

The NCO Journal

Vol. 11, No. 2 SPRING 02

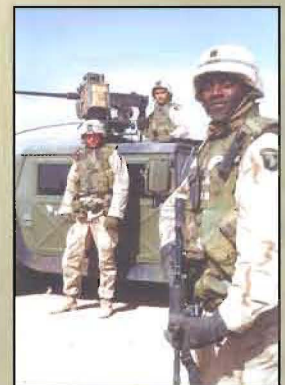
A Quarterly Forum for Professional Development

One Army

National
Guard

Reserve

Active



NCOs engage in war on terrorism, Page 12

Integrating the components

New military history det.

The 99th RSC will stand up a new reserve military history detachment in April. The 53rd Military History Detachment will be located in suburban Baltimore.

Military history detachments are small, three-soldier units that focus on recording the soldiers' story. This is done through interviewing, photographing, and filming. Unlike Public Affairs, the intent is to provide information on Army units to the historical community. MHDs also participate in many Veteran's activities and in Staff Rides, where Army staffs visit and study battlefields for the training value of those battlefields.

Currently, MHDs are recording the history of the War on Terrorism. For more information on the 53rd MHD, email the commander at mark.gallihue@usag.apg.army.mil.

***MAJ Mark Gallihue**
Commander, 53rd MHD, 99th RSC
Owings Mills, Md.*

Army Times seeks nominations for Soldier of the Year

Army Times is beginning its search for its annual Army Times Soldier of the Year Award. In association with AT&T and Fisher House, Army Times will honor the soldier who best embodies the finest qualities of the men and women serving in today's U.S. Army.

The award is designed to recognize a special soldier who has shown unusual or heretofore unrecognized honor, valor and dedication to fellow soldiers and the community during 2001. Army Times will honor this *everyday hero* of the U.S. Army, one whose efforts unselfishly and consistently go above and beyond the call of duty at a ceremony on Capitol Hill. The Army Times is looking for someone who is always ready to lend a hand, who sees what

needs to be done and unselfishly does it, or that person who inspires and motivates others to be better people.

The Army Times Soldier of the Year Award is selected from the nominations of soldiers themselves. Nomination details and ads are available online. www.armytimes.com/soldier

Nominations must include

- your name, address, commercial phone number & e-mail address;
- your nominee's name, address and commercial phone number;
- your nominee's current unit commander's name, address and commercial phone number;
- in 300 words or so, please describe why you feel your nominee deserves this award (nothing fancy -- just make it legible);
- names and contact information of three people who can verify the achievements of your nominee;
- nominees must be active duty, National Guard or Reserve soldiers through June 14; and
- the deadline for nominations is April 12.

Send nominations to The Army Times. Online: www.armytimes.com/soldier
Email: soldier@armytimes.com
Mail: Soldier of the Year Award, Army Times, 6883 Commercial Drive, Springfield, VA, USA 22159
Fax: (703) 642-7325 to Soldier of the Year Award

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The Homeland Defense Journal tracks news from the White House, Capitol Hill, federal agencies and state governments, as well as key players in the defense, telecommunications and information technology industries.

Fort Bliss elementary school seeks memorabilia

Fort Bliss - Milam Elementary School will celebrate its 50th anniversary, 16 May 2002, and is asking for alumni of the school to submit pictures, memories, newspaper articles and other appropriate materials. The school cannot return originals, so send copies. If you have materials and would like to contribute, send them via email to MilamPTA@yahoo.com or send traditional mail to

Milam Elementary School
50th Anniversary Committee
5000 Luke Street
Ft. Bliss TX 79908

***Victoria Torres**
Milam Elementary PTA*

Editor's Note

The NCO Journal will publish the most pertinent News and Issues sent to us within the first several pages of each issue. Email your news and issues for consideration to atss-sj-ncojournal@bliss.army.mil.

Marksmanship soldiers win gold medals; one named Army Male Athlete of the Year

Story and photos contributed by Paula J. Randall Pagán

The United States Army Marksmanship Unit at Fort Benning, Ga., had three soldiers to be proud of at the international marksmanship competitions this year in Norway and the Czech Republic. One soldier was also named U.S. Army Male Athlete of the Year.

SSG Jason A. Parker won two gold medals in the men's air rifle competitions in the Rogaland Open at Stavanger, Norway, January 18 and 19 and was later named as the 2001 U.S. Army Male Athlete of the Year. Another soldier from the marksmanship unit, SPC Grant E. Saylor, won the gold medals in the two air pistol competitions at the Rogaland Open, and SPC Mary K. Elsass (photo not available) received the bronze medal in the women's air rifle match.

Parker will receive his award for male athlete of the year at the Pride of the Nation banquet

hosted by the U.S. Military Sports Association March 22 at the Crystal Gateway Marriott in Arlington, Va., along with SPC Kara Salmela (photo not available), a 2002 Olympic biathlete with the Army National Guard of Duluth, Minn., who won the Female Athlete of the Year title.

Parker also won the World Military Rifle Championship at the 2001 Conseil International du Sport Militaire Shoot-



SSG Jason A. Parker
Named 2001 United States Army Male Athlete of the Year after setting two world records when he won two gold medals.



SPC Grant E. Saylor
Won two gold medals in the air pistol competitions at the Rogaland Open in Stavanger, Norway, January 18 and 19 this year.

ing Championships in Lahti, Finland, as well as being a member of the overall winning U.S. CISM team. He was also a member of the CISM rifle team that won the gold medal for the USA and set a new world record in the standard rifle three-position match and the team that won the silver medal in the military rapid fire match, in which Parker was awarded the individual silver medal.

A Note from the editor

The NCO Journal would like to bring back the tradition of recognizing some of our more outstanding NCOs in each issue, but we need your public affairs offices to send us the stories. This story is here because one public affairs office sent a good story about some outstanding NCOs and lower-enlisted soldiers. She did the right thing at the right time. Outstanding NCO and soldier stories and photos can be emailed to the NCO Journal at atss-sj-ncjournal@bliss.army.mil, or sent snail mail to The NCO Journal; Commandant, USASMA; ATTN: ATSS-SJ, Editor; 11291 SGT E Churchill St.; Fort Bliss, TX 79918-8002. Submissions for the notable NCO pages should be routed through either a unit public affairs office or a post public affairs office.

NCO Journal honors a true leader; SMA Copeland was ahead of his time

As you probably know, the Army's third Sergeant Major of the Army, Silas L. Copeland died on Dec. 4, 2001. He was 81 years old with a legacy that continues to affect us all even today, nearly 30 years after he retired from military service.

Like many of his generation, Copeland entered the Army to defend our nation in World War II. To his generation of soldiers, we owe our freedom. Throughout his career, Copeland served around the world and fought in three wars.

Copeland shared his experience and his time with his soldiers, his friends and his family. In a December 6 Army press release, SMA Jack L. Tilley was quoted saying, Copeland "was a leader in both peace and war. Part of his legacy was his focus on training and taking care of troops. He was proud of our Army."

In the same press release, Tilley also praised Copeland's wife, Ann, who traveled extensively to check on soldiers' families all over the world during

her husband's tour as sergeant major of the Army. "She worked tirelessly to make quality of life and make military life more attractive. She continued to work on behalf of soldiers long after her husband's retirement," said Tilley.

Copeland's influence on our lives didn't stop with him,

and it hasn't stopped with his death. His esprit de corps, dedication to duty, and commitment to the troops was what being an NCO is about, a legacy that started long ago, one that Copeland, both Silas and Ann, carried as a torch that has now passed to you and me.



SMA (Ret.) Silas L. Copeland, Sergeant Major of the Army, 1970 to 1973

U.S. Army photo

CSM Lever's modern-day minutemen answer the call

Interview by SSG Dave Enders, Editor-in-Chief

When you listen to the Army's senior enlisted advisor for the Army National Guard talk about integrating the Reserve component into ongoing Army missions, he explains that it isn't a matter of transforming civilians into soldiers – it's a matter of making the most of modern minutemen on a global scale. CSM Frank Lever III says he has “the highest regard for a guardsman who can take the business suit off, walk into the unit in battle dress uniform and be ready to go.” But the ability to go from civilian to soldier at a moment's notice comes with a price, a price paid by the same men and women who are citizen-soldiers, a price paid by their families and their communities, and there are a lot of right ways to help them do it.

NCOJ: To what extent are you involved in transforming the Army in accordance with the vision GEN Shinseki has laid out for us?

Lever: By being the senior enlisted advisor for the Army National Guard, I work directly with the Sergeant Major of the Army on enlisted issues and work with the Army on its transition on a daily basis.

NCOJ: What is the average length of time a reservist is activated for?

Lever: The Army National Guard has been activated in three different statuses. For each status, the length of activation is a different length of time.



CSM Frank Lever III

Army National Guard photo

I'll give you some recent examples.

