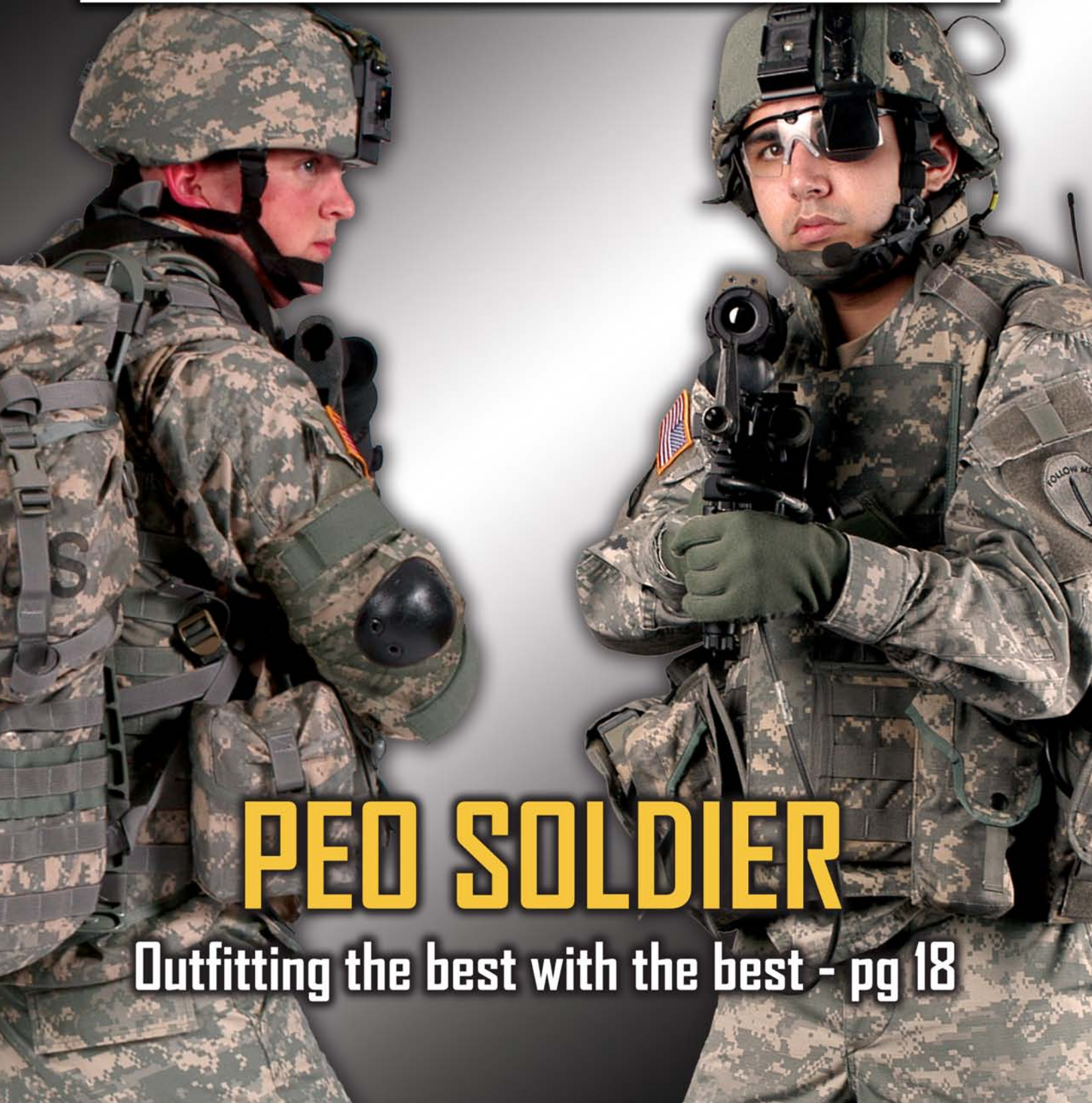


# THE NCO JOURNAL

VOL: 15, ISSUE: 2

APRIL 2006

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT



## PEO SOLDIER

Outfitting the best with the best - pg 18

# THE NCO JOURNAL



Program Executive Office Soldier is working hard to bring the best equipment to today's Soldier. Above, two Soldiers display some of the new equipment and gear that fellow warriors can expect to see in the field.

U.S. Army Photo

## INSIDE

- 2-3 SMA COMMENTS
- 4-7 NEWS U CAN USE



## LEADERSHIP

### CSM McCARTY

Keeping pace with Army Transformation, CAC's senior enlisted advisor is at the helm of the team that is making dramatic changes to NCOES. Sgt. Maj. Lisa Hunter



## TRAINING

### COMBATIVES

Your weapon is 15 feet away, your enemy is in your face determined to choke you to death. Do you have the skills to overcome the threat?

Sgt. 1st Class Krishna M. Gamble



### 39/9: A WARRIOR'S WAY

"This drill's on me." Increase your Soldiers' chances of survival by knowing the essential Warrior Tasks and Battle Drills.

Sgt. 1st Class Krishna M. Gamble



### 4-1-1: LESSONS

No, this isn't directory assistance, but if you need to know about lessons learned in OIF/OEF then make this CALL.

Sgt. Maj. Lisa Hunter



### ON THE COVER:

Today's Soldiers are outfitted with the best personal equipment and clothing America has to offer thanks to the folks at PED Soldier.

Photo by: Courtesy PED Soldier



## ON POINT

### PEO SOLDIER

Treating the "Soldier as a system," Program Executive Office Soldier has one purpose: to equip the Soldier with the best products available.

**Dave Crozier**



### KILLING 101

When the time comes to kill the enemy in combat, will you be able to make peace with yourself afterwards? Lt. Col. (Ret.) Dave Grossman explores the psychological effects of combat.

**Dave Crozier**



## ALIBIS

### PHOTOS

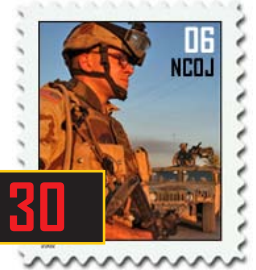
You still have a chance to be an NCOJ photographer. Check out another fine selection of military photos of Soldiers getting the job done. **Spc. Joseph Edmondson**



### LETTERS

What's on the minds of some of our readers? Check out their Letters to the Editor.

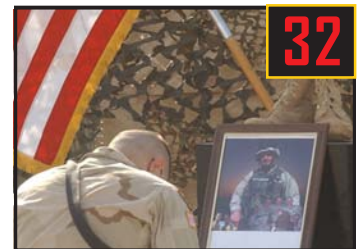
**Sgt. Maj. Lisa Hunter**



### HONOR ROLL

In every issue we list the names of the men and women who have given their lives in current operations around the world in order to pay tribute to their sacrifices.

**Dave Crozier**



Visit the NCO Journal online

at:

<https://www.bliss.army.mil/usasma/usasma-NCOJournal.asp>

# THE NCO JOURNAL

Vol. 15, No. 2

APRIL 2006

#### PUBLISHER

Sgt. Maj. of the Army Kenneth O. Preston

#### BOARD OF DIRECTORS

Col. David J. Abramowitz, Commandant; Command Sgt. Maj. James E. Dale, CSM; Jesse W. McKinney, MA, Secretariat

#### EDITOR-IN-CHIEF

Sgt. Maj. Lisa Hunter  
DSN 978-8550 COM (915) 568

#### MANAGING EDITOR

David B. Crozier  
DSN 978-9069 COM (915) 568

#### PHOTOJOURNALIST

Sgt. 1<sup>st</sup> Class Krishna M. Gamble

#### GRAPHIC ARTIST

Spc. Joseph Edmondson

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

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

The Secretary of the Army approved funds for printing this publication in accordance with provisions of AR 25-30.

**Distribution:** The *Journal* is distributed through the U.S. Army Publishing Agency, Distribution Operations Facility, 1655 Woodson Road, Overland, MO 63114-6128 (Phone: (314) 263-7305 or DSN 693-7305). Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-series requirements (12-05 Block 0041).

**Submissions:** Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Our FAX number is DSN 978-8540 or (915) 568-8540. Or call, (915) 568-8550/9069 or DSN 978-8550/9069. Our e-mail is: [ATSS-SJ-NCOJOURNAL@bliss.army.mil](mailto:ATSS-SJ-NCOJOURNAL@bliss.army.mil)

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

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

POSTMASTER: Send address changes to

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

APRIL 2006

From the SMA

# 'Our Top 3'

## Training, transforming, recruiting

There's no secret that our Army is a little busy right now. Training and deploying, equipping our units, recruiting and retention are all challenges that we, as Soldiers, fighting the Global War on Terrorism are facing each and every day. But mixed in with what seems to be endless hurdles are some really good news stories.

Our Army leadership is well aware of how daunting these challenges are. In fact, we consider these our top three priorities: First, to train and equip Soldiers to fight the Global War on Terrorism; second, Army transformation; and third, recruiting and retention. No matter whether you are an active-duty Soldier or a member of the Army National Guard or Army Reserve, these top three priorities have a great impact on your professional life.

We have thousands of missions going on every day. We have 241,000 Soldiers currently deployed and 610,000 Soldiers serving on active duty. Since the active-component force is only 490,000, National Guard and Army Reserve Soldiers are making up the difference in the numbers. We could not do what we are doing without the Guard and

Reserve. Some of you have heard me talk about how all of these priorities hitting us at once is somewhat like the movie, "The Perfect Storm," that follows the plight of a fishing boat crew caught up in a huge once-in-a-century-magnitude storm. That's somewhat like what is happening with our Army today.

We're trying to do

a lot of things at once. But, unlike that fishing boat crew, we're going to survive that storm, and we're going to be better for it.

Everything we're doing right now is geared toward making our Army stronger and making our Soldiers even better, more adaptive leaders who can fight, survive and win in the contemporary operating environment. That includes transformation.

We are working very hard to make the Army more expeditionary, so that we can get to the fight faster. We are making our brigades fully capable, self-sustaining units. Between the end of World War II and 1989, the Army had 11 major deployments. Since 1989, we have had 44 major deployments that require a brigade-size unit. Right now, we could deploy 3<sup>rd</sup> Brigade of the 3<sup>rd</sup> Infantry Division anywhere without pulling from other support units, because those support slices are already part of the Brigade Combat Team (BCT). You can take that BCT and plug it into a joint headquarters anywhere in the world.

We started transformation two years ago with 33 brigade combat teams. Our goal is to have 42 BCTs by the end of this year. The upside to this more modular, expeditionary concept is that the BCTs' life-cycle management



*Sgt. Maj. of the Army Kenneth O. Preston*



U.S. Navy photo by Chief Photographer's Mate Edward Martens

### Training & Equipping

concept will give Soldiers and their families more stability and predictability.

When fully implemented the 36-month life-cycle management is similar to a long-term training schedule. The Soldiers will know exactly what to expect from day-to-day and year-to-year. During the first phase, the BCT will reset and train. Then they will go into the “ready” phase followed by the “available” phase – an 18-month window when they will be available for deployment. This might not always be true, but it’s our goal.

At the end of the three-year cycle, the Soldier and family can decide whether to stay with that BCT for another three years or to pursue other career opportunities. A Soldier and family could easily stay for six or seven years at an installation that can offer the Soldiers career-enhancing positions as he or she gets promoted. That means the spouse can work at the same job for several years. Their children can attend the same schools for several years. They can buy and build equity in a home.

We are making other changes. We are temporarily growing the Army by 30,000 Soldiers, and we hope to reach that goal by 2009. Therein lies part of our recruiting and retention challenge. We’re not just trying to maintain, we are increasing the size of the operational Army. As part of this effort, we are revamping the Army’s structure with military-to-civilian job conversions. Our efforts will move 40,000 Soldier slots out of the institutional Army and into the operational Army.

We are making changes in the management of Mosses – some are growing and some are being phased out. This happens all the time in civilian industry when jobs that are no longer needed are phased out. But unlike the civilian sector, where the affected employees find themselves out of work, we turn it into a great opportunity for many Soldiers. We have Soldiers who have been trying to get promoted in their current MOSs for many years. By reclassifying into new MOSs can hurt, they qualify for bonuses and increased potential for promotion.

I recently testified before Congress and explained why we are so fortunate to have so many Soldiers reenlist. First, Soldiers are happy with their command climates – from their first-line leaders to their commanding generals. Second, job satisfaction is high and public support is encouraging. Being a Soldier is considered one of the most trusted professions in America, according to recent polls. I was recently in the Dallas-Fort Worth Airport where a



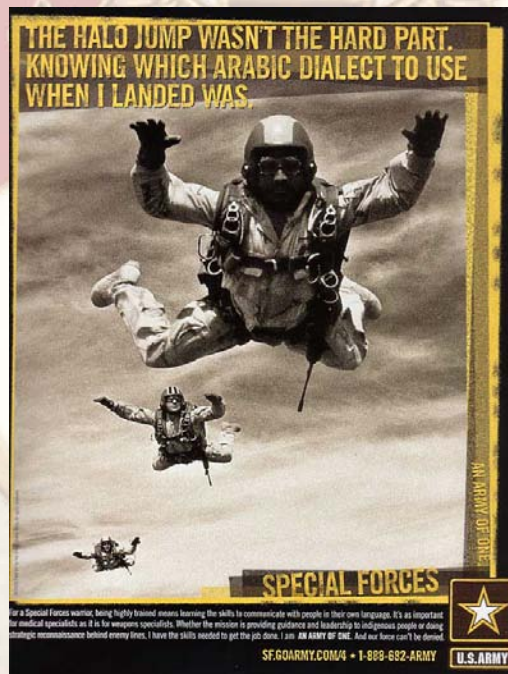
Photo courtesy 138th MPAD

## Transformation

group of about 100 civilian volunteers did a magnificent job of welcoming Soldiers home from deployment. They actually form a cordon and applaud and cheer for the returning Soldiers. I’ve seen people, some are veterans, who go to the airports and hand out prepaid phone cards to deploying Soldiers. Again and again, I see travelers in airports who just randomly stop Soldiers and thank them for what they do. You can’t ask for any better recognition than knowing that your country appreciates and respects you.

I would like to note that the *NCO Journal* staff has started a new feature that I wholly endorse: NCO history articles. This first feature is on Medal of Honor recipients Master Sgt. Gary Gordon and Sgt. 1st Class Randall Shughart, who lost their lives during Task Force Ranger in Somalia in 1993. Our NCO Corps has a tremendous history and heritage. The only way that we are going to preserve that history is to learn it and share it with our Soldiers.

*“[The] Warrior Ethos has been the common thread that ties us as Soldiers together for the last 229 years. From Valley Forge, to the battlefields of Gettysburg, to the Argonne Forest, to the shores of Normandy, to the mountains of Afghanistan, the streets of Baghdad—that Warrior Ethos is the fiber of which we as Soldiers live by, and an enduring value for all of us that wear the uniform.”*



## Recruiting & Retention



# SecArmy endorses transforming IRR

The Secretary of the Army, Francis J. Harvey, has endorsed an integrated and systemic approach to reset and reinvigorate the Individual Ready Reserve (IRR). The Army's strategy focuses on transforming the IRR into the Army's leading "prior service talent bank" through several programmed initiatives as it builds the future force.

According to Harvey, "Senior Army leadership is committed to providing the necessary funding required to shape the Individual Warrior initiative into a viable pool of individuals who are trained and employable to meet the needs of the Army."

The Army plans to immediately develop an identity with increased esprit de corps for members of the IRR by creating a special category within the IRR for its ready



and qualified IRR Soldiers. This special category will be called the Individual Warrior (IW) Category. Soldiers in the IW Category

will be required to maintain a higher state of readiness by participating in virtual musters, attending annual readiness processing and, through managed training opportunities, maintaining proficiency in their military occupational specialty. The IW Category will focus on elevating individual expectation management, proactive career management, unique training opportunities, and promote continuum of service towards a military retirement.

There are more than 100,000 Soldiers (enlisted and officers) in the IRR representing more than 200 Military Occupational Skills including combat arms, combat support, and combat service support specialties. For more information about the IRR visit <https://www.hrc.army.mil/site/Reserve/soldierservices/programs/irr.htm>.

## Warrant officers needed

The Army's Warrant Officer Recruiting Branch, part of USAREC's Special Mission Division, present servicemen and women with an opportunity to advance in their career fields by serving as an active-duty warrant officer. The branch is charged with recruiting globally for highly qualified applicants to serve as Army warrant officers. No other Army officer-producing program has a dedicated recruiting branch.

Applicants must meet seven basic administrative requirements in order to apply: be a US citizen, high school graduate or GED equivalent, general technical (GT) score of 110 or higher (non-waiverable), eligible for secret security clearance (may apply with interim secret clearance, some MOSs require a completed Secret or higher), and pass standard three-event Army Physical Fitness Test (APFT). An APFT waiver may be submitted for applicants with permanent profiles who take all three events with an alternate for the run, pass appropriate physical exam (class 1A flight physical for aviation applicants), and have no less than 12 months remaining on current service contract.

