

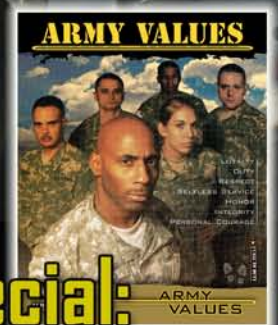
# THE NCO JOURNAL

VOL. 16, ISSUE: 3

SUMMER 2007

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT

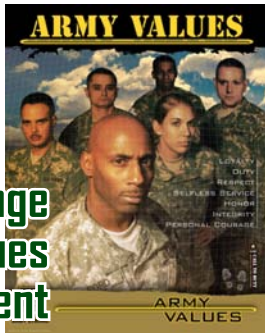
TODAY'S  
EVER-EVOLVING  
**JRTC**



**Special:**  
Army Values  
Supplement



20-page  
Army Values  
Supplement



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**THE NCO JOURNAL**

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## From the SMA

# Standing on "Strong Shoulders"

Americans celebrate Independence Day each year by taking part in parades, holding family barbeques, and shooting fireworks. July 4, 1776 was the day we claimed our independence from Britain and democracy was born. It is a special day that reminds us of the selfless service and the sacrifice of those that have served before us.

At dawn on Sept. 17, 1862, Union Gen. Joseph Hooker began a tremendous artillery assault on Confederate General Thomas "Stonewall" Jackson's Soldiers in the opening salvos of the Battle of Antietam. As his unit marched into battle, Pvt. Ezra Stickley, Company A, 5<sup>th</sup> Virginia Infantry said, "I began to feel wretchedly faint of heart, for it seemed timely that the coming of battle meant my certain death."

When the sun set on the cornfields of Maryland, there were more than 12,000 Union dead, wounded or missing, and more than 10,000 Confederate losses, the most casualties on any one day during the Civil War.

I hosted a staff ride to Antietam Battlefield on May 14 and walked the same grounds as the Soldiers who fought that historic battle. I, along with 40 other senior NCOs, came away from that staff ride in awe of the bravery and dedication of those Soldiers who fought that day.

This is the first time in our Nation's history that we have fought a long duration conflict with an all-volunteer force. We are in our sixth year in the Global War on Terrorism. From the battlefields of Iraq and Afghanistan, to the Horn of Africa and the Philippines, to the Balkans and the Pacific Rim, Soldiers are on the front lines in 80 countries around the world, defending America on foreign shores as we have done for more than 232 years.

Our Nation has asked much of our Soldiers and Families since the formation of the United States Army on June 14, 1775. Many sacrifices were made during the Civil War, World War II, and other conflicts during our past 232 year history. For those of us serving today, this is our time, and we are being asked to make some great sacrifices for our Nation. We stand on the shoulders of those veterans who have served before us, and carry on the legacy of the United States Army.

As the Warrior Ethos states, "I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade." Those are words we live by as Soldiers, words that help to sustain us during good times and bad.

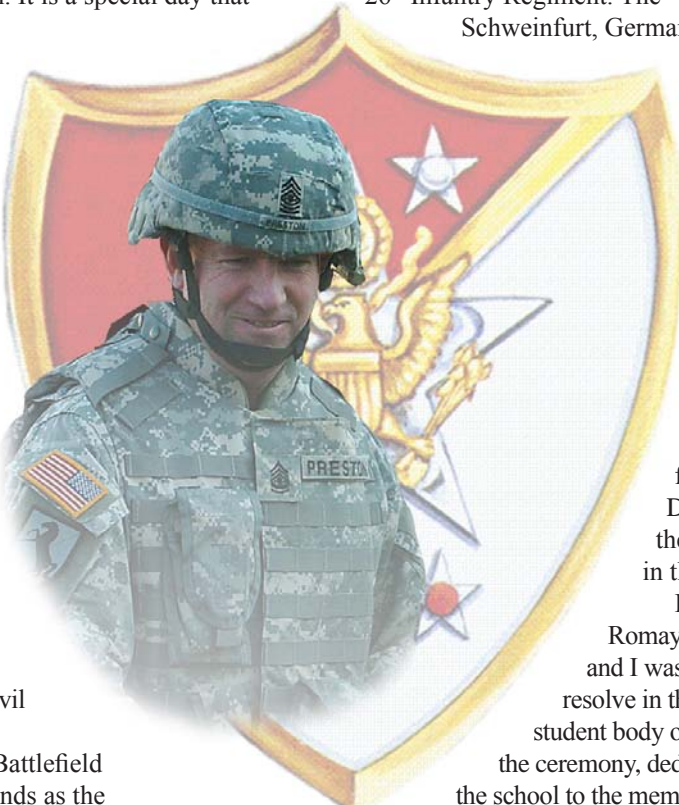
On May 17, I had the honor of attending a memorial ceremony for Spc. Ross McGinnis in his hometown of Knox, Pa. McGinnis served with 1<sup>st</sup> Platoon, C Company, 1<sup>st</sup> Battalion, 26<sup>th</sup> Infantry Regiment. The "Blue Spaders" deployed from Schweinfurt, Germany to Forward Operating Base Loyalty, near Sadr City, Iraq in July of 2006.

A life well lived is measured in deeds, not words. On Dec. 4, 2006, McGinnis was manning the .50 caliber machine gun in the turret of his humvee when an insurgent threw a grenade into the vehicle. McGinnis yelled "Grenade!" and threw his body onto the explosive device, sacrificing his life to save his fellow Soldiers. His deed on that December day in Iraq earned him the Silver Star and a special place in the annals of Army history.

I met with his parents, Tom and Romaine, before the memorial ceremony and I was humbled by their strength and resolve in the face of tragedy. The entire student body of Keystone High School attended the ceremony, dedicating a memorial bench outside the school to the memory of Spc. Ross McGinnis, a 2005 graduate.

In his 1863 speech, known as the 'Gettysburg Address,' President Abraham Lincoln dedicated the Gettysburg National Cemetery only four months after the famous Civil War battle. Lincoln vowed not to let those who 'gave the last full measure of devotion' be forgotten. Lincoln also pledged that our democratic government 'of the people, by the people and for the people' would never perish from this earth. We, as Soldiers, strive to carry on the legacy of our founding fathers and of those veterans who have fought bravely for freedom and democracy.

I want to thank all of the Soldiers, Families, Department of the Army Civilians, and contractors who have answered the call to duty and are serving America in this challenging time. Army Strong. Hooah!



*Kenneth O. Preston*

Kenneth O. Preston  
13th Sergeant Major of the Army



## Our Thoughts

# Living the Army Values

When I sat down and began gathering my thoughts for what I would like to say in this editorial, my mind immediately went to two things – the Roll Call of the Fallen and the Army Values Posters supplement. Let me explain.

The Roll Call of the Fallen came to mind because in this issue you will notice that it encompasses three pages in *The NCO Journal* – one page more than we normally have. I personally type each individual's name into that Roll Call. Each day when I come to work at *The NCO Journal* the first thing I do is check the news releases on the Department of Defense Web site to see if there are any new names to place on this list. I do this not because I am a morbid individual, but because I take it as an honor to ensure that I capture every name of every Soldier. I want to ensure their name appears on this Roll Call – this historical document we created to honor their service and sacrifice – lest we forget.

I have gone to the DoD Web site every day since we started the Roll Call of the Fallen in our October 2003 issue. In doing so, I can most assuredly say I feel a special connection and sadness each time we print a new issue of *The NCO Journal*. Unfortunately, I feel an even deeper connection and sadness with this issue because we have so many more names than normal. Names like Sgt. Robert M. Carr of Warren, Ohio who was killed in Iraq March 13; Sgt. Edmund W. McDermott of Casco, Maine, and Spc. Agustin Gutierrez of San Jacinto, Calif., who were killed in Afghanistan March 29; Sgt. Maj. Bradley D. Conner, of Coeur d'Alene, Idaho, who was killed in Iraq May 9; or Sgt. Trista L. Moretti of South Plainfield, N.J., who was killed in Iraq June 25. They are but of few of the 353 names of Soldiers that adorn this issue's Roll Call of the Fallen.

I thought of them not just because of their ultimate sacrifice in the name of freedom, but because it seemed rather significant to me that in the very same issue we have also put together a special supplement with the new Army Values Posters and definitions. It is nothing more than a coincidence, but it brings home some thoughts just the same.

These names and the names of those that were published before them, not only represent Soldiers who have made the ultimate sacrifice, but I believe they also epitomize the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.

As you thumb through the pages of the Army Values supplement and look upon the newly designed posters; read the study guide version of each value and then read the personal views of other noncommissioned officers on what they think of those values—think about the Carrs, McDermotts, Gutierrezes, Conners, Morrettis and others who did make the ultimate sacrifice and try to imagine what they felt about living and understanding the Army Values.

For truly they all were Loyal, not only to the Army, but to their fellow Soldiers. They kept their word and did their duty to the best of their ability. They were accountable. They understood the meaning of Duty. They answered the call, did what was asked

of them, went where they were told, and they consciously accepted their roles.

They showed great Respect for their Nation, Army, unit and fellow Soldier, by ensuring all those who they came in contact with were treated the same way they would hope to be treated.

Surely it goes without saying, they understood Selfless Service. Anyone who wears the uniform and is fighting in this Global War on Terrorism understands what selfless service is. They understand that it is not just about them, but to serve selflessly means to serve others above and beyond your personal wants and wishes.

They certainly have Honor. Grover Cleveland, the 22<sup>nd</sup> and 24<sup>th</sup> President of the United States said, “A truly American sentiment recognizes the dignity of labor and the fact that honor lies in honest toil.” Certainly these Soldiers toiled honestly.

They also led their lives with Integrity. They did so by living the Army Values every day. Not just thinking about them, but living them.

And finally they certainly had Personal Courage. It takes more than just a trained Soldier to stand in harms way and fight for what he or she believes in – to follow the orders of others – to do what is necessary even if it means admitting a wrong. It takes a person who has personal courage and understands that some things need to get done regardless of how scared you are or how you feel inside. They all had that – personal courage – and because of it their names appear on the Roll Call of the Fallen.

Since our last issue many special days have come and gone – Mother's Day, Armed Forces Day, Memorial Day, the Army Birthday, Father's Day and the 4<sup>th</sup> of July. For many those were days of celebration, for others, days of remembrance.

That said, I am also reminded it is not just combat that takes the lives of our Soldiers. The Combat Readiness Center in Fort Rucker, Ala., recently sent out a reminder saying we are now in the 101 Critical Days of Summer – a time when we lose more Soldiers and Family members to needless accidents than at any other time during the year. It's a time when many get out and enjoy the warm weather, take vacations, and recharge the batteries so to say. It behooves us however to also take heed to our knowledge of risk management and understand that fun can also be deadly if we don't take precautions. When we lose Soldiers and Family members to accidents we have needlessly lost an important part of our Army Family.

So as you read this issue of *The NCO Journal*, please remember those whose names appear on the Roll Call of the Fallen, acquaint yourself with the Army Values, remember that we are Army Strong because we all live those values. Be safe this summer on our highways, byways, waterways and in all you do during the 101 Critical days of Summer. 🚚

David Crozier  
Managing Editor



# Army introduces new enlistment bonuses

**Army News Service** - The U.S. Army Recruiting Command has introduced two new enlistment incentives.

A bonus of up to \$51,864 is available to recruits signing up for a two-year enlistment in more than 45 active-Army military occupational specialties.

A maximum combined bonus for a three-year enlistment was also raised to \$25,000 for MOSs. The previous maximum amount for a three-year enlistment was \$10,000, or \$20,000 for a limited number of priority MOSs.

Qualified recruits who enlist for two years plus training are eligible for an enlistment bonus of up to \$15,000, which can be combined with the Montgomery GI Bill and Army College Fund of \$36,864. These incentives are available to qualified recruits who enlist in one of more than 45 job specialties, including fire support specialist (13F), signal support systems specialist (25U), petroleum supply specialist (92F), pharmacy specialist (68Q) and health-care specialist (68W).

Payments of bonuses for which recruits qualify begin after completion of basic combat and advanced individual training.

**NEW OFFER** [LOCATE A RECRUITER >>](#)

More than \$50,000 in new incentives available through the Two-Year Plus Training enlistment option.

**MORE THAN  
\$50,000  
IN BENEFITS,**

ARMY RACING ARMY EVENTS GAMES & DOWNLOADS

Mark Martin and Regan Smith are behind the wheel for the Army as they hit the track for the 2007 season.

For more information go to [www.goarmy.com](http://www.goarmy.com).

## Lean Six Sigma efforts near \$2 billion in savings

**Army News Service** - Lean Six Sigma techniques implemented throughout the Army continue to prove successful, and leaders anticipate reaching a \$2 billion-savings mark this year.

One of the latest LSS successes took place at West Point, N.Y., home of the U.S. Military Academy. Five officers-in-training who had completed green belt training applied a lean process called value stream analysis to figure out more efficient meal scheduling, which would result in a reduction in the amount of discarded meals in the mess hall.

The cadets were able to predict how many of their brethren dined on certain optional meal days and in the end were able to show how the school could save precious resources by cutting costs and more efficiently allocating resources.

Lt. Col. Donna Korycinski, the cadets' advisor, teacher, mentor and project director, said her students understand the LSS process, were able to pull the techniques together and in the process they're leaving

a "long-lasting legacy at West Point."