On the morning of September 11th, some two hours after the crash into the World Trade Center, we had close to 2,000 National Guard service members in Manhattan. In state active duty situations like this, the governor of the state contacts the adjutant general of the state National Guard to activate the guard. Activations like this are for as long as the state needs them. (When National Guardsmen are activated for state emergencies, the adjutant general for the state issues the orders, and the state pays for the operation.)

When we went to Force Protection Condition Delta, enough National Guardsmen were activated under Title 32

to guard our armories around the country. (Title 32 is one of two laws under which the federal government is entitled to activate state National Guardsmen. Federal money pays for National Guardsmen activated under Title 32; however, the soldiers remain under the control of the state adjutant general. The state controls the money and the soldiers remain in the same pay system.) Under Title 32, National Guardsmen can be activated for up to 179 days.

Soldiers activated for Operation Enduring Freedom are activated under Title 10 for one year with the authority to extend to two years. (Under Title 10, the federal government is entitled to activate National Guardsmen for

one year and may extend the activation for up to one additional year. Federal money pays for National Guardsmen activated under Title 10; however, unlike soldiers activated under Title 32, National Guardsmen activated under Title 10 are under the control of the Army. The federal government controls the money, but the soldiers remain in the same pay system.)

NCOJ: How often can Guardsmen expect to be activated?

Lever: There is no formula. When a mission comes up that is suited to a particular unit, the unit is called.

NCOJ: How much notice can a reservist expect if he is to be activated?

Lever: For an emergency, the National Guard can be activated in minutes, but for airport security, about a week. There is no set rule. When you mobilize a unit, that unit has a mobilization plan that establishes its time limits.

The miraculous thing about the National Guard is how quickly they respond despite the nature of their duty. (National Guardsmen) must contact their employers and take care of whatever details there are there, explain the situation to their families and see to their needs, tie up any loose ends financially, and report ready for their mission. They have to come from corporate America, the business culture, into the Army culture. They have no time to transition, 10 to 30 minutes, and in many circumstances, take a large pay cut while they're active. We (the Army) start transitioning soldiers back to the civilian culture two years before retirement, but these soldiers (National Guardsmen) have to do it in minutes.

NCOJ: What is the difference between an entire Reserve component unit being activated in support of a mission and individual soldiers from a Reserve component being activated to augment the Active component?

Lever: Soldiers can be activated on an individual call up, but it doesn't happen much on a state activation. If a soldier has some difficulty reporting for a state activation, say if his employer would be in a real bind without him, he may be excused. A federal activation is a little different, but if the governor decides he needs a soldier to remain in his civilian job, the governor can request an exception for individuals within a unit. For example, the governor may

decide he doesn't want National Guardsmen who are police officers to be activated because he needs the men in blue more than the Army needs the men in green.

Many Title 32 activated soldiers, like the National Guardsmen in airports, are volunteers who called their units and said, “I want to go.” Soldiers activated under Title 10 typically deploy as a unit, but there are exceptions to that as well. In some instances, individual soldiers within a unit may be activated to fill specific billets to augment an active-duty unit.

No one really knows (how many National Guard units or National Guardsmen will be activated over the next several years). When the Army says we have a requirement and that requirement matches the abilities of a National Guard unit (or a National Guardsman), that National Guard unit (or

National Guardsman) goes. It's mission oriented.

NCOJ: What are some of the difficulties the Reserve component is experiencing with integration?

Lever: In the visits I've made with activated units, the difficulties seem to be similar: getting their pay right; making sure their logistical needs are met, housing and health insurance for not only themselves but also their families; and, orienting their families into the Army. Not all family members are close to a post.

Typically, the mission and soldier skills are not the cause of difficulties. Rather, difficulties arise from peripheral matters.

When situations occur, they're usually glitches, the same kind of glitches that happen with active-duty units. The number of glitches occurring with activated National Guardsmen isn't unusual and we address them as they occur.

NCOJ: What is being done to help with the integration process of soldiers from the Reserve component to the Active component?

Lever: The installations have done a marvelous job of getting them on post and taking care of them. We talk to command sergeants major, sergeants major and first sergeants. As we hear of issues, we take care of them. We visit the unit, if necessary, and get soldiers taken care of. I've heard very few complaints.

The Army communities are welcoming the activated

“Army communities are welcoming the activated National Guardsmen, accepting their new residents. It's the Army family accepting new family members.”

--CSM Frank Lever III

National Guardsmen, accepting their new residents. It's the Army family accepting new family members.

NCOJ: Speaking for Reserve component senior NCOs, what can they do to assist their soldiers in being deployable? What can Reserve component junior NCOs do to assist their soldiers?

Lever: Do their jobs when doing weekend drill simulations. Senior and junior NCOs need to know their soldiers and their families. They need to know what soldiers and equipment they have. Just like their active counterparts, they need to train, counsel and mentor. They need to make sure their soldiers are in good physical condition, that they're healthy and deployable. If a soldier is pregnant, she's not deployable and her NCOs need to know that. If a soldier has a situation at home, financial or otherwise, that he's going to be concerned about, he won't be able to focus on his job. National Guard NCOs have to know what's going on with their soldiers and take care of them. Junior and senior NCOs are key to integrating the reserve and active components of the Army.

NCOJ: Speaking for Active component senior NCOs, what can they do to ease the transition of activated Reserve component soldiers with whom they serve? What can junior NCOs do to assist these same soldiers?

Lever: Understand that we (the National Guard) are the Army too, but appreciate our differences. National Guardsmen are citizens (as well as soldiers). Our full-time jobs are outside the Army. Help us out. Share your experiences with us. Tell us how you go about taking care of your family in the Army culture, how you handle moving, how you handle separation, and how you handle everything that goes along with being in the Army. Junior and senior NCOs are key to helping National Guardsmen integrate.

NCOJ: Post commanders typically make family team building activities available to spouses in order to promote cohesion among families and to foster a support system for families. Funded at the post level, these activities range from topical discussion groups to parenting classes to general support groups. Reserve component family members are entitled to participate in these activities at their nearest Army post. Is there anything similar available to reserve component family members who don't have a post local to themselves?

Lever: Among the leadership of the National Guard, we encourage family support groups at the local units to encourage spouses to understand what their soldier is doing. But, we don't have the time to put the amount of effort into it that we would like. Events like 9-11 motivate

units to get their family support groups activated.

The Army National Guard is a community-based organization. The soldiers are full-time members of the community, brothers, sisters, sons, daughters, husbands and wives. They're teachers, doctors and factory workers. They're employees and employers. They're neighbors.

Often the community activates right along with the unit. When the unit goes, the doctor goes, the teacher goes and the bus driver goes – they're missed. When they go, the community is affected, and they know their soldiers' families need help. There tends to be tremendous support from individual communities. When soldiers come home there is a tremendous welcome back.

NCOJ: Active-duty units are encouraged, often times ordered, to plan family team building activities such as picnics and excursions during which family members have the opportunity to meet one another and develop friendships. Does DA encourage Reserve component units to do the same?

Lever: Neither the Department of the Army nor the adjutant generals within the states order units to plan family team building activities, but we encourage every unit to have its own family support group. Some units have very active family support groups that do something at every drill.

Around the holidays, you'll see units doing family activities. They'll have parties and socialize. Many units save their award ceremonies for these events so that family members can share in their soldiers' accomplishments.

NCOJ: The Active component has a program called the family support group, which is typically administrated by spouses for families and primarily offers a support system for families when a soldier deploys. Does the Reserve component have an equivalent?

Lever: The National Guard has the family support group. The family support group isn't necessarily run by the commander's or the first sergeant's spouse; it can be run by any spouse, the spouse of a junior NCO or even a lower enlisted soldier; it can be run by a retiree or even an interested member of the community.

NCOJ: Army posts where families are stationed include recreation centers for children. Are these services available to Reserve component soldiers' families?

Lever: We don't have enough buildings at either our readiness centers or our armories for those kinds of services. There has been some discussion about providing childcare at the readiness centers and armories, but our ability to provide even that is limited by funding.

The Air National Guard reports to a base, and many of them have buildings capable of supporting those kinds of services.

NCOJ: Post services, like the commissary and the PX, are available to Reserve component families on a limited basis. As we expand our use of the Reserve component, to what extent is the availability of these services being expanded to serve Reserve component families?

Lever: The National Guard service members and their dependents have access to the commissary for 24 visits each year, and they have unlimited access to the post exchange and other AAFES services. National guardsmen and their dependents also have unlimited access to MWR services like the bowling alley, but many families aren't close enough to take advantage of them. Family members are often not close enough to a post to get to the hospital.

NCOJ: Do you have any recommendations for RC soldiers that might help them be prepared for activation?

Lever: Take advantage of all your training time. Train hard, and don't waste time. Be sure you can do your job.

Share your experience with your family and explain things to them to prepare them. Have a plan ready for the event that you get deployed and make sure your family understands that plan. If you're a single parent, have a plan ready to take care of your children. Keep up with your finances so you won't have to worry about how your bills will be paid if your pay is temporarily interrupted. Prepare now to be deployed.