Applicants now may fax, mail, or e-mail the applications to USAREC for review. Additionally, applicants may check the status of an application by logging onto USAREC's Web site at [www.usarec.army.mil/warrant](http://www.usarec.army.mil/warrant).

For more information on how to become an active-duty US Army Warrant Officer visit USAREC's Web site or contact a recruiter at [wo-team@usarec.army.mil](mailto:wo-team@usarec.army.mil).

## Army to separate Reserve Component Soldiers not attending required training

The Army announced recently a decision to realign Reserve Component-unit Soldiers who have an obligation to attend training, but who have not been participating in their required training. Under this initiative, these Soldiers are encouraged to resume training with their Troop Program Units or be considered for administrative separation by the chain of command.

Abbreviating the notification procedures for separation are phased in regionally over a 12-month period. The expected result are fewer non-participants on unit rosters, providing a more accurate picture of unit readiness. At the same time, other Soldiers are recruited or promoted into the resultant vacancies.

"The Reserve Component will take a full inventory of Soldiers assigned to Reserve units," said Lt. Gen. James R. Helmly, Chief Army Reserve. "This inventory will identify those Soldiers who fail to participate in required unit training and have, therefore, been identified as unsatisfactory participants."

First, those Soldiers are encouraged to return to training; otherwise they are considered for separation and — if appropriate — required to reimburse the government for any unearned portions of incentives they have received.

The quality and dedication of the all-volunteer Army remains high. As of November 2005, more than 119,454 Army National Guard and Army Reserve Soldiers were serving on active duty in support of the Global War on Terror.

# New procedures to request tuition assistance announced

The Army now has a new automated process for Soldiers to request tuition assistance (TA) online. The March 14 MILPER Message: 06-085, announced a new Army Human Resources Command (AHRC) Army Continuing Education System is now available for Soldiers to request TA through the education Web site <http://www.GoArmyEd.com> that went live April 1. Education Centers will no longer issue TA for college courses that begin May 1 and beyond.

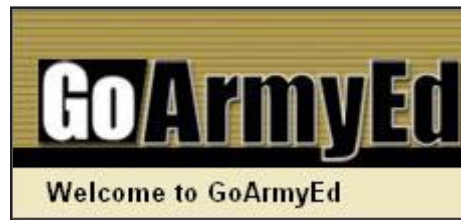
Soldiers on active duty, including enlisted Soldiers of the Army National Guard and Army Reserve on active duty pursuant to Title 10 or Title 32 are eligible to request TA online for courses that begin May 1 or beyond. The GoArmyEd Web site will provide one location for academic institutions to process credit-bearing enrollments, submit Soldier grades, verify and prepare invoices for payment, and access centralized support for troubleshooting and information about Army TA processes and policies.

The message also announced the following procedures are effective as of April 1:

- All Soldiers should visit the GoArmyEd Web site periodically for the latest updates so they may address any questions they have with their local Education Center.
- Soldiers who previously enrolled in the eArmyU program and maintained the

minimum standard Army TA grade point average of 2.0 will automatically have access to GoArmyEd.

- Soldiers who have received TA with a passing grade since Oct. 1, 2004 will receive an invitation in their AKO email



account, which began in March, to obtain a login and password for the new Web site.

- In order for Soldiers to obtain TA for classes starting May 1 and beyond, they must register on the GoArmyEd Web site as soon as possible.

• After April 1, Soldiers who are not in eArmyU, or who did not receive an invitation through their AKO e-mail. Must request a GoArmyEd log in by choosing the "new users" tab on the Web site.

- Obtaining a login ID and password does not obligate the Soldier to take eArmyU or any other college courses.

• Soldiers will identify their chosen degree/certificate program and request TA online through <http://www.GoArmyEd.com>.

- The record of courses previously

taken and the Soldier's degree plan will be accessible to the Soldier online.

- TA eligibility checks are automated and if TA is approved a request for enrollment will be forwarded to the school electronically.

• If TA is disapproved the Soldier are notified of necessary corrective action(s) to resolve the issue.

• The Soldier will annually obtain a commander's signature on a TA Statement of Understanding (SOU). Sergeants first class and above may sign for themselves in place of the commander. Each term the Soldier will recertify the TA SOU online.

• If the Soldier wishes to withdraw from class, he or she must do so through the GoArmyEd Web site. The withdrawal is forwarded to the school.

• If the Soldier withdraws for personal reasons, TA repayment procedures is initiated by GoArmyEd.

• If the Soldier withdraws for military reasons, unit commander information is required with the military reason for the withdrawal. If the military reason is approved, TA repayment is waived.

• All schools that have processed TA in the past are listed on GoArmyEd.

For more information about the new procedures visit the GoArmyEd Web site or visit you local Education Center.

## How to get the *NCO Journal*

Individual subscriptions to the *NCO Journal* are available 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 non-government organizations. Individual copies are available for \$5 domestic or \$7 foreign.

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.

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

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 <http://www.usapa.army.mil> Web site. The IDN for the *NCO Journal* is 050041.



# Army expands referral bonuses



meeting with a recruiter.

The incentive is a pilot program included as one of the provisions in the Fiscal Year 2006 National Defense Authorization Act. Dates of eligibility for the referral bonus are Jan. 1, 2006, through Dec. 31, 2007. The Army is now authorized to pay a bonus to any Soldier who refers to an Army recruiter a person who has not previously served in the Armed Forces and enlists in either the active Army, Army National Guard or

The \$1,000 bonus for referring recruit applicants announced by the Army in January expanded recently to include more Soldiers as eligible to receive this payment.

The Referral Bonus Pilot Program now includes Soldiers performing duties in the Hometown Recruiter Assistance Program (HRAP), Special Recruiter Assistance Program (SRAP), and the Active Duty for Special Work (ADSW). This is in addition to the Soldiers previously identified, which initially omitted recruiting-related assignments.

This latest recruiting incentive will pay Soldiers for referring applicants who enlist, complete basic training, and graduate advanced individual training. The referral must be made by the Soldier at <https://www.usarec.army.mil/smart/> prior to the new recruit's first

the Army Reserve. (The referral may not be an immediate family member and the Soldier referring may not be serving in a recruiting or retention assignment.)

"Soldiers continue to play an important role in the recruiting process, and with this program we are able to recognize their contributions," said Lt. Gen. Franklin L. Hagenbeck, Deputy Chief of Staff, Army G-1 (Personnel). "We thank Congress for their recent legislation to provide bonuses such as these."

For more information about this pilot incentive program visit <https://www.usarec.army.mil/smart/> or call 1-800-223-3735, ext. 6-0473. For referrals to the Army National Guard referring Soldiers should call 1-800-GoGuard (1-800-464-8273) or go to <http://www.1800goguard.com/esar>.

## Online training available for all Army personnel

Army e-Learning is available for all Army personnel anywhere at anytime. With the Army e-Learning program individuals can access more than 2,600 distance learning courses at no cost to the Soldier or unit.

To access Army e-Learning, members of the Army workforce may register via the Army Knowledge Online (AKO) under the My Education channel. Click on the Army e-Learning Portal Page and follow the list to register or login.

Student registration has been automated with the Army Training Requirements and Resources System (ATRRS). ATRRS verifies student eligibility for the program and also posts successfully completed courses to the student's official ATRRS training record.

The Program Office Distributed Learn-

ing System is working with SkillSoft Corporation to provide the online training service. A copy of the program listing is available for downloading at <http://usarmy.skillport.com>.

The Army e-Learning program is restricted to current members of the Army workforce. SkillSoft does offer a special license that can be acquired by retirees and contractors.

You must have an AKO account to register. For assistance with AKO, access the AKO web site FAQs/Help, or call 1-877-256-8737 (DSN 654-4357).

For assistance with any difficulty in ATRRS, please logon to <http://www.atrrs.army.mil/help> or call 703-695-2060 (DSN 225-2060). For assistance and questions on the Army e-Learning program, contact the Army at [cbt.help@secbmail](mailto:cbt.help@secbmail).

[belvoir.army.mil](mailto:belvoir.army.mil) or call 703-806-4907 (DSN 656-4907).

For customer assistance with questions other than registration and password, go to SkillPort at <http://usarmy.skillport.com> and use the Help Guide, Getting Started Guide, the catalog, or log into the system and use the Technical Support link or help buttons throughout the site, or email [Army@skillsoft.com](mailto:Army@skillsoft.com).

On Jan. 8, 2004, the Administrative Assistant to the Secretary of the Army signed a policy letter, subject: Utilization of the Army's e-Learning Program. This letter directs all Army organizations and major commands to use the Army's e-Learning Program as the primary method for satisfying their workforce Information Technology (IT) requirements at no cost to either the organization or the individual.



# DoD launches public awareness campaign against domestic violence

The Department of Defense, in partnership with the National Domestic Violence Hotline (NDVH), is launching a national public awareness campaign to “Take A Stand Against Domestic Violence.”

The campaign is designed as an intervention message to educate servicemen and women and their families about domestic violence and provide a vital link to life-saving services by connecting them to the hotline.

Educational materials are distributed at military installations, as well as in key public places in surrounding civilian communities. In addition, this campaign will include public service announcements in military media outlets.

“The Department of Defense is not immune to the broader societal problem of domestic violence and has a responsibility to act when it occurs,” said David S.C. Chu, undersecretary of defense for personnel and readiness. “This campaign effectively calls to action those in our military population to assist victims of domestic violence.”

Chu said the launch of the campaign is another in a series of initiatives undertaken by the department during the past two years to strengthen its response to domestic violence. DoD has worked closely with Congress to update and revise key legislation, issued numerous domestic violence policies, engaged in domestic violence coordinated community response demonstration projects, and sponsored numerous domestic violence training conferences for more than 1,000 military and civilian personnel.

The dynamic partnership offers one more option to DoD’s broad-based approach to reach the total force and their spouses. The NDVH offers access to domestic violence programs across the United States, Puerto Rico, and the U.S. Virgin Islands.

Their hotline provides crisis intervention, information, and referral to victims of domestic violence and their friends and families 24 hours each day, 365 days every year, in more than 140 different languages, with a teletypewriter line available for the disabled. The hotline’s phone number is 1(800) 799-SAFE (7233), 1(800) 787-3224 (TTY). For more information you can also visit the NDVH Web site at <http://www.ndvh.org>.



## CRC creates Web site to help manage risk

By Brig. Gen. Joe Smith  
Director of Army Safety

The Chief of Staff of the Army has mandated several initiatives aimed at enabling commanders in the field to manage risk as they accomplish the demanding missions of fighting the Global War on Terrorism and transforming. Here is a link for leaders that should give you just what you need to help develop your safety program: <https://crc.army.mil/commanderscorner/index.html>.

The power of this site is that it provides easy navigation to all the tools available from the CRC to include examples for entries on CRM;

online risk assessment tools and training courses; digital accident and loss reporting; as well as links to publications like *Countermeasure*, *Flightfax* and *Impax*.

As the CRC continues to serve as a knowledge center for all losses, suicide has become a focus of preserving combat power. Last year alone, our Army lost 70 Soldiers to suicide. A Soldier’s comment from years ago still holds true today: “suicide is a permanent solution to a temporary problem.” Knowing the signs of suicide is a tool for managing risk. The focus of CRM, at its most basic level, is answering the question of “what will take you or your buddy out.”

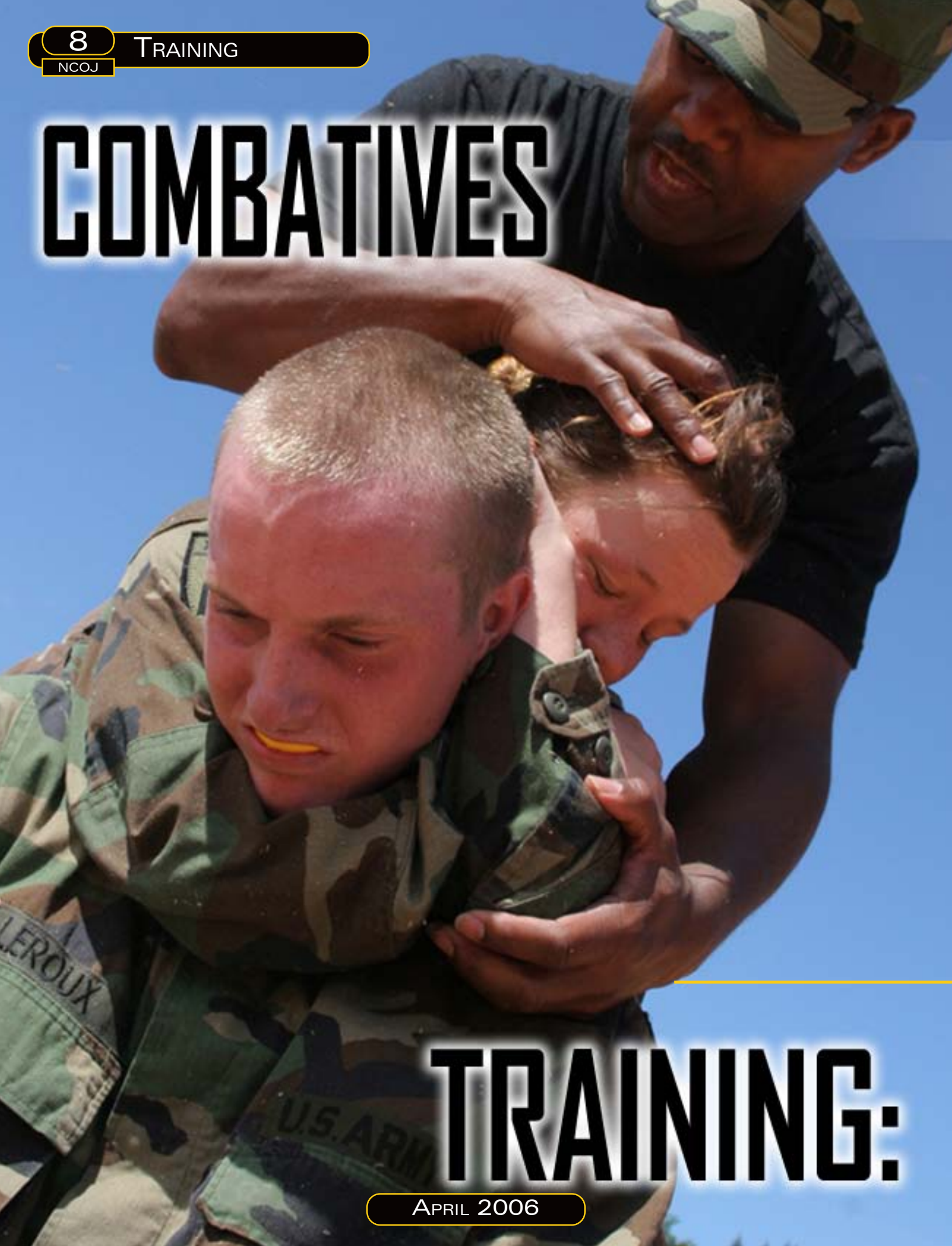
The CRC is posting information on its Web site to assist Soldiers and commanders in identifying Soldiers “at risk” for suicide and to share control measures for preserving combat power.

8

NCOJ

TRAINING

# COMBATIVES



# TRAINING:

APRIL 2006

# Up close and personal

By Sgt. 1<sup>st</sup> Class Krishna M. Gamble

In today's Army, all Soldiers are warriors first. For many, the idea of being an infantryman is not part of their normal military occupational specialty. But with an Army embroiled in urban conflicts as part of the Global War on Terrorism, there is a need for all Soldiers to be better prepared to fight and survive on the battlefield.

To help ensure all Soldiers are warriors first regardless of MOS, the Army Chief of Staff, Gen. Peter J. Schoomaker has mandated that all Soldiers receive combatives training.

Hand-to-hand combatives training, based on wrestling, boxing and several forms of martial arts including Brazilian Jiu-Jitsu, Muay Thai and Kali, teaches Soldiers not only how to fight, but also how to react in stressful situations. It also enables those who are not physically intimidating to be able to hold their own against larger or stronger opponents.

"During the latest combat operations in Iraq, we have heard of attempts to kidnap Soldiers and Soldiers being separated from their unit during an ambush," said Command Sgt. Maj. David Davenport, squadron command sergeant major, 1<sup>st</sup> Squadron, 1<sup>st</sup> United States Cavalry, 1<sup>st</sup> Armored Division, Budingen, Germany. "Combatives provides the Soldier with the mental calmness and situational awareness in order to defend themselves."

Military operations in areas of Iraq and Afghanistan where the use of deadly weapons is restricted, presented a challenge for Soldiers when an unexpected confrontation occurred. According to Army officials, Soldiers returning from operations in theater reported they received little or no hand-to-hand combatives training and that there was a need for a program to enable them to accept the challenge of restricted-weapons use and deal with the civilian communities.

