, I salute you and remember you with every bite of lemon pie I eat. ■

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*CPI Brian Gilmartin, 75th Div, Medical Section, OR.*

**T**his may be slightly different from the other anecdotes received, but I believe it is relevant and "needed." What about the drill sergeants who turn other NCOs into drill sergeants? I always hear people talk about their great drill sergeants but no one mentions the "maker" of that drill sergeant...the unsung hero of the Drill Sergeant Corps, the Drill Sergeant Leaders (DSL). They are responsible for carefully and skillfully molding the volunteers and DA-selected NCOs into drill sergeants.

I went through the Ft. Jackson Drill Sergeant School in the summer/fall of 1993 and had the extreme fortune of being placed in the hands of the epitome of professionalism. Senior Drill Sergeant Leader (SDSL) Wethington, DSI's Garrett, Miller, Price, Nixon, Skinner and the other DSLs didn't get their jobs accidentally. They were watched, evaluated, and finally chosen as the best of the best to instruct at the Ft. Jackson Drill Sergeant School. And they took this task to

heart. Yes, they taught classes just like I had been taught to instruct in the Instructors Training Course. No big deal there. The bonus, the real knowledge, the stuff you can read about but can't learn from books, was gleaned by talking with them and watching them lead by example.

The SDSL would not let any DSL give a presentation without numerous rehearsals. Why not? He could take it for granted the DSLs knew the material. He had seen them do it plenty of times. But, were they properly prepared this time? He would find out because their reputations as professionals were on the line each time they stepped in front of the students. From this I realized it's not just the material in the training we conduct that needs to be good, but we need to be good. While we are conducting training, soldiers are evaluating us as their leaders.

My DSLs talked a lot about their time on the trail. From them I learned the privates I would be entrusted with were not being put there for my amusement, but they belonged to the Army, just like me. They taught me the many pitfalls a drill sergeant can fall into and urged us to always have the highest morals and ethics. To always perform in a manner that brought credit to the Drill Sergeant Corps. I spent my time as a drill sergeant focused on what the Army wanted the soldiers to become by graduation day.

Luck was with me again when a DSL from years gone by, 1SG Valdez, came to my training unit. He exemplified everything I had learned in Drill Sergeant School and took every opportunity to further mentor his drill sergeants.

My time as a drill sergeant was totally successful and gratifying, but I shudder to think what would have happened if the Army had just given me a hat and a patch and said, "Go train privates."

I will always use the knowledge, principles and guidance shared by my drill sergeant leaders and 1SG Valdez. Professionals like these "make" professionals like us. ■

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*SFC George Kammerer, Operation Joint Endeavor.*

I entered the Army in the spring of 1982 after I graduated from Western

Michigan University. I arrived at Ft. McClellan, AL, where we were going to be doing our training. My first impression of the place consisted of a bus load of trainees (me included) struggling to exit the bus, stumbling and falling over each other to get to the large white building 75 meters away within 30 seconds.

After we arrived at the bay area and were put into formation, one of the trainees was so tired, he fell on his back with his duffle bag and looked like a turtle struggling to right itself. After watching for a while, we were ordered to help him up. Then the drill sergeants began their "shock treatment" on us, making most of us wonder what we'd gotten ourselves into.

I was spotted by one of the drill sergeants who asked me how I got my PFC. I told him I was a college graduate, and, boy, was that the wrong thing to say. He brought all the drills in front of me (there were four others) and they all began screaming at me, calling me a "college boy" and telling me how they were going to smoke me.

Each of the drill sergeants dropped me twice for 10 push-ups apiece. I had reached muscle failure just before the last drill sergeant dropped me for the second time. From that time forward, I wanted to get even with these drill sergeants. About three months later, my time had come. I had one of the "stud" drills challenge me to any sporting event I chose. He wanted me to challenge him in a push up contest, but I said no because he would have won. I suggested a three-mile run. He agreed since he was the fastest drill in the company.

The big day came. The drill sergeant knew I could run but he didn't know how well. As the race was about to start, the trainees and other drill sergeants gathered at the starting line to cheer us on.

The whistle blew and we were off and running. I ran with him until we reached the halfway mark, then I told him, "I'll see you later," and I ran away from him.

As I rounded the final turn, the trainees were cheering me on. After I arrived at the finish line, we all waited for the drill sergeant to come in. He made it across the finish line and fell to the ground. After resting for a while, he asked how did I learn to run so fast. I finally told him I was a NJCAA and NCAA All-American in track and was a

# NCOs

By USM (Ret) Robert A. Dare Jr.

