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Army Training in JMTC JMRC Bavaria PG 8





ON THE COVER

American Soldiers train alongside their coalition partners at JMRC in Hohenfels, Germany.

Photo illustration by Sgt. Russel Schnaare



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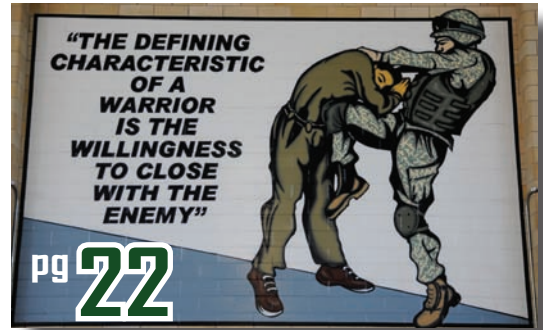
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We honor the men and women who have sacrificed their lives in current operations around the world.

THE NCO JOURNAL

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From the SMA

Understanding AR 600-9

In the past several months, I have seen a rise in Soldiers and noncommissioned officers failing to meet height and weight standards when they report to professional development schools.

In one particular case, 10 NCOs reported to Drill Sergeant School at Fort Jackson, S.C., not in compliance with AR 600-9 weight table body fat allowance. One of the 10 NCOs was 6 percent over the allowed body fat. In another case, 12 Soldiers reporting to a Warrior Leader Course failed to meet the AR 600-9 weight allowance, and then subsequently failed to meet body fat allowances. One of the 12 Soldiers was more than 10 percent over the body fat allowance. While I believe these two Soldiers were the gross exception, they reflect a larger failure by unit leaders to enforce Army standards. The vast majority of Soldiers who report to school not meeting Army weight standards are usually between 1 percent and 2 percent over authorized body fat standards.

After speaking with many first sergeants and sergeants major about enforcing the standards of AR 600-9, many leaders have imposed or plan to impose artificial barriers to prevent their Soldiers from attending school if they were, as an example, within 2 percent of their maximum body fat. But is this the intent of the regulation to impose barriers to “protect the Soldier” or “not embarrass the unit” when a Soldier fails to meet the standard when they report to school?

I want to discuss a way to enforce AR 600-9 to the letter, without artificial barriers, and at the same time maintain high standards that prevent Soldiers from failing or embarrassing their unit when they report to school.

To frame the discussion, let us review the task and purpose of AR 600-9. The primary objective of the Army Weight Control Program is to ensure that all personnel: “1) Are able to meet the physical demands of their duties under combat conditions. 2) Present a trim military appearance at all times” (AR 600-9; para. 1-5). Commanders are responsible for evaluating Soldiers within their commands in accordance with the standards prescribed in AR 600-9, and each Soldier is responsible for meeting those standards.

While the Army’s weight control program is a commander’s program, there is also an inherent responsibility for individuals to maintain their weight IAW AR 600-9. AR 600-9 identifies a 5 percent zone below the screening table weight ceiling as a personal fitness goal for every individual Soldier. “Soldiers will be coached to select their personal weight goals within or below the 5 percent zone and to strive to maintain that weight through ad-

justment of lifestyle and fitness routines” (AR 600-9; para. 2-13).

As an example, a Soldier who is authorized a maximum of 22 percent body fat should select a goal that is within or less than 17 percent and 22 percent body fat. When Soldiers exceed their personal goal — as an example, a goal of 18 percent — unit leaders will encourage Soldiers to seek the assistance of a designated unit fitness trainer or training NCO for advice in proper exercise and diet.

Allowable body fat percentages, broken down by age groups, for males and females are as follows: age 17-20, male 20 percent, female 30 percent; 21-27, male 22 percent, female 32 percent; 28-39, male 24 percent, female 34 percent; 40 and older, male 26 percent, female 36 percent.

“Commanders and supervisors will monitor all members of their command to ensure that they maintain proper weight, body composition, and personal appearance. Identification and counseling of overweight personnel are required” (AR 600-9; para. 3-1 a).

Weight evaluations for all Soldiers will take place, at a minimum, during the conduct of the Army Physical Fitness Test every six months. Leaders will conduct weight evaluations either prior to or after administration of the APFT. “However, all personnel (all age groups) are encouraged to achieve the more stringent Department of Defense goal, which is 18 percent body fat for males and 26 percent body fat for females” (AR 600-9; para. 3-1 c). So how do we enforce policy and still maintain high standards?

In the paragraphs that follow, I will share with you what I learned throughout 5 ½ years as a first sergeant. In my final first sergeant position as a deputy commandant at an NCO academy, my duties included performing the third and final body fat assessment for Soldiers who exceeded their allowable screening weight. Those Soldiers were subsequently denied enrollment into their respective professional military education course. In every case where a Soldier exceeded the body fat allowance, the body fat worksheet completed by their unit in the commander’s packet reflected a body fat percentage well within the standard. Some may argue the Soldier gained 2 percent to 3 percent body fat prior to reporting to school. But, I believe the problem is in the subjectivity of understanding and interpreting the regulation.

In determining the circumference sites on the male and female body, health experts selected areas that represent the areas on the body where the least and most amounts of body fat are retained. For both the male and female bodies, the neck



area retains the least amount of fat, while the waist area on the male body and waist and hips on the female body store the most amount of body fat. AR 600-9 cautions the measurement techniques can give erroneous results if proper precautions are not followed. *“The individual taking the measurements must have a thorough understanding of the appropriate body landmarks and measurement techniques”* (AR 600-9; para. B-1 b). AR 600-9 directs commanders to require designated personnel to receive hands-on training and read the instructions regarding technique and location.

Having worked with many so-called experts in the past who have ranged from health care professionals at the installation hospital to master fitness trainers, I have found the best and most reliable experts are the senior NCOs at your local NCO academy. If you are looking for an expert to learn “what right looks like,” seek out the first sergeant or senior training NCO at the NCO academy to learn and be the expert for your organization.

When taking and recording body fat measurements, one Soldier will place the tape around the circumference site and determine the measurement while a second Soldier will assure proper placement and tension and record the measurement. The individual taking the measurement will be the same sex as the Soldier being measured, however, the assisting Soldier can be male or female. In mixed gender units, I always kept male and female Soldiers separate with two male Soldiers measuring males and two female Soldiers measuring females. Both Soldiers work as a team with the Soldier determining the measurement working from the front or side depending on the circumference site, and the assistant ensures proper tension and placement in the back or opposite side. AR 600-9 allows for the Soldier doing the measurement to position themselves in the back while the second Soldiers checking placement and tension would be in the front of the measured Soldier. I recommend the measurement be taken from the front and side based on the discussion that follows.

All circumference measurements will be taken three times and recorded to the nearest half-inch with each sequential measurement within a half-inch of the next or previous measurement. Measurements will be completed as part of a sequential set. For males, measure the abdomen and record the measurement, then measure the neck and record the measurement. For male Soldiers, repeat this sequence three times ensuring all measure-

ments are within a half-inch of each other. For female Soldiers, measure the neck, waist and hips sequentially three times; again, all measurements in each of the three areas must be within a half-inch of each other.

Everything discussed to this point is straight forward and outlined in detail in AR 600-9. Next are some of the tricks of the trade to ensure your Soldiers always meet the standard. Knowing where the male and female bodies store body fat, as discussed above, is the starting point for the following discussion.

In the following example, we will use the male body. For the male body, the body fat content worksheet (DA Form 5500) begins with measuring the abdomen. *“Measure abdominal circumference against the skin at the navel (belly button), level and parallel to the floor. Arms are at the sides. Record the measurement at the end of Soldier’s normal, relaxed exhalation. Round abdominal measurement down to the nearest ½ inch and record (for example, round 34¾ to 34½)”* (AR 600-9; para. B-4). The key to taking these measurements is the constant monitoring of soft tissue compression.

“The tape will be applied so that it makes contact with the skin and conforms to the body surface being measured. It will not compress the underlying soft tissues. Note, however, that in the hip circumference (female measurement) more firm pressure is needed to compress gym shorts. All measurements are made in the horizontal plane (parallel to the floor)” (AR 600-9; para. B-1 c).

Photo 1 is shown as per AR 600-9. In reality, however, closer attention to the abdominal measurement shows this measurement is not as easy as the photo leads one to believe. While AR 600-9 requires the measurement to be taken at the navel, ensuring the tape encompasses the “love handles,” “rolls of fat,” or “Dunlop disease” on the sides of the body is key to establishing high standards at the unit level. The intent of the waist circumference site on the male body is to measure the largest amount of body fat. Photo 2 ensures the widest circumference of the waist is measured while keeping the tape over the navel and parallel to the floor, meeting the Army regulation and maintaining a high standard. A small half-inch difference in waist circumference can result in a Soldier meeting or not meeting the body fat standard by a significant amount,

depending on the waist size of the Soldier.

The same analogy applies to the neck measurement (Photo



Photo 1



Photo 2



Photo 3

3) where the male body stores the least amount of fat. *“Measure the neck circumference at a point just below the larynx (Adam’s apple) and perpendicular to the long axis of the neck. Do not place the tape measure over the Adam’s apple. The Soldier will look straight ahead during measurement, with shoulders down (not hunched). The tape will be as close to horizontal as anatomically feasible (the tape line in the front of the neck will be at the same height as the tape line in the back of the neck). Care will be taken so as not to involve the shoulder/neck muscles (trapezius) in the measurement. Round neck measurement up to the nearest ½ inch and record (for example, round 16¼ inches to 16½ inches)”* (AR 600-9; para. B-4). As a tip, begin the neck measurement by having the Soldier swallow to visually see and feel the larynx rise and drop to its normal position. When measuring the neck, look for the smallest measurement where the tape is fully in the notch below the larynx as in Photo 3 and as outlined by the regulation as close to horizontal as anatomically feasible. Some Soldiers have a larynx that is below the horizontal line of the shoulders and requires the tape to slant slightly upward toward the back of the neck, hence the term “anatomically feasible.” In your unit, look for the smallest measurement at the neck to calculate with the largest measurement from the waist to determine the Soldier’s total body fat.

The body fat content worksheet for female Soldiers begins with the neck measurement. The measurement of the neck is the same as the male Soldier above. Begin the measurement by having the Soldier swallow to identify the larynx and final placement once it has dropped to its final resting position. The bottom line is to obtain the smallest measurement from the neck measurement.

The second measurement for a female Soldier is the waist. *“Measure the natural waist circumference, against the skin, at the point of minimal abdominal circumference. The waist circumference is taken at the narrowest point of the abdomen, usually about halfway between the navel and the end of the sternum (breast bone). When this site is not easily observed, take several measurements at probable sites and record the smallest value. The Soldier’s arms must be at the sides. Take measurements at the end of the Soldier’s normal relaxed exhalation. Tape measurements of the waist will be made directly against the skin. Round the natural waist measurement down to the nearest ½ inch and record (for example, round 28¾ to 28½ inches)”* (AR 600-9; para. B-5). AR 600-9 recommends taking several test measurements at the perceived midway point to identify the smallest circumference site for each individual Soldier.

The third measurement for a female Soldier is the hips. *“The Soldier taking the measurement will view the person being measured from the side. Place the tape around the hips so that it passes over the greatest protrusion of the gluteal muscles (buttocks) keeping the tape in a horizontal plane (parallel to the floor). Check front to back and side to side to be sure the tape is level to the floor on all sides before the measurements are recorded. Because the Soldier will be wearing gym shorts, the*

tape can be drawn snugly to minimize the influence of the shorts on the size of the measurement. Round the hip measurement down to the nearest ½ inch and record (for example, round 44¼ inches to 44 inches)” (AR 600-9; para. B-5). The bottom line of this measurement is to capture all the fat stored in the circumference measurement. I always caution pulling the tape too tightly to account for the bulk of the Army physical fitness training shorts. The experience of measuring hundreds of female Soldiers makes a difference in knowing how tight to pull on the tape before recording the reading.

Associated with determining body fat percentages, the height (Photo 4) of the individual is a critical factor in these calculations. *“The height will be measured with the Soldier in stocking feet (without shoes) and standard PT uniform (gym shorts and T-shirt), standing on a flat surface with the head held horizontal, looking directly forward with the line of vision horizontal, and the chin parallel to the floor. The body will be straight but not rigid, similar to the position of attention. Unlike the screening table weight this measurement will be recorded to the nearest ½ inch in order to gather a more accurate description of the Soldier’s physical characteristics”* (AR 600-9; para. B-2). Most units have an area marked on the wall where the Soldier will stand on a hard surface floor as directed above. Where units



Photo 4

often make a mistake is using a ruler placed across the top of the head of the measured Soldier, and subjectively eyeballing level to determine the height mark on the wall. I recommend using a small level placed on top of the ruler to ensure the ruler is level to the ground, as it spans the head of the measured Soldier and the measurement mark on the wall. A subjective guess of the height that differs by ¼ inch or more can make a significant difference in the accuracy of the body fat determination.

For company, troop and battery commanders, and their first sergeants who are looking to develop subject-matter expertise within their organizations, I recommend recruiting the help of a senior NCO expert from an NCO academy to assist with their next scheduled weigh-in. Start with a “train-the-trainer” event for those NCOs you want to train and certify so they can conduct the weigh-in to the letter of AR 600-9, incorporating the discussion points in this article. For all of your assigned Soldiers, not just those Soldiers who exceed the Army’s screening table weight and must be taped, give them a thorough counseling to establish a body fat goal, ideally 5 percent below their authorized maximum. Furthermore, help your Soldiers get the physical and nutritional counseling they need to achieve their goals safely, while developing a fit-for-life approach to their future.