"The same Soldiers who raced across the desert and captured Baghdad almost immediately switched to stability and support operations," said Matt Larsen, director of Modern Army

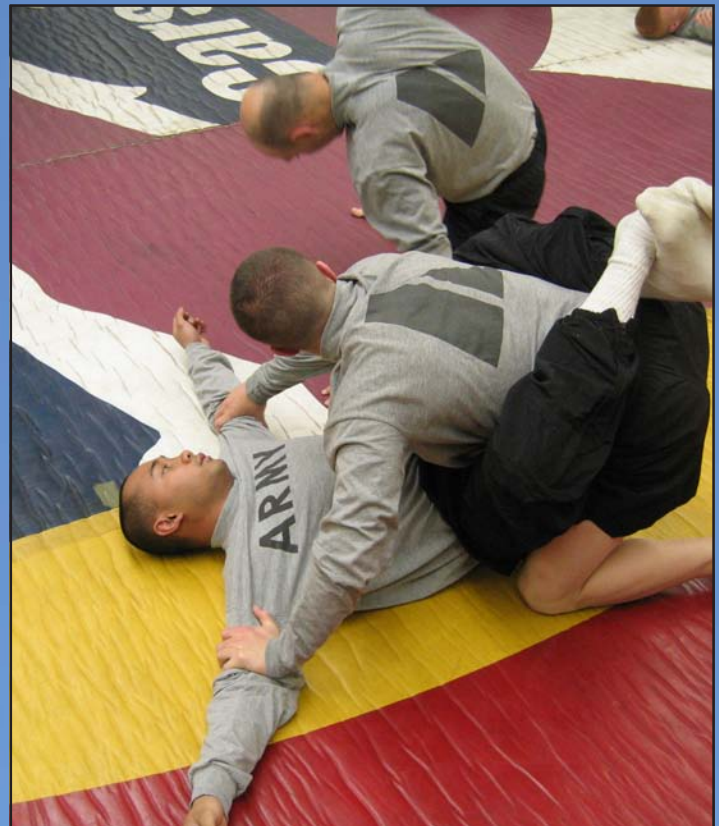


Photo by Sgt. 1<sup>st</sup> Class Richard A. Spry

**Staff Sgt. Bryan Smith instructs Spc. Bobbie Nemo and Pfc. Andrew Poarch on proper combatives techniques during training at Fort Carson, Colo.**

Combatives, Fort Benning, Ga. "Our training plan must teach Soldiers to handle both types of operational environments."

Combatives is a system of fighting intended for use when weapons are not available or when their use is not advisable. Soldiers may never need to use combatives techniques in actual combat, but every Soldier should receive training in this fighting style. Every Soldier must be prepared to engage and destroy an enemy in close contact, Larsen said, adding, "It's all about the Warrior Ethos. Not every Soldier will [encounter] and destroy an enemy in close combat, but the defining characteristic of a warrior is the willingness to close with the enemy."

"Army combatives training is one of the best ways to tangibly build a warrior," said Command Sgt. Maj. James Pippin, battalion command sergeant major, 2<sup>nd</sup> Battalion, 7<sup>th</sup> Cavalry Regiment, 4<sup>th</sup> Brigade, Fort Bliss, Texas. "In the end, tanks don't win wars, guns don't win wars. Soldiers win wars."

The modern Army combatives program began in 1995 with the 2<sup>nd</sup> Ranger Battalion, Fort Benning, Ga., and was adopted by the 11<sup>th</sup> Infantry Regiment in 1999. After receiving positive

## PRACTICE HURTS

*A member of the cadre reinforces a point about choke holds during combatives training during Warrior Forge, Fort Lewis, Wash. Even a choke hold inexpertly applied can hurt, as the tension in Cadet Justin Leroux's face shows (foreground).*

Photo by Al Zdarsky

feedback from the Soldiers involved, the program was incorporated into Army Field Manual 3-25.150. It is currently being introduced to the Army as a whole per guidance from Schoomaker, calling for combatives training to be “conducted regularly, posted on unit training schedules and executed at company- or platoon-level.”

“[Every Soldier is] to experience the physical and emotional demands of hand-to-hand fighting prior to engaging in conflict,” Schoomaker said in a memo to all Army commands, the Army Reserve and National Guard.

The training program is taught on four skill levels each designed to not only expand individual fighting skills, but also enhance the teaching aspects of combatives.

“Combatives training is battle-focused training in the fundamentals of hand-to-hand combat, providing [Soldiers] the needed skills to build confidence and the ability to fight, survive and win on the modern battlefield,” said Sgt. 1<sup>st</sup> Class Charles Abbey, platoon sergeant, Company C. 2<sup>nd</sup> Battalion, 11<sup>th</sup> Infantry Regiment Fort Benning, Ga. “It will provide realistic training to Soldiers on how to deal with hostile persons in situations that do not require the use of deadly force but do require the use of physical force.”

Each level of training teaches Soldiers how to use physical force to subdue their opponent regardless of size. Level I is a one-week course designed to teach basic combatives techniques. Level I-qualified instructors can teach the basic combatives drills and tasks (see graph on next page). Level II is a two-week course tailored to teach advanced techniques, teaching methodologies and philosophies. Designed to integrate fighting skills into the infantry battle drills and close-quarters battle, Level III is a four-week course. The fourth level is also a four-week course that teaches management skills, focusing on how to design, manage, execute and promote a safe combatives program throughout the installation.

“Soldiers need this training [because] it builds confidence in the Soldier’s ability to handle hand-to-hand combat situations encountered on the battlefield,” Abbey said. “It also [builds] character [and] instills the fighting spirit and warrior ethos.”

Courage, confidence and the warrior spirit are not the only benefits to the Soldier, Davenport said. Improved physical fitness, unit cohesion and team building are also evident in units where combatives training has been added.



Photo by Spc. Michael J. Taylor

*In the Giebelstadt (Germany) Army Airfield gymnasium, Staff Sgt. Mark Dominik referees a match during the tournament portion of a five-day Modern Army Combatives course for Soldiers of V Corps’ 69<sup>th</sup> Air Defense Artillery Brigade earlier this month. The course provided the brigade with the first troops in U.S. Army Europe to be certified as instructors in the new form of hand-to-hand combat.*

## Skill Level I Basics

Stand In Base  
 Escape the Mount, Trap and Roll  
 Pass the Guard  
 Side Control  
 Achieve the Mount from Side Control  
 Escape the Mount, Shrimp to the Guard  
 Arm Push and Roll to the Rear Mount  
 Escape the Rear Mount  
 Rear Naked Choke  
 Cross Collar Choke from the Mount and Guard  
 The Bent Arm Bar (Mount and Side Control)  
 The Straight Arm Bar from the Mount  
 The Straight Arm Bar from the Guard  
 Sweep from the Attempted Straight Army Bar  
 Scissors Sweep



“It has not only taught our Soldiers the necessary skills in order to defend themselves, but also provided a team-building event that has led to cohesive small-unit fire teams and squads, developed the physical and mental toughness needed in combat, and a higher level of esprit de corps amongst the Soldiers,” he said.

“It’s the building blocks of the Warriors Ethos ... a great physical fitness regimen, a lot better than extend to the left, etc. etc. etc.,” said Command Sgt. Maj. Anthony Aubain, command sergeant major U.S. Army Combined Arm Support Command and Fort Lee, Va.

“This training has definitely been a morale booster. I think the training has been a definite asset to our unit because it provides you with an additional means to defend yourself, your ‘Battle-Buddy,’ and thereby your unit, mission, country,” said Sgt. 1<sup>st</sup> Class Carlinda Andrews, 710<sup>th</sup> Brigade Support Battalion, 3<sup>rd</sup> Brigade Combat Team, 10<sup>th</sup> Mountain Division (Light), Fort Drum, N.Y. “Soldiers are anxious to learn all they can in order to feel confident in their combat ability.”

As effective as this training has been and is projected to be for the future force, there are several challenges each unit faces when implementing the training. Time and availability of school slots are concerns of unit leaders with high operation tempos. But the potential for injury is the most common concern.

“We have put in a lot of safety measures to stop injuries [and] they have been very effective. We usually only have injuries during the Level I certification but they have been minor,” said Staff Sgt. Antonio Lynn, combatives instructor for Headquarters and Headquarters Company, 23<sup>rd</sup> Quartermaster Brigade, Fort Lee, Va.

“There are going to be some injuries. There’s a risk of injury in all training we do,” said Command Sgt. Maj. Cory McCarty, command sergeant major for Combined Arms Center and Fort Leavenworth, Kan. “We must take every single [precaution] we can to make sure we don’t hurt anybody.”

Another challenge is overcoming fear. Not necessarily fear of injury or a new task, but fear of embarrassment. It is possible

for the flexible, thinner person to make the larger, more rigid person submit, Aubain said.

“It doesn’t matter your height and weight. It’s not all about muscle,” he said. “It’s the technique. Just relax and use the technique.”

“You will get your [butt] kicked... you will definitely be sore, bruised and beaten during the training and conditioning phase,” Andrews said. “It is really intense physically, even just learning how to fall correctly, and after falling or being flipped about 60 times or so, it really makes you wonder if you’re really that ‘steely-eyed killer’ you thought you were — and that’s just Day 1.”

And it’s not the size of the individual that causes fear, but the rank structure. All NCOs from sergeant to command sergeant major need to be actively involved in combatives training, Pippin said

“Too often senior NCOs are afraid [of embarrassment] so they don’t get involved, but it’s okay if Pvt. Smedley makes me tap out or makes me submit,” he said. “The bottom line is if senior NCOs take an interest in it, it will spread like wildfire. Taking an interest in it means getting into it and getting your hands dirty with your troops.”

Pippin also said that Soldiers who still have the pre-war attitude that they are never going to be in a fight need to realize that “every Soldier is a warrior.”

“In the end, the Army’s mission is to kill aggressors of the United States and that doesn’t just mean [its the job of] the combat arms. It means the whole Army machine — all warriors.”

In the past five years, more than 10,000 Soldiers were certified in training combatives to others and thousands more will train by 2007.

“Since combat is not a push-up competition, combatives are designed for not only physical fitness but mental readiness, confidence, and endurance that prepare Soldiers to endure the harsh realities of the modern battlefield,” Davenport said.

For more information about combatives, visit <http://www.moderncombatives.org>.



# Building Warriors

By Sgt. 1st Class Krishna M. Gamble

## Today's improved basic combat training turns civilians into Soldiers, Soldiers into Warriors

Gone are the times where Soldiers spent the entire day in basic combat training perfecting drill and ceremony movements or stood in lines at field tables covered with camouflage netting waiting to be tested on individual tasks. Instead, Soldiers are now training in combat-simulated situations where they have to make quick decisions under pressure and still accomplish the mission.

Warrior Tasks range from qualifying with assigned weapon and correcting weapons malfunctions, to engaging targets and entering a building during urban operations; to navigating from one point to another dismounted, to reacting to indirect fire and first aid. Battle drills consist of reacting to an ambush, chemical attacks, emergency evacuation and security missions.

All Soldiers, regardless of military occupational specialty (MOS), need and are now learning the necessary tasks and battle drills to ensure they are ready for any situation on and off the battlefield. Known as "39 and 9", these 39 Warrior Tasks and nine Battle Drills are areas of military training that every Soldier needs to be proficient in.

"Every task that we can train Soldiers on will make us more effective as an Army," said Command Sgt. Maj. Samuel M. Rhodes, Sr., of the Basic Combat Training Brigade, Fort Benning, Ga. "The force multiplier that we cannot replace is Soldiers. Their individual experience [is] our best experience and training tool."

"Both Warrior Tasks and Battle Drills are essential items that when trained to standard become second nature to the Soldier," said Command Sgt. Maj. Berry Kelly, of the 1<sup>st</sup> Combat Training Brigade, Fort Jackson, S.C. "In the chaos of war and the loss of leadership, the young Soldiers will be able to perform what they have practiced."

Army Chief of Staff Gen. Peter J. Schoomaker directed Task Force Soldier to make recommendations to the basic training curriculum to include new Warrior Tasks and Battle Drills. The changes the Task Force developed are the most significant changes since World War II according to Army officials. The new curriculum focuses on producing Soldiers who can immediately contribute to their unit following advanced individual training. Some Soldiers believe the decision to go to war following the events of Sept. 11, 2001 reinforced the need for a change in the way the Army, trains and prepares for battle.

"The days of just infantry Soldiers being in a combat situation are gone. Today's Warriors, no matter what MOS, are engaging in combat situations all over the world," said Sgt. 1<sup>st</sup> Class

*Soldiers from the 720<sup>th</sup> Military Police Battalion, 151<sup>st</sup> Field Artillery Regiment, react to enemy small-arms fire near Baghdad.*

Photo by Spc. Gul A Allsan

Michael E. Chambers, course manager, Initial Entry Training Team, Fort Benning, Ga. "All types of units, combat arms, combat support and combat service support, are deploying into theaters of operation with equipment that is new to the Soldier and unit. The Warrior tasks are a foundational benchmark for basic Soldier skills to shoot, move and communicate. The Warrior battle drills are taught to the Soldier to enhance training and to incorporate variables present in today's contemporary operating environment."

In 2003 a team of officers and enlisted Soldiers from both active and Reserve components, as well as government employees and contract personnel poured over the 400 existing tasks covering 97 MOSs and came up with those skills that were deemed necessary to ensure the success of the future force. Combat-focused courses are constructed so that teamwork events—litter carry, water and ammunition resupply, and fighting position construction — replace the noncombat-related teamwork development course which involved drill and ceremony.

Tasks such as weapons proficiency, communication skills, first aid, land navigation and urban operations are the core assets to mission accomplishment, Chambers added.

"Every Soldier is a Warrior, and training in the three basic areas of shoot, move and communicate [is] always critical to every Warrior's success in a combat situation," he said.

Evident in the ongoing war in Iraq and Afghanistan, providing Soldiers necessary medical aid in combat has proven to be a much needed task for all Soldiers.

"First aid is the key to keeping Soldiers alive after [engaging] the enemy. Joint urban operations are a task that all Soldiers in theater will entertain," Rhodes said. "Every Soldier may become engaged with the enemy and be required to utilize one or all of these tasks to survive and win on the modern battlefield."

Training for these new tasks and drills was implemented into basic combat training, one-station unit training and the Noncommissioned Officer Education System at the Warrior Leaders Course. Advanced Individual Training school's commandants have the authority to determine what tasks the Soldiers need to learn based on the specific MOS they train at the schoolhouse and how those Soldiers perform those tasks in the operational environment, according to Ed Kuster, initial entry training analyst at Training and Doctrine Command.

"If you are the commandant of a school, you are the subject-matter expert. You know the specifics of MOS employment and what difficulties Soldiers in that field are encountering," he said.

At the same time Soldiers are learning these skills, NCOs are also learning. Drill sergeant candidates are learning how to teach these tasks. Most Soldiers are learning through several

## Improved Basic Combat Training

### Weeks 1-3

First Aid  
NBC  
Bayonet  
Law of War (ROE)  
Guard Duty  
Land Navigation  
Commo  
Combatives  
STX (Checkpoint Operations)  
FTX-1

### Weeks 4-6

Basic Rifle Marksmanship  
Advanced Rifle Marksmanship  
Machine Guns  
Reflexive Fire  
Grenades  
STX (Convoy & Defensive Operations)  
FTX-2

### Weeks 7-9

IED/Mines  
Urban Operations  
Warrior Drills  
Basic Tactics  
STX (Squad Evaluation)  
FTX-3 (Skill Validation)

different venues using field training exercises to reinforce various tasks, Kelly said.

"The best way to train on these tasks is hands-on," he said. "People have a tendency to learn better with a hands-on approach. Training never stops; these are all perishable skills."

"The importance of NCOs as well as Soldiers knowing these tasks is to increase their capability on the modern battlefield," Rhodes said. "An NCO who is charged with leading Soldiers in combat must be training in a rigorous and realistic manner to increase [his or her] confidence and capabilities."

As the Army becomes a more modular force, changes in training are a constant. Developing individual skills and squad-level tactics while maintaining unit operations tempo and diplomacy are critical to overall mission success.

"Training is always changing – things change all the time," said 1<sup>st</sup> Sgt. Victor Fleek, Warrior Leaders Course branch chief, Fort Benning, Ga. "The way we did it six months ago isn't the way we [are] doing it [today]. The enemy is always adapting to different and new tactics. We must always update tasks and continually review lessons learned."

"Whenever training goes through a revision process, there will always be growing pains associated with it," Chambers said. "But as noncommissioned officers, if we instill good training habits in our Soldiers, in turn they will do the same when they are leaders. The Warrior tasks and battle drills are a tool for Soldiers and leaders to become proficient on to help survive in an ever-changing future."

# McCarty sets sights on ensuring NCOES remains relevant

By Sgt. Maj. Lisa Hunter

The Army leadership refers to the Combined Arms Center as the Army's engine for change. It's more like the little engine that could. In the last few years, the Army has taken on more and bigger missions than it ever has in recent history – with less people. Factors like Army Transformation, maintaining 130,000 Soldiers on duty in support of Operations Iraqi Freedom and Enduring Freedom and realigning the force to be an expeditionary continental United States-based force are keeping the Army's nearly half million Soldiers a little busy right now. Then add in the daunting task of realigning the Noncommissioned Officers Education System (NCOES), one of CAC's major missions, and you have what Sgt. Maj. of the Army Kenneth Preston refers to as the "perfect storm," a time when all sorts of factors are converging to really test the Army's mettle. But unlike actor George Clooney's small fishing boat crew that lost their battle against the perfect storm, the Army is going to sail through this storm, largely because of what CAC is doing to make NCOES more relevant.