NCOJ: Do you have any recommendations for Active component soldiers who may serve with Reserve component soldiers?

Lever: Take advantage of opportunities to talk to guardsmen. Ask questions and get to know them. Find out what it's like to be a civilian one day and a soldier the next. Appreciate the differences; take some time to understand them. Understand that National Guardsmen are inexpensive and being inexpensive comes with a lot of sacrifices.

Army Family Team Building

The Army Family Team Building program is an Army-sponsored program operated by family member volunteers for military family members. As an Army-sponsored program, AFTB is available at every post where family members are present to both active duty and reserve component family members, and there is a plethora of AFTB resources on line for those who can't get to an Army post. Classes are grouped in three levels, each designed to meet the needs of family members at the different stages of their lives and the different stages of Army life.

Level I

Designed both for those new to the Army way of life and for family members who want to brush up on the basics of Army life.

Level II

Designed for those family members who are taking on more of the challenges of both Army and everyday life. It gives them a variety of management skills to help deal with whatever happens.

Level III

Designed for those seasoned spouses who would like to know more about dealing with groups and Army issues. At all levels, AFTB is designed to empower family members.

AFTB classes are always free and additional, Army-funded training is often times available for those who want to teach local classes and for those who just want to be more involved.

You can find a complete schedule for the Army-funded courses available for 2002 in PDF format on line. http://www.smdc.army.mil/FamilyPrograms/DOCS/FY02_Training_Schedule_3.pdf

There is also a multitude of information at the official Army Family Team Building web site. <http://www.armyfamilyteambuilding.org/home.asp>

Citizen-soldiers strengthen active duty unit's CTT

By SSG Dave Enders

Since 9-11, many Reserve component soldiers have been activated to augment many active-Army units. But when it came to integrating the citizen soldiers and the full-time soldiers into one unit, Company A, 206th Military Intelligence Battalion, took a more personal approach.

As a military intelligence unit, Company A's mission changed little. They kept doing the same things they'd always done, but they began doing a lot more of them. Reserve component soldiers were activated to take up much of the additional workload, but the technical nature of the work prevented the newest members of the family from simply stepping into the job.

The new soldiers "sit side-by-side with the soldiers already manning the positions," said CPT Harriett Lee-Newman, Company A commander. This one-on-one teamwork brought the Reserve component soldiers up to speed on their jobs very quickly, but getting them involved in the daily mission was only part of the effort to integrate them into the unit's total force.

Despite their unfamiliarity with the daily routine, Company A's newest soldiers, it turned out, were as well rounded in other soldierization areas as were the unit's full-time soldiers. "We found the new soldiers' strengths and used them to help build the team in other areas," said Lee-Newman.

Although Company A's Reserve component soldiers' strengths proved varied and valuable in many ways, they seemed to coalesce when it came to common soldier tasks. Company A was able to incorporate reserve component soldiers' strengths into its already existing and somewhat unique common task training program.

For fiscal year 2001, Company A's first sergeant wanted the unit's common task training to be something more than a round robin, so he initiated an exercise to accomplish the annual requirement. "It's more realistic; it's what battle-focused training is all about," said then 1SG Steve Johnson.

The planning went well beyond the company level, involving the battalion commander, personnel from several offices around Fort Gordon, and two adjacent training areas. Fort Gordon's Integrated

Training Area Management Coordinator, Patrick Perkinson, a retired Special Forces medic, noted the unusual extent of the exercise. "It was the most realistic common-task training that I've seen in six years," said Perkinson.

The CTT exercise began with the participants being separated into squad-sized elements, which were then given maps and orders to land navigate to sets of specified coordinates that were up to one kilometer apart. Each participant was told to expect to come across CTT stations, but none of the participants was told what was going to happen or when it was going to happen. A sergeant first class who knew the course was assigned to follow each squad as an evaluator.

Along the way, the squads encountered simulated casualties and real gas clouds. After spotting some abandoned vehicles and ensuring it was safe to approach them, the squads found simulated depleted uranium. When observers noticed a squad making too many mistakes, that squad was targeted for capture and interrogation, and before completing the exercise, each squad was required to approach, be recognized and respond to a challenge with the appropriate password.

The unit's 2001 CTT training was successful and the



Photo provided by Company A, 206th Military Intelligence Battalion
One of Company A's finest defends the perimeter during lunch.

command decided to fulfill future annual CTT requirements using similar exercises. Due to a more intense workload since September 2001, however, Company A has had to take a more conservative approach to their CTT training for fiscal year 2002.

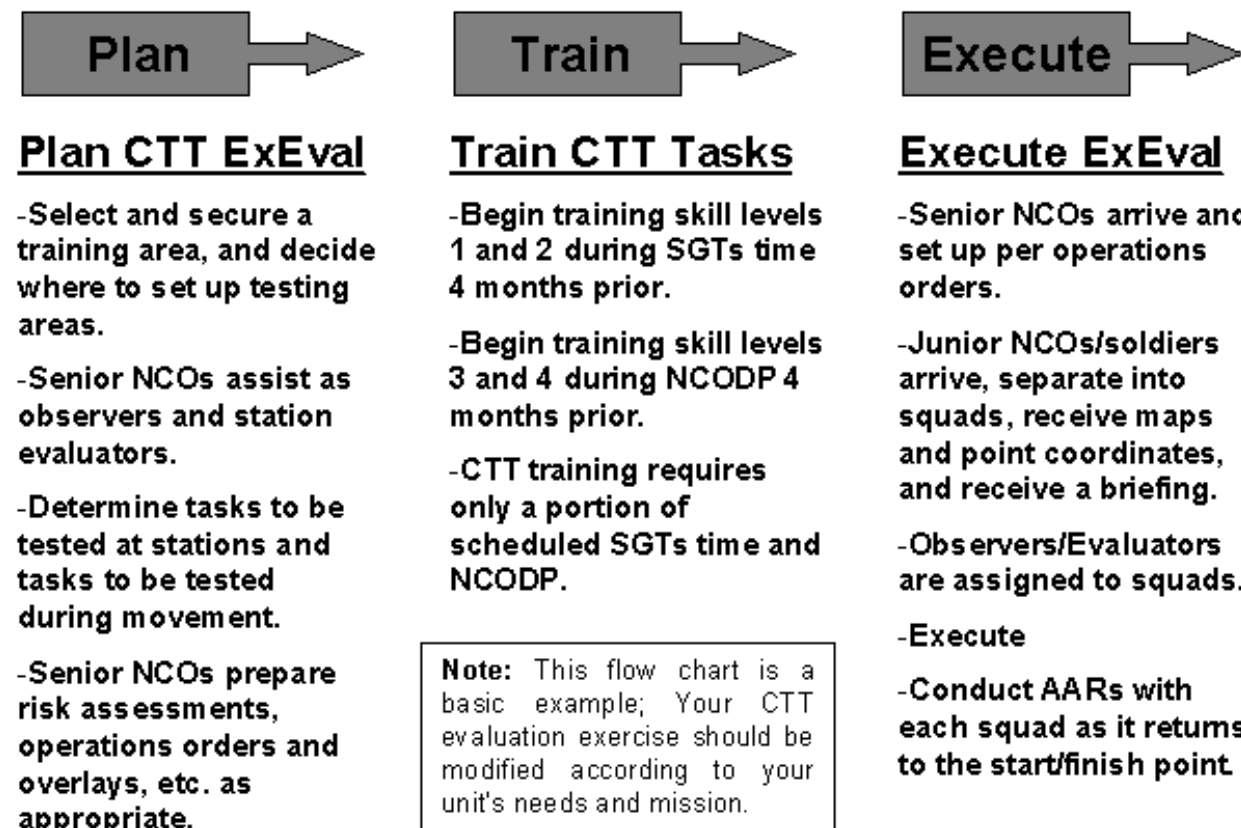
"We're planning a smaller exercise this spring," said 1SG Joseph S. Watson, Company A first sergeant, "but the exercise will include the same tasks," including land navigating from one station to the next. And, the reserve component soldiers attached to Company A will play an integral role in both the planning and execution of the annual CTT exercise.

Company A's recently attached reserve component soldiers will fall in to their annual CTT exercise as participants, squad leaders and senior observers.



Photo provided by Company A, 206th Military Intelligence Battalion
Soldiers PMCS promasks and other equipment at the starting point

CTT Evaluation Exercise Flow Chart



300th Transportation Group integrates reservists daily

By SGM Robert D. Casher

The integration of Active and Reserve forces has become routine within the 300th Transportation Group (Composite) Army Reserve. One of the unit's initial experiences was the assignment of an active-duty lieutenant colonel to command the 359th Terminal Battalion. It was a 24-month command assignment and was recently passed back to a Reserve commander. Other multi-component integration initiatives include Active component and Reserve component teaming, and the recent deployment of a light- and medium-truck company to Fort Bragg in support of the war effort.