Kenneth O. Reaton
Sergeant Major of the Army

Restructured MyCAA to begin in October

Department of Defense

Following a comprehensive review, the Department of Defense has announced the resumption of a restructured military spouse career advancement account program, MyCAA.

The program will be available to spouses of service members in the pay grades of E1-E5, W1-W2 and O1-O2 beginning Oct. 25.

“The changes reflect a return to the original intent of the program, which is to help military spouses with the greatest need successfully enter, navigate and advance in portable careers,” said Clifford Stanley, undersecretary of defense for personnel and readiness. “We fully support the program and are committed to ensuring the program’s sustainability. To that end, we are making several critical operational changes.”

Among the changes, eligible spouses will receive up to \$4,000 in DoD-funded financial aid, with an annual cap of \$2,000 per fiscal year; funding must be used within a three-year time period from the start date of the first class; and must be used to obtain an associate degree, licensure or certification.

A waiver may be granted when fees for licensure or certification require an upfront fee greater than \$2,000 and up to the total assistance of \$4,000.

“The MyCAA program popularity grew beyond our expectations and became too expensive to continue. Therefore, we are returning to the original intent of the program in a way that is attainable and fiscally responsible for the Defense Department,” Stanley said.

Under the long-term program guidelines, career counselors will continue to work with all military spouses to help



MyCAA Information:
<https://aiportal.acc.af.mil/mycaa/>

develop career and education goals and plans, and assist them in identifying and accessing available federal education.

“Families play a crucial role in supporting our men and women on the battlefield. When service members are confident that their families at home have access to resources and support, they are better able to focus on their mission,” Stanley said.

Mobile team delivers resilience training

Army News Service

The Army’s Comprehensive Soldier Fitness program kicked off another iteration of its Master Resilience Training course at Fort Meade, Md., in July — this time using a mobile training team.

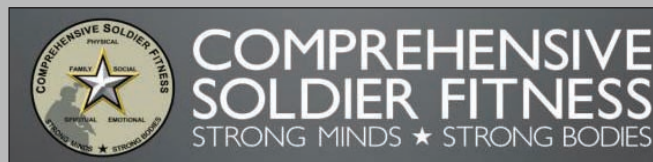
The 10-day course is designed to equip Soldiers with the skills needed to better weather traumatic events — and to teach other Soldiers in their units to do the same.

The Army teaches MRT at the University of Pennsylvania in Philadelphia, where the course was developed, as well as at Victory University at Fort Jackson, S.C.

In an effort to make it easier for commanders to get their Soldiers trained on MRT and to reduce the overall training cost, CSF has formed a nine-person mobile training team that will bring the course to the Soldiers.

Brig. Gen. Rhonda Cornum, director of the CSF program, said overseas locations will benefit most. The team is expected to travel to Germany in September and Korea later in the fall.

Having additional training venues also increases the throughput for the course: to help the Army meet the goal set by the chief of staff of the Army to have one MRT-trained Sol-



dier per battalion and another for each brigade headquarters. That’s more than 5,000 Soldiers Armywide.

“We can only train 150 at a time in Philadelphia,” said Dana

Whitis, the mobile training team coordinator. “This gives us an avenue to ramp up numbers.”

Whitis said the schoolhouse at Fort Jackson is limited to 60 students at a time.

So far, some 1,300 Soldiers have been trained in MRT.

The mobile training team consists of professionals from the University of Pennsylvania, Army civilians and Soldiers who have already gone through different levels of the MRT coursework.

Sgt. 1st Class Eric Tobin of the U.S. Army Drill Sergeant School has attained the level-3 training and is now part of the mobile training team.

“If you’re a good leader, chances are you’re doing this stuff anyway. You just don’t have the verbiage we have in CSF,” he said. “I’ve been blown up, shot at, seen my friends die. ... I’ve come through that, and I’m stronger for it. Now I have a framework to teach that to somebody.”

Army Forces Command welcomes new CSM

Army News Service

Guns fired in salute as the Army's largest command welcomed its 16th command sergeant major during a change of responsibility ceremony at U.S. Army Forces Command, Fort McPherson, Ga., in July.

Command Sgt. Maj. Ronald T. Riling succeeded Command Sgt. Maj. Dennis M. Carey, who is retiring after 33 years of active service.

Riling comes to FORSCOM from First U.S. Army, where he had served as its command sergeant major since 2007.

Riling began his Army career in 1983, completing initial entry and advanced individual training at Fort Knox, Ky.

He has served as command sergeant major of 1st Squadron, 14th Cavalry, in the Stryker Brigade Combat Team, 3rd Brigade, 2nd Infantry Division, Fort Lewis, Wash.; 1st Brigade Combat Team, 1st Infantry Division, Fort Riley, Kan.; and 4th Infantry Division, Fort Carson, Colo.

Riling holds an associate degree in applied science from Regents College and a bachelor's degree in business administration from Touro University.

"Command Sgt. Maj. Riling is the right man, in the right place at the right time," said Gen. James D. Thurman, commanding general of FORSCOM. To the Soldiers and civilian staff of the command he said, "You are in good hands."



Photo by Spc. Hillary R. Rustine

Outgoing U.S. Army Forces Command Command Sgt. Maj. Dennis Carey (right), passes the colors to Gen. James D. Thurman, FORSCOM commander, as incoming Command Sgt. Maj. Ronald T. Riling looks on during the change of responsibility ceremony at Fort McPherson, Ga., in July.

Building career opportunities for Army Reserve, National Guard

By Angela Simental

There are two employment programs available to help Army Reserve and National Guard Soldiers find civilian jobs.

In 2008, Lt. Gen. Jack C. Stultz, chief of the Army Reserve, launched the Employer Partnership Initiative. The program formalizes the relationships between the Army Reserve and employers. Through the program, Soldiers have access to military-friendly employers; and employers have access to the trained and skilled workforce pool of the reserve.

"It's a win-win for everyone involved," Stultz said.


In 2009, the initiative was expanded to include the National Guard. The program, now named the Employer Partnership of the Armed Forces, features a Web-based job search engine which gives Soldiers a connection to about 500,000 position listings. Soldiers can also find assistance through program support managers in their area. The program works with its partners to develop shared-training initiatives and streamline professional credentialing for Soldiers who already gained those skills through the military.

Service members can find jobs in industries such as healthcare, logistics, transportation, information technology, telecommunications and law enforcement. To date, there are more than 1,000 employer partners, including more than 400 of the *Forbes 500* and *Fortune 500* companies. Partners in-

clude Wal-Mart, Boeing, General Electric, Microsoft, Amazon and many local, state and federal agencies.

"Helping our Soldiers with their civilian careers makes sense. It leads to better family support and ultimately, to Soldier and unit readiness," said Dan Allen, director of the Employer Partnership Office. "Soldiers can make an immediate impact as productive members of any employer's team."

Additionally, the National Guard has a program geared toward skilled-trade employment. The Guard Apprenticeship Program Initiative helps both the Guardsmen and reservists get hired for available apprenticeships. This allows them to earn civilian income while continuing their military service and maintaining their GI Bill benefits.

In coordination with the Department of Labor and the Department of Veterans Affairs, the GAPI is an "earn-while-you-learn" initiative where Soldiers learn new concepts and skills to obtain national certification in areas such as law enforcement, construction, health care and culinary arts, among many others. The apprenticeship combines an educational curriculum with on-the-job training supervised by a trade professional. Depending on the trade, this program takes one to five years to complete and results in a trade-professional certification. 

To contact Angela Simental, e-mail angela.simental@us.army.mil.

Employer Partnership of the Armed Forces
www.employerpartnership.org

Guard Apprenticeship Program Initiative
https://esc.pec.ngb.army.mil/GAPI_details.cfm

PTSD claims process eased

American Forces Press Service

The Department of Veterans Affairs has amended a regulation with the intent of easing the claims process and improving access to health care for veterans with post-traumatic stress disorder.

“This nation has a solemn obligation to the men and women who have honorably served this country and suffer from the often-devastating emotional wounds of war,” Veterans Affairs Secretary Eric K. Shinseki said. “This final regulation goes a long way to ensure that veterans receive the benefits and services they need.”

The new rule, published in the Federal Register, relaxes the evidence requirement if the PTSD stressor claimed by a veteran is linked to “fear of hostile military or terrorist activity and is consistent with the places, types and circumstances of the veteran’s service,” a news release states.

Previously, VA decision makers were required to confirm that a non-combat veteran actually experienced a stressor related to hostile military activity.

Under the new rule, VA no longer requires substantiation of a stressor tied to fear of hostile military or terrorist activity if a VA psychiatrist or psychologist can confirm that the experience recalled by a veteran supports a PTSD diagnosis and the veteran’s symptoms are related to the stressor.

“With this new PTSD regulation, we are acknowledging the inherently stressful nature ... of military service in which the reality and fear of hostile or terrorist activity is always present,” said Michael Walcoff, VA’s acting undersecretary for benefits.

The regulation eliminates the need to search for records to verify veterans’ accounts and enables VA officials to move more quickly to award more benefits. Walcoff said he hopes the new regulation will encourage more veterans with PTSD to come forward.

Officials said more than 400,000 veterans receive compensation benefits for PTSD, nearly 19 percent of who served in Operations Iraqi Freedom and Enduring Freedom.



Photo by D. Myles Cullen

Korean War veterans salute the American flag during a ceremony at the Pentagon in June.

The regulation is particularly beneficial for veterans who have had their military records destroyed, female veterans whose records don’t specify they have combat experience, and veterans who have no record of their combat experience.

“It’s a step that proves America will always be here for our veterans,” President Barack Obama said in a recent speech.

Report suspicious acts via iWatch

Army News Service

With August recognized as Anti-Terrorism Awareness Month, the Army is promoting a campaign encouraging and training communities to become extensions of the service’s overall force-protection plan.

iWatch aims to heighten public sensitivity to indicators of possible terrorist activity, while encouraging people to report suspicious behavior to military or civilian law-enforcement agencies.

“Such information or cooperation may reveal a piece of the puzzle that thwarts a terrorist plot,” said Brian Crowley of the Installation Management Command Anti-Terrorism Branch.

Several installations, especially those overseas where the threat remains high, have already launched iWatch efforts.

For example, U.S. Army Garrison Baden-Württemberg, Germany, began shaping a program almost four months ago that has “everyone playing a key role,” said Melvin Jones, director of emergency services there.

“Law enforcement and security assets can’t be everywhere at all times,” Jones said.



Consequently, iWatch empowers Soldiers, family members, civilian employees and retirees to protect places where they live, work and play.

However, iWatch isn’t a neighborhood program with volunteers roaming the streets armed with flashlights and radios. Instead, it raises

community awareness of what to look for and who to call when people notice something out of place.

iWatch works by allowing an individual to report any unusual or suspicious behavior.

“Eighty to 90 percent of the program is raising awareness levels,” said Stanley Andrusczkiewicz, deputy director of emergency services at USAG Bamberg, Germany.

Through iWatch, officials hope to direct the attention of community members accustomed to being wary of threats only from outside the gate, “totally focused on the external and not the internal,” Andrusczkiewicz said.

Additional iWatch information, including posters, brochures and videos, can be found on the Army’s Anti-Terrorism Enterprise Page on AKO: <https://www.us.army.mil/suite/page/605757>.

TRUPPENÜB IN BAYERN*

NCOs train thousands of U.S., foreign troops at **JMRC**

Within the U.S. Army, training is regarded as the cornerstone of success. Training well, in the disciplines and environments that replicate real-time combat, is key to how successful units and Soldiers become in their warfighting capabilities.

To achieve that success, the Army puts an emphasis on training in the full spectrum of Army operations — from peacekeeping and peace-enforcement operations to high-intensity conflict and counterinsurgency operations — that mirrors the battles the Army faces today. The Joint Multinational Readiness Center in Hohenfels, Germany, has become a main proponent for this type of training.

Formerly known as the Hohenfels

Training Area, JMRC was originally founded for military training by the German army in 1938. Located in the Free State of Bavaria in the Oberpfalz (Upper Palatinate), it takes its name from the nearby town of Hohenfels. During World War II, the training area was used as an internment center for about 3,000 Polish soldiers; at the height of the war, around 7,000 British and American prisoners of war were held at its Camp Unteroedenhart.

According to Sgt. 1st Class Brian C. Hammond, formally the historian and commandant at JMRC, the American Army in 1945 entered the training area without any resistance from the German army and liberated the prisoners.

The training area was then opened for the resettlement of refugees displaced by

the war and also for people expelled from Soviet-occupied German territories. These settlers were integrated to the community of Hohenfels-Nainhof, which became one of the largest rural communities in Bavaria, Hammond said.

“However, three years later, U.S. forces claimed the land for training purposes and requested its expansion. An agreement was reached between the German government, the Bavarian state government and the U.S. Army, and the training area was extended to its current size of 40,017 acres,” he said.

In 1987, due to increased training requirements, U.S. Army Europe formed the Combat Maneuver Training Center at Hohenfels. CMTC became the Army’s third combat training center after those at Fort Irwin, Calif., and Fort Polk, La.

“With the opening of CMTC, the training area in Hohenfels became the primary maneuver training area for USAEUR Soldiers,” Hammond said.

