

THE NCO JOURNAL

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NCO-LED AIT

**TRAINING SOLDIERS TO FOLLOW
THE RANK, NOT THE HAT**



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



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From the SMA

Telling the Army story

Soldiers in today's Army are doing a magnificent job for our nation in support of the Global War on Terrorism. We have more than 250,000 Soldiers deployed to 80 countries around the world. Soldiers and leaders are accomplishing incredible tasks and missions on a daily basis.

During the 2008 Nominative Conference, the Secretary of the Army (SA) encouraged noncommissioned officers to tell their personal Army story and to spread the message of the missions their Soldiers, units and organizations accomplish everyday. Tell your family, friends and loved ones about yours and your unit's contributions in the Global War on Terrorism. Tell them about all the things you and your unit accomplished in support of all of your missions and deployments.

Telling your story will have an affect on our society's understanding about the Army and who we are as Soldiers. Tell your Army story when you come back on rest and recuperation leave or during regular leave back to your hometown. You and your Soldiers know more about what's happening on the ground everyday than the sensational stories published by the media.

The SA, Chief of Staff of the Army and I want NCOs to take more responsibility to keep the American people informed. Informing the public about who we are, what we are doing, and where we are headed helps sustain our national commitment to recruiting, training, equipping and supporting our force. NCOs' personal experiences and backgrounds lend great credibility to the sacrifices of fellow Soldiers.

Commercial news media interviews may appear in print articles, broadcast video, radio programs or Web sites. The news media engagement for internal Army use can be as simple as a local newspaper article with the Army News Service, or on the Army.mil Web site. The engagement may become part of an article in Soldiers Magazine, The NCO Journal, in a video or radio news story.

Participation in military association events also strengthens the bonds with veteran groups, civilian contractors and civic organizations. Frequent meetings with all media formats assist in raising awareness and increasing the understanding of the Army which results in greater public support for the Army. Periodic

meetings with local newspaper editorial boards help increase their understanding of the Army. Small, informal meeting engagements with key influencers in our communities provide great settings for relationship building.

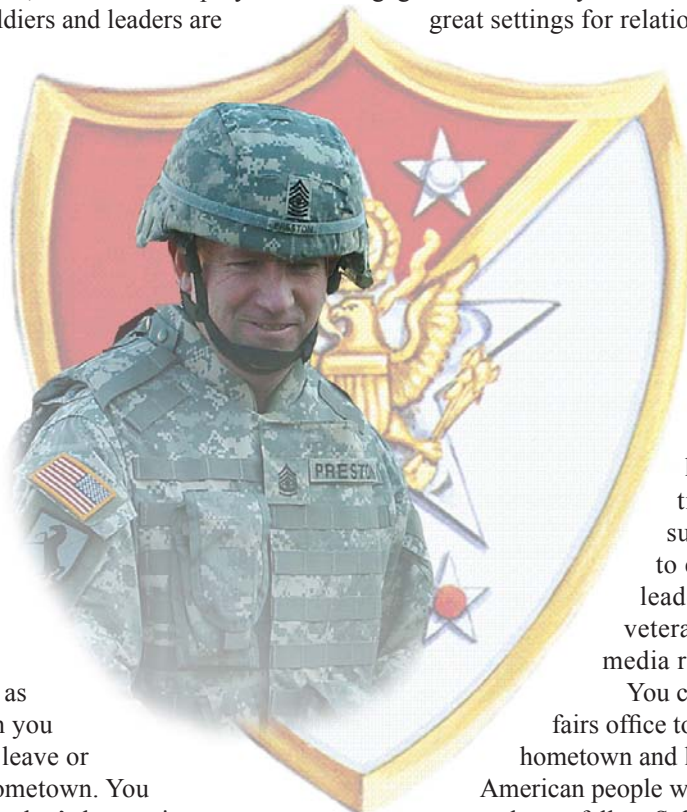
Personal engagements between business leaders and Soldiers provide opportunities for relationship building and a better understanding of the Army. Speaking opportunities at high schools, colleges and universities can increase their understanding of what Soldiers do in the Army. Adding outreach events, such as lunches or meetings with civic groups or ROTC units, helps achieve outreach objectives by maintaining public support for the Army. It is useful to engage non-profit organization leaders, academia, civic leaders, veterans, the general public and news media representatives.

You can contact your unit public affairs office to set up interviews with your hometown and local news organizations. The American people want to hear firsthand about what you and your fellow Soldiers accomplish everyday.

We owe it to the American people to tell the Army story and our Soldiers' stories. Thanks for all that you do for our Nation and for America's Army.

Army Strong!

Kenneth O. Preston
SMA



2nd Sergeant Major of the Army leaves leader legacy

By Master Sgt. Eric Pilgrim →

There is a strange little ditty sometimes sung at military retirements claiming “old Soldiers never die, they just fade away” that has always bothered me. What a weak send-off for a professional warrior who has devoted decades to protecting our nation’s freedoms.

The image conjured by the song is of some poor, frail, old codger sitting alone in a nursing home, wasting away. It reminds me of my father shortly before his death in November 2005.

The Army flew me home from Iraq in June of that year to say goodbye to Dad. As I sat in a stiff nursing home chair and smiled at the frail old man hunkering in a worn-out wheelchair, he stared back at me puzzled. Paralysis had robbed him of his massive frame years before; dementia now robbed him of his massive courage. For 30 years he had worked hard to get out of that cursed wheelchair; now he worked hard just to stay in it.

My father was slowly fading away from me; his sharp, witty mind being robbed in increments by dark surreal memories too fractured for comprehension. His end was painfully obvious: every step could be charted. I wept at the raw image of him fading like this. There was no shock or surprise for anyone when he passed. But, I was shocked when I heard that George W. Dunaway, the Army’s second sergeant major of the Army, died Feb. 6.

I saw Dunaway walking around the U.S. Army Sergeants Major Academy and shaking hands with our next generation of sergeants major just three weeks prior; heard him tell the 650 Class 58 students what the greatest badge was for an NCO to earn – the pride of knowing you never wavered to faithfully care for and lead your Soldiers to victory.

Dunaway’s journey began during the Great Depression and spanned more than 85 years. Given his age, his death should not have surprised me or anybody else – but it did. He had exited as a warrior; filled with strength of character, determination and mental alertness, focused on capturing every inch of sacred ground, every moment life had given him. No retreat.

The spirit of the true warrior leads us to faithfully care for our Army’s most cherished treasure – Soldiers – without regard for our needs. Dunaway proved himself a true warrior to the end.

In January 1940, Dunaway dropped out of school to find

a job that would also allow him to hang with his friends. The 17-year-old found it in Company A, 176th Light Infantry Regiment, 29th Division of the Virginia National Guard. “I [enlisted] because I was a young man and many of my friends were there,” Dunaway said, during an oral history interview December 1993. “I knew their names, and I would have gone anywhere with those guys.”

Dunaway served faithfully and courageously through World War II and again in Vietnam; this time as the division sergeant major of 101st Airborne Division. While there, he was selected to be the second sergeant major of the Army, replacing Sgt. Maj. of the Army William O. Wooldridge, who had served his time under Army Chief of Staff Gen. Harold K. Johnson. Dunaway arrived with his chief of staff, Gen. William Westmoreland, as Wooldridge headed back to Vietnam for another tour.

Though Dunaway ended his military career Sept. 30, 1970, after 30 years in the Army that included two years as SMA, he never stopped serving Soldiers. True leaders never really do; it’s not in their blood. Dunaway continued helping countless war veterans, especially within the Special Forces community in Las Vegas. His concern for Soldiers has become legendary; so much so, in fact, that he is

known as the Soldier’s Soldier.

During my nearly two years here at the academy, I have been privileged to meet many of the former sergeants major of the Army, including Dunaway. As diverse as their personalities are, they share common traits. They don’t waste their breath on lofty jargon, sugary ambiguities or political correctness when offering advice. They instead speak as we would expect an NCO to: truthfully, clearly, to the point. They also have amazingly clear, sharp minds filled with years of wisdom, no matter how old they get. And their determination to accomplish any mission never entertains the notion of defeat.

Dunaway is no exception. It is said that every time he and his comrades at Special Forces Association Chapter 51 met, they began by singing, “The Ballad of the Green Beret.” The day he died, he had just left the diner where they gather weekly for their Wednesday breakfast and made it to his office at Taylor Hall Army Reserve Center before suffering a series of heart attacks. Even though he had passed out from the pain, he managed to get back up and get to the phone to call his son.

Dunaway didn’t fade away but instead captured every inch of sacred ground; a warrior to the end, marching off to war as the band played the ballad of the Green Beret. No Retreat!



Photo by Sgt. Mary E. Ferguson

Former Sergeant Major of the Army George Dunaway (center) at the 2008 Command Sergeant Major Conference held at Fort Bliss, Texas.

Soldiers can fast track careers with education programs

Army News Service - Soldiers who may be stuck in their careers because of busy schedules or limited educations can turn to the Basic Skills Education Program to help them boost their test skills and get promoted.

With test scores outside required ranges, a Soldier may find that he or she can't take his or her career in the direction he or she wants to go. The BSEP, which dates to the Korean War, is geared toward Soldiers whose adult basic-education scores are below 10.2 and who have a general-technical score below 110.

"BSEP is a part of the Functional

Academics Skills Training program. It supports career and personal goals," said Charles Williams, an education services specialist. "Also, FAST supports the Non-commissioned Officer Education System and the Army's goal to retain quality personnel."

The program is self-paced. The Soldier attends in two-hour increments for a total of about 60 hours, Williams said. It uses a combination of instructor-led and computer-based studies to give each Soldier as much or as little help as he or she needs. At any given time there are usually four Soldiers enrolled in each course, Williams said.

Maximum enrollment is eight Soldiers.

"It takes about 30 days of uninterrupted training to complete the course," Williams said. "The student is provided a variety of modules including pencil and paper, and computer aided with assistance from the instructor."

Soldiers need only to speak with a counselor to take advantage of the training, Williams said. Commanders and counselors may refer Soldiers to participate in the FAST program. Counselors evaluate referred Soldiers to see if they require BSEP instruction prior to enrollment in other FAST components.

Army, VA sign mutual support agreement

Army News Service - Secretary of the Army Pete Geren and Secretary of Veterans Affairs Dr. James B. Peake signed a mutual support agreement Feb. 12 outlining continued assistance to service members and their families transitioning through the military Disability Evaluation System.

The document formalized an understanding that has already been providing care to wounded, ill and injured service members in the system.

"Today's agreement reaffirms VA's commitment with the Army to provide the care and benefits our veterans deserve," said Peake. "We share a duty to do what's right for our Soldiers and their families."

Under the agreement, the Army will continue providing nurse case managers, legal assistance, physical evaluation board liaison officers, chain of command, primary care managers and other service-specific support. Soldiers also may call the Wounded Soldier and Family Hotline at 1-800-984-8523 (overseas DSN 312-328-0002) or e-mail: wfsupport@conus.army.mil.

