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PROFESSIONAL DEVELOPMENT



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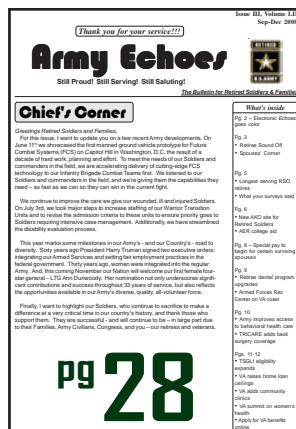
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We honor the men and women who have sacrificed their lives in current operations around the world.



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From the SMA

Reversing trends of indiscipline

During this past quarter, I've traveled to Iraq, Afghanistan, Kuwait, Germany, Italy and many installations across the United States. Throughout all of these unit visits in each of these locations, I've conducted Soldier and Leader forums to address sustain, prepare, reset and transform changes throughout the Army. These forums give me the opportunity to talk to Soldiers and Leaders, answer questions about their concerns and challenges in their immediate future. Some consistent questions/concerns I've received from senior leaders during this period center on the discipline of new recruits; integrating new recruits into the organization; Sergeants are great war-fighters but they have lost their garrison skills to counsel and develop these new Soldiers; and promotions are occurring too early for Soldiers and NCOs, etc. Leaders relate many of these specific issues to other challenges within their units and installations like post traumatic stress disorder, suicide, absent without leave, and acts of misconduct.

All of these questions and concerns are symptoms of a much larger problem. Hence, I've asked leaders for their recommended suggestions and methods to fix these weaknesses and reverse trends of indiscipline. I've received recommendations for recruiters to improve their selection criteria for the caliber of Soldiers enlisting in the Army, or drill sergeants need to work harder to instill more discipline for Soldiers attending Initial Entry Training, or Training and Doctrine Command needs to increase the length of Noncommissioned Officer Education System schools to train our Sergeants more effectively and efficiently. All of these recommendations are noted and considered, however, these recommendations will not fix the larger problem of senior leadership responsibility in our units.

I am convinced the Soldiers coming in the Army today are as good as, or better, than any generation of Soldier who joined our ranks throughout our 233 year history. We are now in our second longest war in history that we have fought with an all-volunteer force, second only to the Revolutionary War. Americans joining our ranks today are here because they want to wear the uniform of a Soldier and they want to serve their country. Our drill sergeants do an incredible job beginning the transition of a civilian to become a Soldier in a mere nine weeks of basic training. The focus of a recruit's training during this period is on our Warrior Tasks and Battle Drills to prepare the Soldier to join a unit de-

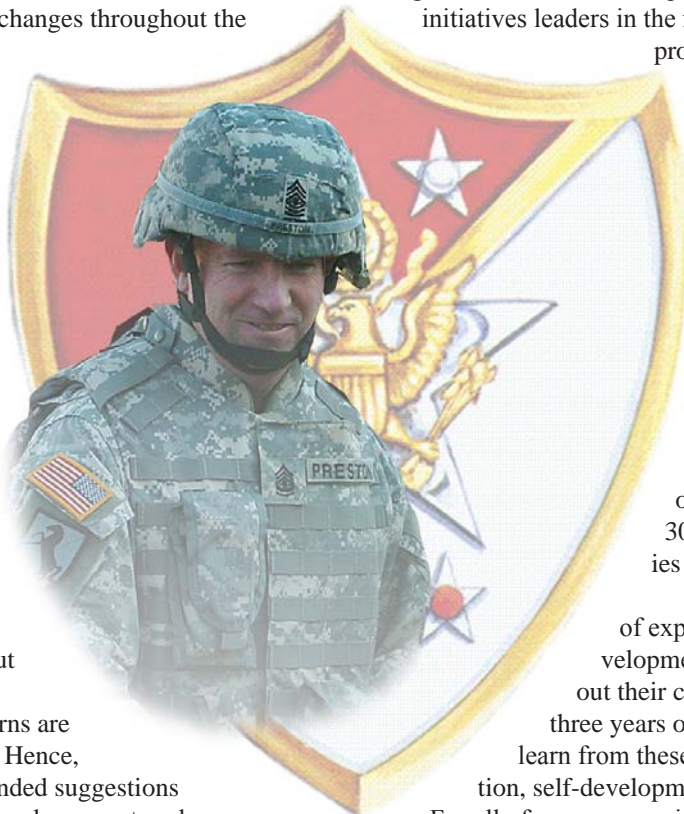
ploying for combat operations. Today, recruits in IET carry their weapon with them daily in all phases of training; overnight field training exercises went from three days to 12 days; combative training and combat lifesaver qualification are all newly desired initiatives leaders in the field have asked TRADOC to

provide to new recruits. Soldiers coming out of basic training are now better postured for the training focus of a sergeant, to finalize their integration into a combat team deploying in support of the Global War on Terrorism (GWOT). Taking all of these factors into consideration, the problem nor the solution lies with the recruit, the recruiter, or the drill sergeant. The problem and the solution to the problem is with our unit leadership in more than 3000 companies, troops and batteries across the entire Army.

There are three pillars, or types of experiences, that professionally development Soldiers in the Army throughout their career. Whether your career is three years or 40 years in duration, we all learn from these three experiences; the institution, self-development, and operational assignments.

For all of us, our experience in the institution has included IET, Professional Military Educational courses like the Warrior Leader Course or Basic Noncommissioned Officer Course, and any number of the thousands of functional courses like Unit Movement Officer, Unit Small Arms Repair, Master Gunner, Air Assault, Ranger, etc. Looking back over a Soldier's career, the total time spent in a school environment is critical and essential for our professional development, but minimal when compared to the total time we spend developing ourselves professionally throughout our careers. The focus of our PME institutions is not on training but on educating our leaders and teaching them how to think versus what to think. The institutional experience should create and provide the environment where leaders can share experiences, make mistakes, and promote learning among peers first, and not in the presence of their junior Soldiers back in the unit. PME should provide an educational opportunity a Soldier cannot get in their unit.

Self-development or self-study serves as an effective means for the individual Soldier to further take the initiative, to improve themselves personally and professionally. NCO and Soldier of the month/quarter/year boards, Sergeant Audie Murphy and Morales Club boards, pre-gunnery or maneuver density skills tests all



serve to promote self-development and self-study of our Soldiers and NCOs. These programs provide unit leaders the incentives needed to promote self-study of our policies, programs and doctrine. When a NCO walks into an organization as a member of the prestigious Sergeant Audie Murphy or Morales Club, they have instant credibility. This credibility does not come from the title of a club, but from their demonstrated level of knowledge of what an NCO should BE, KNOW and DO. Today we have hundreds of thousands of Soldiers taking lessons with the Army Correspondence Course Program to gain promotion points for promotion to sergeant and staff sergeant. The ACCP is another great venue for promoting self-development when the lessons are affiliated with a Soldier's career field or their current or future levels of responsibility as a leader.

The third pillar of learning, our operational assignments and experiences provide the greatest growth and development throughout our careers. The focus of this article is what I first learned as a Sergeant in the Army. This article is meant to serve as a tribute to several

senior NCOs who taught me what they had learned over a long career, and share with you a secret to the many successes I've had throughout my career. I was promoted to sergeant with only 24 months in the Army. I was not old enough to legally drink a beer in my hometown and was in no way everything a sergeant should BE, KNOW and DO. I was a good Soldier and did what I was told. One of many special secrets I learned during this time in my career came from my first sergeant; then, 1st Sgt. Gary P. Pastine. The peacetime Army during the Cold War had a requirement to conduct 4 hours of NCO Professional Development training monthly. Pastine personally conducted 1 hour of training for all NCOs assigned to the company each week. All of his lessons were lecture style, directive and very specific on the standards he expected in the performance of our duties. Lessons included How to Make a Leader's Notebook, How to Build an Individual Fighting Position and How to Establish a Company Defense, How to Perform Monthly Counseling, Field Sanitation, How to Inspect a Soldier's Room, How to Conduct Resupply Operations on the Move and in the Defense, How to Write an NCOER and an Award, How to Supervise and Clean a Common Area Latrine, and many more. Pastine probably had 4 to 6 months of professional development lessons that were a mix of garrison and tactical tasks. Pastine would systematically and sequentially work his way through week after week before starting over with the first lesson again. Throughout his 2.5 years of mentoring, I probably heard all of his lessons two or three times depending on our deployment and training densities away from home station. Every class he taught was a learning experience and I always



seemed to take something new away from his discussions. All of his tactical lessons were taught in the weeks and months prior to a deployment or major training event. His intent was to use the NCO DP lessons as a train the trainer platform to get all of his NCOs executing critical tasks to the same standard.

Although AR 350-1, Army Training and Leader Development, Section Two, Chapter 4-10 (3 AUG 2007) no longer requires 4 hours of NCO professional development each month, the NCO Development Program (NCO DP) in a unit is a command responsibility. The program reflects command priorities and

expectations for leader training and leader development and is usually managed by the command sergeant major and first sergeants of the unit. DA PAM 350-58 (13 OCT 1994) contains the suggested procedures and outline for establishing and managing a successful NCO DP in your unit. I learned as a sergeant sitting through those NCO DP sessions with 1st Sgt. Pastine what a Sergeant should BE, KNOW and DO both in garrison and in the field. I used this same method-

ology as a platoon sergeant, first sergeant and command sergeant major to teach all of my NCO DP lessons. I also realized as a first sergeant the importance of periodically teaching the same subject over again to reenergize and focus standards and expectations in the execution of an NCO's duties and tasks. Additionally, as you grow new NCOs within a unit or as new NCOs join your unit, revisiting subjects taught in the past levels the bubble on knowledge and expectations throughout the unit. The solution for many of the challenges leaders face in their units today is the simple sharing of knowledge and experience; teach your junior NCOs "what right looks like." Sergeant take the lead!

Army Strong

Kenneth O. Pastine



Tell everyone it's your year

At the Association of the United States Army's annual meeting and exposition this year, Secretary of the Army Peter Geren declared 2009 "The Year of the NCO." In making that announcement the Secretary noted, "Today's NCO operates autonomously, and always with confidence and competence. Our NCOs are empowered and trusted like no other NCO in the world, and most advanced armies in the world today are going to school on our model."

That is quite a testament to the level of trust and respect that more than 230 years of service have garnered the corps. Although the history of the corps has been well documented, the NCO story remains relatively unwritten as compared to the officer corps – do a Google search on the history of both corps and you will see 80,000 hits for NCOs and 666,000 hits for officers.

The reasons for the disparity can probably be best answered by the fact that officers are expected to write about lessons learned, missions accomplished and so on. It is a part of their culture, like a professor in college or a doctor. It is understood that you must get published. The NCO Corps has yet to fully adopt this culture. Sure, there are some very good stories out there written by NCOs, but they are the exception rather than the rule.

For the last couple of years, Army leadership has been asking everyone to tell the Army Story; to let the public know what it is you do for the price of freedom. Now it is time to tell the NCO story.

In a speech given in 1994, Gen. Gordon Sullivan said, "Hollywood knows there's something about a sergeant. When you see a television show or a movie, the camera may focus on the officers. You know the stereotypes: the rookie lieutenant, the aggressive colonel, the intellectual general. But I guarantee you, somewhere in that presentation will be a tough old sergeant, with hashmarks up to the elbow. He stands for experience, common sense, and wisdom. He's Gary Cooper in Sergeant York or James Earl Jones in Gardens of Stone. He is Lou Gossett in An Officer and a Gentleman, telling candidate Mayo that the service is not about flying airplanes, it's about character ... For America, the sergeant is the Army."

It is now time to bring the sergeant front and center and introduce him or her to the world like we have never done before and no one can tell that story better than the sergeant, because he or she lives it. I give you a quote from the late Sergeant Major of the Army Leon Van Autreve who said, "It is the noncommissioned officer to whom the Soldier first turns when he needs information, counsel, or other help. Squad leaders, platoon sergeants, and first sergeants create the leadership environment in which today's Army concepts thrive or expire. The quality of the Noncommissioned Officer Corps determines in large measure the quality of the Army."

That's what needs to be captured in writing and we will be focusing all of our efforts to doing just that; helping you, the

sergeants, tell your story in your magazine. So we are looking to you for the untold stories. It can be about an engagement in the field, lessons learned, thoughts on ethics, leadership, mentoring, counseling, the NCO Creed, and so on. We are looking for stories like 1st Sgt. Eric Geressy of Eagle Company, 2nd Squadron, 2nd Stryker Cavalry Regiment, who, in the absence of his company commander, fire support officer and executive officer, led a group of green Soldiers in defense of a combat outpost in Baghdad

against an aggressive force of Al Qaeda insurgents. Or like the story of Paul Smith, the first Medal of Honor recipient from Operation Iraqi Freedom. But there is more that needs to be told. The stories are out there, waiting to be put onto paper; all they need is someone to pen them.

