



# The NCO Journal

Vol.12, No. 4

October 2008

A Quarterly Forum for Professional Development

## **JRTC:**

*Winning is everything  
and your first sergeant  
knows how—Page 18*

# Survey says... Readers comment on their *Journal*



By Master Sgt. Lisa Hunter

The *NCO Journal* staff has finished tallying the results of the 2003 Readership Survey, the first survey the *Journal* staff has conducted in more than 10 years.

The purpose of the survey is to give us an idea of who our readers are, what they like and/or don't like about the *Journal* and what they want to see in future articles. While this survey was hardly a scientific approach, it serves as a good straw poll.

Here's what we learned:

Quite a few of our readers are in the National Guard or Reserve. The majority of our readers are, in fact, NCOs, but junior enlisted soldiers, officers, civilians and retirees also read the *Journal*. (See charts below for the demographic breakdown of survey respondents.) Most of the readers who chose to comment like the *Journal*.

"It seems to me the *Journal* has evolved into a more helpful tool to me than I recall it being in the past," one reader commented. "I am more inclined to go to it now than the way I remember it in my past experience with it."

"Congratulations for a well-done magazine," wrote Spc. Elaina Vallejo Cummins. "I highly anticipate each new issue. Can't find the words to express the way this magazine motivates me to do a better job. Thank you for taking time to write about NCOs."

Other readers offered suggestions. "I would like to see more articles devoted to

lessons learned-type subjects; each one of us has little tricks of the trade we use to keep our soldiers safe. It would be nice to share these outside of the [NCO Education System] structure.... We all have things to contribute."

Col. William Waff, of the Army Reserve's 88<sup>th</sup> Regional Support Command at Fort Snelling, Minn., also took the time to complete the survey and comment. "As the Chief of Staff of the 2<sup>nd</sup> largest Regional Support Command in the Army Reserve, I find the *Journal* a real gift. There are three journals that I look to get on a regular basis.... Of the three, I find that the *Journal* has the most 'golden nuggets' and is extremely helpful to me. I also find the print copy much more helpful and accessible than the web copy. Keep up the great work!"

Some offered constructive criticism as did Air Force Senior Master Sgt. John Hoffman. "Keep articles succinct – sometimes they run on. Find a niche. [Leadership] and NCO development. [I] suggest [that you find] and exploit it. Great product...."

Some readers waded in about print versus online mediums. "[It] didn't occur to me that the publication was online. I will view it online now that I know it is."

Other readers definitely count on automation as noted in this response. "Keep up the good work. I would like also to receive an e-mail notification when the new issue of the *Journal* is out, to include a brief list of contents of the issue. Thanks." Several other readers commented that they would like to receive an e-mail reminder when a new issue is printed.

Other readers offered similar comments concerning publicizing the *Journal*. "The *NCO Journal* needs more publicity. It doesn't seem to be widely known among junior NCOs."

Thanks again to all of our readers who took the time to complete the survey. The *Journal* staff is already working to incorporate these suggestions and comments into the publication.



Stationed



Gender



Age



Civilian education



Military status



Readership's rank

**97%** believe the *NCO Journal* is helpful to some degree in keeping them informed and up-to-date on NCO professional development changes.

**93%** agree or strongly agree the *NCO Journal* is easy to read; 92% agree or strongly agree the *NCO Journal* is easy to understand.

**93%** have read the *NCO Journal* in the last 12 months.

**90%** agree or strongly agree the *NCO Journal* information is useful.

**88%** agree or strongly agree the *NCO Journal* is well written.

**81%** read more than half to most of each issue.

**77%** agree or strongly agree that the *NCO Journal* is thought provoking; 16% have no opinion.

**77%** usually receive the *NCO Journal* through unit or office distribution.

**75%** find the *NCO Journal* online at least somewhat helpful.

**72%** believe about one-fourth of each issue should be devoted to history articles; 13% believe very little of each issue should be.

**67%** think one-fourth of each issue should be devoted to doctrine and policy; 13% believe very little of each issue should be.

**63%** believe the *NCO Journal* ideas, suggestions, information have helped them better understand their roles, improve their skills and/or train others.

**63%** agree or strongly agree the *NCO Journal* helps them in their jobs; 27% have no opinion.

**61%** agree or strongly agree the *NCO Journal* has helped them become better NCOs; 28% have no opinion.

**57%** have read two or more issues in the last 12 months.

**50%** always find the *NCO Journal* a reliable source of NCO professional development information.

**48%** think one-fourth of each issue should be devoted to current topics; 24% believe very little should be; and 13% think more than half of each issue should be.

**46%** believe one-fourth of each issue should be devoted to Army news; 32% think very little should be.

**46%** believe more than half of the *NCO Journal* should be devoted to NCO professional development; 21% believe all or most of the issue should be.

**30%** read the *NCO Journal* solely for NCO professional development, while 59% read it for the history articles, doctrine and policy and Army News Service articles, as well.

**29%** usually keep each issue for reference, while 35% pass it on to others.

**20%** prefer to read the *NCO Journal* online.

# Soldiers can save Lives one pint At a time

By Spc. Matthew MacRoberts

Servicemembers are putting their lives on the line, often sustaining life-threatening injuries, every day in Iraq, Afghanistan and other hotspots around the globe. The donation of one unit of blood can save as many as four of their lives.

The Armed Services Blood Program (ASBP), comprised of the Army, Navy and Air Force blood programs, supplies 1.3 million servicemembers and their families with blood every year. Since the Korean War, 1.5 million units of blood have been used to treat servicemembers injured on the battlefield, according to Lyn Kukral, the program's spokeswoman.

"The importance of the ASBP cannot be overstressed," Kukral said. "Now that the United States is engaged in multiple operations around the world that endanger the lives of servicemembers daily, the need for blood is at a premium."

Military hospitals transfuse more than 54,000 units of blood a year. The ASBP must maintain 65,000 units of frozen whole blood and 5,000 units of liquid cells at all times. If volunteers do not step forward to maintain the mandatory levels of blood, it must be purchased from civilian agencies at an average cost of \$200 per unit, according to Kukral.

Technology has advanced, expanding the number of blood products that can be produced from one unit of whole blood and extending the shelf life of those products. But conversely, the numbers of eligible servicemembers has dwindled due to



Photos courtesy of the Armed Forces Blood Program

*Staff Sgt. Sara Berschet prepares to draw blood from Spc. Jennifer Campbell at the Walter Reed Army Medical Center blood donor center.*

restrictions based on previous duty assignments. The theoretical threat of exposure to Creutzfeldt-Jakob disease (CJD), commonly known as Mad Cow Disease, prohibits many servicemembers who have spent time in Europe from donating blood. A complete list of criteria that disqualify an individual from donating blood can be found at [http://www.tricare.osd.mil/asbpo/donor\\_info/deferral.htm](http://www.tricare.osd.mil/asbpo/donor_info/deferral.htm).

A trauma victim can use 40 units or more of blood and/or blood products; a leukemia patient uses eight units of platelets daily during treatment; and a single pint of blood can sustain a premature baby's life for two weeks, Kukral said.

Servicemembers, their families, Department of Defense civilians and retirees are eligible to donate blood to the ASBP. It takes approximately one hour to fill out the paperwork and donate a unit of blood through a DoD blood donor center. Unit representatives can set up blood drives through a blood donor center. The centers can be located by accessing <http://www.tricare.osd.mil/asbpo/activities/components/bdc.htm#bdclocations> on the Web.

Soldiers coming from Advanced Individual Training (AIT) are prime candidates for blood donations. They have not been stationed in areas that

prohibit them from donating blood. Their training and the healthy lifestyle during AIT have conditioned their bodies to be in top condition for donating blood, Kukral said.



**All types of blood are needed every day, but Type O blood is particularly useful in emergency situations because anybody can use it.**

Units may consider establishing a reward system for donating blood to encourage hesitant soldiers to donate. Supervisors may include donating blood on soldiers' nominations for the Military Outstanding Volunteer Service Medal. Units may offer other incentives and command-sponsored programs, such as releasing soldiers early from duty after donating blood at a unit-sponsored drive. First sergeants may also offer passes or other favorable actions to soldiers who reach the goal of donating a specified number of pints. "The competitive nature in many soldiers can be used to motivate others to donate blood," Kukral said.

For more information on the program, check out <http://www.tricare.osd.mil/asbpo>.

*(Editor's Note: Spc. Matthew MacRoberts is a journalist assigned to the Fort Bliss (Texas) Public Affairs Office.)*

## Factoid

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# Battle tracking: Leaders' books set the stage for success

By Sgt. Jimmy Norris

Every trade has its tools. While many assume the tools of a soldier's trade include martial implements such as rifles and bayonets, one crucial tool which is often overlooked is the leader's book.

"A leader's book is a tool that's primarily used by first-line supervisors and platoon or section sergeants to keep track of those administrative, training and [mission essential task list] related information requirements that can't necessarily be stored in long-term memory," said Command Sgt. Maj. Timothy Green, battalion commander, U.S. Army Sergeants Major Academy. "In plain English, the leader's book is a tool that helps you keep up with things you need to keep track of."

A variety of information can be kept in a leader's book including a soldier's family information, his uniform sizes and equipment serial numbers. But according to Command Sgt. Maj. Clifford West, command sergeant major of USASMA, that's only the beginning.

"It has to contain more than just your shoe-size information," he said. "A lot of times people only have administrative data, like shoe size, phone number



Photos by Sgt. Chad Jones

and address. The important stuff is your 'go to war' standard; your training management information."

He explained a leader's book should contain a list of the collective tasks in a unit's METL, a list of the associated individual tasks and a way of referencing when and how well each soldier was last trained on those tasks.

In addition to training information, a leader's book can contain a variety of tools and information that can make a leader's job easier.

"I used to cut out articles that pertained to what we were doing," said Sgt. Maj. of the Army Jack Tilley. "They were a good idea for teaching the soldiers about the importance of the mission. I would also include a list of schools, especially NCO development courses. I'd include a description of the school, the length, where the school is, etc. Include anything that allows you to communicate with the soldiers."

Others use leader's books at training meetings.

"Every now and then you find an open day in the training schedule," said Sgt. Maj. Brad Meyers, a Class 54 student at USASMA. Meyers is a ranger who recently returned from Operation Iraqi Freedom. "I'd ask my squad leader's what training they wanted to plan for that day and they'd come up with something like mountaineer training. That's when I'd say 'show me your leader's book.' I'd look through the leader's book and [point out tasks pertaining to the unit METL which hadn't been trained to standard]. I'd then remind them to train on the required stuff before they got to the fun stuff. Leader's books are great tools for keeping track of training like that."

Some recommend having more than one leader's book. Green recommends three.

The first should contain the administrative data that a sergeant needs to know about soldiers and their families, but won't be needed in the field.

The second leader's book is what Green calls a "Non Op-Sec (Operational Security)" leader's book. This is a leader's book that goes to the field and contains soldier training data, copies of serial numbers for weapons and equipment and emergency information, such as a soldier's blood type.

The third, which Green referred to as a "for combat Op-Sec leader's book," contains information similar to that found in the second leader's book, minus information which might be considered sensitive.

"A leader should commit to memory Pvt. Smith has a wife and two kids, but do you want Pvt. Smith as a [prisoner of war] to have information about his wife and kids used against him?" asked Green.

There is no mandated format for keeping a leader's book. However there are certain criteria that each should meet.

"It's got to be designed so it's user friendly to the user," said Meyers. "You can ask 10 different sergeants major what a leader's book

should look like and you'll get 10 different answers because they design their leader's books to work according to their needs and according to the requirements of their units."

There are however, certain things the experts said all leaders' books should have in common.

"For squad leaders and below, it has to fit in the cargo pocket," said Meyers. "For first sergeants and platoon sergeants, with the number of soldiers they have to keep track of, the books will be a lot bigger, but they should still be able to put it in a ruck sack and take it to the field."

"If it doesn't fit into a cargo pocket it's probably not getting used," added West.

While it's generally agreed that leader's books can come in a variety of formats, there is one area where the experts differ. Whether or not electronic media, such as Palm Pilots or CD-ROMs, can be used for leader's books is a source of contention for some.

"Electronics need batteries. They're susceptible to dust, rain and a number of other conditions which might be encountered in the field or on a deployment," said Meyers. "A piece of paper, on the other hand, as long as it's weather proofed, will last as long as you maintain it."

Command Sgt. Maj. Kenneth Preston, Combined Joint Task Force Seven, sees things differently.

"I think Palm Pilots are acceptable," he said. "I see this as the evolution of the pocket notebook and pen."

Regardless of differences in opinion on what should be in a leader's book, and what type of medium should be used, the belief in their usefulness is unanimous.

"If used correctly by an NCO as a tool to assist in the training management, counseling and supervision of soldiers, a leader's book can be very, very useful," said West.