**T**he tremendous success that our Army has enjoyed over the past years can be directly attributed to our great Noncommissioned Officer Corps. But we can and must do better.

Technology and doctrine have been in constant change for some time and will continue to complicate the challenge of leadership. In some facets of our profession we have applied "forward thinking" and "vision." But in many respects we have trapped ourselves in the '70s and '80s, especially in leadership theory and training. We have raised some great managers (people who do things right), but we have not done so well in developing leaders (people who do the right thing).

Three ways we could help ourselves become more effective are to operate and communicate horizontally, read, and recommit ourselves to leading and training.

Operating and communicating horizontally (figure 1) will initially seem uncomfortable, as the Army is a vertically designed institution (figure 2). That's healthy for the chain of command but ineffective in the age of information demand. When NCOs get caught operating in the vertical we get into turf wars, filter information, lock out important input and feedback and restrict our ability to grow. When we demand that all communication pass through a "pecking order" in vertical fashion, our subordinates are "on line," receiving and transmitting information on their personal computers. As you read this, there are NCOs exchanging great ideas on leader development via the Internet.

When we operate horizontally, we become what we profess to be—a professional NCO Corps working together for the good of the cause. Operating horizontally provides for mentoring to occur in a smooth and natural manner. It allows information to move quickly and accurately without filtering or embel-



Unknown to the DI, the trainee was a NCAA track star in college.

cross country runner. He felt really stupid. ■

*SFC Dana Houston, 701st MP Co, Ft McClellan, AL*

**D**uring our last couple of weeks of basic training in 1979 at Ft. Knox, KY, our drill sergeant told us we could visit the "roach coach" and take a short break on the other side of the building by the dumpster.

We got our sodas and junk food (things the drill sergeant always said were bad for us) and went on our break near the dumpster as we had been told. And what do privates talk about? The drill sergeant, of course. Believe me, we said things about him that are unprintable.

After about 15 minutes of disparag-

ing remarks, the lid of the dumpster popped open—and inside was our friendly, neighborhood drill sergeant. He had been listening to every word we said.

For the rest of the afternoon, we alternated between push-ups and running through the fort. I learned a valuable lesson from that incident. Your drill sergeant is likely to be anywhere he's not expected...and listening to your every word. ■

*SFC Douglas A. Phillips, Ft. Knox, KY*



# for the 21st Century

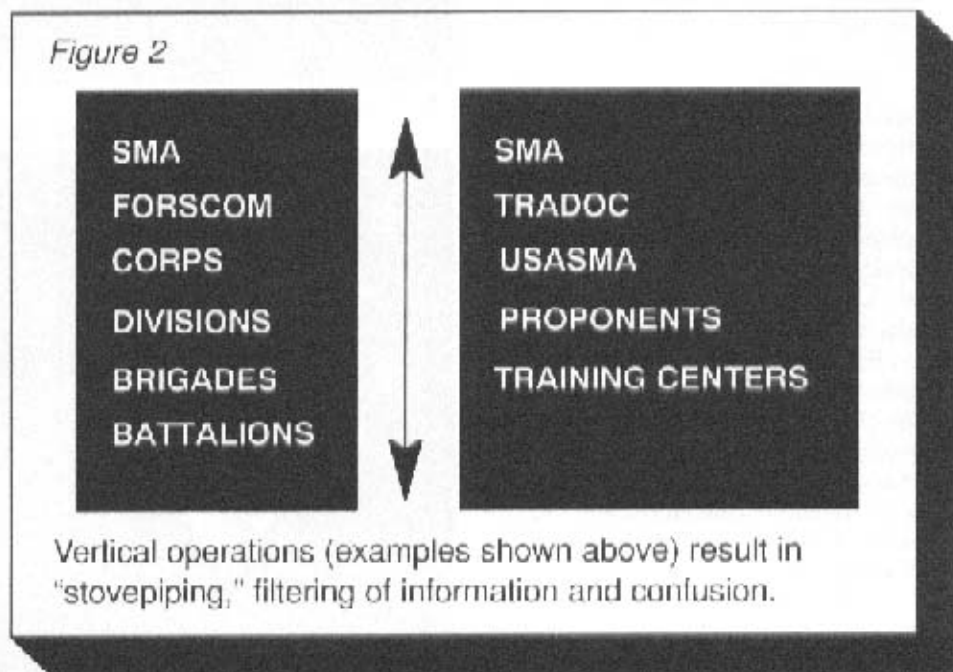
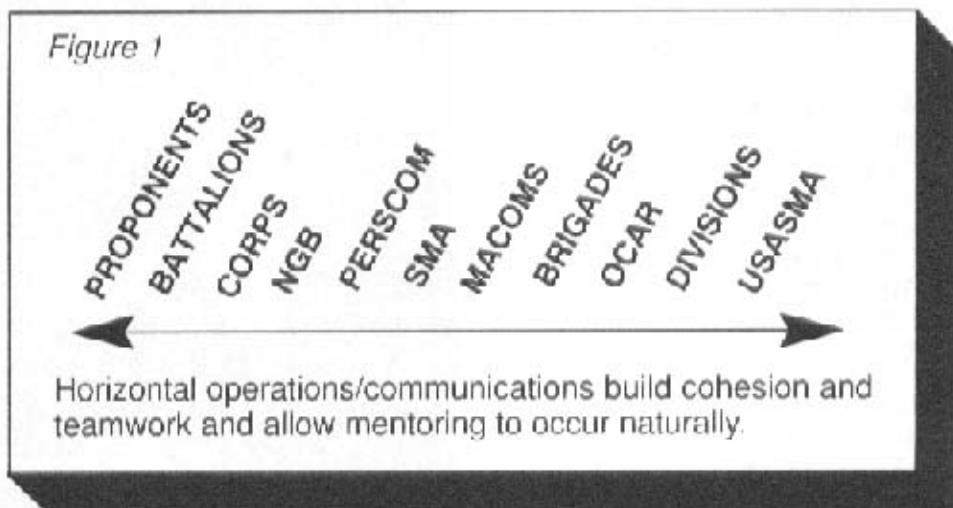
lishment. Horizontal cohesion builds teamwork through positive synergy. It contributes greatly to the elimination of rumors and confusion. The ability to operate horizontally requires us to recognize that we are responsible for training, mentoring, informing and caring for our soldiers. Our soldiers count on us to do these things, when we fail to do so, we lose credibility with them.