While you gather your thoughts, we at the NCO Journal will be focusing on bringing you all of the history that we can muster up along with all of the normal stories we write that show how the NCO Corps is leading the way in Army Transformation.

I will leave you with one last quote from former Sergeant Major of the Army, Richard Kidd.

"The main purpose of being a leader is to be someone who cares enough to bring the group together to accomplish a mission successfully, to allow people to grow, to allow

people to be safe, and to allow them to be able to take care of their families. A leader does not "choose" the best or most opportune time in which to lead. A good leader takes the challenge whenever and wherever it presents itself and does the best he or she can.

"Leaders have to be everything they want their Soldiers to be - Soldiers learn to be good leaders from good leaders. We talk about leadership and say that to be a good leader you must have candor, commitment, courage, and competence. If you truly care you will do all those things. If you care about our nation, if you care about the Army, if you care about the Soldiers and their families, you'll ensure you possess those qualities.

"You must love being a Soldier; love being around other Soldiers; love leading, training, and caring for Soldiers and their families; be technically and tactically proficient; be dedicated, motivated, physically fit, mentally alert, and morally straight; believe in your fellow Soldier, in your Army, and in your nation; strive to be all you can be. And, if you're a leader, want the same for those in your charge."

And if you care about 2009 being "The Year of the NCO," you will tell your story to everyone you can. Start with telling the NCO Journal first. As they say at Motel 6, "We'll leave the lights on."



David Crozier

David Crozier
Managing Editor

Army Secretary announces 2009 is 'Year of NCO'

By C. Todd Lopez
Army News Service

During his keynote address at the opening of the 2008 Association of the United States Army Annual Meeting and Exposition, Secretary of the Army Pete Geren announced 2009 will be "the Year of The Noncommissioned Officer."

"At the front of every Army mission in the United States or overseas, you'll find a non-commissioned officer," he said. "They know their mission, they know their equipment, but most importantly, they know their Soldiers."

The secretary said that during the year, the Army will accelerate NCO development of strategic initiatives, develop new initiatives that enhance the training, education, capability, and utilization of the NCO Corps, showcase the NCO story to the Army and the American people, and honor the sacrifices and celebrate contributions of the NCO Corps, past and present.

"Today's NCO operates autonomously and always with confidence and competence," he said. "Our NCOs are empowered and trusted like no other NCO in the world, and most advanced armies in the world today are going to school on our model."



Photo by Sgt. Sheila Holifield

Staff Sgt. James Gibson scans the terrain while his battle buddies keep a watchful eye from the water during training on Camp Atterbury, Ind. During the opening of the annual AUSA meeting, Secretary of the Army Pete Geren named 2009 as "Year of the Noncommissioned Officer."

Army fires first round from cannon on FCS chassis

Army News Service -- The Future Combat Systems program successfully fired the first artillery projectile from the manned ground vehicle non-line-of-sight cannon prototype.

The successful firing of the projectile is a milestone for the program, said Lt. Col. Robert McVay, Army product manager for NLOS-C.

"This marks the first 155mm round fired from a fully automated howitzer mounted on an FCS hybrid-electric chassis and remotely commanded through its on-board computers and controls," he said.

The NLOS-C has the ability to rapidly deliver precision munitions in both urban and conventional battle space, officials said, adding that it is the lead prototype in the Army's family of eight FCS manned ground vehicles.

Advanced FCS technology provides the two-man artillery crew with the capability to rapidly deliver highly accurate sustained fires for close and destructive fires. That technology includes a fully automated



Photo by U.S. Army

The Future Combat Systems program successfully fired the first artillery projectile from the manned ground vehicle non-line-of-sight cannon prototype.

ammunition loading system, improved accuracy through on-board projectile tracking, and the FCS network and sensors.

A total of eight NLOS-C prototypes will be produced between 2008 and 2009. All will undergo rigorous testing, safety certification and evaluations at various Army test facilities, officials said. They

said the NLOS-C prototypes will be used for testing and evaluation of not only the artillery system, but also the MGV common chassis and technologies.

The NLOS-C P1 will fire an additional 500 rounds through early 2009 to obtain a safety release that will allow Soldiers to move, shoot, and communicate from

an NLOS-C in spring 2009, officials said. Beginning in 2010, Soldiers at the Army's Evaluation Task Force are scheduled to receive the first of 18 NLOS-C platforms. The AETF will put those vehicles through combat scenarios to provide lessons learned that will be used to enhance and finalize design for the final production NLOS-Cs and the rest of the MGV family.

Army tests Warrior Adventure Quest

By William Bradner
Family Morale, Welfare and Recreation Command

The Army began testing a new program Sept. 13, designed to help redeploying Soldiers avoid accidents and make the adjustment from a high-paced, high-adrenaline combat environment to garrison or "home" life.

Warrior Adventure Quest combines existing high-adventure outdoor recreation activities such as skydiving, paintball, ropes courses, rock climbing, mountain biking, stock car racing, skiing, and others, with Battlemind training to help Soldiers make the adjustment back to a calmer paced lifestyle.

The three pilot programs taking place involve the 4th Brigade, 2nd Infantry Division, 4th Stryker Brigade Combat team, Fort Lewis, Wash.; the 2nd Battalion, 503rd Infantry Regiment, in Vicenza, Italy; and the Virginia National Guard's Company C, 3rd Battalion, 116th Infantry Regiment, Leesburg, Va.

Planning is under way to bring the program to an additional 24 Army garrisons over the next year, officials said, adding that the long-term goal is to have every BCT participate in WAQ within 90 days of redeployment from a combat environment.

The Warrior Adventure Quest program was designed to reduce accidents among redeploying Soldiers, officials said.

At least 186 Soldiers have died in accidents within one year of returning from combat, officials said, and 168 of them within the first six months of their redeployment. That figure does not even include FY 2008 casualties, as it's from October 2007, officials pointed out. They said 60 percent of the accident fatalities are sergeants or below and the overwhelming majority of the accidents involve high speed, alcohol, or both.

The high-adventure outdoor recreation activities are a hook to entice Soldiers to participate as well as a release mechanism to give them the adrenaline boost they're craving in a safe, controlled environment, officials said.

Battlemind is the Army's psychological resiliency building program which helps Soldiers recognize and respond to fear during combat, then mitigate the cumulative effects of a sustained

combat environment and become mentally prepared to reintegrate during the redeployment, post-deployment and reset portions of the deployment cycle.

Warrior Adventure Quest is centrally funded through the Family and Morale, Welfare & Recreation Command with oversight from the Installation Management Command and regional MWR recreation managers.



Photo by FMWRC

Warrior Adventure Quest combines high-adrenaline sports such as white water rafting with Battlemind training to help Soldiers adjust to a return to garrison life from the combat environment.

A number of survey and assessment tools will be used to evaluate the effectiveness of the program, officials said, including statistics from the Combat Readiness/Safety Center, the Reintegration Unit Risk Inventory, the Unit Behavioral Health Needs Assessment, and a new online survey, the Warrior Adventure Quest User Survey.

According to the Training and Doctrine Command, it costs the Army \$54,700 to train a basic combat arms Soldier, and as much as \$67,000 for other military occupational specialties (depending on the length of their advanced individual training).

Since there's no way to put a dollar value on a Soldier's life, determining a return on investment for this project is difficult, officials said. However, they said the average cost per person to participate in WAQ is only \$86 -- less than it costs to fill the fuel tank of a Humvee.

The Army plans to cycle nearly 80,000 Soldiers through WAQ over the next year at a cost of just under \$7 million. According to officials, if it cuts the fatality rate in half, it will have paid for itself.

Getting help is a sign of strength

By **Christie Vanover**,
USAG Benelux Public Affairs

The Army is a team that embraces the Warrior Ethos by never accepting defeat and never quitting.

But what happens when someone is pressured by the daily grind, life at home or financial burden? What happens when they believe admitting their problems contradicts the ethos by which they live?

“It’s hard for (people) to ask for help,” said Chris Staker, U.S. Army Garrison Benelux health promotion coordinator. “Even though we try hard, we haven’t erased the stigma of seeking help.”

Because of this and other concerns felt throughout the service, Lt. Gen. Michael D. Rochelle, Army deputy chief of staff for personnel, is stressing that seeking help is not a sign of weakness; it is a sign of courage and strength.

Indeed, the service’s 2008 Suicide Prevention Program is aimed at communicating to Soldiers that in order to be “Army Strong,” they need the resiliency and the ability to be flexible to the stresses inherent to military life.

The program acknowledges that not everyone who enters the military has those skills. Just like learning to fire an M-16 rifle for the first time, developing positive life-coping skills is something that the Army is eager to help Soldiers learn.

“We teach Soldiers to make sure their equipment is always 100 percent. We need to teach them to keep themselves at 100 percent,” said Staker. “They are the Army’s biggest investment.”

“Mental health is just as important as passing a physical fitness test or qualifying at the (weapons) range,” he added.

According to Army statistics, more than 580 Soldiers have been lost to suicide since the beginning of the Global War on Terror - the equivalent to an entire infantry battalion task force.

“Suicide is a permanent solution to a temporary problem,” said Staker. “A lot of times Soldiers just need to be able to get over the hump.”

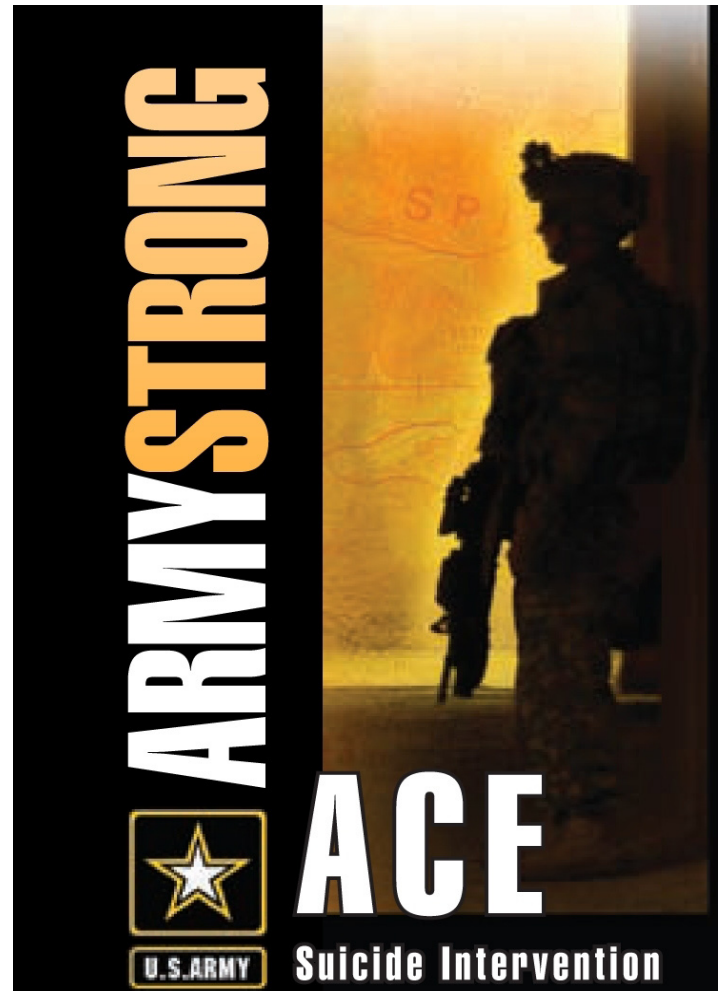
The 2006 Army Suicide Event Report revealed that the majority of suicides are related to personal relationships or job-related problems. The Army offers many free, confidential programs to help Soldiers, family members and civilians in these areas.

Each garrison within the Benelux area has a Behavioral Health Task Force that works to block these channels early while they’re still manageable, noted Staker.

Each task force targets the specific needs in their garrison and develops prevention tools and support based on those needs, he added.

From military family life consultants to behavioral health specialists to chaplains - along with garrison organizations such as Social Work Services, Soldier and Family Assistance Center, Army Community Services - the availability of help is endless and easily accessible.

To reach out, visit any Installation Management Command-Europe garrison Web site and click on the “Community Resource Guide.” The link provides detailed contact information for each



The 2006 Army Suicide Event Report revealed that the majority of suicides are related to personal relationships or job-related problems. The Army offers many free, confidential programs to help Soldiers, family members and civilians in these areas. ACE stands for “ask, care and escort” and is the recommended approach when providing assistance to a Soldier at risk.

location. It includes phone numbers, building numbers and it’s all broken down by issues that affect well being.

For those who aren’t sure if they need help, visit www.militaryonesource.com. On the home page is a link to a variety of self assessment tools aimed at evaluating one’s stress level and resiliency.

Military OneSource also has counselors available 24-hours-a-day. To reach a counselor toll free from Europe, dial 0800-34-29-6477.

The Army acknowledges there are some Soldiers who don’t have the strength to seek help on their own - which is why Warrior Ethos are needed.