The first time that an active-duty command selectee was passed the colors of an Army Reserve transportation battalion was September 1999. This initiative was the beginning of the integration process for the battalion and in many ways the group as well. The newly assigned commander got the opportunity to see both how the Army Reserve trained and the daily administrative and operational requirements that were handled by a small, competent, full-time staff. The battalion benefited by receiving first-hand knowledge on how things worked within an active duty unit.

The battalion commander quickly learned that the reserve component has as many requirements as the active component but minimal staff members to handle the tasks. During the month, when the commander needed his S-1 or S-4, a Reserve NCO, not an officer, was the one he came to depend on. When he needed his S-3, it was a Reserve master sergeant and a captain, rather than a field-grade officer who executed the task.

The commander commented many times that not until he was assigned to the battalion did he learn that the Reserve had so many requirements with so few resources available to do the job. Something else he said he realized was that while reservists have the same military requirements to manage as active-duty soldiers, they have their civilian jobs and families as well.

During the first annual training mission with their active-duty battalion commander, the reservists really proved their mettle, when they deployed to Sunny Point, N.C., and set records executing the real-world download of an APS-3 vessel.

Along with the assignment of the active-duty battalion commander, came the new force-structure changes, called Multi-Compo, affecting two units within the 300th so far.

The organizational structure of these units changed to two-thirds active, one-third reserve, several active-duty Guardsmen and Reservists and a civilian unit administrator. Under this concept the Reserve soldiers began training that was developed by their active-duty chain of command. At every drill period the reservists have gotten the opportunity to work side by side with an active-duty soldier. This concept has given soldiers from both components the opportunity to train as one Army.

The Multi-Compo initiative brought with it some major learning experiences for the active duty soldiers. When the reservists were needed to perform exercises that took them beyond their requirements, only 48 drill periods and 29 days of annual training per year, additional funding came into the picture. This is where the Army has been learning how to utilize the Reserve force and work within the funding constraints. Another area that proved to be a

The Army Pre-positioned Stocks Program originated after the Persian Gulf War, when national military strategy changed from forward deployment to force projection. The APS-3, a pre-positioned vessel, was the initial element of this program, which called for aboard-ship pre-positioning of a 2 x 2 heavy brigade with support including two armored and two mechanized battalions, other support units, theater-opening combat support and combat service support units, and sustaining stocks for an area of operations, creating a brigade that can be operational within 15 days after a deployment operation begins.



Large, medium-speed, roll-on-roll-off ships like this are key components of APS-3

learning experience for the NCOs in our Multi-Compo unit was the promotion differences between the Active component and Reserve component.

All the integration initiatives were recently put to the test when a truck company from the 300th Transportation Group received a mobilization order. The 465th Truck Company received notice to mobilize and deploy to Fort Bragg, N.C., within four days.

All the experience that the soldiers and NCOs of the 465th had received in the past resulted in success during the deployment. The company assembled at home station, loaded up equipment, conducted soldier readiness preparation and convoyed to Fort Bragg. Upon their arrival at Fort Bragg, the soldiers established operations, completed the validation process and began assigned missions without any major problems. One of the learning experiences that the active-duty soldiers at Fort Bragg learned was that these Reserve soldiers could not only perform the

required missions but were also experienced in other things as well. The citizen-soldiers were computer programmers, schoolteachers, accountants and small-business owners who brought a plethora of additional experience and talents to the unit.

Integration of Reservists and active-duty soldiers has had many successes. These initiatives have proven to give both components' soldiers a better appreciation of how their counterparts function.

Based on the force structure of today's Army, the Army Reserve is depended on more than ever. By integrating soldiers and units into multi-component organizations, officers, NCOs, and soldiers benefit, and it makes for smoother transitions during real-world deployments.

This concept provides the opportunity for the soldiers of both the Reserve and Active components to work together in peacetime operations. Teaming together in peacetime makes for a smoother mobilization in war.



Photo by Phil Tegtmeier

From left, SPC Nick Crawford, SGT Earl Beaudry, SGT Jason Williams, 1SG Kerry Black, SGT John Reed and SSG Terrence Lloyd stressed the importance of the buddy system to maintain *esprit de corps*.

NCOs deployed to SW Asia learn about being leaders

By SFC (Ret.) Phil Tegtmeier

Bone-chilling nights and sweat-sucking days. Ground-hog days. Same old, same old, day in, day out. Helicopter rides at 10,000 feet with doors open in the middle of Southwest Asian nights. Dust that creeps into weapons, teeth and noses. For most, there's no light at the end of the tunnel. Yet through it all, the Reserve and Active component soldiers of U.S. Third Army and the Combined Forces Land Component Command serving in Operation Enduring Freedom not only continue to serve, but they serve well. A force keeps them together. The force is called *esprit de corps*. An elite band of professionals—the U.S. Army Non-commissioned Officer Corps—harbors and nurtures that force. And the mission gets done.

"The non-commissioned officer makes the difference between success and failure," said LTG Paul T. Mikolashek, CFLCC commanding general. "The professionalism of our

NCOs, both Active and Reserve, sets our Army apart from the rest of the world, and without them we couldn't have accomplished our mission."

Where does *esprit de corps* come from? It is more than morale. It is more than hot showers and letters from home. It is more than professionalism and pride. It is about placing trust in the soldier to the right and to the left, and it is about doing your best because you are on someone else's left or right. *Esprit de corps* has its roots in values, and those values live each day in Southwest Asia.

Take loyalty for example. Loyalty is about more than God and Country. Loyalty is that, of course, but it is also loyalty to an Army and a tradition of excellence. And, it is loyalty to your left flank and to your right.

"I've been in three years, and I was getting out Jan. 27," said SPC Werner Zukowski, a scout in the 101st Airborne

Division (Air Assault) stationed somewhere in Southwest Asia. "When we got word we were coming here, I figured I'd go help my platoon out and decided since we were deploying over here, I'd just do a few more years."

Zukowski is, by no means, the only soldier to express similar sentiments. Take the case of PV2 Jeremiah Arnold, an infantryman pulling guard on a 101st perimeter. Arnold joined his regiment Sept. 12, the day after the terrorist attacks that set into motion the chain of events that would bring him to Southwest Asia. When a visitor asked him why he joined up, his answer was simple and direct.

"I wanted to do something for my country." The questioner pressed on. You didn't sign up for the GI Bill? "Nope. I just wanted to serve my country. So here I am."

Then there's SSG Dennis Johnson and his entire crew providing laundry and shower service to the 101st. The line units had been in theater for more than three weeks by the time Johnson, his soldiers and their equipment showed up and went into action. Not only is his unit demonstrating loyalty to fellow soldiers, Johnson spoke on the importance of NCOs being loyal to their soldiers.

"We know these guys have been here a while, so we're running double shifts to keep the showers going 24 hours a day," Johnson said. "The best part of NCOES (Non-commissioned Officer Education System) is the leadership piece. Running operations around the clock burns soldiers out, and that's when you need to use your leadership skills. I ask my soldiers every day how they're doing. I listen to their tone of voice. I have some soldiers augmenting me from other units from home station, and they tell me things they wouldn't tell their own leaders. By talking to them, and by them talking to others in the unit, we build relationships that help us pull through when the work gets hard."

One of the line platoons on security duties around an allied-held airbase uses a similar technique for building relationships that hold the unit together.

"We rely on the buddy thing," said 1SG Kerry Black, 101st. "We take care of each other, and the mission gets done."

SGT John Reed, a member of Black's company, explained why the buddy system was critical in the line.

"We keep an eye out for soldiers who have mood changes. Maybe in garrison someone's really talkative, and then we find them out here on the position not talking at all," he said. "Some soldiers get that 100-mile stare. Or

they isolate themselves from the rest of the guys. That's when we have to engage them, talk to them, and get them focused back on the mission."

Getting checked on by your squad leader, team leader or buddy helps identify who needs a boost. Getting showers, using the phones to call back home and talk to wives, husbands and loved ones, and staying in touch with home through letters and packages raises morale and gets soldiers' minds back on the mission. But many soldiers rely on the loyalty of another part of the Army to help them stay focused.

SFC Norman Hall serves in a maintenance company in the 15th Field Support Battalion. His unit supports the 2nd Armored Division units standing watch along the Kuwaiti



Photo by Phil Tegtmeier

PV2 Jeremiah Arnold keeps watch for his section on the perimeter at a coalition airfield in Afghanistan.

border with Iraq. His unit had just completed a rotation through the National Training Center at Fort Irwin, Calif., when the unit got the call to deploy to Southwest Asia. He said a critical element of the unit's success was the fact that his soldiers had faced many of the same conditions and deployment challenges getting ready for NTC that they faced in getting ready for Kuwait. But then he hit on another critical element for success—the loyalty and dedication of the family support group back home.

"The wives of two of the company's NCOs have really dedicated themselves to making the FSG work well," Hall said. "They sent us stuff at Christmas. They inform the families of what's going on and how we're doing. They helped the husbands and wives of the younger soldiers adapt to the idea of us deploying. And that helped the soldiers here, because anytime they're not worrying about their families back home, they're better focused on what we need to do here."