In the case of NCOES, Command Sgt. Maj. Cory McCarty, the CAC command sergeant major, is the senior enlisted advisor at the helm of the small crew honchoing the dramatic changes. For McCarty, who enlisted as an Infantryman in 1976, transforming NCOES is but one of the rocks in his rucksack. But it's one in which he has a huge vested interest.

CAC's concern in NCOES is how to train Soldiers for the future. "We are moving NCOES from a garrison focus into more of a warfighting focus, a move that [CAC commander, Lt. Gen. David H. Petraeus] backs 100 percent," McCarty said. It's a tough transition because of those perfect storm conditions, McCarty said, specifically, because we are an Army at war.

McCarty is knowledgeable about both the institutional and warfighting sides of the Army. As a command sergeant major, McCarty last served as the 1<sup>st</sup> Infantry Division command sergeant major during Operation Iraqi Freedom II. Before that he served as the 3<sup>rd</sup> Brigade, 1<sup>st</sup> ID and Task Force Falcon command sergeant major in Kosovo. He has served as an operations sergeant and in every level of leadership assignments. On the institutional side of the Army, McCarty trained troops at the most basic level while serving as a drill sergeant.



Photo by Sgt. Maj. Lisa Hunter

**Command Sgt. Maj.  
Cory McCarty**

"Transformation really affects the NCO Corps on the professional military education side," McCarty explained. "A good example is what we've done in the last two years to catch up to what's going on in the contemporary operating environment."

During that time, the Army has made major changes in NCOES. One example is the complete revamping of what was formerly known as the Primary Leadership Development Course. The new Warrior Leaders Course is now more focused on warfighting skills, including weapons immersion and a 96-hour situational training exercise.

"We have made major changes to prepare Soldiers for the Iraqi and Afghani theaters of operations. Overall, it's done a lot to improve the warfighting capabilities of the NCO Corps," he said.

McCarty said attending NCOES is much more than the ticket punch for promotion that it was once thought to be. He emphasized proposed changes for both the Basic and Advanced NCO Courses. One proposed change is to incorporate either a field or situational training exercise into the courses that will reflect the 39 Warrior Tasks and nine battle drills every Soldier needs to know. Everyone will do something that is relevant to their rank and proponent, McCarty said.

"We talk to commanders about the importance of getting these [Soldiers] through NCOES. You're not hurting the Soldiers as much as you're hurting your unit. You're keeping them from getting the skills they need to survive in combat, help their Soldiers survive and – of course – to complete the mission," McCarty explained.

Two areas in which McCarty is taking a personal interest in is cutting out redundancy and dispelling the urban myths that surround NCOES. McCarty joked about the NCOES of the past, using his 1985 ANCO



By Staff Sgt. Aaron Allmon II

***Soldiers from the 1<sup>st</sup> Brigade Combat Team, 1<sup>st</sup> Armored Division secure the landing zone in the Al Jazeera Desert of Iraq. NCOES is changing to reflect the contemporary operating environment.***



class as an example. “I laughed when one of the instructors got up during the last two weeks of the course and said, ‘This is the hardest two weeks,’ and I said, ‘this must be when we get to the Skill Level 2 stuff.’ Of course, I got a counseling statement and didn’t make honor graduate.”

Using the adage that sometimes you learn more from a bad example than you do from a good one, McCarty uses his experience to improve NCOES.

“We are working hard to take all the redundancy out of the courses, so they are not getting Skill Level 2 stuff again at a Skill Level 3 course,” he explained. All NCOES courses are now sequential and progressive, not redundant. “We’re really focusing on the future, training ahead – not on what material they’ve already covered as a squad leader or platoon sergeant.”

McCarty travels to visit different NCO academies every week, trying to solve problems. One of his challenges is dispelling of the hearsay that hinders training. “When I first got here, there was a lot of ‘We can only train eight hours a day’ and ‘We can’t train at night because it’s too dangerous.’ I had to put a stop to all of those urban legends. I’m here to make sure training is realistic,” he said.

Another myth that McCarty was quick to dispel was that the Army was going to drop BNCOC from the NCOES map.

“BNCOC is where the rubber meets the road,” McCarty said. “In my eyes, that’s our most important NCOES. Those Soldiers – the squad leaders and the section sergeants – are the ones who are working with the Soldiers and dealing with the problems every day, whether they are deployed or not.”

Getting NCOES on course is just the first step. In the future, NCOES will align with the Army Force Generation Model. With the exception of some very technical schools, all Phase I and Phase II – core and technical courses, respectively – will be no more than eight-weeks long, McCarty said. In addition, more and more Soldiers will attend NCOES at home station courtesy of mobile training teams (MTT).

McCarty used the example of the Soldiers assigned to 2<sup>nd</sup> Brigade, 2<sup>nd</sup> Infantry Division who, after serving a year in Korea, deployed to Iraq for a year and then redeployed to their new home station at Fort Carson, Colo. Instead of making the Soldiers—who had just reunited with their families after two years—go off to attend BNCOC, they were able to attend BNCOC, both Phase I and Phase II, at Fort Carson. They took Phase I via videoteletraining and Phase II courtesy of a mobile training team of instructors from the Infantry Center at Fort Benning, Ga. By bringing the training to the Soldiers, the Army saved a lot of the costs associated with sending Soldiers to BNCOC, and the Soldiers were able to stay at home and spend time with their families during the course, McCarty said. He also explained that MTTs require a considerable amount of support from the host unit and/or installation.

“We can’t just pick up and move Fort Benning to wherever for the course,” he explained, stating that the students and instructors still need vehicles, equipment and assistant instructors to support the course.

“We’re still coming out ahead. We’re doing the Soldiers a great service by enabling the Soldiers to go home every night, except during the [field training exercise], instead of making them go to Fort Benning, [Ga.] for eight weeks,” he explained.

Another way in which training will come to the Soldiers is through distance learning. “We know this is different and challenging, but it is worth it,” he said. McCarty explained that CAC is working on a professional development model or



Photo by Sgt. Maj. Lisa Hunter

***Soldiers at Fort Carson, Colo., attend BNCOC Phase I via videoteletraining. The Soldiers completed BNCOC Phase II instruction through the use of mobile training teams.***

roadmap that lays out recommended courses for Soldiers. “These courses will help the Soldiers become more creative and adaptive thinkers and leaders,” he said.

Another proposal on the slate is to take away the rank limitations for NCOES, McCarty said.

“There will always be a requirement that you have to have a course to get promoted to the next rank, but we want to take away the limitations,” he said. “If you’re a squared-away sergeant, we’re going to send you to BNCOC. If you’re a squared-away private first class, we’re going to send you to the Warrior Leader Course.”

McCarty said Soldiers will never see NCOES completely transformed, referring to the ongoing changes as a continuous evolution. “We’re working hard to constantly make these courses something from which they will come out smarter, adaptive and creative leaders,” he explained. “The bottom line is we want commanders and NCO leaders to know we are trying to develop an NCOES that they will want to send their NCOs to because they come back as better leaders, not because they have to send them by regulation.”

# Center for Army Lessons Learned:

## *The Army's one-stop information booth*

By Sgt. Maj. Lisa Hunter

In the beginning, the Berlin Wall was still standing, Soldiers trained for a clash of titans against the Russians, and the Center for Army Lessons Learned was a new organization with the Combined Arms Center (CALL) at Fort Leavenworth, Kansas. CALL, an obscure, barely known directorate, employed 30 staffers who wrote, published and distributed lessons learned for the major training centers. Fast forward 21 years to present and CALL is a hub of activity, compiling information and lessons learned on everything from IED attacks in Iraq to hurricane relief efforts in Louisiana and getting that information out to individual Soldiers and units in a timely manner.

Today, CALL has 135 staff members and a varying number of Soldiers, officers and civilians that comprise collection and analysis teams around the world. The end result is an Army information booth of gargantuan proportions that is open 24/7 to provide Soldiers with answers to nearly any question concerning Army – or even joint operations – for that matter, usually in 72 hours or less. But CALL's main focus today is providing operational-level information to the Soldier.

"We focused on the training centers for about five years, that's when Operations Just Cause, Desert Shield and Desert Storm came along. We did some collections there," explained Lt. Col. Charles Darden, chief of CALL's Operation Coordination Center. CALL's "big break" came with the technology revolution: Web sites, e-mail attachments, writable CDs and DVDs gave CALL the opportunity to transmit information in a much more compact format and a much more timely manner, Darden explained.

Even as recent as Sept. 11, 2001, CALL's primary mission was to provide lessons learned for the major Army training centers and mission rehearsal exercises. That all changed in one day.

"When 9/11 hit, this organization went into high gear. 'What can we do to help the Army go to war?' When I arrived in July 2003, I received the mission to transform CALL and make it relevant for fighting a war." Col. Larry Saul, CALL's director

said. When Saul took the reins, CALL moved out of the shadows and into the limelight. "I think the Army Chief of Staff, Gen. Peter J. Schoomaker, realized that CALL was a dynamic organization that could make significant contributions.

Today, CALL's mission is to collect, analyze disseminate, integrate and archive information and lessons learned. The organization then disseminates these lessons and other research material through print and electronic media,

including CDs and the CALL Web site at <http://call.army.mil>. The Web site

includes such searchable areas as the NCO Corner, after action reviews, tactical operations center operating procedures, and even cultural awareness.

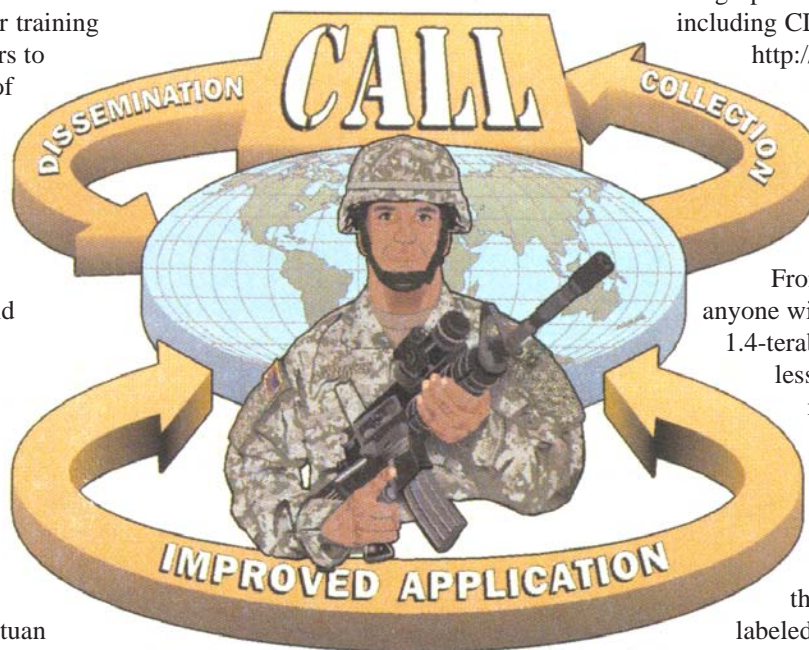
From the Web site, Soldiers or anyone with an AKO login can access a 1.4-terabyte, searchable archive of lessons learned and other material (the Library of Congress has 10 terabytes of information), covering just about any topic on which an Soldier may need information. The only drawback is that some of the information is labeled for official use only and is only accessible via secure network

(SIPRNET). However, if the user doesn't have access to the SIPRNET, CALL can send it through the good old U.S. Mail

The organization has gathered information and lessons learned on anything and everything the staff thinks may help the Soldier to accomplish the mission and stay alive. Since most of the staff are retired military personnel, as well as a few active-duty officers, they are on the same sheet of music with Soldiers. Their database and publications cover everything from convoy operations to information operations.

If information is power, CALL would be the power plant. The reason CALL is so popular with Soldiers – and sailors, airmen and Marines, for that matter – is that the organization readily shares information with any authorized user. The two areas that have made CALL such a popular organization amongst Soldiers everywhere are their Deployment Push Packages and Requests for Information (RFIs). Even if the Soldier is looking for some obscure bit of information or the latest information on urban operations, CALL most likely will be able to send the Soldier the information.

CALL has teams and liaisons scattered throughout the Army, most notably in Iraq and Afghanistan. CALL's boots on



the ground can gather information on an incident that happened in Iraq today, process the information and get it out to the rest of the Army tomorrow. But the staff doesn't discount the importance of historical lessons learned either.

"One thing that's been remarkable to us is the level down to which the decision-making process has been pushed," said Bill Kinsey, CALL's senior system analyst. "This is the first war where sergeants are making critical command decisions. When you're out in the city, you don't have time to call the captain for guidance. To me, as a human, that is one of the more remarkable things that has happened in this war." To assist those NCOs, CALL reached back to the Indian Wars of the late 1700s and early 1800s, where Soldiers had to negotiate with tribal leaders.

"We get requests for [all kinds of standard operating procedures]," Lackey said. "We have to tell them there really is no cookbook." Kinsey was quick to point out that CALL does not write doctrine. They gather. They analyze. They disseminate.

"The people we share it with [have] to make some kind of decision as to whether [the date] has value or not," Kinsey said.

The Product Push Packages have been most popular with units that are preparing for deployment. The package is a set of 30 publications, such as the IED handbook and Convoy Operations handbook, that will address tactics, techniques and/or operations the Soldiers may need in theater. Deploying Soldiers can either call or e-mail CALL to order a package. In cases where the entire unit is deploying, CALL sends a CD with all the publications on digits. If the Soldiers still want the printed versions in lieu of the much lighter CD, the CD includes the directions for getting any or all of the handbooks printed at an installation printing office. In addition to the Push Packages, CALL will send out Smart cards and "Old Sarge" ready-made lesson plans.

But CALL's most popular feature by far is the RFIs. When CALL started processing RFIs, they were taking the requests over the phone and then calling back

with the information. In 2002, CALL's relatively small staff celebrated the first week they received 20 RFIs in a week. Now, CALL averages 100 a week – approximately 5,000 a year – most of which the staff answers in 72 hours or less. CALL employs approximately 100 subject-matter experts.

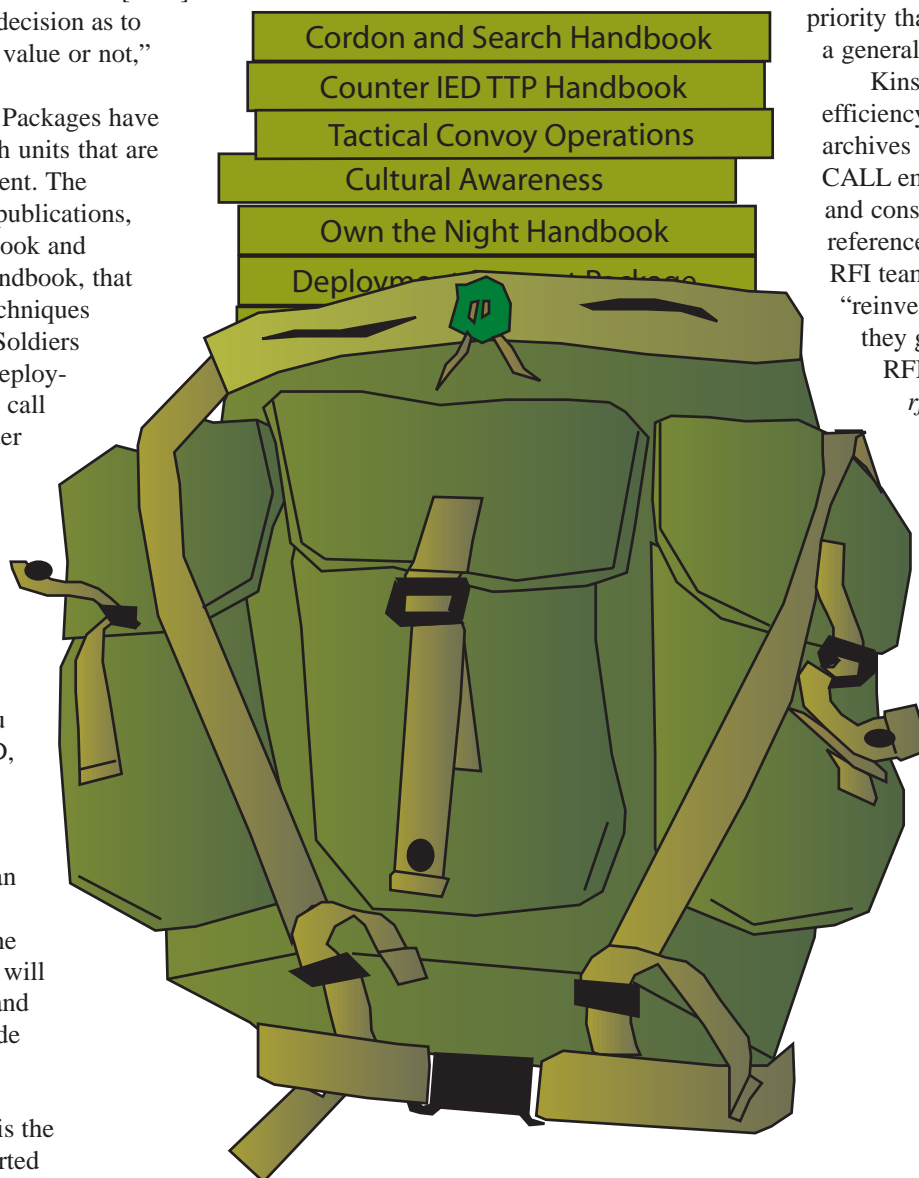
"We get requests from privates to general officers. Just about anyone you can think of has sent a request," including one from the Joint Chiefs of Staff, Kinsey said. "If we can't find a subject-matter expert here, we go outside the organization. Our staff is extremely proactive. They have developed contact lists of people they can go to."