**Personal Data Sheet**

Last / First / MI \_\_\_\_\_

Rank / Grade \_\_\_\_\_ DOR \_\_\_\_\_

PMOS \_\_\_\_\_ SMOS \_\_\_\_\_ ASI \_\_\_\_\_

BASD \_\_\_\_\_ BPED \_\_\_\_\_ ETS \_\_\_\_\_

SSN \_\_\_\_\_ Age \_\_\_\_\_ DOB \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (     ) \_\_\_\_\_

Initial counseling date \_\_\_\_\_

Last counseling date \_\_\_\_\_

PULHES \_\_\_\_\_

Height \_\_\_\_\_ Weight \_\_\_\_\_ Blood type \_\_\_\_\_ Eye color \_\_\_\_\_

Security clearance \_\_\_\_\_ GT score \_\_\_\_\_

Religion \_\_\_\_\_ Hair color \_\_\_\_\_

Swimmer y / n \_\_\_\_\_

**PAI**

POA \_\_\_\_\_ Will \_\_\_\_\_ DD93 \_\_\_\_\_

SGLI \_\_\_\_\_ ID Tags \_\_\_\_\_ ID Card \_\_\_\_\_

FCP \_\_\_\_\_

**Army Physical Fitness Test**

Push-ups \_\_\_\_\_ Sit-ups \_\_\_\_\_ Run time \_\_\_\_\_ Date \_\_\_\_\_

Score \_\_\_\_\_ Score \_\_\_\_\_ Score \_\_\_\_\_ Total \_\_\_\_\_

**Sizes**

BDU Hat \_\_\_\_\_ Shirt \_\_\_\_\_ Pants \_\_\_\_\_ Coat \_\_\_\_\_

Boots, combat \_\_\_\_\_ Kevlar size \_\_\_\_\_ Gloves \_\_\_\_\_

NBC mask \_\_\_\_\_ Date fitted \_\_\_\_\_ Inserts y / n \_\_\_\_\_

**Marital Status**

Marital status: Single / Married / Divorced / Widowed

Spouse's name \_\_\_\_\_

Anniversary date \_\_\_\_\_

Child's name \_\_\_\_\_ Age \_\_\_\_\_

Child's name \_\_\_\_\_ Age \_\_\_\_\_

Child's name \_\_\_\_\_ Age \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (     ) \_\_\_\_\_

Housing: Government / Economy housing

**Education**

Civilian: Highest level completed \_\_\_\_\_

Military: \_\_\_\_\_

PLDC date \_\_\_\_\_ BNCOC date \_\_\_\_\_ ANCOC date \_\_\_\_\_

ABN date \_\_\_\_\_ AAS date \_\_\_\_\_

Combat Lifesaver date \_\_\_\_\_ Master Fitness date \_\_\_\_\_

Other \_\_\_\_\_



**Next of Kin**

HOR \_\_\_\_\_ Name of NOK \_\_\_\_\_  
 Relationship \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone ( ) \_\_\_\_\_

**POV info**

Civilian drivers lic. # \_\_\_\_\_ State \_\_\_\_\_ Expires \_\_\_\_\_  
 Make \_\_\_\_\_ Model \_\_\_\_\_ Year \_\_\_\_\_ Color \_\_\_\_\_  
 License plate \_\_\_\_\_ Post decal \_\_\_\_\_  
 Auto insurance company \_\_\_\_\_  
 Policy # \_\_\_\_\_ Expires \_\_\_\_\_  
 Military drivers lic. # \_\_\_\_\_ Expires \_\_\_\_\_  
 Defensive Driving Course (DDC) date \_\_\_\_\_ Expires \_\_\_\_\_  
 Last POV inspection date \_\_\_\_\_

**Required Training/Classes**

CTT date \_\_\_\_\_ CTT score \_\_\_\_\_  
 Drownproofing date \_\_\_\_\_ NBC Chamber date \_\_\_\_\_  
 Consideration of Others date \_\_\_\_\_ EO date \_\_\_\_\_  
 SAEDA date \_\_\_\_\_  
 Other training \_\_\_\_\_ Date \_\_\_\_\_

**Awards / Decorations**

AAM \_\_\_\_\_ ARCOM \_\_\_\_\_ MSM \_\_\_\_\_ Other \_\_\_\_\_

**BRM**

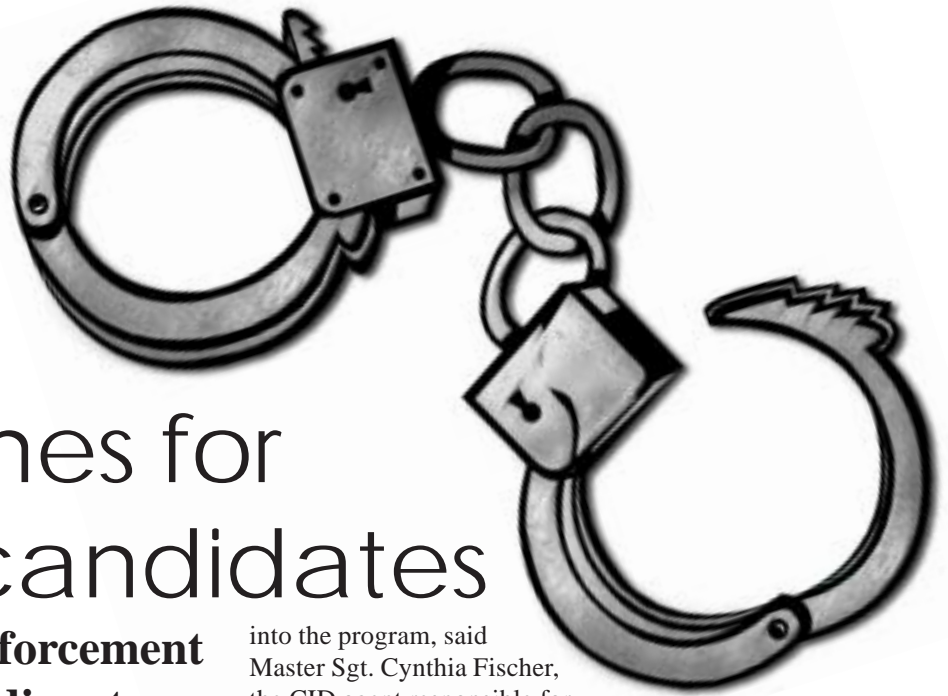
Weapon type \_\_\_\_\_  
 Weapon # \_\_\_\_\_ Qualification date \_\_\_\_\_  
 Expert \_\_\_\_\_ Sharpshooter \_\_\_\_\_ Marksman \_\_\_\_\_  
 Crew-served weapon type \_\_\_\_\_  
 Weapon # \_\_\_\_\_  
 Qualification / familiarization date \_\_\_\_\_

**Medical**

Medications \_\_\_\_\_  
 Allergies \_\_\_\_\_  
 HIV test date \_\_\_\_\_ Immunizations current: y / n \_\_\_\_\_  
 Profile \_\_\_\_\_ Date \_\_\_\_\_ Expires \_\_\_\_\_

**Other**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



# CID searches for qualified candidates

## Army's premier law enforcement agency searches for soldiers to become criminal investigators

The U.S. Army Criminal Investigation Command (CID) has an all-points bulletin out for qualified soldiers interested in becoming highly trained criminal investigators.

During peacetime and war, CID special agents investigate all felony crimes the Army has an interest in, provide protective services for Department of Defense and Army leadership and work closely with other Federal and local law enforcement and intelligence agencies to solve crime and combat terrorism.

Agents receive training at the U.S. Army Military Police School and advanced training in a wide range of specialized investigative disciplines. Some specialties include polygraphs, counter-narcotics, economic-crime investigations, computer crime and many other specialties in the criminal investigative field. With more than 120 offices, CID provides the Army with worldwide support.

Investigators also have the opportunity to receive advanced law enforcement training at the FBI National Academy, the Canadian Police College and at Washington University where they can earn a master's degree in Forensic Science.



"It's a tremendous opportunity for soldiers to become one of the Department of Defense's premier law enforcement agents and receive some of the best training in the world," said Command Sgt. Maj. Michael Misianowycz, CID's senior noncommissioned officer.

Although many CID agents have some type of military or civilian police background, it's not a requirement to qualify and be accepted

into the program, said Master Sgt. Cynthia Fischer, the CID agent responsible for recruiting new agents. "We have soldiers from both Military Police and other [military occupational specialties]. CID benefits from the varied experience."

CID offers a local six-month internship program for soldiers without law-enforcement experience, said Marianne Black, chief of CID's accreditation branch.

Major installations such as Fort Bragg, N.C., Fort Benning, Ga., Fort Hood, Texas, and Fort Lewis, Wash., offer rewarding CID intern opportunities for dynamic and motivated soldiers.

"Enrollment in these initial internships helps develop the recruit's potential to complete the rigorous 15-week Basic Special Agent Course at the U.S. Army Military Police School," Black said. After these classroom studies, soldiers spend the first year as probationary agents under close observation of senior CID agents before becoming fully accredited.

"Our profession is an excellent opportunity for enlisted soldiers who aspire to become warrant officers," said Black. "In fact, given our current force structure and staffing, the CID agent warrant officer career field provides among the Army's best opportunities for diverse assignments and rapid advancement."

To apply and qualify for service as a CID Special Agent, applicants must be U.S. citizens, at least 21 years old, sergeant or below with at least two and not more than 10 years of service, a general technical score of at least 110, no court martial convictions, possess 60 semester hours of college credit, a physical profile of 111221 or higher with normal color vision, 36 months obligated service upon completion of the Basic Special Agent Course and be able to obtain and maintain a Top Secret clearance.

"Regardless of background, applicants must possess excellent communication skills and be able to interact effectively with people from varied backgrounds," Black said.

Soldiers interested in becoming CID Special Agents are encouraged to contact their closest CID office or visit CID's Web site at [www.cid.army.mil](http://www.cid.army.mil) for more information. (CID News Release)

# It's all about family

## Strong family readiness groups seen as key to unit morale

Spc. Matthew MacRoberts

A strong family readiness group (FRG) may be as important to unit readiness as proper training, according to subject matter experts.

"A family readiness group can make or break the morale of a unit," said Shirley West, advisor to the Ultima FRG at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. "A bad one can tear apart a unit.

"Having a strong FRG is an important part of a unit's well-being. Knowing their families know where resources are, what the unit's mission is and that they have someone to turn to in a time of need gives the soldiers great piece of mind during deployments. It allows them to focus on the mission instead of worrying about their families," said West.

So, what does it take to build a successful FRG? Holly Gifford, the Deployment Readiness manager for Army Community Service (ACS) at the Army Community and Family Support Center, Alexandria, Va., offers some ideas. First, the commander is responsible for ensuring his or her unit has an operating FRG, Gifford explained. Research indicates families fare better in units that have effective FRGs in place prior to deployment.

In many cases, commanders appoint soldiers to serve as the family readiness liaison from the unit to communicate between the commander and the FRG leader. In addition to acting as an information conduit, the liaison can assist the FRG leader in finding volunteers.

"A commander wants to make sure that his soldiers and families get the information they need and that families' needs are being met by the command," said Leona Ferrell, director of the Family Readiness Center at Fort Campbell, Ky.

The commander or his liaison starts building his group by filling the three key positions: the FRG leader, a newsletter editor and a phone-tree contact person, according to Gifford.

"An FRG leader has to be something you feel. It isn't for everybody. Your heart has to be in it or it is just simply something you could never pull off. It requires selflessness, hard work, commitment and a superhuman understanding of the different types of people and individual needs within a group," said Ferrell, who advises FRG representatives from the 101<sup>st</sup> Airborne Division (Air Assault), one of the most deployed commands in the U.S. Army.

An FRG leader has to have a strong personality in order to help people accept news like deployment, extensions of deployment or cancellations of scheduled redeployments. "People expect you to listen and have the magic words to make their pain go away. It's hard to help others when you feel you need help yourself," Ferrell explained.

"It should be someone who is tough enough to not be intimidated by the "green-suit" side of the house but is soft enough to also deal with the family-member side," said Ferrell.

West elaborated on the FRG leader's duties. "A leader should be a delegator," she said. "They should not be the doer

for the whole battalion or brigade. Their role is to supervise and oversee. They cannot be the do all, be all."

A commander should appoint an FRG leader in writing and evaluate that leader every six months.

When selecting volunteers to fill the FRG's leadership positions, the commander should choose the person best qualified for the job rather than based on the rank of their spouse, according to West. Many lower ranking soldiers' spouses are especially good leaders and should be appointed to positions based on their abilities.

Ferrell concurred with West. "Volunteers are too hard to come by to toss them aside for something as menial as how high their soldier ranks," she said.

Even so, that's not to say that senior leaders' spouses don't have a role in the FRG. Senior spouses can fill a vital role by



Photo by Sharon T. Bass

*A soldier of the 3rd Infantry Division's Headquarters and Headquarters Battery, Division Artillery, redeployed from Iraqi Freedom to Fort Stewart gets a warm welcome from his wife and daughter.*

acting as advisors, giving the younger, less-experienced spouses an opportunity to grow and gain experience in leadership roles.

No commander expects a spouse to know everything he or she will need to lead an FRG. Those appointed to key positions may seek guidance on the basics of FRG management at their local ACS. ACS also hosts Army Family Team Building courses that are taught by experienced FRG volunteers. ACS can also offer new leaders the *Operation Ready FRG Leaders Handbook* on CD. The handbook is an invaluable resource for those learning the FRG ropes, according to Gifford.

When building the FRG structure, keep in mind that FRGs are not limited to just spouses, Ferrell pointed out.

“The regulation allows ‘anyone who has a valid interest in the military as a whole’ to participate in the FRG,” Ferrell said. Even local businesses have formed FRGs to help military families, Ferrell said.

But FRGs don’t have to be built from the ground up. Department of the Army Pamphlet 608-47, *Guide to Establishing Family Support Groups*, recommends checking with other local unit FRG leaders, who may have similar requisites and can offer advice based on what works and doesn’t work for them.

No matter what special considerations an FRG might have, the one constant among all successful FRGs is open communications.

“As long as the information is correct it’s very important to communicate,” said West. Everyone must receive the information in the FRG and no one must feel left out.

“The FRG newsletter is a major form of communication between the command and FRG leadership,” said Gifford. This is especially important for Reserve and National Guard units in which most of the spouses are geographically spread out, and where even the soldiers only see each other one weekend a month.

Newsletters are one of the most effective ways to ensure that all family members get the most accurate information. In fact, many FRGs are now minimizing printing and distribution costs by sending their newsletters via e-mail.

However, the units don’t expect FRG volunteers to furnish a home office. In fact, the Army Research Institute that offers guidance for FRG leaders states on their Web site that FRGs will have access to Army facilities such as chapels, dayrooms, dining facilities and theaters. FRGs may also use Army-issued or leased copy machines, file cabinets, desks and chairs, according to the Web site (<http://www.ari.army.mil/frg/>).

Debbie Thelen, the Fort McCoy (Wisconsin) NCO Academy FRG leader, headed up a project to convert a barracks into an

FRG office. Their facilities include three children’s playrooms, along with offices and meeting rooms.