Hall's boss, 1SG Donald Freeman, summed up what a unit needs to do to get ready for a deployment—advice that applies in a maintenance company as well as to a unit in the line, but advice that has special meaning for units recalled to duty from the Reserve Component.

"Not only do we need to train as we would fight on the battlefield," Freeman said, "we need to train as we would fight in the area of soldier readiness. We ran the same battle drills in the NTC that we had to employ here. But we had only 10 days from notification to spend on preparing our soldiers to move.

Because we'd just been to NTC, we had already asked and answered the questions like whether we store soldier property in their quarters or we gather it up and put it all into storage. The harder part was sitting soldiers down and making sure our soldiers were ready. Did they have their finances squared away? Were their home situations straight, with powers of attorney and family care plans in place? We need to spend more time doing those things when we have the luxury of sitting in garrison so we can focus on the mission when orders come down."

Readiness. Battle drills.

Checking on soldiers. Being part of a team, and knowing your part in it. Loyalty to your partner. Loyalty to country. These are the elements of *esprit de corps* that Operation Enduring Freedom has made obvious to the world. And *esprit de corps* pays off when a soldier doesn't have time to *think*, when a soldier has to *do*.

What CFLCC is doing in the desert represents its country's response to terrorism. Its lessons apply equally to Reservists and National Guardsmen as it does to the active force. Generals and colonels move the pieces on the big chessboard. Statesmen coordinate the coalition effort. And soldiers do it in the dirt.

"That guy on the line doesn't think about strategy when the bullets start flying," said CFLCC's CSM Vince Myers. "He's thinking about the guy on his left and the guy on his right. That's who he's fighting for. That's *esprit de corps*, and that's what holds us together."

Myers weighed in on the old school/new school debate, settling the discussion with one simple thought.

"There's no old Army. There's no new Army. Things aren't different for the Reserve component. There's just one Army," he said. "NCOs do now what they've always done, and that's take care of soldiers. We don't need to create some new way of doing things; we need to sit down and do what we do best. We need to check on soldiers, we need to train our soldiers, and we need to be responsible for our soldiers. They will take care of the buddy on their right and the buddy on their left, and the mission will get done."



SGT Michael Glover mans his squad's heavy weapon in a defensive position on a Coalition airfield in Pakistan while PVT Jason Brandle eyes the flank.

Photo by Phil Tegmeier

Lane training strengthens Reserve components

By SFC Russell E. Gehrlein

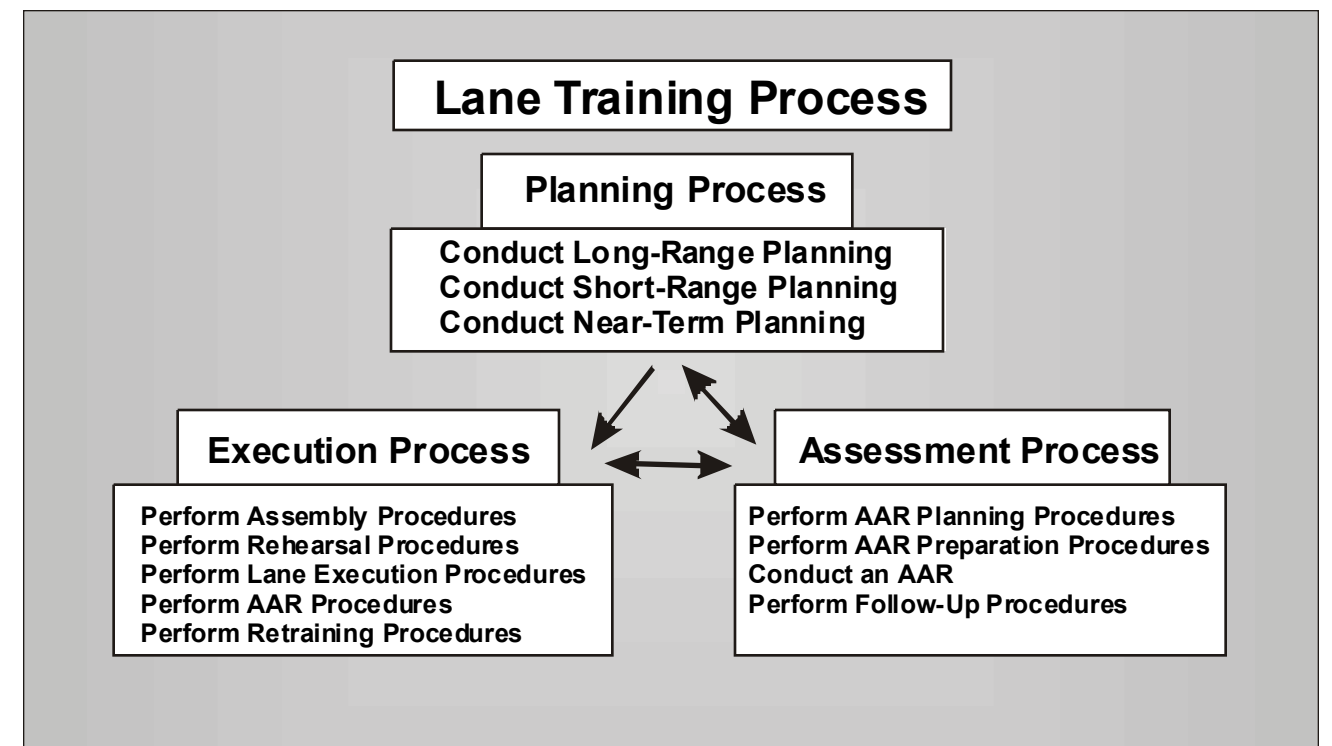
Like many active-duty senior NCOs, I am assigned to work with the Reserve component. I have the privilege of serving as an observer-controller and trainer with the 360th Training Support Battalion, 91st Infantry Division, Salt Lake City, Utah. As an OCT, I am part of a team that consists of a captain, myself and five Reserve officers and NCOs. Our mission is to provide mobilization and training assistance to various National Guard and Army Reserve combat support and combat service support units. We support the support units so they can support the fight.

We spend most of our time planning, preparing and executing lane-training exercises for our customer units' annual training or weekend drills. Lane training, according to Field Manual 25-101, Battle Focused Training, is simply a technique for training company or smaller units on a series of selected soldier, leader and collective tasks, which support the unit's mission essential task list, on a limited area of terrain. These situational training exercises are resource intensive and require much observer support.

Over the past few months, we have conducted numerous LTXs. We've had a surprising amount of success due to a variety of factors. What we did, how we did it and what we learned established a benchmark for us to use against our future missions, a benchmark that we could share with other units.

Without a doubt, ours was a team effort. My captain and I ended up doing a large portion of the planning and preparation between drills. But, we were able to keep the reservists on our team informed, involved and integrated over the course of six months. When it was time for execution during annual training, it was clear why we had the extra manpower to cover down on our supported unit. When we had to do multiple lanes simultaneously, we functioned as a full-time, well-knit, well-oiled OCT machine.

From the first contact with the supported units, we felt we had to have a customer-focused approach. We applied basic military leadership – accomplish the mission and take care of the soldiers. We took the initiative to break down



the traditional walls between the OCT and the supported unit so that we could work together. We let our units know right away what we could do for them and told them our focus was more on training than evaluating. We made it clear that we weren't just there as evaluators for their required training assessment model but were there mainly to serve as coaches, teachers and mentors. We found that if we won the respect of the units we supported and helped them train to Army standards, we could make significant, measurable and lasting contributions that greatly increased our supported units' readiness to deploy.

Our success in execution was due to a thorough plan and diligent preparation. Due to the reserve component's limited time constraints in working only one weekend a month, we felt that planning for the training events should be done well in advance, that the dates for lane training should be locked in at least nine months prior to annual training and six months prior to a weekend event. We set our initial planning conferences to happen about six months out for both annual training and weekend events. We planned follow-up meetings, or exercise planning conferences, to be scheduled every two months after that. Contact by email and telephone between meetings was key to maintaining customer contact.

At the initial planning conference, we locked in which specific tasks were to be included in the LTX. Discussion also covered training area requirements, personnel and logistics issues, opposing forces and timelines. Both sides made commitments to follow up and complete certain tasks before the first exercise planning conference. As a result of this initial meeting, the OCT team wrote up a memorandum of agreement outlining all the details necessary to make the event a success. Both parties signed the memorandum two months before the LTX began.

Immediately following the initial planning conference, our battalion operations NCO scheduled a synchronization conference. This was held at our location with representatives from each of the units who would be participating in the brigade-level annual training. Conference attendees painstakingly went through day by day and unit by unit, ironing out scheduling conflicts to ensure adequate OCT coverage for each lane.