VA service representatives will continue providing information and advice regarding how medical evidence is used in the evaluation of disabilities under the Department of Veterans Affairs Schedule for Rating Disabilities. VA service representatives will assist and advise service members as they prepare documentation for VA benefit claims. VA benefit claims include the VA portion of joint claims processed through the Disability Evaluation System Pilot Program.

At military installations where the VA does not have permanent staff available, service members may contact VA service representatives via phone or e-mail. A listing of veterans' service organizations recognized by VA to help with VA benefits claims can be found at www.va.gov.

ACAP 'Express' debuts

Army News Service - The launch of the Army Career Alumni Program Express Feb. 28 gives Soldiers, their families and civilians a jump start on new careers as they retire or separate from the Army.

The new online program allows Soldiers who are on deployment or living in remote locations to begin planning for their future careers earlier than normal. Before ACAP Express, Soldiers had to come to an ACAP center to receive services they will now be able to obtain online.

The new program is as simple to use as scheduling an airline reservation online, said James Hoffman, ACAP director.

Any Soldier on active duty, having at least 180 days of continuous active service, and separating within one year or retiring within two years, is eligible for the services.

Once approved and enrolled in the program, the planning begins. ACAP Express allows a person to schedule attendance at events, access job assistance training tutorials, an automated resume and cover-letter writer, and ACAP counselors. Tutorials on job-search topics are also available.

ACAP also meets congressional mandates by offering pre-separation counseling and employment-assistance training.

ACAP Express allows Soldiers the ability to register and schedule services, but Hoffman said ACAP centers at installations are still available. Soldiers deployed in support of operations in Iraq and Afghanistan can also receive support from ACAP centers via phone and e-mail, Hoffman said.

Family members and Army civilians are also encouraged to use ACAP Express. Once a Soldier retires or separates from the military, spouses sometimes find they have put their own careers on hold, and this is their opportunity to gain knowledge on how to enter the workforce, Hoffman said.

The ACAP Express program will undergo a 12-month long pilot test to determine how best to meet the expectations of Soldiers.

Suicide Prevention Task Force process starts stateside

By Sarah Maxwell
Fort Detrick Public Affairs →

In an effort to counteract rising suicide rates and keep Soldiers and their family members spiritually, emotionally and mentally fit, the Suicide Prevention Task Force process is being imported from Europe to some U.S. installations.

U.S. Army Center for Health Promotion and Prevention Medicine Europe representatives briefed military medical professionals on their SPTF efforts at installations across Europe during a presentation last summer at CHPPM's annual Force Health Protection Conference. Since then, CHPPM is replicating the process at Fort Lewis, Wash., and other to-be-determined U.S. locations.

The SPTF is not intended to replace the current Army G-1 Suicide Prevention Program, but to focus on prevention strategies. The strategies pull together existing installation resources that address personal issues in areas like mental health, relationships and finances, known to contribute to suicidal thinking.

"The Army already has a suicide intervention model established – that's not what we are focused on," said Kym Ocasio, chief of health promotion and wellness at CHPPM West, Fort Lewis, and one of the developers of the process. "As well, the Army already has a lot of great health and wellness programs. We don't think brand new ones need to be developed, but we need to standardize what we already have."

In addition to standardization, Ocasio and health promotion coordinators at CHPPM Europe wanted to change the focus from the act of suicide to the interventions that may stop people from committing suicide.

"We believe the SPTF needs to focus on the word 'prevention,' which is about more than reviewing suicide statistics. We look at things like dealing with depression and loneliness, stress management and the many factors that influence behaviors before a person considers suicide," said Ocasio. "The SPTF looks at what resources are available, how they are accessed, and how they are marketed and integrated within the community."

The goal is to make these resources well known, and to create synergy among them.

The idea for SPTF came from a late-1990's inspection, which found that while European installations had many good health and wellness programs, they were often stove-piped and unrelated to each other. For example, a Soldier or family member who was stressed and drinking could find help for alcohol abuse, but might not know where to go to address the root of the problem: stress.

In response, health-promotion councils were developed, which included subject-matter experts on issues such as stress management, substance abuse and family counseling to collaborate and help commanders make fact-based decisions. The councils were charged with identifying the indicators of patients who might need multiple types of help.

With the goal of preventing gaps and overlaps in services, Ocasio said, resource guides were published on garrison Web sites to increase Soldier and Family access to available information and services. The process was further streamlined in Europe to address the new needs of an Army population dealing with wartime deployments and combat stress.

"Sometimes people need a little more support," said Maj. Kathi Hill, a nurse liaison between the medical services and the health promotion council in Giessen, Germany's prevention task force. "The Army has many programs. Soldiers are inundated, overwhelmed –

especially when they're depressed or stressed."

Hill said the task force was able to help Soldiers and their families by easily referring them to the services they needed without getting them lost in the system. The team she worked with was aligned with family readiness groups and other community organizations, so they felt more comfortable asking for help, she said.

"One of the biggest benefits of the program is it de-stigmatized the issues related to care and access to care," Hill said. "I think it will be great to see it fielded [in the States]."

Although standardization of the Suicide Prevention Task Force process is in its infancy in the States, two garrisons will soon have health promotion coordinators, said Ocasio.

"We need to prove the model makes sense in CONUS as well as Europe," she said. "If we can approach things holistically – mentally, physically and spiritually – then we can create a more stable and better equipped Army all around."



Photo by Sgt. Jim Greenhill

An Army National Guard Soldier from the 29th Brigade Combat Team stands watch at the Mexican border. By moving the Suicide Prevention Task Force Europe to some U.S. installations, the U.S. Army Center for Health Promotion and Prevention Medicine, continues the Army's efforts to counteract rising suicide rates and keep all Soldiers mentally and emotionally healthy.

NCO -led

The new training concept accelerates the Soldierization process & prepares warriors for their first unit of assignment by exposing them to an Advanced Individual Training environment that better replicates the operational Army.

Story & Photos by Sgt. Mary E. Ferguson

Chatter cuts through the morning mist as gaggles of Soldiers wait for their platoon sergeants to call them together for pre-formation announcements. A young Soldier new to the unit moves intently from conversation to conversation in search of his squad leader. Along the way, he's greeted by several noncommissioned officers – “Hey Soldier, you're new ... what platoon are you in ... who's your NCO ... you know we're deploying soon?” He snaps to parade rest and confidently fields their questions before falling in with his new platoon. With a quick glance to his right he finds his squad leader, and with eyes forward, he locates his platoon sergeant and first sergeant. He knows they are the NCOs who will take care of him, he understands how to do his job, and he has a good idea of what he may face downrange, but not because he's been there before. In fact, he's a private and this is his first day in the operational Army, but he's ready to immediately contribute to this, his first unit of assignment – his Advanced Individual Training platoon sergeant and squad leader made sure of that ...



The Army's Training and Doctrine Command expects scenes like this to become the norm in units throughout the Army as they receive more and more Soldiers who've graduated AIT under the new NCO-led concept of training.

At first glance, the NCO-led concept may appear to simply mean that gone are the days of the “round brown” in AIT, a transition that many commands have symbolized by “de-hatting” their remaining drill sergeants. But the program's pilot organization, the 187th Ordnance Battalion, Fort Jackson, S.C., has learned that NCO-led AIT involves much more than changing NCOs' headgear or removing drill sergeants from AIT. More importantly, it's about enhancing and adding to the AIT portion of Soldiers' Initial Entry Training.

When the 187th Ord. Bn. initiated the TRADOC-directed pilot program in May 2006, the AIT battalion was already turning

about 4,500 Basic Combat Training graduates into qualified apprentice-level light wheeled vehicle mechanics (63B) or interpreters/translators (09L) per year.

“[Throughout the pilot] we've never stopped producing 63 Bravos and 09 Limas ... we've just discovered how to do that in an environment that better replicates the operational Army,” explained Command Sgt. Maj. Karl Schmitt, the battalion command sergeant major.

The battalion, now completely transitioned to the NCO-led concept, has four 63B training companies and one 09L company, each with six training platoons of no more than 48 Soldiers per platoon, with the intent that each platoon has a platoon sergeant and two squad leaders, Schmitt said.

“This task-organizational structure was achieved early in the pilot program [when] the battalion structured each of its companies

differently ... with a different NCO-to-Soldier ratio in each company – the best was obviously the one platoon sergeant and four squad leaders per platoon, which was about a 1:12 leader-to-led ratio, but that would double the battalion’s cadre requirements ... the middle ground was what we have now,” said Lt. Col. Christopher Richardson, the battalion commander.

He said he rapidly grasped the task-organizational part of the NCO-led concept, which Schmitt agreed worked this particular way for their battalion, but he said other AIT organizations really have to tailor their structures to fit their own situations.

Richardson added that they’ve also discovered universal aspects of the NCO-led AIT concept as it is much more than an organizational change. “It’s actually a completely different way of training Soldiers – with the focus on the Soldier being taught, mentored and provided with a role model via their NCOs versus having a drill sergeant there moving people around and maintaining order and discipline – the goal is of course to still do those things too, but not by fear [of drill sergeants] ... more by respect for squad leaders or platoon sergeants,” he said.

While Schmitt, himself a former drill sergeant, declared that nobody maintains good order and discipline better than drill sergeants, he also said by replacing them with experienced and properly trained NCOs at the squad and platoon levels to serve as trainers, mentors and coaches to AIT Soldiers, his battalion has generated a training environment that accelerates the Solderization process.

“Now, we’re producing Soldiers who are not only [Military Occupational Specialty] qualified, but who also better understand the Army environment they are heading into before they get there – they’re going to get to their first unit and be able to adapt and understand who their NCOs are and what they do,” he said. “The resistance to taking out the drill sergeants is understandable considering the traditional nature of the Army ... but if you just look at the process and the potential outcomes of this – it’s obvious that if this were a business, we would have done this a long time ago.”

Schmitt added that the idea isn’t to take drill sergeants’ hats away and expect them to then do exactly the same job,



Staff Sgt. Dewayn Evans, a 187th Ord. Bn. squad leader and instructor, observes and offers his personal experiences as a 63 Bravo to each of his Soldiers during hands-on training.

nor is it to take NCOs who aren’t drill sergeants and expect them to do the job of a drill sergeant.

But that may be the misinterpretation of the NCO-led concept due to the temporary overlap between the “de-hatted” drill sergeants and the AIT squad leaders and platoon sergeants – an overlap the 187th Ord. Bn. pilot results reveal to be necessary to allow for an NCO selection process and for those selected to complete

mandatory training and prepare for their new positions.

Under that selection process, NCOs are chosen for AITs based on criteria similar to drill sergeant selection including background checks, Army Physical Fitness Test scores and branch manager endorsement with sergeants first class or promotable staff sergeants filling the platoon sergeant positions and AIT instructors serving as the squad leaders.

The intent is for the squad leaders, who are also instructors, to have virtually constant interaction with Soldiers

by leading and participating in morning physical training formations, marching them to the schoolhouse for instruction, staying with them and often instructing their daily lessons, marching them back to the barracks, and using the remainder of the day to teach, coach and mentor

“It’s actually a completely different way of training Soldiers – with the focus on the Soldier being taught, mentored and provided with a role model via their NCOs versus having a drill sergeant there moving people around and maintaining order and discipline – the goal is of course to still do those things too, but not by fear [of drill sergeants] ... more by respect for squad leaders or platoon sergeants.”