"All the cadets follow the same LSS framework, the same training taught at other green and black belt courses across the Army," said Ronald E. Rezek, assistant to the deputy undersecretary of the Army for business transformation. "The cadets are comfortable with this important responsibility, and they are happy and enthusiastic."

Inside Army headquarters, value stream analysis led to a large number of recommendations to streamline the communication process across the chain of command through lieutenant generals.

Director of the Army Staff Lt. Gen. James Campbell has used LSS techniques to improve the way "taskers" are processed in Washington. He commissioned a study, and while he found some efficiencies were already in place, there were many steps that could be eliminated through an automated system. Reducing waste and speeding up the information-management process was made a top priority because in the end, he said,

moving information efficiently to and from senior leaders is the key to success for an effective staff.

Other LSS successes since the program's inception include the "Just Do It" Army recruiting process. Before LSS implementation, 32 steps were required to process recruits. Today, it is only 11 steps.

At the Fort Bragg, N.C., Central Issue Facility, a one-stop equipment and clothing outlet for base Soldiers reduced issue and turn-in times by 50 percent and its inventory by more than 65 percent. Installation officials expect a 20 percent cost savings by October.

Employees at Red River Army Depot, Texas, focused on projects involving the Bradley fighting vehicle to earn almost \$600,000 in savings. Fuel-recycling initiatives there also saved more than 37,000 gallons of fuel, with a value of roughly \$85,000 in just one year.

For more information on the Army Business Transformation Strategic Framework go to [www.army.mil/armybtkc](http://www.army.mil/armybtkc).

# NCOs sought for ROTC duty

Reserve Officers' Training Corps duty is one of the Army's best kept secrets. Soldiers selected for assignment to ROTC duty serve a three-year tour at a college or university. These noncommissioned officers are responsible for shaping the future leadership of the U.S. Army, and only the highest caliber Soldiers are selected to serve.

To apply for ROTC duty, a Soldier must be in the grade sergeant first class to sergeant major in CMFs 11, 21, 13, 14, 18 and 19. A general technical score of at least 100 is required, and the Soldier must meet the height and weight standards prescribed in AR 600-9, Army Weight Control Program. In addition, you must have good Soldiering skills, mentoring abilities and leadership qualities. Soldiers must be

branch qualified. Sergeants first class must have completed a minimum of 18 months platoon sergeant time and master sergeants must have a minimum of 18 months first sergeant time.

One of the many benefits of being assigned to ROTC duty is the "possible" completion of a college degree, if free tuition is offered at that particular college or university.

Cadet Command has openings throughout the country. For more information contact your career manager. MOS and grades not listed are not eligible. Information is also available at <https://www.perscomonline.army.mil/enlist/enlist.htm>.

The point of contact is Staff Sgt. K. Bailey at (703) 325-7967 or DSN: 221-7967.

# Communicators needed

The Joint Communications Unit at Fort Bragg, N.C., is accepting applications for qualified, experienced communicators (CMF 25). JCU is comprised of the highest quality communicators in the Army, Navy, Air Force and Marine Corps and relies on intelligent, independent NCOs to operate state-of-the-art communications equipment.

Accepted Soldiers receive extensive technical training and the opportunity to lead at all NCO grades in a Joint, Special Operations environment. Interested Soldiers should visit <http://www.jcuonline.org/portal/Recruiting/tabid/57/Default.aspx> or call (910) 243-0203.

# JSOC seeks qualified NCOs

The Joint Special Operations Command is a unique and challenging organization which demands intelligent and independent NCOs able and willing to accomplish a myriad of missions with unmatched professionalism.

JSOC is accepting applicants meeting the following prerequisites: GT Score of 100 or above, airborne qualified, secret clearance: for the following positions: 35N/98C (SIGINT/EW NCOs- sergeants and staff sergeants), (promotable specialists thru sergeant first class - 21R, 52C-D, 63B-X, 88N-M), 35L - previously (97B) sergeant through sergeant first class, 74B-05/LTC staff officer responsible for NBC operations for all forces assigned to JSOC.

Soldiers must be branch qualified and have previous experience on Joint Staff. Interested personnel should contact the JSOC Accessions Branch Manager Tiffany Morse at [morset@jdi.army.mil](mailto:morset@jdi.army.mil) for an application.

# New lab to study sports-related injuries in Soldiers

**Army News Service** - A new Sports Medicine Laboratory at Fort Campbell, Ky., will help researchers study sports-related injuries in military personnel during regular physical training, combat operations and recreational time.

Opened May 15, the lab will be used by the 101st Airborne Division and the University of Pittsburgh Medical Center.

"Soldiers train and work much like elite athletes," said Mary Jo Jindra, project manager of the University of Pittsburgh Medical Center, Innovative Medical Information Technology. "Soldiers should be treated and trained like elite athletes, and training should match what the job demands of them."

Two officers, two senior noncommissioned officers, two mid-lev-

el enlisted and two lower-enlisted Soldier from the 101st Abn. Div.'s 1st Brigade have been selected to participate in the first study.

Researchers will test everything from Soldiers' strength and flexibility to their lung capacity and body fat, said Col. Rusty Rowe, 101st Abn. Div. surgeon.

"If we understand the physiological demands on Soldiers and assess their training needs, we can make recommendations to improve training," he said.

More than \$2.7 million is planned for research during the first two to four years of the study.

*Editor's note: This story is adapted from an article by Spc. Debrah Ledesma of the Fort Campbell Courier.*





# Interim policy allows Soldiers to retain ACUs following redeployment

By J.D. Leipold  
Army News Service

A temporary change to Army uniform policy now allows active-duty Soldiers to retain the Army Combat Uniforms they were issued prior to deployment into combat zones.

Legislation is presently on Capitol Hill for consideration by Congress which would allow the interim change to become permanent. A final decision is expected by the end of September.

According to Col. Rebecca Samson, chief, Troop Support Division, Army G-4, "Organizational Clothing and Individual Equipment is the property of the Army, not the individual Soldier, so the Army cannot give OCIE-issued ACUs to Soldiers because it's prohibited without proper authority.

"If Congress approves the proposed legislation, then deploying Soldiers can retain OCIE-issued ACUs worn in combat," she added. "The benefit is that Soldiers



won't have to go through the turn-in procedures of OCIE-issued ACUs they wore in the combat environment."

Active Army Soldiers may retain their ACUs issued through OCIE guidance as listed on their OCIE clothing record until permanent change of station, expiration of term of service or retirement, whichever occurs first.

Redeploying Soldiers from all components who will end their term of service must turn in ACUs - including coats,

trousers and the infrared flag, regardless of condition - to their home station, or demobilization clothing issue points.

Reserve and National Guard Soldiers are allowed to retain ACUs issued as OCIE when the mobilization stations perform a lateral transfer to their unit's property book officer.

Clothing records of individual Soldiers from all components deploying through the continental United States replacement centers are maintained by the center's PBO until they can be transferred. Upon redeployment through the centers, Soldiers will be allowed to retain one set of ACUs for up to 120 days for ceremonial purposes, then they must be returned to the clothing issue points or sent to the Soldiers' property book officers.

Questions on OCIE-issued ACUs may be addressed to Shirley Bryant-Harper at (703) 614-0956, e-mail: [Shirley.bryant-harper@hqda.army.mil](mailto:Shirley.bryant-harper@hqda.army.mil), or Col. Rebecca Samson at (703) 693-9957, e-mail: [Rebecca.samson@hqda.army.mil](mailto:Rebecca.samson@hqda.army.mil).

## TRICARE Beneficiary Web site gets makeover

The Web will get easier for the 9.1 million TRICARE beneficiaries. Soon they can access TRICARE information tailored for them through the new *My Benefits* portal on [www.tricare.mil](http://www.tricare.mil). In addition to simplified navigation, beneficiaries will be able to compare plans, get detailed information on services covered by TRICARE, and much more. The improved portal also allows beneficiaries to easily print content, as well as save multiple sections of content into a single document — a personalized TRICARE handbook (or E-book). With just a few clicks, beneficiaries can quickly find all the information they need about their health care benefit.

Results of an online survey revealed that visitors to the original [www.tricare.mil](http://www.tricare.mil) site were overwhelmed by the amount of content and complexity of the TRICARE benefit. Users expressed frustration with surfing through the numerous benefit options and content redundancies.

Upon entering the *My Benefits* portal, beneficiaries answer a few questions about themselves including their military status, where they live and their TRICARE health plan. By answering these three questions, content is tailored to meet their needs. Beneficiaries will no longer have to wade through pages of content to find the information that pertains to them. If beneficiaries aren't sure about their TRICARE plan, the Plan Wizard—one of the revamped site's new features—shows them the plans for which they may be eligible.

An online demo of the new portal is available at [www.tricare.mil/overview/](http://www.tricare.mil/overview/).

**Welcome to TRICARE.mil**

**My Benefit**  
TRICARE benefit information for beneficiaries. Learn all there is to know about your TRICARE benefit.  
▶ **TRICARE Beneficiaries**  
Enter Here

**Military Health System**  
Information about the Military Health System (MHS).  
▶ **MHS**  
Enter Here

**Providers**  
Information for TRI  
▶ **TRICARE Provider**  
Enter Here



# CRC reminds Soldiers, families of heat-injury risks

As hot weather begins posing potential risk to Soldiers and Family members, the U.S. Army Combat Readiness Center reminds individuals that heat-injury prevention is not only a command and leadership responsibility, but a personal one, too.

Heat injuries are avoidable but can affect anyone. Individuals not accustomed to hot weather, especially when it's combined with high humidity, are particularly susceptible. Young children, individuals with a long-term illness, and Soldiers who work in such enclosed environments as aircraft cockpits or vehicle interiors have a higher risk of becoming heat casualties. The use of supplements also increase the chance of dehydration.

"Leaders and Soldiers must do more than just have water available," said Col. John Campbell, CRC command surgeon. "Using composite risk management to assess and mitigate the potential health effects Soldiers might suffer during hot weather is critical."

According to the Army's Office of the Surgeon General, 220 heat stroke cases were documented in 2006. Of those, 57 Soldiers were hospitalized, 163 were outpatients, and two died. The injuries happened both in garrison and operational environments, and occurred during physical-fitness training and testing, training exercises, and other activities including recreational exertion and



non-exertion activities.

The best defense against a heat-related incident is prevention, Campbell said. Before engaging in an outdoor activity or mission in the heat, the identification and assessment of such potential hazards as a high-heat category or the physical exertion level of the activity can reduce an individual's chance of becoming a victim of heatstroke, heat exhaustion or heat cramps.

By developing and implementing controls, leaders reduce the chance of a Soldier in their formation succumbing to a heat injury, Campbell said.

Having sufficient hydration sources and providing rest cycles

as needed are some of the measures that leaders can take.

Applying similar control measures when off duty can also protect family members. Drinking more fluids, avoiding alcohol or drinks full of sugar or caffeine, and staying indoors when possible are several ways to beat the heat. Additionally, wearing a wide-brimmed hat, sunglasses and putting on sunscreen of SPF 15 or higher diminishes the possibility of a heat-related incident. For more information on heat injury prevention visit [chppm-www.apgea.army.mil/heat/#\\_HIA](http://chppm-www.apgea.army.mil/heat/#_HIA). For more information on the 101 Critical Days of Summer safety campaign visit <https://crc.army.mil>.

*Editor's note: This is an excerpt of a story written by Lori Yerdon of the U.S. Army Combat Readiness Center.*

## Protect your family: have a current will

*Editor's note: The following is an excerpt of a commentary written by Joan Vasey, editor of the Fort Huachuca Scout.*

Though most of us envision our eventual passing will be due to illness during old age or death in our sleep, we have no real way of knowing exactly when our time will come. This is something each of us needs to accept.

During our lives, we accumulate money, property and possessions. We also marry, have children and develop other significant relationships. We assume that in the event of our passing, those we love will inherit the things we leave behind and will be taken care of through life insurance and other policies. But is this always so?

The law is very specific as to the chain of inheritance in the event of unexpected death and it varies from state to state. Generally, the spouse and children receive the assets in state-determined percentages. In most cases, assets of those who are single pass on to parents, or siblings if the parents are deceased. In the case of insurance policies and retirement savings, money usually

passes to the designated beneficiary upon death.

Having a current will is the best way to assure that property will be distributed according to your wishes in the event of your death. In the common law, a will or testament is a document by which a person (the testator) regulates the rights of others over his or her property or family, after death.

A will allows a person to express his or her wishes and to make specific bequests and to include stepchildren, fiancées, friends and others who do not fall under the bequest system. Plus, a will allows an individual to name executors, guardians for children and trustees for the estate should one be needed, and to designate planners for a large or complex estate.

Preparing a will leads to peace of mind, whether it be a simple will on a prepared form or one executed with the help of experts. It will protect your loved ones and provide for property distribution in the manner you choose upon event of your death.

For more information or help writing a will, contact your local Staff Judge Advocate Office.





A combat convoy encounters a crowd of yelling civilian role players acting the part of upset locals during a STX lane exercise at JRTC.



# TODAY'S EVER-EVOLVING JRRTC

*Joint Readiness Training Center*

Story and Photos by Sgt. Mary E. Ferguson →

## “MEDIC!” – “MEDIC!”

The noncommissioned officer struggled to track the muffled cries through the sounds of Arabic shouts, explosions and small-arms fire. But as the smoke from a detonated improvised explosive device cleared, the chaotic scene stopped him in his tracks.