In 2005, CMTC was transformed fur-

*Translation: Army Training Area in Bavaria

STORIES BY MASTER SGT. ANTONY M.C. JOSEPH

UNGSPLATZ



Photo by Sgt. 1st Class Tyrone Walker

Afghan National Army soldiers prepare to clear a room during an Operational Mentoring and Liaison Team training exercise at the Joint Multinational Readiness Center, Hohenfels, Germany.

ther and officially became JMRC. “Under this transformation, JMRC has the unique capability to train U.S. forces for joint and multinational coalition warfare,” he said.

With a large percentage of foreign allies in the Global War on Terrorism coming from Europe, JMRC’s location in the heart of the European Command provides the best opportunity for U.S. forces to train with their coalition partners and to gain mutual respect and understanding before departing for joint operations in Afghanistan and Iraq. It is the largest maneuver training area in the USAREUR

area of responsibility and falls under the command of the commanding general, Joint Multinational Training Center, Grafenwöhr. More than 60,000 U.S. and allied soldiers train at the center annually.

At JMRC, deploying units train in scenarios that mimic the conditions of the operational environment they will face during their deployment. Units going through JMRC can put their tactics to trial under combat-like scenarios that prepare them for future missions with the use of state-of-the-art equipment and training such as High-Mobility Multipur-

pose Wheeled Vehicle Egress Assistance Trainers, downrange-influenced Counter-Improvised Explosive Device facilities, Operational Mentor and Liaison Team training, and combat-experienced observer/controllers.

High-Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer (HEAT)

HEAT is designed to train Soldiers in the effects of being in an up-armored Humvee rollover, enabling Soldiers to practice how to react appropriately in that

Lance Cpl. Hubert Speer of the 472nd Logistics Battalion, a German reserve unit, waits to board a UH-1 Huey after the unit completed a vehicle recovery mission in a replicated Afghan village at JMRC. Hosted by JMRC's Falcon Aviation Support Observer/Controller Trainer team, the annual exercise continued the German-American partnership between JMRC and the reserve component units of the Bundeswehr communities that surround Hohenfels.

Photo by Sgt. 1st Class Tyrone Walker



situation. It allows occupants to understand such things as critical rollover angles and how to escape the vehicle. A 180-degree rollover can be achieved in nine seconds by the one operator standing outside. Cameras mounted inside the trainer show the actions and reactions of the occupants and help in the after-action review.

“We do a four-day course here [at JMRC] for U.S. Soldiers and a two-day course for the foreign soldiers who attend. Both sets of participants are taught about the vehicle and its capabilities, how to set the frequencies and use the radios, winter driving scenarios, accident avoidance and rollover drills. U.S. Soldiers get an added day or two on night driving and NVG [night vision goggles] use as well,” said

Staff Sgt. Winston Gautreaux, the NCO responsible for vehicle training at JMRC.

“HEAT is an integral part of keeping Soldiers safe downrange. Being the lightest of tactical vehicles, the Humvee is more prone to rollovers in the event of an accident and is susceptible to the effects of an IED. The additional weight of the armor makes it harder for the Soldiers to open the doors and egress the vehicle. Here, we teach them how to recognize when there is going to be a rollover and what to do when in one,” Gautreaux said.

“It is not a nice feeling [during rollover practice],” said Pfc. Tiffany Yearby, a Soldier about to deploy to Afghanistan. “The feeling I got was of blood rushing to my head; I felt dizzy. I didn’t know where

I was, didn’t know my right from my left. But, it is good to have this practice, because if you are in a rollover, it is vital; your survival depends on it.”

“Many of the fatalities downrange have been from Humvee rollovers. Since HEAT has been instituted in the training that Soldiers receive before deploying, survivability has increased 250 percent. The vehicle I was in rolled over when I was in Fallujah [Iraq] — if I had had this training, I would have done a lot of things differently to secure equipment and personnel and ensure safety,” Gautreaux said.

Spc. Jonathan Godfrey, who has been in the Army for more than four years, has had this training before. “It is vital to practice because you need to know not just



Top: Staff Sgt. Winston Gautreaux demonstrates how the High-Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer simulates a Humvee rollover. The vehicle, which seats four, can spin 180 degrees in nine seconds.

Below: A simulated homemade explosives lab trains Soldiers in the correct procedures for dealing with volatile chemicals and explosives they may encounter on patrol.

Photos by Master Sgt. Antony M.C. Joseph



They are not explosive, but all they need is a blasting cap to make them work. Though I have a higher level of knowledge about explosives than most Soldiers need, I tailor my teachings to the various requirements of the units,” Weir said. Weir served in the military for 22 years, four of which were spent teaching at the Hazardous Devices Division of the FBI.

“Most of the explosives that the insurgents are using downrange are high-yield devices made to cause maximum damage. The devices are made from commonly found items such as cooking pots and pans and vehicle tires. How many ways can you get metal-to-metal contact? Well, that is how many ways they can kill you,” said Sgt. 1st Class Steven Barker, an observer/controller, combat engineer company trainer and IED awareness trainer at JMRC.

“My job here is to make Soldiers aware of what IEDs might look like and how they work, so they can be better equipped to counter the threat. For instance, downrange, a Soldier might see a loaded M16 magazine just laying on something. Thinking that someone may have forgotten the magazine, he proceeds to pick it up. As soon as that happens, the weight is lifted off and a pressure switch makes metal-to-metal contact, and ‘boom,’ he is gone,” he said.

“Sometimes the enemy daisy chains explosive devices to blow on command via cell phone. So, not only do they cause damage to the initial victims, but also to other responders when they arrive,” Barker said. “One of the things we make Soldiers aware of as well is that homemade explosives are highly unstable and

how you will react when disoriented, but also how the rest of your team will react. With practice, you are less likely to miss critical steps when you find yourself in this situation, steps such as opening the combat locks before a rollover,” he said.

Counter-Improvised Explosive Device (CIED) Facilities

To defeat the threat of improvised explosive devices, U.S. and coalition forces are constantly adapting organizations,

skills and technology based on lessons learned in combat.

To that end, JMRC has outdoor CIED training lanes and mock-ups inside a big warehouse that are home to experts and devices dedicated to understanding the threat and teaching troops from U.S. and coalition countries on how to neutralize it.

Robert Weir, an IED equipment expert, builder and instructor, makes training IEDs for the training conducted at JMRC. “The devices I prepare are very realistic.

Croatian, Afghan and Minnesota National Guard soldiers discuss the procedures to clear a room during an OMLT training exercise at JMRC. The U.S. and Croatian troops will deploy together to Afghanistan as part of the NATO International Security Assistance Force.

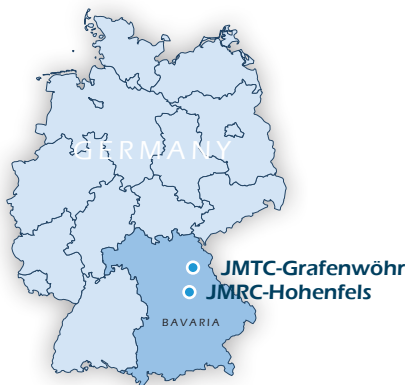
Photo by Sgt. 1st Class Tyrone Walker



volatile. If they were to find themselves in a homemade explosives laboratory or a room where they might suspect that bombs are being made, they need to get out of the area and call in the experts, because even your body heat or sweat can set off some of these explosives. We educate troops who train here about the dangers and indicators of vehicle-borne or personnel-borne ‘suicide’ bombs, booby traps and other innocent-looking devices like toys and balls that can be made into explosives.”

Capt. Andrew Rose, the officer in charge of the CIED Academy at JMRC, said, “Training lanes are being set up in places other than JMRC as well. With home-station training lanes, we hope to reach Soldiers across the U.S. Army Europe footprint. In the last year, JMRC has trained more than 15,000 troops from both coalition forces and the U.S. Army on CIED.”

“Every Soldier, regardless of their job or country, is trained so they can return home safe to their families. IEDs don’t discriminate on who they maim or kill,” Barker said.



Observer/Controllers-Trainers (OC-Ts)

At JMRC, the job of observer/controllers is to train, mentor, coach and provide after-action reviews to the Soldiers and units progressing through the various full-spectrum operations training. They also provide exercise control and help the unit’s command practice and enforce safety in all aspects of training.

The OC-Ts are split into nine teams comprising the different Army occupational fields. “As an OC, I provide situational training and conduct exercise lanes for squad-

size to company-size elements in combat engineer route clearance lanes,” Barker said.

Sgt. 1st Class Augusta Creech, a senior instructor at the Academy, said, “The observer/controllers have to go through tiered and structured training before they can be certified. After their training, they are put into a team that corresponds with their MOS [military occupational specialty]. When a unit comes through for a rotation, the OC team that best matches the unit’s skill set is assigned to them and stays with the unit for the entire rotation, so they can give expert guidance as well as productive AARs.”

“When the coalition countries come through here for training, they get the added attention of the Observer Mentoring and Liaison Teams, and then conduct the rotation in the same manner that U.S. troops would,” Creech said.

“OCs train troops not just here at JMRC, but also take the training on the road to the other coalition countries in Europe. Every rotation is a different experience and a different challenge,” Barker said. 🇺🇸

From the Cold War to the Global War on Terrorism, **JMTC** trains for any threat

Accomplishment of the mission and the welfare of Soldiers are two tenets in which the U.S. Army places a lot of credence, so much so that a Soldier reciting the NCO Creed claims them to be “uppermost in my mind.” But to do these ideals justice, critical skills have to be honed to a high level.

To polish these skills, Army leadership uses lessons learned — both in peace time and in combat — to create training opportunities for Soldiers so they can excel when called upon. Apart from daily training routines at every unit, there are a number of facilities across the United States and around the world that conduct scenario- and terrain-based training to better prepare Soldiers for proficiency in their jobs. One of the oldest such training facilities is housed under the auspices of the 7th Army Joint Multinational Training Command in Grafenwöhr, Germany.

The 7th Army JMTC is the largest training command outside the continental U.S., incorporating an expanse of modern firing ranges, maneuver areas, simulation centers and classrooms that provide realistic and relevant training, according to Sgt. Maj. Michael Kennedy, the operations sergeant major for JMTC. “What makes us unique is that not only do we instruct U.S. Soldiers, but we also provide training for the sister services, allied units and troops from NATO countries,” Kennedy said.

The Grafenwöhr Training Area, as JMTC was formerly known, was first set up in 1910 when the Royal Bavarian Army needed a new training area for its 3rd Corps. During World War I, it became the last stop for young Bavarian recruits before they were sent to the front lines. It later served as a prisoner of war camp for

Allied soldiers who were captured by the Bavarian army.

For several years after World War II, the Grafenwöhr Training Area — then under American control — was used as a refugee camp for people displaced by the war. During that time, it was a training area in name only, as no formal training was conducted. In 1958, the U.S. Army

1976, the training center was renamed the 7th Army Training Command and given the mission of providing and monitoring all training within U.S. Army Europe.

Presently, with the Army’s focus on the Global War on Terrorism, “JMTC is on the forefront of being a truly multinational training command, not only in keeping with its name, but also helping to build a strong coalition in the fight against terror,” said Master Sgt. Tony Eubanks, the operations NCO for the Combined Arms Training Center at JMTC.

Eubanks, who trains many of the U.S. and coalition military training teams, said, “We have had to adapt and modify a lot of our courses from lessons learned with the added dynamics of teaching soldiers



Photo by Lawree R. Washington Jr.

Soldiers from 1st Squadron, 2nd Stryker Cavalry Regiment, and Afghanistan National Security Forces (played by members of the Czech Republic Army) conduct population-engagement training at the Joint Military Readiness Center, Hohenfels, Germany, in March.

activated the 7th Army Training Center in nearby Vilseck, Germany, with its primary mission to prepare American Soldiers for the sinister threat of an invasion by the Soviet Army. During the Cold War era, hundreds of thousands of U.S. Soldiers trained in the fields and ranges of Grafenwöhr in accordance with this mission. In

from our coalition partners. This helps our Soldiers and the joint and combined forces understand the requirements and how to work together more efficiently. The programs of instruction are written and created from scratch and designed specifically for the combined force.”

Eubanks said that the U.S. Soldiers in


USAEUR train on a daily basis with soldiers from coalition countries and are well aware of and respect the abilities of their counterparts based on shared experiences during exercises. This, he said, creates mutual respect among all parties when deployed to the front lines. Some coalition countries have more than a quarter of their military members deployed to Afghanistan or Iraq and work in close partnership with U.S. Soldiers and commands.

Kennedy, who has the responsibility of overseeing much of the training needs, echoed Eubanks and added that “in many of the coalition countries, the NCO Corps is not as developed as in the U.S. Army, as they have more conscripts than professional soldiers. So, developing a professional NCO Corps [in other nations’ armies] is of the utmost importance.”

“Many of the NCOs in the coalition armies have a hard time realizing the responsibilities and importance of a senior NCO in a tactical operation center. The training here gives them a better understanding of what their officers do so that they can better help in the accomplish-

ment of the mission,” Eubanks said.

“The ‘multinational’ in our title is not just for show. At any given time in the JMTC footprint, we have about four or five other nations training with U.S. Soldiers. Even our recently concluded mission readiness exercise had nine dif-

ferent nations fully participating in every aspect of the exercise. All this training and participation helps in building a stronger coalition force,” Kennedy said. 

To contact Master Sgt. Antony M.C. Joseph, e-mail tony.joseph@us.army.mil.