Lt. Col. Christopher Richardson
Commander, 187th Ord. Bn.

them as if they were their Soldiers in an operational unit, said Master Sgt. Birdel Campbell, the battalion's Wheeled Vehicle Mechanic School sergeant major.

He explained that platoon sergeants, on the other hand have less daily interaction with the Soldiers but handle the administrative business and other behind-the-scenes issues, allowing squad leaders to focus almost exclusively on being the Soldiers' primary instructors and mentors.

To prepare for these roles, squad leaders must attend the Support Cadre Training Course in addition to being certified instructors, and platoon sergeants must complete the relatively new three week AIT-Platoon Sergeant Course (AIT-PSC) at TRADOC's Victory University, Fort Jackson, S.C., or at one of the university's nine remote sites that offer the course, said Jacqueline Ortiz, Victory University's director of IET leader and cadre programs.

As a retired senior NCO and former drill sergeant, Ortiz said she is

“emotionally invested in the [initial] training phase of Soldiers” – an investment she and her staff demonstrated during the more than seven months they spent developing the AIT-PSC curriculum, and continue to reflect in their ongoing commitment to ensure the course they've created remains relevant.

“[AIT-PSC] is not a course to prepare these NCOs to be a platoon sergeant – It's a course to prepare them for the assignment of being a platoon sergeant in an AIT environment where they have such a different target audience ... like no other in the Army,” she explained. “So, we designed every lesson in this course for the NCO in AIT. You're not going to find our lessons copied from the Drill Sergeant Course or anywhere else ... the titles may be similar but when you look at the lesson you're going to see completely different information.”

In addition to the tailored lessons NCOs encounter during the course, Victory University has also partnered with the 187th Ord. Bn. and other AIT organizations to expose AIT-PSC students to the AIT environment through an embedment program.

Ortiz said NCOs are going to leave this course educated, trained and prepared to be a platoon sergeant in AIT, and aware that it is also their responsibility to continuously

inform and train their squad leaders – knowledge that both Schmitt and Richardson highlighted as being critical to the NCO-led concept's success.

In sharing their experiences, both leaders said that in order for the concept to really meet its intended goal, AITs can't simply throw any NCO into a squad leader or platoon sergeant position, and NCOs who do hold those positions must truly understand their roles.

“Their job isn't to be a drill sergeant-like figure – they're job is to develop Soldiers ... this is simply a different environment, but so is Iraq,” Richardson said. “The way I explain it to [the NCOs] is I say, ‘Think back over your entire career, every new Soldier who came to you fresh out of AIT ... what

is it you wished they knew when they arrived to your unit? Now, you've got the

opportunity to instill those things in these Soldiers while they're in AIT.”

Having discussions like this with incoming NCOs is critical in implementing this “long overdue” NCO-led concept, Ortiz explained.

“One of the common challenges I've seen so far is the buy-in from the NCOs because really the Soldiers coming into an NCO-led AIT aren't going to know any different,” she said. “Let's be realistic, the concept is new and these NCOs show up thinking they are going to be working the extended hours and dealing with the same issues that a drill sergeant does; but they're not going to get the cosmetics – the hat, the badge – or more importantly the extra pay for it. But 99.9 percent of the time, all it takes is the initial briefing and they truly understand the concept, understand



Under the NCO-led concept, squad leaders march Soldiers to school and stay with them, often instructing modules themselves.



Staff Sgt. Jeremy Jerrod (yellow hat) climbs under a vehicle to both instruct and play the role of a squad leader to his Soldiers, something he does every day as an AIT NCO.



(Second from left) Staff Sgt. Travis Crist, a squad leader in 3rd Platoon, B Co., 187th Ord. Bn., takes notes as his Soldiers answer Lt. Col. Christopher Richardson's, battalion commander, questions during a formal phase-change inspection.

how important this is – and they’ve all been NCOs in the operational Army, so they get on board.”

Several of the 187th Ord. Bn. squad leaders and platoon sergeants agreed it’s a challenge to adjust but said that it’s gotten easier over time.

“I’ve been here about 16 months, initially as an instructor; but then under the NCO-led [concept], they made me a squad leader, and now I’m a platoon sergeant – so I’ve really seen it from several different angles during the change,” said Staff Sgt. Kenneth Tate, a platoon sergeant in D Company, 187th Ord. Bn. “Initially, I resisted the change, but we’ve got to change as the Soldiers and the world change. We’ve got to adjust our training methods to keep up. Sure, the hours can be long ... my day goes how the Soldiers go, but I understand the goals [of the program] and in a way, my work is going to be recycled for me because the Soldiers I put out of here are going to be the Soldiers I have working for me when I get back out to the operational Army – I’d rather get them ready here than in a combat zone where we possibly have bullets coming at us.”

He explained that another common but manageable challenge is discipline. “Coming from [Basic Combat Training], at first these Soldiers of course are looking for the brown hat; they almost need it – but if [NCOs] come up with their own methods other than that brown hat, they really should be able to overcome that challenge and find a way to keep Soldiers disciplined.”

In this way, the NCO-led concept produces both better prepared AIT graduates and more seasoned and adaptive NCOs, Schmitt said, “I don’t see how an NCO could leave this assignment not having grown through the experience.”

Richardson also recalled Schmitt telling him, “Of course being a drill sergeant made me a better NCO, but not

because I wore the hat or the badge, rather because I dealt with many more diverse Soldier-issues at once,” which is something these NCOs will benefit from too.

But to truly promote the NCO-led concept, Ortiz said, “Senior NCOs and the Army as a whole also need to understand the importance, responsibility and commitment these new positions require of NCOs, and why the concept is so necessary. NCOs need to know that this assignment will help, not hinder their promotion – not to mention NCOs are going to look to their senior leaders and feed on their attitudes when it comes to any change.”

She said this doesn’t mean senior leaders shouldn’t do their own questioning before backing the NCO-led concept, which is exactly what Schmitt did when he first arrived at the battalion.

“Command Sgt. Maj. Schmitt was one of our students in the Pre-Command Course when I briefed the AIT-Platoon Sergeant Course and he was sharpshooting questions; and then at the end, he said, ‘I hope you don’t take this personally but I just have to be comfortable with this so I can convince my Soldiers to be comfortable with it,’” Ortiz explained. “But once he asked those questions and saw the logic in it ... understood the why’s and how’s of it ... he believed in it, got on board, and is making it happen. That’s what this program needs from senior NCOs.”

Schmitt and the 187th Ord. Bn. senior leadership at the battalion and company level have also found several ways, other than replacing drill sergeants, to translate their support for and achieve the concept’s goal of better replicating the operational Army.

“Camaraderie – unit and corps pride – these are things that organizations in the operational Army have,” Schmitt said. “Even though this is a training environment, these

Soldiers should experience those things too ... so we’ve put a fresh coat of ‘Ordnance’ red paint on the barracks and buildings. We’ve put the ordnance crests up everywhere, and every Thursday we graduate another class, and we line the street with the state flags so when the graduates’ families and friends drive over the hill there’s no doubt that they’ve driven into ‘Ordnance’ country – our Soldiers get to feel the pride that comes with that before they even get

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Command Sgt. Maj. [Name] CSM, [Name]



Command Sgt. Maj. Karl Schmitt, the 187th Ord. Bn. command sergeant major, welcomes incoming AIT Soldiers and briefs them on the role they will play in their own Soldierization process under the battalion's NCO-led training concept.

to their first duty assignments.”

Richardson said the battalion has also added more significance to the student-leadership positions of AIT, holding team leaders and individual Soldiers accountable as a platoon for getting themselves through the battalion's now more formal phase-change inspections.

“Sure, the Soldiers handbook says in week eight of AIT they'll go from black to gold phase and receive more freedoms and privileges,” he said. “We don't want to be cruel, but part of this accelerated Soldierization requires these Soldiers to take more ownership in themselves and their unit; so we're going to expect them to show us attention to detail, know their battle buddies, and tell us what the Army values mean to them before we're going to phase them up now.”

Staff Sgt. Dewayn Evans, a squad leader and instructor in the battalion, said he can see the difference in the Soldiers when they cycle through the AIT as they adjust to taking more responsibility for themselves as Soldiers. They feel more comfortable and confident turning to, versus avoiding, their squad leaders and platoon sergeants.

“When the [command sergeant major] and I walk to the [dining facility], we can literally witness the transition – the Soldiers who just got here freeze or try to get as far away from us as they can, but we can tell the Soldiers who've been here for a bit,” Richardson explained.

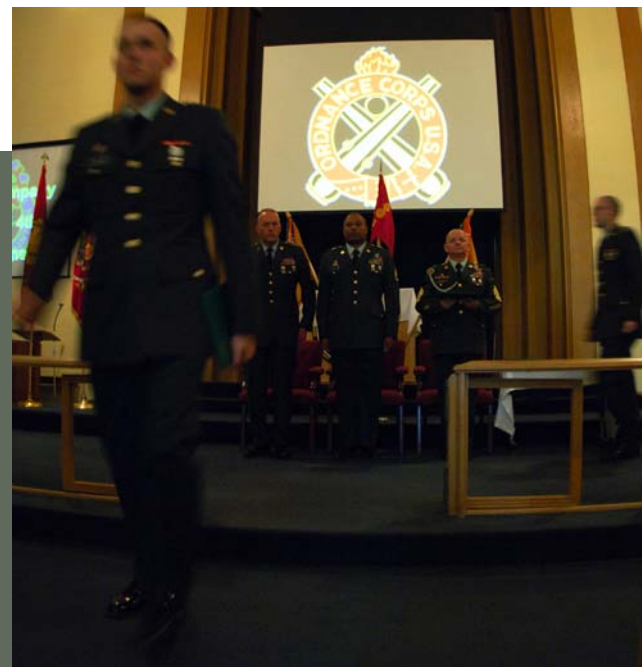
“They recognize us coming, salute and give the greeting of the day and move on because they're confident and they realize we've all got a mission to do. Just like in the operational Army, you salute and drive on; you don't freeze in your tracks and delay your mission.”

Schmitt added that AITs throughout the Army are going through this transition right now and he hopes those units can benefit from hearing some of the things that have worked well for his battalion.

The big take-away from this, Ortiz said, is that the NCO-led AIT concept isn't something that was thrown together on a whim. It is a thoroughly researched and piloted concept senior officers and NCOs like Richardson and Schmitt hold to a high standard. As the 187th Ord. Bn. has proven, if given the necessary attention and commitment, the training concept does accelerate the Soldierization process producing MOS-qualified warriors who will show up to their first duty assignment knowing with a quick glance to their right, they'll find their squad leader, and with eyes forward, they'll locate their platoon sergeant and first sergeant – because that's how they were trained in AIT.



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j. Karl Schmitt
187th Ord. Bn.



Graduates of the 187th Ord. Bn. AIT receive their certificates and shake the hands of the AIT NCOs who've taught them what an NCO support channel is by training, mentoring and preparing them for the operational Army.