“A lot can be done if you persevere,” Thelen said. “If you have an idea, run with it. As long as you have the family in mind, it will be successful.

“I believe if we have enough functions and – most of all – fun, we’ll help to keep the families’ morale and overall well being positive,” she said.

And, happy, well-prepared families usually leads to happy well-prepared soldiers, according to Ferrell.

*(Editor’s Note: Spc. Matthew MacRoberts is a journalist assigned to the Fort Bliss (Texas) Public Affairs Office.)*

## Operation READY assists Army families with deployment challenges

By Jamie Danesi

Recent media attention has been focused on the military family and what kind of support family members are receiving from the armed

services.

Preparing soldiers and families for deployment — and supporting families during the deployment and subsequent reunions — is an ongoing priority for the Army. Operation READY is the tool the Army uses to meet that mission.

Operation READY, or “Resources About Deployment and You,” is a training and information resource which was developed after the Persian Gulf War from lessons learned in deployment, according to the Army Community Service Web site. The program covers all phases of the deployment and is available to all soldiers and families.

The training materials include videos, handbooks and checklists and cover such topics as coping with separation, financial planning, reunion stress, resources for Army Reserve and National Guard families, setting up and running a Family Assistance Center and FRGs.

For younger family members, Operation READY has activity books for children ages 3 through the teens to help them manage the stress of a parent’s deployment. There is also a guide for the returning soldier with suggestions on ways to help the children have a more positive reaction to his or her return.

Materials are available through installation Army Community Service centers. Reserve Component soldiers and their families can access the materials through their Army Reserve Family Readiness Program staff or state Family Program coordinators.

Family members who may not have access to an installation, can access Operation READY materials online at the ACS Web site, <http://www.goacs.org>.

*(Editor’s Note: Jamie Danesi writes for the Forces Command News Service)*

**Nine steps to starting an FRG**

To start a FRG, the Army Research Institute (ARI) Web site, <http://www.ari.army.mil/frg1/index.asp>, lists nine steps in its *Family Readiness Group Leader’s Online Handbook* to help get a FRG off the ground.

1. Become a leader
2. Get command support
3. Find volunteers
4. Establish the structure
5. Raise money
6. Set up accounting systems
7. Find appropriate facilities
8. Arrange transportation
9. Print and disseminate information

ARI lists FRG leaders as being considered federal employees with respect to:

- On-the-job injuries
- Care of unit equipment
- Standards of conduct

FRG leaders are required to report violations of the law that they observe or hear about to the commander.

# Green to Gold

## ROTC programs offer soldiers education, advancement opportunities

By Bob Rosenburgh

They come from Army bases worldwide. They are all veterans who have served their countries and now they are candidates for the Reserve Officer Training Corps. Many of them are members of the U.S. Army Cadet Command's Green to Gold program.

Green to Gold is a career option that gives exceptional enlisted soldiers an opportunity to take their leadership skills to the next level as Army officers. Every year, 400 to 500 Green to Gold cadets attend the National Advanced Leadership camp held at Fort Lewis, Wash.

The Green to Gold program is designed to retain some of the best soldiers in uniform by offering experienced junior enlisted soldiers the opportunity to rapidly advance in rank.

Green to Gold begins when soldiers are honorably released from their enlistment contracts so they may pursue further education, including participating in the ROTC program.

Soldiers may apply for either a scholarship or nonscholarship program. The scholarship program is a two-, three- or four-year plan. The Army pays Green to Gold cadets' tuition. The cadets do not receive a military paycheck, but they do receive a monthly stipend of \$300 to \$500, based on the academic year. Once the cadets are commissioned as second lieutenants, they begin drawing a military salary again.



Two-year nonscholarship cadets eligible to join the Army Reserve or Army National Guard through the Simultaneous Membership Program. (See story next page)

No matter which program the soldiers choose to go for, whether they are selected for the Green to Gold program is based on how well they performed as a soldier.

Cadet Command's personnel seeks out soldiers they think are capable of being scholars, athletes and leaders (SALs). SALs best describes the type of high-quality individuals who are selected for one of the less than 250 national Green to Gold scholarships each year.

Turning a qualified enlisted soldier into an officer through ROTC adds value to the Army's ranks. Officers with prior enlisted service experience have a deeper understanding of the roles between the ranks. These ROTC cadets come back into the Army with the experience, ability and confidence in themselves; they also have a better understanding of both leadership and the ROTC program.

ROTC battalions across the nation benefit from Green to Gold cadets' former enlisted experience, which they share with other cadets, improving everyone's performance.

Soldiers interested in the Green to Gold program should try to learn more about the program by attending a briefing at their installation education center, going online to the Army ROTC Web site at <http://www.armyrotc.com> or speaking with the professor Military Science at a local college or university that hosts an ROTC program.

Applicants are responsible for applying to the university of their choice; the university must accept the candidate before he or she may qualify for Green to Gold.

*(Editor's note: Bob Rosenburgh is the Public Affairs Officer, Western Region Cadet Command, based at Fort Lewis, Wash.)*



**For more information**

U.S. Army Cadet Command  
 ATTN: ROTC Scholarships (AD)  
 Fort Monroe, VA 23651-5238  
 Interested soldiers may also call  
 (800) USA-ROTC, ext. 484 or  
 visit their Web site.

Photo courtesy of Bob Rosenburgh

*A soldier walks across a rope bridge during this year's ROTC National Advanced Leadership Camp at Fort Lewis, Wash. More than 5,000 cadets participate in the annual event, which is a requirement to be commissioned.*

## Soldiers can still serve while attending school, thanks to SMP

Soldiers who want to attend college full-time while still serving their nation, have the opportunity to do so through the Simultaneous Membership Program (SMP).

Through SMP, nonscholarship cadets may enroll in a college ROTC program while simultaneously serving in an Army National Guard or Reserve unit. The program gives them the advantage of learning from both worlds at the same time: They learn leadership skills through the ROTC program and technical skills from their Guard or Reserve duties.

SMP is available to National Guard and Reserve enlisted soldiers, as well as current ROTC juniors and seniors. In addition, the soldiers must be enrolled in advanced ROTC courses and be a nonscholarship cadet or the recipient of the Guaranteed Reserve Forces Duty or Dedicated National Guard two-year scholarship.

SMP is an opportunity for soldiers who are interested in ROTC to work in a local Army Reserve or National Guard unit as an officer.

In addition to the professional development opportunities, cadets participating in SMP also receive a \$300 to \$500 monthly ROTC stipend, sergeant/E-5 pay while attending drill or annual training and – depending on individual cases – either the Montgomery GI Bill or a tuition waiver.

The time a soldier serves in SMP counts toward his or her total years in service. For more information, contact the U.S. Army Cadet Command at (800) USA-ROTC, ext. 484.

*(Editor's note: U.S. Army Cadet Command News Release)*



# Experience is key at Joint

# Readiness Training Center

By 1<sup>st</sup> Sgt. Jason Silsby

The role of the first sergeant has evolved in recent years, especially when it comes to preparing for Joint Readiness Training Center, Fort Polk, La., rotations. From the Civil War until recent times, the first sergeant has been the company's logistical "Yoda," taking care of the beans, bullets and Band-aids.

Technology and tactics have changed and so has the first sergeant's role. From land navigation and basic marksmanship to casualty collection, the first sergeant usually has more experience on tasks like these and JRTC rotations in general.

Two of the most important things the first sergeant needs before deploying to JRTC are a good clerk and good computer skills. The days of the pencil and memo pad are gone. The first sergeant must be able to understand and maintain a good unit database. One of the best first sergeants I ever met took computer

classes before he took over his company. He and his clerk knew how to use the software for maximum effectiveness. In fact, he used to carry his computer files to the field in a small map case.

Armed with the basic skills, the first sergeant must prepare to carry out the unit's casualty collection plan. In many cases, this means writing the unit's standard operating procedures (SOP) for casualty collection and evacuation. Most units have SOPs that read well, but when it comes time to execute, they don't pass the test. The only way to know if your plan is going to work is to test it at homestation



Photos courtesy of JRTC and Fort Polk, La., PAO

*Member of the 172<sup>nd</sup> Infantry Brigade (separate) move through the woods during a combat*



before you deploy. One first sergeant actually rehearsed his plan with the Battalion Aid Station. He used the Battalion/Administrative/Logistical net to test his medical evacuation procedures. He also ensured that each platoon had an assigned Combat Lifesaver with them.

His unit was able to immediately treat casualties and quickly transport them to the collection points. First sergeants can make the process run smoother by ensuring every soldier carries copies of the unit's marking policy and the battle roster numbers. The first sergeant should also ensure casualty collection points are set up where the soldiers could realistically support them and accomplish the mission.

When a unit prepares for a JRTC rotation, they should depend heavily on their first sergeants' and other senior NCOs' experience. The senior NCOs are a walking, talking repository of basic soldier skills. Many soldiers are weak at land navigation. Soldiers know how to navigate as long as they have a Global Positioning Satellite (GPS); many of them have lost the art of map analysis. All too often NCOs punch the waypoints into their GPS system and start walking. They don't take into account the soldiers' load, terrain nor mission. A straight line is not always the fastest or safest route. First sergeants need to ensure the soldiers' movements are as detailed as the execution phase of the mission. The soldiers get a better fix on meeting their scheduled hit times and also saves real-world casualties.

Experienced senior NCOs should teach soldiers how to read terrain on the map first and then to use the Precision Lightweight Global Positioning Receiver (Pluggie) along with a map and protractor to plan routes and practice using them at homestation. Doing a few short movements will give the soldiers the knowledge of how to plan a route and follow that route using both the GPS and a map. But it all comes down to the basics. Soldiers have to know how to read terrain and a map first.

Marksmanship is yet another important area where the first sergeant and other senior NCOs can help soldiers. In fact, it's probably the most important area. Marksmanship using the Multiple Integrated Laser Engagement (MILES) equipment has always been something of an art form. Most senior NCOs, especially observer/controllers, know a few tricks to improve accuracy. For example, taping cardboard down on the MILES box mount works well. For even better accuracy, steel clamps with tape around them do an even better job.

Teaching soldiers individual marksmanship techniques and how to engage small, moving

targets is critical. These are key elements to the Opposing Force's success, living the Geronimo Creed: One shot; one kill. Again, these are skills that need to be honed at homestation.

Obviously, the first sergeant has a lot more to do than just order the MREs when it comes to preparing for JRTC. The first sergeant still fills those traditional roles, but those missions are not the main focus for a first sergeant who wants to ensure that his unit does well at JRTC – or on the battlefield. Modern technology has simplified the tasks of getting the beans and bullets. Making sure the troops employ those bullets to maximum effectiveness and that the injured soldiers are cared for are more important.

One last tip: when the brigade combat team gets orders to send leaders to the JRTC Leaders' Training Program, go. You can learn more in that week-long class than you can in months of self-preparation.

*(Editor's note: 1<sup>st</sup> Sgt. Jason Silsby is the first sergeant assigned to HHC, 2<sup>nd</sup> Battalion, 22<sup>nd</sup> Infantry Regiment, Fort Drum, N.Y. He is currently deployed in Afghanistan.)*



# Letters

## AGR soldiers could fill drill sergeant void

I just have one question: Do you think that the volunteer rate would increase if becoming a drill sergeant were open to [Active Guard and Reserve] soldiers?

I love the Army, but a lot of the things that I read about as far as what we need, like drill sergeants, warrant officers and CID special agents, is really an easy fix. We train soldiers all the time to fill what we need in time of conflict to bring units up to strength. I don't understand why we can't do the same for these [military occupational] skills. You have soldiers that would volunteer for these jobs. I know that they look for certain qualifications and you might have some soldier that may not have all the qualifications, but are really good soldiers. Everything is done within reason.

Now for most things in the Army we submit a packet and you have a board that reviews it and then decides who is selected. I understand that is the Army way, but most of the time the board doesn't even know the soldier, and it is very hard to determine what kind of soldier that person is unless you have worked with the soldier.

*Staff Sgt. Stephen Webley  
United States Army Reserve Command  
Fort McPherson, Ga.*

## NCOER Web site should be a "dot.mil"

Although it is now the middle of September by the time the July issue [of the *NCO Journal*] comes in the mail, I read it from cover to cover. It has always contained articles that peaked my interest and contributed to my ability to be a good NCO. This issue was no different.

As the Operations NCO for the 98<sup>th</sup> Division (IT) Drill Sergeant School, I was immediately impressed by the cover. I only wonder why the pictures of Sgt. 1<sup>st</sup> Class Miranda and Sgt. 1<sup>st</sup> Class Rouse were not the cover photo. The subject article was to the point and informative. If it cannot help recruit drill sergeants, I fear nothing can. I only wish that some mention had been made about Reserve drill sergeants. The U.S. Army Reserve is also in need of good NCOs to become drill sergeants.

The issue contained a good variety of articles concerning the timely issues of the Army today. The only complaint I have is not so much a complaint, but a sad commentary about the Army's treatment of the NCO Corps in general. While I read, enjoyed and have visited the "ncoer.com" Web site highlighted in the *60 Second Review*, I am saddened that it is a "dot.com" and not a "dot.mil." This is information and resources that the

Army should be supplying its NCOs. In more than 16 years as an NCO, I have yet to receive and have yet to meet a fellow NCO who has received any real training on writing NCOERs. Considering the importance on NCOERs, that is really a shame.

*Sgt. 1<sup>st</sup> Class David Newport  
Operations NCO  
9801<sup>st</sup> Training Detachment  
Mattydale, N.Y.*

## Missing the *Journal*

I am a soldier currently serving in Iraq. I've been in country for five months and have another seven months remaining on my deployment. Being in country [has] made me appreciate many of the freedoms and blessings [I left behind] in the United States more. One particular piece of literature that I miss is the *NCO Journal*. My unit used to receive the magazine very often and I would try to be one of the first to read the articles in it. Is there a way that I could receive your magazine here? I would be more than happy to subscribe if need be. Would you please send me the information? Thank you for your time, effort and support.