In a matter of minutes, the small village of Mosalah had transformed into a battlefield. To his left, locals pleaded in Arabic for his help as they pointed to a villager whose leg had been blown off – To his right, Soldiers struggled to rig a disabled vehicle for a hasty recovery – And from every direction, he heard the constant cries -- “MEDIC!”

In that moment, that NCO’s mind and emotions were in Iraq – even though his body was in a fabricated village at Fort Polk, La.

# F

rom the post-Cold War era to the ongoing Global War on Terrorism, the Joint Readiness Training Center has prepared units for combat operations by manufacturing realistic training scenarios. Though its mission has remained the same, the center's operations have evolved and continue to adapt with today's ever-changing battlefields.

Today's JRTC rotational units are usually transformed brigade combat teams, complete with their combat support and service support assets. To replicate the joint environment of today's battlefields, the units will typically coordinate with international troops and an Air Force element for air assets throughout the rotation.

Before deploying to Iraq or Afghanistan, those rotational units and their equipment first deploy to the center's replicated theater. The "JRTC combat zone", which was once a heavily wooded environment with one town and a few villages, has evolved into a massive area of operation made up of 18-20 distinctly characterized villages, spread across Fort Polk, Peason Ridge and Camp Beauregard; and while at JRTC, units now occupy five forward operating bases equipped with living conditions and communication systems similar to what they'll find in today's war zones.

According to the JRTC operations group, the expanded infrastructure is critical in creating relevant conditions for individual and unit-level training in areas like troop leadership and decision-making skills.

**R**otational units first conduct eight days of pre-rotational training in subjects ranging from detention training and air ground



integration, to convoy leadership and advanced drivers training, while simultaneously sending company and platoon-level elements through six different situational training exercise lanes that run through the center's replicated villages.

The STX lanes provide the conditions for the unit to implement and adjust its systems before beginning the intense force-on-force phase of the training, said Command Sgt. Maj. Robert Gallagher, JRTC operations group command sergeant major.

"Force-on-force is the bread and butter of JRTC," said Maj. Kirk Mayfield, S3 for the operations group. "Twenty-four hours a day for approximately six

straight days the unit is conducting constant combat operations, just as it would in an actual combat zone."

During the STX and force-on-force training, the unit also has to adapt to changing troop strengths as platoons rotate through the ongoing live fire exercise.

**The expanded infrastructure is CRITICAL IN CREATING RELEVANT CONDITIONS for individual and unit-level training in areas like troop leadership and decision-making skills.**

*- JRTC Operations Group -*





*(Clockwise from left:)*  
**Soldiers dismount their vehicle after encountering insurgent activity. - A convoy calls in air support after a vehicle born improvised explosive device detonates. - Locals plead in Arabic, and goats approach Soldiers as they attempt to secure a small village. - A noncommissioned officer shouts orders before his squad departs on a mission. - A Soldier attempts to understand and assist screaming villagers.**



“At the live fire exercise, units have the opportunity to take advantage of a variety of complex live fire operations designed for platoon-level missions,” said Command Sgt. Maj. Eric Wood, JRTC live fire division command sergeant major. “Based on the type of mission a platoon will most likely engage in, whether that would be a convoy operation, combat patrol, or cordon and search, it goes through the appropriate live fire exercise – which includes a day of off-site rehearsals and preparation followed by the actual exercise.”

**A**s a unit negotiates the multiple phases of JRTC, its Soldiers constantly face complex situations that require them to make decisions and react quickly.

“During the Cold War-era, a unit would come to JRTC and basically go through a checklist – making decisions based on predictable Cold War doctrines,” said Command Sgt. Maj. Rory L. Malloy, the JRTC and Fort Polk command sergeant major. “Today, there’s no checklist and these Soldiers, at all levels, are involved in a very adaptive decision-making process – referring to some doctrine isn’t going to cut it on today’s battlefields.”

The center used to train leaders on “what to think” when faced with those decision-making situations by referring them to doctrine-based solutions. But in training for the unpredictable situations and decisions of today’s battlefields, the goal is to prepare all levels of leadership with a “how to think” approach, said Sgt. 1st Class John Albert, an observer/controller on the JRTC combat convoy STX lane.

“More and more, it’s those young team leaders or squad leaders who are making decisions on the roads in Iraq and Afghanistan, so most of the lanes and training here are focusing on the company-and-below operations,” he said. “When a convoy rolls through Mosalah during this STX lane and gets hit with a [replicated] IED or [rocket propelled grenade], it’s the NCOs who I see jumping out of the vehicles, assessing the situation, maintaining some order in the chaos – as it should be here, because they’re the ones who are going to be doing it [over there].”

Many of these NCOs may have already been in theater, but the training is still just as important for them as it is for the Soldiers they lead, he added.

“Even though this will be my third deployment to Iraq, and I’ve been to JRTC before, I still am getting



a lot from this rotation,” said Staff Sgt. Gerald Nave, a squad leader whose unit is preparing to deploy. “It’s great training to get the younger Soldiers more familiar with what to expect in Iraq, but it’s also great because it gets all of us really thinking about how we would react in certain situations.”

In order to accomplish that “how to think” training objective, every STX lane and force-on-force exercise incorporates layers of elements that O/Cs can manipulate if necessary.

“In the combat convoy lane alone there are more than 70 civilian role players, and many are Arabic and they only speak Arabic during the exercise,” Albert said. “We even have a few role players who are real amputees – when I watch the faces of the medics when they approach those guys and realize that they really are amputees, their jaws usually drop and I can see the panic set in – then I know we’re achieving the realism we want.”

**M**ore than 1,000 role players populate the villages on a 24-hour basis during rotations. Their presence, combined

with a fictional local radio station, several daily print publications, and an STX lane that’s completely dedicated to engagement skills, help set the conditions for ongoing civil affairs, information operations and media analysis scenarios.

Each lane also incorporates dynamic battlefield effects to simulate the sights and sounds of IEDs, suicide bombers, RPGs and indirect fire, while roaming goats, real gardens, and markets that actually sell traditional meals contribute to the realism.

“With the replicated IEDs, small-arms fire and injured civilians who are shouting in their faces – as if all that isn’t enough – throw in a top-notch [opposition force],” said retired Command Sgt. Maj. Jack Hardwick, JRTC senior enlisted advisor and a former JRTC operations group command sergeant major. “We used to send the OPFOR out with a set plan, but now, these guys from the [1st Battalion, 509th Parachute Infantry Regiment] play the insurgents – we’re talking some of the best trained and experienced Soldiers who’ve been in combat; and they’re throwing everything they can at these units.”

Hardwick compared a day at JRTC to a month in



*(Clockwise from left:)* An observer controller radios an adjustment in a training scenario as a unit negotiates a STX lane. - Civilian role players panic as they act the part of injured villagers. - A gunner pulls security for his teammates while they secure a perimeter after a VBIED explosion.



Iraq or Afghanistan. He said, “We want this to be more difficult for them – we want them to make their mistakes and have their bad days here – not there.”

When a Soldier or unit does make a mistake, the O/Cs step in to facilitate the “how to think” process so the Soldier learns and improves.

Ninety percent of the O/Cs have combat experience in Iraq or Afghanistan, and they represent just about every military occupational specialty at every level of leadership, said Gallagher.

“When we get here, we go to an academy; then we have to go through the entire rotation ourselves first – and we’re constantly going to the Army’s latest training and then coming back and training the other O/Cs,” Albert said.

“O/Cs even rotate in and out of theater and relay back recent intel that helps keep the training relevant for the units,” he added.

**There’s always ways that JRTC can grow and improve, but “THIS PLACE IS ABOUT AS REAL AS IT GETS.” The training today’s Soldiers are getting is leaps and bounds from the training of the past.**

*- retired SMA Julius Gates -*

Hardwick and retired Sgt. Maj. of the Army Julius Gates observe each rotational unit and the O/Cs during almost every phase of the training exercise.

Gates is the Army research liaison for JRTC and Fort Polk.

“I observe it all, and at the end of every rotation I meet with O/Cs to talk about what needs work – and then we do research in those areas and come up with solutions on how to improve,” Gates said.

“In fact, after researching troop leading procedures during a recent rotation, we created a pocket guide with

the steps leaders should take before and during a mission,” he added.

The idea is to give each Soldier one at the beginning of each rotation to help facilitate the ‘how to think’ process.

The center’s staff said they see changes for the better in every new rotation.

“JRTC has come a long way – but the training is still constantly evolving to keep up with the changing trends on today’s battlefield,” Malloy said.

“We really focus on the [after actions reviews], the intelligence coming from downrange, and feedback from O/Cs and other in-theater sources,” he added.

**W**ith this constant communication, the JRTC staff is able to make changes almost immediately, which Malloy said is critical with current deployment tempos.

“The reality is that the Soldiers who come through here today, are going to be in a combat zone very soon – and it’s an unpredictable battlefield without the traditional frontlines of war,” he said. “For us to take any shortcuts, or cut any corners in preparing them -- would just be criminal.”

Although Gates, who served as the Army’s top enlisted Soldier from 1987 to 1991, agreed that there’s always ways that the JRTC can grow and improve, he said, “The training today’s Soldiers are getting is [leaps and bounds] from the training of the past -- This place is about as REAL as it gets.” 📌

*(Right)*  
An NCO medic attends to a civilian role player as she plays a wounded villager during the combat convoy STX lane.



*(Below)*  
Two NCOs carry a simulated casualty to an evacuation vehicle as their unit secures the village.



# Leading from the rear

*Transition Teams help Iraqi, Afghan security forces become self-reliant*

Story and photos by David Crozier

Leading from the rear is not an acceptable part of the American Army mindset. Its Soldiers are hard-charging, take-charge individuals who often make others conform to their desired outcome in any given situation. They typically have a lead, follow, or get the heck out of the way attitude.

That is part of what has made the American Soldier the best in the world.

A select number of today's Soldiers fighting the Global War on Terrorism, however, are involved in a new leadership paradigm. They are learning that to win on the battlefields of Iraq and Afghanistan, they must forgo their hard-charging ways and instead lead from the rear – let others be the doers.

Such is the charge of the more than 3,400 Soldiers, sailors and airmen who have been trained – with approximately 1,000 more in training at any given time – to assist the Iraqi and Afghan security forces in becoming self-reliant. They make up 37 different types of transition teams: military, border, police, motorized transport, battalion embedded – the list goes on. They are in country working with their Iraq and Afghanistan counterparts to advise, assist, mentor and train them to be the doers.

Creating these teams is the mission of the 1<sup>st</sup> Infantry Division, Fort Riley, Kan.

“We take Soldiers, sailors and airmen, train them and then move them into theater,” Lt. Col. Curtis B. Hudson, deputy commander, 1<sup>st</sup> Brigade, 1<sup>st</sup> Infantry Division said. “Team building is

central to what we do and anything we can do to help form teams quicker is better.”

Hudson explained that in the early beginnings of transition teams, the teams were created out of units already in theater. As the effectiveness of the teams increased, the Army began training external teams at various stateside posts until 2006 when the Army, Navy and Air Force decided to consolidate their training at Fort Riley under the control of the 1<sup>st</sup> Infantry Division in order

to standardize training and maximize resources.

Inasmuch as there are different types of transition teams, the size and composition of the teams vary depending on who they will be advising and the scope of the mission.

“There are different flavors of transition teams, so not all teams are composed of the same number of personnel,” Hudson said.

But what does a transition team look like? Or a transition team mem-

ber for that matter?

Transition teams are usually comprised of 10-16 military personnel; however, teams can range in size from 3 to 45 in Iraq and 3 to 28 in Afghanistan, he explained. The composition is a mixture of highly qualified senior officers and noncommissioned officers with a wide range of combat and combat support specialties, including: operations, intelligence, logistics, communications, engineering, fire support and medical operations.

Hudson added that the individual needs to be someone who is balanced – possessing just the right amount of specialized military skills, and is also trained in advisory skills, understands the culture he or she will be involved with, and is familiar with counter insurgency techniques.

To ensure the transition team members understand their advisory roles, the training at Fort Riley is heavily slanted toward that end with emphasis on cultural immersion, language classes in Arabic and Dari, leader meetings utilizing Iraqi or Afghanistan role players and interpreters, basic and advanced COIN, and advise and teach techniques, tactics and procedures.

“We do the combat stuff well. We don't do the other very well,” Hudson said. “Where is the Army's doctrine on advisorship? That is why these advise and teach pieces of the training are important, because you start to understand where you fit in.”

Through experience and lessons learned, he said the transition to the advisor role and learning to lead from the rear is a tough pill for many to swallow.

“We [in the Army] train to lead from the front and be very confident in everything we do,” Hudson said. “For advisors, that is not necessarily the case. It is almost a leap from the rear approach. Go let [the Iraqis and Afghans]

“The biggest thing for me is realizing that the Iraqis have to win this war. We can't win this war [for them]... Yes, we are there, we are going to be there, but it has to be the Iraqis that win this and that is the whole reason we are doing this [transition team] training.”

→ Sgt. 1<sup>st</sup> Class Andrew Kirchen  
Fort Belvoir, Va.



*Teams learn how to plan mock operations with Iraqi role players and interpreters. Above, Shaban Mohammed, left, and Sonny M.J. show team leader Maj. Stephen Rhudy on the map of the mock village where they suspect a wanted insurgent is hiding.*



become independent and self sufficient. You can't do it for them and that's almost counter to our culture."