Once the plan was established, further planning and preparation continued. It wasn't that difficult to plan a doctrinal, realistic scenario to tie in all the collective tasks the unit wanted to train. We also had to formulate workable

Training Support Package

- organization of the OCT team
- scenario concept of operation
- proposed timelines
- a crosswalk between METL and collective tasks
- single tasks with proposed timelines
- matrix between group and individual safety and risk-management worksheet
- a medical evacuation plan
- copies of all the collective training and evaluation outlines from manuals
- supporting individual tasks from the Common Task Training manual between collective and individual tasks
- safety and risk-management worksheets

timelines to leave some space between events, to include OCT-led after action reviews and if-necessary retraining opportunities. We nailed down our OCT coverage plan, and began to train internally on all the tasks that we were going to be evaluating. As we had no tactical equipment such as vehicles, communications equipment or tents, we also had to submit a list of our team's logistical requirements to the brigade.

At the first exercise planning conference, four months prior to annual training, we gave a complete training support package (figure 1) to each company commander and first sergeant. This proved to be an invaluable tool. It won us immediate respect because it was neat, professional, well-organized, easy-to-use and provided just what they needed to set them up for success before and during the LTX.

In keeping with our customer-focused approach, we scheduled a few visits in conjunction with exercise planning conferences where we *train the trainer* on a few individual tasks. With the chemical platoon, for example,

the classes and a mini-FTX that we did with them were critical to successful execution of their smoke missions during annual training. In addition, by spending time with them we were able to locate them before the next drill.

Despite our advance planning and preparation, there was still some final coordination to be made as we transitioned from the planning cycle into the execution phase. We had to confirm locations, times and points of contact prior to the start of each lane. Basically, we had to go where we'd never gone before and work with people we'd never met before so we could do some things we'd never done before. Somehow, it all came together.

We learned a few key lessons from the execution phase. I could have done a little more follow up with our

customers prior to annual training. Our team was to set up an assembly area and defend lanes for the brigade's headquarters company and set up a respond to chemical attack lane with the brigade and three other units. Although we had plenty of coordination with the brigade's HHC, we only met once with the HHC commanders from the two maneuver battalions. With the engineer battalion's headquarters company, we didn't get a face-to-face meeting until Day One. I had given the training support package to each of them, either by mail,

email, or hand-carried by the captains assigned to work with them. However, they did not all ensure the training support packages went down to user level – the company nuclear, biological and chemical NCO. In one case, the company had no NBC NCO. In another, the training support package went to the company commander who didn't want to print it all. In the third case, the package I sent stopped at the battalion NBC NCO. Site visits would have identified those communications breakdowns and improved the overall LTX performance.

We learned to communicate the purpose of an AAR ahead of time, and let the unit commanders know of our expectations. One company commander thought of an AAR as a back brief for us to tell him what he did wrong. We took the approach that the AAR was a discussion

facilitated by the OCT team, which involved maximum participation from the soldiers. We may have failed to provide a complete AAR schedule, because the commander seemed surprised when we asked to conduct an AAR after each lane. He would have rather had a final AAR with key leaders, but that would have violated the purpose of an AAR in accordance with Training Circular 25-20, A Leader's Guide to After Action Reviews.

One other valuable lesson we learned involved striking a balance between good customer service and effectively taking charge of the lane as the OCT. There is always room for a bit of flexibility with the unit concerning some details prior to execution. Times, places, even the sequence of events, can be modified based on the unit's needs – it is

their LTX. However, it must be made clear that the OCT has final responsibility for the lane, and that flexibility ends when safety violations begin, when it ignores the conditions set in the manual or violates Army doctrine. We had a company commander who told us when to start the chemical attack, how long his troops were going to be in Mission-Oriented Protective Posture, and then he wanted to expand the lane to cover another element off site. We had to tactfully tell him we were going ahead with the lane as planned

and that he had to trust us.

At the end of the lane, it is very important to provide a well-run AAR, and that you get with the unit leaders off line afterward to give them feedback from the training and evaluation outline checklists. If you can be a training asset to the commander, end on a positive note and not burn any bridges, great. By doing so, you will be able to support the unit the next time around.

Looking back over the lanes our OCT team planned, prepared and executed, I'm totally convinced lane training is a great tool. I believe the best way to succeed is to focus on building and maintaining a positive relationship between the OCT team and the unit commanders, who are our customers. If the relationship is one characterized by mutual respect, it is a win-win situation for all.

Keys to a good After Action Review

- Communicate purpose beforehand**
- Provide schedule of all AARs**
- Inform commanders of AAR expectations**

Training Support XXI prepares the total Army

By CSM Dan Elder

Over the past few years, a not-so-quiet revolution has been going on in the world of collective training for reserve components in the Army. In March 1997, the concept of Training Support XXI was approved, integrating readiness groups, training support battalions and Army Reserve exercise divisions with a mission to conduct collective training for National Guard and Reserve units. TS XXI was implemented on Oct. 1, 1999. Five Reserve training support divisions resulted from TS XXI, under the command of the 1st Army and the 5th Army.

The divisions are commanded by traditional, troop program unit reservists with a staff that is also predominantly reservists and backed by a robust complement of active Guard members and reservists and active component soldiers. Each training support division has four subordinate brigades.

The first brigade is primarily organized for simulation exercises, assigned a battle projection group and two simulation battalions. It is commanded by a Reserve brigadier general and primarily composed of troop program unit reservists.

The remaining three training support brigades are multi-component organizations, commanded by full-time Army colonels and comprised of a mixed staff of active Army soldiers, reservists, Guard members and Department of the Army civilians. These integrated organizations are a true cross-section of the total force with representation from all sectors of the Army.

Each brigade normally has a primary combat arm function which they are responsible for, along with a general combat support and combat service support mission.

Subordinate to the brigades are training support battalions, which come in different flavors. Typically, active component soldiers comprise some of the battalions, usually with a mission to support a Reserve combat division or enhanced brigade or a combat arm. An active-Army lieutenant colonel commands the battalions that are composed of active-duty soldiers. The remaining combat support training battalions are staffed with traditional Reservists commanded by a Reserve lieutenant colonel, with a small complement of unit assistants who are active Army soldiers.

The training support battalions are the true executors of this relatively new training concept, and that is conducting lane training, training assessment model evaluations and



providing unit assistance visits for divisional, enhanced support brigades and force support package units, known as priority units. By task-organizing each training support battalion into teams with a specific focus, the team members provide functional assistance visits and feedback on training development during inactive-duty training periods. Throughout the year, the team members offer doctrinal guidance to the commands based on the principles in Field Manuals 25-100 and 25-101. But, the true value of TS XXI and the training support battalion is during the supported unit's annual training.

Training support battalions are capable of providing collective training opportunities to their priority client units that replicate a combined training center experience. The

soldiers assigned to the teams in training support battalions are trained and qualified observer and controller trainers, capable of performing mission-essential tasks as listed in the appropriate mission training plans. Dedicated opposing force teams are assigned to each battalion, complete with required equipment, doctrine and techniques.

Using the concepts spelled out in Training Circular 25-

As the unit progresses through each scenario, these trainers can crank it up a notch by introducing battlefield effects such as operating in a chemical environment, pyrotechnics and civilians on the battlefield. Using the multiple integrated laser engagement system, commonly called MILES gear, blanks and OCTs during each engagement, progress can be tracked throughout each simulated battle.

As a result of TS XXI, the Reserves and Guard get a full range of regular and continuous external support that would make an active-duty unit envious. Habitual relationships between units, teams and individuals allow the OCTs to wear their trainer hat. And, during the inactive-duty training and annual training lanes, they put on their observer and controller hat, able to move between each relationship as needed.

By using a combination of different components the concept incorporates a mix of understanding. Staffed primarily with senior commissioned and noncommissioned reservists who have built a career as citizen-soldiers, they are able to communicate to the client units in a manner that may sometimes be foreign to their active-duty counterparts.

The active-duty soldiers traditionally provide operational deployments and recent field experience from within our ever-changing Army. With increasing commitments for our reservists, both overseas and for homeland defense, the training and preparation of these units, both priority and traditional, is extremely important.

Additional missions for the soldiers of TS XXI include mobilization and military support to civilian authorities. As units receive notification of impending mobilization, specialists within the training support battalion are quickly dispatched to assist the unit in preparation from home station, and then continue to the mobilization station, usually at one of the Army's power-projection platforms. The mobilization team continues to provide support up to when the unit is certified to deploy and passed on for eventual deployment to the theater of operation.

An unusual mission is in support of the Federal Emergency Management Agency to provide military support as the federal liaison between the military and state and local governments in the event of disasters and emergencies. In years past, the military traditionally supported civilian authorities for man-made and weather related disasters, but with current operations in support of homeland defense, military support to civilian authorities preparedness has been given new urgency.

The recent successes of the 49th Armored Division and 29th Infantry Division in the Balkans, along with the thousands of trained and ready citizen-soldiers who were able to assume missions throughout the world, make it safe to say that TS XXI has been a success and that our Army is better for it. But don't ask me, ask those who benefit the most from TS XXI, the deploying Reserve and Guard units.