*Staff Sgt. George Hutchinson  
Company C, 1<sup>st</sup> Battalion*

*Editor's note: Individual subscriptions to the NCO Journal will be available beginning with this issue through the Government Printing Office at the annual cost of \$16 for domestic and Army Post Office (APO) addresses or \$22.40 for delivery to foreign addresses. The subscription price covers four issues annually. The subscription program is open to all individuals and nongovernment organizations. Individual copies will also be available for \$5 domestic or \$7 foreign.*

*If ordering by mail, send a letter requesting a subscription to the NCO Journal and include a check or money order payable to: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.*

*To order online, visit the GPO Bookstore at <http://bookstore.gpo.gov> and type in NCO Journal at the search field. After the search completes, click on the shopping cart next to the title and follow the instructions provided.*

*Any unit with a publications account can update their 12 series to request the NCO Journal using the same procedure they use to request all other publications. They can update their 12 series at the "www.usapa.army.mil" Web site. The IDN for the NCO Journal is 050041.*

*The GPO also accepts orders by calling toll-free at 1-866-512-1800.*

*For more information on GPO publications sales, visit their Web site at <http://www.gpo.gov>.*



## *Journal* articles strive to help NCOs achieve success

With this issue of the *NCO Journal*, we present the results of our 2003 Readership Survey (pages 28-29). The response to our call for input was overwhelming. From the survey results, we learned more about some of our readers, what they look for and want to see more of in the *Journal*. Thanks again to all of you who took the time to complete the survey.

Also, this quarter, the *Journal* helps soldiers prepare for training. Whether you or one of your soldiers is preparing for the Primary Leadership Development Course, Sgt. Jimmy Norris's article, "What to know before you go," will certainly help in that preparation. Norris, a recent PLDC graduate, interviewed NCOs assigned to NCO academies across the Army and asked them for their best tips to set soldiers up for success. They all offered great guidance on how to set soldiers up for success.

Norris, who is also newly promoted, knows that every NCO serving in a leadership position needs a Leaders Book. After doing the basic research, Norris went to some of the most senior NCOs in the Army, including Sgt. Maj. of the Army Jack Tilley, to get more indepth guidance on those little things that make a Leaders Book an invaluable reference. (See story, pages 10-11.)

While he was working on his article, the *Journal's* graphic artist, Spc. Michael Stone with guidance from Command Sgt. Maj. Kelvin Hughes decided to make building a Leaders Book even easier. They have put together a four-page pull out Leaders Book template to help young NCOs get started on building their books.

And, while we're on the subjects of training and leadership, 1<sup>st</sup> Sgt. Jason Silsby, an Infantry first sergeant, offered some sage advice for fellow first sergeants and other senior NCOs on preparing for training at the Joint Readiness Training Center, Fort Polk, La. Silsby, who is currently assigned to Headquarters and Headquarters Company, 2<sup>nd</sup> Battalion, 22<sup>nd</sup> Infantry Regiment, 10<sup>th</sup> Mountain Division at Fort Drum, N. Y., is deployed in Afghani-

stan. In addition to being the veteran of several JRTC rotations, Silsby also served as a first sergeant in the JRTC Opposing Force. (See pages 18-19.)

We never lose sight of those who are currently deployed. So, for those who are making plans for when they redeploy, check out the feature on the Armed Forces Recreation Centers. The centers are located worldwide in Florida, Hawaii, Korea and Germany. These hotels and recreation facilities offer top-of-the-line accommodations at affordable prices. They accept reservations a year in advance, so you and your family can make your plans now.

And, in memory of those who have lost their lives in the Global War on Terrorism, the *NCO Journal* has put together a commemorative "Roll Call of the Fallen." The Roll Call is a lasting tribute to those who have fallen, but will not be forgotten.

With this issue, we also bid farewell to Hughes, our aforementioned Special Projects officer. After graduating from the Sergeants Major Course, Class 53, in May, Hughes has been a great help to the *NCO Journal* and a great mentor to me while he's awaited his assignment to a battalion. Hughes leaves the Academy to take the 1<sup>st</sup> Battalion, 21<sup>st</sup> Field Artillery at Fort Hood, Texas. We will all miss him.

We would also like to welcome our new managing editor, David Crozier. Crozier is a retired Air Force Public Affairs NCO. We're happy to have him on board.

In closing, thanks to all of our readers who show their support by sending letters and e-mails. We are always looking for story ideas and feedback, so keep them coming.

*Master Sgt. Lisa Hunter*  
Editor in Chief

## New Soldiers Guide slated for Jan. release



A new guide that condenses many Army regulations and field manuals into one easy-to-use book will soon be available in January to soldiers everywhere. The new *Soldiers Guide*, FM 7-21.13, will be published in late January. It will replace FM 21-13, which was

published in 1961. The new guide will give soldiers of all ranks a handbook they can use for their entire military career, said *Soldiers Guide* task manager, Steve Snyder of the Directorate of Training and Doctrine at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.

The book is designed to compliment the *NCO Guide*, FM 7-22.7, and covers a variety of soldier tasks including leadership and developmental counseling.

## Museum hosts entire history for Army NCOs

“Officers command units; noncommissioned officers command soldiers.” So begins the history of the NCO at the U.S. Army Museum of the Noncommissioned Officer, at Fort Bliss, Texas.

The museum depicts the history of the NCO from 1775 to the present. Through uniforms, weapons, equipment and chevrons, the museum chronicles the changes that have occurred in the more than 200 years of NCO history that have created today’s dedicated and professional NCO Corps.

The museum details how the American movement westward, the Civil War and Indian wars affected the role

of the NCO by creating the need for stronger, more active, small-unit leaders. The last years of the 1800s and the beginning of the 1900s witnessed the rise in technology, which has had a great impact on the NCO Corps.

This coupled with the advent of the global wars drastically changed the Corps.

NCOs adapted to those changes, further developing and refining their leadership roles.

This blend of history and traditions coupled with the greater duties and responsibilities has created the dedicated professionals that make up today’s NCO Corps.

The museum is open from 9 a.m. to 4 p.m. Monday through Friday. To arrange group or unit tours of the museum or to request more information, call (915) 568-8646/8306 or e-mail [arnsl@bliss.army.mil](mailto:arnsl@bliss.army.mil).



## Imminent Danger Pay

Soldiers deployed to high-threat areas will continue to receive Imminent Danger Pay and Family Separation Pay when the new fiscal year starts Oct. 1, said Department of Defense officials.

In April, Congress authorized an increase in both Family Separation Pay (from \$100 to \$250) and Imminent Danger Pay (from \$150 to 225).

These increases were part of the FY03 DoD Supplemental Funding. This funding was temporary and expired Sept. 30.

If Congress doesn’t vote to renew the increases in Family Separation and Imminent Danger Pay, DoD will use “other authority available to the department to make up for any shortfalls,” a DoD press release stated. (*Army News Service*)



## Changes to SDAP

The Assistant Secretary of Defense approved new Special Duty Assignment Pay (SDAP) levels that replace the current SDAP rates. The revised monthly rates are as follows: SD- 1=\$75, SD- 2=\$150, SD- 3=\$225, SD- 4=\$300, SD- 5=\$375 and SD- 6=\$450. All soldiers who are currently receiving SDAP will continue to receive the levels SDAP currently approved for the billets but at the higher dollar amounts for those SD levels.

The pay systems at Defense Finance and Accounting Service (DFAS) will reflect the new SDAP rates effective Oct. 1. Soldiers receiving SDAP need not process new orders in order to reflect the revised rate increase, except for new authorizations or terminations.

For more information, call DSN: 222-5843; or DSN: 221-4169; or e-mail [jane.khair@hoffman.army.mil](mailto:jane.khair@hoffman.army.mil).

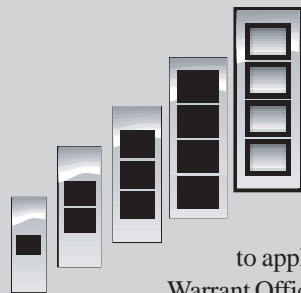
## Split disbursement required for government travel

Soldiers who use the Defense Travel Card are now required to use the split disbursement method of payment. Under split disbursement, credit card charges are automatically deducted from a soldier’s travel voucher and payments are made directly to the card company. This applies to soldiers on temporary duty (TDY) travel, including partial vouchers for long-term TDY. Split disbursement

is unavailable for permanent change of station travel. For more information contact your local finance office or agency program coordinator.



## Warrant officers wanted



The United States Army is looking for highly motivated soldiers to fill its warrant officer ranks. Positions are open in all 45 specialties if you're qualified. Soldiers with less than 12 years active federal service are encouraged to apply. For more information, contact the

Warrant Officer Recruiting Team at <http://www.usarec.army.mil/warrant> or DSN 536-0484/0458.

## USAMU looking for pistol shooters

The U.S. Army Marksmanship Unit is looking for a few good shooters.

The highly competitive unit is putting out its annual call for soldiers who are interested in competing in pistol competitions in the summer of 2004.

"We do this every year," said Sgt. 1st Class Charles E. Gibbs, noncommis-

sioned officer-in-charge of the USAMU Service Pistol Team. "Soldiers who wish to represent the U.S. Army in pistol competition, marksmanship instruction and recruiting assistance are welcome to apply. This is a highly visible, fast-paced mission."

Formed in 1956 by President Dwight D. Eisenhower to raise the standards of marksmanship throughout the U.S. Army, the Army Marksmanship Unit is assigned to the Accessions Support Brigade, U.S. Army Accessions Command, Fort Monroe, Va.

The marksmanship unit trains its soldiers to win

competitions and enhances combat readiness through train-the-trainer clinics, research and development.



The world-class soldier-athletes of the USAMU also promote the Army and assist recruiters in attracting young Americans to enlist in the Army.

The Army Pistol Team is always looking for active-duty soldiers who are highly motivated, disciplined and competitive by nature, Gibbs said, adding that no previous competitive shooting experience is required.

Soldiers in the rank of staff sergeant and below with fewer than 15 years of service who obtain approval from their commanders can travel to Fort Benning, Ga., in April at the expense of the marksmanship

unit to participate in the initial training.

Once that is complete, pistol team officials will select shooters to participate in the Interservice Championships in June and the National matches in July.

After the three-month tour, soldiers return to their units with invaluable marksmanship training they can then use to improve the marksmanship skills of their soldiers, Gibbs said.

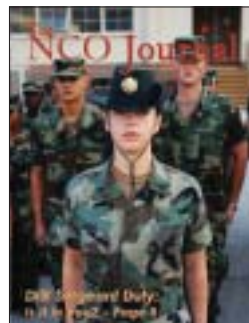
Interested soldiers can contact Gibbs at (706) 545-7022 or 545-3893 or DSN 835-7022 or e-mail:

[Charles.Gibbs@usarec.army.mil](mailto:Charles.Gibbs@usarec.army.mil)

For more information, visit the unit's Web site at [www.usamu.com](http://www.usamu.com), click on *Joining The USAMU*.

## How to get the Journal

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## NCOs needed for recruiting

United States Army Recruiting is seeking highly motivated and dedicated NCOs to assist in providing the strength of America's Army. Take the challenge and learn how you can become a member of the recruiting team if you're qualified. For more details, visit their Web site: [www.usarec.army.mil/recruiter](http://www.usarec.army.mil/recruiter) or DSN 536-0271/0215.



# Fall In

## Human Resources Command set to go online Oct. 2

Visitors to the U.S. Army Personnel Command and Army Reserve Personnel Command's Web pages will see a new look in October.

PERSCOM and AR-PERSCOM will merge to form the U.S. Army Human Resources Command on Oct. 2 in a Pentagon courtyard ceremony.

The new HRC Web page will go online that day, according to Col. Marshall Fite, the PERSCOM chief information officer. The front page will link to active and Army Reserve promotion and school information lists, the My2xcitizen portal, Army Knowledge Online, Assignment Satisfaction Key and the Official Military Personnel File page.

"The initial change will just be the front page of the HRC Web site. As the new organization continues to evolve, the Web site will change to reflect the organization," said Fite. "No information will be lost in the transition."

The new page can be accessed at <https://www.hrc.army.mil> as of Oct. 2.

*(Editor's note: Information provided by PERSCOM Public Affairs.)*



immediate plans to change the Army Physical Fitness Test, officials said, just how soldiers prepare for it.

Lt. Col. William Rieger, U.S. Army Physical Fitness School commandant, and deputy commandant Frank Palkoska said the new PT would be standardized, disciplined and have a more military appearance.

They also said the program would be designed toward the individual soldier's needs, not just a "mass one" level of participation.

Some key points in the program include improving physical fitness while controlling injuries, progressively conditioning and toughening soldiers and developing soldiers' self-confidence and discipline

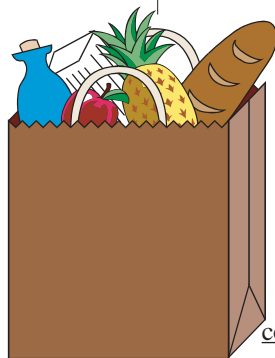
Fort Jackson, S.C., is the next installation scheduled to receive the training.

"We're going to every installation in the Army," Rieger said.

Staff Sgt. Steven Saenz, an instructor at the fitness school, said a new Army Field Manual 21-20, *Physical Fitness*, is in the works, but will not be available for a few years.

## DECA kicks off 'Gift of Groceries' program

In an attempt to help families deal with the economic stresses that come with deployments, the Defense Commissary Agency started the "Gift of Groceries" program.



the Air Force Aid Society, the Fisher House Foundation and United Services Organization.

They also may take delivery and give them to local groups or military friends and families.

For more information call 1-877-770-4438 or visit <http://www.commissaries.com>.

## New PT regimen

A team from the U.S. Army Physical Fitness School is visiting Army installations to teach a new exercise regimen that includes pull-ups, shuttle sprints and forward lunges.