For those who have gone through, or are going through the training, the message is coming across, but the execution is still tough.

"That's the big thing because we are so used to being hands on and when push comes to shove, it's 'Hey you! Do this' and 'You! Do that.' So now we have to kind of sit back and instead of being the first ones through the door, we have to be the last ones through the door," said Sgt. 1<sup>st</sup> Class

Andrew Kirchen, an intelligence analyst from Fort Belvoir, Va. "I think a lot of the guys on the teams understand that and it's a big adjustment. That was the first bump we found when we got here, and a challenge we have to overcome."

"Once I arrived [in country] and I got a good concept of what was going on, it was hard [at first]. I had to sit down with several of the NCOs and some of the officers and remind them, 'You are not a doer. You can't do it for them. You have got to slow down,'" said Maj. Donald Elliot, an Iraqi transition team leader from Fort McPherson, Ga. "And it was very difficult and that was one of the adjustment periods we went through. We wanted to do everything, but we had to realize that we were there to advise. That's what my famous saying is – 'Remember what we are here for. We are here to advise, not to do.'"

## Building the team

Because Army transition teams are made up of individuals selected from across the active and reserve components and are manned at the squad or platoon level, the establishment of the team dynamic is a key focus during training. Being composed at Fort Riley and going through the 60 days of training together also helps to build the team before it is deployed in theater.

"On day one, we were just a bunch of guys thrown together from different walks of life and experience. So I think the 60 days together is great because it has given us the chance to mesh and learn each other's nuances," said Kirchen. "It has been a good opportunity for us to grow as a team so that when we do go into Iraq, I know that I can count on Doc if something happens to me. And it's not like we just got thrown into theater together meeting for the first time. I think that's the biggest thing is that we have been able to establish our interpersonal relationships here."

Elliot, who is back in the states on his mid-tour rest and recuperation leave, agreed. "It's very important. We worked out a lot of our differences back at [Fort] Riley so when we got to Iraq we were past that stage of coming together as a team."

In building the team, each member also brings their specialty to the table and ends up not only becoming the subject matter



*Fort Riley is only one of a handful of Army posts that have the Humvee Egress Assistance Trainers, which are helpful in training soldiers on proper techniques to use when involved in a rollover and the importance of properly securing equipment inside the humvee.*

expert, but the team trainer on that specialty.

"The training here is very good and they use us to teach as well. All the medics from all the teams came together and went through a four-day class and afterwards we helped out with the combat lifesaver course," said Staff Sgt. Oyeyemi Akinreton, a combat medic from Walter Reed Army Medical Center. "They use us for the hands-on stuff, so it ends up being my job to teach the team."

Kirchen expanded on that, saying all of the team members play a role in training. "We have divvied up the

responsibilities of different pieces of the training to the guys who have that specific specialty. We are a multi-component/ MOS team and we just use each person and their specialty to teach the whole team."

## Boning up on Soldier training

Even though teams are comprised of highly qualified senior officers and NCOs, many have not used some of their Warrior Tasks in quite some time – shooting a .50 cal machine gun or an M204 machine gun, performing maintenance checks on an M1114 up-armored humvee, moving tactically in an urban environment, conducting reflexive fire or a host of other tasks. Because of that, much of the non advisor-specific training is geared towards giving these Soldiers a refresher on those needed skills. Teams are put through convoy operations, driver training on the M1114, weapons training, land navigation training, communications training and more.

The transition teams go through one to three days of intense training just on driving and working with the M1114 alone.

"We conduct the



*Combat lifesaving techniques are tested through a building evacuation and lane training. Above, an Air Force team member drags a casualty out of a mock up of a bombed out dining facility complete with smoke and confusion.*

actual driver's training that involves driver familiarization with the M1114 on our day and night courses and vehicle recovery using the tow bar and strap," said Sgt. 1<sup>st</sup> Class James Brown, 166<sup>th</sup> Aviation Brigade. "We operate on some very rigorous terrain [here at Fort Riley] and it is not uncommon for our vehicles to actually get stuck. So it really does become hands-on at times."

The focal point of the driver's training, Brown said, comes with the employment of the Humvee Egress Assistance Trainers that allow the team to simulate a vehicle rollover. The unit has three simulators to use – HEAT 1 and HEAT 2 are stripped-down versions of an actual M1114, and HEAT 3 is a complete mock up and includes all the gadgets that a Soldier would find in theater – communications equipment, computers, etc.

"The HEAT is probably the high point of the training in that it allows us to put these Soldiers in the vehicle and let them see what it is like to be in a [rollover]," Brown said. "Then we teach them the methods they can take to get out of that vehicle when it is inverted."

Brown explained that the training is three-phased with the first being the "25/25" familiarization. He said an up-armored humvee will roll over when it reaches 25 degrees of left or right angle. Hence, the first phase of training puts the Soldiers at a 25 degree left or right tilt to show them what that feels like.

The second phase of HEAT has Soldiers experiencing what it is like to be fully inverted with weapons inside the vehicle so they can see how a weapon can become a projectile if not properly secured. The Soldiers are also given the scenario that their vehicle has rolled over and the driver, or the vehicle commander, is now unconscious and they have to get that person out of the vehicle as well as themselves.

"HEAT 1 moves at about 2 mph while HEAT 2 goes about 7 to 8 mph as far as turnover rates," said Sgt. 1<sup>st</sup> Class David Smith, 166<sup>th</sup> Aviation Brigade. "HEAT 3 goes about 5 miles per hour, but has added technology that assists in the training – cameras, computers and so on. It's an actual M1114 humvee with all its parts inside so the Soldiers can get to see how tight it really is when they have all their equipment."

## Learning the ropes of advisorship

While every team is given numerous hours of language and cultural immersion training during their 60-day training cycle, team members are also put through scenarios and training exercises where they have to interact with role players that include Iraq and Afghanistan military and civilians speaking Arabic or Dari. Hudson said that Fort Riley has also hosted two visits from the Afghan National Army which sent more than 100 of its Soldiers to train with the transition teams. In the near future, Fort Riley will also play host to a team from Iraq.



*Lessons learned is a big part of training. Above, Staff Sgt. Ross Frey, an observer controller (center), discusses the "improves and sustains" with team leader Maj. Stephen Rhudy and the role players after the team concluded a raid on the mock village.*

Using old shipping containers and scrap materials, members of Fort Riley's 1<sup>st</sup> Infantry Division built several mock villages in training ranges of the post that allow the transition teams to go through different scenarios.



*Transition teams are small in numbers, so everyone gets a refresher course on how to do preventative maintenance on an up-armored humvee.*

Providing the realism for those scenarios is the task of the 1<sup>st</sup> Battalion, Mission Readiness Exercise Company.

"We are the role players," said Sgt. Jason Strobe. "The transition teams go through their classes and then toward the end they come to us and our training area and start going through scenarios."

Strobe said the MRX Company has individuals who play Iraqi Soldiers and don't speak any English. They also coordinate bringing in Arabic-speaking civilians who play the roles of sheiks, village mayors and villagers.

"They are taught everything from how to interact with the people inside the villages, to how to react to a hostile ambush," said Sgt. James Studer.

## A new role for the NCOs

As the teams go through the process of learning the art of advising, mentoring and training, the importance of having seasoned NCOs on the team becomes more evident.

"My role is going to be to try and integrate with the Iraqi sergeant major down range and help him build their NCO corps. The Iraqis traditionally don't let their NCOs play a role in their Army and we are trying to fix that," Kirchen said. "We are trying to let the Iraqi officers see what NCOs can do when they are trained right, are given the responsibilities and the right resources."

Kirchen said he believes that when they see what an NCO is capable of doing firsthand, it will greatly improve the way the Iraqi Army operates.

When it comes to the team itself, Hudson said the presence of NCOs is critical for success.

"I think if you want an expert in our Army on how to do something – drive a humvee,



react to an improvised explosive device, treat a casualty, enter a room, conduct a patrol – our sergeants are the best in the world,” he said. “I think if you look at how to manage information, channel information and share information, it’s our sergeants that are the experts.”

### Affirming the quality of training

As with any program, the training is only as good as your weakest Soldier. But that seems to not be a problem for the folks at Fort Riley as every Soldier seems to have nothing but praise for the learning experience.

“Overall, the training is good. There is a lot of stuff for self sustainment skills that a lot of us haven’t done and a lot of stuff that was geared towards small unit tactics,” Kirchen said. “So for a lot of us who are used to being in large combat units, that training was very good and an eye-opener for many.”

“They have taken our mindsets, and I am coming from my second tour in Iraq as a fighter, and now I am learning how to be a trainer and train other people – train the Iraqis on how to take control of their own country,” said Staff Sgt. Marshall Diaz of Fort Lewis, Wash. “So I think this [transition team] is a great concept and we have all these professional NCOs here training us on these different areas and I think it is beneficial for everyone. I think everyone has learned a lot.”

Elliott agreed. “Overall the training was very beneficial. There was a good first perspective of what to expect when we arrived in theater,” he said. “The cultural training and language training came in very handy in our initial entry into theater and establishing ourselves with our counterparts.”

With many extolling the training at Fort Riley as being on the mark, the thought of getting into theater and doing the mission is on a positive note as well.

“It is going to be a whole different mission that none of us have ever experienced. [I am used to having] 40 guys watching my back. Now we have to come together and really think of things as a small unit,” Diaz said. “I am expecting a very different experience and I am looking forward to it.”

### Keys to success

There are many lessons being learned by the transition teams at Fort Riley and much is being brought back by those who have gone before and witnessed firsthand the challenges of being an

advisor and not a doer. When a Soldier comes home on their two weeks of R&R, the brigade at Fort Riley is authorized to attach 96 more hours onto that leave to allow for the Soldier to come to Fort Riley and discuss with other transition teams how things work in theater. Of those lessons learned, Elliott said, patience is the key to success.

“You shouldn’t be pushy. If you go in trying to be aggressive, the Iraqis will not respond to you very well. They do not appreciate being pushed around,” he said. “You must use a lot of patience because of the cultural difference even more so than I had anticipated. They are a proud people and understand that we are there to help, but they can do things themselves and if you go in and try to do everything for them they get upset. You really need to set your mind to helping them and holding back.”



*Leading from the rear, Sgt. 1st Class Andrew Kirchen backs up Iraqi Security Force role players as they enter a building in search of an insurgent. Scenarios such as this help the Soldiers to understand that they are not the doers, but the advisors and trainers in this new mission.*

“The biggest thing for me is realizing that the Iraqis have to win this war. We can’t win this war [for them]. It has to be a war that they win and it is very important that we have good interaction with the Iraqis,” Kirchen said. “I know that before I hadn’t really thought that way, but through this training I have realized that yes, we are there, we are going to be there, but it has to be the Iraqis that win this and that is the whole reason we are doing this [transition team] training.”

In a recent news briefing via video teleconference from Iraq,

outgoing commander of the Iraqi Assistance Group, Brig. Gen. Dana Pittard told reporters, “In my travels around with Iraqi security force leaders throughout Iraq, from the streets of Samarra to Baghdad to the Iranian Border and throughout Iraq, I’ve seen on a daily basis, on a weekly basis, on a monthly basis the progress of the Iraqi security forces. And I will tell you that the Iraqi security forces are in fact progressing.”

He also noted that while the transition teams were doing their jobs that, “It will obviously take time, and I think a couple of years before the Iraqi security forces are going to be able to fully take control of the security situation in Iraq.”

Flexibility is the biggest key, according to Elliott.

“We are a very structured Army and our organizations are pretty well set over there,” he said. “You have got to learn [their] system. You can’t always apply what you know on them because their system is different and not one application will suffice for every situation. You must remain flexible and adapt to every situation as it comes up.”

Being flexible and adapting is also what the 1<sup>st</sup> Infantry Division plans on doing as long as the mission continues. ➡

# Transition team continues to see progress in Iraqi Army troops

Story and photos by Sgt. Robert Yde  
2nd BCT, 1st Cav. Div. Public Affairs

Although he knew he would be a member of a military transition team upon arriving in Iraq last fall, before his unit deployed from Fort Hood, Texas, 1st Lt. Xeon Simpson did not know what that really meant.

“There were rumors leading right up to deployment, and then about a month before deployment, we were like, ‘Yeah, that’s what we’re going to do,’” explained the Bronx, N.Y. native. “At that point, though, I didn’t really understand what a MiTT was, or what I would be doing.”

But since arriving in Baghdad last November, Simpson, who is assigned to Company C, 1st Battalion, 5th Cavalry Regiment, 2nd Brigade Combat Team, 1st Cavalry Division, said he has grown to really enjoy his role as a trainer and watching the Soldiers of the 1st Battalion, 5th Brigade, 6th Iraqi Army Division continue to show progress as they operate more and more on their own.

“They are head and shoulders above the other battalions in the brigade,” he said. “Every time there’s an inspection, be it surprised, be it announced, they always come out on top.”

Simpson credits this to the leadership of the 1/5/6th IA Division and said that the quality of its leadership has allowed the battalion to function in many cases with minimal Coalition support or guidance.

“They’ve been out many times without us on missions,” Simpson said. “They’ve planned and executed missions, and they’ve done a lot of stuff by themselves, and they’ve done it really well.”

Iraqi troops again demonstrated their autonomy June 7 during a cordon-and-knock mission in the Monsour area.

“It was 100 percent planned and executed by the [Iraqi Army], based on their intelligence,” Simpson explained.