Integrating the Active and Reserve components

By CSM Nicholas A. Piacentini, Jr.

Whatever our feelings are, there are Active and Reserve component soldiers working side by side every day all across this great country of ours and around the world. Is it a good concept? Do you agree with it? Does it stink?

I hope to share a few ideas with you in an attempt to educate you about each of these two great components that are the envy of armies all over the world. Let's break the title of this article down and see what we get. I think we all would agree that the first word, integrating, is one that we could define without too much trouble.

Integrate or integrating means harmonize, blend, orchestrate or unify. But which component you're currently a member of will influence how you might define the next few words, Active and Reserve component. If you're a

member of the Active component, you might define it as regular Army-type soldiers who are on active duty – everyday soldiers, soldiers who don't drill in a Reserve unit on weekends.

However, if you're a member of the Reserve component, you might

define it as members of the Army National Guard and Army Reserve, troop program unit members, individual ready reserve members, individual mobilization augmentee members, soldiers who when not fully engaged in their full-time profession or job are fully engaged in their military reserve profession, or you may define it exactly the same way as the active component soldier does if you're a member of the active Guard and Reserve program, those reservists on duty full-time, every day, 365 days a year as full-time reservists.

Now that we know who we are, let's tackle this phenomenon known to many of us as Active and Reserve component integration. As a command sergeant major for almost 16 years now, I have had the experience of being a key part of this vital cross-fertilization of components.

For those of you reservists who were around in the 1980s, you probably remember the wearing of wigs so hair would not have to be cut, non-attendance at weekend drills because nothing would really happen to those who skipped anyway, and everything from physical training

tests performed in just about every style of T-shirt, running short and warm-up suit available to push-ups done from the bent-knee starting position.

Weren't those great times?

Or, if you were an active-duty soldier in the 1980s, you might remember your first sergeant gathering you all together and informing you that the reservists were coming in June so you've got to start thinking about how you're going to work them into the cadre. Whether you were one of those active component soldiers who really had a desire to work with those citizen-soldiers, asking your first sergeant if you could open a dialogue with whichever unit was coming, or not, you have to admit, there usually was an uncomfortable feeling between both components. More

than likely, you just kind of shrugged your shoulders and said you would deal with it when they got there.

Then came the 1990s, and what used to be the *us and them* syndrome began to become more of an *us than them*. Active-duty soldiers began to be assigned more and more to reserve units

with the intent to share their backgrounds, experience and expertise with reservists. Full-time reserve soldiers began to show up more and more on active posts to enhance and hopefully educate their active counterparts with their reserve expertise and understanding.

My experience as a full-time troop program unit reservist for 24 years and now as an active Reserve command sergeant major for the past seven years leads me to realize that although Active and Reserve component integration is far from perfect, it is the best thing that has ever happened to the Army. Active-duty soldiers who are given the opportunity to be stationed with Reserve units really get an understanding that they would not otherwise get.

Those active soldiers get a first-hand view of just what a drilling reservist has to go through to be a part of the Army and maintain a civilian career. I wish I had a dollar for every time I've heard an Active component sergeant first class or master sergeant say, "I don't know how they do it! I don't know how they can hold down a full-time job and still be here every time a formation is scheduled. I don't think I

Then came the 1990s, and what used to be the *us and them* syndrome began to become more of an *us than them*.

--CSM Nicholas A. Piacentini, Jr.



could do it as an active soldier"! They've gone on to say that there are some fantastic reservists who can soldier with the best of their active counterparts.

They've even gone so far as to say, "It would be a privilege to serve along side SSG Jones back in my unit. No one would ever know he was a reservist"! They leave the Reserve units, ready to get back to the active side, usually because they now speak Reserve and need to get back to active-Army acronyms, and because they need to further their careers.

Now that they've witnessed what the Reserves is all about, they can go to bat for the reservists when the reservists start to get dogged a bit and let their fellow Active component brethren know that they should not be too quick to be negative but rather look at the individual, the job and the mission.

And from the Reserve side: a reservist begins to realize that although he works a full-time profession or job, the soldier who wears the uniform every day is really quite a professional too; they see a person who, although he may not have had an opportunity to go to college because of full-time service to his country, is brilliant in his field.

Truthfully, reservists have no idea what active-duty soldiers and their families have had to go through to get to this point in their lives. Plus, active soldiers still usually have a few more assignments to do before they get their chance to retire and then join the American workforce.

The relationships that are developed by the active full-time soldier and part-time reserve soldier are in many cases

life-long friendships. Reservists look to their active duty counterparts to be that rock steady, physically fit, competent, confident military expert that they hope to become because of the attributes the active brings to the reserve.

And by their commitment to defend our great country, the active Army looks to reservists to be ready, rock steady, physically fit, competent, confident and trained to step in at a moments notice to serve along-side their active brothers and sisters.

The uncomfortable feelings of yesterday are becoming more and more comfortable. Each component is seeing first-hand what the other can do and what the other can contribute. Are we there yet? No, not yet. Are we closer than we were ten years ago? Absolutely!

Must we continue to work hard at respecting each other for what each does? Yes. If I had one thing to offer to the leadership of this most difficult task of integrating the components it would be to gather together active component soldiers who have finished their assignment with the reserve component and develop some history of how it went while they were there. What was good? What was bad? How did you fit? How did they fit? Was it terribly expensive for you and your family? Were medical and dental services readily available? Gather the answers to these questions; save them; measure them and learn from every active soldier's experience. This way the active soldier will feel that he or she has had a part in making this balancing act the greatest idea that was ever introduced to each component.

Sparks resurrects Journal, leaves legacy for the corps

By SSG Dave Enders

As editor-in-chief of The NCO Journal, I sincerely thank SFC Donald Sparks for all the hard work he put into getting The NCO Journal up and running again. In fact, the entire NCO Corps owes Sparks a debt of gratitude – he brought your journal back.

Almost two years ago, Sparks was assigned to the United States Army Sergeants Major Academy so that he could bring The NCO Journal back.

He took this operation from nothing, started as a one-man show and built it into what is now, a four-person shop with three people assigned expressly for The NCO Journal.

Sparks burned much midnight oil getting our journal to press. He was the right person at the right time. There was no magic to it, just a lot of hard work.

Sparks was editor in chief of The NCO Journal for less than two years, a short tenure indeed. And he did some amazing things with the Journal.

Sparks did it with his own blood, sweat and tears, and with your support.

Every NCO that I've spoken to supports the NCO Journal. I haven't had the opportunity to speak to him about The NCO Journal, but I've been told that SMA Jack L. Tilley takes a personal interest in this magazine.

I had the opportunity to hear SMA Tilley speak at the

Defense Information School last year. One comment he made that struck me was that he almost didn't compete for sergeant major of the Army. He wasn't sure he was the most likely candidate, but a friend convinced him to go for it because it would be the best opportunity he ever had to influence some real positive changes for soldiers throughout the Army.

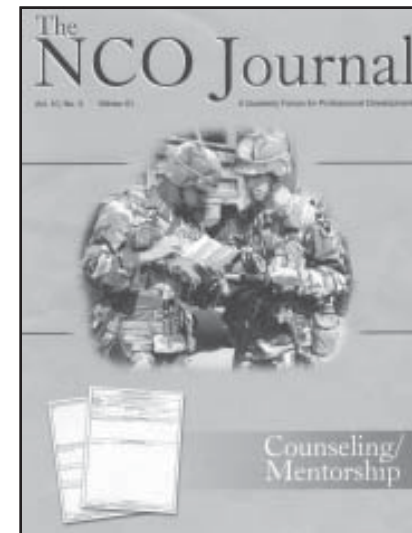
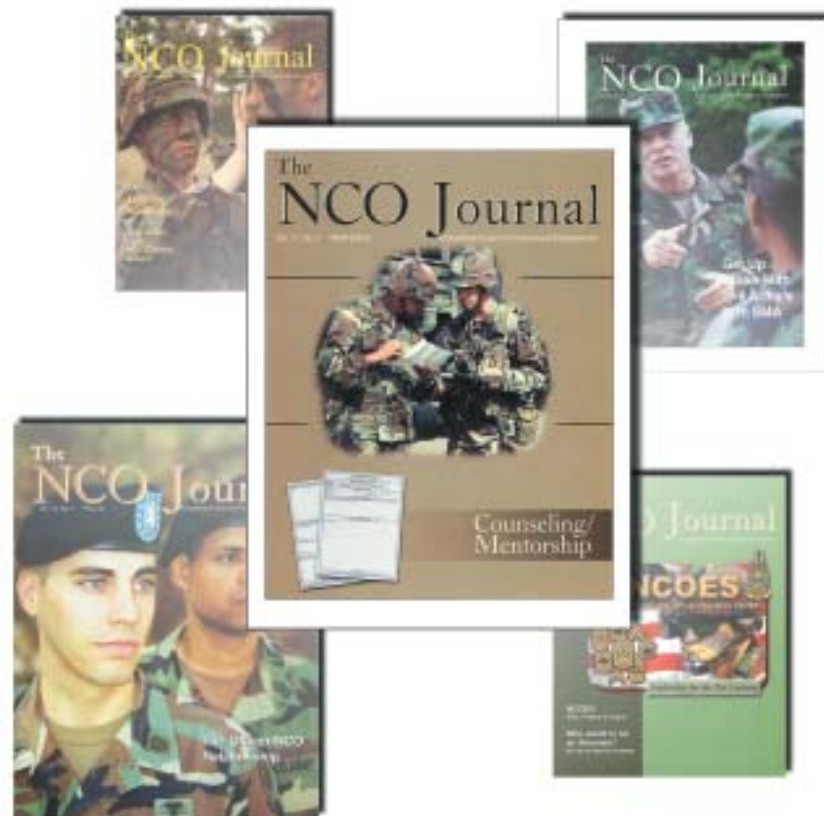
When you hear Tilley speak, it's obvious that he relishes

the opportunities he has as Sergeant Major of the Army to affect positive changes for all of us. He's right. The United States Army NCO Corps is a unique organization – there is nothing like it anywhere else in the world.