The school's commandant began by visiting Fort Bliss, Texas, Sept. 17 to teach physical training instructors the exercises. Fort Bliss was the first installation introduced to the program. There are no

## National Guard announces NCOs and Soldiers of the Year

The Army National Guard has named 16 soldiers as their best and brightest from their respective regions.

Congratulations to the following soldiers and NCOs:

- ☐ 1<sup>st</sup> Army North Soldier of the Year, Spc. Gregory Gustavson, Connecticut; NCO of the Year, Sgt. Thomas Olsen, New York.
- ☐ 1<sup>st</sup> Army South Soldier of the Year, Sgt. Terry Horn, Kentucky.; NCO of the Year, Staff Sgt. Jamey Murphy, Tennessee.
- ☐ 1<sup>st</sup> Army East Soldier of the Year, Sgt. Daniel Stasney,

Maryland; NCO of the Year, Sgt. Brian Morrow, Maryland.

- ☐ 1<sup>st</sup> Army West Soldier of the Year, Spc. Daniel Jackan, Wisconsin; NCO of the Year, Staff Sgt. Richard Christianson Jr., Pennsylvania.
- ☐ 5<sup>th</sup> Army East Soldier of the Year, Spc. Christopher Russell, Arkansas; NCO of the Year, Staff Sgt. Craig Hale, Texas.

- ☐ 5<sup>th</sup> Army Northwest Soldier of the Year, Sgt. Jason Groon, South Dakota; NCO of the Year, Staff Sgt. Gary Neal, Idaho.
- ☐ 5<sup>th</sup> Army Southwest Soldier of the Year, Spc. Scott Campbell, Utah; NCO of the Year, Sgt. Anthony Burton, Colorado.
- ☐ U.S. Army Pacific Soldier of the Year, Spc. Kimberly Ruffner, Alaska; NCO of the Year, Sgt. Charles Hooper, Alaska.



## Group seeks teddy bears for military children



It's not easy being a child whose mom or dad is deployed overseas to a combat zone. It can be confusing and lonely, and sometimes, downright scary.

That's why a California-based nonprofit group wants to put into every affected military child's hands that quintessentially American yet internationally understood symbol of comfort and friendship: the teddy bear.

Operation TeddyCare, a California-based nonprofit group, is the labor of love of a disabled Vietnam veteran and his wife. Barbara Moran and her husband, psychologist Dr. Bob Baker, already have donated 2,500 teddy bears to military children of deployed servicemembers. Each bear, presented through military family service centers, comes with a personalized certificate of appreciation "for being brave and helpful while your parent served in the line of duty."

To contribute, send teddy bears or checks to: Operation TeddyCare, Suite Q, 80 N. Cabrillo Highway, Half Moon Bay, CA 94019. Designate contributions "For military kids." For more information about the program, visit <http://teddycare.coastside.net>. (American Forces Press Service)

## Army provides soldiers, family members 24/7 telephone support

It's a 24/7 toll-free telephone number for information and referral service for soldiers, deployed civilians and their families, said Carla Cary, Family Advocacy Program specialist at the U.S. Army Community and Family Support Center.

Since Aug. 15, the service has been fully operational for Army installations and U.S. Army Reserve components worldwide.

From the United States, callers can dial (800) 464-8107. From outside the United States dial the appropriate access code to reach a U.S. number and then (800) 464-81077 – all 11 digits must be dialed. Hearing-impaired callers should use (800) 364-9188 and Spanish speakers may dial (888) 732-9020.

"There is no phone tree, no menu. The phones are answered by people," Cary said. "The overseas toll-free number has an extra digit that identifies it as toll free. From countries where toll-free calls are not available, customers will be able to call collect."

Stateside active-duty and demobilized National Guard and Reserve soldiers, deployed civilians and their families can also arrange for up to six face-to-face private counseling sessions with licensed clinical social workers who know the military environment.

The contractor operating the service will collect information about local family programs and morale, welfare and recreation from one point of contact in the installation Army Community Service program so callers will receive information about programs geographically closest to them.

The service is available to the immediate family of single soldiers.

"[The] staff knows the Army and they know who's eligible to use Army services and receive benefits," said Cary. "If a parent calls and they are not eligible to use Army programs, the consultants have information about

what's available in the civilian community."

The staff will provide bilingual and multicultural personnel capable of communicating in Spanish, Korean and German.

"The Army recognizes that deployments are tough on everyone and that homecoming is potentially the most difficult phase of deployment," Cary said. "It's very important for soldier and family morale to have immediate access to information about Army programs and services."

*(Editor's note: Information taken from a U.S. Army Community and Family Support Center news release.)*

## NCOJ goes interactive

The *NCO Journal* wants to hear your feedback and your opinions on issues that affect the NCO Corps every day.

Every few weeks, the *Journal* staff will post questions on their Web site, <http://usasma.bliss.army.mil/journal>. The questions will all be open-ended, designed to seek out your opinion, views and/or experiences on a variety of issues. You may respond to one or all of them; it all depends on how strongly you feel about each issue.

We will review and compile your responses to be used in future *Journal* news and feature articles, as well as some informational "News McNuggets" to share with our readers.

The first set of questions include, "What's your best individual tip for preparing for deployment?" and "Why do you think family care plans are/are not effective?"

The *Journal* staff will change the questions every few weeks, so visit the site frequently to share your opinions and see what other NCOs are saying.



## Pubs clerks can order NCO Guides



Any unit with a Publications account can order copies of *The Army Noncommissioned Officer Guide* using the same procedure they use to request all other publications. Publication clerks may order the Guide at <http://www.usapa.army.mil> Web site. The IDN for the Guide is 111058.



Photo by Sgt. Monica R. Garreau, 17th Public Affairs Detachment, 25th Infantry Division

## Experts' guidance helps set up soldiers for success at PLDC

By Sgt. Jimmy Norris

For NCOs the strict inspections and late-night floor buffings of the Primary Leadership Development Course are things of the past. But being a PLDC graduate doesn't necessarily mean you're done with the course. While you no longer need to worry about wall locker inspections, the challenges of the NCO Education System's first step still await your soldiers and they are counting on you to set them up for success.

Senior leaders from the NCO academies at Fort Bliss, Texas; Fort Stewart, Ga.; Fort Sill, Okla.; and Camp Jackson, Korea, offer a wealth of information that will help PLDC students regardless of where they attend the course. From drill and ceremony to land navigation, five experts give their insider views on what soldiers need to know before they go.

"When soldiers are notified that they'll be attending PLDC, they need to get with their Schools NCO or get on the Internet and get a copy of the student guide," said Master Sgt. Jimmie Nelson, chief instructor of PLDC at the Fort Bliss NCO Academy.

The Fort Bliss NCO Academy is the first academy in the Army to be accredited as an Institute of Excellence, the highest level of Army accreditation.

According to Nelson, student guides, which can be accessed through most NCO academies' Web sites, contain all of

the information a student needs to learn the standards and expectations.

With a student guide, prospective students can get a headstart on school policies, packing lists, standards and course requirements.

Command Sgt. Maj. Carl McPherson, commandant of the Fort Sill, Okla., NCO Academy, also stressed the importance of reading the student guides.

"There's no secret about what a soldier is going to do at PLDC," he said. "Everything he'll need to know is in there, but too often leaders and soldiers wait until [the soldier] gets to PLDC to find out what the requirements are."

Another step in preparation, said Nelson, is to attend a PLDC graduation. Attending a PLDC graduation gives future students a chance to learn about the school from soldiers who just completed the course.

"The key is to talk to someone who recently went to PLDC. Talking to someone who went 10 or 15 years ago is good, but not as good," said Nelson. Attending a graduation also gives soldiers a chance to familiarize themselves with the area where they'll attend PLDC.

Going over the packing list is another important step in PLDC preparation.

"The two biggest shortcomings [in preparation for PLDC] are the notification process and the inspection of items on the packing list," said Master Sgt. Daniel Adle, chief of PLDC, 8<sup>th</sup> Army NCO Academy, Camp Jackson. "Soldiers are sometimes notified as [late] as 36 hours prior. Too often, units fill out a pre-execution checklist without conducting a thorough inspection of the soldier's equipment."

Nelson said supervisors should begin looking over their soldiers' clothing inventories as far in advance of the class date as possible. In addition to supervisors inspect-



ing the items, Nelson recommended employing a recent PLDC graduate as a sponsor because he or she is more likely to know what will be acceptable to the academy's instructors.

In addition to having all of their equipment squared away, PLDC students also need to make sure their personal affairs are in order prior to attendance.

"They need to make sure the rent's going to get paid and the family will be taken care of. They shouldn't have any appointments scheduled during PLDC," said Nelson. "They're here for school and it's important that they don't have any [distractions]." In order to cut down on distractions each soldier should have a sponsor from his unit to help take care of things at home and at the unit so the soldiers can focus on training.

"Sponsors need to make sure soldiers have the proper equipment. They need to make sure the soldier has been counseled and they need to make sure soldiers get the information about the course," said 1<sup>st</sup> Sgt. Randy Ray, chief of PLDC at Fort Stewart NCO Academy. "Sponsors are also personally responsible for helping soldiers with any unit or family problems that come up during the course."

When packing for PLDC, soldiers should remember that clothing and equipment should be clean and serviceable, but doesn't necessarily need to be new. Soldiers will need two pairs of combat boots, which Nelson said should be broken in prior to attendance.

One of the most common deficiencies soldiers have the first day of PLDC is the fit of their dress uniforms, Nelson said. "A lot of soldiers haven't worn their dress uniforms in a while. They may have gained or lost weight," he explained.

Soldiers also need to bring enough personal items – including deodorant, soap and laundry detergent – to last 30 days because there is no guarantee they'll have the opportunity to resupply once the course begins.

Should a soldier have deficiencies in his pre-execution checklist, he'll have 72 hours to correct them. If the deficiencies remain uncorrected after the allotted time, the soldier may be dropped from the course.

"The reason we have that 72-hour time limit is that we need to get on with the instruction. It's very structured and it's very fast paced," Nelson said.

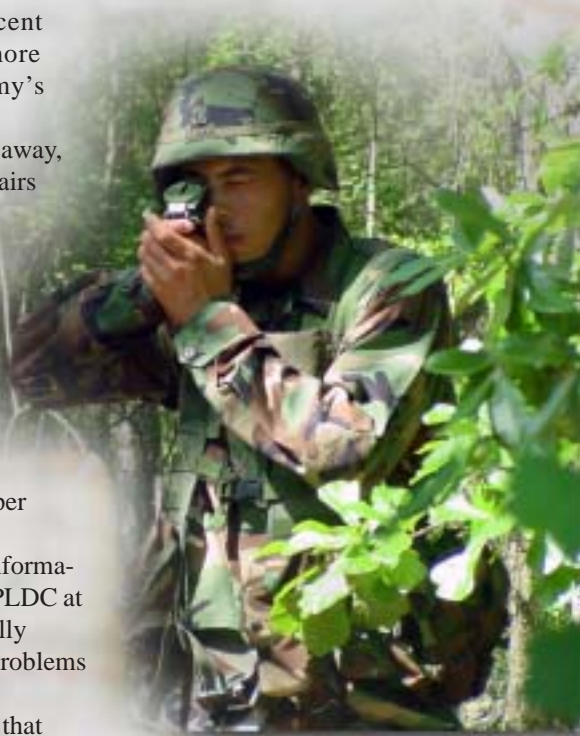


Photo by Staff Sgt. Ron Sanders, Fort Stewart NCO Academy

*A PLDC student tests on the land navigation course at the Fort Stewart NCO Academy.*

Soldiers also need to train on some of the tasks they'll study at PLDC. According to Adle, the three major areas on which pre-PLDC training should focus are: map reading and land navigation, drill and ceremony and conducting physical fitness training. (See related boxes).

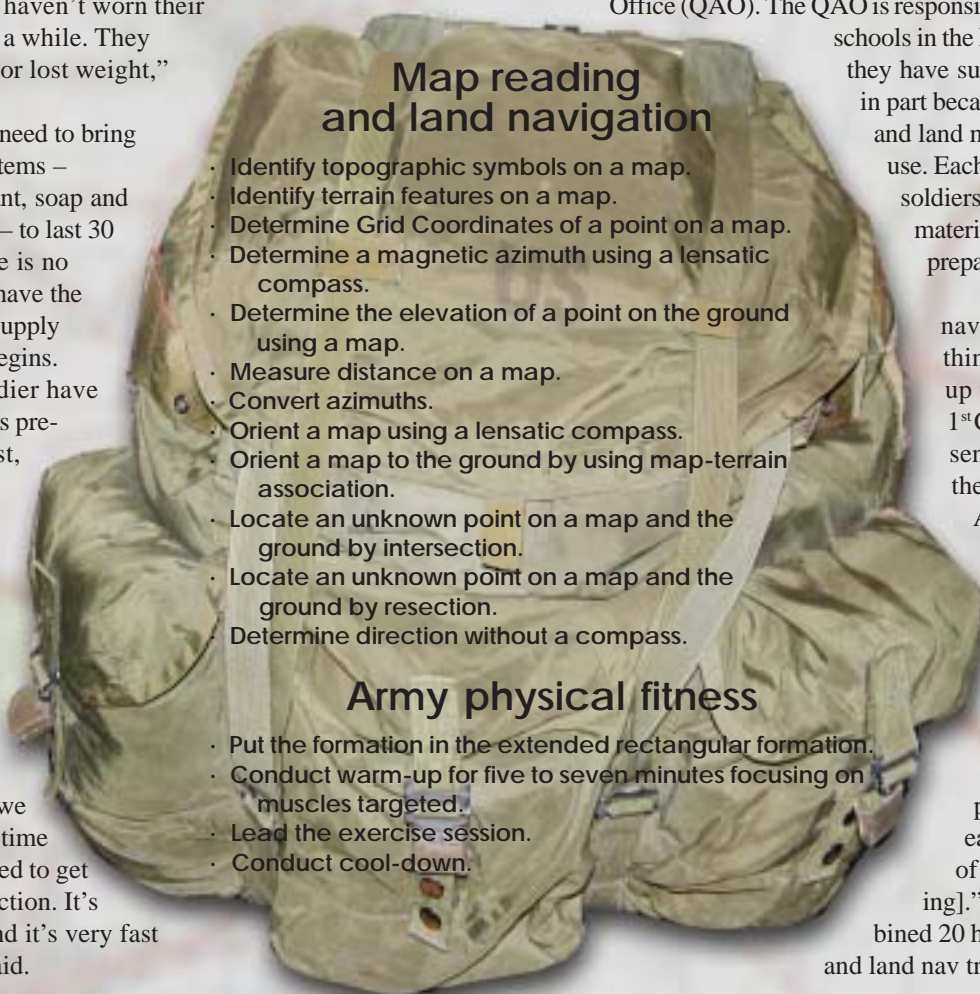
The Fort Stewart NCO Academy had a 98-percent graduation rate

over the past 12 months, according to Sgt. Maj. Michael Peterson at the U.S. Army Sergeants Major Academy Quality Assurance Office (QAO). The QAO is responsible for accrediting

schools in the NCOES. Ray believes they have such a high success rate in part because of a map reading and land navigation tutorial they use. Each academy offers soldiers tutorials and practice materials to help them prepare.