Simpson said that the Iraqi Army had received reports that there was a chemical lab in this area where homemade explosives were being made and they quickly put together the mission to try to locate the suspected lab.

Simpson and Staff Sgt. Brent Mathis were the only two Co-



*Warner Robbins, Ga., native Staff Sgt. Brent Mathis, a member of the military transition team supporting the 1st Battalion, 5th Brigade, 6th Iraqi Army Division, watches as Iraqi troops conduct a search after receiving a tip about the whereabouts of a chemical lab where homemade explosives were being created near a neighborhood in Monsour.*

alition Soldiers on the ground with the Iraqi troops as they went from house to house in the neighborhood.

“We facilitate, and that’s it,” Mathis, a native of Warner Robins, Ga., explained. “If needed, we’ll go in and help, but if not, we let them do most of the stuff on their own because we’re here so they can learn to do it on their own.”

During the search, Mathis and Simpson remained in the background, only getting involved on a couple of occasions when the Iraqi troops had questions or were looking for advice.

“They work real hard and go out and do what they’ve got to do,” Mathis said of the IA soldiers. “Once they are given an [operations order], they go out, and they conduct the mission pretty well.”





***Iraqi Army troops with the 1<sup>st</sup> Battalion, 5<sup>th</sup> Brigade, 6<sup>th</sup> Iraqi Army Division talk to a Monsour resident while on a cordon and knock mission.***

Although they were unable to locate the suspected chemical lab on this day, the Iraqi troops told Simpson that they planned to continue searching the area over the course of the next several days.

Simpson said that with many IA units, this type of persistent attitude is not always obvious, and that it is one of the things that set the 1/5/6<sup>th</sup> IA Division apart from their peers.

“Failure’s not an option when it comes to certain missions that we’re given, and the attitude on the IA side is sometimes, ‘If it happens, it happens,’ Simpson said. “But the American attitude is more like, ‘You’ve got to make it happen.’ We’ve instilled a lot of that in them, and they make it happen one way or another. It may not be done the way I want it to be done, but it’s done and it works.”

He said his team has a lot of expectations from the IA soldiers they train and nearly all of these expectations have been continually embraced and met.

“It’s just like when

you’re growing up,” he explained. “If no one expects anything from you and you do a little bit then that’s great, but if everyone around you expects a lot and you do a lot then you become greater and greater.”

Simpson said that his team is the third MiTT to work with the 1/5/6<sup>th</sup> IA Division, and based on how the battalion is now performing, he suspects that it will be their last.

“They’ve made a huge amount of progress, and while we still offer a lot to them, they could stand on their own if need be,” he said. “I think with the direction that we’re taking them, though, we’re setting a new standard for the IA, and the 1-5-6<sup>th</sup> is going to set a new standard for all the other battalions in the brigade because of what they expect from themselves.”

“They’re starting to have that confidence by themselves now, and we’re pulling back a little bit, and they’re still going out, and they do what they have to do,” he added. “When we first got here, one of the IA [Soldiers] told me that, when the Americans are with them, they feel brave and feel like nobody can mess with them. Now, they don’t depend on us as much for that added confidence, and they are excelling.”



***1st Lt. Xeon Simpson (center) watches as an Iraqi Army troop examines a Monsour resident’s car registration. Simpson, a Bronx, N.Y., native, is a member of the military transition team supporting the 1st Battalion, 5<sup>th</sup> Brigade, 6<sup>th</sup> Iraqi Army Division.***



# PHOTO JOURNAL

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 follow: the picture should depict NCOs in action, whether they're 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 names of Individuals 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).

## LOYALTY

Photo by Petty Officer 2nd Class Sandra M. Palumbo



Sgt. Richard Boone maintains a security perimeter around a Stryker vehicle. The Soldiers are bundled up because it is winter in Australia this time of year.

Photo by Airman 1st Class Christopher Hubenthal



Sgt. James Bowlby calls in a situation report as Pfc. Benjamin Cunningham scans his sector, in Baqubah, Iraq.

## SELFLESS SERVICE



# HONOR

Photo by Sgt. Mike Pryor



Sgt. William Kok, 82nd Airborne Division, pulls security while his platoon investigates a possible roadside bomb in the Al Beida neighborhood of Baghdad.

# INTEGRITY

Photo by Petty Officer 1st Class Scott Cohen



Afghan National Police officers go through advanced tactical training for the Afghan National Civil Order Police.

Photo by Sgt. Mike Pryor



A cloud of smoke and dust envelops Staff Sgt. Michael Mullahy, seconds after he fires an AT4 rocket at an insurgent position.

# RESPECT

Photo by Air Force Staff Sgt. Dallas Edwards



Sgt. Richard Elerick and an Iraqi man unload humanitarian relief supplies for local villagers.

# PERSONAL COURAGE



# NCOPD Euro style

*USAREUR hosts first-ever international NCO conference*

By Sgt. Maj. Lisa Hunter  
U.S. Army, Europe Public Affairs Office

**N**oncommissioned officer professional development took on a new, international look at Grafenwoehr, Germany, when 60 top NCOs from 40 European and Eurasian countries met for a three-day conference, the first ever of its kind.

The purpose of the conference, held June 20-22, was “to engage noncommissioned officers of European and Eurasian ground forces in a frank and open discussion on military matters,” said U.S. Army Europe’s Command Sgt. Maj. Iuniasolua Savusa.

The conference is part of U.S. European Command’s Theater Security Cooperation Program. The program aims to build partnerships among military forces and nations in the EUCOM area of responsibility through multinational training exercises, conferences and other events. Working with U.S. embassies in partner countries, USAREUR manages many of EUCOM’s TSC initiatives. The goal: improve military and security capabilities in the region, and build interoperability among U.S. military forces and their partner nations.

“I remember very well when Europe was a divided land and – from a Soldier’s perspective – we were training for an entirely different mission,” Savusa said during his opening comments to the assembled NCOs, many of whom serve in their countries in a position similar to the U.S. Army’s sergeant major of the Army. “There was a wall back then that divided us, and now we are building noncommissioned officers together. I am grateful for the







First Sgt. Jose Rivera, Co. A, 7<sup>th</sup> Army NCO Academy, gives conference attendees an overview of the Warrior Leader Course at Grafenwoehr Training Area, Germany. The academy graduates an average of 400 Soldiers every class, including several foreign Soldiers from U.S. Army, Europe's partner countries.





opportunity to see this change. I am honored to have the opportunity to foster a new generation of NCOs, who will become the backbone of some of the greatest armies in the world.”

The conference attendees represented countries in all stages of building their NCO corps. At one end of the spectrum is Sweden, which is just now looking into the concept of building a professional NCO corps to replace their conscript enlisted soldiers. At the other end is the Republic of Slovakia. Slovakia – after gaining its independence in 1993 and joining the European Union in 1994 – has completely embraced the concept of a professional NCO corps and is closely following the U.S. model.

During the conference, several of the participants – both U.S. Army NCOs and those from other countries – gave presentations and led discussions on a variety of topics. Starting off the conference, U.S. Army Joint Forces Command’s Command Sgt. Maj. Mark Ripka and Czech Republic Army Command Sgt. Maj. Ludek Kolesa, the senior enlisted advisor for NATO’s Allied Command Transformation organization, gave a joint presentation on “NCO roles, responsibilities and authority in the Joint/Coalition environment.”

“We cannot think that this war is all officer business,” Ripka said. “We’re going to end up executing the orders anyway – we should definitely be involved in the decision-making process that gets us there.”

In some ways, the conference resembled a military version of the United Nations. Participants clad in the uniforms of 40 nations; soldiers speaking in several different languages around the break tables. But the commonalities seemed to outweigh the differences.

“[These noncommissioned officers] want the confidence we have in our NCO Corps,” Savusa said. “To me that shows passion. Everyone here (at the conference), I believe, has that passion.”

The conference was based on mutual learning, and U.S. Army NCOs were there to learn from their partner-nation counterparts, as well, Savusa said. For example, the Sergeant Major of the Polish Land Forces, Warrant Officer 4 Mariusz Piwonski, teamed up with Command Sgt. Maj. Janez Smid, from the Slove-

nian Armed Forces, and Command Sgt. Maj. Richard Fabricius, Slovakian Armed Forces, to host a discussion on building a professional NCO corps.

“On this warfront, who is out in the convoys? It is the NCOs,” Piwonski said. “They are the ones out there making the big decisions, the decisions that affect the lives of Soldiers.”

Piwonski, Smid and Fabricius are all graduates of the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. They took some good-hearted joking from their American counterparts, who commented that it was obvious they were USASMA graduates because of their elaborate PowerPoint presentations. Slovakia sent its Armed Forces sergeant major to the U.S. Army Sergeants Major Course and has used the U.S. Army NCO Corps model as a foundation for its corps because it believes it is important for all coalition partners to follow the same standard, Fabricius explained.

“It is important because when you have two platoons from two different nations going on the same raid, you can assume NCOs from both platoons will have a mutual grasp of what the NCOs’ responsibilities are,” he said.

Joint training is a central aspect of USAREUR’s efforts. Partner-nation units participate in joint training exercises at the Joint Multinational Readiness Center in Hohenfels, Germany. In addition, partner-nation soldiers regularly attend the Warrior Leader Course at Grafenwoehr Training Area, where the conference was held.

“This conference was perfectly located at







Above: Participants listened to a variety of briefings and presentations throughout the three-day event held at the Joint Multinational Readiness Center in Hohenfels, Germany – center: Czech Republic Army Command Sgt. Maj. Ludek Kolesa gives a presentation on NCO roles, responsibilities and authority in the joint/coalition environment . Below l-r: Sergeants major from nations throughout Europe and Eurasia observe a block of instruction at the Joint Multinational Training Command Warrior Leader Course – Conferees observe convoy live-fire training at one of Grafenwoehr, Germany’s training ranges – A group of Soldiers react to an improvised explosive device during convoy live-fire training.

Photos by Sgt. Aimee Millham  
U.S. Army Europe Public Affairs Office

the Joint Multinational Training Command, USAREUR’s jewel,” said Savusa. “We send soldiers from other nations through our NCO Education System to enhance their commands.” The next step for some of the partner-nation soldiers is to return to the NCO Academy at Grafenwoehr as assistant instructors, he added.

Participants got a closer look at what some of their soldiers have already experienced, as they toured USAREUR’s Noncommissioned Officer Academy’s Warrior Leader Course and observed a convoy live fire exercise and after action review at one of the GTA ranges.

The NCO conference is an offshoot of the annual land forces commanders’ conference hosted by Gen. David McKiernan, USAREUR commanding general. That conference, set in Heidelberg, Germany, brings together top officers from across Europe and the U.S. Army. McKiernan said he fully supported the NCO conference.

“Successful professional armies are successful because they have well-trained an well-developed noncommissioned officer corps. I’m extremely proud of our NCOs and their leadership and service to our Nation. The U.S. Army is respected because we have the world’s best NCO Corps,” the general said.

“This is a historic conference because it provides direct contact among the senior enlisted leaders of our NATO allies, Global War on Terrorism partners and potential partners’ ground forces,” McKiernan said. “They are discussing the issues and challenges associated with creating a strong noncommissioned officer corps. Just as important, is the strengthening of the bonds among the senior NCOs of our allies and coalition friends, and those we hope will become allies and partners. These bonds will continue to pay dividends as we fight the war on terror together.”

Savusa said he hopes the NCO conference will be as long-lived as the land forces commanders’ conference, now in its 15<sup>th</sup> year.

“This is the first of what we hope will become an annual conference,” Savusa said. “It’s an invaluable opportunity for us, as noncommissioned officers, to exchange ideas and discuss doctrine. I see this as a forum for the U. S. Army noncommissioned officers to share our experiences with our partner nations who are building professional NCO corps. It’s also an opportunity for us to learn from their models and experience.”

Nations represented at the conference included Azerbaijan, Bosnia and Herzegovina, Croatia, Lithuania, Georgia, Romania, Ireland, Armenia, Montenegro, Finland, Ukraine, Albania, Poland, Estonia, Serbia, Switzerland, Austria, Spain, Portugal and Hungary. South Africa and Afghanistan, which asked to participate even though it is not part of the EU-COM theater.





# Drill Sergeant of the Year named

## Soldiers endure week-long competition at Fort Eustis

By Sgt. Maj. Larry Lane  
TRADOC Public Affairs

The top 17 drill sergeants from throughout U. S. Army Training and Doctrine Command competed the week of June 18-22 at Fort Eustis, Va., to earn the honor of being named the Drill Sergeant of the Year for 2007.

In an early morning ceremony June 22 at the Continental Park at Fort Monroe, Va., two drill sergeants were named the best drill sergeants in the Army -- one from the active duty Army, the other from the Army Reserves.

Drill Sergeant of the Year for the active duty component is Sgt. 1<sup>st</sup> Class Delfin Romani, a drill sergeant at Fort Leonard Wood, Mo.

"I was real surprised," Romani said about being selected. "Those guys I competed against; they are all pretty professional and if any of them were selected to win, I would be happy to shake their hand."

After serving as a basic combat training drill sergeant, he said it was difficult to be under the observation of other professional drill sergeants.

"It's a whole different perspective when you put yourself in that position. It makes you humble; it makes you realize your shortcomings," he said. "I know I have a lot to do when I go back to Fort Leonard Wood to keep myself sharp so I can represent the drill sergeants well around the Army."