While CALL can't guarantee a 72-hour turnaround, they are known to respond to an RFI even sooner, some in as little as an hour. If the RFI is a high priority, CALL steps up the pace even more.

"A high priority is a Soldier who is deployed. It doesn't matter what rank he or she is," Kinsey explained. CALL gives deployed Soldiers an even higher priority than they do a request from a general officer.

Kinsey attributes CALL's efficiency to its humongous archives of information that CALL employees have compiled and constantly update and cross-reference. Because of this, the RFI team doesn't have to "reinvent the wheel" every time they get a request. To send an RFI, just go to <http://call-rfi.leavenworth.army.mil/rfisystem>.

In a few short years, CALL's services have grown exponentially, and they continue to branch out and look for new ways to help Soldiers. CALL's services are so popular that other services and coalition partners regularly turn to the organization for information. In fact, the Marine Corps is CALL's second biggest customer. But what motivates the CALL staff is very clear cut: "Everything we do is to help Soldiers to succeed and survive," said Saul. "We're doing this for Soldiers."



CALL's "deployment push packages," provide references on everything from IEDs to convoy operations. Units can order the books or a CD.

# PEO SOLDIER

## *Seeing 'Soldiers as systems'*

By Dave Crozier

The American Soldier: the most complex combat machine in the world, made up of more moving parts, sensors and systems than a Bradley Fighting Vehicle. Each Soldier is unique, yet – for the most part – of similar make and design. In a normal world the Soldier relies on all of his/her parts working together in order to survive. In combat, however, the Soldier requires some assistance.

Enter Program Executive Office (PEO) Soldier. Stood up in 2002, the office has one single purpose: to equip the Soldier with the best products available.

“Prior to 2002 if you looked at all the products that made up everything a Soldier wore or carried, it was spread out into various organizations in almost every nook and cranny in the Army,” said Brig. Gen. Jamey Moran, director of PEO Soldier. “So in 2002 the Army [centralized things and] started to treat the Soldier as a system just as we do in combat platforms: missiles, tanks, aviation and weapons systems.”

Moran said the Soldier is the most deployed combat platform and the most employed combat platform in America’s arsenal and that it has been long overdue for the Army to start focusing on the individual Soldier.

“Basically PEO Soldier is here to ensure that all equipment the Soldier carries is just as integrated as the equipment on a tank, or a helicopter or a combat ship,” Moran said. “Since we have stood up this office we have established 10 product/project managers who are responsible for a different commodity areas within PEO Soldier. Then we have the integration programs like Land Warrior, Mounted Warrior and Air Warrior.”

PEO Soldier, based out of Fort Belvoir, Va., and Picatinny Arsenal, N.J., is broken into three distinct project offices: Project Manager Warrior, Project Manager Soldier Equipment and Project Manager Soldier Weapons (see associated illustration). Within these project offices are the various individual product managers that are responsible for a product line that has reached 376 items.

“So when I say we take care of everything a Soldier wears or carries, it is everything from a parachute, to the shoes that a cook wears, to all the weapons and ammunition a Soldier carries,” Moran said. “That’s every pistol, rifle, shotgun, machinegun, grenade launcher in the Army; every piece of electronics that a Soldier carries. All of the sights for the rifles, lasers pointers and designators, even things that Soldiers can



*PEO Soldier, based out of Fort Belvoir, Va., is broken out into three project areas, each with their own product areas to manage.*

carry to [guide] down JDAM (joint direct attack munitions) bombs from B-52 bombers.”

Today, unlike in the past, PEO Soldier is fully funded to get the best equipment to the Soldiers as quickly as they can.

“The money and the number of products are not important; the number of Soldiers we touch is the most important thing we do,” Moran said. “And, as of the end of January, we touched more than 540,000 Soldiers. We have conducted the largest fielding [of equipment] since World War II.”

Moran believes that PEO Soldier accomplishes three main objectives – keeping Soldiers alive, improving their quality of life and helping them kill and destroy the enemy.

One of the biggest changes that PEO Soldier has brought about is how it deals with individual Soldiers by seeking input from them. That input is what drives the creation and change in products.

“Everything a Soldier needs to function on the battlefield, those different pieces of equipment, is designed for the individual Soldier and not the other way around,” said Command Sgt. Maj. Lunn, command sergeant major for PEO Soldier. “Therefore when we create new helmets, new weapon systems, we take into consideration the Soldier perspective on it so when they go out and use it, it is comfortable, durable and it moves to the body of the Soldier and how they perform on the battlefield. We don’t want to have the Soldier adapting to the equipment; we want to adapt the equipment to the Soldier.”

One area that Moran said is a shining example of how Soldier input has made a difference is the development of the Army Combat Uniform (ACU).

“The uniform we are wearing today was designed by NCOs and I think it is one of the successes here at PEO Soldier,” he said. “I think the individual Soldier has a lot of impact on what we do. Everything we do is tested on Soldiers, and we try to go out of our way to get Soldier input.”

Another area that Moran is particularly proud of is the establishment of the Rapid Fielding Initiative (RFI).

“We have had a lot of success with the ACU, but I have to consider the RFI as our greatest success. There are 58 items in RFI that include clothing and textiles, weapons and ammunition, electronics and sensors, and they didn’t exist in a package before we got here,” Moran said. “That is a concept that the PEO Soldier team created.”

### Rapid Fielding Initiative (RFI)

When a unit is gearing up for deployment, will they have what they need to do the mission? Thanks to the folks at RFI with the exception of heavy equipment, they will – not only for the unit, but right down to the individual Soldier.

“You can break the RFI kit down into two general categories: the Soldier kit and the unit kit,” said Maj. Russ Perkins, assistant program manager for RFI. “There is everything from the helmet, t-shirt, socks, belt, cap, etc; that’s the Soldier kit. Then there is the unit kit which has a significant amount of weapons enhancements, mounting gear as well as the MOLLE (Modular Lightweight Load Carrying Equipment developed to replace the All-Purpose Lightweight Individual Carrying Equipment and Integrated Individual Fighting System) itself.”

Currently there are 58 items on the RFI list (see illustration, Page 20), a list that has grown from its original 23 items when RFI began. The biggest challenge the RFI shop has to overcome is building a fielding schedule and then coordinating with the units to get the fielding done, Perkins said.

A typical fielding starts with a site visit from the folks at RFI. RFI gives the unit briefings to show what the unit needs to have ready as far as support staff, staging areas and fielding areas to accept the gear.

Perkins said that his office sets the conditions for the equipment they will receive when the fielding

team does arrive, his office has done everything it can to ensure the unit knows how to react when the kit comes.

“When the units understand the process, it goes smoothly,” Perkins said. “That’s our biggest challenge: getting the information to the command and having it trickle down to the lowest level.”

Perkins said that units who are outfitted for deployment really do need to have a coordinated effort as an average fielding team will show up with 20 to 40 tractor trailers worth of “kit.” For a brigade combat team of 3,720 Soldiers, he added, it takes 18 tractor trailers to deliver it all.

“An RFI is just like any other training event. You have to plan for it, get the details down to the lowest level,” he said. “And if you do that, it will go great. If you don’t plan for it, it will be painful. It will get done, but it will be painful.”

To do the actual fielding, Perkins said, that it could take as long as two months for an average unit to complete. It depends on how the unit wants to complete the fielding – at night, on weekends, during duty hours – however the unit sees fit to get their Soldiers fitted. A recent fielding at Fort Hood, Texas was spread out over three months and done in three separate phases. Another fielding for a brigade in Germany took the entire month of August.

Once the kit arrives at the unit, Soldiers are fitted with items like boots, gloves and helmets to ensure that each Soldier is given the right size. Also there are several items that RFI

trains the Soldiers on – various weapons and accessories, the improved first aid kit, as well as the new Advanced Combat Helmet.

Currently, Perkins said, that RFI has a standard issue package that is based on a bell curve in hopes of having the right amount of product, to include clothing sizes, for every fielding. RFI has achieved a 94 percent success rate in getting every Soldier fitted.

“The goal is 100 percent, but I think that when you are talking about thousands of items multiplied across all of those bodies in a division or brigade it is hard to achieve,” he said. “For any given unit you just may have those people [that wear the odd size that is not a part of a standard fielding kit].”

Those who may not get their full kit during fielding can expect to have it before they enter the combat theater, Perkins said. Besides getting their individual kits, Soldiers are also trained on how to use any new equipment they receive – the MOLLE, improved first aid kit, new advanced combat helmet and a host of other equipment items to include weapons, night sights, lasers and accessories.



*As of January RFI has outfitted more than 540,000 Soldiers with new equipment. RFI can outfit, on average, 10,000 to 20,000 Soldiers each month.*

Currently those units identified for an RFI fitting are determined through the Army's deployment schedule. One of the biggest things that Perkins said he feels great about is the fact that the equipment RFI brings to the Soldiers is the best that industry can provide.

"I am getting them the best stuff the Army has to offer and the [Soldier] doesn't have to buy it," he said. "It wasn't long ago that they were buying poly pro gloves, cool socks and other items and now we are fielding it to them."

He noted, however, that many items in the RFI are accountable and not free issue. They will need to be maintained and replaced by either the unit (for TA50 and CIF items) or individual Soldier (if it is a clothing item) when no longer serviceable. He added that the RFI is just to get things started and that units will have to sustain it.

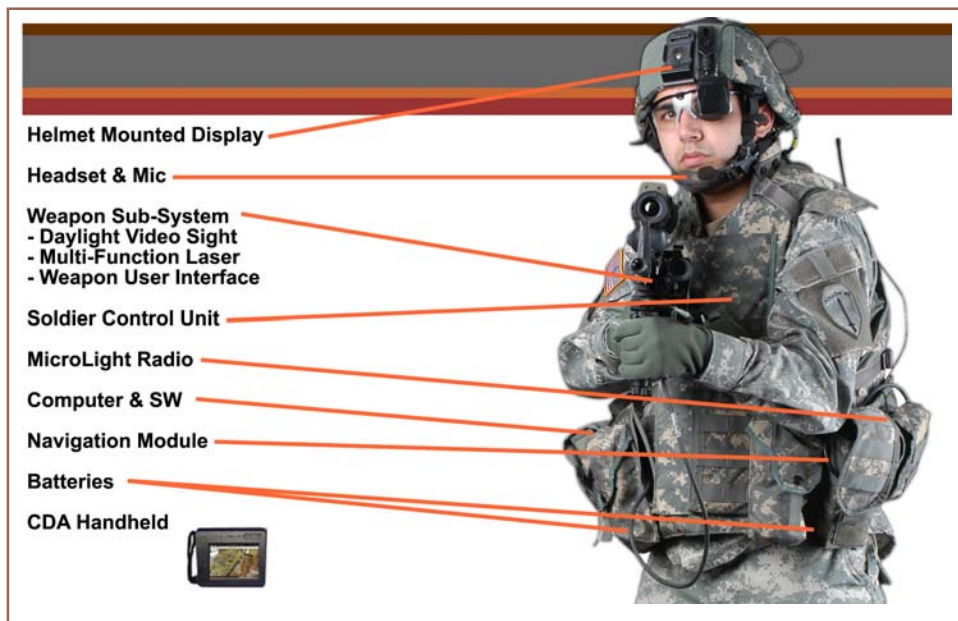
On the National Guard and Reserve side of the house, Master Sgt. Robert Lainhart, Reserve Component representative at RFI, said it is like "Christmas without snow." He remarked that the Reserve component is getting the same items as the active-duty and they are getting it all at once and not piecemealed as in years past.

"There has been nothing like this," he said. "The Soldier kit regardless of component, regardless of unit, regardless of service, they get the same things. Of course the units receive different items based on their missions, but it is the same for us as it is for the active-duty units."

There are many new products being tested and more being improved under the PEO Soldier umbrella and Soldier input is not only asked for, it is encouraged in all product and project offices as they apply the Soldier as a System concept.



*Today's Soldiers and units can pick from a variety of approved Combat Eye Protection. Everything from the Wiley X-SG1 to Oakley's and UVEX XC. Some allow for prescription inserts as well.*



*Depending on a Soldier's mission and position he or she will receive a variation of the Land Warrior ensemble.*

## Project Soldier Warrior

Project Soldier Warrior – broken out into Product Manager Air Warrior, Product Manager Land Warrior and Product Manager Mounted Warrior – applies the "Soldier as a system" concept by developing components into individually integrated systems designed to increase combat effectiveness, decrease combat load and improve mission flexibility.

Heading up that department is Col. Richard D. Hansen, Jr. who said that treating the Soldier as a system is a big challenge because it takes it down to one common denominator – the Soldier.

"We don't go to the motor pool and get an engine one year, tires the next year and bits and pieces here and there until we have a vehicle," Hansen said. "And so we are trying to develop the Soldier as a system and bring the entire system to them."

Some of the specific items Hansen's section is working on deal with improved communications, situational awareness and survivability.

"We have spent the last 10 to 13 years in the Army digitizing our tanks and Bradleys and other platforms, but when the Soldiers get out of the back of those vehicles they lose all their situational awareness," he said. "So we are bringing some of that to the Soldier through our flagship program, Land Warrior."

In the current fight, Land Warrior will take care of Soldiers for the current fight and Ground Soldier for future combat. The Land Warrior ensemble, Hansen said, is an integrated modular system that incorporates a basic ensemble and depending on your position, different sub-systems (see illustration at top of page).

"For instance the squad leader will get the weapon sub-system which consists of the daylight video sight (allows Soldiers to see their target through their heads-up

display without exposing themselves), multi-function laser and a weapon-user interface (pistol grip control on the front of the weapon),” he said. “Leaders, like the platoon sergeant and some brigade and battalion NCOs, will get the Commander’s Digital Assistant which is a handheld Force Battle Command Brigade and Below (FBCB2) communications platform.”

Hansen said all Soldiers will receive the basic system which includes the heads-up display, headset and microphone, Soldier control unit, the Enhanced Position Locating Reporting System (EPLRS) Radio, and navigation module. The entire system is distributed across an integrated body armor to balance the weight. At the basic team-leader level the systems weigh in at 16 pounds; squad leader an extra 2 pounds; and for the leader position an extra 8 pounds.

“We are trying to see what package is best for each Soldier,” Hansen said. “We are looking at the components to see what the best capability is at each echelon.”



*Everything a Soldier wears or carries, to include uniforms like the Firefighter’s Integrated Suit-Combat and the Advanced Bomb Suit above, is under the umbrella of PEO Soldier. Coming soon is a new Extreme Cold Weather Clothing System.*

The Future Combat Soldier is comprised in the Ground Soldier systems which will give the Soldier more capability, less weight to carry, and more lethality, Hansen explained. Currently in research and development the NCOs of the future will be getting a new system that will look like they came out of the movie, “Starship Trooper” – complete with exoskeleton.



*Thermal weapon sights allow Soldiers to detect and engage targets day or night.*

In the Mounted Warrior program Hansen’s group is working on providing Soldiers with heads-up displays and wireless intercoms. Currently, he explained, Soldiers have to duck down into a vehicle to obtain situational awareness and to see the remote weapons systems station or oil pressure and vehicle instrumentation. This new system will give the Soldier the same situational awareness even when dismounted from their vehicle.

As in all areas of PEO Soldier, Hansen said, that input is essential to continued improvements.

“We are always seeking feedback and changes have been made because a Soldier or an NCO called in and said I have a suggestion,” he said. “A lot of changes come up through the Training and Doctrine Command because they are the user command, but we get direct calls as well as feedback from our Web site.”

### Product Manager Sensors and Lasers

Product Manager Sensors and Lasers enables the Soldier to “own the night” by providing them technologies that enhance the lethality of the individual and crew-served weapon systems and that improves the Soldier’s situational awareness through three core technologies: image intensification, forward-looking infrared and lasers.

Maj. Dave Webber, assistant product manager for Sensors and Lasers, said their mission is to develop new systems that will reduce the weight and size of equipment a Soldier has to carry while also reducing the amount of power each system uses.

For example, “We now have a multifunction aiming laser that combines a visible red pointer with an infrared pointer that is visible under night vision,” Webber said. “The system has gone down to one battery, is smaller and lighter and fits on the M-16.”

One area that Webber said they constantly get requests from the field is for the enhanced night-vision goggles that combine night vision with thermal vision. Currently under testing, the Enhanced Night Vision Goggle (ENVG) is slightly heavier but has the added benefit of thermal imaging.