“Even if you’re not the one in need, you know your buddy best,” said Staker. “Send them in for (care).”

Information on suicide prevention can also be obtained by visiting the Battlemind Web site at <http://www.battlemind.army.mil>

2008 Department of the Army NCO/Soldier of

Citizen Warriors

‘Best of the I

A young NCO makes his way down the dimly lit streets of Sadr City, recent events have his senses on high alert for the unexpected and his head pivots from the possibility of an insurgent attack. As he walks cautiously down the street, Islam many vendors who fill the market trying to sell their wares. Suddenly, up ahead, a explosive device and those who can take cover and try to make sense of the situation. machine guns are popping off rounds like its no tomorrow. Dense smoke fills the air – chaos has replaced capitalism.

The NCO advances, assesses the situation, and takes charge of the Soldiers available return fire on the insurgents and provide cover. With the soldiers in place he tends to armored humvee, finally extracting him from the vehicle, he moves the Soldier to a Many a combat veteran of Operation Iraqi Freedom would say this is a typical battle that all this happened Oct. 3, on the back streets of Fort Lee, Va., the site for the Ar

of the Year Competition

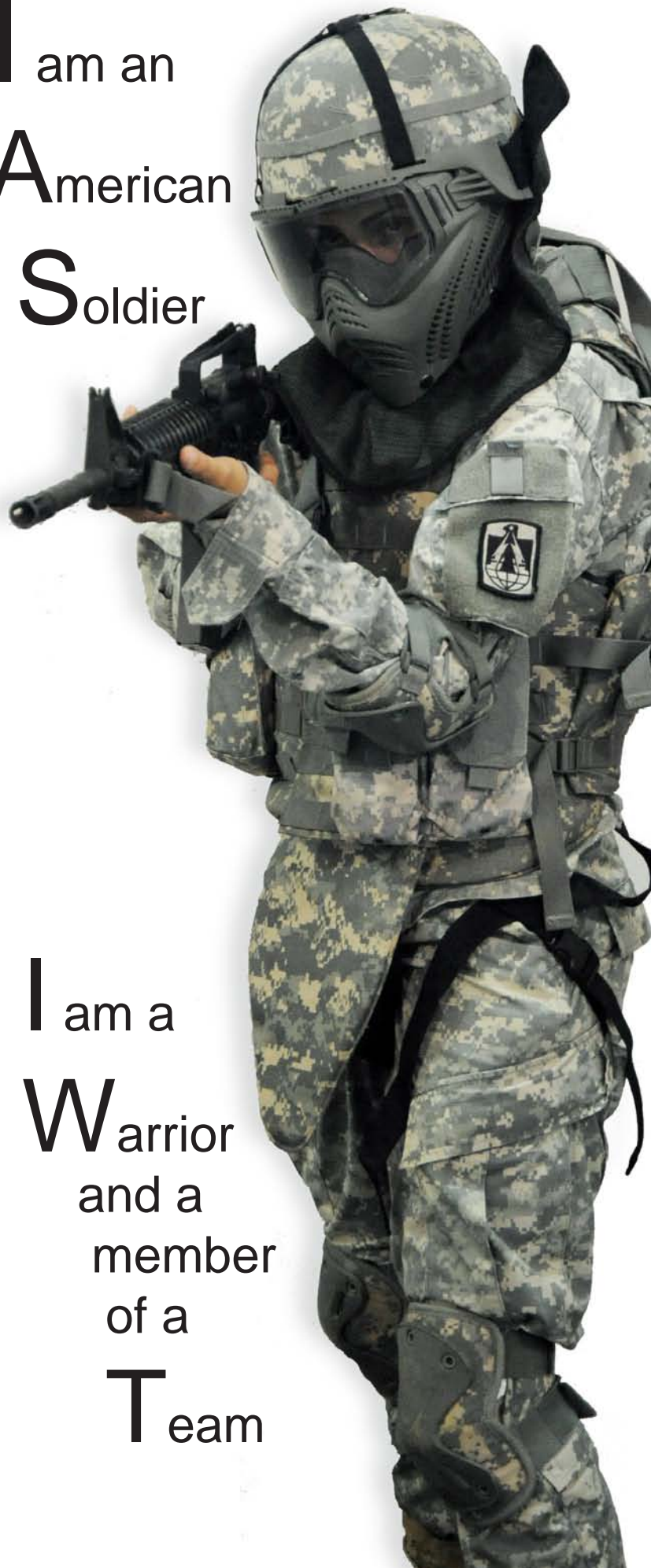
s named Best'

By David Crozier

Iraq, conducting a routine foot patrol. Re-
m side to side keeping ever vigilant about
ic music fills the air, emanating from the
onvoy has been hit by an improvised ex-
The sounds of AK-47 assault rifles and
r and explosions are occurring everywhere

e, directing them to strategic positions to
o a wounded warrior trapped inside an up-
safer place to render first aid.
efield encounter if it were not for the fact
my's 2008 Best Warrior Competition.

I am an
American
Soldier



I am a
Warrior
and a
member
of a
Team



This scenario, as well as many others, was repeated 23 more times as competitors from the Army and Reserve component descended on Fort Lee to see who would ultimately be named the Army's Best Warriors.

Two representatives, one NCO and one Soldier, from each of the Army's major commands – Forces Command, Training and Doctrine Command, Army Materiel Command, U.S. Army Europe, U.S. Army Pacific, Eighth U.S. Army, Special Operations Command, Space and Missile Defense Command, Medical Command, Military District of Washington, U.S. Army Reserve Command and the Army National Guard – went head-to-head in a competition that tested their knowledge of Army Doctrine, Warrior Tasks and Battle Drills, as well as their physical and mental fitness. With military occupational specialties that ranged from 11B Infantry and 31B Military Police to 68T Animal Care and 25Q Multichannel Transmission Systems Operator-Maintainer, the 24 warriors brought a year's worth of training and competition that began at the unit level and culminates with the best of the best for the final competition. The event began Sunday, Sept. 29, with a welcome dinner and social, hosted by Sergeant Major of the Army, Kenneth O. Preston, who told the warriors from the onset they were all winners.

"I was really impressed on Sunday night when we did the dinner and each of the sponsors came up and told a little bit about their Soldier, and every one of them has a story," Preston said. "Everyone is special and unique in their own way – a very impressive group."

Day 1 of the competition began early Monday morning when the warriors got into their Class A uniforms and went before a formal board chaired by Preston himself and consisting of six senior command sergeants major. First to face the board were the NCOs. Each one, along with their sponsor, arrived 15 minutes early for their allotted time slot and then proceeded to primp and tug, straighten and realign parts of their uniforms while going over last-minute questions or brushing up on current events in preparation for the pending appearance.

"I won't say it was easy, but I was definitely a lot more prepared than I thought I was," said Staff Sgt. Robert J. Gordon, representing U.S. Army Materiel Command and the first warrior to go before the board. "The board members were very professional in the way that they asked their questions and I think I did pretty well."

"The walk in honestly seemed like it was nothing. I thought it would be like the Green Mile – walking and walking and walking – but all of a sudden I was at the door and ready to go in."



Photo by David Crozier

For some, the anticipation of the board was a bit nerve wracking.

"I am a little nervous, but I am confident in my ability. So I am actually excited to go in," said Sgt. Lisa M. Morales, representing U.S. Army Forces Command and the only female competitor. Afterwards, Morales, who also holds the distinction of being the first female Soldier to be named the Forces Command NCO of the Year, said, "I did very well and I was very pleased with how I did ... a little shaky at first but it all came together."

Following the NCOs' lead, the Soldiers took the second half of board appearances. First up – Pfc. Christopher Loeffler, representing Army Materiel Command, who noted it was good to get in their first but added that the board threw him a few curves.

With every competitor having to face numerous boards to get to the Army-level competition, one would think it was relatively easy, but as Sgt. Zachary T. Muske, U.S. Army Military District of Washington, pointed out, the board is chaired by the Sergeant Major of the Army.

"I am mainly nervous about messing up and what might happen if I make some mistakes," he said before going in. He added after it was over, "That was the longest walk to a board that I have ever done, both literally and psychologically."

Day 2 found things a little easier for the competitors with each being issued their gear for the rest of the competition, an M-4 Carbine rifle,



Photo by David Crozier



Photo by Sgt. Russel Schnaare

The one-week competition tested the warriors' knowledge and mettle in many areas. (Far left) Staff Sgt. Christopher Barber, SMDC, reacts to a humvee attack while engaging the enemy on the firing range; (top) two competitors load a casualty onto a waiting Medevac helicopter; (left) Sgt. Luke Solorzano, U.S. Army Pacific, conducts a uniform inspection on a soldier wearing the Class A uniform.

body armor, ballistic eyewear, first aid kit, rucksack and other essential items, followed by a morning of interviews with internal and external media outlets, battle drill rehearsals and task training.

Day 3 began the "real competition" as the warriors were put to the test both physically and mentally. The morning began with the Army Physical Fitness Test recorded using the extended scale for push-ups, sit-ups and a 2-mile run.

Leading the pack on the run was Spc. Alexander M. Elkassamani, representing Forces Command, who completed the test in 12 minutes and 23 seconds and then went back out to help spur on fellow team member Morales.

"I really don't like running on tracks so it wasn't my best run, but it was definitely my best track run," Elkassamani said, adding that his going back out to help Morales was because, "We are a team. That is what the Army is about. It is all about teamwork and motivating the Soldier next to me to do better, to be the best Soldier they can be."

After the APFT, the competitors were taken to the Fort Lee NCO Academy where they were given a test on Army knowledge and then had to write an essay on a topic provided to them.

With the morning complete, the warriors were reassembled, this time wearing their full combat gear and a rucksack loaded with 30 pounds of sand. The next event, the first of two Urban Warfare Orienteering tests, the first being an afternoon event;

the second conducted at night.

"We have eight different lanes and each lane covers five miles throughout post with four different scenarios at each point in each lane," said Sgt. 1st Class George Branch, NCO in charge of the course. "They get their first point at the initial briefing. From there the Soldiers have to plot that point and move out. There, the Soldier is faced with a scenario and they have to negotiate the scenario properly to obtain the next point's coordinates."

Loaded down with their combat gear and M-4 Carbine, the Soldiers are given three hours to complete the course.

"It was pretty good movements, real good movements as far as distance-wise and weight-wise," said Sgt. 1st Class Steven J. Kroll, U.S. Army Special Forces Command, who was one of the first to complete the course. "For the local terrain, I think it was a pretty realistic weight as far as body armor and the weight in the ruck, and very comparable to my experiences running up and down the mountains in Afghanistan."

Realism also came in the form of Mother Nature and no one knows that better than Staff Sgt. Christopher L. Barber, U.S. Army Space and Missile Defense Command, who, while negotiating his last point, encountered a nest of angry ground bees.

"The bees – I warned them about the bees. I saw the bees ahead of time and as soon as I completed my last check point I guess I aggravated the bees and they came out in full force and they got me about 10-15 times," he said. "And I know there are plenty of other victims out here walking around with bee stings also."

Day 4 challenged the warriors' knowledge and competency in performing the warrior tasks and battle drills on a course that covered a five mile area within the cantonment area of Fort Lee. The Soldiers were tested on their knowledge of weapons, first aid buddy care, react to a convoy ambush, perform detainee operations and call in a 9-Line Medevac request and casualty evacuation, utilizing an actual helicopter provided by the Virginia National Guard. The Warriors had to direct the helicopter to the landing pad using hand and arm signals, load the casualty onto the helicopter and then direct the helicopter off the pad using the proper hand and arm signals.

At the weapons maintenance lane, Sgt. 1st Class Curtis Lee, NCO in charge, explained the task for each of the warriors.

"The mission here is weapons maintenance, and equipment maintenance. We have the warriors set the head space and timing on the M-2 50cal machine gun and then complete the reassembly of three weapons – the M-16, the M-9 and the M-249," he said. "All of the weapons are disassembled and placed into a basket and the Soldiers



have to take them out, reassemble them and complete a functions check all in nine minutes or less.”

Following the morning’s events, the Warriors were whisked away to the firing range where they zeroed the M-4s, had lunch and then conducted the first of several mystery events.

“We used an example of what has happened to numerous Soldiers in the past. They have been hit with an IED, Soldier instincts take over, they have to rescue a Soldier out of a humvee, while at the same time find cover and engage the enemy – a moving target,” said Command Sgt. Maj. Anthony Aubain, CASCOM and Fort Lee command sergeant major and host of the competition. “Shooting a moving target is the hardest thing to do and then you throw in the fact they have to drag a 200 pound casualty – that’s really tough.”