By Sgt. Mary E. Ferguson

today's DRILL SERGEANT

T*he first day of Basic Combat Training – it’s engrained in most Soldiers’ minds. Not because of the uniform, the gear or the barracks. Even the hours of push-ups are probably forgettable – but never is that first image of a drill sergeant – the first realization that everything around them may represent “the Army,” but that starched figure in the “round brown” hat – that’s a SOLDIER.*

Despite that many privates may think their drill sergeants spontaneously arrived from some other world already wearing the perfect uniform and reciting every Army regulation and cadence verbatim – they didn’t. Instead, they also all were green privates before earning their noncommissioned officer chevrons and being individually selected to attend Drill Sergeant School, which has historically paralleled BCT, complete with the yelling and restrictions – a right of passage NCOs had to suffer to wear the “round brown” and the badge.

But that once-feared Drill Sergeant School

has drastically changed to better meet its mission of preparing candidates for the new role they play in today’s BCT environment; an environment that’s been redesigned by the Army’s Training and Doctrine Command to ensure it truly trains incoming Soldiers for today’s operational Army, said Command Sgt. Maj. Gary M. Newsome, commandant, U.S. Army Drill Sergeant School, Fort Jackson, S.C.

“The Army has taken a good look at BCT and questioned, ‘Hey, are we doing this right?’” Newsome explained. “So we’ve done the same thing with Drill Sergeant School ... it’s not



DRILL SERGEANT SCHOOL

that we've made it easy ... it's still a tough school, but we've steered the focus more toward preparing these NCOs to teach."

Under its current mission, the school uses experienced and qualified drill sergeant leaders as teachers, coaches and mentors, who educate, train and inspire fellow NCOs to assume the role of a drill sergeant in the Initial Entry Training environment.

Sgt. 1st Class Matthew Anders, a former drill sergeant and outgoing drill sergeant leader at the school, said, "The whole mentality as far as what a drill sergeant is supposed to do in BCT has changed, so of course their schooling has had to change ... when I went through the school at Fort Leonard Wood in 2004 the focus was on being able to present a module, being able to say it word for word, and drill and ceremony; but now the focus is on making sure the candidates are capable and functional in things like leadership and mentorship and able to teach a Soldier how to actually do something – not simply recite what regulations and manuals say about it."

He said these changes are seen as early as day one when incoming candidates arrive and in process, an experience that used to mirror the

first day of BCT as drill sergeant leaders yelled at the NCOs.

"Now, from day one, it's not like, 'I'm a drill sergeant leader and you're just a candidate,'" Newsome explained. "It's more like 'We're both NCOs, and let me now prepare you to be a drill sergeant.' That's the relationship I want in the Drill Sergeant School – inspiring, not condescending."

He added that with the changes in BCT, drill sergeants now are training Soldiers on twice as much as they used to, remembering that when he was a drill sergeant, they focused on 18 tasks and now they do so much, they can't find time to test the Soldiers on it all. Today's Drill Sergeant School addresses this expansion, and also includes initiatives and certifications like combatives and combat lifesaver training that aren't formally included in the Program of Instruction.

"It's not that we've made it easy, it's still a tough school, but we've steered the focus more toward preparing these NCOs to teach."

Command Sgt. Maj. Gary M. Newsome
Commandant, U.S. Army Drill Sergeant School,
Fort Jackson, S.C.

Former drill sergeant and drill sergeant leader Staff Sgt. Camille Acred said, “The school now prepares candidates for these added [tasks] and the changed role they’ll play by putting them through a lot more hands-on and practical training in the small group classroom setting ... through embedment with a BCT company ... maybe even going to the field for seven days for Victory Forge with that same company.”

She said the way the school now handles the embedment process is more effective than what she went through years ago – “Then you went two or three times to watch a BCT drill sergeant train, but you didn’t get involved. You just watched and that was it – you showed up to your BCT company as a drill sergeant who’d never actually talked directly to privates before. Talk about an initial shock because you’d just been basically yelled at by drill sergeant leaders for the last nine weeks.”

Newsome explained that they now take the candidates to a BCT company for as many as 15 days during their time at the school, preferably one that’s at a similar point in its training cycle, and let them actually be a part of it via hands-on training, talking and interacting with the Soldiers, so candidates are comfortable with that setting.

On a broader scale, the Drill Sergeant School is also on the verge of an Army-wide change as all Drill Sergeant Schools prepare to consolidate

to one location at Fort Jackson, S.C., which Newsome said is really important as there currently are two different standards out there being enforced even though the schools have a standardization process.

“By having all candidates attend one school here at Fort Jackson, we can make sure we are putting drill sergeants into the BCT environment who all come from one thought process and mentality,” he said. “For example, here we’ve come up with a new approach to marksmanship training that every candidate in the Army will experience once we consolidate – We are really focusing on training these candidates to be teachers of marksmanship, rather than just going out there and running through the motions of grouping, zeroing, qualifying ... it’s great if one of my candidates can shoot expert, but can they teach a Soldier to shoot expert, that’s now our goal.”

Newsome added that while many candidates will be surprised by these changes when they arrive at the school, his main goal is for NCOs throughout the Army to know that Drill Sergeant School has changed before they are selected or dismiss volunteering for the assignment.

Anders and Acred agreed that educating NCOs and the Army as a whole on the school’s changes is critical in correcting many misinformed perceptions that are out there about the training and the assignment.

SELECTION CRITERIA

- Pass APFT & meet HT/WT standards IAW AR 600-9
- 45 years old or younger (medically cleared if older)
- Sergeant thru Sergeant First Class
- Minimum of 4 years Time in Service
- No record of emotional instability/speech impediment
- Minimum GT score of 100 (90-99 requires waiver)
- Warrior Leader Course for Sergeants;
BNCOC for Staff Sergeants
- Able to fulfill 24 month drill sergeant duty obligation
- Capable of performing in positions of increased responsibility



“I think a lot of NCOs don’t want to become a drill sergeant because they are afraid of the unknown, afraid of the things they’ve heard about the school, and they simply don’t want to go through BCT again,” Anders explained. “It’s so important that they know it’s not like that anymore ... the school has transitioned ... they’re going to be respected as noncommissioned officers – not yelled at by drill sergeant leaders.”

Acired said, “Another side are those NCOs who think, ‘I’ve been in combat and I need to get back there – I’m doing nothing here in this environment,’ but what they don’t understand is as a drill sergeant, they can really make change in the Army, they can directly shape our future force ... you see the transition the Soldiers go through, it’s very rewarding.”

The school’s leadership also wants NCOs who are selected or considering volunteering to be a drill sergeant to know that although the qualification criteria and school requirements are still strictly upheld, Newsome is willing to sit down and talk with candidates to get to the bottom of individual issues.

“There used to be a day when you’d come to the Drill Sergeant School and if you didn’t meet a standard, that was it – you went home, no questions asked,” he explained. “The reality is we are going to have

NCOs who are going to come here who were injured in Iraq or Afghanistan, but does that automatically disqualify them from being a drill sergeant -- NO!, but chances are these are the exact Soldiers who refuse to make excuses for themselves, that’s okay because we’re going to make sure we ask the right questions; we’re going to work with candidates.”

Newsome added that this whole mind-set change is critical, especially now in a time of war, because the Army needs young NCOs to raise their hands and want to be drill sergeants.

“So,” he challenged all NCOs, “When are YOU coming to Drill Sergeant School?!” 🇺🇸



Navigating buddy-style

8th Army NCOA plots new land navigation procedures

By David Crozier



Photo by David Crozier

(Above and opposite page) At the 8th Army NCO Academy's Warrior Leader Course land navigation is now being done on a modified buddy system. None of the Soldiers know who their buddy is, but by using intersecting lanes and common navigation points someone is always within eyeshot of another Soldier or small group leader. Located 1/3 mile from the 38th Parallel, the land navigation course is surrounded by untold numbers of land mines and unexploded ordnance making Soldier safety during training paramount.

On June 8, 2007, Sgt. Lawrence Sprader, 11th Military Police Battalion, Fort Hood, Texas, set out to complete the Fort Hood land navigation course as part of his Warrior Leader Course training. It was a hot and humid day – a Category 5 on the wet bulb chart, the most severe category outlining the effects of heat and humidity on an individual. The supply sergeant faced 15,000 acres of sprawling woodlands, grass and varying terrain. Alone and carrying equipment that included two canteens, a compass, a map of the training area and a cell phone, Sprader would ultimately succumb to a calamity of errors – he would not be seen alive again. In fact, he would not be seen again for four days –

the time it took search crews to find his lifeless body.

While this incident sparked several investigations aimed at finding the root cause(s) for the Soldier's untimely death and how it could have been prevented, leaders throughout the Army were already in the throes of finding ways to preclude this type of incident from happening at their installations.

At the Eighth U. S. Army (8th Army) Noncommissioned Officer Academy, Camp Jackson, Korea, measures were being taken months before the Fort Hood incident occurred. With their land navigation course located approximately one-third of a mile from the 38th Parallel on terrain better suited for

mountain goats, covered in thick vegetation and surrounded by untold numbers of land mines and unexploded ordnance, officials were already well aware of risks in conducting land navigation and Soldier safety.

“Korea is very hot and humid in the summer from about April to the end of September and everything we do in the Army, most everything we do, is with the buddy team. We preach the wing man concept; don’t leave a fallen comrade, and all of those things. But land navigation in our opinion has never caught up,” said Command Sgt. Maj. Barry Wheeler, then command sergeant major of Eighth U.S. Army, now retired. “As automated and technologically advanced as we are, we still do land navigation with the old map, protractor and compass.”

The solution was simple, Wheeler surmised – use the buddy system.

“We call it the buddy land nav (navigation) program,” said Wheeler. “Lt. Gen. David Valcourt, 8th Army commanding general, and I had discussed this concept only in passing and then earlier in 2007 when the Army had this incident where the Soldier passed away doing land nav. But we saw that and the general said to me that we needed to institute the buddy land nav program.”

From there, Wheeler went to the commandant of the 8th Army NCO Academy and tasked him with creating the new program.

“One of the first things Command Sgt. Maj. Wheeler talked to me about when I came here in February of 2007 was trying to put together a buddy land navigation program. He told me he wanted the Soldiers to be safe when they are out on our course, especially during the summer,” said Command Sgt. Maj. Tyrone Johnson, commandant of the academy. “So I got with my staff and we started looking at different ways to do buddy land nav, but one of the key things we didn’t want to do was we didn’t want to negotiate the standard – that land navigation is supposed to be done on an individual basis during [Warrior Leader Course].”

To allow for the individual Soldier to meet the standard of completing the land navigation course on his/her own merit and to provide for additional oversight and safety, the cadre developed a modified buddy land nav program.

“Seeing that everybody has to do it by themselves, we looked at a way to do it where the Soldier still ends up doing their own land navigation, but within the course you have a buddy that is pretty close to you all the time,” Johnson said. “So we called it a modified buddy land nav system because they are not doing the work together in any way, but on that course there is always going to be a buddy nearby to ensure that if something happens there is [somebody close by] to assist that Soldier.”