“We take our Soldier inputs and try to meet them. The perfect example is the ENVG, and as industry steps up with new technology we continue to look at that as well.” Webber said.

## Product Manager Clothing and Individual Equipment (CIE)

With some exceptions, like small arms and night vision devices, if you have to wear it or carry it, CIE is responsible for it. Product Manager CIE supports the Soldier in operational environments and improves their lethality, survivability, situational awareness, health, safety, mobility and sustainability by providing ballistic protection and safe, durable and operationally effective individual and unit equipment.

“We provide Soldiers with things as simple as socks and underwear to [items] as complicated as chemical protective gear, parachutes, body armor, helmets, boots and things like tasers for military police,” Al Dassonville, deputy program manager for CIE said. “We have about 300 programs that are in various stages of development, fielding or maintaining. We buy 50 percent of the items that are RFI products, and we are also responsible for procuring and securing the Army Combat Uniform (ACU).”

What is big for next year or so, Dassonville said, is the introduction of a cold weather clothing ensemble called the Extended Cold Weather Clothing System (ECWCS).

“We went to an outdoor retailer show and looked around and asked questions about what mountain climbers wear. Based on industry and Soldier input the Army came up with a seven-layered system for this new uniform,” said Maj. Robert Helms, CIE. “The new uniform is something a professional outdoorsman would wear, not necessarily a hunter, but a mountaineer.”

The current uniform is too bulky, doesn’t have flexibility and is very difficult to pack. With the new uniform, currently under testing, it is more compressible, more functional and comfortable to wear. It is also about 25 percent lighter, Helms said.



*PEO Soldier is working on a program to reduce Soldier combat load by reducing the weight of the M240B machine gun.*

Combat Eye Protection is another area that gets a lot of Soldiers’ attention, Dassonville said.

A few years ago the Army was entrenched in a development program that was going nowhere fast because it could not find a design that all Soldiers liked, said Sarah Morgan-Clyborne who heads up the program for PEO Soldier.

“We knew that one design was not going to work for the entire Army,” she said. “It just so happens that one of the devices Soldiers wanted when they went to Afghanistan and Iraq was the Wiley X SG-1 ballistic goggles. That was our first item. We bought it, tested it and it passed and became the genesis for our eyewear program.”

Since that time the Army has introduced numerous variations of eyewear into the inventory from industry that includes laser protection, as well.

Morgan-Clyborne said PEO Soldier revisits all of approved eyewear every two years to ensure it continues to meet the Army specifications for eye protection.

Soldiers who wear prescription glasses were faced with the standard S-9 frame for issue and wear with goggles. These glasses “fogged up and were ugly,” Morgan-Clyborne said, causing many a Soldier to not wear them because of the “geek factor.” To fix this PEO Soldier worked with U.S. Army Medical Command to come up with a replacement, and the result was a new set of inserts that are available for the Uvex XC goggles, ESS Ice 2 goggles and Revision Military Eyewear.

“This is a big deal for them, and they will wear them,” she said. “If they think they look cool in them, they will wear them, and they will get the proper eye protection.”

## PEO Soldier Weapons

Much in the world of weaponry for the military has remained standard for the most part, explained Col. Carl A. Lipsit, project manager for Soldier Weapons. There have been some improvements to the M-16 rifle, the M-4 carbine, introduction of new scopes and so on, but that is changing rapidly. PEO Soldier Weapons is broken out into two areas, individual weapons and crew-served weapons, and is responsible



*The Common Remotely Operated Weapon Station (CROWS) is a big hit with Soldiers fighting the Global War on Terrorism. The system gives Soldiers a safer way of engaging the enemy with a high first-round hit probability.*



for the development, testing and fielding of all current and future weapons systems.

Probably one of the most talked about improvements to recently hit the field is the introduction of the Common Remotely Operated Weapons Systems or CROWS as it is known in the field. CROWS is a vehicle-mounted weapon station that enables under-armor/remote operation of the MK19 Grenade Machine Gun, M2 .50 caliber Machine Gun, M240B Medium Machine Gun, M249 Squad Served Automatic Weapon and XM307 Advanced Crew Served Weapon. It increases engagement range, first-round-hit probability and operational response time.

“We are currently putting them on top of up-armored humvees in theater right now, and it allows the entire crew to stay inside the vehicle which is the safest place to be,” Lipsit said. “The Soldiers [are not] exposed or be behind the gunner protective shields or anything. The CROWS puts them inside, under armor so they can engage the enemies at a pretty good range as well as letting them obtain target identification and acquisition easier.”

Richard Audette, deputy program manager PEO Soldier Weapons, said CROWS fits in well with today’s Soldier because it is like a video game.

“Basically the Soldier is sitting inside the humvee; he’s got a screen, a joystick and he can operate the systems completely from inside. He can load the weapon, move it 360 degrees, elevate the azimuth and fire all while in movement,” he said. “Today we have computers involved in everything and these Soldiers are telling us it’s like ‘Wow. It’s exactly like the stuff I have been growing up on for the last 10 years.’ It’s a new generation of Soldier, and we are trying to leverage the technology to them; CROWS is just one example.”

Also new for the combat Soldier is the Semi-Automatic Sniper System (SASS) which is now in testing. It is a multiple, magazine-fed 7.62mm rifle. Then there is the XM307 25mm Advanced Crew Served Weapon which is remotely operated on top of a vehicle or dismounted and used on the ground. It weighs about 50 pounds, well below the 128 pounds of a .50 caliber machine gun.

Speaking of the .50 caliber machine gun, Soldiers will love the improvements being made on it, Audette said.

“It will have fixed head space and timing as well as a quick-change barrel with a handle on it,” he said. “It will also have a flash suppressor on the end. Putting on the barrel will be like changing a lens in your camera. It’s a bayonet type where you push it in, turn it and click, you’re done.”

On the individual weapons side of the house, Lt. Col. Tim Chyma, product manager Individual Weapons, said Soldiers can

expect to see a new family of suppressors for the M-9 pistol, rifles and carbines.

Under PM Individual Weapons, Chyma said they looking at procuring weapons that have interchangeable parts like firing pins, magazines and so on through the Objective Individual Combat Weapon System Increment (OICW) program. OICW is a developmental program set up in two increments designed to have commonality with weapons systems. In increment one there are variants of weapons that include special compact carbines, designated marksmanship, as well as light machine guns that will all have a commonality of parts. Increment two will consist of airburst weapons – something he said the technology is ready; the next phase is to actually get it to the Soldier and do operational testing.

Around since the 1990s, the M4 carbine is steadily going through improvements with the addition of a new rail system that allows for the mounting of optics, laser pointers and more. The M4 is also slated for an under-barrel grenade launcher for issue to brigade combat teams. There are many more improvements coming the Soldier’s way as far as individual and crew-served weapons. In saying that, however, Lipsit said they always need input from the field.

“We are putting out a survey to folks coming back from theater, and if they give us good feedback about their weapons – what they like about them, what they don’t – we can look at changes or improvements to the systems,” Lipsit said.

From Belvoir to Picatinny, PEO Soldier is working every day to ensure the Soldier as a system does not lose its impact on today’s Army.

“These guys and gals are getting the best America has to offer. We are getting them new weapons, making improvements to weapons and training them how to use them,” Moran said. “This organization is committed to saving lives; to do everything we can to save lives. We are committed to improving the quality of your life, to do everything we can to improve the quality of your life while you are in combat. And we are doing everything we can to help Soldiers kill and destroy the enemy. That’s what I like to tell Soldiers when I see them.”

For more information on PEO Soldier and the offices that outfit today’s Soldier, go to <https://peosoldier.army.mil/>.

*Editor’s note: This is part one of a two-part story that encompasses how the Army has changed the way it views the individual Soldier when it comes to getting Soldiers the things they need to fight and win on the battlefield. Part one visits the world of PEO Soldier. Part two, which will appear in the July issue, will visit the world of U.S. Army Soldier Systems in Natick, Mass., and see what is on the horizon for combat feeding systems, shelter systems, airdrop systems and more.*



# A KILLING MIND:

## *Understanding the psychological effects of combat*

By Dave Crozier

*"We have made killing an automatic reflex: stimulus, response, stimulus, response. We can trick the body into killing. But if your mind is not ready to come along for the ride, we have tricked your body into doing something your mind is not ready to do. Who is the next victim? You are, just as sure as if you put the bullet into yourself."*

— Lt. Col. (Ret.) Dave Grossman  
Director, Killology Research Group

Throughout military history much has been written about combat – the tactics used, battles won, the nature of war and so on. Chinese general Sun Tsu, who lived thousands of years ago, wrote the quintessential book about combat, *The Art of War*. It is still regarded today as essential reading for combat historians, military professionals and strategists alike. What's missing from all these writings, however, is the psychological effects of combat – the emotional baggage that weighs heavily upon the minds of Soldiers

deployed into theater and those who have redeployed home: the psychological effects of killing another person in combat or seeing a battle buddy taken out by enemy fire or just the day-to-day stress of living in a high-risk combat environment.

So what are the psychological effects of combat?

In World War I it was called shell shock, and then came battle fatigue. Today it is described as post traumatic stress disorder, or PTSD. The main ingredient – stress – is something Lt. Col. (Ret.) Dave Grossman, author of the books, *On Killing* and *On Combat*, said is actually a good thing.

"The stress of doing pushups makes your body stronger. The stress at boot camp makes you stronger. Stress is our best friend," said Grossman, a former U.S. Military Academy professor of psychology and Military Science, as well as an Army Ranger. "It is when stress is poorly digested, improperly processed, that it becomes a disorder."

Grossman said that everyone goes through life with a "backpack" full of stress: everyone has family stress, job stress and health stress.

"Combat stress is a totally different thing. Combat stress is like a great big 600-pound gorilla that comes out of nowhere and lands on top of your everyday stress," he said. "If you already have an enormous load of life stress, enormous load of family stress, job stress, or health stress, you could have a 'spider monkey' come out of nowhere and jump on your life stress and trip you up. The goal is to reduce the primary cause of combat stress and that is denial. Denial is the enemy."

Denial is what takes normal combat stress and manifests

itself into PTSD, Grossman said. If Soldiers learn to embrace the fact that the Army kills people, the Soldiers can lessen the stress that comes with killing.

"[Killing] is what we do in the military. We don't want to kill anyone," Grossman said. "We want [our enemies] to not commit terrorist acts. We want them to not commit criminal acts, to not murder their own citizens; but when we fire a weapon at somebody, the goal is to kill them, and we are not messing around."

In saying it is a Soldier's job to kill, Grossman notes that one can read a hundred military manuals and never see the word "kill" referenced in them. That, he said, is denial.

Taking some pages from history, Grossman makes some comparisons of Soldiers in combat today with those in past conflicts: World War I, World War II, Korea and Vietnam.



U.S. Air Force Photo by Staff Sgt. Suzanne M. Day

*Firing your weapon at another human being can be stressful for any Soldier. How each Soldier handles that event can be the difference between being able to live with it or developing Post Traumatic Stress Disorder.*

Through his research he found that the firing rates (actually firing the weapon) of Soldiers in combat prior to Vietnam were very low. During World War II between 15-20 percent of Soldiers ever fired their weapons at a person. By Vietnam that rate had gone up to 95 percent. This percentage still holds true today.

What changed? Training, he said.

“During World War II we had excellent Soldiers, excellent weapons; they just had crummy combat training. No bull’s-eye ever attacked a Soldier,” Grossman said. “Today’s Soldier is firing at pop-up targets, moving targets, and we are tricking the body to pull the trigger: stimulus response, stimulus response. It becomes second nature.”

In *On Combat*, Grossman who is also a Baptist minister, notes that even as far back as the “black powder” wars Soldiers who were highly trained and highly equipped shot ineffectively. And, in many cases, just like the 80 to 85 percent in World War II, became “conscientious objectors,” unable to kill their fellow man during the heat of battle – a moral dilemma that can be overcome with training and mental preparedness.

“What we have to do is embrace this four-letter word ‘kill.’ It is a worthy and honorable thing to kill our nation’s enemies,” he said. “We don’t want to do it; we have been forced to do it, but it is a worthy and honorable thing. We need to embrace that dirty four-letter word. When you do that, you are able to live with what you have to do.”

Grossman said that killing is the easy part. Living with it depends on the degree to which the individual has embraced and accepted the reality of what he or she is doing ahead of time. The first time a Soldier kills in combat is a little rough for every Soldier. The more you do it, the easier it gets, and there is nothing wrong with that.

“For those who prepared themselves mentally, even the first time doesn’t have to be that hard, and there is nothing wrong with people who are not troubled by killing,” Grossman said. “There is nothing wrong with you if you are troubled by killing. A lot of people have to process it. I found that age and maturity are factors. The more you have mentally prepared yourself for the possibility to kill, the easier it is.”

Even with the successes of Operation Iraqi Freedom: the high firing rates, high kill rates and low casualty rates, many

Soldiers are having to process the whole spectrum of combat and are seeking help in doing that.

A recent study conducted by Army officials at Walter Reed Army Institute of Research and the Army Medical Surveillance Activity of the Army Center for Health Promotion and Preventative Medicine found that, overall, 19 percent of Soldiers and Marines who served during the first year of Operation Iraqi Freedom reported a mental health concern. This, the study reported, is a higher percentage than those returning from Afghanistan or other combat zones.

The study also showed that 35 percent of Soldiers and Marines returning from Iraq used mental health services within a year after their return. These services included evaluations and preventative services. About 12 percent were diagnosed with mental health problems.

What Grossman said is happening is that mental health professionals are doing a better job in screening redeploying Soldiers and are more cognizant of the psychological effects of combat and the catalysts of PTSD.

“PTSD is not like cancer or being pregnant. It is like being overweight. Some people are 20-30 pounds overweight, and with some diet and exercise they are just fine. Some are 600 pounds overweight and it is going to kill them any day now,”

Grossman said. “Once upon a time we could only spot the guy who

was 600 pounds PTSD. We didn’t know what to look for. And we could only spot them when they were dropping before our eyes. Now we are really, really good at spotting the guys who are 20 pounds PTSD.”

What is happening, he said, is that today’s Soldiers are dealing with the issues, seeking help and they have a better support system than in the past. Grossman used the difference between the ways Vietnam veterans were treated to the way today’s Soldiers are treated by society. Vietnam veterans were spat on and attacked as they returned home; today’s Soldiers are applauded in airports, lauded in parades and praised at home.

“In Vietnam, the nation mistook the warrior for the war, and they attacked the returning warrior,” Grossman said. “Today the situation is the opposite.”

Another part of that difference in support also comes from the NCOs who are better able to identify those Soldiers who are experiencing problems, Grossman said. NCOs fight, live, eat



Photo by Spc. Joseph Edmondson

***Lt. Col. (Ret.) Dave Grossman spends a lot of time on the road educating the military and civilian police forces about the psychological effects of killing. His book *On Combat* is required reading at the FBI Academy and numerous other academies and colleges. He is regarded by many as the leading expert on combat stress.***

and drink with these Soldiers every day and they know when a Soldier is “getting off whack” and should use their position to point the Soldier to someone who is better able to decide if there is a real problem.

“Let the professional decide if there is a problem and help get the Soldier’s feet back on the ground. But you are the one who needs to identify it first. A lot of young Soldiers will try to hide it,” Grossman said he likened an NCO to a football coach. “You are the coach. If you identify any of your players whose bell has been rung badly, you need to pull them out. Having them miss a couple of days or a couple of plays is no big deal. They are going to be there for a one-year rotation. You pull them out, give them an opportunity to get their heads straight and you’ve got them for the rest of the rotation.”

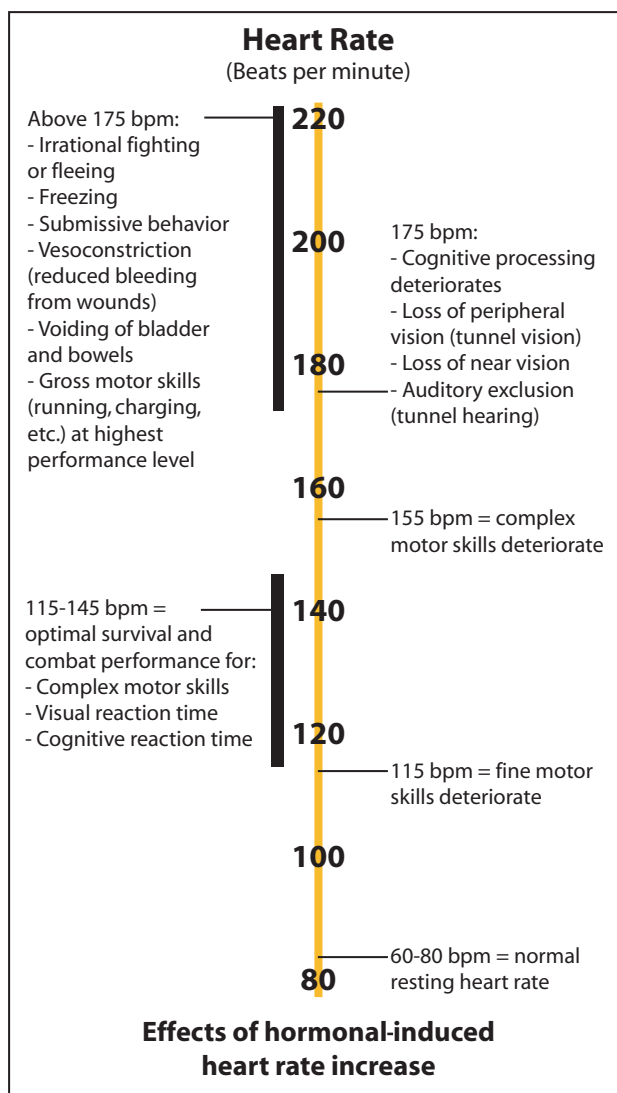
Run them in the dirt, he said, and you’ve lost them, and they will never come back.