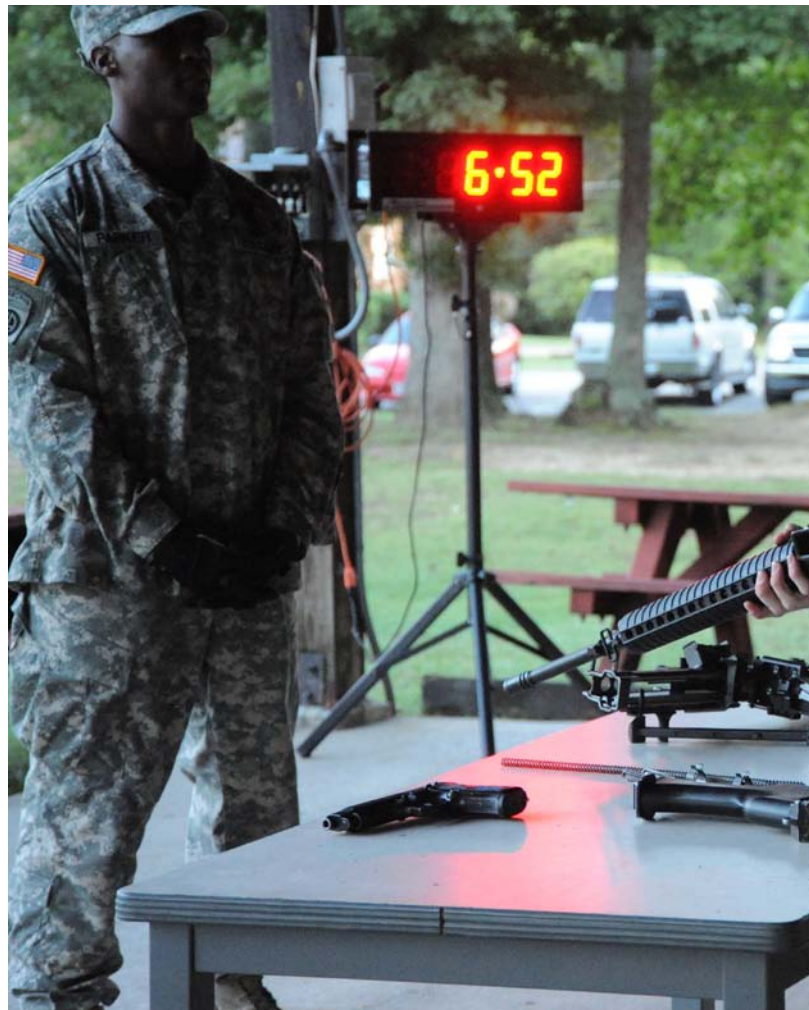
Upon completing the mystery event, the Soldiers then conducted a day weapons qualification, followed by a night qualification complete with flare illumination, simulated explosions and background noises piped in from a public address system.

With very little night left before the morning sun, the Soldiers were allowed to get some shut-eye, sleeping on cots located at Fort Lee’s Warrior Training Center. That sleep was short lived, however, as the Warriors were awakened by the sound of an exploding flash-and-bang stun grenade at 5 a.m. With the full complement of master trainers from the WTC standing at the ready, the Soldiers were hustled out of their beds and made to don their uniforms in haste in order to conduct the morning’s mission brief – the mystery event.

The tasks for today – conduct a uniform inspection on three Soldiers in various uniform combinations and identify the “gigs” on those uniforms; negotiate an egress from the Humvee Egress Assist Trainer in complete darkness while wearing full combat gear in less than 20 seconds; start an IV on a medical mannequin; conduct entry control point operations while maintaining proper rules of engagement and escalation of force; save a simulated captured individual from within an unfamiliar facility; and participate in a combatives tournament. All events were conducted within the confines of the WTC with the exception of the HEAT which was located in an adjacent building.

The Warriors were grouped into teams of four and then proceeded to each event with the combatives tournament being saved to the end for all competitors. Here, the Warriors were divided into two groups – NCOs and Soldiers – and they squared off in a double elimination contest utilizing Level I and II combatives techniques – basic moves and countermoves while in a non-standing fighting position. In the final round for each group, the Warriors met on the mat and utilized Level III combative techniques – standing, with open hand slaps and the ability to strike blows to the stomach area. Taking top honors for the NCOs was Staff Sgt. Julian R. Wiggins representing Medical Command. For the Soldiers, Spc. David Obray, representing U.S. Army Reserve Command, outlasted all comers. To crown the top Warrior, Wiggins and Obray faced off for one final match, this time donning protective headgear. With a severe attack, Wiggins was able to overpower Obray and win the match quickly and walked away as the Ultimate Warrior of the tournament.

With the mystery event complete, Preston told the Warriors, “It’s over. The next time we meet will be in Washington D.C. at the awards luncheon (held Oct. 8 at the Washington Convention Center) at the AUSA (Association of the United States Army)



At the weapons maintenance area the warriors had to set the head space and time on the weapons – the M-16, the M-9 and the M-249 – all in less than nine minutes. Above the M-16 while precious seconds tick away.

convention where we will announce the winners.”

Before releasing the competitors, Preston took time to thank all of the members of “Team Lee” who facilitated the week-long competition.

At the awards luncheon, Preston lauded the competitors for the hard work and told the crowd of more than 500 in attendance, “The 12 noncommissioned officers and 12 Soldiers that competed in this competition are all warriors and they represented your command very, very well.

“This competition represents the third pillar of Soldier/leader development and it consists of self development, self study. This competition, and all of the competitions that lead up to this, encourages Soldiers to get out there and study doctrine, those regulations and policies, and know all of the warrior tasks and battle drills. These 24 Soldiers are masters of self development, self study.”

After introducing all of the competitors, Preston ended the suspense by announcing this year’s winners: the 2008 NCO of the Year – Staff Sgt. Michael T. Noyce Merino, 1st Battalion, 163rd Cavalry Regiment, Montana National Guard; and the 2008 Soldier of the Year – Spc. David R. Obray, 492nd Engineer Company, 414th Engineer Command, U.S. Army Reserve Command.



Photo by Sgt. Russel Schnaare

...ing on the M-2 50cal machine gun and then complete the reassembly of three
...ve, Sgt. Zachary Muske, Military District of Washington, works on reassembling

While not the first time a Reserve component Soldier has won the competition, the naming of two Reserve component Soldiers represents the first time in the seven-year history of the event that a Guardsman and a Reservist were named as the winners.

“This is the first year we had separate entries from the Guard and Reserve. Two years ago the Soldier of the Year was an Army Reservist who was by chance mobilized and stationed in Germany and competed in the U. S. Army Europe NCO and Soldier competition, [came to Fort Lee] and was selected as the Soldier of the Year,” Preston said at a news conference following the announcement. “For both of [these Soldiers], I think this is a direct reflection of the goodness that the Guard and Reserve provide to the Army. And it is the civilian acquired skills and the education that our citizen Soldiers bring to the fight every day.”

Accepting the recognition, Merino, a native of Melrose, Mont., and currently attending Montana Tech where he is pursuing a degree in Business, said the competition was exactly what he expected it to be.

“I had read about it when I first came in the Army. I read about it in Army Times, and saw pictures in magazines, and so on; and I thought about what it would be like to compete in something like this, and so when I got there I had a kind of an idea of

what to look at,” said the combat veteran who spent six years on active duty and completed one tour in Afghanistan and two in Iraq. “I talked to the person who represented the National Guard last year and got all the information I could from him and he told me about his experience, so I felt I was prepared.”

Acknowledging that he faced 11 other “extremely skilled and professional Soldiers,” he said he was honored to have been in the competition with them and looked forward to representing the corps over the next year.

“Now that I won the competition, I feel it is my responsibility to represent them and all the Soldiers in the active Army and the Guard to show that we are here, we are a professional fighting force, and I am very honored to represent them.”

His fellow honoree, Obray, a senior at Winona State University where he is the president of the student association and pursuing a bachelor’s degree in Law & Society and Business Law, had similar comments about his fellow competitors and being named Soldier of the Year.

“They were outstanding individuals and there is no doubt that I will be seeing them again downrange. From the beginning, my mindset was, ‘This is great training and I will bring it back to my unit and show my fellow Soldiers.’ I think the Best Warrior Competition personifies the greatness of the nation,” he said. “As an Army Reservist, we represent adaptability and flexibility; whenever the nation should call on us we are ready. Being the Soldier of the Year and an Army Reservist shows that we are ready and that we are training to the standards of the active components and we are meeting those standards.”

Merino agreed.

“I think it is very fitting [being named NCO of the Year as a Guardsman] because I was on active duty for six years and I have only been in the Guard for a year, so my background is active duty, my training came from active duty and my deployments were on active duty, so I think this is the most appropriate thing that could happen because now as a National Guard Soldier, I am representing active duty and I am also representing the National Guard,” he said. “There is less and less difference all the time. The National Guard is becoming an operational reserve, they are gearing up to deploy, and they know they have to train for a real world mission, and they are taking it seriously. It is not the weekend warrior that may have been in the past. Now it’s an operational force.”

Both Merino and Obray received a host of prestigious honors and cash awards in recognition of their achievements. They will return to their units and spend the next year representing the Army at special events around the country.

“Each year we try to improve on what we did the year prior so when you look at this competition; you look at the events; the quality of the event and how its set up; the equipment that went in; and the planning; it gets better each year,” Preston said. “I am very proud of what these Soldiers have accomplished. All competitors were amazing. Having been involved with this competition for the last five years in great detail, what I am seeing now is a trend. The precedent that we set out there for this competition is being carried back to the units and organizations and is reflected in the training that the Soldiers and leaders are doing in their units every day.” 🙌

BEST WA

Department of the Army NCO &

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Staff Sgt. Robert J. Gordon
Army Materiel Command
833d Transportation Battalion, Seattle, Wash.

Sgt. Victor M. Berlus

Eighth U.S. Army, Korea
Headquarters & Headquarters Detachment
16th Medical Logistics Battalion



Staff Sgt. Julian R. Wiggins
U.S. Army Medical Department
Northeast District Veterinary Command, Fort
Monmouth, N.J.



Sgt. 1st Class Brian Eisch

U.S. Army Training & Doctrine Command
9th Brigade ROTC, Military Science Instructor,
University of Wisconsin

Staff Sgt. Christopher L. Barber

Space and Missile Defense Command
C Detachment, 1st Space Company
1st Space Brigade, Misawa, Japan



Staff Sgt. Eric J. Przybylski

National Capital Region
704th Military Intelligence Brigade
Fort Meade, Md.

Sgt. Lisa M. Morales

U.S. Army Forces Command
40th Expeditionary Signal Battalion
54th Signal Battalion Camp Arifjan, Kuwait



Staff Sgt. Michael Noyce Merino

U.S. Army National Guard
Bravo Company, 1st of the 163d Cavalry Regiment



Staff Sgt. Jonathan Higgs

U.S. Army Europe
13th Military Police Company, Vicenza, Italy



Staff Sgt. Francisco M. Gutierrez

U.S. Army Reserve Command
98th Expeditionary Signal Battalion Mesa, Ariz.



Sgt. 1st Class Steven J. Kroll

U.S. Army Special Operations Command
Bravo Company, 4th Battalion, 1st Special Warfare
Center, Fort Bragg, N.C.



Staff Sgt. Jacob A. Ferrara

U.S. Army, Pacific
Headquarters, 94th Army Air and Missile Defense
Command Fort Shafter, Hawaii



ARRIORS

Soldier of the Year Competition

08



Pfc. Christopher S. Loeffler

Army Materiel Command
Natick Soldier System Center, HQ, Research
Development Detachment



Spc. Michael R. Moore

Space and Missile Defense Command
A Detachment, 1st Space Company, 1st Space
Brigade Stuttgart, Germany

Sgt. Zachary T. Muske

National Capital Region
2nd Military Intelligence Battalion, 66th Military
Intelligence Brigade, Darmstadt, Germany



Spc. David R. Obray

U.S. Army Reserve Command
492d Engineer Company, 414th Engineer Command

Spc. Eric J. Kocourek

Eighth U.S. Army, Korea
Delta Company, 2-2 Aviation Regiment
2d Infantry Division



Sgt. Stanley Black

U.S. Army Europe
HHC 7th U.S. Army Joint Multinational Training
Command, Grafenwoehr, Bavaria, Germany

Spc. Jeremy C. Whipple

U.S. Army National Guard
E Company, 1st Battalion, 211th Aviation
Utah Army National Guard



Sgt. Luke A. Solorzano

U.S. Army, Pacific
HHC, 2nd Battalion, 35th Infantry Regiment
3rd Infantry BCT, 25th Infantry Division



Spc. Daniel J. Horner

U.S. Army Training & Doctrine Command
U.S. Army Marksmanship Unit
Fort Benning, Ga.



Spc. Alexander M. Elkassamani

U.S. Army Forces Command
B Company, 2nd Battalion, 8th Cavalry Regiment,
1st Brigade Combat Team, 1st Cavalry Division



Spc. Daniel N. Farrier

U.S. Army Medical Department
U.S. Army Health Clinic Stuttgart, Germany



Spc. Barrett Kauling

U.S. Army Special Operations Command
Echo Company, 3d Battalion, 75th Ranger Regiment,
Fort Benning, Ga.