Map reading and land navigation are the hardest things to bring a soldier up to speed on, said Sgt. 1<sup>st</sup> Class David Collins, a senior PLDC instructor at the Fort Bliss NCO Academy.

"It's critical that soldiers receive 40 hours of map reading and land navigation training prior to PLDC," he said. "We start [drill and ceremony] and physical fitness training early on and go a couple of weeks [before testing]." Soldiers do a combined 20 hours of map reading and land nav training.



## Map reading and land navigation

- Identify topographic symbols on a map.
- Identify terrain features on a map.
- Determine Grid Coordinates of a point on a map.
- Determine a magnetic azimuth using a lensatic compass.
- Determine the elevation of a point on the ground using a map.
- Measure distance on a map.
- Convert azimuths.
- Orient a map using a lensatic compass.
- Orient a map to the ground by using map-terrain association.
- Locate an unknown point on a map and the ground by intersection.
- Locate an unknown point on a map and the ground by resection.
- Determine direction without a compass.

## Army physical fitness

- Put the formation in the extended rectangular formation.
- Conduct warm-up for five to seven minutes focusing on muscles targeted.
- Lead the exercise session.
- Conduct cool-down.

Nelson said it's important for soldiers to go to a land navigation course and train prior to PLDC. If a land navigation course is unavailable, he recommended setting one up using the guidelines found in Chapter 14, FM 3-25.26, *Map Reading and Land Navigation*.

McPherson stressed the importance of ensuring soldiers actually find points on the ground with a compass.

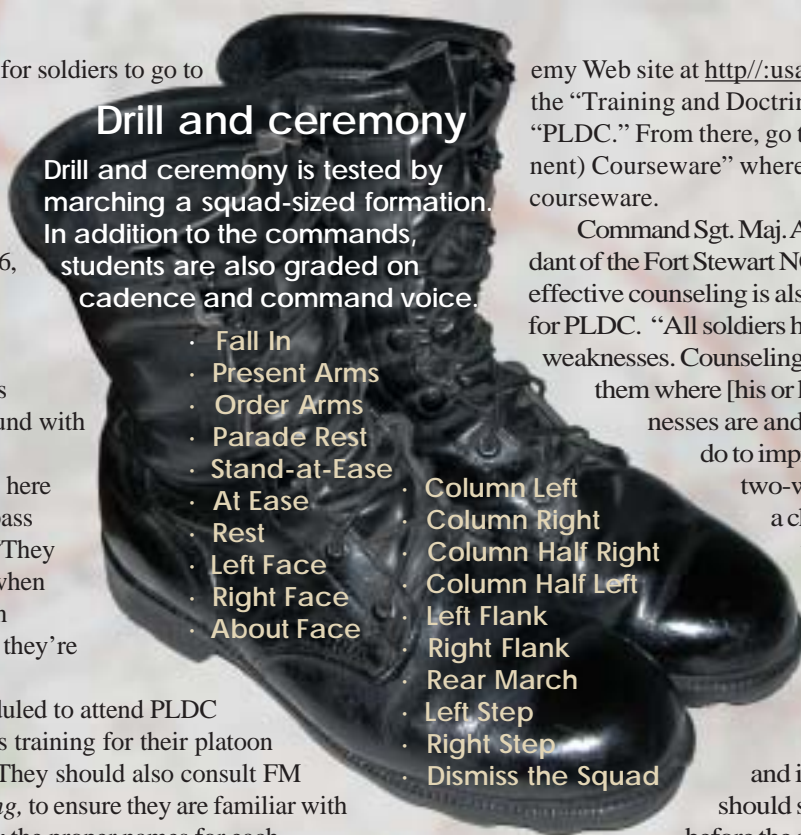
"We've had soldiers come here who haven't picked up a compass since basic training," he said. "They can plot points on a map, but when they get [to the land navigation course], they don't know what they're looking at."

Nelson said soldiers scheduled to attend PLDC should conduct physical fitness training for their platoon or company before attending. They should also consult FM 21-20, *Physical Fitness Training*, to ensure they are familiar with a variety of exercises and know the proper names for each.

Soldiers should consult FM 3-21.5, *Drill and Ceremonies*, and practice marching other soldiers in their units. "Soldiers should already have a basic understanding of how to march when they get to PLDC," added McPherson. "They may not know how to move a squad but they should have a basic understanding of drill movements and one- and two-part commands."

"Let soldiers take charge of a formation and conduct basic facing movements," said Adle. "First-line supervisors should conduct an after-action review after the soldier has conducted the training to identify mistakes and how to correct them."

Training Support Packages (TSPs) for each of the PLDC tasks can be found on the U.S. Army Sergeants Major Acad-



## Drill and ceremony

Drill and ceremony is tested by marching a squad-sized formation. In addition to the commands, students are also graded on cadence and command voice.

- Fall In
- Present Arms
- Order Arms
- Parade Rest
- Stand-at-Ease
- At Ease
- Rest
- Left Face
- Right Face
- About Face
- Column Left
- Column Right
- Column Half Right
- Column Half Left
- Left Flank
- Right Flank
- Rear March
- Left Step
- Right Step
- Dismiss the Squad

emy Web site at <http://usasma.bliss.army.mil>. From the "Training and Doctrine" menu, click on "PLDC." From there, go to "AC (Active Component) Courseware" where you will find the new courseware.

Command Sgt. Maj. Albert D. Newton, commandant of the Fort Stewart NCO Academy, believes effective counseling is also key to preparing a soldier for PLDC. "All soldiers have different strengths and weaknesses. Counseling a soldier effectively tells them where [his or her] strengths and weaknesses are and what [he or she] needs to do to improve. Since counseling is two-way, it also gives the soldier a chance to tell his [NCO] what he needs work on. A soldier is his own best manager. He knows the areas where he needs work and he'll say so," said Newton.

All of the commandants and instructors said that NCOs should start training soldiers long before the soldier hits the PLDC order of merit list.

of merit list.

"[The training] has to be part of an established program that builds on what soldiers learn in [advanced individual training]," said McPherson. "We need to take these young [privates first class and specialists] and show them how to do inspections and evaluations and expose them to the things junior leaders are dealing with. You also need to set up lanes for common tasks since all of this will tie into a unit's [Mission Essential Task List] anyway."

"Ultimately, what you want to do is increase the soldier's confidence level," said Newton. "You want him to go into PLDC knowing he can [perform the required tasks]."



Photo by Sgt. Monica R. Garreau, 17th Public Affairs Detachment, 25th Infantry Division

# PLDC train-up tips from the experts

## Tips on training

Master Sgt. Daniel Adle, chief of PLDC, 8<sup>th</sup> Army NCO Academy, Camp Jackson, Korea, has a wealth of advice to give on preparing soldiers for PLDC, including methods for training many of the tasks soldiers will perform during the course.

Leaders should conduct an assessment of the soldier's abilities to determine what tasks need the most training and what refresher training is needed prior to attendance at PLDC, Adle said.

### Land navigation

Units must conduct training on basic map reading techniques found in FM 3-25.26, *Map Reading and Land Navigation*. He recommends units set up a land navigation course in the local training area that stresses intersections, resections, back azimuths, and terrain association.

### Drill and ceremony

Let soldiers take charge of a formation and conduct basic facing movements. First-line supervisors should conduct an after-action review after the soldier has conducted the training to identify mistakes and how to correct them.

### STX/FTX

During Sergeant's Time Training, supervisors should be giving the future NCOs classes on troop-leading procedures and combat orders. During a Field Training Exercise, allow soldiers to conduct a check on learning by allowing them to issue a combat order and be actively involved during all phases of troop-leading procedures. First-line supervisors should conduct an after-action review after the training event to identify strengths, weakness and ways to improve.

### The classroom environment

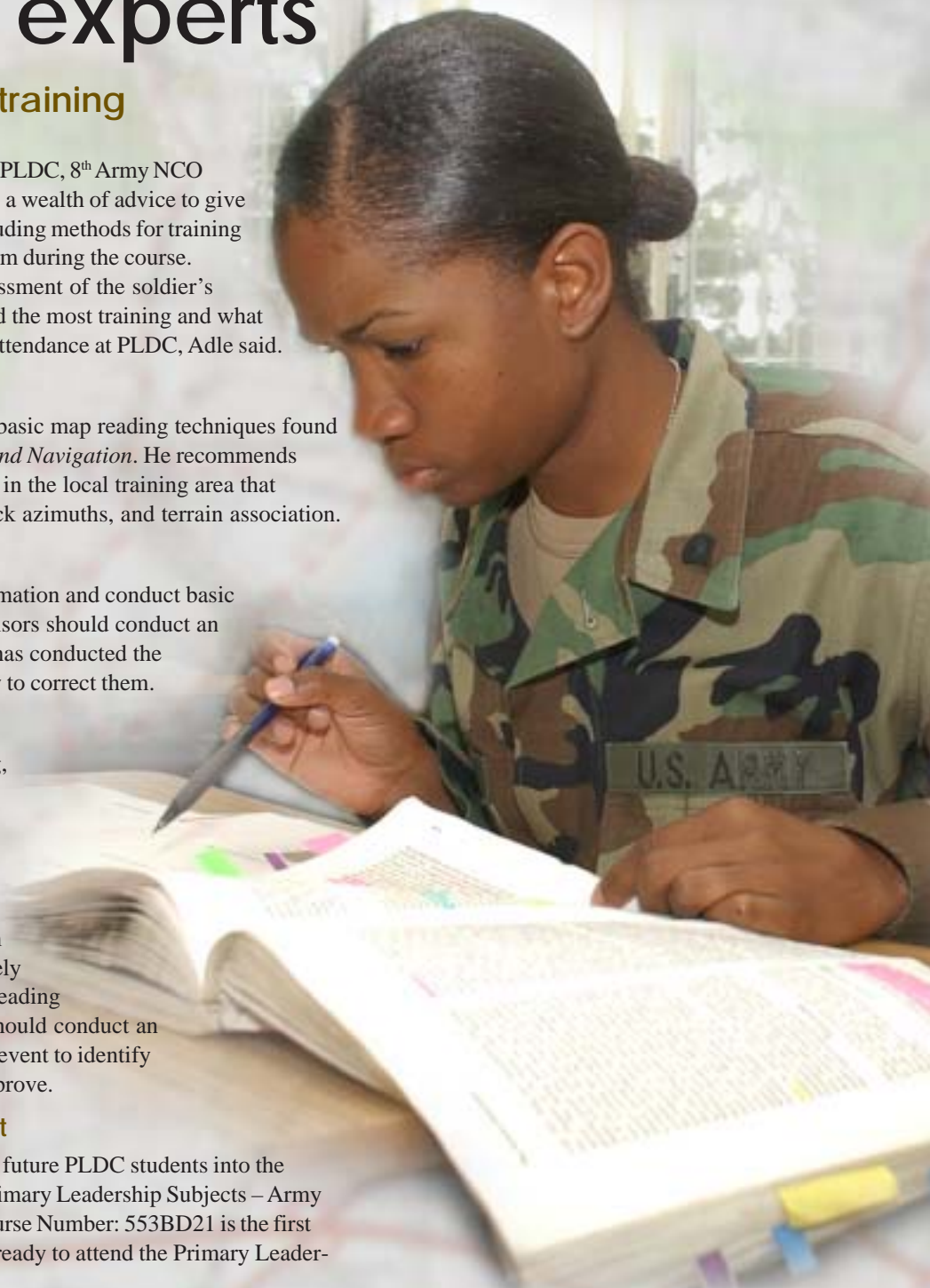
Unit leadership should enroll all future PLDC students into the following correspondence course: Primary Leadership Subjects – Army Correspondence Course Program Course Number: 553BD21 is the first course targeted for soldiers who are ready to attend the Primary Leadership Development Course.

### Inspections

Let individual soldiers conduct inspections at least once a week. Leaders should use FM 3-21.5, *Drill and Ceremonies*, as a guide.

### Leadership assessments

Commanders and first sergeants must ensure thorough developmental counseling is being done to standard in accordance with FM 22-100, *Army Leadership*.