The second thing we can do is read and study leadership. Just as technology has changed, so has leadership theory. Rather than wait for the Army to rewrite its manuals, build your own library now. *Seven Habits of Highly Effective People* and *Principle-Centered Leadership*, both by Stephen Covey, are two great primers. *How to Win Friends and Influence People* by Dale Carnegie and *Unlimited Power* by Anthony Robbins will contribute to your growth as a leader.

And don't forget the impact that biographies of great leaders can have on you. There are many, but in this time of change I can't recommend any better than *General of the Army George C. Marshall* by Ed Cray. When you read to grow, that is to say, for self-development, you will study what you read. You will find yourself trying new concepts and ideas. You will remove limitations you have put on yourself, and you will find the challenge of leading more interesting and rewarding.

Thirdly, we can recommit to our responsibility of leading and training our soldiers. Too often today we get caught in concerning ourselves with issues outside our circle of influence. NCOs who spend the day overly concerned with budget issues or carping about already-decided policies waste time, energy and opportunity. If we go to war tomorrow we will go with the soldiers and equipment we have today.

Training and leading are full-time jobs. If you want to see how big each is, take a piece of paper and write "Training" on the top left and "Leading" on the top right. Now list below each area the



responsibilities you have to your subordinates. You will run out of paper long before you run out of responsibilities. Recommitting ourselves to leading and training is like cleaning out the garage. We get rid of the junk and outdated ideas taking up space and prohibiting us from storing important and current information, thoughts and ideas.

The Army will move into the 21st

century. The NCO who moves with it will have to be one with vision and 21st century capabilities. Operating horizontally, reading and recommitting ourselves to our profession will prepare us for the move. ■

*Dare served as CSM of FORSCOM when this article was written for the AUSA Institute of Land Warfare.*

# Drill Sergeants of the Year

Two Ft. Knox, KY, noncommissioned officers are the Active and Reserve Army Drill Sergeants of the Year for 1996.

SSG Kevin R. Greene, of 1st Bn, 81st Armor, 1st Armor Training Bde, is the Active-duty Drill Sergeant of the Year, and SFC Ronald R. Coots, instructor in the 100th Div's Drill Sergeant School, won the honor for the Reserve. The two were given the Stephen Ailes and GEN Ralph Haines awards, respectively, by Army Chief of Staff GEN Dennis J. Reimer at a June 12 Pentagon ceremony.

This year's competition featured 13 Active drill sergeants and eight Reserve trainers. Their competition began May 14 with the Army physical fitness test and continued for two more days with demonstrations of their teaching abilities and interviews with a board of sergeants major.