Outco

Targeting the Intangible

Photos and Story by
Staff Sgt. Mary E. Ferguson



ome- based TRAINING & EDUCATION

The staff sergeant sprinted to his connecting gate to discover his flight was delayed. He collapsed into the first chair he could find, very aware that the delay was all that stood between him and R & R leave. A nearby conversation distracted him from his own frustration. The noncommissioned officer turned around to see a group of privates. Fresh out of initial entry training and en route to their first units, they gabbed away about what they'd just accomplished. He wanted to catch a nap while he waited, but he couldn't help but think that these green privates weren't much different than those he'd led for the past six months in Iraq – so he kept listening. One private bragged that his whole platoon managed to get a first-time go on the qualification range. “It was too easy, and we were off the range by noon,” he said. Another private replied, “Wow, we were out there for days; firing, walking to our targets, discussing, adjusting and firing more – again and again.” The NCO waited for a comeback, but while the others kept talking and sharing what they'd learned and applied in their training, the once bragging private now hid in silence. On paper he'd met the standard, and fast, but he really had no clue “how” he'd done it because he'd simply been told what to do the whole time; his trainers never explained or expected him to understand why. The veteran imagined that the private's silence was probably a bit embarrassing as they lounged around in the airport's cushioned chairs, but as a combat experienced NCO, he knew that the new Soldier's lack of confidence and understanding could be deadly on the asymmetric battlefields of Iraq or Afghanistan.

Confidence, awareness, initiative, accountability, and the ability to think through and solve problems — these intangible attributes are the training

outcomes the NCO subconsciously searched for when listening to the privates' conversation. Based on combat experiences and feedback from warriors like him, Army leaders have discovered that these attributes are what Soldiers need to succeed on today's ever-changing and often unpredictable battlefields, and they've spent the past few years focusing on educating Army trainers on why and how to achieve these intangible outcomes.

Field Manual 3-0, *Operations* describes the full-spectrum environment Soldiers currently operate in as one of persistent conflict that requires adaptive and thinking warriors. Drafts of Field Manual 7-0, *Training for Full Spectrum Operations* recognize that the Army's traditional training and education, primarily designed for conventional warfare, may need to adapt in order to develop Soldiers who are confident in today's full-spectrum operational environment, which is asymmetric versus conventional in nature.

The Army's traditional input-oriented approach to training would suggest that the way to meet these new training needs would be to come up with lists of additional tasks or rewrite Programs of Instruction. But leaders at training installations and units throughout the Army have instead been working with the Asymmetric Warfare Group to show trainers that they can achieve these intangible attributes in themselves and their Soldiers by using the Outcome-Based Training and Education methodology to train existing tasks and POIs.

Activated in March 2006 and based at Fort Meade, Md., the Asymmetric Warfare Group was created to help units combat asymmetric tactics, such as suicide bombers and improvised explosive devices, employed in a full-spectrum operational environment. According to the unit's Web site, AWG fills the gaps in military capabilities by assisting units in defining, planning and executing missions based on unique needs and situations.

Just such a gap was found when Army researchers and leaders determined the value of an outcomes-based training methodology but needed a vehicle for explaining the new concept to the senior leaders and trainers who would support and use OBT&E. To fill that gap, AWG began working with training centers at Fort Jackson, S.C., and Fort Benning, Ga. The group's subject matter experts began conducting OBT&E workshops, and created the Combat Application Training Course to serve as the vehicle for explaining and spreading the methodology.

What exactly is OBT&E? AWG describes it as a way or method of training that emphasizes the development of an individual based on operational expectations in regards to necessary tangible skills and desired intangible attributes, ultimately producing Soldiers and leaders who

can improvise and adapt their knowledge to solve problems when facing altered situations.

But how does a drill sergeant or a squad leader translate that definition into something he or she can use to produce more confident and accountable Soldiers, and why should a brigade command sergeant major encourage his or her NCOs to use OBT&E? These are the questions AWG advisor Morgan Darwin attempts to answer through his OBT&E workshops. The retired command sergeant major conducts the training for NCOs and senior leaders.

During an August workshop at Fort Benning, Ga., Darwin asked the cadre and Basic Noncommissioned Officer Course students in attendance to write down five characteristics or traits they'd like to see in their Soldiers. Words such as confident, knowledgeable and responsible filled the room as they shared their lists. Darwin said, "NCOs consistently list these as traits [they] want in their Soldiers, but what is it that we [as trainers] focus on in training — we focus on the task, conditions and standards — not these intangible traits."

He explained that historically Army leaders have conducted a mission analysis, which generated a task list and training was then conducted on those tasks. Today's missions are too complex as they incorporate often unpredictable combat, civil and humanitarian aspects — "You just can't simply create a task list for real life today — hitting 23 out of 40 rounds in target for qualification was good enough when we fought as division-sized elements versus the Soviets, but is it really good enough for a squad operating in Anbar Province today?"

Under the OBT&E methodology, it's more important for training to result in a Soldier feeling confident about operating his or her weapon or navigating from one point to another for example, while still being able to quickly assess a problem such as a weapons malfunction or an obstacle in their path and solve that problem without losing sight of other interrelated tasks happening on the battlefield.

Darwin used the example of training Soldiers on the task of applying SPORTS [Slap, Pull, Observe, Release, Tap, Shoot] in response to a weapons malfunction. The example reflects the difference between an input-based method of training and OBT&E. "In the input-based system, [the trainer] gives Soldiers a task — correctly conduct the steps of SPORTS, conditions — given a malfunctioning rifle, etc., and a standard — complete in five seconds," he said. "Soldiers can successfully complete the task to standard without ever really knowing why they conducted any of the steps, or how it's actually applied in combat — maybe once the Soldier has corrected the malfunction, [he or she] shouldn't automatically perform that last step and shoot, but should instead perform some other interrelated task."

He added that by explaining the "why" and "how" of the task, then putting it into a combat-related context and determining the task complete when Soldiers understand



(Top) Combat Application Training Course students at Fort Benning, Ga., disassemble and review the fundamentals of weapons maintenance, paying attention to the “hows” and “whys” of each piece of the weapon. (Above) Master Sgt. Jason Gueringer, right, practices his coaching fundamentals by observing and providing feedback to a fellow CATC student. Gueringer is slated to be a CATC instructor at Fort Benning as the AWG instructors depart to teach the much-demanded course at other posts.

and can confidently execute it in that context, the trainer has taken the existing task of applying SPORTS and deliberately used it to develop both tangible and intangible attributes in their Soldiers. “This outcome is more important on today’s battlefield than Soldiers being able to conduct SPORTS in five seconds.”

Darwin’s explanation is complemented by retired Maj. Donald Vandergriff’s day-long Adaptive Leaders Methodology workshop, often held in conjunction with the OBT&E workshop.

“OBT&E is more philosophical in nature, a way of looking at an overall approach to training, whereas in the adaptability workshop, I’m providing these trainers with tools like tactical decision games, and discussing how to facilitate those games in a way where they can be used for employing OBT&E,” Vandergriff explained.

Vandergriff’s adaptability workshop first engages attendees by putting them through a tactical decision game that requires them to personally employ intangible at-

tributes like critical thinking while remaining self-aware, asking questions and eventually finding and justifying a solution to a problem. He then asks them to create and facilitate their own tactical decision games. By using the OBT&E method, their focus as a trainer is on ensuring the way they facilitate helps produce the desired outcomes in participants. Vandergriff emphasized that there really are no fundamentally wrong answers or ways to facilitate during his workshop, as long as facilitators’ methods lead to the desired outcomes – increasing participants’ adaptability and critical thinking skills.

Both experts acknowledged that whether trainers realize it or not, many throughout the Army are already using OBT&E to develop intangible attributes in their Soldiers, but Darwin said, “It’s still not the institutional norm that’s needed for this cultural shift in training.”

As a catalyst for achieving that goal, AWG developed the Combat Application Training Course. It serves as a vehicle for demonstrating OBT&E in a practical way.



(Top) CATC students continue to focus on applying the fundamentals during timed movement and varied position drills as a way to help them develop confidence while moving safely with a weapon under time pressure. (Above) A course instructor discusses a student's firing group, encouraging the student to apply the fundamentals when determining which adjustments to make and why.

By applying the methodology to marksmanship – a basic Army skill – CATC reveals that when a trainer combines the standard rifle marksmanship POI with an outcome-based mindset, Soldiers leave the training better shooters, but more importantly they understand how and why their weapon works the way it does, take accountability when it comes to weapons safety and maintenance, and are confident with operating their weapons in unpredictable situations, said retired Sgt. Maj. John Porter, a CATC instructor.

According to its mission statement, CATC uses mentorship and a principle-based training program to demonstrate a safe and effective training method that enhances Soldier responsibility and accountability.

AWG instructors first taught the course to 82nd Airborne Division Soldiers at Fort Bragg, N.C., during their pre-deployment training in 2006, and then to 101st Airborne Division Soldiers at Fort Campbell, Ky. and brigade combat teams at Fort Hood and Fort Bliss, Texas. For a little more than a year now, CATC has been consistently attended by cadre of training institutions at both Fort Jackson and Fort Benning to include the Army's newly consolidated Drill Sergeant School at Fort Jackson.

"More than 1,200 folks have gone through the course at Fort Benning alone. Sometimes we'll have 10 in a course; sometimes we're turning people away," Porter said. "If we have more than 40 in a class, then we really can't be true to the methodology we're trying to demonstrate."

The course's instructors are quick to tell students that if they walk away from the training thinking it was a shooting course, they didn't get it at all.

"Sure, it'll make somebody a better shooter, but its purpose is to demonstrate a different method of training that can be applied to other basic skills like navigation, maintenance, driving or safety," Porter said.

The course is delivered in two programs. The five-day basic program and the 10-day advanced program, which builds on the basic program and incorporates MOUT and room clearing fundamentals. The basic course is grounded in first achieving a mastery of fundamentals such as weapons safety, maintenance, functions and malfunctions, ballistics, operations and coaching; mastery meaning an understanding of the "hows" and "whys" of each fundamental. Using that same idea of mastery, each day of the course builds on the previous day never losing sight of mastered fundamentals, and always exercising safety as a training enabler versus disabler.

The students begin by wearing eye and ear protection but no other gear so the instructors can actually see what they're doing wrong as they fire their weapons at targets from different distances. They first fire just five rounds, then walk to their targets and discuss why their rounds hit or missed the targets in certain areas. The instructors are there to provide feedback and answer questions, but they encourage the students to consider the "hows" and "whys" of the fundamentals they've already mastered and then confidently decide which adjustments to make to

solve the problem at hand, Porter said.

"This method encourages Soldiers to constantly ask 'how' does this or that work or 'why' do we do the things we do," said Staff Sgt. Alvin Fields, a cadre member who mentors new Infantry lieutenants at Fort Benning's Infantry Basic Officer Leader Course. "I've deployed twice to Iraq and twice to Afghanistan – I mean, it's marksmanship, something we all do; you'd think after years in combat, we'd know everything, but this course really opens your eyes to how much you know, but don't really understand or feel confident about."

Porter explained, "There's no such thing as advanced fundamentals; there's just basic fundamentals done well and applied in different situations," which is why the course replicates stresses of combat through timed position and movement shooting while also incorporating shoot/no-shoot and weapons malfunction scenarios.


"You really have to put it all together in the drills, remembering the fundamentals even though you have other things to deal with and decisions to make," said Sgt. 1st Class Walter Perez, a drill sergeant at Fort Benning who attended the five-day course. "Going through the course, I can really see the value in using this method of training; I can feel myself getting more and more comfortable and confident as the course goes on."

Perez, like the majority of the training cadre and drill sergeants at Fort Benning and Fort Jackson, attended the course to understand the OBT&E methodology so he can now utilize it when training other Soldiers.

"I send all of our new cadre members to CATC, and we're in the process of working an abbreviated form of the course into our Basic Noncommissioned Officer Course curriculum so even more NCOs will be exposed to this way of training," said Command Sgt. Maj. William Ulibarri, the U.S. Army Infantry Center command sergeant major. "I already see the difference as our drill sergeants and NCOs are applying what they've learned. When I go out to the ranges today, the level of mastery and confidence has increased incredibly versus when I'd visit them just a year ago."

Ulibarri and USAIC are in the process of assuming an even greater role in CATC as all but one of the AWG instructors move on to other posts, leaving USAIC NCOs to instruct the course at Fort Benning.

"The demand for the course and workshop continues to increase; Army G3 has embraced the idea; the new Field Manual 7-0 will call for the OBT&E methodology; and the list goes on of initiatives all across the institutional Army," Darwin said. "I believe that the American Soldier is more adaptable than any creature on earth; it's the [way] we train that needs to change. But [OBT&E] is not an experiment; it's growing Army-wide and on a wave that's just two to five years from hitting shore."