The question then became how do you use the buddy system for WLC land navigation and

not give up the standard. For that, Johnson turned to Sgt. 1st Class Jeffery Sliva, lead instructor for the course.

“We developed this buddy land nav system without the students actually knowing that they are moving in buddy teams,” Sliva said. “What we have is two Soldiers going to the exact same points, but neither of them knows it. That is followed by another group 20 minutes later with two more Soldiers having the same points.”

How it all works, Sliva explained, is that while there are two Soldiers who have the same points to navigate for any given lane, the Soldiers themselves are all given separate test sheets and are required to plot their own points. Throughout the course the lanes intersect bringing about a constant overlap of bodies occupying a portion of the course, allowing for Soldiers to always be within 100 meters of each other. Because of this, Sliva said, the Soldiers really can’t tell who their buddy is until close to the completion of the course.

“There is one flaw in the system,” he said. “If I plot all four of my points and you plot all four of your points, my avenue



Photo by David Crozier

of approach may be a little different than yours. You may want to go to the furthest point rather than the closest, but nine out of 10 times the students want to go to the closest point to start the navigation.”

If the other happens with the overlapping of the lanes and the fact that the next group of students will begin the course within 20 minutes of the first group’s start time, Sliva said, then someone will be along shortly and will run into that Soldier.

Another safety net for the course is the fact that small group leaders are on it to ensure that not only is someone nearby at all times, but that Soldiers stay on the course.

“The safety implementations we have here are the strategic placement of SGLs on the course, to include some who roam throughout the course, and our buddy team model,” Sliva said. “Because the course is surrounded by mines, the majority of our lanes are marked by fence lines which keep the students from traveling out. The rest is bordered by engineering [barriers] and any breach in between has SGLs placed there in order to keep the Soldiers from wandering off the lanes.”

The navigation points on the course are identified three ways – a yellow and red sign with the grid coordinates annotated on the sign; marked by a silhouette; and a wind sock. If the students come to a point that is not identified in this way, they know they have not reached an official plotting point.

Sliva said the course is also self-correcting in that if Soldiers reach a certain point and the grid coordinates on the sign do not match the grid coordinates on their test sheet, they have navigated to the wrong point and need to adjust fire from there.

Another safety system Sliva and the WLC staff use on occasion to help increase Soldier safety is the Initial - Home-station Instrumentation Training System – a system primarily used by infantry units to monitor entire battlefield exercises to include Soldier location via global positioning.

The cadre at the WLC said they don’t use the entire I-HITS, only the harness that allows the unit to track a Soldier’s position on the course.

“With the I-HITS we put the harness on the Soldier and [the training section]

sets up a tower on the land nav course. Then we have an SGL whose job it is to monitor all the students,” Johnson said. “It is like blue force tracking and it works pretty well. The SGL can see if a Soldier has not moved in 10 minutes or so. Then we can call out to the SGL closest to that point on the course and have [him] check out that Soldier.”

The combination of the buddy land nav program and the I-HITS, Wheeler said proved itself worthy from the very start.

“We are lucky in that we have the [I-HITS] system in Korea and our NCO Academy can use it [with our buddy land nav] and sure enough the first time we used it we had a dilemma on the course,” Wheeler said. “A Soldier [who] was progressing through the land navigation saw another Soldier go down. The Soldier went over and rendered first aid, the cadre saw the stoppage of movement on the computer and went straight to that location and got the Soldier evacuated out of the field in less than 30 minutes en route to the hospital. Did we save a life? We don’t know and would just assume that we not know, but the system works.”

Plans are in the works to try and purchase a scaled-down I-HITS, or a similar system that is capable of tracking the Soldiers, but Johnson said funding is an issue at the present time. I-HITS aside, in order to accomplish the buddy land nav program, the academy had to get the okay from the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, to deviate from the current standard of instruction.

Once Johnson and his team put the finishing touches on their proposal, Johnson sent the plan to USASMA, explaining what they wanted to do.

“At first they hemmed and hawed and wanted us to explain why we wanted to do buddy land nav because it all went back to the standard of it being an



Photo by David Crozier

The points are identified by three markers – a numbered silhouette, a wind sock and a red and yellow sign that has the grid coordinates written upon it. The Soldiers use a clacker to mark their score sheet when they arrive at a grid point.

individual task,” Johnson said. “So we kind of went back and forth with them a couple of times and then I finally talked with Command Sgt. Maj. James Dale, who was the command sergeant major of the [academy] at the time. I called him and told him why we wanted to do it this way and he eventually bought off on it and we got the approval.”

With the approval to go forward, Johnson and his team began implementation of the buddy land nav program in June 2007.

Besides increasing the safety quotient for the land navigation portion of the WLC, the 8th Army NCO Academy has also been able to maintain a 30-day program of instruction while also eliminating a three-year backlog of sergeants needing WLC training, because of Wheeler’s insistence that Soldiers get trained.

“When I got to Korea three years ago we had a backlog of more than 2,000

sergeants that needed training and I was seriously concerned about that and I thought we might have to go to the 15-day POI, but we didn't," Wheeler said. "My message to the NCOs, senior NCOs and first sergeants in Korea became very explicit. I told them they were derelict in the performance of their duties if they didn't send their Soldiers to school while they were in Korea."

Johnson said getting Soldiers to WLC had always been a challenge because units were constantly going to the field for training and it became easy to postpone a Soldier from attending due to mission requirements.

"What Command Sgt. Maj. Wheeler did was take the mission out of it and he told them NCOES is important," Johnson said. "For the first few classes most of our students were all sergeants. As time has gone by, we started to see the numbers of sergeants dwindle to where it is now; sergeants total about 80 out of the 180 Soldiers in the course. So we are really starting to see the difference."

Johnson added that because of the emphasis placed on NCOES by Wheeler and the senior leadership throughout 8th Army, classes are full for each of the 10 cycles they run annually. In fact, many units send alternates to the course on registration day in hopes of finding an empty slot due to a student cancellation.

"We always have to turn Soldiers back. The units understand what the intent is, and they support it, and most units always bring extra Soldiers because they want to get them into the course," Johnson said. "We know units in the States have a hard time sending Soldiers

to WLC because of missions and deployments, so the one thing we push is that we know we are forward deployed, but the opportunity is here for you to get the needed training. So we always say that if you don't go to the warrior leader course here, then where will you go? Because you may go to your next duty station and go directly into a rotation."

The 8th Army NCO Academy's primary mission is the Warrior Leader Course, but they also are responsible for the Katusa (Korean Soldier augmentees to the U.S. Army) Training Academy training more than 2,000 Katusa Soldiers each year; training all military and civilian instructors for Basic Noncommissioned Officer Course Phase 1 and all other forms of instruction. Once a year the First Sergeant Course is offered via video teletraining as is the Battle Staff NCO Course. 🏠



Photo courtesy 8th Army NCO Academy



Photo by David Crozier

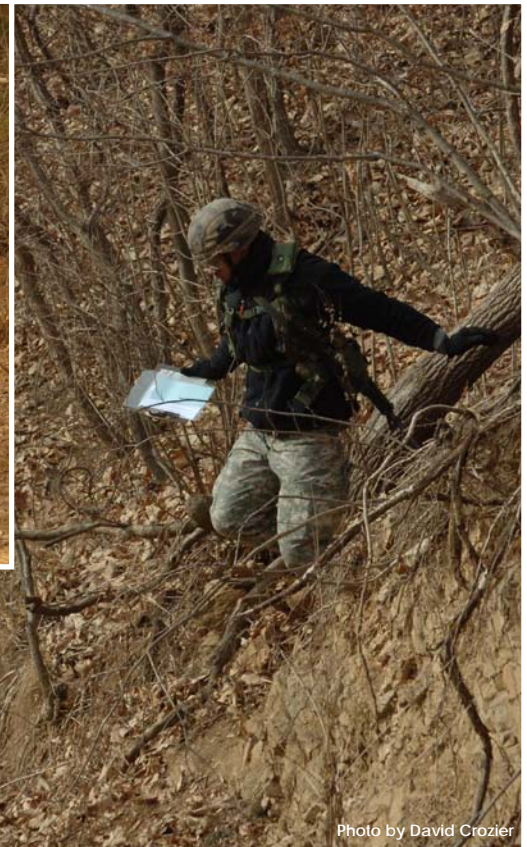


Photo by David Crozier

The training area for the WLC at the 8th Army NCO Academy is located on a mountainous, heavily-wooded area surrounded by land mines and unexploded ordnance. (Top) During the summer months vegetation makes Soldier identification by sight nearly impossible. (Center) Even during the Fall, the heavy brush acts as a good camouflage. (Right) The threat of injury is not only from heat exhaustion, but also from falls while trying to navigate the dense hillsides.

From the Top

General Casey discusses the Army, NCO Corps, families

Editor's note: Recently, The NCO Journal had the opportunity to field several questions to General George W. Casey Jr., Army Chief of Staff. Here is what he had to say.

NCOJ – Now that you have had time to settle into your new position as the Chief of Staff of the Army, what are your general impressions of the state of the Army?

Casey – We are out of balance – stressed and stretched. Out of balance does not mean broken. We have a resilient force made up of dedicated professionals who understand they are part of something bigger. But the one thing we cannot lose sight of is that our families cannot be taken for granted and deserve not only our thanks but our support as well for their service to our Soldiers and our Army.

NCOJ – You were commissioned as a second lieutenant in 1970 and have served in every command position from platoon to division. During the last 37 years, what has struck you as the most significant change in the Army?

Casey – The most significant change is in the quality of the Soldiers and their leaders. I came into an Army, during Vietnam, that had been fighting a long war and I saw how that combat-experienced force became hollow in just a few years. The Army as an institution is resilient – its Soldiers and leaders rebuilt our force into the most effective Army in the world. Today, we have the highest quality Soldiers. They have the best equipment, the best training, and are led by the finest leaders in the world. As I travel around to units, I see examples all the time of Soldiers who understand the complexities of the fight we are currently in and have the initiative to take charge of a situation which was not as much of a requirement of our younger Soldiers in the past. These young Soldiers and NCOs are the bedrock upon which we are transforming our Army into the campaign-quality, expeditionary Army capable of winning across the spectrum of conflict.

NCOJ – What hasn't changed?

Casey – NCOs are still the backbone of the Army. Our success still boils down to the ability of Soldiers on the ground and their ability to execute the mission. Our ethics haven't changed. The Army was, is and will continue to be a values-based organization.

NCOJ – You said the NCO Corps is the backbone of the

Army; can you give us your definition of what that means?

Casey – 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 our Army. The NCO Corps continues to be the eyes and ears for our commanders. They are tasked with the day-to-day running of our Army, and ensure that our Soldiers and their families are properly taken care of.



Courtesy photo

Since taking office in 2007 Gen. Casey has been working hard to bring the force back into balance and improve Army Family programs.

NCOJ – It is said the U.S. Army's NCO Corps is the envy of armies across the globe. What, in your estimation, makes that statement true?