The 28-year-old Coots, who is also a cavalry Bradley Fighting Vehicle commander, started his Army career as a personnel administration specialist on the advice of his first sergeant. He joined the U.S. Army Reserve on a split option in 1985, taking his basic training at Ft. Knox between his junior and senior years in high school. Four years later, he attended the Ft. Knox Drill Sergeant School, finishing near the top of his class. But his opportunity to train soldiers didn't come for another three years. He and four other volunteers were attached to the 1st Bn, 46th Inf Div, at Ft. Knox to train recruits for a full training cycle.

"Most drill sergeants in the Army Reserve work with IET (initial entry training) soldiers for two weeks at a time," Coots said. "But I had the opportunity to work as a platoon sergeant from the start of basic training throughout the entire eight-week period. I was kind of thrown into the fire in doing it. I had graduated Drill Sergeant School in 1989. There was a lot of stress right off the bat, all the way to the end. But now that I look back on it, I feel there may never be another opportunity like that. I'm glad I did it."



SSG Kevin R. Greene



SFC Ronald R. Coots

Throughout the cycle, Coots said, regular Army drill sergeants gave them daily evaluations to reinforce and correct performance, but the Reservists did the actual training.

Greene, 29, has been an Active-duty drill sergeant for more than 18 months and said the key to the job is leadership.

"A lot has changed since I came into the Army in 1983 and sometimes it's hard to understand the new recruits," he said. "You find ways, though, to relate to and motivate them. The challenge is to get the recruits to want to do what you know has to be done."

Older soldiers may recall Army basic training as a place where Vietnam War-hardened drill sergeants ruled recruits by fear. However, a "kinder, gentler" drill sergeant has emerged in the Army of the '90s. Greene and Coots use psychology, two-way communications and teamwork to motivate recruits.

"You provide (recruits) with the reasons why they are doing what they're doing," Coots said. "And then you establish *esprit de corps* so they feel part of a team. Once you get the *esprit de corps* going, then you can set up competitions to make them feel like they belong. We use the 'buddy system,' where recruits work and study together to complete missions."

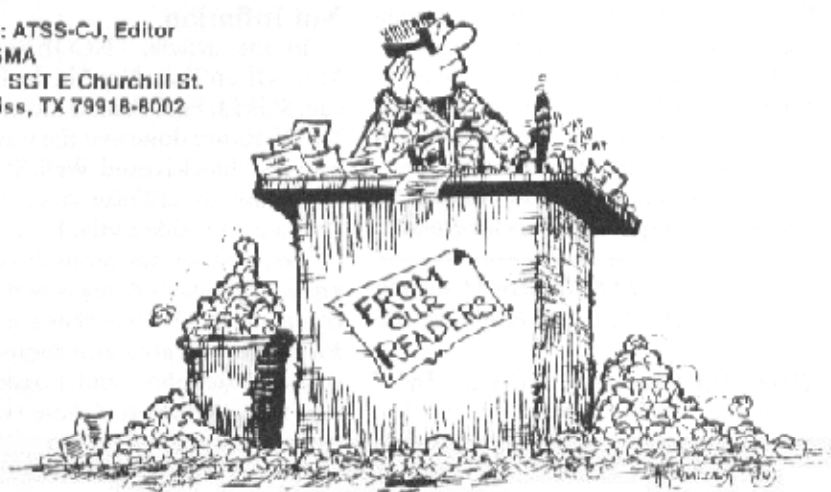
Greene and Coots both say the difference between today's recruits and when they enlisted is a lack of physical conditioning. "When I was a kid we used to play football outside," Greene said. "Now, they play football on computers."

Current enlistees, however, may have a real incentive to learn and get in shape during basic and advanced individual training, Coots said. "With the many deployments to hostile fire areas, today's recruits may find themselves deploying to a combat zone soon after graduation."

The runners up for Drill Sergeant of the Year for the Active Army and Reserve, respectively, were SSG Ismael Diaz, Ft. Jackson, and SSG Tony E. Propes, 95th Training Div, Oklahoma City. ■

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### Inexperienced In War?

I find that NCOs in today's Army are again maligned by the all-knowing Vietnam veterans (reference "The Common Thread for 30 Years" in the Fall 1996 issue of *The NCO Journal*) when George W. Dunaway stated, "We must also remember the folks proposing solutions today are virtually inexperienced in war..." and "Other than Vietnam, the most experience a leader can have under his belt is 24 hours in Grenada, 36 hours in Panama, 100 hours in the Persian Gulf (where he or she may not have even heard a shot fired) and perhaps a peace-keeping mission or two."

I am insulted. Any officer or NCO should be insulted. Any real soldier should recognize his holier-than-thou attitude.

I fought in Panama. I was in Co B, 4th Bn, 17th Inf. from Oct. 28, 1989, to Jan. 21, 1990. I don't remember seeing him beside me or my soldiers as bullets, both friendly and enemy, were whizzing over our heads in Colon. The enemy soldiers killed in Panama were no less dangerous than the Vietnamese. American soldiers died there the same as they died in Vietnam.