Another example of support an NCO can give to their Soldiers is by leading by example and creating a “no macho man” environment.

“If there is something wrong, deal with it. Support the guy that goes to get help. Don’t censure them. Lead by example,” Grossman said. “NCOs, if you have something remotely wrong with you, go deal with it. Go talk to the man, talk to the chaplain, the counselor, and get your head straight. And when you see one of your Soldiers with a problem you can say ‘Hey, I once had a little hitch in my get-along and I was losing my balance. I went and got help; you go get some help.’”

The other environmental support aspect of dealing with the effects of combat is to ensure there is “no pity party” either, he said. If you create an expectation that you will be destroyed by combat, you will.

“Don’t focus on the negative. Don’t obsess over the negative, but don’t allow the macho man either. We are not saying warriors don’t cry. Every warrior society has wept at funerals, but the goal is to not weep at the memory of battle, to de-link the memory [from everyday life],” he said. “Can you understand how the firefighter can go to a funeral and weep at the loss of a friend in a fire and then go out the next day and enjoy putting out a fire? Can you understand a warrior going to



*Grossman uses this chart to illustrate how hormonal-induced heart rate increases affect a Soldier’s physical and mental readiness. By the time the heart rate reaches 175 bpm, a Soldier’s performance is severely degraded. He suggests using breathing to combat the increased heart rate.*

a memorial service for a friend killed in battle and then go out the next day and enjoy kicking in doors and hunting down bad guys? If you weep at the memory of battle, you are like a fireman weeping at the memory of a fire. You won’t be there for us next time.”

It is this memory that needs to be understood, dealt with and separated from the trauma of the event, Grossman said. If a Soldier tries to forget it altogether, he will drive himself literally insane.

In World War I the military experienced more than 400,000 deaths. In World War II the military experienced more than 500,000 psychological casualties. These were physically fit, healthy individuals who had to be pulled out of the front lines because their minds went, he said. They were trained and equipped, yet the military lost them because their minds went. If it could happen to them, it can happen to today’s Soldiers, as well.

“We are no better than they were, but we can be better equipped, better trained and more mentally prepared for combat by embracing the word ‘kill’ and being better able to live with it afterwards,” Grossman said.

Trying to prevent the extreme stress fear response of combat through training is something Grossman calls, “stress inoculation.”

“Firefighters have to face fire to practice putting it out. The military uses force-on-force drills with plastic bullets with marking capsules,” Grossman said. “Firefighters can’t use flickering lights to train, and we have to use real guns in our training.”

Grossman said another way to reduce combat stress is to ensure the Soldiers are not only mentally ready, but physically ready as well. The great destroyer is stress; the predisposing factor is denial; and the other predisposing factor is physical un-readiness. If a Soldier is severely malnourished or sleep deprived, the stress of combat will be increased,” he said. “Most of our Soldiers are not malnourished, but they do play video games, watch DVDs all night long and start the next day sleep deprived. It is up to the NCOs to put a boot in their tails and make them get the needed rest so they will be mentally and physically ready when the moment of truth comes.”

*"Having the puppy come for a visit is not PTSD; you are not losing your mind. PTSD is when you try and not think about the event. That will drive you crazy."*

The act of combat and firing of weapons causes hormonal induced, increased heart rates (fear), unlike the increase caused by physical exercise. Grossman explains this by saying when an athlete does wind sprints, the heart rates rises, the face becomes flush and blood runs to your brain and other parts of the body. When the heart rate is increased because of fear, blood runs away from your brain, and your face goes pale. Your body is shutting down the blood flow to the outer shell of your body, and you start to lose body and muscle control. By the time your heart rate reaches 175 beats per minute, he says, "there's nobody home." (See illustration, Page 26)

To counter this effect, Soldiers should use breathing to calm themselves, much like snipers do before they shoot, they take a breath to relax themselves. This same technique can be used if a Soldier is re-experiencing a traumatic memory – something Grossman calls a visit from the puppy – and the memory is causing a feeling of fear and helplessness.

"So the puppy comes for a visit, you think you are losing your mind. You are not losing your mind. It is just the adrenaline dump coming when you don't want it to," Grossman said. "When this happens use your breathing and get it under control. Having the puppy come for a visit is not PTSD; you are not losing your mind. PTSD is when you try and not think about the event. That will drive you crazy."

In combat you can't help but be confronted with life and death experiences, but you can help yourself by making peace with the memory, walk through the memory and talk about the event with others that have been there with the Soldier, Grossman said. Walk yourself through the hot wash, do the after

action review, go through the debrief. When you do, don't let the puppy come along for the ride.

"[German philosopher Frederick] Nietzsche said, 'what does not kill me only makes me stronger.' The Bible in Romans, Chapter 5 says, 'we glory in tribulation, tribulation worketh patience; and patience, experience; and experience, hope; and hope maketh not ashamed.' The idea of growing from a negative experience is not a new idea. Author Ernest Hemingway said, 'The world breaks everyone and afterward, some are strong at the broken places.' Combat will destroy enough. It is madness to allow it to destroy the people afterwards."

"The NCO Corps has their roots in the earth. The manuals refused to use that dirty four-letter word, 'kill.' But there has always been one person who used it and that's the Soldier," Grossman said. "In 230 years of history the Soldier's job has been to close [with] and kill the enemy. That's what you do. As for the NCOs it is their job to prepare their warriors' mind, body, soul, and spirit to kill the enemy, to inoculate them and make them righteous warriors."



Photo by Spc. Mike Pryor

***Training is the key to being able to embrace the notion of having to kill someone in combat, Grossman said. Above, Spc. Ronald Turner, from the 325th Airborne Infantry Regiment, provides security for fellow Soldiers searching for insurgents and weapons in Mianashin, Afghanistan.***

*Editor's note: For more information on the psychology of killing and it's effects on combat, go to Grossman's Web site at <http://www.killology.com/>. For information on the Army's network of support services for redeploying Soldiers visit <http://www.armyonesource.com/>.*



Welcome to another edition of *Photo Journal*, the place where everyone has the opportunity to put their favorite photos on display. The guidelines for submitting pictures are as follows: the picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training, or just plain taking care of business. You don't have to be a professional photographer to enter. When submitting photos please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. Photos may be submitted in either hardcopy or digitally. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or e-mail the electronic version to [ATSS-SJ-NCOJOURNAL@bliss.army.mil](mailto:ATSS-SJ-NCOJOURNAL@bliss.army.mil).

Pfc. Derek Castro from the 490th Civil Affairs Battalion, points out to curious Iraqi youngsters in Taji some new civil affairs construction projects including schools, housing and irrigation systems.



Photo by Petty Officer 1st Class Michael Larson

# photo journal

Soldiers from 1st Battalion, 294th Infantry Regiment, Guam Army National Guard, fire a howitzer during an exercise in southern Leyte, Philippines.



Photo by Staff Sgt. Josellito Aribuababo



Photo by Petty Officer 1st Class Michael Larson

Spc. Derek Castro from the 490th Civil Affairs Battalion engages in some good-natured arm wrestling with an Iraqi boy during a humanitarian visit to the town of Istiqlal, Iraq.



Photo by Staff Sgt. Aaron Allmon II

A Soldier from the 3rd Armored Cavalry Regiment patrols Tal Afar, Iraq.

SGT Army Professional  
Deployed around the World  
Hometown, USA 11111



# Letters to the Editor

The NCO Journal

11291 SGT E Churchill Street  
Fort Bliss, Texas 79918-8002

## Thank you

Thank you for the copies of the *NCO Journal*. They are eagerly received and much discussed here in my town of Amory in northeast Mississippi. They are very popular with all, providing us with lots of information on the training and technology of today's Army. Those of us who are retired NCOs are especially proud to read about all who are today's Noncommissioned Officer Corps.

*Command Sgt. Maj. (Ret.) Larry Kennedy  
Aberdeen, Miss.*

## A note to the first SMA

I was just flipping through the January 2006 issue and can't close it until I read the letters. Boy, was I shocked to see a letter from Sergeant Major of the Army William Wooldridge. It was great to read your letter and also to know that the first Sergeant Major of the Army is still alive and kicking. Keep up the good fight, sergeant major. Just reading that pumps me up and makes me want to do NCO stuff.

*Sgt. Shawn M. Pierce  
Devens RFTA, Mass.*

## Sergeants Major Academy: A foreign student's perception

Every American NCO, especially master sergeants, have a dream named the U.S. Army Sergeants Major Academy. But for foreign NCOs it is more than a dream... it is "the dream." Now that I am here my dream has come true, and I don't want to lose the opportunity to share with you my thoughts about being a student in this Academy.

I am amazed. Everything here is amazing. I come from a country with a different culture, a different way of life and a different Army, but what I have seen here is more than professional. It is beyond the limits, and believe me the Romanian Army is professional also.

I am not just talking only about the logistic support, about the teaching system, or about the educational environment. I am also talking also about the team: the USASMA team. Beginning with the contractors and ending with the commandant, everyone has only one goal: to support you in attending the Academy, and everyone is ready to spend all their free time just to reach this goal. If my commanding officer read these lines he would tell me something like that: "Son, this is a matter of belief." Yes sir. You are right. These people believe that their job is very important, and they really believe that if they do a job well done we will become better NCOs. This is their satisfaction. I guess it is fair thinking about the fact that only the best NCOs are recommended for attending the U.S. Army Sergeants Major Academy. So, they deserve only the best don't they?

The Academy has 643 students from different branches, different career fields, different countries, and different experiences in Sergeants Major Course Class 56. These are the prize people. The majority of the students have been deployed in combat zones at least twice. That's why you can learn not only from Army regulations, field manuals and so on, but from their experience as well. We have a proverb in my country: "The practice is the mother of learning." I ask you to think about this: the average years in service of the students attending is 19 years. Can I say more?

We are 45 international students here from 31 countries and I think for us it is easier because we have a buffer – the International Military Students Office. This office has only four people, civilian and military personnel, but they are our mother and father during our 11-month stay. I can't describe in words their titanic work. The majority of you have at least two children, and you know how difficult is to take care of them, but 46! I say to them thank you. You are doing a great job.

I've reviewed what I wrote and, I guess put too much heart in these lines. But it is the truth. This is what I think. I don't want to be a liar. I am not sure if I could express all of my feelings and thoughts about being a student here. But I can say that my soul is full of pride. Thank you USASMA. Thank you all. HOOAH

*1<sup>st</sup> Sgt. Dorin C. "Spider" Buhoci  
Romanian Army*



# Recognizing past heroes

*Editor's note: This is the first in a series of NCO history articles highlighting NCO achievements. This article is reprinted from a 1994 Soldiers magazine story recounting the heroic actions of two NCOs for which they were awarded the Medal of Honor.*

Story by Heike Hasenauer

On May 23, 1994, President Bill Clinton paid the nation's greatest homage to two of America's most heroic Soldiers.

In a somber White House ceremony, he presented their widows with the nation's highest award for military valor, the Medal of Honor. Awarded to only 3,000 service members (as of 1994) in America's history, it was last presented by President Ronald Reagan to a Soldier honored, belatedly, for valor in Vietnam.

As the Army Band played a mournful rendition of "America the Beautiful," Carmen Gordon clutched her 3-year-old daughter, Brittany, and consoled her 6-year-old son, Ian. It was her husband and their father, Master Sgt. Gary Gordon, 33, along with Sgt. 1<sup>st</sup> Class Randall Shughart, 35, whom the nation was honoring.

On the small stage set up in the East Room, Stephanie Shughart joined the Gordons and President Clinton. She and her husband had been married only two years, and the couple had no children.

The men, both assigned to the U.S. Special Operations Command at Fort Bragg, N.C., were on a military mission with Task Force Ranger in Somalia on Oct. 3, 1993, when they died "in the most courageous and selfless way any human being can," Clinton said.

"They died ... for a noble and important cause, to give [Chief Warrant Officer 2 Michael] Durant and others a chance to live," he said about the downing of two Army helicopters on that day and the subsequent rescue attempt by Gordon and Shughart.

Gordon, a sniper team leader, and team member Shughart had been in the lead helicopter enroute to an assault on a Mogadishu building when the helicopters came under automatic weapon and rocket-propelled grenade fire.

The men returned fire, but the two follow-on aircraft were shot down. Gordon and Shughart quickly provided cover to the closest of the two helicopters until Army Rangers could establish a defensive perimeter around it.

The two Soldiers then flew to the second crash site to assist its four injured crewmen, including copilot Durant, who was later captured by the Somalis and held captive for 11 days.

When they again came under fire, Gordon and Shughart realized the full brunt of the Somalis' hostility and knew that, without their help, their comrades on the ground had little chance of survival.

Without hesitation, they volunteered to go in, fully aware that their own chances for survival would be slim, recalled Sgt. Paul Shannon, the helicopter crew chief who had been aboard the chopper with the two snipers.

When their third frantic request was approved, Gordon and Shughart had directed Shannon to hover low to the ground so they could jump in. But debris from the wreckage and heavy ground fire precluded their first attempt, and they were finally inserted some 100 meters south of the crash site.

When they hit the ground, equipped with only their sniper rifles and pistols, "they fought their way through a dense maze of shanties and shacks to reach the critically injured crew members," the MOH citations read.

Upon reaching the site, they immediately pulled Durant and his crew members from the aircraft and established a defensive perimeter, putting themselves in the most vulnerable positions.

Gordon and Shughart killed an undetermined number of Somali attackers and when their ammunition was almost spent, returned to the wreckage to retrieve whatever weapons and ammunition they could find. Gordon gave some of the ammo to Durant and then rejoined Shughart to patrol the perimeter.

In the end, Shughart was killed when his own ammunition ran out. Gordon, who again returned to the wreckage for a rifle that contained five last rounds, handed the weapon to Durant saying simply "good

luck." Soon after, Gordon was also killed. "Anyone in their right mind wouldn't have done what they did," said Shannon. "But they passionately believed in the creed that says, 'I will not fail those with whom I serve.'"

"Without a doubt, I owe my life to these two men and their bravery," said Durant, who, following his release from captivity, came home to a hero's welcome.

Durant told reporters then that the real heroes did not come home. "Those guys came in when they had to know it was a losing battle," he said about Gordon and Shughart. "There was nobody else left to back them up. If they had not come in, I wouldn't have survived."

The events of that day galvanized U.S. opposition to a continued military involvement in Somalia and helped speed the redeployment of U.S. troops from the beleaguered African nation in 1994.

"Sergeants Gordon and Shughart died ... to give Durant and others a chance to live," Clinton told Carmen Gordon and Shughart's widow, Stephanie. But, "they were part of a larger mission – a difficult one – that saved hundreds of thousands of innocent Somalis from starvation and gave that nation a chance to build its own future."