Until then, AWG officials predict, and Army leaders hope, that NCOs and other trainers will target the intangibles in their Soldiers by continuing to discover ways to implement OBT&E across the training spectrum. 

Leadership: Best defenses

Command Sgt. Maj. John Gioia
4th Inf. Div, MND-B

As the division heads into its twelfth month of the deployment, I see and hear some things across our formation that concern me. How many of you have heard, “We’re under 120 days left in theater.” Or the infamous, “We are getting short.” I cringe every time I hear these words uttered for fear that Soldiers’ heads are not in the game. It often indicates they are not concentrating on what should be their emphasis: our mission.

As leaders, it is imperative we continue to fight against the potential onset of complacency and remain vigilant in eliminating negligence. How often do we tell our Soldiers the deployment is not a sprint – it is a marathon? Well, the fact is, it is a marathon, and we have several laps to go.

We cannot afford to let up now. If anything, we must push even harder because eventually, the troops will begin to see the finish line in sight. To be clear, I expect our operational tempo to continue to increase – not slow down. We’ll be asked to do more with less as Iraq’s security improves.

We are working in an environment that poses new, dynamic challenges for leaders as our successes have led to the reduction of day-to-day violence in our operational environment to a perceived level of calmness. It is this current environment where we are vulnerable to a level of complacency. Soldiers can develop a certain sense of numbness because they have defeated, in most cases, the enemy threat in their area. However, it is critical to bear in mind that each and every day, opportunity is provided for the enemy to cast his vote in the form of attacks and violence against Coalition Forces.

Thus, it is essential we reinforce our “attack” mentality and keep the enemy on the defensive. With the erosion of standards, there is always potential of mission failure. Only through a strict adherence of

standards will we continue mission success – regardless of the standard. How many Soldiers have been injured clearing their weapons due to a lack of supervision? Clearing weapons is a leader’s responsibility. Period. The only way to eliminate negligent discharges is to enforce the standard. It’s as simple as that. Leaders enforce supervised weapons clearing.

The bottom line is disciplined Soldiers equal disciplined units. A disciplined organization can accomplish any mission successfully.

We are at a point in the deployment that many Soldiers and leaders have not experienced before. During previous deployments, when Soldiers hit the 11-month mark, most were thinking, “Well, we’re done.” At that point, it was time to start inventories, clean equipment and load conexes. The reality is, however, that most of the division still has a minimum of four months to go.

Think about that, there are at least four months remaining in the deployment. We are NOT short. There is still a lot to be accomplished before Soldiers can even begin to think about “getting short.” Unless leaders keep their Soldiers in the proper frame of mind, it could potentially be the worst four months of the deployment. When Soldiers begin to believe they are “short,” that is when they are the most susceptible to accidents, injuries, errors in judgment and the potential for making unethical or immoral decisions.



Photo by Jim Hinnant, 401st Field Support Brigade

As the Sun sets at Camp Arifjan, Kuwait, Staff Sgt. Steven Trahan (left) and Sgt. 1st Class Brian May, 769th Engineer Battalion, Louisiana National Guard, supervise the offload of a FLU 419 Small Emplacement Excavator. The SEE is being prepared for shipment home as the 769th ends its service with the 4th Infantry Division in Iraq.

e against complacency



Photo by Staff Sgt. Brent Williams

Staff Sgt. Jason Kennedy assigned to White Platoon, Troop C, 7th Squadron, 10th Cavalry Regiment, conducts a patrol brief at an Iraqi police patrol base in Abu Tshir, Iraq. The soldiers of “Comanche” Troop, part of the 1st Brigade Combat Team, 4th Infantry Division, Multinational Division Baghdad, conduct combined patrols with Iraqi security forces everyday to help validate their presence southeastern Baghdad.

From a leader stand point, we must treat the current phase of our deployment almost as if it is the first four months of the deployment, particularly when it comes to emphasizing and focusing on safety and the mission.

Good leaders mentor junior leaders and share their experiences. This is even more important at the current phase of the deployment. We expect a lot out of our young leaders today, and many of them continue to shine as they conduct their day-to-day missions here in Iraq. However, it is also important that we, as senior leaders, recognize that to a large part, our junior NCOs’ institutional knowledge has been replaced by operational experience due to the Global War on Terrorism. Thus, the role of senior leaders in providing mentorship and guidance is more important now than ever before.

We must also ensure shortcuts are not tolerated in lieu of proper procedures. You will see, at times, platoon-level leaders attempting to influence company-level leaders by suggesting shortcuts in the planning or execution of what is perceived to be “routine” missions. One thing we’ve learned after five years fighting this war is there is no such thing as a routine mission. The bottom line is that shortcuts result in Soldiers being killed or wounded. The statement that complacency kills couldn’t be more accurate when this breakdown occurs.

“We are working in an environment that poses new, dynamic challenges for leaders as our successes have led to the reduction of day-to-day violence in our operational environment to a perceived level of calmness. It is this current environment where we are vulnerable to a level of complacency.”

Perhaps the most important point to keep in mind here is that Soldiers will do exactly what you allow them to do. Leaders provide clear, concise guidance and “bring order to chaos” when operating in the most austere combat environments or conditions. In other words, leaders LEAD.

Defending against complacency and routine lifestyles can only be achieved through brigade- and battalion-focused leadership visits that stress security and force protection standards, which are essential for overall mission success. Continued force protection assessments throughout the deployment keeps the enemies at wits end as Soldiers constantly improve their foxholes.

I challenge the leaders across this division to re-energize their Soldiers and maintain their focus on those force protection issues that are instrumental throughout the deployment – perhaps now, more than ever.

Nobody likes the word complacency – so stamp it out. Take charge of your Soldiers and help bring them back home with their heads high and their mission complete. They should have pride in all they have and will accomplish – I do.

Ironhorse 9!

Steadfast and Loyal!

Army unveils new Stability Operations manual

By John Harlow
TRADOC Public Affairs

The commanding general of the U. S. Army Training and Doctrine Command, Gen. William S. Wallace, unveiled new Army doctrine Oct. 6, at the annual meeting of the Association of the United States Army in Washington.

“We recognize that in a contemporary operational environment in the 21st century, conventional military operations, offensive and defensive, will be conducted simultaneously with stability operations.”

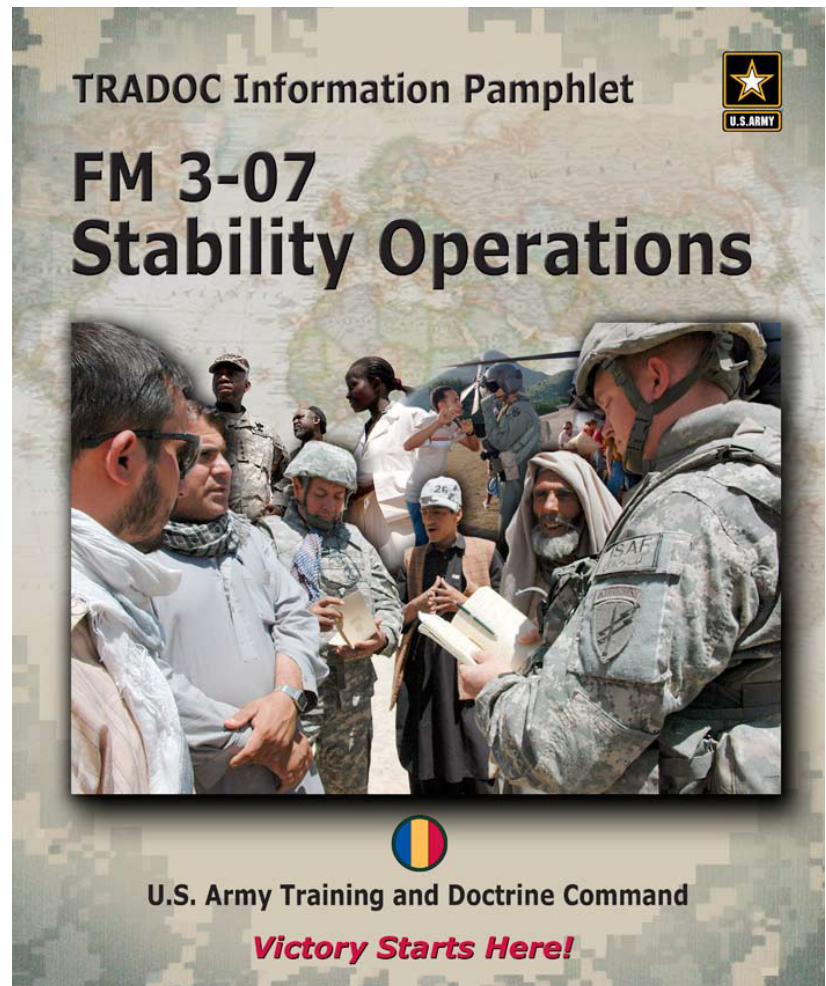
Gen. William S. Wallace
U.S. Army Training and Doctrine Command

The new Stability Operations field manual, FM 3-07, put stability operations into doctrine after it was recently introduced in FM 3-0, Operations, where its importance was elevated to the same level as offensive and defensive operations.

“We recognize that in a contemporary operational environment in the 21st century, conventional military operations, offensive and defensive, will be conducted simultaneously with stability operations,” Wallace said. “Our hope is that FM 3-07 becomes a source document not just for the military and agencies within our government, but also non-governmental agencies with whom we routinely work.”

Lt. Gen. William B. Caldwell IV, commanding general of the U.S. Army Combined Arms Center at Fort Leavenworth, Kan., said, “America’s future abroad is unlikely to resemble Afghanistan or Iraq, where we grapple with the burden of nation building under fire. Instead, we will work through and with the community of nations to defeat insurgency, assist fragile states and provide vital humanitarian aid to the suffering.

“Achieving victory will assume new dimensions as we strengthen our ability to generate ‘soft’ power to promote participation in government, spur economic development and address the root causes of conflict among the disenfranchised populations of the world. At the heart of this effort is a comprehensive ap-



You can obtain FM 3-07 in PDF form by logging onto AKO and going to the NCO Journal Web site. Once there, wait for the Pamphlet to come up on the flash screen and then click on it to begin downloading. The pamphlet will also be available in the *Recommended Reading* area of the Web site.

proach to stability operations that integrates the tools of statecraft with our military forces, international partners, humanitarian organizations, and the private sector.”

Given the complexities of the future operating environment, the Army must look at the different ways the elements of national power (military, economic, diplomatic and information) are employed, according to the new manual. It states that military success alone will not be sufficient to prevail during a time of protracted confrontation among state, non-state, and individual actors fueled by expanding religious extremism, competition for energy, globalization outcomes, climate and demographic changes, and the increased use of violence to achieve political and ideological ends.

“Our objective when we go into a foreign country is to leave, but to leave with that country safe and secure. If we work to ensure stability has returned, it will allow their people to live their lives in an orderly manner, feeling safe and secure.”

Lt. Gen. William B. Caldwell IV
U.S. Army Combined Arms Center

During stability operations, doctrine states U.S. military forces will partner with different U.S. government agencies, non-governmental organizations and coalition partners to bring help and return the quality of life to the people.

This doctrine will make stability operations a more conscious portion of that which a Soldier prepares for and executes in the future by institutionalizing the recognition that stability operations are part of operations, TRADOC officials said.

“We brought in representatives from many different agencies from within the government and outside the government,” said Lt. Col. Steve Leonard, chief of CAC’s, operational-level doctrine directorate. “We invited all the different services and some of the think tanks to make sure we cast the widest net possible when putting this doctrine together. We brought them in before writing the doctrine and made sure that everyone was working toward a common goal.”

The comprehensive approach to doctrine development is the key to stability operations, and with the different government agencies, allies and the non-governmental community involved in the writing of the doctrine, it will help shape the roadmap from conflict to peace.

“We have to understand how to bal-



Photo by Staff Sgt. Daniel Bishop

Pfc. Serena Norman, medic, Co. C, 589th BSB, 41st Fires Bde., tends to Iraqi children during a mission in al-Kut.

ance our approach,” said Leonard. “There needs to be balance between the political and military imperatives that drive our operations and humanitarian principles that guide the efforts of relief agencies. Ultimately, the people are the focus of stability operations. So while we work to establish good governance, economic recovery, security and rule of law, we also have to give those NGOs the space and freedom to be able to be independent of the military and transparent to the people they are helping so they can do their jobs.”

“Stability operations are part of the entire military-planning process,” said Caldwell. “Some people are talking about preemptive stability operations. They are doing that because we literally need to plan for and resource it before military operations begin.”

This isn’t something new to the Army or the U.S. military, TRADOC experts pointed out. They said Soldiers and leaders have been performing the five critical tasks of establishing civil security, establishing civil control, restoring essential services, supporting governance and supporting economic and infrastructure development around the globe for years. They said what’s new is that these tasks are now addressed before, rather than after, conflict, and conducted within the

context of peacetime.