What led to our "36-hour" success was an eight-month build-up of American forces, tough leadership, tough training and a conscientious attitude toward reductions in fratricide. The outstanding plan created by GEN Thurman and executed by soldiers from all over the United

States, led to quick success on our part. We refuse to be ashamed of it.

I don't wear the Combat Infantryman's Badge because I think I earned it. I wear it to honor a soldier who died in my unit during Operation Just Cause. I wear it because he cannot. He made the ultimate sacrifice for this country and for the country of Panama. Perhaps Mr. Dunaway will learn that the reason the face of combat has changed was because of the lessons learned from Vietnam. Perhaps he will learn that death in combat in any faraway country is done for the same reasons...so that others may be free. Perhaps he will stop insulting the new breed of NCOs and deriding the memories of those who died in the conflicts he implies were not combat.

One last thing—we won the conflicts he so glibly spoke of.

SSG Patrick M. Leonard  
 Ft. Campbell, KY

### National Guard Injustices

This is in reference to the letters published in the Fall '96 *The NCO Journal* by SFC Frank Laimo Jr. and SGT Brian K. Ewing.

I think it's time to realize that until the National Guard has all the benefits the regular service members have that too much is expected from the National Guard.

If the members of the National Guard could wait until 9 a.m. each morning af-

ter they have done PT and taken a shower and laid around awhile, they would be more physically fit. But they aren't allowed this luxury. These guys work at plants, offices, municipalities and other jobs.

If these same guys or any of their family members have medical problems, they have to pay hard earned money to get medical treatment.

After 20 years, the regular members can retire and go home. Not the National Guard or Reserve. They have to wait until age 60 to draw any retirement pay. And don't forget about all the freebies on the base and commissary privileges every day, not just a few times a year.

I could go on and on, but I doubt this ever makes it to print. These are just a few of the injustices.

I feel that the Reserve and National Guard both are far ahead of the regular service when you consider we only train two days a month.

As for the AGR program, if you paid the guardsmen or women what you pay them, I believe you could get the same end result. We have to get the same photos and physicals, etc. And as for the "bugs" SFC Laimo talks about, there is nothing that a little equality wouldn't fix.

SFC Percy A. Posey  
 Alabama National Guard

### Is The Old Way Better?

There are many things in life that seem to improve with advancements in technologies. Is the physical fitness test given to our soldiers one of these? The older soldiers say no! Many of the new thinkers say it is.

What is the purpose of the Army Physical Fitness Test (APFT)? Does it establish norms for our combat soldiers? Why is there such controversy over this test? Why do we hear the test will be changed every year? These are just several questions that need to be answered.

Let's compare today's APFT against the 1960s test. The basic trainees participated in five events. The run, dodge and jump started the test. This tested the soldier's ability to avoid obstacles in a specific time. It simulated the combat condition of being under fire and moving

both quickly and carefully.

The low crawl, the next event, measured the soldier's ability to stay low and move through a hostile area. Time limited the soldier's exposure to enemy fire.

The third event, the horizontal ladder, ensured the soldier had the upper body strength required to cross obstacles using a rope or similar piece of equipment. The time allowed challenged many soldiers.

The soldiers liked the fourth event, the grenade throw. This event required the soldier to throw a hand grenade a certain distance for accuracy while in a kneeling position. In a combat situation, the accurate placing of a hand grenade could save lives.

The last event, the one-mile run, tested your endurance. You ran in combat boots and fatigues without the blouse in a specified time.

Today's APFT is totally different. The first event is the push-up. This measures the soldier's upper body strength. You must complete a certain number of push-ups in two minutes according to your age. Combat films never show a soldier doing push-ups on the battlefield. The horizontal ladder at least used the skills needed in combat.

The second event, the sit-up, is a two-minute event determined by age. In Vietnam, soldiers didn't use the sit-up during combat operations. I've never seen in a newsreel or magazine article about war where a soldier did sit-ups.

The last event is the two-mile run. This measures a soldier's cardiovascular system. It is a timed event based on age. Running is accomplished in tennis shoes and PT uniform (shorts and a t-shirt). Reports from Grenada and Panama stated soldiers lacked the endurance to carry a rucksack and load-bearing equipment across the mountains. These soldiers had aced their run on the APFT.

The main idea that should be brought into focus is the mission of the military. Contrary to what many would like to believe, the mission of the armed forces is war. We are trained to defend our country against hostile forces either here or abroad. It seems ludicrous to train soldiers in events they will never use in the mission they must accomplish. The old

APFT was designed for that purpose. Soldiers need to be trained on events that one day might save their lives.