Top: Soldiers from the United States, Latvia, Lithuania, and Estonia plan a key-leader engagement exercise as part of Battle Staff training at JMTC.

Right: Soldiers from 1st Squadron, 2nd Stryker Cavalry Regiment, and Afghanistan National Security Forces (played by members of the Czech Republic Army) conduct a scenario at JMTC in March to prepare the unit for deployment to Afghanistan later this year.

Photos by Lawree R. Washington Jr.



Coalition soldiers learn their way around the MRAP

Originating from a need to protect Soldiers downrange and the latest in a long line of armored fighting vehicles, the Mine-Resistant Ambush-Protected vehicle is regarded as a boon for Soldier safety by those trained to use them.

At the Joint Multinational Training Command in Grafenwöhr, Germany, where troops from the coalition countries in the Global War on Terrorism train together with U.S. Soldiers, the capabilities of the MRAP are among the many new aspects of warfighting in which they are taught.

Staff Sgt. Corey Burse, a course manager for vehicle and small-arms maintenance at JMTC, said trainees are given a working knowledge of the MRAP vehicle, including classroom instruction and hands-on time in the vehicle.

“In the classroom, we teach them how to do all the PMCS [preventative maintenance checks and schedules] and give them a basic understanding. The trainees are then brought to the obstacle courses and put in the vehicles, so they can get a feel of the MRAP and how it handles.”

Burse, who has been in the Army for 19 years and spent many years in motor pools, is an advocate for the added safety and security the vehicle provides occupants, especially from improvised explosive devices. The V-shaped hull of the MRAP is designed to deflect away any explosive force which might occur underneath the vehicle.

A group of Polish military policemen



Top: Polish Staff Sgt. Miroslav Piwko practices driving the Mine-Resistant Ambush-Protected vehicle on an obstacle course at JMTC in Grafenwöhr, Germany.

Left: Pfc. Dorian Bernat, a military policeman in the Polish Army, looks out of a turret on an MRAP before navigating the MRAP obstacle course at JMTC.

Photos by Master Sgt. Antony M.C. Joseph

who were training on the vehicle were impressed with the capabilities of the MRAP.

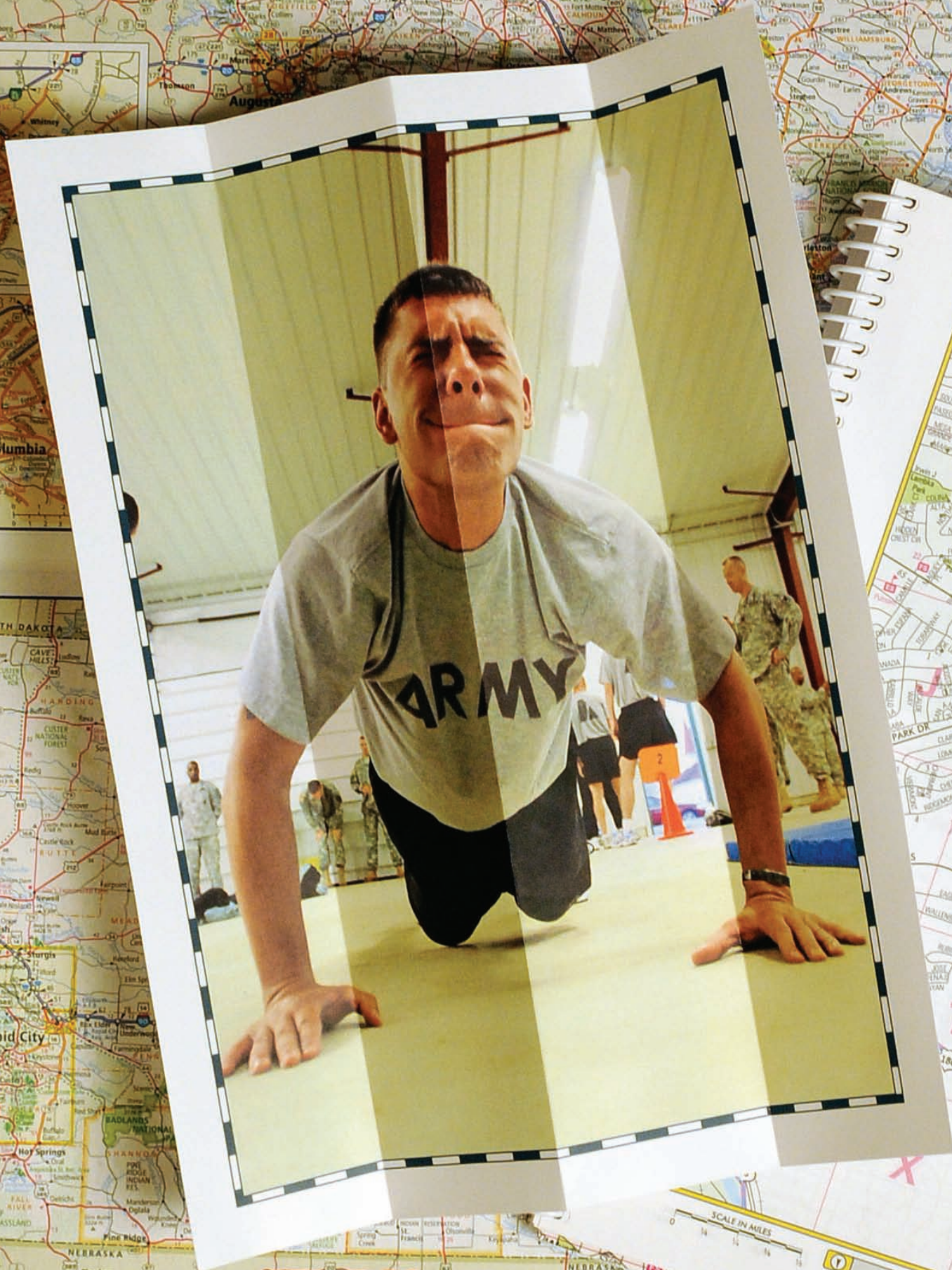
Staff Sgt. Miroslav Piwko, who has been in the Polish military for 10 years, said, “We are going to get this vehicle during our Afghanistan mission later this year. It is very important that we are aware of the capabilities of the vehicle before we deploy; the drivers who are training today will be the same ones performing these duties in Afghanistan. Though this vehicle is large and heavy — and I have a concern about the maneuverability — this gives us strong protection against IEDs and RPGs [rocket propelled grenades]. I choose protection over maneuverability.” Piwko added that the training could have

been longer than the five days scheduled because “drivers need more hours behind the wheel to become better at their task.”

Burse said, “We follow the ‘train-the-trainer’ method of training here; the trained drivers will take this course and teach others in their services. In the future, there are plans to take this training on the road and teach soldiers at their home stations.”

Poland has about 2,600 troops currently deployed to Afghanistan, and the MPs will be using the MRAP primarily for convoy security, route clearance and routine patrols.

Pfc. Dorian Bernat, who has been in the Polish military for two years — one and a half years as a professional soldier and now an MP — said, “This is good training for me. It was a difficult first drive, but this vehicle is going to keep us safer in Afghanistan.” **J**



SCALE IN MILES

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PRT

The Army's new road map for physical readiness

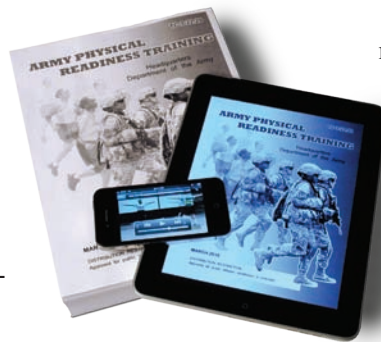
BY MICHAEL L. LEWIS

Shortly after he started his job as the U.S. Army Training and Doctrine Command's new deputy commanding general for Initial Military Training, Lt. Gen. Mark Hertling visited various units throughout the operational Army to assess Soldiers' PT programs.

His realization? "Our physical training programs are not that good." In fact, in more cases than not, they actually don't do what they're supposed to, he said. "And, I'll challenge anybody to challenge me on that, because I've seen it."

Fortunately for him and the Army, the team at the U.S. Army Physical Fitness School — a unit that falls under Hertling's command at the U.S. Army Basic Training Center of Excellence at Fort Jackson, S.C. — had spent the last decade in an all-out effort to rewrite the Army's manual on physical readiness training.

The result of the school's hard work is nothing less than a wholesale reimagining of the way the Army conducts PT. The 434-page product, Training Circular 3-22.20, *Army Physical Readiness Training*, was released in final draft form in March and replaces FM 21-20, *Physical Fitness Training*, last



TC 3-22.20, *Army Physical Readiness Training*, weighs in at more than 430 pages.

A downloadable version will soon be available via AKO and the Reimer Digital Library. An iPhone app based on the book is available now on iTunes with how-to photos and videos.

Photo illustrations by Michael L. Lewis. Soldier photograph on opposite page by Sgt. 1st Class Chris Farley.

revised in 1992. The new book will be officially posted to the Reimer Digital Library this fall.

Drawing from lessons learned after nine years of war, the new document is more relevant, hewing closer to the Warrior Tasks and Battle Drills than previous versions, and creates a progressive system of workouts and exercises that build Soldiers' strength, endurance and mobility for just about any type of movement required in combat.

"We started working on this in 1999," said Frank Palkoska, the USAPFS director, who once served alongside Hertling in the physical education department at the U.S. Military Academy at West Point, N.Y. "In fact, we had a draft ready before we went to war nine years ago. The problem was the concept scared the Army. All anybody wanted to know was what was going to be on the test."

In fact, then as now, the test is the same. The existing Army Physical Fitness Test remains in the new book by design, part of a multiyear, multi-phase approach the school is taking to roll out the new PRT program. Now that Phase 1 — delivering the new doctrine to the Army — is complete, the school will begin Phase 2: training leaders in how

PREPARATION DRILL (TOUGHENING & SUSTAINING PHASES)

The exercises in this drill ready Soldiers for PRT activities and should be performed, in order, at the beginning of every PRT session. The 12- to 15-minute drill helps increase the body's temperature and heart rate, the pliability of joints and muscles, and the responsiveness of nerves and muscles.



to properly implement the program with the creation of a PRT Leaders Course and mobile training teams that will visit various Army installations. (They'll train instructors from the Army's NCO academies later this month, for example.) Then, sometime next year, the USAPFS staff will begin looking at what the new PT test might look like.

"To ask about the test is premature," said Stephen Van Camp, USAPFS deputy director. "I could give you a list of the possible events, but then, everybody would only train for those events."

And, training for the test is exactly what the new doctrine is designed to eradicate.

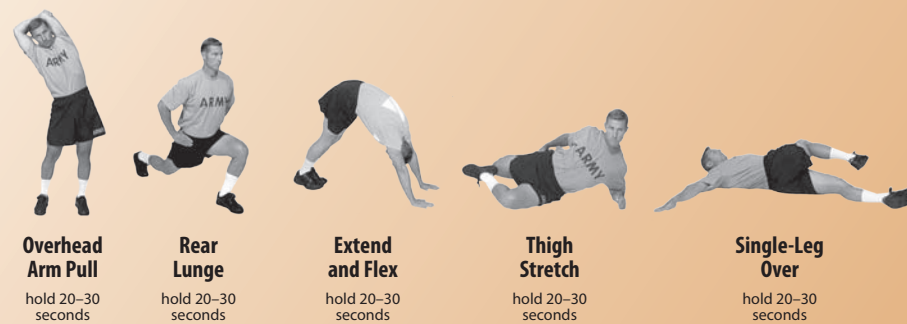
"The problem [with the old manual] was that the assessment didn't correlate with the training," Palkoska said. "Therefore, what are you going to train? You're going to train only what's on the test. What happened with that shift was that testing drove training. You had units that said, all we've got to do is do push-ups, sit-ups and run; and, the more we run, the better we'll be. That's a flawed concept.

"The other thing is that the test correlates poorly with the Warrior Tasks and Battle Drills. So, there's a false assumption that if you score very, very high on the APFT — 300 points — you can do everything that a Soldier needs to do. We know from nine years of conflict now that that's not the case."

"You can't stop somebody my size on the street charging at you by just doing push-ups, sit-ups and running," said Sgt. 1st Class Steven Lee, the senior trainer at

RECOVERY DRILL (TOUGHENING & SUSTAINING PHASES)

At the end of every PRT session, recovery gradually slows the heart rate and helps prevent pooling of the blood. The drill also helps develop range of motion and stability to enhance performance, control injuries and gradually bring the body back to its pre-exercise state.



Repetitions listed are those suggested for operational units. Photos are for illustration purposes only; refer to the complete TC 3-22.20 for step-by-step instructions for each exercise.

Photos courtesy U.S. Army Physical Fitness School. Graphics by Michael L. Lewis

the fitness school and the new document's model for several of its exercise demonstrations. "It doesn't work all the time."

"And, you can't take a 130-pound marathon runner, put 120 pounds on his back and march him at 10,000 feet in Afghanistan," Palkoska added. "Those are the types of issues that led us to the development of the new doctrine."

That process began with a thorough review of the literature regarding physical fitness training methods. From Herman Koehler's system of exercise drills and gymnastics that formed the foundation of West Point's physical education program in the late 1880s; to the reasons why most in the post-Vietnam War-era Army were embarrassingly unfit; to how gender

integration within PT was accomplished in the 1980s; to the aerobics, Tae Bo, Cross-Fit and P90X crazes over the last three decades, the USAPFS staff left nearly no stone unturned in its search for what would work best for today's Soldiers.