Casey – As I travel around the world to meet with Soldiers and my counterparts in other armies, I hear firsthand from foreign generals how impressed they are with our NCO Corps. What I tell my counterparts is our success at building a strong NCO Corps is because of the process by which we grow our leaders in the Army. Our NCOs set the example for their Soldiers. They treat their Soldiers with respect, they train their Soldiers to the standard, and they enforce the standard. Compared to other countries, we invest more time and money to educate and train our NCO Corps for positions of greater leadership and responsibility. We trust our NCOs to take the initiative to accomplish the mission – a responsibility that is rarely given to other countries' NCOs.

NCOJ – The decision-making responsibilities on the battlefield have gone down to the lowest levels in military history, i.e. squad leaders and platoon sergeants are making the boots on the ground decisions in Iraq and Afghanistan. In your estimation, are we preparing our junior NCOs for that role?

Casey – My visits throughout the Army confirm we are doing a good job. Soldiers and NCOs tell me that training today is much more relevant and more thorough than it was just a few years ago. Our training is designed to give Soldiers the opportunity to make decisions in a situation similar to what they will experience in combat. Technology has played a part in improving the quality, variety and realism of the training experience. The training is better because of our combat experiences our NCOs bring to the training events at home station and at the combat training centers.

NCOJ – The noncommissioned officer education system has been evolving since its early beginnings in the late 1940s. How important is NCOES and what, if anything, would you like to see change?

Casey – We are growing Army leaders for the 21st century. We need systems and opportunities to develop our leaders' critical and creative thinking skills, improve their intellectual agility and ability to succeed in dynamic, complex environments. We need to ensure that NCOES is relevant and that our Soldiers and NCOs are trained prior to accepting positions with higher levels of responsibility. We also need training that is flexible and adaptive for future challenges, and is deliverable whenever our Soldiers and NCOs need it.

NCOJ – This is the longest war in U.S. history that has been fought by an all-volunteer force. Given the negative press the Global War on Terrorism is getting these days, can you explain your thoughts on why the enlistment and retention rates haven't really suffered?

Casey – General Creighton Abrams told us, "People are not in the Army. They are the Army." Soldiers want to be a part of a quality organization and they understand what is at stake. During fiscal year 2007, for example, 297,581 Soldiers enlisted or reenlisted in the Army. That is a significant statistic that we can't take for granted. The Soldier and the family will always be our top priority as evidenced by the implementation of the Army Family Covenant.

NCOJ – In your first months as chief of staff, you went out and asked Soldiers and family members for their input. What did you learn and what actions will result from that experience?

Casey – We learned that families can't be taken for granted and need to be treated as a readiness issue. They are proud of being associated with the military but they are stressed as well. Families want us to standardize, improve and fully fund existing programs. The Secretary of the Army, the Sergeant Major of the Army and I are committed to enhancing the quality of life for

our Soldiers and their families. They are a national treasure and we have to treat them as such. We appreciate all the challenges they have endured and we owe them the quality of life that is due them.

NCOJ – What programs or initiatives would you like to see for family members?

Casey – Greater access to healthcare, especially mental health care. Families have indicated to me that what they need is not necessarily more family programs, but standardizing current



Courtesy photo

Recently, Gen. Casey announced the Army's intent to return to 12-month deployments with at least a 12-month reset period between deployments by this summer, barring any major issues in Iraq or Afghanistan.

programs across installations. Through the Soldier Family Action Plan process, some great ideas are bubbling up and we are looking hard at ways to implement them.

NCOJ – Can you talk about the support for our Wounded Warriors?

Casey – This is an area where we cannot take shortcuts. They are receiving the best care available. We have implemented the Army Medical Action Plan, established 35 warrior transition units at various installations and Soldier family assistance centers to focus on the care of the Soldier and their family. We are also working with the Office of the Secretary of Defense and the Department of Veterans Affairs to eliminate the seams in the transition of medical care.

NCOJ – What message(s) do you want to send to the NCO Corps?

Casey – You are the lifeblood of our current and future health of the Army and you will continue to be the backbone of the Army. Take the time to mentor your Soldiers and pass on your experience to those around you. Lead by example and continue to live the Warrior Ethos and the Army Values. 🪖



Photos by David Crozier

There are more than \$10 billion worth of construction projects occurring at U.S. Army Garrison Humphreys in Pyongtaek, Korea, in support of the new command sponsorship program. (Above) CW3 William Nager, wife Bren, sons Dane (upside down), Caden, Collin and baby Riley at the entrance to their home in the new family housing complex. (Opposite page) This statue, located outside of Tunnel 3, a North Korean infiltration tunnel located on the demilitarized zone that was discovered in October 1978, is the re-Unification monument and represents the hope many people have of re-uniting Korea. North Korea is on one side of the sphere, South Korea is on the other.

Welcome to

KOREA

By David Crozier

For the last 50-plus years, getting orders to Korea was viewed by many to be more like a sentencing than a change of duty station. It was a place the Army stuck you for a year and unless you were in a critical command position, you weren't authorized to bring your family. Even if you did, you couldn't ship your household goods.

In the early days following the Korean War, South Korea was in shambles, a poor country fighting to keep its independence in an uncertain world while also trying to find its niche.

Fast forward to 2008 and South Korea has the 11th largest economy in the world and is considered the most technologically connected country in the world. With the exception of numerous memorials, gone are the remnants of a war that nearly plummeted the country into communist rule. Instead, what blossomed is a country of diversity, culture and yes, western influence to the likes of Starbucks, Office Depot, McDonalds, Outback Steakhouse – the list goes on. Korea is now considered an “Assignment of Choice,” said officials at Eighth U.S. Army (8th Army), especially for those young noncommissioned officers seeking command sponsored tours.

“There was a time when serving in Korea was ‘life be hard.’ It was hard being stationed here and access to services and so forth was problematic,” said Command Sgt. Maj. Barry Wheeler, 8th Army command sergeant major, now retired. “You did not have all the comforts of home and Korea was kind of a backwards country, mostly agricultural and not very well developed. Those days are gone.”

Wheeler, who experienced his first tour in Korea in 1975 and then came back in 2000 to serve as the command sergeant major of 2nd Infantry Division before returning again in 2005 as the command sergeant major of 8th Army, said there is nothing backwards about serving in Korea anymore. The only thing that makes Korea a hardship tour is not bringing your family.

“The Army needs Korea to be an island of stability. There is enough instability in the Army without having to treat Korea as a hardship tour,” he said. “We want Korea to be a normal tour just like Germany or any other location that is overseas.”

In October 2007, U.S. Forces Korea doubled the command sponsorship program from a little more than 2,900 slots to just shy of 6,000 per order of Gen. B.B. Bell, the Combatant Command commander.



The job of filling those slots for the Army falls on the shoulders of Sgt. Maj. Stanley Ashford, 8th Army G-1 sergeant major.

“As many know, Korea used to be the worst assignment in the United States Army many years ago. Since then, we have kind of evolved into an assignment of choice for several reasons – we have instituted the Assignment Incentive Program, which allows you to have repetitive assignments here,” Ashford said. “The AIP actually pays Soldiers an additional \$300 to \$400 depending on whether they want to extend for two or three years. From a command standpoint, that is good because it stabilizes the force.”

With many Soldiers preparing for their second and third deployments to Operations Iraqi and Enduring Freedom the ability to stay put in one area for a couple of years is something Ashford said should be a plus for Soldiers considering Korea as an assignment of choice.

“I don’t think we are going to have a problem filling these billets because if you go back to Germany or somewhere in the states, the odds are you are going to end up back in the rotation and you are going to spend 15 months in the desert,” he said. “So we can offer you 24 months here in Korea with your family and kids. We have great schools, Korea is one of the fastest growing economies, it is state of the art with modern technology, we have all the sports programs and we enjoy a great relationship with the Korean government and community.”

Ashford noted that the increase in command sponsored billets is not just in the senior officer/NCO ranks. He said when 8th Army began looking at increasing the slots, it looked across the board at all ranks. On the enlisted side there are approximately 600 slots to be filled. Household goods shipments are limited currently to one-fourth the normal joint travel regulation allowance. If you extend for an additional year in Korea your JTR will increase for your permanent change of station move out of Korea. Soldiers authorized command sponsorship will get full cost of living allowance and overseas housing allowance. Because much of the comforts of home are provided by 8th Army, assignment instructions inform incoming Soldiers of what to bring and what not to bring, particularly on furniture and large household items.

The bottom line, said Ashford, is accepting an assignment to Korea is not the 12-month long sentence of old.

“Korea has changed. It has evolved into a nice place to be. It has a good mission; you can go out on the town and enjoy your-



USAG Humphreys is leading the way in providing modern housing units for Soldiers and families stationed in Korea. The \$8.3 billion expansion and construction effort will increase its capacity from 9,000 Soldiers, civilians and family members to more than 45,000.

self as in any other tour,” he said. “You receive all the entitlements that you receive anywhere else. Korea is one of the safest places to be and the schools are top notch. All Department of Defense Dependents Schools are rated very high. With or without your family, your ability to remain in Korea for more than one year should be enticing for anyone.”

With the increase in command sponsored billets also comes the increase in family members and a need to increase the availability of housing, schools, amenities and infrastructure. Current plans for U.S. Forces Korea are to consolidate 104 camps and stations into two enduring hubs with a joint training area. One of those hubs is U.S. Army Garrison Humphreys, located in Pyongtaek and site of more than \$8 billion in construction projects.

“This is going to be a premiere installation,” said Command Sgt. Maj. Jason Kim, USAG Humphreys and Area III command sergeant major. “The Humphreys Master Plan shows that currently we have 9,000 people here including Soldiers, civilians and family members. We are going to grow to about 45,000 people.”

To accommodate that increase and with support of the South Korean government, USAG Humphreys is expanding its footprint from 1,210 acres to 3,538 acres; building 630 new facilities that include 2,848 housing units, senior leader quarters, three elementary schools, one middle school, one high school, several new barracks, training areas, an 18-hole golf course and all of the amenities found on any stateside post – commissary, food courts, recreational facilities, child care center and more.

When completed, USAG Humphreys will be home to Headquarters, United Nations Command, U.S. Forces Korea, Naval Forces Korea, Marine Forces Korea, Special Operations Command, Eighth U.S. Army and numerous other tenant units.

“When all is said and done, the population of USAG Humphreys will be equal to a Fort Hood or Fort Bragg,” Kim said. “Theirs’ is horizontal, ours’ is vertical.”

For Soldiers and families alike, the major improvements at USAG Humphreys that gets their attention the most are the accommodations.

“I love them compared to what we used to live in. Those were some bad barracks,” said Pfc. Martha Graham, who now lives in the new 8-story, 232-room barracks. “We have good common areas, no mold, and I can breathe. In the old barracks the showers were a surprise in that it could go from cold to scalding hot to cold, but here everything is good.”

“I actually like it a lot. We have elevators, the rooms are nice and cozy and everything works here,” said Spc. Mihn Mack. “I was over at building 759 and those barracks were horrible – it was bad – there was mold everywhere. Here it is nice; there is a kitchen on every floor as well as washers and dryers.”