Photo by Lee Van Arsdale

**Sgt. 1<sup>st</sup> Class Randall Shughart (left) and Master Sgt. Gary Gordon.**

# Roll call

o f t h e f a l l e n

## Operation Iraqi Freedom

*Maj. Stuart M. Anderson, 44, Peosta, Iowa, Jan. 7, 2006* ♦ *Master Sgt. Joseph J. Andres Jr., 34, Seven Hills, Ohio, Dec. 24, 2005* ♦ *1<sup>st</sup> Lt. Garrison C. Avery, 23, Lincoln, Neb., Feb. 1, 2006* ♦ *Staff Sgt. Ricardo Barraza, 24, Shafter, Calif., March 18, 2006* ♦ *Staff Sgt. Brock A. Beery, 30, White House, Tenn., March 23, 2006* ♦ *Staff Sgt. Keith A. Bennett, 32, Holtwood, Pa., Dec. 11, 2005* ♦ *Sgt. 1<sup>st</sup> Class Jason L. Bishop, 31, Williamstown, Ky, Jan. 1, 2006* ♦ *Sgt. Jeremiah J. Boehmer, 22, Parkston, S.D., Feb. 5, 2006* ♦ *Sgt. Timothy R. Boyce, North Salt Lake, Utah, Dec. 15, 2005* ♦ *DoD Civilian Darren D. Braswell, 36, Riverdale, Ga., Jan. 7, 2006* ♦ *Sgt. Dale G. Brehm, 23, Turlock, Calif., March 18, 2006* ♦ *1<sup>st</sup> Lt. Benjamin T. Britt, 24, Wheeler, Texas, Dec. 22, 2005* ♦ *Spc. Marion A. Bustamante, 25, Corona, N.Y., Feb. 1, 2006* ♦ *Sgt. Radhames Camilomatos, 24, Carolina, Puerto Rico, Jan. 7, 2006* ♦ *1<sup>st</sup> Lt. Jaime L. Campbell, 25, Ephrata, Wash., Jan. 7, 2006* ♦ *Spc. Frederick A. Carlson, 25, Bethlehem, Pa., March 25, 2006* ♦ *Spc. Anthony O. Cardinal, 20, Muskegon, Mich., Dec. 25, 2005* ♦ *Spc. Dane O. Carver, 20, Freeport, Mich., Dec. 26, 2005* ♦ *Chief Warrant Officer 3 Mitchell K. Carver Jr., 31, Charlotte, N.C., Jan. 13, 2006* ♦ *Sgt. Kenneth Casica, 32, Virginia Beach, Va., Dec. 10, 2005* ♦ *Staff Sgt. Lance M. Chase, 32, Oklahoma City, Okla., Jan. 23, 2006* ♦ *1<sup>st</sup> Lt. Michael J. Cleary, 24, Dallas, Pa., Dec. 20, 2005* ♦ *Sgt. Dominic R. Coles, 25, Jesup, Ga., Dec. 26, 2005* ♦ *Sgt. 1<sup>st</sup> Class Lance S. Cornett, 33, London, Ky., Feb. 3, 2006* ♦ *Spc. Marcelino R. Corniel, 23, La Puente, Calif., Dec. 31, 2005* ♦ *1<sup>st</sup> Lt., Simon T. Cox Jr., 30, Texas, Feb. 2, 2006* ♦ *Sgt. Corey A. Dan, 22, Norway, Maine, March 13, 2006* ♦ *Sgt. Jessie Davila, 29, Greensburg, Kan., Feb. 20, 2006* ♦ *Sgt. 1<sup>st</sup> Class Shawn C. Dostie, 32, Granite City, Ill., Dec. 30, 2005* ♦ *Pfc. Kasper A. Dudkiewicz, 22, Mangilao, Guam, Jan. 15, 2006* ♦ *Pfc. Amy A. Duerksen, 19, Aberdeen Proving Ground, Md., March 11, 2006* ♦ *Staff Sgt. Jerry M. Durbin Jr., 26, Spring, Texas, Jan. 25, 2006* ♦ *Sgt. 1<sup>st</sup> Class Amos C. Edwards Jr., 41, Savannah, Ga., Feb. 17, 2006* ♦ *Spc. Michael I. Edwards, 26, Fairbanks, Alaska, Jan. 7, 2006* ♦ *Spc. Clay Farr, 21, Bakersfield, Calif., Feb. 26, 2006* ♦ *Spc. William Lopez-Feliciano, 33, Quebradillas, Puerto Rico, Dec. 22, 2005* ♦ *Sgt. Nathan R. Field, 23, Lehigh, Iowa, Jan. 7, 2006* ♦ *Staff Sgt. Dennis J. Flanagan, 22, Inverness, Fla., Jan. 20, 2006* ♦ *Spc. Aaron M. Forbes, 24, Oak Island, N.C., Dec. 28, 2005* ♦ *Spc. Matthew C. Frantz, 23, Lafayette, Ind., Jan. 20, 2006* ♦ *Capt. Anthony R. Garcia, 48, Fort Worth, Texas, Feb. 17, 2006* ♦ *Chief Warrant Officer 2 Ruel M. Garcia, 34, Wahiawa, Hawaii, Jan. 16, 2006* ♦ *Spc. Carlos M. Gonzalez, 22, Middletown, N.Y., March 16, 2006* ♦ *Staff Sgt. Gregson G. Gourley, 38, Salt Lake City, Utah, Feb. 22, 2006* ♦ *Spc. Sergio Gudino, 22, Pomona, Calif., Dec. 25, 2005* ♦ *Spc. William S. Hayes III, 23, St. Tammany, La., Feb. 5, 2006* ♦ *Maj. William F. Hecker III, 37, St. Louis, Mo., Jan. 5, 2006* ♦ *Sgt. David L. Herrera, 26, Oceanside, Calif., Jan. 28, 2006* ♦ *Spc. Patrick W. Herried, 29, Sioux Falls, S.D., Feb. 6, 2005* ♦ *Staff Sgt. Curtis T. Howard II, 32, Ann Arbor, Mich., Feb. 22, 2006* ♦ *Cpl. Walter B. Howard II, 35, Rochester, Mich., Feb. 2, 2006* ♦ *Spc. Joshua U. Humble, 21, Appleton, Maine, Feb. 26, 2006* ♦ *Sgt. Matthew D. Hunter, 31, Valley Grove, W. Va., Jan. 23, 2006* ♦ *Chief Warrant Officer 2 Kyle E. Jackson, 28, Sarasota, Fla., Jan. 13, 2006* ♦ *Staff Sgt. Kevin P. Jessen, 28, Paragould, Ark., March 5, 2006* ♦ *Sgt. Joshua A. Johnson, 24, Richford, Vt., Jan. 25, 2006* ♦ *Spc. Robert T. Johnson, 20, Erwin, N.C., Jan. 7, 2006* ♦ *Sgt. Ricky E. Jones, 21, Kokomo, Ind., Feb. 22, 2006* ♦ *Sgt. Brian C. Karim, 22, Talcott, W. Va., Dec. 13, 2005* ♦ *Cpl. Andrew J. Kemple, 23, Cambridge, Minn., Feb. 12, 2006* ♦ *Spc. Dustin L. Kendall, 21, Conway, Mo., Jan. 15, 2006* ♦ *Chief Warrant Officer 3 Rex C. Kenyon, 34, El Segundo, Calif., Jan. 16, 2006* ♦ *Spc. James C. Kesinger, 32, Pharr, Texas, Dec. 13, 2005* ♦ *Spc. Allen D. Kokesh Jr., 21, Yankton, S.D., Feb. 7, 2006* ♦ *Spc. Jared W. Kubasak, 25, Rocky Mount, Va., Dec. 12, 2005* ♦ *Maj. Douglas A. La Bouff, 36, of California, Jan. 7, 2006* ♦ *Staff Sgt. Bryan A. Lewis, 32, Bunkie, La., March 13, 2006* ♦ *Staff Sgt. Dwayne P. R. Lewis, 26, New York, N.Y., Feb. 27, 2006* ♦ *Sgt. Jason Lopezreyes, 29, Hatillo, Puerto Rico, Jan. 5, 2006* ♦ *Spc. Joseph A. Lucas, 23, Augusta, Ga., Dec. 15, 2005* ♦ *Pfc. George A. Lutz II, 25, Virginia Beach, Va., Dec. 29, 2005* ♦ *Sgt. Myla L. Maravillosa, 24, Wahiawa, Hawaii, Dec. 24, 2005* ♦ *Pvt. Robbie M. Mariano, 21, Stockton, Calif., Jan. 5, 2006* ♦ *Pfc. Christopher L. Marion, 20, Pineville, Mo., Feb. 22, 2006* ♦ *Maj. Michael R. Martinez, 43, of Missouri, Jan. 7, 2006* ♦ *Staff Sgt. Johnnie V. Mason, 32, Rio Vista, Texas, Dec. 19, 2005* ♦ *Sgt. Charles E. Matheny IV, 23, Stanwood, Wash., Feb. 18, 2006* ♦ *Sgt. 1<sup>st</sup> Class Randy D. McCaulley, 44, Indiana, Pa., March 23, 2006* ♦ *Spc. Antoine J. McKinzie, 25, of Indianapolis, Ind., March 21, 2006* ♦ *Lt. Col. Michael E. McLaughlin, 44, Mercer, Pa., Jan. 5, 2006* ♦ *Sgt. Michael J. McMullen, 25, Salisbury, Md., Jan. 10, 2006* ♦ *Spc. Jacob E. Melson, 22, Wasilla, Alaska, Jan. 7, 2006* ♦ *Spc. Christopher S. Merchant, 32, Hardwick, Vt., March 1, 2006* ♦ *Pfc. Scott A. Messer, 26, Ashland, Ky., Feb. 2, 2006* ♦ *Sgt. Gordon F. Misner II, 23, Sparks, Nev., Feb. 22, 2006* ♦ *Staff Sgt. Curtis A. Mitchell, 28, Evansville, Ind., Dec. 12, 2005* ♦ *1<sup>st</sup> Lt. Joseph D. deMoors, 36, Jefferson, Ala., Jan. 7, 2006* ♦ *Pvt. Joshua M. Morberg, 20, Sparks, Nev., Dec. 27, 2005* ♦ *Staff Sgt. Christopher R. Morningstar, 27, San Antonio, Texas, Feb. 5, 2006* ♦ *Pfc. Allan A. Morr, 21, Shiawassee County, Mich., Feb. 22, 2006* ♦ *Sgt. Dimitri Muscat, 21, Aurora, Colo., Feb. 24, 2006* ♦ *Spc. Richard Junior D. Naputi, 24, Talofofo, Guam, Dec. 20, 2005* ♦ *Spc. Peter J. Navarro, 20, Wildwood, Mo., Dec. 13, 2005* ♦ *Spc. Lex S. Nelson, 21, Salt Lake City, Utah, Dec. 12, 2005* ♦ *Staff Sgt. Travis L. Nelson, 41, Anniston, Ala., Dec. 10, 2005* ♦ *Spc. Anthony C. Owens, 21, Conway, S.C., Feb. 1, 2006* ♦ *Spc. Joshua M. Pearce, 21, Guymon, Okla., Feb. 26, 2006* ♦ *Sgt. Johnny J. Peralez Jr., 25, Kingsville, Texas, Jan. 5, 2006* ♦ *Capt. Christopher P. Petty, 33, Vienna, Va., Jan. 5, 2006* ♦ *Pvt. Jonathan R. Pfender, 22, Evansville, Ind., Dec. 30, 2005* ♦ *Sgt. Amanda N. Pinson, 21, St. Louis, Mo., March 16, 2006* ♦ *Pvt. Joshua F. Powers, 21, Skiatook, Okla., Feb. 24, 2006* ♦ *Pfc. Tina M. Priest, 20, Austin, Texas, March 1, 2006* ♦ *Sgt. Regina C. Reali, 25, Fresno, Calif., Dec. 23, 2005* ♦ *Spc. Sergio A. Mercedes Saez, 23, New York, N.Y., Feb. 5, 2006* ♦

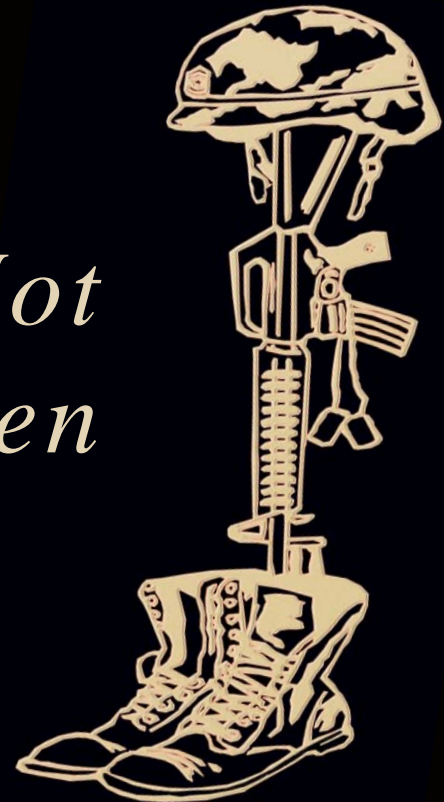
*Spc. Lance S. Sage, 26, Hempstead, N.Y., Dec. 27, 2005* ◆ *Pfc. Ricky Salas Jr., 22, Roswell, N.M., March 7, 2006* ◆ *Spc. Roberto L. Martinez Salazar, 21, Long Beach, Calif., Feb. 4, 2006* ◆ *Chief Warrant Officer Richard M. Salter, 44, Cypress, Texas, Dec. 26, 2005* ◆ *Chief Warrant Officer Isaias E. Santos, 28, Ancon, Panama, Dec. 26, 2005* ◆ *Spc. Brian J. Schoff, 22, Manchester, Tenn., Jan. 28, 2006* ◆ *Staff Sgt. Christopher J. Schornak, 28, Hoover, Ala., Feb. 26, 2006* ◆ *Pfc. Benjamin C. Schuster, 21, Williamsville, N.Y., Feb. 25, 2006* ◆ *Staff Sgt. Ricky Scott, 30, Columbus, Ga., Jan. 20, 2006* ◆ *Pfc. Adam R. Shepherd, 21, Somerville, Ohio, Jan. 17, 2006* ◆ *Staff Sgt. Marco A. Silva, 27, Alva, Fla., March 13, 2006* ◆ *Staff Sgt. Ayman A. Taha, 31, Vienna, Va., Dec. 30, 2005* ◆ *Spc. Prince K. Teewia, 27, Durham, N.C., Dec. 29, 2005* ◆ *Chief Warrant Officer 4 Chester W. Troxel, 45, Anchorage, Alaska, Jan. 7, 2006* ◆ *Spc. Clinton R. Upchurch, 31, Garden City, Kan., Jan. 7, 2006* ◆ *Staff Sgt. Christopher J. Vanderhorn, 37, Pierce, Wash., Jan. 1, 2006* ◆ *Pfc. Caesar S. Viglienzone, 21, Santa Rosa, Calif., Feb. 1, 2006* ◆ *Spc. Felipe J. Garcia Villareal, 26, Burke, Va., Feb. 12, 2006* ◆ *Pfc. Peter D. Wagler, 18, Partridge, Kan., Jan. 23, 2006* ◆ *Spc. Ryan D. Walker, 25, Stayton, Ore., Jan. 5, 2006* ◆ *Sgt. 1<sup>st</sup> Class Stephen J. White, 39, Talladega, Ala., Jan. 5, 2006* ◆ *Spc. Cheyenne C. Willey, 36, Fremont, Calif., Dec. 23, 2005* ◆ *Spc. Thomas J. Wilwerth, 21, Mastic, N.Y., Feb. 22, 2006* ◆ *Spc. Clifton J. Yazzie, 23, Fruitland, N.M., Jan. 20, 2006* ◆ *Sgt. Joshua V. Youmans, 26, Flushing, Mich., March 1, 2006* ◆ *Cpl. Jesse M. Zamora, 22, Las Cruces, N.M., Feb. 3, 2006* ◆ *Pfc. Angelo A. Zawaydeh, 19, San Bruno, Calif., March 15, 2006* ◆ *Staff Sgt. Michael S. Zyla, 32, Elgin, Ore., Dec. 13, 2005*

## Operation Enduring Freedom

*Sgt. Kevin D. Akins, 29, Burnsville, N.C., March 21, 2006* ◆ *Staff Sgt. Edwin H. Dazachacon, 38, Bellville, Ill., Feb. 13, 2006* ◆ *Master Sgt. Emigdio E. Elizarraras, 37, Pico Rivera, Calif., Feb. 28, 2006* ◆ *Sgt. 1<sup>st</sup> Class Chad A. Gonsalves, 31, Turlock, Calif., Feb. 13, 2006* ◆ *Pfc. Jason D. Hasenauer, 21, Hilton, N.Y., Dec. 28, 2005* ◆ *Sgt. Anton J. Hiatt, 25, Mount Airy, N.C., March 12, 2006* ◆ *Spr. Joshua L. Hill, 24, Fairmount, Ind., March 12, 2006* ◆ *1<sup>st</sup> Sgt. Tobias C. Meister, 30, Jenks, Okla., Dec. 28, 2005* ◆ *Sgt. Alberto D. Montrond, 27, Suffolk, Mass., Feb. 13, 2006* ◆ *Sgt. 1<sup>st</sup> Class John D. Morton, 31, Stanton, Ky., Dec. 15, 2005* ◆ *Staff Sgt. Clinton T. Newman, 26, San Antonio, Texas, Feb. 13, 2006* ◆ *Staff Sgt. Joseph R. Ray, 29, Asheville, N.C., March 12, 2006* ◆ *Staff Sgt. Christopher L. Robinson, 36, Brandon, Miss, March 25, 2006*

*(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004, July 2004, October 2004, January 2005, April 2005 and January 2006 issues. The names that appear in this Honor Roll are those that have been released since December 13, 2005 and are current as of March 28, 2006.)*

*You Are Not  
Forgotten*





*“It is fatal to enter any war  
without the will to win it.”*

- General Douglas MacArthur

U.S. Army photo by Spc. Clydell Kinchen

*Soldiers from the 4-11 Field Artillery do calibration fires with the howitzer in Mosul, Iraq.*

DEPARTMENT OF THE ARMY  
OFFICE OF THE ADMINISTRATIVE  
ASSISTANT TO THE SECRETARY  
U.S. ARMY SERVICES AND OPERATIONS AGENCY  
1655 WOODSON ROAD  
ST. LOUIS, MO. 63114-6128

PRESORT STD  
U.S. POSTAGE  
PAID  
ST LOUIS, MO  
PERMIT NO 5222

OFFICIAL BUSINESS