"Not only did we go back and look real, real hard during the lit review of what we did in the past — we called it 'Back to the Future' — we had to go back and look at what the Army said its training doctrine is, its how-to-fight doctrine," Palkoska said. "We found that we had some really good points in our doctrine, but implementation was always a problem."

"We looked at the Warrior Tasks and Battle Drills — because those are things everybody has to do — and we

STRENGTH & MOBILITY DRILLS (SUSTAINING PHASE)

These activities are designed to improve functional strength, postural alignment and body mechanics as they relate to Soldiers' performance of Warrior Tasks and Battle Drills. Exercises should be done in order as prescribed. If additional reps are desired, the entire drill should be repeated.

Conditioning Drill 1

basic and intermediate calisthenic exercises for foundational fitness



Power Jump
5-10 reps
moderate
cadence

V-Up
5-10 reps
moderate

Mountain Climber
5-10 reps
moderate

Leg Tuck & Twist
5-10 reps
moderate

Single Leg Push-Up
5-10 reps
moderate

Conditioning Drill 2

intermediate and advanced calisthenic exercises for total-body strength and endurance



Turn & Lunge
5-10 reps
slow

Supine Bicycle
5-10 reps
slow

Half Jacks
5-10 reps
moderate

Swimmer
5-10 reps
slow

8-Count Push-Up
5-10 reps
moderate

Conditioning Drill 3

advanced calisthenic and plyometric exercises for agility, coordination and lower-body muscular strength and endurance



'Y' Squat
5-10 reps
slow

Single-Leg Dead Lift
5-10 reps
slow

Side-to-Side Knee Lifts
5-10 reps
moderate

Front Kick Alt-Toe Touch
5-10 reps
moderate

Tuck Jump
5-10 reps
slow

Straddle Run
fwd. & bkwd.
5-10 reps
moderate

Half-Squat Laterals
5-10 reps
moderate

Frog Jumps
fwd. & bkwd.
5-10 reps
moderate

Alternate-1/4-Turn Jump
5-10 reps
moderate

Alternate-Staggered Squat Jump
5-10 reps
slow

Climbing Drill 1

improves upper body strength using body weight only



Straight-Arm Pull
5-10 reps
moderate

Heel Hook
5-10 reps
slow

Pull-Up
5-10 reps
moderate



Leg Tuck
5-10 reps
slow

Alt. Grip Pull-Up
5-10 reps
moderate

Climbing drills should be performed with spotters. The goal is for a Soldier to perform at least 5 reps without one.

Climbing Drill 2

prepares Soldiers for critical tasks under fighting load



Flexed-Arm Hang
1 rep
hold for 5 sec.

Heel Hook
5-10 reps
slow

Pull-Up
5-10 reps
moderate



Leg Tuck
5-10 reps
slow

Alt. Grip Pull-Up
5-10 reps
moderate

STRENGTH & MOBILITY DRILLS (SUSTAINING PHASE) *continued...*

Strength Training Circuit

total-body training; 60-second stations around a track or PT field; 2-3 rotations

Sumo Squat
25 or 50 lbs.
slow cadence
movement: Verticals

Straight-Leg Dead Lift
25 or 40 lbs.
slow
movement: Laterals (left)

Forward Lunge
10 or 20 lbs.
slow
movement: Laterals (right)

8-Count Step-Up
15 or 30 lbs.
slow
movement: Run

Pull-Up or Straight-Arm Pull
moderate or 1 rep
movement: Run

Supine Chest Press
15 or 40 lbs.
slow
movement: Laterals (left)

Bent-Over Row
10 or 20 lbs.
slow
movement: Laterals (right)

Overhead Push Press
15 or 30 lbs.
slow
movement: Verticals

Supine Body Twist
10 or 25 lbs.
slow
movement: Backward Run

Leg Tuck
slow
movement: Backward Run

Guerilla Drill

develops leg power and coordination; performed continuously for 1-3 sets

Shoulder Roll
25 yds. walking and alternate rolling on opposite sides

Lunge Walk
25 yds.

Soldier Carry
25 yds. at quick time, then Soldiers switch

Push-Up & Sit-Up Drill

develops upper body strength and prepares Soldiers for APFT performance

Push-Up
2-4 sets
in 30-60 sec.

Sit-Up
2-4 sets
in 30-60 sec.

Photos are for illustration purposes only; refer to the complete TC 3-22.20 for step-by-step instructions for each exercise.

put a matrix of hundreds of exercises and drills together. We looked at what components of fitness they train and asked, is it replicable? Can we do it anywhere? Is it acceptable to the Army, or is it too out there? We went from needing a master fitness trainer to help the commander know everything that was in the book to, now, any NCO should be able to take this book of information and be on the platform to lead it," he said.

The new doctrine is organized around several drills that focus on building strength, endurance and mobility, the functional application of strength and endurance. Like puzzle pieces, the drills can be combined to produce a balanced, total-body workout for any day's physical readiness training session, whether it be for basic trainees in the PRT Toughening Phase to Soldiers preparing to deploy in the PRT Sustaining Phase. To guard against injury and overtraining, new guidelines limit the amount of running in

a session as well as the number of repetitions of each exercise. And, for Soldiers who are injured, in need of retraining or not up to speed with the rest of the unit, a whole chapter on reconditioning is included to ramp up those individuals' level of intensity to match the unit's.

To supplement the admittedly weighty tome, which school officials say could easily have been twice as big, the school's Army Knowledge Online site, <https://www.us.army.mil/suite/page/346316>, will soon have videos showing how to execute every exercise in the training circular.

For mobile devices, an "Army Physical Readiness Training" iPhone app was written by programmers at the U.S. Army Signal Center of Excellence at Fort Gordon, Ga., and released earlier this month as one of the overall winners of the Army G-6's "Apps for the Army" contest. The free app, now available on iTunes, collates exercise details with photos, videos and example workout calendars for each of the

PRT phases.

"This is an organized system of training," Van Camp said. "It encompasses all the different levels of development, allows for reconditioning and allows for short recoveries [after deployment], as opposed to the menu of training activities that you had to learn what was appropriate based on your mission and what your mission essential task list was. Few really did that."

"The old FM was more of a buffet," Lee said. "If you didn't understand it, your diet became, 'whatever I like, that's what I'm going to do.'"

The new program eliminates such haphazard planning based on personal preferences in favor of a standard, Armywide structure designed to train up Soldiers for the myriad physical skills needed for today's fight — sprinting short distances and stopping quickly, jumping, climbing, and lifting heavy objects or wounded Soldiers, for example.

"From Initial Entry Training to

ENDURANCE & MOBILITY DRILLS (SUSTAINING PHASE)

Warrior Tasks and Battle Drills require Soldiers to move quickly on foot. Running short distances at high speed is essential to moving under direct and indirect fire. The PRT activities below are designed to train the full spectrum of aerobic and anaerobic endurance requirements.

Military Movement Drill 1

enhances running form and prepares the body for more vigorous running activities



Verticals

25 yds. x 2 intervals

Laterals

25 yds. x 2 intervals, right then left

Shuttle Sprint

25 yds. x 3 intervals, at near-maximum speed during last interval

Military Movement Drill 2

enhances running form and prepares the body for more vigorous running activities



Power Skip

25 yds. x 2 intervals

Crossovers

25 yds. x 2 intervals, right then left

Crouch Run

25 yds. x 3 intervals, sprint at near-maximum speed during last interval

Additional Endurance & Mobility Activities

30:60s: Soldiers sprint for 30 seconds, then walk for 60 seconds. Most operational units — those not in reset mode — should perform 10–15 repetitions with or without load.

60:120s: Soldiers sprint for 60 seconds, then walk for 120 seconds. Operational units should perform 6–10 reps with or without load.

300-yard Shuttle Run: Soldiers perform 6 round-trip repetitions in 25-yard lanes, sprinting at full speed past the finish line on the last interval.

Hill Repeats: Soldiers sprint uphill or downhill for 15–20 seconds, then walk the opposite direction for 60–90 seconds. Operational units should perform 6–10 reps.

Ability Group Run: Soldiers are grouped into 4 levels of ability and run together at the same pace. The run lasts 10–30 minutes.

Unit Formation Run: The entire unit runs, in step, for 30 minutes at a pace achievable by all Soldiers in the unit. Due to the limited training effect, such runs should be performed no more than once a quarter.

Release Run: Soldiers run in formation for a specified time (no more than 15 minutes), then are released to run as fast as they can back to the starting point.

Terrain Run: Best at the squad and section levels, the recommended distance depends on the terrain: 1 mile for densely wooded areas and up to 2 miles on tank trails and open fields.

Foot Marches: Marches of 10 km or less can be incorporated into the PRT program in accordance with FM 21-18, *Foot Marching*.

Conditioning Obstacle Course: Soldiers can develop their crawling, creeping, climbing, walking, running and jumping skills by negotiating a fixed obstacles course.

Endurance Training Machines: The use of machines can also be incorporated. Overweight Soldiers can especially benefit from 20–30 minutes of non-weight-bearing and limited weight-bearing activities like the use of cycle ergometers, elliptical trainers, rowers, climbing machines and cross-country ski machines.

Photos are for illustration purposes only; refer to the complete TC 3-22.20 for step-by-step instructions for each exercise.

Advanced Individual Training to what the unit does, this builds a basic foundation and then gets more complex so that, eventually, you're going to be training how you'll be fighting," Palkoska said. That includes doing some drills and exercises in full body armor or doing sprints while carrying a load.

"It has to be about precision," Lee said. "If you don't do the exercises the way that they're written, you're not going to get the intent of the exercise, and then you're going to say the program is weak. If you do the activities sloppy, you're going to get sloppy results.

"When you're climbing mountains, I don't care if you're the smallest guy. Can you evacuate somebody when he's wounded? That's where [physical readiness] really comes in; it's for saving your battle buddy's life."

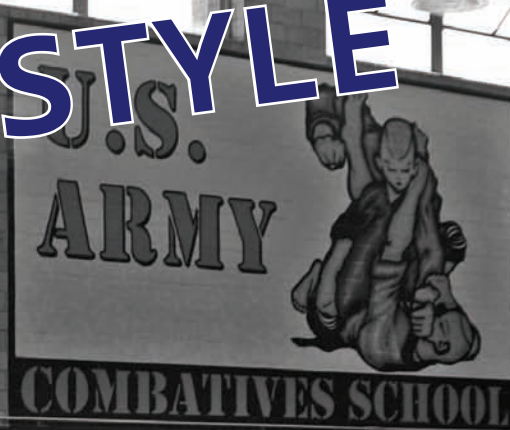
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SAMPLE SCHEDULE (SUSTAINING PHASE)

In accordance with AR 350-1, Army Training and Leader Development, PRT should be conducted four to five days per week. Below is an example of activity sequencing and session purpose for an operating unit within the Sustaining Phase. Such a well-rounded schedule develops all of the components of physical readiness equally, allows for adequate rest periods and avoids overtraining.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Endurance & Mobility Day	Strength & Mobility Day	Endurance & Mobility Day	Strength & Mobility Day	Endurance & Mobility Day
● Preparation Drill	● Preparation Drill	● Preparation Drill	● Preparation Drill	● Preparation Drill
● Military Movement Drill 1	● Guerilla Drill	● Military Movement Drill 1	● Guerilla Drill	● Military Movement Drill 1
● Military Movement Drill 2	● Conditioning Drill 1 and Conditioning Drill 2 and Climbing Drill 2	● Military Movement Drill 2	● Conditioning Drill 3 and Climbing Drill 1 and Climbing Drill 2	● Military Movement Drill 2
● Ability Group Run or Release Run or Hill Repeats or Terrain Run	or	● 60:120s	or	● Ability Group Run or Release Run or Hill Repeats or Terrain Run or 10 km Foot March
● Recovery Drill	● Strength Training Circuit and Push-Up & Sit-Up Drill	● 300-yard Shuttle Run	● Strength Training Circuit and Push-Up & Sit-Up Drill	● Recovery Drill
	● Recovery Drill	● Recovery Drill	● Recovery Drill	

WICWAM 16 COMBATIVES STYLE



A R M Y C O M B A

AT FORT BENNING

Story by
Linda Crippen



Although the dreaded tap-out may be an option during a U.S. Army Combatives tournament, it's not an option in combat. There is no timeout in combat; there is no second chance. And despite what some critics may think, the Modern Army Combatives Program is not a reinvention of the Ultimate Fighting Championship. The program is saving lives.

Almost every instructor with the U.S. Army Combatives School at Fort Benning, Ga., will tell a willing ear about feedback from downrange. “We’ve had former students call us and tell us that what they learned here saved their lives in Afghanistan or Iraq,” said Sgt. 1st Class Tohonn Nicholson, NCO in charge, U.S. Army Combatives School, Fort Benning, Ga.

Nicholson posits the magnitude of the situation to his students as, “Which is more important: for you to return home to your family or the enemy to return home to his?” The MACP is changing the way the U.S. Army fights, and in order to maintain the advantage, the program must

Photo by Linda Crippen

U.S. Army Combatives School, Fort Benning, Ga., teaches the Basic Army Combatives Instructor Course and Tactical Army Combatives Instructor Course. The school can also accommodate group training and is open 11:30 a.m. to 1 p.m. and 5 to 7 p.m. Monday through Thursday. Sgt. 1st Class Tohonn Nicholson, USACS NCOIC, encourages Soldiers and units to come in. “We’ll teach you whatever you want to learn.”

continue to adapt. Recently, the program underwent some refinement to better prepare Soldiers for combat by teaching important techniques sooner rather than later. Due to deployment demands and time constraints, units did not always have a chance to train new Soldiers before going downrange. Senior leaders say the program will continue to progress as they consider pertinent feedback from Soldiers in theater. The needs of the operational force will dictate future refinements in combatives curriculum and the program in general.