Drill Sergeant of the Year for the Reserve component is Staff Sgt. Steve Malubay, an Army Reserve drill sergeant from the 104th Division, Renton, Wash. He said as a Reservist, it was difficult to find the time to train up for the competition.

"For most Reservists, they're maintaining two jobs," he said. Malubay is also a branch manager of a bank. "To maintain the skills required for the Army, as well as those for their civilian job and taking care of their family. As a Reservist, you really have to put in that extra time to make sure you are doing the correct training and to make sure you're ready for competition."

On being named the top drill sergeants, these two will now

assume the year-long duty of representing TRADOC and provide their expertise in training issues.

The first day of the competition began with an Army Physical Fitness Test at Fort Monroe, with many of the competitors earning scores above 270 points.

Staff Sgt. Jorge Pimentel, a drill sergeant with E Company, 71<sup>st</sup> Transportation Battalion, Fort Eustis, Va., was the fastest runner with a run time of 12:41.

He also accomplished 81 push-ups and 90 sit-ups.

"I did way better than I thought I was going to do," Pimentel said. "I think it was just the adrenalin of the group that pulled me up and just the nature of the competition."

Staff Sgt. Eric Brugman, a drill sergeant with C Company, 2<sup>nd</sup> Battalion, 47<sup>th</sup> Infantry regiment, Fort Benning, Ga., said he was disappointed with his scores of 80 push-ups, 71 sit-ups, and a 14:15 run time. Fort Monroe, located on the water, is known for a wind that blows from the bay that either helps a runner or slows a runner down. The two-mile course is near the bay front, one mile up and one mile back.

"I was catching that breeze off of the bay on the way back," he said. "I wasn't expecting it and it was a very humbling experience." Brug-

man said it was a challenge just to be selected to represent Fort Benning in the competition.

"The caliber of noncommissioned officers that I went up against at Fort Benning was second to none," he said. "Thoroughly skilled and trained infantrymen. I'm an air defender, a Patriot crewmember, so I thought I had that going against me. But my first sergeant had all the faith in the world in me, wanted to continue to push me, and knew that I could do it."

Drill sergeants continued the day of competition at Fort Eustis, where the focus of the challenge shifted from the physical to the mental.

Their first task was to complete a written essay capturing their opinion of the newest change to drill sergeants, that is, transitioning the advanced individual training drill sergeant positions to platoon sergeant slots in 2008.



Photo by James Wagner

**Sgt. 1st Class Delfin Romani, Drill Sergeant of the Year for the active component, receives congratulations and a trophy from Lt. Gen Thomas Metz, deputy commanding general and chief of staff for TRADOC.**



Immediately after the essay the drill sergeants were tested in their ability to instruct “modules,” blocks of step-by-step training each drill sergeant must be able to give to Soldiers during basic combat training. From the many modules a drill sergeant must know, only a few were tested. The modules included tasks in drill and ceremony, conducting physical fitness training, and the manual of arms.

Sgt. 1st Class Willie Henard, a drill sergeant with the Army Medical Department Center and School at Fort Sam Houston, Texas, admitted to not doing well in the task of forming a line and dismissing a squad.

“If I had to pick one weakness I had, it would definitely be modules,” Henard said. “It is unfortunate that in the AIT environment we don’t really get to modulate as often as some of the BCT drill [sergeants]. But no excuses, we had the MOI and we knew what to prepare for.”

In addition to the modules, drill sergeants were given the surprise task to identify as many deficiencies as they could find on five uniforms.

Staff Sgt. Christopher Cardina, a drill sergeant with B Battery, 3rd Battalion, 6th Air Defense Artillery, Fort Bliss, Texas, said he thought he did well on the detail-oriented uniform task.

“On the female AG-415 shirt, the NCO rank was on the collar. NCOs don’t wear rank on the collar, they wear shoulder boards,” he described one of the details he noticed. Some other drill sergeants overlooked that one detail.

“You have to know the female and male uniform, ACUs to dress uniform, the evening uniform,” he said in listing the types of uniforms he had to examine. “This was a surprise task, but I am very good with uniforms so I didn’t have any issues.”

Like other drill sergeants, Cardina credited the assistance from his Soldiers who helped him train for this competition.

“They assisted while I pitched modules, helping me with hands on tasks as my demonstrators,” he said.

Drill sergeants were also given the surprise task of interacting with the media on a video camera to answer the question, “Has the Army lowered training standards?” This task stressed the importance of drill sergeants engaging with the media to tell the Army’s story to the American public.

A final “take home” essay assignment had drill sergeants explain what type of uniform they thought is best for a drill sergeant to wear when instructing in a field environment.

On Day 2, drill sergeants were challenged with a land navigation course where they had three hours to navigate to five grid points. Wearing interceptor body armor, helmet, and carrying weapons, drill sergeants moved through thick brush and marshes.

“Wow, it was the most challenging course I’ve had to do

since being in the Army,” said Staff Sgt. Alanna Payne, F Company, 3rd Battalion, 60th Infantry Regiment, Fort Jackson, S. C. who was only able to find one point on the course. “The marshes; trying to figure out how you’re going to go around and negotiate it so you can get to your point.”

Although she did not perform as well as she had liked on the course, she remained optimistic that she would make-up her point loss by doing well in other events.

“You have to dust yourself off and keep going,” she said. “In all of these events, you have to be well-rounded, so even if you don’t do well in one event, you always have the chance to make up for it in another event. I’ll recover.”

The summer heat with temperatures nearing 95 degrees challenged the competitors. Two drill sergeants suffered mild dehydration and required intravenous bags.

Malubay, this year’s Drill Sergeant of the Year for the Reserve component, said he recognized his symptoms of dehydration and requested an IV at one of the points as a precaution.

“I would much rather say ‘give me a quick IV,’ and make sure I’m hydrated and continue to drive on, rather than sit there and maybe plod through the land course and then go down on the weapons range,”

Malubay said.

After receiving the IV, Malubay picked up where he had left off and completed the course. He said he had trouble finding one point and had to sacrifice not accounting for it to focus on the others.

The drill sergeants finished their second day of competition with a day rifle qualification and a night rifle fire.

The third day of competition required the drill sergeants to conduct “urban orienteering,” navigating to eight different points spread across Fort Eustis. Some points were in built-up areas near buildings while others were located in wooded areas.

At each point, drill sergeants completed tasks related to the Warrior Tasks and Battle Drills, those same set of skills they teach future Soldiers. Some of these tasks included hand-to-hand combat, medical first aid, and weapons systems knowledge.

Staff Sgt. Chris Phalan, a drill sergeant with A Company, 305th Military Intelligence Brigade, Fort Huachuca, Arizona, said he enjoyed the hand-to-hand combat task, also called “combat-ives.”

“I wouldn’t say it’s one of the more challenging tasks, but it’s one of the more fun tasks,” he said adding that at Fort Huachuca, combatives is a skill taught every Thursday.

One of the challenges for Day 3 included running a course of 17 obstacles, a physically demanding lane lasting more than five



Photo by James Wagner

**Staff Sgt. Steven Malubay, Drill Sergeant of the Year for the Reserve component, receives congratulations and a trophy from Lt. Gen Thomas Metz, Deputy commanding general and chief of staff for TRADOC.**

minutes and made more difficult by a summer rain that cooled competitors but made obstacles more slick to navigate.

Staff Sgt. Shan Willis, a drill sergeant with C Battery, 1st Battalion, 19th Field Artillery, Fort Sill, Okla., said the obstacle course could be compared to tasks that may be required during combat operations.

“It’s real, because at all times you’re running, you’re stopping, and you may have to climb over walls. Maybe you can’t breach a door, so you have to breach through a window or go over a wall,” he said.

Willis said camaraderie was one of the key elements to performing well on the obstacle course.

“Camaraderie and the motivation from each other are important, because when a person’s body and mind get beat down and worn out, your battle buddy is there to cheer them on. That is what keeps him motivated to get through the next obstacle.”

The fourth and final day of competition included an hour-long run led by Command Sgt. Maj. John Sparks, the TRADOC command sergeant major. The drill sergeants also appeared before a final board to be interviewed by some of the most senior command sergeants major in TRADOC.

It was difficult to choose the top drill sergeants, Sparks said, as all of the competitors are at the top of their profession. “It’s a terribly difficult decision; the points are incredibly close. All of



Photo by Harry Gerwien

***The hurdles on the obstacle course require the competitors to negotiate them while holding their hands behind their heads, as demonstrated by (left) Staff Sgt. Shan Willis and Staff Sgt. Christopher Cardina.***



Photo by Patrick Buffett

***Staff Sgt. Christopher M. Phalan demonstrates his ability to teach the manual of arms.***

these young men and women could be the Drill Sergeant of the Year for the United States Army,” he said. “I see this competition as a celebration of the Army drill sergeant. It makes the whole Army stop and focus on how critically important he or she is to what we do.”

“I think that most people in the Army understand that in the last couple of years, we’ve really changed basic combat training 100 percent. It’s not the basic training that I remember 30 years ago,” Sparks said about the challenging role drill sergeants serve in preparing Soldiers for war.

He pointed to such changes as weapons immersion, where Soldiers maintain a weapon through the length of their basic combat training and the instruction of the Warrior Tasks and Battle Skills, what all Soldiers need to know to be successful on today’s battlefield. The drill sergeant is also the person responsible for shaping a Soldier’s discipline throughout the instruction of the Army Values and the Warrior Ethos, he said.

“It’s an incredibly demanding position. We have made it even more demanding. It’s instrumental in the global war on terrorism. They are incredible men and women and we owe them our thanks,” he added.

During the ceremony to honor the two new top drill sergeants, Lt. Gen Thomas Metz, deputy commanding general and chief of staff for TRADOC, elaborated on the important role drill sergeants play in an Army of a Nation at war.

“They are smart, driven, disciplined, dedicated and professional,” Metz said. “What they do for our Army is tremendous. Simply put: our Nation entrusts these proven leaders with the sacred responsibility to initially train our sons and daughters. They provide combat ready Soldiers for our operational units in an Army at war.”

Metz said drill sergeants leave a lasting influence on Soldiers and that he credits his success to his own drill sergeant.

“Drill sergeants instill the discipline necessary to survive in combat, the values that are the foundation of Army, and what the world expects from an American Soldier,” he said. “They instill the warrior spirit, the will to win, the hallmark of our Army. Simply put: drill sergeants are the kind of Soldiers our young warriors aspire to be.”



# SGT. 1ST CLASS WEBSTER ANDERSON

Webster Anderson was a U. S. Army Soldier and a recipient of America's highest military decoration—the Medal of Honor—for his actions in the Vietnam War.

Anderson joined the Army from his birth city of Winnsboro, S. C., and by Oct. 15, 1967 was serving as a staff sergeant in Battery A, 2<sup>nd</sup> Battalion, 320<sup>th</sup> Field Artillery Regiment, 101<sup>st</sup> Airborne Infantry Division (Airmobile) in Vietnam. On that day, Anderson's artillery unit was attacked by North Vietnamese forces near Tam Kỳ in the Republic of Vietnam. Anderson directed the defense of the unit's position and continued to lead after twice being severely wounded. He survived his wounds and was subsequently promoted to the rank of sergeant first class and awarded the Medal of Honor for his actions during the battle.



Courtesy photo

and attempted to throw it over the parapet to save his men. As the grenade was thrown from the position it exploded and Sgt. 1<sup>st</sup> Class Anderson was again grievously wounded. Although only partially conscious and severely wounded, Sgt. 1<sup>st</sup> Class

Anderson refused medical evacuation and continued to encourage his men in the defense of the position. Sgt. 1<sup>st</sup> Class Anderson by his inspirational leadership, professionalism, devotion to duty and complete disregard for his welfare was able to maintain the defense of his section position and to defeat a determined attack. Anderson's gallantry and extraordinary heroism at the risk of his life above and beyond the call of duty are in the highest traditions of the military service and reflect great credit upon himself, his

unit, and the U.S. Army.

Webster Anderson died at age 70 of colon cancer and was buried in Blackjack Baptist Church Cemetery in his hometown of Winnsboro, S. C.

## Medal of Honor citation

Sgt. 1<sup>st</sup> Class Anderson (then Staff Sergeant), distinguished himself by conspicuous gallantry and intrepidity in action while serving as chief of section in Battery A, against a hostile force. During the early morning hours Battery A's defensive position was attacked by a determined North Vietnamese Army infantry unit supported by heavy mortar, recoilless rifle, rocket propelled grenade and automatic weapon fire.

The initial enemy onslaught breached the battery defensive perimeter. Sgt. 1<sup>st</sup> Class Anderson, with complete disregard for his personal safety, mounted the exposed parapet of his howitzer position and became the mainstay of the defense of the battery position. Sgt. 1<sup>st</sup> Class Anderson directed devastating direct howitzer fire on the assaulting enemy while providing rifle and grenade defensive fire against enemy soldiers attempting to overrun his gun section position. While protecting his crew and directing their fire against the enemy from his exposed position, two enemy grenades exploded at his feet knocking him down and severely wounding him in the legs.