“We intended for this manual to be able to be used by all the services, all the departments and agencies of government and all the NGOs who might be participating in a stability operation,” said Leonard. “This manual can be a ‘how to’ guide for any service, any nation [that] might partner with the United States or any agency, governmental or non-governmental.”

“Field Manual 3-07, Stability Operations, represents a milestone in Army doctrine,” said Caldwell. “It is a roadmap from conflict to peace, a practical guidebook for adaptive, creative leadership at a critical time in our history. It institutionalizes the hard-won lessons of the past while charting a path for tomorrow. This manual postures our military forces for the challenges of an uncertain future, an era of persistent conflict where the unflagging bravery of our Soldiers will continue to carry the banner of freedom, hope and opportunity to the people of the world.”

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@conus.army.mil.

Photo by Rebekah Carder



Soldiers and their families salute the flag during the opening ceremony, honoring warrior citizens for their commitment to the nation.

Photo by Daren Reehl



Staff Sgt. Rickey Spencer passes out soccer balls to children in Baghdad, Iraq. Spencer is assigned to the 2nd Platoon, Bravo Company, 4th Battalion, 64th Armor Regiment.

Photo by Sgt. Jacob H. Smith



Iraqi soldiers from 24th Brigade, 6th Iraqi Army Division talk with local resident, while Nemo a U.S. military working dog waits for further direction during a routine cordon and knock with their brigade in the city of Abu Ghraib Iraq.

Photo by Staff Sgt. Watson Martin



U.S. Postal Service employee Deborah Boetcher and Sgt. Gilbert Valdez sort and package outgoing absentee ballots at Camp Arifjan, Kuwait. More than 53,000 absentee ballots have already been processed through this location.

Photo by Spc. Michelle Candelario



Spc. Hector Torres of the Puerto Rico National Guard checks the blood pressure on Sgt. Major Bonilla-Lopez during a FTX at Camp Santiago Training Site in Puerto Rico.

Photo by Tech. Sgt. William Greer



Paratroopers from the 82nd Airborne Division conduct pre-jump parachute landing fall training during a joint exercise on Pope Air Force Base, N.C.

Communicating with your Soldiers: About the rest of their lives ...

By Army Retirement Services

As the NCO Creed proclaims, you are responsible for the welfare of your Soldiers. You communicate with them consistently and never leave them uninformed.

Retirement information should be part of your communication kit bag. For many of your Soldiers, it will be “the rest of their lives.” Too often, it’s a topic left to “later, when I have some extra time.”

You don’t need to be an expert on retirement; you just have to know where to look to find the answers. You have two key sources; online, and in person. Your online retirement source is the home page for Army Retirement Services – <http://www.armyg1.army.mil/retire> – which covers numerous retirement-related topics and includes a pre-retirement counseling guide and a pre-retirement briefing.

Your personal guide to retirement information is your installation Retirement Services Officer. You can locate your RSOs electronically. Every RSO has a page on the installation Web site. RSOs are also listed on the Retirement Services home page. RSOs have areas of responsibility that extend far beyond the installation, sometimes covering several states. Every Soldier, retiring or retired, has an RSO – no matter how far that Soldier may be from an installation.

You can contact your RSO with any questions about retirement.



Photo by Jason L. Austin

Soldiers contemplating retirement should begin the communication process with a Retirement Service Officer at the earliest possible time - preferably one year out.

Located at <http://www.armyg1.army.mil/retire>, the Army’s G-1 Web site for retirees has a host of links and helpful information for anyone who is already retired or contemplating retirement.

Should I take the Career Status Bonus and reduced retirement?

Every Soldier’s situation is different and some may feel a pressing need for the \$30,000 Career Status Bonus. You want to make sure that your Soldiers have the whole story before they make this life-altering financial choice.

The key to this decision is comparing what the CSB will bring the Soldier and Family now – and what it will cost them in the future. The defense department has created a calculator that lets you compare the long-term retirement effects of turning down the bonus with the long-term effects of taking the bonus (different uses of the bonus are included in the comparison). You can find a link to this calculator, a list of CSB/REDUX counselors, and other information in the CSB/REDUX section of Army Retirement Service’s Pre-Retirement page – <http://www.armyg1.army.mil/rso/PreRetirement.asp>.

Should I enroll in the Survivor Benefit Plan?

The quick answer is, “Yes, if your retired pay will be important to your family because without the Survivor Benefit Plan,

See **COMMUNICATE**, next page

Retired Soldier bulletin adds color

By Army Retirement Services →

Retired Soldiers and spouses may live and breathe Army green, but their publication just upgraded from black and white to color – at least electronically.

Army Echoes, the Army's 52-year-old bulletin for more than 900,000 retired Soldiers and families, is mailed worldwide three times a year. Right now, the paper publication is printed in black and white.

Echoes, as well as other Army G-1 Human Resources Policy Directorate Strategic Communication products, is being upgraded. Retired Soldiers and their family members count on Echoes to give them the latest news on retirement benefits, entitlements, and initiatives. That won't change.

However, this year, Echoes readers have found that news, even in black and white, is coming to them in a redesigned, more attractive, easy-to-read format. The color version is available on the Army Retirement Services home page at <http://www.armyg1.army.mil/RSO/docs/echoes>. The color version was also e-mailed to those retired Soldiers and surviving spouses who have volunteered to switch from paper to e-mail.

"Upgrading the publication that serves our retired Soldiers has been one of my key strategic communication priorities," HRPD Director John P. McLaurin III said. "Our directorate initiatives and programs – Well Being, Diversity, Suicide Prevention and Sexual Assault Prevention and Response, to name just a few – are vital to Soldiers and families. Our ongoing strategic communication goal is to ensure that the people we serve know what we can do for them, and that we are dedicated to always finding ways to improve communication with Soldiers and families."

COMMUNICATE Continued from Page 26

your retired pay stops when you die."

The more detailed answer can be found at <http://www.army.g1.army.mil/rso/sbp.asp> and through your RSO and your RSO's SBP briefing. As with CSB/REDUX, sometimes numbers speak louder than words – you can use DoD calculators to estimate what you'd pay for SBP, this includes figures for the government's subsidy and how your SBP payment lowers your tax bill – and what SBP would pay your beneficiary, monthly and over a lifetime. Once you've seen how your figures work out, you'll be

able to point your Soldiers in the right direction.

The most important question in this discussion could be the question you ask your Soldiers: "Have you and your spouses started talking about retirement?" Tell them that it's never too early to get started because retirement is a process – not a single event. Getting ready for retirement means doing homework, asking questions, and seriously considering a variety of factors. It will be time well spent – after all, retirement is "the rest of your life."



SGT Army Professional
Deployed around the World
Hometown, USA 11111



Letters to the Editor

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

The NCO Corps is inescapably essential to today's military

Dear Editor;

In your recent interview with Gen. George W. Casey, Jr., the Army chief of staff could not have voiced the inescapable essentiality of the NCO Corps more eloquently than when he said:

They are the strength of the entire organization. They train their Soldiers to standard and then enforce it. Because of their experience and expertise, they are integral to the overall health of the Army. The NCO Corps continues to be the eyes and ears of the commanders. They are tasked with the day-to-day running of our Army, and they ensure that our Soldiers and their families are properly taken care of.

His words also underscore a clear lesson proven by our ordeal in Iraq: the National Guard is more indispensable than ever to both homeland security and military superiority.

Taking his emphasis on experience and expertise, the Army could well capitalize on the phenomenal success of the Community College of the Air Force and perhaps leapfrog beyond it in raising the Soldiers' intellectual agility and overall fitness.

The Air Force now automatically enrolls every inductee in the CCAF, which has become the largest publicly supported college in the world. It is typical for sergeants and master sergeants to earn one more degree to raise job performance, while completing their tours of duty. Many also take night and weekend courses to

complete higher degrees, even master and doctoral degrees. If the education weren't making the NCOs better at their jobs, the Air Force would not make the investment. Unquestionably, this education incentive helps recruitment, too.

To jump ahead, the active Army and the National Guard could work with each state to let every inductee who takes a five-year enlistment pursue two years of college cost-free, to include courses suited to the technical needs of the particular service. The Army and the state would negotiate the cost-sharing. The Soldier could choose among nearby community or state colleges, with academic readiness and convenience influencing the choice. Where the numbers enrolled in some courses warranted it, the courses might be given on base or at the local armory.

Sadly, the community colleges serving the largest undergraduate enrollment are woefully under-utilized in upgrading job skills in the military. A noncommissioned officer training corps (NOTCO) could do at least as much for the noncom-

missioned forces as the Reserve Officer Training Corps has been doing for decades for the officer ranks.

Ironically, legislation to start such a partnership was introduced in the House 25 years ago by the then ranking member of the Armed Forces Committee, Rep. Charles Bennett of Florida, but hearings to vet the idea were never held. It was called the Skilled Enlisted Reserve Training Corps, or SERTA. Two professional colleagues and I helped Congressman Bennett draft that bill.

Surely the community colleges, which also are the leading network of advanced workforce training outside industry itself, would work with the Army and the Guard to perfect such legislation. Beyond bolstering military preparedness, this partnership could well become the Pentagon's best hope of sustaining and upgrading the all-volunteer forces in the challenging times facing the free world.

*Frank Mensel, Public Policy Advisor,
 American Student Association of
 Community Colleges, Plano, Texas*

We want to hear from you

It's the Year of the NCO and we want to hear from you. So send us your Letters to the Editor to: NCO Journal, 11291 SGT E. Churchill St., Fort Bliss, TX 79918-8002. We reserve the right to edit based on grammar, length and content. Letters without contact information or anonymous letters will not be published.

Army releases 2008 Modernization Strategy

By Lindy Kyzer,
 OCPA - Media Relations Division

In late August, the Army released the 2008 Army Modernization Strategy, the blueprint for the future of Army modernization.

Recently Maj. Gen. Dave Halverson, the director of Force Development, discussed the new strategy in an interview with on-line journalists. He provided information about the survey and how it supports the Army's goals to provide the best equipment and capabilities to Soldiers.

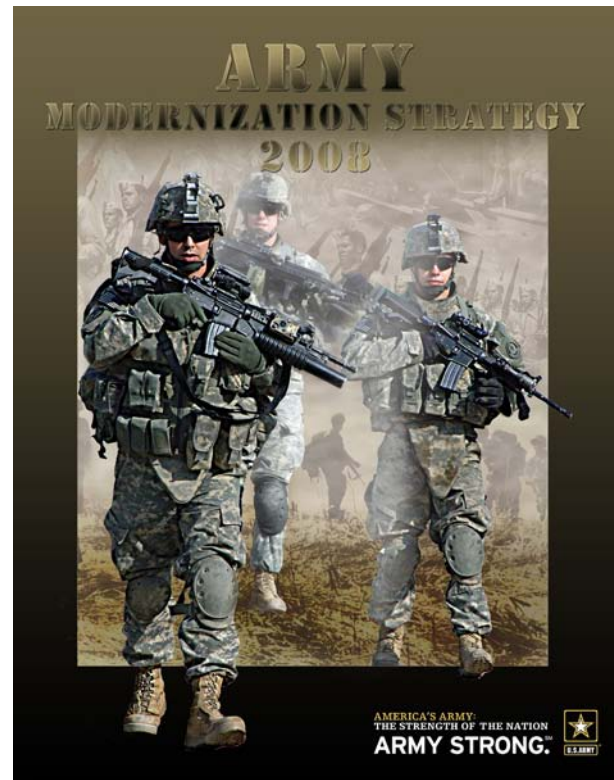
Specifically, Halverson focused on how the modernization strategy offered an actionable way ahead for today's Army.

"Many times, with a modernization strategy, everyone's so focused on 'here's a weapons system' or 'here's a certain thing and here's what it can do; here's what it can't do' ... and it's like a catalog of performance measures," said Halverson. "This strategy that we've worked very hard with is much shorter, much better - because it actually explains why we have modernization and why we modernize within the forces - especially in persistent conflicts."

Halverson also pointed out how the modernization strategy is linked to the recently released FM 3-0, and how the modernization strategy supports the overall Army objective of dominance as a landpower.

In outlining Army progress in modernization, Halverson noted the need to continue to field talented scientists and engineers to build and create new equipment.

As a member of the Army Science and Technology Board, Halverson said he is frequently involved in discussions as to



how science and technology investments today can pay off for Soldiers tomorrow.

"Within the Defense Department, and obviously within the Army, we are pushing those things because I think it's very important," said Halverson, "because our Soldiers deserve the best, as they're fighting on foreign soil, and we have to have that so we can quickly give them the best advantage over the enemy."

One of the ways to provide that best advantage, according to Halverson, is through the fielding and acceleration of Future Combat Systems technologies into the battlefield.

"The reality is that it's just not future anymore," said Halverson. It's going on now, and we're giving capabilities to the Soldier ... We're testing it now at Fort Bliss.

"As soon as we see things that we like, we can bring it up to the senior leaders and say, 'yes, this is where our investment needs to be.'"