POST, FRAME, HOOK

Beginning in 1995 as a grassroots program, combatives continues to evolve as the environment and missions of the force change and grow. Keeping in touch with deployed Soldiers is integral to maintaining relevancy and value; therefore, USACS actively pursues feedback from Soldiers in the field. The latest changes to the curriculum combined with scenario-based training are direct results from the feedback and lessons learned.

A January combatives symposium held at Fort Benning led to several shifts in training, and some of the curriculum has been pushed down to lower levels, specifically Basic Combat Training and Advanced Individual Training. The objective of these shifts is to prepare Soldiers in case they are deployed shortly after AIT, as their new permanent duty stations may not have the time or resources to train them further.

Retired NCO Matt Larsen, creator and director of the Army Combatives Program, said the two biggest lessons that pushed these changes: “Every fight is grappling,” and, “There’s no such thing as unarmed combat on the battlefield.”

These lessons were already incorporated into level 3 and level 4 courses, which have been renamed the Basic Army Combatives Instructor Course and the Tactical Army Combatives Instructor Course, respectively. “We’ve now pushed some of that stuff down to basic training. So even at that level, they’re learning how to fight with weapons and implement different tactics,” said Larsen, who is often referred to as the father of MACP since he wrote the FM 3-25.150, *Combatives*.

A former hand-to-hand combat instructor in the Marine Corps, Sgt. 1st Class James Baxley, NCOIC of the USACS demonstration team, explained that the moves taught in basic training used to be without equipment and completely on the ground. Soldiers learned how to achieve basic moves like the clinch, “an optimum way to hold an opponent,” according to the FM.



USACS instructors Staff Sgts. Christopher Gordon (left) and Stephen Schmeichel (right) demonstrate the post technique, which is similar to a stiff-arm move in football.



Gordon and Schmeichel demonstrate the frame technique, which is executed by extending the arm at least 90 degrees and placing the hand on either side of the opponent's neck.



Gordon and Staff Sgt. Troy Cochran, (right) demonstrate the hook technique, which is executed by reaching under the armpit of the opponent and then hooking your arm up on top of the shoulder.

Under the new curriculum, “Within the first 72 hours of arriving at basic training, Soldiers learn weapons manipulation: what to do if they lose control of their weapons. Then there’s the post, frame, hook, which has two variations,” utilizing a weapon or bare hands, he said. “These techniques give Soldiers the ability to think on their feet and adapt to whatever the situation may call for.”

Among other lessons that have shifted down, the post, frame, hook movements are executed just as the names imply.

The post is similar to a stiff-arm move in football, in that your arm is stretched out in front of you to subdue or push away the combatant. The frame movement is executed by extending the arm at least 90 degrees and placing your hand on either side of the opponent’s head at the base of the neck, which will allow you to manipulate his movement. The hook, unlike the boxing move, is executed by reaching under the armpit of the opponent and then reaching around or hooking your arm up on top of the shoulder, while simultaneously driving your forehead into the opponent’s head. The hook movement should lift the opponent’s arm back and upward, making him lose balance.

Demonstrations of these movements may be viewed at <https://www.benning.army.mil/combatives/content/Combatives%207-21-10/DemoVideos.html>. Additionally, USACS has a basic combatives instructional video that demonstrates several combinations of grappling movements, as well as recommended drills, which can be incorporated into physical training programs: <https://www.benning.army.mil/videos/video16/>.

WARRIOR ETHOS

Wars are not won through hand-to-hand combat. In fact, the last bayonet charge was during the Korean War in 1951. Decisively, the Army has phased out the bayonet during basic infantry training, as combat environments have dictated the necessity for more updated tactics. But more than teaching fighting techniques, the Army Combatives Program offers leadership development and epitomizes the meaning of the Warrior Ethos, officials explained.

Larsen puts hand-to-hand combat in perspective as, “The winner of the hand-to-hand fight in combat will be the one whose buddy first shows up with a gun.” The techniques to be a good fighter will not win the war; however, the skills and tenets that make up a good fighter extend beyond this single

attribute. The value behind the training makes for better Soldiers and leaders, he said.

Maj. Gen. Michael Ferriter, commanding general of the Maneuver Center of Excellence, Fort Benning, said combatives offers a couple of opportunities to develop leadership qualities. “I see it as a very successful vehicle for leader development. Some Soldiers, enlisted and officers, coming into the Army may have never dealt with any kind of diversity, and combatives offers a way to give them a situation where they develop tools, capabilities and skills to handle diversity — in this case, fighting.” But, it goes beyond just fighting.

“The program helps Soldiers work through issues and problems, which enhances critical thinking skills,” said Ferriter, who has been involved with the program since its beginning. “For example, losing a practice match leads to introspection about why the Soldier lost and what to do next time in order to beat the opponent.”

Relative to leadership and the Warrior Ethos, Larsen asks, “What does it mean to be squared-away? Does location matter? Does being downrange change the definition or standard of being squared-away?”

Larsen cautioned that if the answers to those questions differ, then the Army community needs to re-evaluate the definitions. “Squared-away should mean being the person others want next to them during deployment. Our real mission is to change the culture of the Army so that we value those warrior skills and attributes. Hand-to-hand combat is about values and what it means to be a Soldier,” he said.

“Soldiers may have none of the Army values when they enlist, and through the course of institutional training, we’ve got to instill those values. They don’t learn values by memorizing platitudes;

they learn values through the demands we put on them,” Larsen explained. “Hence, we affect the culture in real ways. Only then do the platitudes give form to the meaning of those values.”

WOMEN IN COMBATIVES

Just as the Warrior Ethos is gender-neutral, so too is the combatives program. Instructors say every class cycle has several female students, but they would really like to bring female instructors on board. Currently, most instructors are 11B infantrymen.

Sgt. Stephen Wyatt, instructor at USACS, said he thinks it’s important to have female instructors. “The female students need to have role models they can look up to when they come through the course.”

“We’re working hard for gender integration,” Larsen explained, and boasts that the school has never had an issue of sexual harassment in the history of the program. “Most people aren’t thinking about that kind of thing when they’re pummeling on each other.”

“Our first female level 3 instructor was 1st Lt. Christine Van Fleet, who choked out the starting quarterback from West Point 30 seconds into the match. She was skillful, and he wasn’t. She weighed approximately 145 pounds, and he weighed 225 pounds. That’s the evidence that the program works,” Larsen said.

The only mention of gender is in regards to weight classes for sparring. Females have a slightly heavier weight allowance, which accommodates the difference in muscle mass between the sexes. “The 9 percent allowable difference, which is according to the PT FM,” Larsen said, “equates to similar muscle masses between a female and male sparring partner.” 📺

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U.S. Army Combatives Tournaments

Tournaments are a valuable part of the combatives program, because they give Soldiers the chance to train and improve. USACS cadre agreed that holding tournaments serves as a motivational tool to get Soldiers to want to train.

“No one wants to come in last place,” said Sgt. 1st Class Tohonn Nicholson, USACS NCOIC. “Soldiers train and prepare for tournaments because they don’t want to lose. If tournaments get Soldiers to want to train, then it’s an effective tool.”

U.S. Army Combatives tournaments take place year-round at installations throughout the Army. Fort Benning, Ga., will hold the **U.S. Army 2010 Championship Combatives Tournament Oct. 1-3**, with weigh-ins Sept. 30. Those interested in participating have until Sept. 15 to register. For questions about the tournament or USACS, contact the school directly at (706) 545-2811, or send e-mails to benn.229inregt.cbtsch@conus.army.mil.

STRUCTURED SELF-DEVELOPMENT

U.S. Army Training and Doctrine Command gives program final review

Story and photos by Stephanie Sanchez

After three years in the making, a program designed to continue a Soldier's education between formal courses and operational assignments is closer to becoming reality.

U.S. Army Training and Doctrine Command officials are giving the final review to the Structured Self-Development program. Once the five-level program has been approved, it will be mandatory for every enlisted Soldier.

"Everything is current and relevant. It's going to help the Soldiers in between their NCOES (Noncommissioned Officer Education System)" courses, said Joy Jacobs, an instructional systems specialist with Interactive Media Instruction at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. The academy's personnel – in charge of designing the Warrior Leader Course, Sergeants Major Course and the common-core phases of other courses – created the program's lessons and transformed them into multimedia



"I'm glad they are looking at furthering training and education for sergeants major once they leave the academy. I was under the belief that once you left, that was it. It does make me feel better to know that they're looking at the senior leadership to still broaden their minds, education and training."

– Sgt. Maj. Ruben Stoeltje

instruction.

"We're a nation at war; things are constantly changing," Jacobs said. "We're trying to keep up with that rapid pace to keep our Soldiers ahead of the game, so they're well-prepared for what they need to know."

The courses cover everything from NCO history to recognizing signs of



UNDERWAY

post-traumatic stress disorder and mild traumatic brain injury to supervising ceremony setups to understanding the Army's systems of record. Sergeants major will learn about employing nation-building operations and resolving conflicts between civilian employees and the military.

Soldiers will be automatically enrolled in the first level after completing the Initial Entry Training, and the courses will continue throughout their careers. Each

level is no more than 80 hours long, will be offered online and should be completed by the student within two years.

It has not been determined when the program will be released. How-

ever, during an NCO academy commanders' workshop in April, program creators suggested the first level be implemented as soon as October and the final course in October 2012.

TRADOC "will just tell us, 'We're ready to go live,' and we'll be prepared," Jacobs said. "We'll get guidance from TRADOC; the Institute [for NCO Profes-

sional Development] will make its adjustments to lessons and things of that nature. Whatever comes back from higher, we'll make happen."

Some tweaks have already been made to the program. Since the beginning of the year, TRADOC officials have selected Soldiers from across the country to review all levels (SSD I, SSD III, SSD IV and SSD V) at USASMA. SSD V was reviewed in late April.

Sixteen master sergeants and sergeants major from various military occupational specialties experienced SSD V within a week. They then offered their opinions on the lessons.

"They said it was good to learn the information [in SSD V], but some of them aren't going to a division, a brigade or those strategic-level positions. They said, 'It's good to know this stuff, but if I'm not going on to that level, then why do I have to do it?'" Jacobs said. "We knew [SSD V] was going to be our most challenging level because [the Soldiers] are at the pinnacle of their careers."

Among the Soldiers who reviewed the SSD V was 1st Sgt. Ross Coffee.

Coffee, who is with C Company, 1st Battalion, 11th Aviation Regiment, Fort Rucker, Ala., said he didn't know most of the content in the course. But, he said, it's important to know the information.

“A lot of it was information above my level. But, it was a lot of information that is good to know. It gave me a better understanding of what is expected at my level,”



“I think it’s a very important part of the lifelong learning program. For years, the Sergeants Major Academy and NCOES have needed a way to continue education and learning for our noncommissioned officers, keeping them on par with our officer corps in terms of being professionally developed and continuing to hone the skills of our Soldiers.”

– Sgt. Maj. Stephen Stott

he said. “I think [the program] is going to be helpful for all levels. It’s geared toward the professional development of the rank. At that rank, you should be able to perform certain tasks and have an understanding of certain tasks.”

Sgt. Maj. Ruben Stoeltje, sergeant major of the directorate of explosive ordnance disposal, Fort Lee, Va., said he wished the course would have been offered to him as a sergeant first class. At that rank, he said he became part of the coalition task force for explosive ordnance disposal.

“This training would have definitely helped me then,” he said. “It’s a lot of good information. We have some sergeants major who probably are in certain officer positions” who can use the course.

Sgt. Maj. Stephen Stott, chief of personnel preponency at the U.S. Army Chaplain School, Fort Jackson, S.C., said it is important that the lessons from SSD

V are incorporated into the Sergeants Major Course, something that has been put into the new program of instruction for Class 61, because sergeants major


can learn from the examples of strategic thinking.

“Once you get above the brigade level, that’s what you do. As a senior enlisted advisor to a command, you’re providing input that impacts not only the Soldiers on the ground, but the overall

development of the commander’s mission,” he said. “The commander needs you to think outside the box, and needs you to think in other ways than just making sure the daily supply,

equipment or training is done. That’s really lower-NCO-level stuff; we’re thinking outside of the box and bigger.”

The program is a progressive step to ensure Soldiers are continuously learning because the war puts a strain on the time a Soldier has for institutional learning, he said.

“I think the war has had a big effect on this. An Army trains – that’s our primary mission when we’re not fighting. Right now, we’re fighting. It’s hard to get a balance between training and fighting on the ground,” he said. “A lot of Soldiers think, ‘Well, now that I’m fighting, I’m doing the everyday job of fighting. That should take care of what I need to know.’ But there is important balance. . . . It’s doctrine, it’s training that helps us learn and understand the professional Army that we are.” 

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“I think it’s a good program they’re implementing for self-development and distance learning. It pushes us forward to the future of the NCOES and professional development. It’s the future of learning.”

– 1st Sgt. Ross Coffee



Breakdown of Structured Self-Development

SSD I – Prepares Soldiers for the Warrior Leader Course. SSD I course offers lessons on the Army’s style of writing, NCO history, leading troops, recognizing signs of post-traumatic stress disorder and mild traumatic brain injury, implementing habits to increase health and fitness, and understanding Army customs, courtesies and traditions.