# Roll call

o f t h e f a l l e n

## Operation Iraqi Freedom

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Long, 21, of Seaford, Del., April 3, 2003 ♦ Spc. Zachariah W. Long, 20, Milton, Pa., May 30, 2003 ♦ Pfc. Duane E. Longstreth, 19, Tacoma, Wash., Aug. 7, 2003 ♦ Staff Sgt. David L. Loyd, 44, Jackson, Tenn., Aug. 5, 2003 ♦ Pfc. Vorn J. Mack, 19, Orangeburg, S.C., Aug. 23, 2003 ♦ Spc. William J. Maher, 35, Yardley, Pa., July 28, 2003 ♦ Pfc. Pablo Manzano, 19, Heber, Calif., Aug. 25, 2003 ♦ Sgt. 1st Class John W. Marshall, 50, Los Angeles, Calif. April 8, 2003 ♦ Chief Warrant Officer (CW2) Johnny Villareal Mata, 35, Amarillo, Ariz., March 23, 2003 ♦ Pfc. Joseph P. Mayek, 20, Rock Springs, Wyo., April 14, 2003 ♦ Pvt. Robert L. McKinley, 23, Kokomo, Ind., July 8, 2003 ♦ Sgt. Heath A. McMillin, 29, Canandaigua, N.Y., July 27, 2003 ♦ Spc. Gil Mercado, 25, Paterson, N.J., April 13, 2003 ♦ Sgt. Daniel K. Methvin, 22, Belton, Texas, July 26, 2003 ♦ Pfc. Jason M. Meyer, 23, Swartz Creek, Mich., April 8, 2003 ♦ Pfc. Anthony S. Miller, 19, San Antonio, Texas, April 7, 2003 ♦ Spc. George A. Mitchell, 35, Rawlings, Md., April 7, 2003 ♦ Sgt. Keman L. Mitchell, 24, Hilliard, Fla., May 26, 2003 ♦ Master Sgt. Kevin N. Morehead, 33, Little Rock, Ark., Sept. 12, 2003 ♦ Spc. Paul T. Nakamura, 21, Santa Fe Springs, Calif., June 19, 2003 ♦ Pvt. Kenneth A. Nalley, 19, Hamburg, Iowa, May 26, 2003 ♦ Spc. Rafael L. Navea, 34, Pittsburgh, Pa., Aug. 27, 2003 ♦ Pfc.

Gavin L. Neighbor, 20, Somerset, Ohio, June 10, 2003 ♦ Spc. Joshua M. Neusche, 20, Montreal, Mo., July 12, 2003 ♦ 1st Lt. Leif E. Nott, 24, Cheyenne, Wyo., July 30, 2003 ♦ Spc. David T. Nutt, 22, Blackshear, Ga., May 14, 2003 ♦ Spc. Donald S. Oaks, Jr., 20, Erie, Pa, April 3, 2003 ♦ Pfc. Branden F. Oberleitner, 20, Worthington, Ohio, June 5, 2003 ♦ Spc. Richard P. Orengo, 32, Puerto Rico, June 26, 2003 ♦ 1st Lt. Osbaldo Orozco, 26, Delano, Calif., April 25, 2003 ♦ Pfc. Kevin C. Ott, 27, Columbus, Ohio, June 28, 2003 ♦ Master Sgt. William L. Payne, 46, Michigan, May 16, 2003 ♦ Pvt. Shawn D. Pahnke, 25, Shelbyville, Ind., June 16, 2003 ♦ Pfc. Daniel R. Parker, 18, Lake Elsinore, Calif., Aug. 12, 2003 ♦ Sgt. David B. Parson, 30, Kannapolis, N.C., July 6, 2003 ♦ Sgt. Michael F. Pedersen, 26, Flint, Mich., April 2, 2003 ♦ Spc. Jose A. Perez III, 22, San Diego, Texas, May 28, 2003 ♦ Staff Sgt. Hector R. Perez, 40, Corpus Christi, Texas, July 24, 2003 ♦ Pfc. Wilfredo Perez Jr., 24, Norwalk, Conn., July 26, 2003 ♦ Staff Sgt. David S. Perry, 36, Bakersfield, Calif., Aug. 10, 2003 ♦ Staff Sgt. Brett J. Petriken, 30, Michigan, May 26, 2003 ♦ Sgt. 1st Class Gladimir Philippe, 37, Linden, N.J., June 28, 2003 ♦ Spc. Lori Ann Piestewa, 23, Tuba, Ariz., March 23, 2003 ♦ Staff Sgt. Andrew R. Pokorny, 30, Naperville, Ill., June 13, 2003 ♦ Pvt. Kelley S. Prewitt, 24, Ala., April 6, 2003 ♦ Sgt. Jaror C. Puello-Coronado, 36, Pocono Summit, Pa., July 13, 2003 ♦ Staff Sgt. Michael Brian Quinn, 37, Tampa, Fla., May 27, 2003 ♦ Pfc. Brandon Ramsey, 21, Calumet City, Ill, Aug. 8, 2003 ♦ Sgt. 1st Class Randall S. Rehn, 36, Colorado, April 3, 2003 ♦ Sgt. Sean C. Reynolds, 25, East Lansing, Mich., May 3, 2003 ♦ Pfc. Diego F. Rincon, 19, Conyers, Ga., March 29, 2003 ♦ Capt. Russell B. Rippetoe, 27, Colorado, April 3, 2003 ♦ Cpl. John T. Rivero, 23, Tampa, Fla., April 17, 2003 ♦ Sgt. Todd J. Robbins, 33, Pentwater, Mich., April 3, 2003 ♦ Staff Sgt. Joseph E. Robsky, Jr., 31, Elizaville, N.Y., Sept. 10, 2003 ♦ Pfc. Marlin T. Rockhold, 23, Hamilton, Ohio, May 8, 2003 ♦ Spc. Brandon Jacob Rowe, 20, Roscoe, Ill., March 31, 2003 ♦ Sgt. Roger D. Rowe, 54, Bon Aqua, Tenn., July 9, 2003 ♦ 2nd Lt. Jonathan D. Rozier, 25, Katy, Texas, July 19, 2003 ♦ Spc. Rasheed Sahib, 22, Brooklyn, N.Y., May 18, 2003 ♦ Spc. Gregory P. Sanders, 19, Hobart, Ind., March 24, 2003 ♦ Staff Sgt. Barry Sanford Sr., 46, Aurora, Colo., July 7, 2003 ♦ Staff Sgt. Cameron B. Sarno, 43, Waipahu, Hawaii, Sept. 01, 2003 ♦ Capt. Christopher Scott Selfert, 27, Morrisville, Pa., March 22, 2003 ♦ Maj. Mathew E. Schram, 36, Sister Bay, Wis., May 26, 2003 ♦ Spc. Christian C. Schulz, 20, Colleyville, Texas, July 11, 2003 ♦ Spc. Stephen M. Scott, 21, Lawton, Okla., Aug. 23, 2003 ♦ Sgt. Juan M. Serrano, 31, Manati, Puerto Rico, July 24, 2003 ♦ Lt. Col. Anthony L. Sherman, 43, Pottstown, Pa., Aug. 27, 2003 ♦ Sgt. Leonard D. Simmons, 33, New Bern, N.C., Aug. 6, 2003 ♦ Pfc. Christopher A. Sisson, 20, Oak Park, Ill., Sept. 02, 2003 ♦ Pvt. Brandon Ulysses Sloan, 19, Warrensville Heights, Ohio, March 23, 2003 ♦ Pfc. Corey L. Small, 20, East Berlin, Pa., July 3, 2003 ♦ Chief Warrant Officer (CW3) Eric A. Smith, 41, Calif., April 2, 2003 ♦ Pfc. Jeremiah D. Smith, 25, Odessa, Mo., May 26, 2003 ♦ Spc. Orenthial J. Smith, 21, Allendale, S.C., June 22, 2003 ♦ Sgt. 1st Class Paul R. Smith, 33, Tampa, Fla., April, 4, 2003 ♦ Sgt. Roderic A. Solomon, 32, Fayetteville, N.C., March 28, 2003 ♦ Cpl. Tomas Sotelo Jr., 20, Houston, Texas, June 27, 2003 ♦ Staff Sgt. Robert A. Stever, 36, Pendleton, Ore., April 8, 2003 ♦ Spc. Joseph D. Suell, 24, Lufkin, Texas, June 16, 2003 ♦ Spc. Narson B. Sullivan, 21, North Brunswick, N.J., April 25, 2003 ♦ Sgt. Jarrett B. Thompson, 27, Dover, Del., Sept. 7, 2003 ♦ Spc. Brandon S. Tobler, 19, Portland, Ore., March 22, 2003 ♦ Spc. Ramon Reyes Torres, 29, Caguas, Puerto Rico, July 16, 2003 ♦ Sgt. Michael L. Tosto, 24, Apex, N.C., June 17, 2003 ♦ Sgt. Melissa Valles, 26, Eagle Pass, Texas, July 9, 2003 ♦ Sgt. Donald Ralph Walters, 33, Kansas City, Mo., March 23, 2003 ♦ Pfc. Michael R. Creighton Weldon, 20, Palm Bay, Fla., March 29, 2003 ♦ Spc. Jeffrey M. Wershow, 22, Gainesville, Fla., July 6, 2003 ♦ Sgt. Mason D. Whetstone, 30, Jacksonville, Fla., July 17, 2003 ♦ Sgt. Steven W. White, 29, Lawton, Okla., Aug. 13, 2003 ♦ Sgt. Eugene Williams, 24, Highland, N.Y., March 29, 2003 ♦ Sgt. Taft V. Williams, 29, New Orleans, La., Aug. 12, 2003 ♦ Sgt. 1st Class Christopher R. Willoughby, 29, Phenix City, Ala., July 20, 2003 ♦ Sgt. Henry Ybarra III, 32, Austin, Texas, Sept. 11, 2003

## Operation Enduring Freedom

Spc. Marc A. Anderson, 30, Brandon, Fla., March 4, 2002 ♦ Sgt. Michael C. Barry, 29, Kansas, Feb. 1, 2003 ♦ Spc. Curtis A. Carter, 25, Lafayette, La., Feb. 27, 2002 ♦ Master Sgt. Nathan R. Chapman, 31, San Antonio, Texas, Jan. 4, 2002 ♦ Sgt. Steven Checo, 22, New York, Dec. 20, 2002 ♦ Spc. Brian M. Clemens, 19, Indiana, Feb. 7, 2003 ♦ Cpl. Matthew A. Commons, 21, Boulder City, Nev., March 4, 2002 ♦ Staff Sgt. Brian T. Craig, 27, Houston, Texas, April 15, 2002 ♦ Sgt. Bradley S. Crose, 27, Orange Park, Fla., March 4, 2002 ♦ Master Sgt. Jefferson D. Davis, 39, Clarksville, Tenn., Dec. 5, 2001 ♦ Pvt. Jerod R. Dennis, 19, Oklahoma, April 25, 2003 ♦ Spc. Jason A. Disney, 21, Fallon, Nev., Feb. 13, 2002 ♦ Pvt. James H. Ebbers, 19, Bridgeview, Ill., Oct. 14, 2002 ♦ Spc. John J. Edmunds, 20, Cheyenne, Wyo., Oct. 19, 2001 ♦ Sgt. Ryan D. Foraker, 31, Logan, Ohio, Sept. 24, 2002 ♦ Sgt. Gregory M. Frampton, 37, California, Jan. 30, 2003 ♦ Spc. Chad C. Fuller, 24, Potsdam, N.Y., Aug. 31, 2003 ♦ Staff Sgt. Justin J. Galewski, 28, Olathe, Kan., April 15, 2002 ♦ Chief Warrant Officer Thomas J. Gibbons, 31, Maryland, Jan. 30, 2003 ♦ Spc. Rodrigo Gonzalez-Garza, 26, San Antonio, Texas, Feb. 25, 2003 ♦ Sgt. Christopher P. Geiger, 38, Allentown, Pa., July 9, 2003 ♦ Spc. Kelvin E. Feliciano Gutierrez, 21, Anasco, Puerto Rico, June 28, 2003 ♦ Chief Warrant Officer Stanley L. Harriman, 34, Wade, N.C., March 2, 2002 ♦ Staff Sgt. Daniel L. Kisling, Jr., 31, Missouri, Jan. 30, 2003 ♦ Sgt. 1st Class Mitchell A. Lane, 34, Lompoc, Calif., Aug. 29, 2003 ♦ Pvt. Giovanni Maria, 19, New York, N.Y., Nov. 29, 2001 ♦ Sgt. Jamie O. Maugans, 27, Wichita, Kan., April 15, 2002 ♦ Pfc. Spence A. McNeil, 19, Bennettsville, S.C., March 8, 2003 ♦ Chief Warrant Officer Timothy W. Moehling, 35, Panama City, Fla., Feb. 24, 2003 ♦ Sgt. Orlando Morales, 33, of Manati, Puerto Rico, March 29, 2003 ♦ Chief Warrant Officer Mark S. O'Steen, 43, Alabama, Jan. 30, 2003 ♦ Spec. Pedro Pena, 35, Florida, Nov. 7, 2002 ♦ Sgt. 1st Class Daniel H. Petithory, 32, Cheshire, Mass., Dec. 5, 2001 ♦ Staff Sgt. Brian C. Prosser, 28, Frazier Park, Calif., Dec. 5, 2001 ♦ Sgt. 1st Class Daniel A. Romero, 30, Lafayette, Colo., April 15, 2002 ♦ Chief Warrant Officer John D. Smith, 32, Nevada, Feb. 25, 2003 ♦ Sgt. 1st Class Christopher J. Speer, 28, Albuquerque, N.M., Aug. 7, 2002 ♦ Pfc. Kristofor T. Stonesifer, 28, Missoula, Mont., Oct. 19, 2001 ♦ Sgt. Phillip J. Svitak, 31, Joplin, Mo., March 4, 2002 ♦ Sgt. 1st Class John E. Taylor, 31, Wichita Falls, Texas, 17 May, 2003 ♦ Pfc. Adam L. Thomas, 21, Palos Hills, Ill., Aug. 31, 2003 ♦ Spc. William J. Tracy, 27, Manchester, N.H., Feb. 25, 2003 ♦ Sgt. 1st Class Peter P. Tycz II, 32, Tonawanda, N.Y., June 12, 2002 ♦ Sgt. Gene A. Vance Jr., 38, Morgantown, W.Va., May 19, 2002

## Operation Enduring Freedom Philippines

Spc. Thomas F. Allison, 22, Roy, Wash., Feb. 21, 2002 ♦ Staff Sgt. James P. Dorrity, 37, Goldsboro, N.C., Feb. 21, 2002 ♦ Chief Warrant Officer (CW 2) Jody L. Egnor, 32, Middletown, Ohio, Feb. 21, 2002 ♦ Maj. Curtis D. Feistner, 34, White Bear Lake, Minn., Feb. 21, 2002 ♦ Sgt. Jeremy D. Foshee, 25, Pisgah, Ala., Feb. 21, 2002 ♦ Staff Sgt. Kerry W. Frith, 37, Las Vegas, Nev., Feb. 21, 2002 ♦ Sgt. 1st Class Mark Wayne Jackson, 40, of Glennie, Mich., Oct. 2, 2002 ♦ Capt. Bartt D. Owens, 31, Middletown, Ohio, Feb. 21, 2002 ♦ Staff Sgt. Bruce A. Rushforth, Jr., 35, Middleboro, Mass., Feb. 21, 2002

(Editor's Note: This list is current as of Sept. 17, 2003.)