The controversy will always exist between the past and the present. Perhaps one day a new system will be incorporated, but this will be beyond my control. The main consideration should always be how to best prepare soldiers for combat.

*SFC Norman M. Kaplan  
ANCOC, Camp Robinson, AK*

### 181st Inf Predates 3rd U.S. Inf

In the Summer 1996 issue of *The NCO Journal*, the story titled "NCOs Walk the Walk of Perfection," the 3rd U.S. Infantry was identified as "the Army's oldest infantry unit—pre-dating the Constitution by four years..."

On Dec. 13, 1636, the founders of the Massachusetts Bay Colony organized three regiments of militia: the North, South and East Regiments. These regiments became what is known today as the Massachusetts Army National Guard.

In 1985, the then Secretary of the Army John O. Marsh Jr. issued a citation identifying the 181st Infantry Regiment (the North Regiment) as "the senior infantry regiment in the U.S. Army." This citation was issued in conjunction with the 350th anniversary of the Massachusetts Army National Guard.

The 181st Infantry has been a continuously active military organization for 360 years. The 3rd U.S. Infantry was not established until 1784 and was deactivated for a short time in 1946. Therefore, the 181st Infantry had been in existence for 148 years prior to the 3rd U.S. Infantry even being established. The 181st Infantry has served with distinction in five wars and began the Revolutionary War with "the shot heard 'round the world" at Lexington and Concord on April 19, 1775. As always, the 181st Infantry was here then, here now, here when you need us.

"Keep your powder dry."

*CSM Kevin H. Hope  
HQ, 1st Bn, 181st Inf, Massachusetts  
Army National Guard*

### NCOERs Show Performance, Not Inflation

In the article, "NCOERs Inflated More Often Than Not," in the Fall '96 issue, SGM J. Paul Funk criticizes the way NCOERs are done and the way the "excellence" block is used. Well, SGM Funk, it is easy to criticize once you have reached your side of the fence.

Competition for promotion, "as you know," in today's Army is fierce. Raters complete NCOERs as they see potential for growth and greater responsibility for soldiers. Battalion and brigade CSMs take the time to look at these evaluations before they go forward. Board members are not present on a day-to-day basis with a particular soldier to see his/her accomplishments. Rated soldiers rely heavily on NCOERs to compete for promotion. If a soldier has reached the rank of SSG or SFC in less time than his peers, don't you think that someone is doing something other than waiting for his number to come up for promotion?

Time in grade or in service are good considerations for promotion but should not be used entirely for that purpose. These SSGs and SFCs are more receptive than others who are holding an E-7 or E-8 slot just waiting for retirement. These NCOs can do their jobs as well as, or "on some occasions," better than those waiting for retirement. In today's Army, we have intelligent individuals who do not waste time getting the job done. Today, "we" can do the same job in less time and move onto bigger and better things. The only way to reflect this is through NCOERs. Our supervisors take notice of all our accomplishments and don't inflate our ratings, but give us real ones based on our performance. If this is doubtful, why not attach completed counseling forms to the NCOERs as supporting documents?

Don't penalize soldiers for doing a job that has taken others years to accomplish.

*SSG James D. Flowers  
Maxwell AFB, AL*

### "Zero Defect" Disease Spreads

Remember back in the late '80s and early '90s when the Army was at its best? In terms of training, morale and opportunity for advancement, it was the highest-quality Army ever fielded. You knew if you trained hard and kept a great attitude, all would be well. It was a system that bred excellence. Today's Army is just a shadow of its former self. The NCO Corps is still the best in the world, but we are sliding down a slippery slope toward mediocrity. How did this happen? What can we do to fix it?

My opinion is the injection of the "zero defect" attitude has brought us to where we are today. How did we get to this point and how are we going to turn this around? I can remember shortly after Desert Storm when we began to hear rumors about how the drawdown was going to affect the Army. We knew we were going to be a leaner, meaner fighting machine. What we didn't know was how the reduced manpower and equipment that resulted would affect our soldiers' futures.

The drawdown also reduced the opportunity for promotion to its lowest levels in Army history. As a result of this reduced opportunity for promotion, this "zero defect" attitude (which has long permeated the ranks of our commissioned officers) has taken root among the ranks of the NCO Corps. Deep roots. Many professionals have been denied advancement due to a single mistake they may have made years ago. It's happening all the time. We're sending the message if you meet the minimum standards and stay out of trouble, you'll have a better chance of getting promoted than a soldier who has a single blemish on his or her official record and has clearly outperformed his/her peers. What's wrong with this picture? "Zero defect" is what's wrong. Are we trying to promote mediocrity?