One of the key components of today's modernization strategy, said Halverson, is that it isn't just focused on where we want to be in the future. In this era of persistent conflict, it is also fielding technologies today and continuing to modernize for tomorrow.

"We need to sit there and modernize to the next iteration," said Halverson, "because we have a learning enemy in this persistent conflict. He's trying to pull new things out there. We're seeing new threats ... So we have to learn with that. And we have to do it with those Soldiers in contact - we have to give them the best and the most, so they can defeat this enemy and come home with their heads held high in victory."

You can find a copy of the 2008 Army Modernization Strategy at www.g8.army.mil/.

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Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Spc. Carlo E. Alfonso, 23, Spokane, Wash., Aug. 26, 2008 ♦ *1st Lt. Thomas J. Brown, 26, Burke, Va., Sept. 23, 2008* ♦ *Pfc. Jamel A. Bryant, 22, Belleville, Ill., Sept. 27, 2008* ♦ *Pfc. Jennifer L. Cole, 34, American Canyon, Calif., Aug. 2, 2008* ♦ *Sgt. David K. Cooper, 25, Williamsburg, Ky., Aug. 27, 2008* ♦ *Staff Sgt. Darris J. Dawson, 24, Pensacola, Fla., Sept. 14, 2008* ♦ *Spc. Kevin R. Dickson, 21, Steelville, Mo., Aug. 2, 2008* ♦ *Sgt. Wesley R. Durbin, 26, Hurst, Texas, Sept. 14, 2008* ♦ *Chief Warrant Officer Corry A. Edwards, 38, Kennedale, Texas, Sept. 18, 2008* ♦ *Sgt. Daniel M. Eshbaugh, 43, Norman, Okla., Sept. 18, 2008* ♦ *Spc. Steven J. Fitzmorris, 26, Columbia, Mo., Aug. 25, 2008* ♦ *Sgt. Kenneth B. Gibson, 25, Christiansburg, Va., Aug. 10, 2008* ♦ *Spc. Michael L. Gonzalez, 20, Spotswood, N.J., Aug. 28, 2008* ♦ *Pfc. Leonard J. Gulczynski I, 19, Carol Stream, Ill., Sept. 17, 2008* ♦ *Cpl. James M. Hale, 23, Naperville, Ill., Aug. 13, 2008* ♦ *Sgt. Gary M. Henry, 34, Indianapolis, Ind., Aug. 4, 2008* ♦ *Pvt. Timothy J. Hutton, 21, Dillon, Mont., Aug. 4, 2008* ♦ *Pvt. Janelle F. King, 23, Merced, Calif., Aug. 14, 2008* ♦ *Sgt. James A. McHale, 31, Fairfield, Mont., July 30, 2008* ♦ *Chaplain (Col.) Sidney J. Marceaux Jr., 69, Beaumont, Texas, Sept. 14, 2008* ♦ *Lt. Col. Ralph J. Marino, 46, Houston, Pa., Sept. 14, 2008* ♦ *Sgt. Anthony L. Mason, 37, Springtown, Texas, Sept. 18, 2008* ♦ *Pfc. Patrick W. May, 22, Jamestown, N.Y., Sept. 2, 2008* ♦ *Master Sgt. Danny E. Maybin, 47, Columbia, S.C., Aug. 7, 2008* ♦ *Sgt. Kenneth W. Mayne, 29, Fort Benning, Ga., Sept. 4, 2008* ♦ *Capt. Michael J. Medders, 25, Ohio, Sept. 24, 2008* ♦ *Spc. Jonathan D. Menke, 22, Madison, Ind., Aug. 4, 2008* ♦ *Sgt. Brian K. Miller, 37, Pendleton, Ind., Aug. 2, 2008* ♦ *Spc. Andre D. Mitchell, 25, Elmont, N.Y., July 31, 2008* ♦ *Spc. Jorge L. Feliz Nieve, 26, Queens Village, N.Y., Aug. 28, 2008* ♦ *1st Sgt. Julio C. Ordonez, 54, San Antonio, Texas, Sept. 18, 2008* ♦ *Staff Sgt. Ronald Phillips Jr., 33, Conway, S.C., Sept. 25, 2008* ♦ *Chief Warrant Officer Brady J. Rudolf, 37, Oklahoma City, Okla., Sept. 18, 2008* ♦ *Spc. Ronald A. Schmidt, 18, Newton, Kan., Aug. 3, 2008* ♦ *Sgt. 1st Class Daniel R. Sexton, 53, Wentzville, Mo., Sept. 10, 2008* ♦ *Sgt. 1st Class George Staniel, 40, Greenwood, Miss., Aug. 19, 2008* ♦ *Staff Sgt. Matthew J. Taylor, 25, Charleston, S.C., Sept. 21, 2008* ♦ *Staff Sgt. David W. Textor, 27, Roanoke, Va., July 15, 2008* ♦ *Pvt. Jordan P. P. Thibeault, 22, South Jordan, Utah, Sept. 5, 2008* ♦ *Pfc. Bryan R. Thomas, 22, Battle Creek, Mich., Sept. 4, 2008* ♦ *Cpl. Michael E. Thompson, 23, Harrah, Okla., Sept. 18, 2008* ♦ *Sgt. Jose E. Ulloa, 23, New York, N.Y., Aug. 9, 2008* ♦ *1st Lt. Robert Vallejo II, 28, Richland, Texas, Sept. 18, 2008* ♦ *Staff Sgt. Jeremy D. Vrooman, 28, Sioux Falls, S.D., July 15, 2008* ♦ *Capt. Darrick D. Wright, 37, Nashville, Tenn., Sept. 17, 2008*

Operation Enduring Freedom

Pfc. Sergio S. Abad, 21, Morganfield, Ky., July 13, 2008 ♦ *Cpl. Jonathan R. Ayers, 24, Snellville, Ga., July 13, 2008* ♦ *Pfc. David J. Badie, 23, Rockford, Ill., Aug. 1, 2008* ♦ *Sgt. Ryan P. Baumann, 24, Great Mills, Md., Aug. 1, 2008* ♦ *Cpl. Jason M. Bogar, 25, Seattle, Wash., July 13, 2008* ♦ *1st Lt. Jonathan P. Brostrom, 24, Hawaii, July 13, 2008* ♦ *Spc. Seteria L. Brown, 22, Orlando, Fla., July 25, 2008* ♦ *1st Lt. Donald C. Carwile, 29, Oxford, Miss., Aug. 15, 2008* ♦ *Pfc. Paul E. Conlon Jr., Somerville, Mass., Aug. 15, 2008* ♦ *Staff Sgt. Nathan M. Cox, 32, Walcott, Iowa, Sept. 20, 2008* ♦ *Capt. Bruno G. Desolenni, 32, Crescent City, Calif., Sept. 20, 2008* ♦ *1st Lt. Nick A. Dewhurst, 25, Onalaska, Wis., July 20, 2008* ♦ *Pvt. Michael R. Dinterman, 18, Littlestown, Pa., Sept. 6, 2008* ♦ *Staff Sgt. Brandon W. Farley, 30, Grand Prairie, Texas, Sept. 18, 2008* ♦ *Sgt. Israel Garcia, 24, Long Beach, Calif., July 13, 2008* ♦ *Pvt. Jair De Jesus Garcia, 29, Chatsworth, Calif., Aug. 1, 2008* ♦ *2nd Lt. Michael R. Girdano, 23, Pennsylvania, Aug. 1, 2008* ♦ *Pvt. Joseph F. Gonzales, 18, Tucson, Ariz., Sept. 20, 2008* ♦ *Sgt. Jaime Gonzalez Jr., 40, Austin, Texas, Aug. 3, 2008* ♦ *Spc. Brian S. Leon Guerrero, 34, Hagatna, Guam, July 10, 2008* ♦ *Sgt. Joshua W. Harris, 21, Romeoville, Ill., Sept. 17, 2008* ♦ *Sgt. William E. Hasenflu, 38, Bradenton, Fla., Sept. 28, 2008* ♦ *Capt. Bruce E. Hays, 42, Cheyenne, Wyo., Sept. 17, 2008* ♦ *Cpl. Jason D. Hovater, 24, Clinton, Tenn., July 13, 2008* ♦ *Sgt. Errol M. James, 29, St. Croix, Virgin Islands, Aug. 4, 2008* ♦ *Spc. Marques I. Knight, 24, San Juan Capistrano, Calif., Sept. 6, 2008* ♦ *Staff Sgt. Kristopher D. Rodgers, 29, Sturgis, Mich., Aug. 16, 2008* ♦ *Pfc. Jonathan L. Luscher, 20, Scranton, Pa., Aug. 17, 2008* ♦ *Pvt. John A. Mattox, 23, Daingerfield, Texas, Aug. 10, 2008* ♦ *Spc. Samson A. Mora, 28, Dededo, Guam, July 10, 2008* ♦ *Spc. William J. Mulvihill, 20, Leavenworth, Kan., Aug. 1, 2008* ♦ *Pvt. Michael W. Murdock, 22, Chocowinity, N.C., Sept. 11, 2008* ♦ *1st Lt. Moshin A. Naqvi, 26, Newburgh, N.Y., Sept. 17, 2008* ♦ *Pfc. Tan Q. Ngo, 20, Beaverton, Ore., Aug. 27, 2008* ♦ *Staff Sgt. David L. Paquet, 26, Rising Sun, Md., Aug. 20, 2008* ♦ *Cpl. Matthew B. Phillips, 27, Jasper, Ga., July 13, 2008* ♦ *Cpl. Pruitt A. Rainey, 22, Haw River, N.C., July 13, 2008* ♦ *Pfc. Willington M. Rhoads, 23, Las Vegas, Nev., July 16, 2008* ♦ *Sgt. 1st Class Gregory A. Rodriguez, 35, Weidman, Mich., Sept. 2, 2008* ♦ *Chief Warrant Officer Michael Slebodnik, 39, Gibsonia, Pa., Sept. 11, 2008* ♦ *Staff Sgt. Brian E. Studer, 28, Ramsey, Minn., Aug. 22, 2008* ♦ *Sgt. 1st Class David J. Todd Jr., 36, Moreno, La., Aug. 20, 2008* ♦ *Staff Sgt. Jason A. Vasquez, 24, Chicago, Ill., Sept. 17, 2008* ♦ *Lt. Col. James L. Wiley, 46, North Bend, Ore., Sept. 18, 2008* ♦ *Pvt. Vincent C. Winston Jr., 22, St. Louis, Mo., Sept. 4, 2008* ♦ *Master Sgt. Mitchell W. Young, 39, Jonesboro, Ga., July 13, 2008* ♦ *Cpl. Gunnar W. Zwilling, 20, Florissant, Mo., July 13, 2008* ♦

Editor's note: This is a continuation of the list that was started with the October 2003 issue of the NCO Journal and contains those names released by the Department of Defense between July 11, 2008 and September 30, 2008.



- Publications
- Training Support Packages
- Training Aids
- Videos
- Vignettes
- Posters
- OIC/RSO Certification
- Ammunition & Explosives
- Optics/Lasers/Attachments
- Presentations
- Risk Assessment
- Safety Messages / Alerts
- Links
- Other Considerations
- Privately Owned Weapons
- Feedback



Welcome M16/M4 Pistols Crew Served Weapons Hand Grenades Convoy Live Fire MOUT

Range & Weapons Safety Toolbox

Welcome

The U.S. Army Combat Readiness/Safety Center has developed this toolbox to aid commanders and leaders in the management of range operations and safe weapons handling. The toolbox provides a centralized collection of resources to establish and maintain an effective range safety training program.

Please direct your questions, comments or suggestions to the Ground Task Force at safe.weapons@conus.army.mil or DSN 558-2372 or Commercial (334) 255-2372

RANGE ACCIDENT CLAIMS ONE SOLDIERS LIFE:
An OPFOR Soldier was fatally wounded after being left down range during the live fire iteration of the exercise.

CRC launches Range & Weapons Safety Toolbox

The U.S. Army Combat Readiness/Safety Center has developed a Range & Weapons Safety Toolbox to help commanders and leaders prevent weapons handling accidents on military ranges.

From fiscal 2000 through the first quarter of fiscal 2008, 62 Class A through C weapons-handling accidents occurred on military ranges. While many of these accidents resulted in relatively minor injuries with limited time lost from duty, 13 soldiers were fatally injured and five Soldiers will live the



remainder of their lives with a physical impairment or disability.

The Range & Weapons Safety Toolbox is a collection of resources to help commanders and leaders establish and maintain an effective range safety program. The new site

hosts reference materials, such as publications, training support packages and a variety of training aids, as well as links to other sites and tools like the Defense Ammunition Center (DAC) Explosive Safety Toolbox and the Ground Risk Assessment Tool (GRAT), which is designed to assist in identifying hazards and controls for various missions.

The toolbox can be accessed through the USACRC Web site at <https://crc.army.mil/rangeweapons-safety>

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