Despite the excruciating pain and though not able to stand, Sgt. 1<sup>st</sup> Class Anderson valorously propped himself on the parapet and continued to direct howitzer fire upon the closing enemy and to encourage his men to fight on. Seeing an enemy grenade land within the gun pit near a wounded member of his gun crew, Sgt. 1<sup>st</sup> Class Anderson heedless of his own safety, seized the grenade

*Editor's Note: The following is taken from the Web site of Dave Flood, a 25-year veteran of the U. S. Army who teaches heating and air conditioning.*

It was 0320 hours, 15 October 67. There were 46 of us on a narrow hilltop in the middle of the jungle. When it was over, there were 12 of us left. Many men became Hero's that early morning. Each man had his own battle, and his own story to tell. Webster Anderson lost both legs and his right hand during the battle, he never gave up, and he never quit. Even while the medic was trying to treat his wounds, Webster was barking orders to his men to continue the defense of our position. The hilltop was later dubbed, "SAD HILL."

After being sent home and spending a year in the hospital, he still never quit. He donned his artificial limbs and opened a TV repair business, putting three kids through college.

I finally located Webster in 1995 on a motorcycle trip through the south. I visited him an average of every two years after that. He never complained or showed any regrets for his misfortune. What ever happens in my life is trivial in nature. He has given me the inspiration to move on through any adversity.

Webster and men like him taught me to be the man I am. Honor and devotion to Duty, which I carry on in my trade practice today.





**SGT Army Professional**  
**Deployed around the World**  
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# Letters to the Editor

The NCO Journal

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## Hair standards for females need changing

The US Army is the only service that requires females' hair to remain bound and above the collar during physical training (PT). The Air Force, certain Navy organizations, and even the Marines with their strict grooming standards have allowed the hair to "fall naturally" during PT in the physical training uniform. The Army standard is that the hair may not "extend below the bottom edge of the collar at any time... This includes styles worn with the physical fitness uniform/improved physical fitness uniform." I have frequently witness disheveled hair in formation, in PT and duty uniforms, and I believe that [it is time to reconsider that hair policy].

The fact that a female's hair falls out of her bun during physical activity is not the fault of the soldier. If strands become disengaged it should not reflect poorly on the soldier or her unit, but it does. NCOs are frequently admonishing female soldiers for improper hair styles after a thorough PT session. I have done it on many occasions. However, this is a matter of fixing a symptom and not addressing the problem.

The problem is the type of hairstyle that is required. To conform to the regulation, a female must keep their hair "neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible." This entails all manner of braiding, rolling, coiling and tucking. A soldier with long hair may braid and coil the excess, fastening it to her head. However, the amount of time, energy, and resources involved, (in the form of bobby pins and clips), is excessive.

Soldiers engage in strenuous physical training daily. This PT includes jumping, rolling, and running. During the course of a PT session, the Soldier's hair may often contact the ground or rub against training aids. During the sit-up event on an Army Physical Fitness Test (APFT) their hair is essentially required to touch the ground. After an hour of grass drills and a follow on two mile run a female's hair is going to fray. Regardless of the amount of time put into keeping her hair bound tightly, a female's hair will "present a ragged, unkempt, or extreme appearance."

The solution to this "ragged, unkempt, or extreme appear-

ance" is to simply acknowledge it. When we realize that some females have long hair and that it will not stay "neatly and inconspicuously fastened or pinned" then we are able fix the actual problem. The Army needs to consider allowing a female's hair to "fall naturally, without being fastened or pinned."

Integration of the Air Force and Marine standards into a revised Army regulation is the solution. This revision will allow a female to wear her hair up if she chooses or allow it to fall naturally while in PT uniform. The other services include the phrases "present a professional appearance" and "a neat and professional image." This should also be included in the revised regulation. If a female attempts to put her hair up and it falls below the collar during a run, she should then be corrected.

"When hair is in a pony tail, it must be pulled all the way through the elastic band and may hang naturally downward..." and "all loose ends must be tucked in and secured" are both examples of directive phrases. The inclusion of such phrases will enable soldiers to maintain flexibility in regards to varying hair styles and simultaneously display a professional appearance.

The current regulation is inadequate. A change in the female grooming standards is needed to present a more professional appearance. NCOs and officers need to set the example and be confident enough in our stations to enforce what is and what is not a professional appearance. The current Army Regulation 670-1 is not conducive to a realistic and enforceable standard with regard to female Soldier hair appearance during PT.

*Sgt. 1<sup>st</sup> Class Timothy Adams*  
*Fort Drum, N.Y.*

## Correction

The story "Beware the Gray Zone," written by Command Sgt. Maj. Barry Wheeler, that appeared in our April 2007 issue on pages 22 and 23, cited FM 22-100, Army Leadership. That FM's designation was changed to FM 6-22. The article in question was written before that change occurred and the reference was not corrected prior to us going to print. We apologize for any confusion this might have caused.



# Roll call

o f t h e f a l l e n

## Operation Iraqi Freedom

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Bailey III, 29, Bellevue, Neb., May 25, 2007 ♦ Cpl. Zachary D. Baker, 24, Vilonia, Ark., May 28, 2007 ♦ Staff Sgt. Robert J. Basham, 22, Kenosha, Wis., April 14, 2007 ♦ Sgt. Ryan J. Baum, 27, Aurora, Colo., May 18, 2007 ♦ Pfc. Matthew E. Baylis, 20, Oakdale, N.Y., May 31, 2007 ♦ Cpl. Jason J. Beadles, 22, La Porte, Ind., April 12, 2007 ♦ Pfc. Matthew A. Bean, 22, Pembroke, Mass., May 31, 2007 ♦ Staff Sgt. Michael A. Bechert, 24, New Castle, Ind., June 14, 2007 ♦ Staff Sgt. Shane R. Becker, 35, Helena, Mont., April 3, 2007 ♦ Spc. David W. Behrle, 20, Tipton, Iowa, May 19, 2007 ♦ Pfc. David J. Bentz III, 20, Newfield, N.J., June 20, 2007 ♦ Cpl. Ray M. Bevel, 22, Andrews, Texas, April 21, 2007 ♦ Spc. Ryan A. Bishop, 32, Euless, Texas, April 14, 2007 ♦ Spc. Clinton C. Blodgett, 19, Pekin, Ind., May 26, 2007 ♦ Pfc. Kyle G. Bohrnson, 22, Philipsburg, Mont., April 10, 2007 ♦ Spc. Matthew T. Bolar, 24, Montgomery, Ala., May 3, 2007 ♦ Pfc. John G. 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Green, 24, Woodlands, Texas, March 18, 2007 ♦ Sgt. 1<sup>st</sup> Class Darrell R. Griffin Jr., 36, Alhambra, Calif., March 21, 2007 ♦ Spc. Kelly B. Grothe, 21, Spokane, Wash., May 3, 2007 ♦ Spc. Mario Guerrero, 30, Fort Worth, Texas, March 17, 2007 ♦ Pfc. Zachary R. Gullett, 20, Hillsboro, Ohio, May 1, 2007 ♦ Pfc. Larry I. Guyton, 22, Brenham, Texas, May 4, 2007 ♦ Staff Sgt. Christopher N. Hamlin, 24, London, Ky., May 4, 2007 ♦ Pfc. Jonathan V. Hamm, 20, Baltimore, Md., May 17, 2007 ♦ Sgt. Jason R. Harkins, 25, Clarkesville, Ga., May 6, 2007 ♦ Staff Sgt. Marlon B. Harper, Baltimore, Md., April 21, 2007 ♦ Staff Sgt. Blake M. Harris, 27, Hampton, Ga., March 15, 2007 ♦ Pfc. Nicholas S. Hartge, 20, Rome City, Ind., May 14, 2007 ♦ Pfc. Travis F. Haslip, 20, Ooltewah, Tenn., May 19, 2007 ♦ Pfc. Anthony D. Hebert, 19, Lake City, Minn., June 21, 2007 ♦ 1<sup>st</sup> Lt. Keith N. Heidtman, 24, Norwich, Conn., May 28, 2007 ♦ Spc. Josiah W. 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LeGrand, 27, Lakeside, Calif., June 12, 2007 ♦ Sgt. Adrian J. Lewis, 30, Mauldin, S.C., March 21, 2007 ♦ Sgt. Joel W. Lewis, 28, Sandia Park, N.M., May 6, 2007 ♦ Pfc. Robert A. Liggett, 23, Urbana, Ill., May 29, 2007 ♦ Sgt. Nicholas J. Lightner, 29, Newport, Ore., March 21, 2007 ♦ Spc. Darryl W. Linder, 23, Hickory, N.C., June 19, 2007 ♦ Spc. James T. Lindsey, 20, Florence, Ala., April 12, 2007 ♦ Spc. Kyle A. Little, 20, West Boylston, Mass., May 8, 2007 ♦ Staff Sgt. Kenneth E. Locker Jr., 28, Wakefield, Neb., April 23, 2007 ♦ Staff Sgt. Brian M. Long, 32, Burns, Wyo., June 10, 2007 ♦ Spc. James E. Lundin, 20, Bellport, N.Y., May 30, 2007 ♦ Pfc. Rodney L. McCandless, 21, Camden, Ark., April 7, 2007 ♦ Spc. Marquis J. McCants, 23, San Antonio, Texas, May 18, 2007 ♦ Spc. Sean K. McDonald, 21, Rosemount, Minn., March 25, 2007 ♦ Sgt. Robert M. McDowell, 30, Deer Park, Texas, April 1, 2007 ♦ Staff Sgt. Thomas M. McFall, 36, Glendora, Calif., May 28, 2007 ♦ Sgt. Jimmy M. Malone, 23, Wills Point, Texas, June 23, 2007 ♦ Spc. Jeremy E. Maresi, 24, Jim Thorpe, Pa., April 24, 2007 ♦ Cpl. Johnathan A. Markham, 22, Bedford, Texas, May 29, 2007 ♦ Sgt. Randell T. Marshall, 22, Fitzgerald, Ga., April 23, 2007 ♦ Staff Sgt. Jay E. Martin, Baltimore, Md., April 29, 2007 ♦ Sgt. Anselmo Martinez III, 26, Robstown, Texas, May 18, 2007 ♦ Spc. Alan E. McPeak, 20, Tucson, Ariz., Feb. 2, 2007 ♦ Staff Sgt. Virgil C. Martinez, 33, West Valley, Utah, May 6, 2007 ♦ Sgt. Jean P. Medlin, 27, Pellham, Ala., May 19, 2007 ♦ Staff Sgt. David A. Mejias, 26, San Juan, Puerto Rico, April 1, 2007 ♦ Spc. Gregory N. Millard, 22, San Diego, Calif., May 26, 2007 ♦ Pvt. Scott A. Miller, 20, Casper, Wyo., June 9, 2007 ♦ Pfc. Joshua S. Modgling, 22, Las Vegas, Nev., June 19, 2007 ♦ Sgt. Alphonso J. Montengero II, 22, Far Rockaway, N.Y., June 21, 2007 ♦ Sgt. Robert J. Montgomery Jr., 29, Scottsburg, Ind., May 22, 2007 ♦ Sgt. Michael J. Montpetit, 31, Honolulu, Hawaii, June 22, 2007 ♦ Staff Sgt. Michael D. Moody Jr., 31, Richmond, Va., June 23, 2007 ♦ Chief Warrant Officer Dwayne L. Moore, 31, Williamsburg, Va., April 19, 2007 ♦ Staff Sgt. Christopher Moore, 28, Alpaugh, Calif., May 19, 2007 ♦ Pfc. Joshua M. Moore, 20, Russellville, Ky., May 30, 2007 ♦ Staff Sgt. William C. Moore, 27, Benson, N.C., April 23, 2007 ♦ Pfc. Jason M. Morales, 20, La Puente, Calif., April 18, 2007 ♦ Sgt. Trista L. Moretti, 27, South Plainfield, N.J., June 25, 2007 ♦ Pfc. Christopher E. Murphy, 21, Lynchburg, Va., May 12, 2007 ♦ Spc. Casey W. Nash, 22, Baltimore, Md., May 18, 2007 ♦ 1<sup>st</sup> Lt. Phillip I. Neel, 27, Maryland, April 8, 2007 ♦ Spc. Keith V. Nepsa, 21, New Philadelphia, Ohio, June 2, 2007 ♦ 1<sup>st</sup> Lt. Gwilym J. Newman, 24, Waldorf, Md., April 12, 2007 ♦ Cpl. Meresebang Ngiraked, 21, Koror, Republic of Palau, June 10, 2007 ♦ Spc. Dan H. Nguyen, 24, Sugar Land, Texas, May 8, 2007 ♦ Pfc. Christopher M. North, 21, Sarasota, Fla., April 21, 2007 ♦ Cpl. Jason Nunez, 22, Naranjito, Puerto Rico, March 25, 2007 ♦ Cpl. Wade J. Oglesby, 27, Grand Junction, Colo., April 18, 2007 ♦ Sgt. Steven M. Packer, 23, Clovis, Calif., May 17, 2007 ♦ Capt. Anthony Palermo, 26, Brockton, Mass., April 6, 2007 ♦ Spc. Eric C. Palmer, 21, Maize, Kan., June 24, 2007 ♦ Sgt. Richard K. Parker, 26, Phillips, Maine, June 14, 2007 ♦ Pfc. Larry Parks Jr., 24, Altoona, Pa., June 18, 2007 ♦ Pfc. Cameron K. Payne, 22, Corona, Calif., June 11, 2007 ♦ Sgt. Brice A. Pearson, 32, Phoenix, Ariz., April 23, 2007 ♦ Spc. Coty J. Phelps, 20, Kingman, Ariz., May 17, 2007 ♦ Spc. Astor A. Sains-Pineda, 20, Long Beach, Calif., May 2, 2007 ♦ Pfc. Michael P. Pittman, 34, Davenport, Iowa, June 15, 2007 ♦ Sgt. Joe Polo, 24, Opalocka, Fla., March 29, 2007 ♦ Pfc. Jerome J. Potter, 24, Tacoma, Wash., May 3, 2007 ♦ Staff Sgt. Terry W. Prater, 25, Speedwell, Tenn., March 15, 2007 ♦ Cpl. Victor H. Toledo Pulido, 22, Hanford, Calif., May 23, 2007 ♦ Cpl. Michael A. Pursel, 19, Clinton, Utah, May 6, 2007 ♦ Cpl. Cody A. Putnam, 22, Lafayette, Ind., April 12, 2007 ♦ Sgt. Sameer A. M. Rateb, 22, Absecon, N.J., May 6, 2007 ♦ Pfc. Stephen K. Richardson, 22, Bridgeport, Conn., March 20, 2007 ♦ Pfc. Nicholas E. Riehl, 24, Shiocton, Wis., April 27, 2007 ♦ Sgt. Greg N. Riewer, 30, Frazee, Minn., March 23, 2007 ♦ 1<sup>st</sup> Lt. Daniel R. Riordan, 24, St. Louis, Mo., June 23, 2007 ♦ Spc. Brian E. Ritzberg, 24, New York, April 2, 2007 ♦ Sgt. Derek T. Roberts, 24, Gold River, Calif., June 14, 2007 ♦ Pvt. Damian Lopez Rodriguez, Tucson, Ariz., April 6, 2007 ♦ Spc. Dominic N. Rodriguez, 23, Klamath Falls, Ore., June 22, 2007 ♦ Spc. Michael J. Rodriguez, 20, Sanford, N.C., April 23, 2007 ♦ Cpl. Michael M. Rojas, 21, Fresno, Calif., April 18, 2007 ♦ Staff Sgt. Vincenzo Romeo, 23, Lodi, N.J., May 6, 2007 ♦ Spc. Joshua G. Romero, 19, Crowley, Texas, May 18, 2007 ♦ Spc. Alexander Rosa Jr., 22, Orlando, Fla., May 25, 2007 ♦ Pfc. Joey T. Sams II, 22, Spartanburg, S.C., March 21, 2007 ♦ Pfc. Junior Cedeno Sanchez, 20, Miami, Fla., May 28, 2007 ♦ Sgt. Ed Santini, 25, Toa Baja, Puerto Rico, March 17, 2007 ♦ Pvt. Anthony J. Sausto, 22, Lake Havasu City, Ariz., May 10, 2007 ♦ Sgt. Joshua A. Schmidt, 26, Willmar, Mich., April 14, 2007 ♦ Sgt. Anthony J. Schober, 23, Reno, Nev., May 12, 2007 ♦ Sgt. Jason A. Schumann, 23, Hawley, Minn., May 19, 2007 ♦ Staff Sgt. Coby G. Schwab, 25, Puyallup, Wash.,