Morale has been an important factor in our Army since its creation. It has never been more important than today. Senior leaders cannot be blind to the effect this "zero defect" business is having on our Army. When you work your tail off and then are told you weren't selected for promotion, it affects you. It's like being

told, "Sorry, but you're not good enough." This is a difficult pill to swallow. Some find it too difficult. It affects their mind set. They taper off performance wise. They don't make the bold, calculated decisions they used to. They do what they have to do to get by and that's it. They do everything they can to avoid that single mistake they perceive will destroy them. In essence, "zero defect" equals "zero initiative." This is criminal to allow to continue, but we see it happening more and more.

NCOs have traditionally been part of the solution, not part of the problem. No matter what happens around us, we have got to be the last line of defense against this disease of "zero defects."

We start with our highest level of leaders. CSMs and SGMs will play a critical role in fixing this problem. They have the senior commander's ear and presumably, his respect. Keep our senior commanders informed as to how their decisions and policies affect our soldiers. They may not like everything you say, but you have to say it. Let them know this "zero defect" garbage is for the birds. We, as subordinates and fellow soldiers, are counting on you to perform this role for us. You possess the experience and institutional knowledge to convey the message in a clear military manner.

The 1SGs and MSGs are just as important...maybe more so. You have the privilege of advising and mentoring junior commanders at a critical point in their young careers. Prevent them from perpetuating this monster through your insight and helpful hints. They will listen.

SFCs also play a role. Educate that young platoon leader on the evils of the "zero defect" mentality. They have to know and it will pay off in the end for all of us. Remember the lieutenants of today are the generals of tomorrow. The solution is—do the right thing. Who can better solve this problem than we, the NCOs. We fix what's broken. That's our job. That's who we are. As standard bearers and enforcers, it's our responsibility to fix this mess. So let's get to it.

SFC Greg S. Griffin  
HQ, USAREUR & 7th Army,  
ODCSOPS

### The NCO Journal On Line??

Does *The NCO Journal* have a website or an e-mail address? It would be a great benefit to the Army if the material you publish were available on the Internet, like *Soldiers* magazine. It would also make Letters to the Editor and submissions for publication that much easier (for the writers anyway).

Do you want submissions in hard copy, on diskette or both? Is there a fax number where they can be submitted?

Thanks for a wonderful publication.

SSG John S. Penman  
Ft. Riley, KS

### No... and Yes!!

*Editor's note: The NCO Journal is preparing to go on line in the very near future. We are still awaiting some equipment and hardwiring to allow us to do this. The plan is to have our own website and to be linked with the USASMA's website and the SMA's website. We are looking forward to this opportunity to better serve our readers.*

*Because of the lack of wiring to our building, our e-mail capability is also limited. However, the editor-in-chief can be reached through:*

*[murduck22@aol.com](mailto:murduck22@aol.com)*

*and will be happy to answer questions or receive downloads of articles to be considered for publication.*

*We prefer to have articles submitted in both hard copy and on disk. However, authors can also send their submissions in by faxing The NCO Journal at DSN 978-8540 or COM 915-568-8540.*

## Book Reviews

### A Quick & Dirty Guide to War

*Briefings on Present and Potential Wars—By James F. Dunningan and Austin Bay—3rd edition; William and Morrow Co., Inc., 1996, 690 pages, \$27.50 (HB)*

This book is essentially a briefing book on present and potential wars. Due to the long lead time in publishing, certain recent events may have affected certain potential outcomes in the book, but they don't in any way diminish its credibility.

The authors break down conflicts by continents, with the conflicts further narrowed to country or region.

This book contains the type of information that I would want to know if I were being sent into any of the regions as part of a military force. Historically, soldiers fight better if they know why they're fighting.

Some of the material is quite lengthy. The sections on warfare in the Balkans and Russia are 70 pages and 43 pages long, respectively, indicating the complexity of the issues involved. Comparatively, the U.S. and Canada get only three pages. (Yes, there are potential conflicts between us and our northern neighbors.)

The final chapter, "America and the New Age of Little Wars," is especially relevant. This is where the authors project the future of U.S. military operations for the next decade or so. Basically, it's projected that this country will most likely be involved with light infantry type conflicts in developing nations and that the Marine Corps will most likely be used as the rapid deployment force to get there quickly and do the fighting.

The Army will be involved mainly as a follow-on force to bring in armor and heavy equipment. The authors argue that this has historically been the mission of the USMC anyway and that it's only since WW II that the U.S. Army had a substantial permanent overseas presence. Current budgetary constraints will lead to further diminishment of the Army, but it always helps to have that armor around when necessary.