The unaccompanied senior leader accommodations for sergeant first class and above and officers are more like a nice hotel, said acting housing director Lance Guyton.

“Each room is set up the same with the enlisted quarters being about 20 feet smaller than the officer side, but I am sure it is very gratifying for the Soldiers because this is very much like home,” he said. “It is a hardship tour and when they come here they have all this nice furniture, nice living space, they can cook, have a washer and dryer, [a full] bathroom – so everything is right here.”

On the accompanied family side of accommodations, the dual-military Ficks family said it is very nice.

“It is a good set up. They have the playgrounds all around and the school is within walking distance,” said Sgt. 1st Class Chris Fick about his 1,700 square foot 3-bedroom accommodations in the 7-story, 42-family tower complex. “You have a kitchen in the middle, dual entrances, the bedrooms are set up towards the back and it has a great living room and open areas. It’s great.”

Before Fick and his family moved to Korea they were stationed at Fort Sill, Okla., and owned a home in the Lawton area. He said that he never thought coming to Korea would be that good.

“We have lived in family housing before but not in a tower situation,” he said. “The insulation is very good; we don’t hear anybody around here, not even the elevator running. So it is still very private. You just don’t have a big yard.”

His wife, Staff Sgt. Pamela Fick, agreed.

“It is nice. They have definitely furnished it well,” she said. “I have lived in apartments before and this is much nicer.”

As for living in Korea as a family, the Ficks said there are both good and bad things, much like any overseas assignment.

“Bringing your family here is a good thing,” she said. “My workload is a little much for the family to go out a lot, but when the op tempo goes down, you can go out to Seoul, take the kids to Seoul Land or Lotte World [theme parks].”

“The only drawback is being away from family back home for so long,” said Chris. “But we use the Vonage phone line to call home and the mini cam on the computer to stay in touch.”

Still, the Ficks enjoy having everything within walking distance – the shopette, the child development center, youth services, playgrounds and the school – a real plus for those without vehicles.

While USAG Humphreys is building up to meet its increasing role as a main hub, USAG Yongsan, current home of Eighth U.S. Army, is doing all it can to improve life there until it moves to USAG Humphreys some years down the road. For USAG Yongsan, that improvement is being honchoed by Command Sgt. Maj. Charles Smith, U.S. Eighth Army Troop Command.

“We have about 3,000 Soldiers, with or without dependents, that we are responsible for here in Yongsan. Headquarters and Headquarters Company has a total of about 1,700 Soldiers themselves. So I have the largest battalion in the Army and the first sergeant has the largest company in the Army,” Smith said. “We have a total of 15 barracks with a maximum capacity of 720



(Above) USAG Humphreys recently opened the Splish and Splash, the Army’s premier aquatics park. The park is a first of its kind in the Pacific and features a 50-meter swimming pool, water slides, a children’s play area, a full service snack bar, volleyball courts, and an amphitheater for outdoor concerts. (Right) USAG Humphreys also recently opened a new Child Development Center with a capacity of 303 children. It features media, music and play areas both inside and out.





From the new family housing towers and barracks at USAG Humphreys (left and below) to the ongoing renovation efforts at USAG Yongsan (below left), the quality of life for Soldiers and families is at the forefront of the U.S. Forces Korea transformation to becoming an "Assignment of Choice." (Opposite page) Korea is a land of diversity and culture and at the heart of it is the capital city Seoul. The city boasts a population of more than 10 million people, blending the past with the present in a safe and inviting atmosphere.

Photos by David Crozier



just here, go to the field, go downtown, partying, and that was it. That was all you had to look forward to. Today, Korea is a lovely place to be."

Wheeler said that while he would have loved to see the transformation of Korea come to its full potential, the idea of a 12-month long tour is no longer a practical one, and it's an unsafe decision.

"The 12-month tour is a safety hazard. The most dangerous things we do at any installation [are] in a military vehicle or privately owned vehicle and by the time you get someone trained up on how to drive the roads here in Korea, it's almost time for them to depart," he said. "A 12-month tour here in Korea is not like you are patrolling the streets of Baghdad every day. It is not necessary and our Army pretty much agrees."

Wheeler said that if a Soldier agrees to come to Korea and doesn't listen to all of the hearsay about it being a bad assignment, they will like what they see.

"I have witnessed it firsthand as a brigade command sergeant major. There was not a day that [went] by that I didn't have a packet hit my desk requesting either a deferment or a deletion from an assignment to Korea. It was the number one pain in my posterior. But I brought the brigade over here for Bold Eagle in 1999 and when we got back from that, I never saw another request to get out of Korea," he said. "Once they got here, they saw, and they understood. This isn't the backwards country with Quonset huts of the 1950s. Those days are gone." 🏠

For more information about assignment possibilities to Korea contact your branch manager and visit the Eighth U.S. Army Web site at <http://8tharmy.korea.army.mil/>.

Soldiers and all of them have been [recently] renovated."

Smith said the next step to improving living conditions is to renovate the bachelor enlisted and officer quarters. The whole intent, he said, is to hopefully entice more Soldiers to come to Korea, particularly Soldiers in the mid-level ranks.

"We have a lot of junior Soldiers, but we don't have the right rank structure in the right [jobs] and the reason why is because of the old stigma about Korea – you go away for 12 months; away from your family," he said. "Our job is to paint the picture that Korea is not a bad place for families and if you want to come to Korea and stay for two years or up to five years, you can."

In the barracks area, 1st Sgt. Stacy Evans, HHC, said the renovations involved replacing all of the windows, sandblasting and sealing of all interior walls, and replacing all the doors and respective hardware.

"The rooms also have all new furniture, mattresses, wall lockers, microwaves, new tile and more," he said.

"We used to have major complaints before the barracks renovation," Smith said. "When I did my first walk-through, the Soldiers were complaining about paint coming off the walls, Soldiers living in substandard barracks – nobody was taking care of things and no one was involved. That has all changed. The Army has placed so much more emphasis on quality of life for the Soldiers that it is a major difference from before.

"This is not the Korea I remember when I served in 1986. We didn't have nice barracks. I was here for 12 months and you were



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 Sgt. Matthew C. Cooley



Soldiers from 1st Cavalry Division's Horse Cavalry Detachment charge across Cooper Field Feb. 15 at the climax of 15th Sustainment Brigade's change of command ceremony.

Photo by Daren Reehl



The Army Drill Team performs during pre-game activities at the All-American Bowl high school all-star football game in San Antonio, Texas.

Photo by Tech. Sgt. Mark Olsen



Sgt. 1st Class Keron Johnson, 250th Personnel Services Detachment, New Jersey Army National Guard, reunites with daughters Sapphira (left), 12, and Mikayla (right), 15, following her deployment to Afghanistan.

Photo by Air Force Staff Sgt. Jason Robertson



1st Sgt. Shane Chapman yells for a medic to treat an Iraqi civilian injured by a vehicle-borne improvised explosive device March 6 in Mosul.

Photo by Sgt. Mary E. Ferguson



Basic Noncommissioned Officer Course students from the NCO Academy at Fort Jackson, S.C., constantly hydrate during their 3-day long field training exercise.

Photo by Spc. Luke Thornberry



Army engineers direct a truck from the causeway to the first section of a bridge they recently constructed over the Euphrates River in Iraq.

Army unveils new Field Manual for Operations

By John Harlow
TRADOC News Service

The Army's new field manual for operations, FM 3-0, brings the first major update of Army capstone doctrine since the terrorist attacks of Sept. 11, 2001.

"This change in operational doctrine is designed to ensure that our Soldiers have the very best tools, training and leadership they need to succeed," said Lt. Gen. William B. Caldwell IV, the commanding general of U.S. Army Combined Arms Center at Fort Leavenworth, Kan.

Gen. William S. Wallace, commanding general of U.S. Army Training and Doctrine Command, unveiled the 15th edition of the field manual at the Association of the U.S. Army Winter Symposium in Fort Lauderdale, Fla., Feb. 28.

"Today's Army is about half the size it was in 1970, but the U.S. military's involvement around the world has tripled since the collapse of the former Soviet Union," Wallace noted in the foreword to the TRADOC information pamphlet for FM 3-0. "The next several decades, according to many security experts, will be an era of persistent conflict that will generate continuing deployments for our Army."

"We must emphasize doctrine as the driver for change," said Army Chief of Staff Gen. George W. Casey Jr. "You can't cement change in the organization until you adapt the institutions. That change begins with doctrine."

The rise of transnational terrorist networks, religious radicalism, ethnic genocide, sectarian violence, criminal networks and failing nation-states all threaten the United States and its national interests.

"A tremendous amount of change in FM 3-0 has come from lessons learned in Iraq and Afghanistan," said Caldwell. "It was important for us to go back and take those lessons that we have learned over time and incorporate them into our doctrine, training and leader development."

FM 3-0 institutionalizes simultaneous offensive, defensive, and stability or civil-support operations as the core of the Army's doctrine. The concept of full-spectrum operations, first intro-

duced in the 2001 manual, still represents a major shift in Army doctrine - forces must be able to address the civil situation at all times, combining tactical tasks affecting noncombatants with tactical tasks directed against the enemy.

Caldwell said, FM 3-0 is revolutionary. There are four specific points in the manual that he highlighted:

- The importance of stability operations is elevated to co-equal with combat (offensive and defensive operations).
- The critical nature and influence of information on operations.
- An operational concept that drives initiative embraces risk and focuses on creating opportunities to achieve decisive results.
- The critical role of the commander in full-spectrum operations, bridging battle command and operational art in leveraging the experience, knowledge and intuition of the commander.

Stability operations are viewed as important - if not more so - than offensive and defensive operations in the new operations manual.

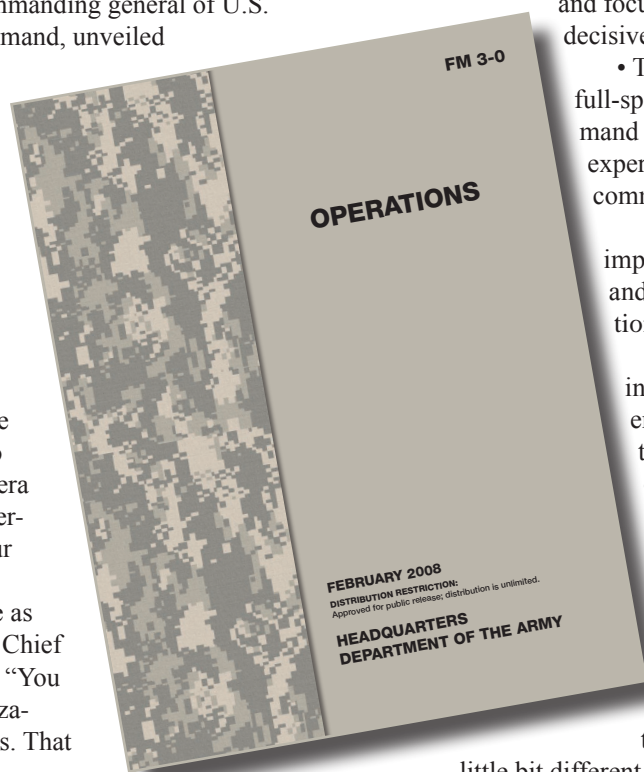
"Whatever we do and wherever we go in the world today, fundamentally, the operations are going to be conducted among the people," said Lt. Col. Steve Leonard, chief, Operational Level Doctrine, Combined Arms Doctrine Directorate, and one of the lead authors of FM 3-0.