Photo by Sgt. Chad T. Jones

*Sergeant Major of the Army Jack Tilley talks to the soldiers participating in the Department of the Army NCO and Soldier of the Year Competition, Sept. 15 at Fort Lee, Va.*

*Sgt. Maj. of the Army Jack L. Tilley:*

## Preparing soldiers for success saves lives

Everywhere I've visited recently, NCOs are fully engaged with training and taking care of soldiers. This is a busy time for our Army and I don't see it letting up any time soon. But that doesn't mean that we lower our standards or cut corners. All that does is lead to unsuccessful missions and unsafe practices. We have to work smartly to ensure that our soldiers are successful and safe.

I encourage all of you to take the time to talk with your soldiers, make sure they understand the tasks and the overall mission. Time spent reinforcing tasks during training may save lives later on down the road.

This quarter's *Journal* offers some good training guidance for NCOs. The *NCO Journal* offers a primer for first sergeants and other senior NCOs who are preparing their soldiers for rotations at the Joint Readiness Training Center.

Setting our soldiers up for success is what we do. In this issue, the *Journal* offers a good primer on preparing for the Primary Leadership Development Course. For NCOs, the guidance is a good refresher and aid in setting their soldiers up for success at the course.

In line with developing future leaders, the *Journal* is also featuring a comprehensive review of leaders' books. They've even added in a couple of sample pages that NCOs can copy to get their leaders' books started.

The *Journal* just finished compiling the results from their recent readership survey. Check out the results to see who is reading the *Journal* and what they think of it. Always remember, this is your *Journal*. And, even though the survey is finished, the *Journal* staff still needs your articles, story ideas and feedback.

We never lose sight of the soldiers who are currently deployed. I know they are all looking forward to going home and reuniting with their friends and families. With that in mind, the *Journal* is offering the traveler's guide to Armed Forces Recreation Centers hotels worldwide. Both the AFRC hotels in Germany and Florida are undergoing major construction right now and will be reopened next year. Since AFRC accepts reservations up to a year out, it's a great time to start making plans.

*Sgt. Maj. of the Army Jack L. Tilley  
12th Sergeant Major of the Army*

# History of SMA is squared away in new book

By Sgt. Jimmy Norris

For Command Sgt. Maj. Dan Elder, the June release of *The Sergeants Major of the Army*, a book chronicling the history of the office of Sergeant Major of the Army and those who've held it, marked the end of more than a year and a half of hard work, frustration and lost weekends.

But despite the effort expended, Elder, the general editor and author of much of the book, wouldn't have had it any other way.

"It was a project I really felt compelled to do," he said. "I enjoy NCO history and for me to be able to go through those archives and do the research, it was great."

Elder, an amateur historian who has written several articles for the *NCO Journal*, was first approached about the project by Dr. Andrew Birtle, a senior historian from the Center of Military History in Washington, D.C., after a recommendation from Dr. Robert Bouilly, the historian at the U.S. Army Sergeants Major Academy (USASMA), Fort Bliss, Texas.

"I feel very strongly that NCOs should write their own history," Bouilly said. "A book about NCOs has more credibility when it's written by an NCO, and as an NCO, Elder has a different perspective than an academic would have."

Bouilly said he recommended Elder based on the fact that he won the 1998 USASMA Military History Award and the 1998 Association of the United States Army Writing Award.

When he was offered the project, Elder said he jumped at the opportunity, not only because of his interest in NCO history, but because he felt it was his duty as a soldier.



Photo by Master Sgt. Lisa Hunter

**Dr. Robert Bouilly and Command Sgt. Maj. Dan Elder discuss Army history covered in *The Sergeants Major of the Army* during an August book signing at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.**



**The Sergeants Major of the Army book**

"The order for the revision came from the Sergeant Major of the Army's Office," he said. "Being a soldier, when a superior asks me 'Will you do this?' I salute and say 'Roger that.'"

Originally written in 1995 by a group of civilians and commissioned officers, *The Sergeants Major of the Army* was in dire need of an update. Three sergeants major of the Army (SMAs) have held the office since the original printing (Sgt. Maj. of the Army Gene McKinney, Sgt. Maj. of the Army Robert Hall and Sgt. Maj. of the Army Jack Tilley), and a lot of the history in the first version of the book was inaccurate, said Elder.

While the task before him would prove to be arduous and time consuming enough to be a fulltime job in itself, he still had his duties as a sergeant major. By day, he performed his duties as the 541<sup>st</sup> Maintenance Battalion's command sergeant major at Fort Riley, Kan. Barring field exercises and deployments, his nights and weekends were devoted to the book. The project included four new interviews, which in some cases took as long as two days to finish. Elder also made phone contact with each of the living former SMAs, and spent countless hours sifting through the archives at both Carlisle Barracks, Pa., and the Center of Military History.

"There's no central repository for NCO history," said Elder. "It's out there in the archives but it's not cataloged according to rank, so it could take weeks of going through warehouses trying to validate one sentence or find a document that would prove a statement or claim. The hardest part was taking all of that research material and turning it into something understandable that would be useful in the book."

Elder said he's happy with the way the book turned out, especially since the former SMAs he's been in touch with approve of the way he depicted them.

"If I did right by them then it's a great product," he said.

In spite of his success, Elder said he's still not satisfied with the documentation of NCO history.

"There really isn't a lot out there written by NCOs, for NCOs about NCOs. It's not something we do," he said. "Sure you can go to clothing sales and find books about how to win the board or *Ranger Joe's Guide to Eating Bugs in the Field*, but NCOs don't tend to share their history or the lessons they've learned outside of their circle of friends. My challenge to other NCOs is to start writing about NCO-related topics."

# Survey says... Readers comment on their *Journal*



By Master Sgt. Lisa Hunter

The *NCO Journal* staff has finished tallying the results of the 2003 Readership Survey, the first survey the *Journal* staff has conducted in more than 10 years.

The purpose of the survey is to give us an idea of who our readers are, what they like and/or don't like about the *Journal* and what they want to see in future articles. While this survey was hardly a scientific approach, it serves as a good straw poll.

Here's what we learned:

Quite a few of our readers are in the National Guard or Reserve. The majority of our readers are, in fact, NCOs, but junior enlisted soldiers, officers, civilians and retirees also read the *Journal*. (See charts below for the demographic breakdown of survey respondents.) Most of the readers who chose to comment like the *Journal*.

"It seems to me the *Journal* has evolved into a more helpful tool to me than I recall it being in the past," one reader commented. "I am more inclined to go to it now than the way I remember it in my past experience with it."

"Congratulations for a well-done magazine," wrote Spc. Elaina Vallejo Cummins. "I highly anticipate each new issue. Can't find the words to express the way this magazine motivates me to do a better job. Thank you for taking time to write about NCOs."

Other readers offered suggestions. "I would like to see more articles devoted to

lessons learned-type subjects; each one of us has little tricks of the trade we use to keep our soldiers safe. It would be nice to share these outside of the [NCO Education System] structure.... We all have things to contribute."

Col. William Waff, of the Army Reserve's 88<sup>th</sup> Regional Support Command at Fort Snelling, Minn., also took the time to complete the survey and comment. "As the Chief of Staff of the 2<sup>nd</sup> largest Regional Support Command in the Army Reserve, I find the *Journal* a real gift. There are three journals that I look to get on a regular basis.... Of the three, I find that the *Journal* has the most 'golden nuggets' and is extremely helpful to me. I also find the print copy much more helpful and accessible than the web copy. Keep up the great work!"

Some offered constructive criticism as did Air Force Senior Master Sgt. John Hoffman. "Keep articles succinct – sometimes they run on. Find a niche. [Leadership] and NCO development. [I] suggest [that you find] and exploit it. Great product...."

Some readers waded in about print versus online mediums. "[It] didn't occur to me that the publication was online. I will view it online now that I know it is."

Other readers definitely count on automation as noted in this response. "Keep up the good work. I would like also to receive an e-mail notification when the new issue of the *Journal* is out, to include a brief list of contents of the issue. Thanks." Several other readers commented that they would like to receive an e-mail reminder when a new issue is printed.

Other readers offered similar comments concerning publicizing the *Journal*. "The *NCO Journal* needs more publicity. It doesn't seem to be widely known among junior NCOs."

Thanks again to all of our readers who took the time to complete the survey. The *Journal* staff is already working to incorporate these suggestions and comments into the publication.



Stationed



Gender



Age



Civilian education



Military status



Readership's rank



**97%** believe the *NCO Journal* is helpful to some degree in keeping them informed and up-to-date on NCO professional development changes.

**93%** agree or strongly agree the *NCO Journal* is easy to read; 92% agree or strongly agree the *NCO Journal* is easy to understand.

**93%** have read the *NCO Journal* in the last 12 months.

**90%** agree or strongly agree the *NCO Journal* information is useful.

**88%** agree or strongly agree the *NCO Journal* is well written.

**81%** read more than half to most of each issue.

**77%** agree or strongly agree that the *NCO Journal* is thought provoking; 16% have no opinion.

**77%** usually receive the *NCO Journal* through unit or office distribution.

**75%** find the *NCO Journal* online at least somewhat helpful.

**72%** believe about one-fourth of each issue should be devoted to history articles; 13% believe very little of each issue should be.

**67%** think one-fourth of each issue should be devoted to doctrine and policy; 13% believe very little of each issue should be.

**63%** believe the *NCO Journal* ideas, suggestions, information have helped them better understand their roles, improve their skills and/or train others.

**63%** agree or strongly agree the *NCO Journal* helps them in their jobs; 27% have no opinion.

**61%** agree or strongly agree the *NCO Journal* has helped them become better NCOs; 28% have no opinion.

**57%** have read two or more issues in the last 12 months.

**50%** always find the *NCO Journal* a reliable source of NCO professional development information.

**48%** think one-fourth of each issue should be devoted to current topics; 24% believe very little should be; and 13% think more than half of each issue should be.

**46%** believe one-fourth of each issue should be devoted to Army news; 32% think very little should be.

**46%** believe more than half of the *NCO Journal* should be devoted to NCO professional development; 21% believe all or most of the issue should be.

**30%** read the *NCO Journal* solely for NCO professional development, while 59% read it for the history articles, doctrine and policy and Army News Service articles, as well.

**29%** usually keep each issue for reference, while 35% pass it on to others.

**20%** prefer to read the *NCO Journal* online.

Center for Army Lessons Learned - Microsoft Internet Explorer

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 **60 SECOND REVIEW** 

# Valuable information for soldiers is only a CALL away

By Sgt. Chad T. Jones

It's almost a sure thing that anything you've done in the Army has been done at least 100 times before. In a perfect world, the repetitive process will improve with every lesson learned so that your buddy doesn't make the same mistake.

In an attempt to make that goal a reality, the Center for Army Lessons Learned (CALL) staff collects and analyzes data from a variety of current and historical sources, evaluates what happened and then produces lessons military leaders can use to make sure they don't make the same mistake. They then post all of these lessons on their Web site – <http://call.army.mil>. As a matter of fact, the first things you see when entering the site are links to information about current contingencies such as Operation Enduring Freedom and Operation Iraqi Freedom.

CALL, like most military organizations, knows the best way to prepare for the future is to learn from the past. That's why the Web site has information on nearly every campaign in our great military's history. For example, I wanted to know if there was more to learn from Brig. Gen. George Armstrong Custer's disaster at Little Big Horn other than, "Don't get ambushed by the natives." So I went to the *Request Information* link. After filling out an initial security check, I was able to ask the question. I soon realized the CALL staff was as efficient as a "hot knife through butter." Within minutes of sending my query, I received an e-mail confirming CALL had received my request and was already working on the answer.

Anyone needing answers from the Web site can receive their info by e-mail, compact disc or even a fax.

For those of you who enjoy independent study, CALL has two search engines (Military Domain Search Engine and SemioMap Visual Search Engine). They also have many other resources like the *CALL Thesaurus*. The thesaurus gives users quick useful information about different topics. For example, did you know the Army National Guard's 42nd Infantry Division from New York is nicknamed the "Rainbows?"

Anyone who wants information on the Stryker Brigade Combat Teams or Army Transformation can enter the *Threaded Discussion Area*. CALL has *Specialty Links* that give information on subjects such as fratricide prevention and military operations on urbanized terrain (MOUT). CALL has links to joint operations lessons learned sites, as well as many Army links. NCOs can download the latest *Leaders Reference Guide* that was just updated in July.

Users can access the site from any computer, but they must meet certain requirements to receive some information. Also, users can only access certain information by providing their Social Security Number and date of birth.

The simple design and color scheme of the site won't win any awards, but it doesn't look bad for government work. Plus the ease in which you can navigate the site more than makes up for the lack of design creativity. The main topics of discussion are clearly marked with bold red letters. The *Items of Interest* section has a scrolling screen which provides concise briefs on the latest lessons learned.

If you have any suggestions on how to make the site better, there is the *Tell Us What Works* link located in the center of the page.

The information on <http://call.army.mil> may make life easier for soldiers. It will also help them do what counts: accomplish the mission and come home safely.

**How we rate it**

**Ease of use:**  
★★★★★

**Value to user:**  
★★★★★

**Design quality:**  
★★★★

**Overall rating:**  
★★★★★  
(Scale of 1-5 stars)