Honestly, I'm probably not the best candidate for this job, but I'm here and this may be the best opportunity I'll have to affect something positive for you. As editor-in-chief of the NCO Journal, I have the unique opportunity to be the conduit for the

exchange of ideas among the NCO Corps, to effect positive changes at the grass-roots level in the way we conduct our daily NCO business.

I look forward to serving you, the NCO Corps, as the editor-in-chief of your journal. This is the highlight of my career, to be your advocate to the NCO Corps. It doesn't get any better than this.



All officers and NCOs should work together

The article, *The Officer/NCO Relationship*, by 1SG Dwayne Young and 1LT Jared Reid was excellent and to the point. I wish all officers and NCOs would come together in all cases, regardless of duty location or servicemember with whom they are serving. In summation, mission accomplishment equates to 'SERVITUDE' of the Army, commander, and subordinates alike.

SSG(P) Antonio Carter
Senior Administrative NCO
HQ, U.S. Southern Command

CSM Woodyard the Finest

The reprint of the article, *My LT and Me*, by CSM John Woodyard brought both a smile to my lips and a sadness to my heart. CSM John Woodyard was the finest NCO in the Army. Every soldier, nay person, who had the privilege to know him became a better human for it. He was my first sergeant when I was a young lieutenant and my battalion command sergeant major when I was the HHC commander of the 84th Ordnance Battalion.

He did not just write those words, he lived them. Yet his living those words did not make your living any less; he just quietly made you want to

Letters

live them as well. I never heard him shout or rant, and he always had time to hear my, my first sergeant's or any of my soldiers' cockamamie ideas. He was that steady silent hand that keeps you from harm without letting you know it.

Sadly, his life was cut short in July of 1993. This was a mere month after casing the colors of the 84th and beginning to affect the lives of other soldiers in another battalion. A true tragedy for the United States

MAJ Elena Howard
U.S. Exchange Officer - UK

It's a pierced lozenge

According to AR 670-1, Dr. Bouilly's reference to "The Diamond" and a "hollow diamond" is incorrect. Our regulation refers to the device in the center of the first sergeant chevron as a "pierced lozenge."

I emphasize the need for good research to my soldiers. It's something that we teach in all NCOES and leadership schools. A bit of digging would have eliminated this oversight.

CSM Kemp Freund

NCOs well trained in WW II

I only recently obtained a copy of the Summer 01 issue of The NCO Journal and read the article, *A look back at NCOES*, by Steve Ball. The quote of SMA (Ret.), William Bainbridge regarding WW II NCO training and my training from WWII non-commissioned officers are entirely opposite. I enlisted in the regular Army infantry in November 1940 and was trained by professional

NCOs of my regiment for WW II service. I departed for Europe with great fighting skills as an infantryman and confidence that I could fight and survive.

What SMA Bainbridge did not explain is that his WW II unit, the 106th Division, and that of General DePuy, the 90th Division, was made up mostly of National Guardsmen. Those folks were neither trained nor led well, particularly the 106th, as was demonstrated by its collapse and capture during the first day of the Battle of the Bulge, Dec. 16, 1944.

While I agree that training has improved with NCOES, I would not want your readers to believe that all soldiers of WW II were not well-trained by NCOs for that war. Obviously, that was not the case.

Bill Wooldridge
SMA U.S. Army, Retired

Swiss NCO: Thank you

I am an NCO of the Swiss Army. My position is sergeant-major and I think that the same (equivalent in the charge) position in the U.S. Army is a first sergeant.

I would like to just thank you for providing your wonderful and interesting journal on the internet and especially for the free-of-charge access and the facility of the download. All your different articles are very interesting for all the NCOs throughout the world, and reinforce our position between the officers and the enlisted men. You certainly encourage us to be NCOs.

Thank you very much!

C. Meillaud
VD, Switzerland

Mustache was out of regs

The photo by SSG Michael Featherston of a professional soldier in the field on the inside picture of the front cover page of your Vol. 11, No. 1 Winter edition should have been screened before printing it in the magazine.

I am a soldier who has worn a mustache and has been in field units for years and can truly tell you that the portrait soldier is not conforming with regulations in accordance with 670-1. Mustaches should have a neat tapered appearance, not extending past the corner of the mouth and having hairs over the upper lip.

Furthermore, being in a field environment is not an excuse to violate Army Regulations unless facilities aren't available in conflict times and locations. As a senior NCO, I always pick up a copy of this journal and read it and enjoy completely. I would not like to have junior enlisted soldiers emulate what is wrong.

*SFC B. Roche,
DDEAMC Equal Opportunity Advisor
Fort Gordon, GA*

Take Care of Yourself Too

(Reference the NCO who left the Army because his NCOER was not handled properly) I feel sorry that this NCO made up his mind to get out, as we do need good NCOs. The story fails to tell us if he followed any of the AR 623-205 procedures on injustice -- commander's inquiry and the appeals process.

If (it were me and they) went through one of these procedures and they couldn't find any improprieties with the NCOER, then I would partly blame myself for not conveying to my rater that I wanted to be counseled and now -- or set a time that we could accomplish this. At least I elevated it to a higher level and others would have heard my side of the story.

Now if I hadn't gone through any of

these redress procedures, I would have only myself to blame for the whole process.

If, as an NCO, I am counseling subordinates, I should then know the AR and FM. I then know there are redress procedures. If I failed to go through one of these procedures and get it corrected or at least looked at, then I failed myself and no one else is to blame in this matter.

Did this NCO go to his senior rater and tell him that quarterly counseling wasn't happening? Were counseling dates put on the NCOER stating they had taken place? If that was done, where were the forms? Were dates left off and no remarks made by the senior rater about lack of counseling dates?

I feel the way the story is written leaves a lot to be determined. I agree that quarterly counseling needs to take place. I also know that sometimes supervisors get busy, and there are other higher priorities. I was also taught that it is my career and no one else's. That is why there is always someone higher to turn to and redress procedures. I wouldn't have given up without a fight! I think he failed to take care of himself.

*SFC Stephen Ostwinkle
PSNCO, 1-194th AR
Brainerd, Minn.*

Angry with whom

I would ask who is SSG Sparks angry with? It should be with his friend. He alludes to his friend being partially at fault, but SFC Sparks fails to put the onus squarely on the shoulders of his friend.

Where was the NCO's sergeant major in this process? AR 623-205 (NCOERs) states in Chapter 1 that the sergeant major should review all NCOERs (it is not contingent upon the sergeant major being in the rating chain; it is the sergeant major's responsibility due to position).

Why did the NCO fail to elevate the issue after never being counseled,

which should have started after the first 30 days, if the rater was adamant about doing the counseling?

A counseling that the NCO disliked that he was party to not being properly documented, at least quarterly, was enough to prompt him to leave? It doesn't stand the test of reason. In my opinion he revealed his immaturity and his inability to handle a situation. He failed his rater, his soldiers, and himself for not correcting a problem. He had his chain of command, the IG, JAG, and NCOER appeal process, at a minimum, to right a wrong, if that is what it was. But he chose to quit. Again, I ask, who is SFC Sparks angry with?

In closing, I hope the NCO did not have a family that was dependent upon him in making the right decision. If he did, his choice reflects not only his immaturity but also his selfishness. This NCO sounds as though he was high on himself.

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Letters to the Editor

The NCO Journal welcomes comments from our readers, who always have the last word. Letters to the editor must be signed and include the writer's full name and rank, unit, post or city and state (or city and country) and mailing address. Letters should be brief and to the point. Letters are subject to editing.

Email letters to ATSS-SJ-NCOJOURNAL@bliss.army.mil, or use the comment and email links from our web site. You may also send snail letters, if you like, addressed to

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