Readers may get bogged down in some of the charts where the authors use numbers to illustrate force potential, economic factors and regional power interests. I bypass them and read the potential outcomes when the numbers are too confusing.

Primarily a reference, this book should be made available at least down to battalion level, located in an S-2 (Intelligence and Security) section, as well as in a company library where soldiers and NCOs can check it out for professional purposes.

SSG John S. Penman  
 Ft. Riley, KS



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Army SSG Hiroshi H. Miyamura receives his Medal of Honor from President Eisenhower on October 27, 1953.



Photo by SSG David Abrams

## Brave Medal of Honor Recipient Was Native of Gallup, New Mexico

When World War II began the U.S. government had issued its infamous order to round up and intern all Japanese and Japanese-Americans as potential security risks. The small city of Gallup, NM, was one of the few communities to refuse to obey the order.

Hiroshi H. Miyamura, a second-generation Japanese-American and native of Gallup, entered the service in 1944 and was on his way to Italy when World War II ended. He enlisted in the Army Reserve in 1945 and was called to Active duty in September 1950.

CPL Miyamura joined Company H, a heavy weapons unit, 2nd Bn, 7th Inf Reg, as part of a machine-gun squad to provide firepower to blunt the steady attacks of the Chinese during the Korean Conflict.

His citation reads in part:

"...Near Taejon-ni, Korea, 24 and 25 April, 1951...CPL Miyamura distinguished himself by conspicuous gallantry and intrepidity above and beyond the call of duty in action against the enemy. On the night of 24 April, Company H was occupying a defensive position when the enemy fanatically attacked, threatening to overrun the position. CPL Miyamura, a machine-gun squad leader, aware of the imminent danger to his men, unhesitatingly jumped from his shelter wielding his bayonet in close hand-to-hand combat killing approximately 10 of the enemy. Returning to his position, he administered first aid to the wounded and directed their evacuation. As another savage assault hit the line, he manned his machine-gun and delivered withering fire until his ammunition was expended. He ordered the squad to withdraw while he stayed behind to render the gun inoperative. He then bayoneted his way through infiltrated enemy soldiers to a second gun emplacement and assisted in its operation. When the intensity of the attack necessitated the withdrawal of the company, CPL

Miyamura ordered his men to fall back while he remained to cover their movement. He killed more than 50 of the enemy before his ammunition was depleted and he was severely wounded. He maintained his magnificent stand despite his painful wounds, continuing to repel the attack until his position was overrun. When last seen he was fighting ferociously against an overwhelming number of enemy soldiers. CPL Miyamura's indomitable heroism and consummate devotion to duty reflect the utmost glory upon himself and uphold the illustrious traditions of the military service..."

Miyamura was captured and spent 28 months in a POW camp. He watched men die by the score because the Chinese denied the prisoners adequate food and medicine. Miyamura suffered horribly from dysentery, dropping 50 pounds from his already lean frame. On Aug. 23, 1953, he was repatriated. As he made his way through the processing line at Freedom Village near Panmunjom, he was approached by an American brigadier general who asked:

"Are you Sergeant Hiroshi H. Miyamura?"

Miyamura swallowed hard. During internment he'd often worried he'd be court-martialed for losing so many of his men. Now it looked like his past was catching up to him. He acknowledged his identity.

The general extended his hand. "Congratulations! You've been awarded the Medal of Honor."

Miyamura gaped in astonishment.

The general explained that approval of the award had been kept secret because if the enemy had known, Miyamura "might not be here, alive, today."

Miyamura returned to Gallup where he and his wife raised their family. He bought a service station that he ran for 25 years before retiring in 1984.



**E**ach element of the Drill Sergeant Badge has a specific meaning. The rattlesnake, Roman breastplate over a jupon and the scroll with the motto are from the design of the War Office seal, 1778.

The seal was redesignated in 1947 for use by the Department of the Army.

The badge consists of 13 stars, a torch, coiled rattlesnake, a Roman breastplate over a jupon and a scroll with the motto "This We'll Defend."

The 13 stars forming the border represent the original states. The torch in the center, burning brightly, symbolizes liberty.

The coiled rattlesnake is derived from the original "Don't tread on Me" serpent, a symbol of American independence during the 18th century. Together with the torch and breastplate, it indicates readiness to defend.

The snake grasps, with his tail and teeth, a scroll inscribed, "This We'll Defend." The inscription summarizes the meaning of all the symbols on the badge, depicting the determination, devotion and constant readiness of the American soldier.