May 3, 2007 ♦ Sgt. 1<sup>st</sup> Class Benjamin L. Sebban, 29, Chattanooga, Tenn., March 17, 2007 ♦ Sgt. Raymond S. Sevaetasi, 20, Pago Pago, American Samoa, April 11, 2007 ♦ Spc. Jason A. Shaffer, 28, Derry, Pa., April 5, 2007 ♦ 1<sup>st</sup> Lt. Leslie M. Shank, 25, Fort Wayne, Ind., March 31, 2007 ♦ Staff Sgt. Russell K. Shoemaker, 31, Sweet Springs, Mo., May 24, 2007 ♦ Pfc. David N. Simmons, 20, Kokomo, Ind., April 8, 2007 ♦ Sgt. Todd A. Singleton, 24, Muskegon, Mich., April 8, 2007 ♦ Pvt. Michael J. Slater, 19, Scott Depot, W. Va., April 21, 2007 ♦ Spc. Eric S. Smallwood, 23, Trumann, Ark., May 26, 2007 ♦ Sgt. Eric L. Snell, 35, Trenton, N.J., June 18, 2007 ♦ Pfc. Katie M. Soenkßen, 19, Davenport, Iowa, May 2, 2007 ♦ Spc. Ismael G. Solorio, 21, San Luis, Ariz., April 9, 2007 ♦ Sgt. Matthew Soper, 25, Kalamazoo, Mich., June 6, 2007 ♦ Sgt. Danny R. Soto, 24, Houston, Texas, June 16, 2007 ♦ Staff Sgt. Gina R. Sparks, 35, Drury, Mo., Oct. 4, 2004 ♦ Pvt. Cole E. Spencer, 21, Gays, Ill., April 28, 2007 ♦ Pfc. Raymond N. Spencer Jr., 23, Carmichael, Calif., June 21, 2007 ♦ Spc. Curtis R. Spivey, 25, Chula Vista, Calif., April 2, 2007 ♦ Spc. Clifford A. Spohn III, 21, Albuquerque, N.M., April 9, 2007 ♦ Spc. Lance C. Springer II, 23, Fort Worth, Texas, March 23, 2007 ♦ Pfc. Lucas V. Starcewich, 25, Canton, Ill., April 16, 2007 ♦ Sgt. Blake C. Stephens, 25, Pocatello, Idaho, May 8, 2007 ♦ Sgt. 1<sup>st</sup> Class John S. Stephens, 41, San Antonio, Texas, March 15, 2007 ♦ Pvt. Shane M. Stinson, 23, Fullerton, Calif., June 23, 2007 ♦ Cpl. James E. Summers III, 21, Bourbon, Mo., May 28, 2007 ♦ Sgt. Robert A. Surber, 24, Inverness, Fla., June 3, 2007 ♦ Sgt. 1<sup>st</sup> Class Greg L. Sutton, 38, Spring Lake, N.C., June 6, 2007 ♦ Sgt. Jason W. Swiger, 24, South Portland, Maine, March 25, 2007 ♦ Spc. Eddie D. Tamez, 21, Galveston, Texas, April 27, 2007 ♦ Sgt. Nimo W. Taulala, 29, Honolulu, Hawaii, March 17, 2007 ♦ Master Sgt. Sean M. Thomas, 33, Harrisburg, Pa., March 27, 2007 ♦ Sgt. Norman L. Tollett, 30, Columbus, Ohio, April 28, 2007 ♦ Pfc. Jacob T. Tracy, 20, Palestine, Ill., June 18, 2007 ♦ Spc. Francis M. Trussel Jr., 21, Lincoln, Ill., May 26, 2007 ♦ Staff Sgt. Steven R. Tudor, 36, Dunmore, Pa., April 21, 2007 ♦ 1<sup>st</sup> Lt. Colby J. Umbrell, 26, Doylestown, Pa., May 3, 2007 ♦ Sgt. Iosiwo Uruo, 27, Agana Heights, Guam, May 24, 2007 ♦ Pfc. Alexander R. Varela, 19, Fernley, Nev., May 19, 2007 ♦ Sgt. Michael L. Vaughan, 20, Otis, Ore., April 23, 2007 ♦ Sgt. Jason W. Vaughn, 29, Iuka, Miss., May 10, 2007 ♦ Pfc. Jerimiah J. Veitch, 21, Dibble, Okla., June 21, 2007 ♦ Pfc. Justin A. Verdeja, 20, La Puente, Calif., June 5, 2007 ♦ Staff Sgt. Eric R. Vick, 25, Spring Hope, N.C., April 1, 2007 ♦ Pfc. Stephen J. Walberg, 18, Paradise, Calif., April 15, 2007 ♦ 1<sup>st</sup> Lt. Frank B. Walkup IV, 23, Woodbury, Tenn., June 16, 2007 ♦ Sgt. Brandon L. Wallace, 27, St. Louis, Mo., April 14, 2007 ♦ Pvt. Brett A. Walton, 37, Hillsboro, Ore., April 9, 2007 ♦ Spc. Forrest J. Waterbury, 25, Richmond, Texas, March 14, 2007 ♦ Sgt. Kimel L. Watt, 21, Brooklyn, N.Y., June 3, 2007 ♦ Staff Sgt. Shannon V. Weaver, 28, Urich, Mo., May 21, 2007 ♦ Staff Sgt. Joseph M. Weiglein, 31, Audubon, N.J., May 29, 2007 ♦ Spc. Andrew R. Weiss, 28, Lafayette, Ind., May 3, 2007 ♦ 1<sup>st</sup> Lt. Kyle G. West, 23, Pasadena, Texas, May 28, 2007 ♦ Pfc. Anthony J. White, 21, Columbia, S.C., March 25, 2007 ♦ Spc. Doonewey White, 26, Milpitas, Calif., May 29, 2007 ♦ Pfc. David J. Wilkey Jr., 22, Elkhart, Ind., June 18, 2007 ♦ Staff Sgt. Jesse L. Williams, 25, Santa Rosa, Calif., April 8, 2007 ♦ Lt. Col. Peter E. Winston, 56, Plant City, Fla., Nov 13, 2006 ♦ Cpl. Jonathan D. Winterbottom, 21, Falls Church, Va., May 23, 2007 ♦ Sgt. Justin D. Wisniewski, 22, Standish, Mich., May 19, 2007 ♦ Sgt. Ryan M. Wood, 22, Oklahoma City, Okla., June 21, 2007 ♦ Pfc. Robert A. Worthington, 19, Jackson, Ga., May 22, 2007 ♦ Sgt. Thomas G. Wright, 38, Holly, Mich., May 14, 2007 ♦ Sgt. 1<sup>st</sup> Class William A. Zapfe, 35, Muldraugh, Ky., June 19, 2007 ♦ Pvt. Matthew T. Ziemer, 18, Glendive, Mont., Feb. 2, 2007 ♦ Pfc. Casey P. Zylman, 22, Coleman, Mich., May 25, 2007

## Operation Enduring Freedom

Sgt. Alexander Van Aalten, 21, Monterey, Tenn., April 20, 2007 ♦ Chief Warrant officer Christopher M. Allgaier, 33, Middleton, Mo., May 30, 2007 ♦ Staff Sgt. Charlie L. Bagwell, 28, Lake Toxaway, N.C., May 30, 2007 ♦ Maj. Larry J. Bauguess Jr., 36, Moravian Falls, N.C., May 14, 2007 ♦ Sgt. Jesse A. Blamires, 25, West Jordan, Utah, May 30, 2007 ♦ Sgt. Charles R. Browning, 31, Tucson, Ariz., June 1, 2007 ♦ Staff Sgt. Casey D. Combs, 28, Auburn, Wash., April 12, 2007 ♦ Cpl. Jeremy R. Greene, 24, Springfield, Ohio, April 28, 2007 ♦ Spc. Agustin Gutierrez, 19, San Jacinto, Calif., March 29, 2007 ♦ Sgt. Brandon E. Hadaway, 25, Valley, Ala., May 30, 2007 ♦ Pfc. Joseph G. Harris, 19, Sugar Land, Texas, May 3, 2007 ♦ Col. James W. Harrison Jr., 47, Missouri, May 6, 2007 ♦ Sgt. 1<sup>st</sup> Class Christopher D. Henderson, 35, Hillsboro, Ore., June 17, 2007 ♦ Sgt. 1<sup>st</sup> Class John M. Hennen, 26, Vinton, La., June 17, 2007 ♦ Sgt. Edelman L. Hernandez, 23, Hyattsville, Md., April 11, 2007 ♦ Capt. Darrell C. Lewis, 31, Washington, D.C., June 23, 2007 ♦ Staff Sgt. Roy P. Lewsader Jr., 36, Belleville, Ill., June 16, 2007 ♦ Master Sgt. Arthur L. Lilley, 35, Smithfield, Pa., June 15, 2007 ♦ Spc. Jacob M. Lowell, 22, New Lenox, Ill., June 2, 2007 ♦ Sgt. Edmund W. McDonald, 25, Casco, Maine, March 29, 2007 ♦ Spc. Conor G. Masterson, 21, Inver Grove Heights, Minn., April 7, 2007 ♦ Spc. Daniel F. Mehringer, 20, Morgantown, W. Va., April 27, 2007 ♦ Sgt. Timothy P. Padgett, 28, Defuniak Springs, Fla., May 8, 2007 ♦ Sgt. Dustin J. Perrott, 23, Fredericksburg, Va., June 21, 2007 ♦ Chief Warrant Officer Joshua R. Rodgers, 29, Carson City, Colo., May 30, 2007 ♦ Master Sgt. Wilberto Sabalu Jr., Chicago, Ill., May 6, 2007 ♦ Capt. Joshua E. Steele, 26, North Henderson, Ill., June 17, 2007 ♦ Sgt. David A. Stephens, 28, Tullahoma, Tenn., April 12, 2007 ♦ Staff Sgt. Michael D. Thomas, 34, Seffner, Fla., April 27, 2007 ♦ Pfc. Timothy R. Vimoto, 19, Fort Campbell, Ky., June 5, 2007 ♦ Staff Sgt. Joshua R. Whitaker, 23, Long Beach, Calif., May 15, 2007 ♦ Spc. Christopher M. Wilson, 24, Bangor, Maine, March 29, 2007 ♦ Sgt. Charles E. Wyckoff Jr., 28, Chula Vista, Calif., June 6, 2007

(Editor's note: This list is a continuation of previous lists printed since it started with the October 2003 issue. The names that appear in this Honor Roll are those that have been released since March 16, 2007 and are current as of June 27, 2007.)



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