"The operations are going to be focused on the well-being and the future of the populations we are operating in," Leonard said. "The lesson that we all brought home was that the mission we completed was a

little bit different than the mission we set out to do. We all had a much greater appreciation of the importance of stability operations and the need to integrate stability operations with the traditional combat operations that the Army performs."

Winning battles and engagements is important but not decisive by itself; shaping the civil situation in concert with other government agencies, international organizations, civil authorities and multinational forces will be just as important to campaign success, according to the new manual.

The new operations manual institutionalizes the need for cultural awareness, which is critical to understanding populations and their perceptions to reduce friction, and prevent misunderstanding, thereby improving a force's ability to accomplish its mission.



Soldiers and leaders must master information. To the people, perception is reality. Altering perceptions requires accurate, truthful information presented in a way that accounts for how people absorb and interpret information with messages that have broad appeal and acceptance. This is the essence of information engagement in the new field manual.

“We have come to recognize that in the 21st century,

“We must emphasize doctrine as the driver for change. You can’t cement change in the organization until you adapt the institutions. That change begins with doctrine.”

Army Chief of Staff Gen. George W. Casey Jr.

the information domain is a critical component,” said Caldwell. “It is how you perform information operations, how you perform psychological operations, how we take and embed and link all of these together while we are performing non-lethal forms of stability operations. This is a major change and one of our key elements of combat power.”

The new operations manual asks leaders to embrace risk, focus on creating opportunities to achieve decisive results and take initiative. With Soldiers fighting door-to-door one minute and rebuilding schools the next, they have to be able to adapt and make the right decisions in any given situation.

“We’re not teaching Soldiers what to think in the school and centers; we’re teaching them how to think, how to think critically and how to think creatively,” said Caldwell. “There is no way that we can properly prepare Soldiers for the challenges and diversity of the threats they will face on the battlefield today. They are too diverse. The asymmetrical threats are absolutely unpredictable and will continue to be in the 21st century battlefield. Therefore, we must ground Soldiers in the principles and the art of creative and critical thinking. That has been what we are pushing back

Changes in FM 3-0

- The operational concept and the operational environment
- The stability operations construct
- The information-operations construct
- Warfighting functions
- The spectrum of conflict
- Defeat and stability mechanisms
- Joint interdependence and modular forces



Photo by Sgt. Henry Bauer

Capt. Patrick Jenkins, 769th Engineer Battalion, takes a moment to talk with children before handing out school supplies in their south Baghdad neighborhood. The Army’s new FM 3-0 elevates the importance of such stabilization operations.

into the school houses.”

FM 3-0 brings a philosophical shift of how Soldiers and commanders are empowered to complete their mission and adapt to their surroundings.

“This manual moves away from the focus of the ‘90s, which was more on process, science and technology,” said Leonard. “It emphasizes the human dimension of command and leadership. One that focuses instead on the commander as a leader who draws on experience, intuition, knowledge and the human aspect of what leadership is about. When this is applied in an operation, it provides the flexibility, adaptability and creativity that are necessary to operate in what we recognize as a fundamentally dynamic and volatile operational environment.”

The Army’s senior leadership has been hands-on with the creation and writing of FM 3-0.

“This manual was shaped by the senior leaders of our Army,” said Leonard. “It has the flavor of combat. It has the experience of mid-grade officers who can communicate between the senior leaders and the junior leaders and noncommissioned officers. It was fundamentally shaped by senior leader engagement. With a manual of this importance, we made sure that what we presented to the force was something that rings true from that new Soldier coming off the street, to the most senior leader in the Army, the chief of staff.”

To download a PDF copy of FM 3-0 go to <http://downloads.army.mil/fm3-0/FM3-0.pdf>

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Sgt. Rafael Alicearivera, 30, Bayamon, Puerto Rico, Feb. 5, 2008 ♦ Sgt. Conrad Alvarez, 22, Big Spring, Texas, Feb. 20, 2008 ♦ Spc. Joshua R. Anderson, 24, Jordan, Minn., Jan. 2, 2008 ♦ Sgt. Phillip R. Anderson, 28, Everett, Wash., March 10, 2008 ♦ Spc. Miguel A. Baez, 32, Bonaire, Ga., Feb. 5, 2008 ♦ Staff Sgt. Chad A. Barrett, 35, Saltville, Va., Feb. 2, 2008 ♦ Pfc. Joseph R. Berlin Jr., 21, Chelsea, Ala., Dec. 30, 2007 ♦ Sgt. Tracy Renee Birkman, 41, New Castle, Va., Jan. 25, 2008 ♦ Cpl. Albert Bitton, 20 Chicago, Ill., Feb. 20, 2008 ♦ Staff Sgt. Juantra T. Bradley, 28, Greensville, N.C., March 12, 2008 ♦ Spc. Donald A. Burkett, 24, Comanche, Texas, March 10, 2008 ♦ Spc. Richard B. Burress, 25, Naples, Fla., Jan. 19, 2008 ♦ Capt. Thomas J. Casey, 32, Albuquerque, N.M., Jan. 3, 2008 ♦ Staff Sgt. Ernesto G. Cimarrusti, 25, Douglas, Ariz., March 10, 2008 ♦ Sgt. James E. Craig, 26, Hollywood, Calif., Jan. 28, 2008 ♦ Pfc. Charles Crookston, 19, Denver, Colo., Jan. 25, 2008 ♦ Cpl. Todd E. Davis, 22, Raymore, Mo., Jan. 9, 2008 ♦ Staff Sgt. Jonathan K. Dozier, 30, Rutherford, Tenn., Jan. 9, 2008 ♦ Staff Sgt. Sean M. Gaul, 29, Reno, Nev., Jan. 9, 2008 ♦ Spc. Chad D. Groepper, 21, Kingsley, Iowa, Feb. 17, 2008 ♦ Spc. James D. Gudridge, 20, Carthage, N.Y., Jan. 6, 2008 ♦ Pfc. Timothy R. Hanson, 23, Kenosha, Wis., Jan. 7, 2008 ♦ Sgt. David J. Hart, 22, Lake View Terrace, Calif., Jan. 9, 2008 ♦ Pfc. George J. Howell, 24, Salinas, Calif., Dec. 21, 2007 ♦ Capt. Rowdy J. Inman, 38, Panorama Village, Texas, Dec. 26, 2007 ♦ Spc. Dustin C. Jackson, 21, Arlington, Texas, March 12, 2008 ♦ Staff Sgt. Gary W. Jeffries, 37, Roscoe, Texas, Jan. 28, 2008 ♦ Staff Sgt. David D. Julian, 31, Evanston, Wyo., March 10, 2008 ♦ Pfc. Danny L. Kimme, 27, Fisher, Ill., Jan. 16, 2008 ♦ Sgt. Reno S. Lacerna, 44, Waipahu, Hawaii, Dec. 31, 2007 ♦ Cpl. Jason F. Lemke, 30, West Allis, Wis., Jan. 5, 2008 ♦ Pfc. Keith E. Lloyd, 26, Milwaukee, Jan. 12, 2008 ♦ Sgt. Zachary W. McBride, 20, Bend, Ore., Jan. 9, 2008 ♦ Pfc. Juctin R. P. McDaniel, 19, Andover, N.H., Dec. 17, 2007 ♦ Cpl. Robert T. McDavid, 29, Starkville, Miss., March 10, 2008 ♦ Cpl. Scott A. McIntosh, 29, Houston, Texas, March 10, 2008 ♦ Staff Sgt. Bryant W. Mackey, 30, Eureka, Kan., Feb. 20, 2008 ♦ Capt. Torre R. Mallard, 27, Oklahoma, March 10, 2008 ♦ Spc. Michael T. Manibog, 31, Alameda, Calif., Feb. 8, 2008 ♦ Spc. Evan A. Marshall, 21, Athens, Ga., Jan. 28, 2008 ♦ Sgt. Timothy P. Martin, 27, Pixley, Calif., Feb. 8, 2008 ♦ Staff Sgt. Ryan D. Maseth, 24, Pittsburgh, Pa., Jan. 2, 2008 ♦ Spc. Micheal B. Matlock Jr., 21, Glen Burnie, Md., Feb. 20, 2008 ♦ Pfc. Ivan E. Merlo, 19, San Marcos, Calif., Jan. 9, 2008 ♦ Pfc. Brandon A. Meyer, 20, Orange, Calif., Jan. 28, 2008 ♦ Sgt. Mikeal W. Miller, 22, Albany, Ore., Jan. 27, 2008 ♦ Cpl. Jose A. Paniagua-Morales, 22, Bell Gardens, Calif., March 7, 2008 ♦ Spc. Keisha M. Morgan, 25, Washington, D.C., Feb. 22, 2008 ♦ Spc. Kevin S. 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West, 32, Raleigh, N.C., March 11, 2008 ♦ Staff Sgt. Jerald A. Whisenhunt, 32, Orrick, Mo., Feb. 8, 2007 ♦ Staff Sgt. Justin R. Whiting, 27, Hancock, N.Y., Jan. 19, 2008 ♦ Sgt. Gary D. Willett, 34, Alamogordo, N.M., Feb. 8, 2008 ♦ Staff Sgt. Robert J. Wilson, 28, Boynton Beach, Fla., Jan. 26, 2008 ♦ Pvt. Joshua A. R. Young, 21, Riddle, Ore., Jan. 28, 2008

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Lt. Col. Richard J. Berrettini, 52, Wilcox, Pa., Jan. 11, 2008 ♦ Staff Sgt. Collin J. Bowen, 38, Millersville, Md., March 14, 2008 ♦ Sgt. David J. Drakulich, 22, Reno, Nev., Jan. 9, 2008 ♦ Pfc. Brian L. Gorham, 21, Woodburn, Ky., Dec. 31, 2007 ♦ Maj. Michael L. Green, 36, Chagrin Falls, Ohio, Jan. 7, 2008 ♦ Sgt. Gabriel Guzman, 25, Hornbrook, Calif., March 8, 2008 ♦ Sgt. James K. Healy, 25, Hesperia, Calif., Jan. 7, 2008 ♦ Sgt. Shawn F. Hill, 37, Welford, S.C., Jan. 2, 2008 ♦ Sgt. 1st Class Matthew R. Kahler, 29, Granite Falls, Minn., Jan. 26, 2008 ♦ Spc. Steven R. Koch, 23, Milltown, N.J., March 3, 2008 ♦ Staff Sgt. Robert J. Miller, 24, Iowa City, Iowa, Jan. 25, 2008 ♦ Sgt. Robert T. Rapp, 22, Sonora, Calif., March 3, 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 December 17, 2007 and March 15, 2008.

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