SSD II – The common-core portion of the Advanced Leader Course is in lieu of SSD II.

SSD III – Prepares Soldiers for the Senior Leader Course. SSD III offers lessons on implementing measures to reduce combat stress, developing a physical security plan, supervising NCOs’ professional development, supervising ceremony setups and applying ethical leadership decisions at the small unit-level.

SSD IV – Prepares Soldiers for the Sergeants Major Course. SSD IV offers lessons on understanding the Army’s system of record, relating to media and public affairs, and the significance of portraying and maintaining a positive image for the Army.

SSD V – Prepares Soldiers for the strategic levels of Army leadership. SSD V offers lessons on employing nation-building operations and resolving conflicts between civilian employees and the military.

NCOs' role in JROTC/ROTC



Photo by Sgt. Michael Behlin

Sgt. 1st Class Aaron Loos, a maintenance management NCO with the 3rd Sustainment Command (Expeditionary), describes his experiences in Haiti and in the Army to students of the North Bullitt High School JROTC in Shepherdsville, Ky., on Thursday, April 15. Loos, along with several other 3rd ESC Soldiers, spoke to the students as part of a community outreach project to increase awareness of the command's mission in Haiti.

By Spc. Samuel J. Phillips →

The U.S. Army Junior Reserve Officers' Training Corps and the Army Reserve Officers' Training Corps share more than a name. Both play an equally valuable part in developing our nation's young people. While JROTC teaches high school students to become more disciplined, successful and productive members of society, ROTC trains college students to become the strong, independent leaders our military needs.

One of the biggest similarities between the two programs is their use of noncommissioned officers. Both programs take full advantage of the boundless experience and knowledge found within the NCO Corps.

JROTC

was established in 1916 with

the passage of the National Defense Act. The law authorized the loan of federal military equipment and the assignment of active-duty military personnel as high school instructors.

There were only six JROTC units at its inception, and these units were considered primarily as a tool to identify enlisted recruits and officer candidates. However, this was not the intended goal of JROTC. Rather, as Title 10 of the U.S. Code states, “The purpose of Junior Reserve Officers’ Training Corps is to instill in students in United States secondary educational institutions the value of citizenship, service to the United States, personal responsibility and a sense of accomplishment.”

The program, which now falls under the U.S. Army Cadet Command headquartered at Fort Monroe, Va., has come a long way since 1916, switching from active-duty instructors to retirees and expanding from six units to 1,645 schools throughout every state in the nation and American schools overseas. Overall, more than 4,000 JROTC instructors teach about 281,000 cadets.

These instructors, many who are retired NCOs, are the key factor in the success of JROTC, said Command Sgt. Maj. Hershel L. Turner, USACC command sergeant major.

“These dedicated men and women feel like they still have a lot to contribute to their community and country,” Turner said, “they are a valuable tool in molding our future generations.”

“I have always wanted to work with young people,” said

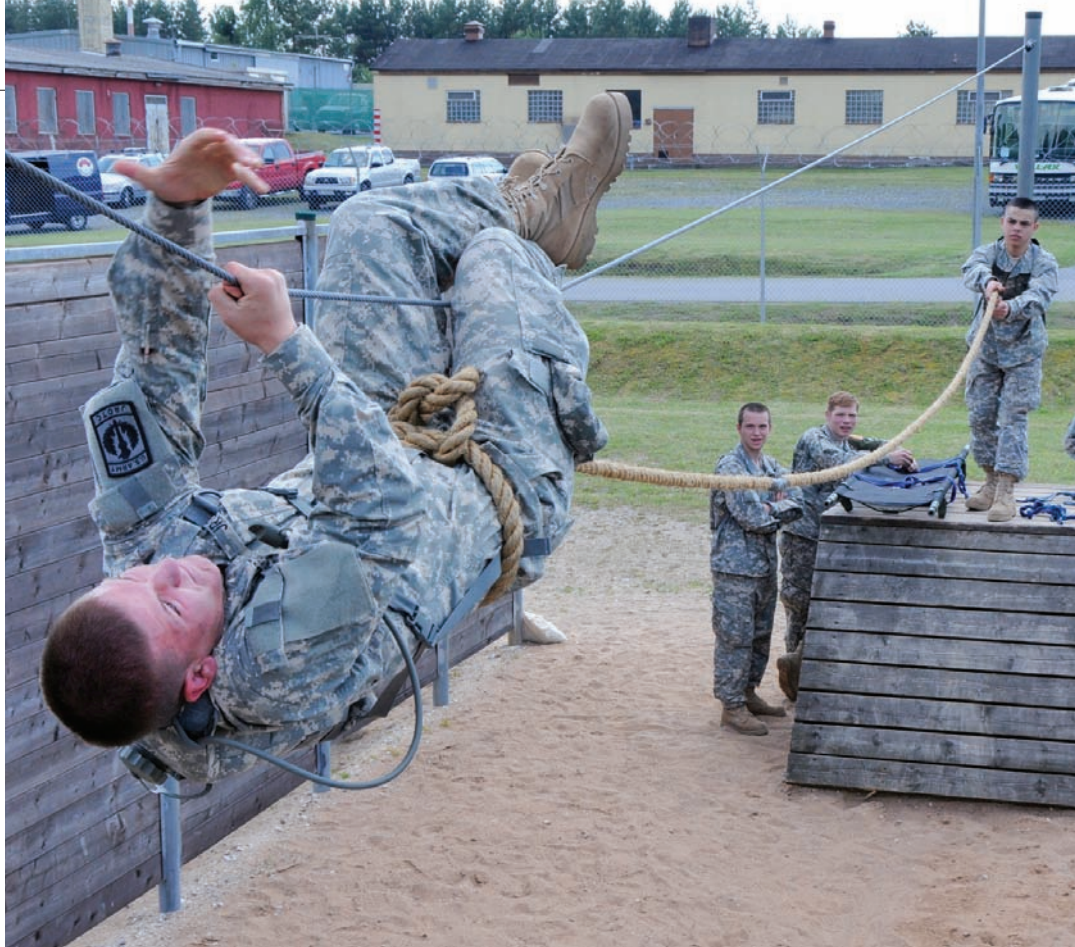


Photo by Molly Hayden

Kyle Jackson, 16, traverses his way across a wire as his team looks on during an exercise at the Leaders’ Reaction Course at Camp Kasserine in Grafenwöhr, Germany, as part of the 10-day Cadet Leadership Challenge for JROTC cadets.

retired Sgt. Maj. James B. Yarbrough, a JROTC instructor at MacArthur Senior High School in Lawton, Okla. “This is the perfect opportunity for me to be able to coach and mentor students, and it’s based off of what I’ve been doing for 26 years. You can’t beat being able to share the experiences you had during your military life with someone who is still growing and maturing.”

Those life experiences, coupled with a curriculum of ethics, citizenship, communications, leadership, life skills and other subjects, are taught within a strong military structure that instills in each student discipline and order. It is a learning environment like no other.



JROTC cadets break for lunch during their rigorous schedule at Camp Kasserine in Grafenwöhr, Germany. The cadets dined on meals ready-to-eat, a first and surprisingly pleasant experience for most.

Photo by Molly Hayden

“The (JROTC) class was the best class I have ever taken,” said Ben H. Davis, a senior at MacArthur and a JROTC cadet major. “You have to deal with many different situations and people giving you the ability to better interact with society. The class also gives you firsthand experience in leadership by putting you in position where you have to take charge.”

JROTC instructors’ tutelage also extends outside the classroom.

“We hold our cadets accountable for all of their actions, including what they do outside of school,” said retired 1st Sgt. Michael J. Romaka, a JROTC instructor at Lawton Senior High School in Lawton. “We give them opportunities to become involved with various community services that allow them to be productive members of their community and give them a sense of pride and accomplishment.”

The students say they feel good about the services they provide to their neighborhoods.

“We go out to elementary schools and give lessons about the evils of gangs, drugs, alcohol, bullies and dropping out of school,” said Kori Hughes, a senior at Lawton and a JROTC cadet captain. “It is a source of pride for me to be able to have an effect on a young person’s life.”

After graduation, students who participate in the JROTC program are left better prepared to face the world, whether or not they enter the military, Romaka said. The skills they learn in the program give them confidence and an edge over their competition.

“I can use what I learned in JROTC no matter where I go in life,” said Desmond Caldwell, a junior at Lawton and a JROTC cadet sergeant first class.

“The best feeling you can get is when you see one of your former cadets go on to be successful in what they do, especially when they tell you that JROTC is what got them started in the right direction,” Romaka said.

ROTC was established in 1916 to provide leadership and military training at colleges and universities across the country.

Today, it is the largest source of commissioned officers in the U.S. military.

Currently, there are more than 20,000 cadets enrolled in 273 host programs that involve more than 1,100 partner and affiliate schools. The program produces about 60 percent of second lieutenants who join the active Army, Army Reserve and Army National Guard. In addition, more than 40 percent of current active-duty general officers were commissioned through ROTC.

Like JROTC, ROTC’s success is largely due to its instructors, mostly comprised of senior active-duty and retired NCOs.

“The NCO instructors are invaluable to the [ROTC] program,” said Maj. Rod Boles, professor of military science at Cameron University in Lawton. “I will never forget my instructors and what they taught me while I was in the program, and I wouldn’t be the officer I am today without their guidance.”

Some might ask why NCOs are training our future officers. The answer is really quite simple.

“Senior NCOs know what is required of an officer,” said 2nd Lt. Nicholas Vondeburgh, a former sergeant and a graduate of the University of Texas at El Paso ROTC program. “These NCOs have worked with a lot of young officers in their careers and know exactly what the officer’s role is within the unit. They know when and what actions the officers need to take to be proficient as young leaders.”

On the other side of the coin, having NCOs as instructors in ROTC allows would-be officers to build a strong understanding of the roles NCOs play within a unit.

“We are able to share our experiences with cadets and give them an idea of how NCOs are best utilized within their units,” said retired Master Sgt. Marreio Shepherd, a military science

instructor at Cameron. “We are able to teach them that for a unit to be successful, both NCOs and officers need to work together as a team.”

The training

1st Lt. Brendan Curran, aide de camp to Brig. Gen. Kurt S. Story, U.S. Army Space and Missile Defense Command deputy commanding general for operations, gives the main command brief at Peterson Air Force Base, Colo., to visiting ROTC cadets from the University of Colorado at Colorado Springs.

Photo by Michael Kahl





Photo by Allan Zdarsky

Army ROTC cadets attending the Leader Development and Assessment Course at Joint Base Lewis-McChord, Wash., mark their maps at a checkpoint during land navigation training.

cadets receive from these personal experiences is coupled with a vigorous academic curriculum that includes leadership development, Army customs and traditions, military operations and tactics, communications, weapons training, and various other classes to mold them into knowledgeable leaders ready to hit the ground running when they get to their first unit.

“Without the NCO instructors in ROTC, that initial relationship and respect between NCO and officer would not be instilled in our young leaders,” Turner said.

“I take great pride in the fact that I’m training the future leaders of the Army,” said Sgt. 1st Class Shannon Krey, a military science instructor at Cameron. “Even if they decide not to make the Army their career, I know that I have instilled in them the knowledge to be successful.”

“One of the greatest feelings you can have is when a cadet receives their commission and

thanks you for guiding them in the right direction,” said Master Sgt. Robert Held, the senior military science instructor at UTEP. “It gives you a sense of accomplishment because you know that the young officers who you trained are going to go on to do great things for the Army.” 🇺🇸

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Army ROTC cadets attending the Leader Development and Assessment Course at Joint Base Lewis-McChord, Wash., finish their field exercise with a 10-kilometer road march.

Photo by Allan Zdarsky



An Army of World Class Athletes

In it to WIN

By Stephanie Sanchez

Their mission is different, but the mentality is the same – to win.

Unlike Soldiers concentrating on fighting two wars, a group of more than 80 Soldiers nationwide focus on representing the United States and U.S. Army in international sport competitions. Their ultimate goal: to compete in the 2012 Olympics and Paralympics in London.

The Soldiers are assigned to the World Class Athlete Program, which was started in 1997. Since its inception, 40 Soldiers have represented the United States at the summer and winter Olympic Games. At least 615 Soldier-athletes and -coaches have participated in the Olympics since 1948, according to the WCAP website.

Biathlete Sgt. Jeremy Teela; bobsledders Sgt. John Napier, 1st Lt. Chris Fogt, Sgt. Mike Kohn and Sgt. Shauna Rohbock; and former Army National Guardsman Steven Holcomb competed in the 2010 Winter Olympics in Vancouver, Canada. Alongside the Soldier-athletes was five-time Olympian Sgt. Bill Tavares, now an assistant bobsledding coach.

After winning gold and bronze medals, the athletes immediately returned to their sports training, said 1st Sgt. Christopher L. Button, the senior enlisted advisor with WCAP.

The program is very competitive. Each Soldier maintains an intense discipline, working out at least twice a day yearlong and sustaining a strict diet. Some athletes eat up to 7,000 calories a day.



Sgt. 1st Class Dremiel Byers, a heavyweight Greco-Roman wrestler in the blue and black bodysuit, competes against his opponent.

Courtesy photo

“I can honestly say the mentality of Soldiers here is that there is no second place – they’re here to win. They have Type A personalities and are very driven. They’re very driven toward succeeding,” said Button, who has been with the program for two years. “They realize what they’re doing [here], and they have a great opportunity to train and represent the United States and the Army.”

For every Soldier in the program, there are 10 others applying to get in, he said.

To be considered, Soldiers must have completed Individual Entry Training and must be in good military standing. The Soldier must also play an Olympic sport. Reservists and Guardsmen can apply but must go on active duty. There is also an age limit of 34.

Soldiers in the program can be called to deploy at anytime.

Each Soldier in the program dedicates his or her life to archery, bobsledding, boxing, fencing, shooting, tae kwon do, wrestling, Paralympic volleyball, handball or track and field. There are also biathlon and modern pentathlon athletes.

Many people know little about the program, and some have a misconception that the Soldiers only play sports all day, he said. But much more goes into being part of WCAP, he added.

Soldiers in WCAP, Button said, train as hard as other Soldiers. “One of the only differences is when my Soldiers don’t win, they have the opportunity to come back another time. As opposed to if someone is out in combat, if they don’t win, people die,” he said.



World Class Athlete Program bobsledders compete in the 2010 Winter Olympics in Vancouver, Canada. Soldier-athletes participating in the Olympics were biathlete Sgt. Jeremy Teela; and bobsledders Sgt. John Napier, 1st Lt. Chris Fogt, Sgt. Mike Kohn and Sgt. Shauna Rohbock. Former Army National Guardsman Steven Holcomb, a longtime World Class Athlete Program Soldier, also competed.
Courtesy photo

For some of the Soldier-athletes, the passion for their sport started in childhood.

Sgt. 1st Class Mike Prieditis, a nationally ranked judo athlete, has been training in the martial art for 30 years.

“My parents kind of pushed me into martial arts because I was kind of a klutzy kid. They thought maybe that would give a little bit of grace. I don’t think it really worked; I’m still a klutzy kid,” he said jokingly. Judo “is really part of my life. I’ve been doing judo longer than I’ve been doing anything, except breathing.”

Prieditis, who has been with WCAP for seven years throughout his military career, said he enjoys the contact and competition of the sport.

“I have three children, a wife, a house, a lawn and all those things. I try to work all those things in there, as well as my training, to get myself prepared.”

Judo is similar to jiu-jitsu. Throughout a match, competitors throw, choke, pin and arm-lock their opponents. The goal of the sport is to throw a person down on their back, choke the person until they tap-out or pass out, or hold the person in an armlock until they tap-out.

At times, Prieditis, who is 6 feet 4 inches tall and weighs 250 pounds, competes against 300-pound men. But the weight difference doesn’t hold him back; he has mastered throwing his opponents.

“Almost everybody is bigger than me,” he said. “If I make one mistake with a guy like that [weighing 300 pounds], he’s just going to lie on top of me and pin me. It’s really hard to get a 300-pound guy off you.”

Each week, Prieditis goes to the gym two to five times to do

an explosive cardio workout or lift heavy weights. He also practices judo four or five nights a week. He is consuming between 6,000 and 7,000 calories a day to increase his weight from 250 to 270 pounds, so he can be more competitive in the heavyweight category of judo.

After his weekly routine, Prieditis said, “There is not much gas left in the tank. It’s a pretty demanding schedule.”

Sgt. 1st Class Edward O’Neil, a Paralympic volleyball player, said he trains two to three hours, five days a week. He wakes up at 5:30 a.m. every weekday for volleyball practice, takes a lunch break and then does cardio and weightlifting.

O’Neil, who had his left leg amputated after being injured by a roadside bomb in Iraq on May 25, 2008, has a prosthetic leg that helps him run, cycle and swim.

After his strenuous training, O’Neil said, “I have all the other things going on in my life as well: I have three children, a wife, a house, a lawn and all those things. I try to work all those things in there, as well as my training, to get myself prepared.”

O’Neil started playing volleyball in high school in 1985. He played on the school team for about three years, and then played recreationally.

“I’m 40 years old, and when I was in high school or junior high ... the U.S. [Olympic] teams had a lasting impression on me. I always thought it would be great to go to the Olympics. But, realistically, I’m only about 5 feet 9 inches, and I didn’t think I was tall enough or a good enough athlete,” said O’Neil, who has been with WCAP for one year. “I undermined my own efforts to ever possibly make it to that level.”

Being in WCAP, O’Neil said, has helped him grow as an athlete. He said he has progressed at a faster rate because he is able



to focus solely on his sport.

For athletes aspiring to get into WCAP, O'Neil suggests they participate in as many competitions as they can and strive to make a name for themselves.

The program, he said, helped him through his recovery.

"After I was wounded, I didn't know where my career was going or if I was going to be able to stay in the Army," he said. "The World Class Athlete Program has given me a direction to stay on track in my military career and, hopefully, represent my country in the 2012 Paralympics Games. That would be the cherry on top of my military career."

Competing in the Olympics has already been a dream come true for Sgt. 1st Class Dremiel Byers, a heavy-weight Greco-Roman wrestler. He was a 2008 Olympian in Beijing.

Among his many accomplishments, Byers was named 2009 Greco-Roman Wrestler of Year by USA Wrestling. He previously won the award in 1999 and 2002. He also won a silver medal at the 2009 World Championships, along with a gold medal in 2002 and a bronze medal in 2007 at the same competition.

In a feature series on the Army website, he said the Army "will have to kick me out twice. The Army allows you to dream big, and I'm proud to be part of it."

Byers, who has been with WCAP for 13 years, didn't always know about Greco-Roman wrestling. He said he heard about the sport in 1996 when he competed in the All-Army Wrestling Trials.

"I wrestled in high school. I entered my first tournament [outside of high school] at Fort Lewis, Wash., in 1995. I won the post tournament, and the right people saw me wrestle that day," he said. "They decided it would be a good idea for me to go to the All-Army Wrestling Trials. ... From there, well, that was it."

Greco-Roman wrestling involves just the upper body; competitors are not allowed to touch their opponent's legs. The higher and harder you throw your opponent, the more points you receive. If the person lands in a potentially dangerous position, such as on the neck or the bridge of the shoulders, the thrower wins.

To prepare for competitions, Byers does a lot of cross-training. He said he likes to compete in as many competitions as possible to get to know his opponents and their techniques.

"Once you find out you're good at something like [a sport], you want to know just how good you are at it. I think to be the best in the world at anything says a whole lot about your ability," he said. "A lot of people are good at something, but they never get a chance to prove it. I'm very fortunate to have this opportunity to do so." 📺

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Courtesy photos

Top: Spc. Carrie Barry, a World Class Athlete Program boxer, wins the bronze medal in the women's lightweight division of the 2010 U.S. National Boxing Championships. Bottom: Byers, in the red and black bodysuit, competes against his opponent.

COMMAND SERGEANT MAJOR CENTRALIZED SELECTION LIST

Under the new noncommissioned officer career management system, command sergeants major and sergeants major will be centrally selected for command and key billet assignments.

All eligible Soldiers should have received an AKO e-mail asking them to go online to make their selection preferences: whether or not you wish to compete for a command sergeant major position; in which of four categories you wish to compete; and rank your unit preferences in those categories.

BRIGADE BOARDS: SELECTION PREFERENCE
Opened July 16 and closes Sept. 15.

MY BOARD FILE

My Board File requirements will be outlined via a MILPER message. The window for viewing *My Board File* will run from Aug. 6 to Oct. 2 for brigade boards.

BOARD DATES

Brigade-level:

- Oct. 5-11: Operations support, force sustainment
- Oct. 5-13: Maneuver, fires and effects
- Dec. 6-10: ARSOF

Battalion-level

- Jan. 6-14: Operations support
- Jan. 6-21: Force sustainment
- Jan. 6-24: Maneuver, fires and effects

THINGS TO REMEMBER

- You **MUST OPT OUT** if you do not wish to compete for CSM; otherwise, you will be considered for selection in all categories for which you are eligible. If selected, that Soldier **MUST** accept the position or retire.
- Soldiers **MAY RECEIVE UP TO THREE CPD NOTIFICATIONS** in a given year; most immediately, Soldiers may be eligible to compete on the **ARSOF** board in December and the battalion board in January. Soldiers **MUST RESPOND** to all three notifications and **OPT OUT** if they do not wish to compete.
- Soldiers who do wish to compete should **PAY SPECIAL ATTENTION TO** their **PHOTOS** and **NCOERs**. By regulation, a photo is required every five years or within 60 days following promotion. NCOERs must be accurate and up-to-date.

Army Human Resources Command
www.hrc.army.mil

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By Cindy Ramirez

The window of opportunity is open for qualified Soldiers interested in serving as command sergeants major, as the Army's new noncommissioned officer career management system is in full swing.

"We've tested the system, and we're ready," said Sgt. Maj. Laura A. Frady of the Command Slating Branch, Human Resources Command. "It's a new era for our senior NCOs, and we're looking forward to the opportunities this will afford our best-qualified Soldiers."

Under the new system, Soldiers compete for positions for which they are eligible and rank their preferences accordingly. The Army will hold annual boards to select candidates to serve as brigade or battalion command sergeants major.

The selection preference window for the October brigade selection boards opened in July and is available through Sept. 15. Board appointments will take effect in fiscal year 2012.

Eligible Soldiers should have received an Army Knowledge Online e-mail reminding them to go online and make their selections, including whether they wish to decline competing for a position. Once they complete the application, candidates will be able to view their *My Board File* on AKO through Oct. 2 to make any necessary adjustments.

"This is their window to really have input into their future with the Army, to compete for positions which they may not have considered in the past," Frady said.

PREDICTABILITY & STABILITY

Sgt. Maj. of the Army Kenneth O. Preston said this more competitive career management system provides Soldiers greater opportunities to serve in top leadership positions.

"This move to a central selection process represents part of an evolutionary change to senior NCO management," Preston said. Primarily, he said, "We want to provide more predictability and stability

RTUNITY

to Soldiers and their families when they're going to move from one position to another."

Preston acknowledges the system is not without its critics, especially those who are concerned about "packing up and moving" after they've served at one station for several years. Many others are "very, very supportive of the system and the opportunities and planning time it provides them."

The majority of feedback, however, has been "in the middle, in between those two bookends," Preston said. "Many of them are optimistic and in a wait-and-see mode."

The same type of management system is being implemented for the selection of other leadership positions such as sergeants major and master sergeants, Preston said.

"I think overall what it's going to do is better place senior NCOs in those assignments where they can not only best serve the Army, but where they can best develop themselves professionally," he added.

OF SPECIAL NOTE

Following an after-action review earlier this summer of the central selection automation, process and procedures, Preston sent out a memo highlighting some observations and recommendations for candidates and their commandants. Most notably, Preston touched on the need for candidates to ensure their photos and NCO Evaluation Reports are accurate and up to date.

- **Photos:** Discrepancies included ribbons not properly displayed, poorly fitted uniforms, outdated rank insignia or no photo.

- **NCOERs:** Discrepancies included gaps in rated periods, dramatic height or weight changes between reports, inaccurate duty or job titles, and conflicting or missing physical fitness test information.

SELECTION BOARDS

The selection preference window for the October brigade selection boards opened in July and is available through Sept. 15. Board appointments will take effect in FY 2012.

"Your photo and your record is yours; they are a reflection of you," Preston said. "Current photos and an up-to-date record tell the board something about you."

Human Resources Command officials also remind Soldiers they should note the following on their application if applicable:

- **High School Stabilization:** Soldiers with children in high school get special consideration to remain in their assignment or duty area to allow their children to graduate from their current high school.

- **Exceptional Family Membership**

"I think overall it's going to better place senior NCOs in those assignments where they can not only best serve the Army, but where they can best develop themselves professionally."

Sgt. Maj. of the Army Kenneth O. Preston



- **Program enrollment:** Soldiers who care for spouses, children or other family members with special needs, such as medical disabilities, are given special consideration for assignments with access to needed services.

- **Text box:** Make note of other information that should be taken into consideration, such as health issues (former airborne but no longer able to jump), family status (married to another Soldier or military service member), etc.

COMPETE OR OPT OUT

Just as important as ensuring candidates have their records in order is that Soldiers who do not wish to compete for command sergeant major positions must decline consideration. If Soldiers fail to opt out, they will be considered for selection in all categories for which they are eligible, and if selected, must accept their new assignment or retire.

Soldiers may receive up to three eligibility notifications in a given year and must apply or decline consideration for each. Following the brigade boards in October, Soldiers may be eligible to compete for

battalion-level positions in January. The Army Special Operations Forces Board for ARSOF, and Special Mission Unit assignments for both the brigade and battalion levels will be held in December.

"It's vital that Soldiers who don't want to be considered opt out or they may be appointed without their input," said Master Sgt. Anthony Difondi of the Command Slating Branch. "And with all the options out there, they should take time to consider numerous possibilities."

Appointments will be made in four categories: operations, strategic support, recruiting and training, and installation. A key billet category may be added in the future, officials said.

Current command sergeants major who are not selected will be laterally appointed to sergeant major and moved to sergeant major positions.

SEEK OPPORTUNITIES

Difondi said Soldiers should not "limit themselves" by applying in just one category. "The more categories they opt to compete in, the more chances they have to be selected."

That's a sentiment echoed by Preston, who says aside from diversifying Soldiers' personal experience, the system allows for best-qualified candidates from all military occupational specialties and backgrounds to be in leadership positions that strengthen the Army.

"Seek out those kinds of opportunities that expand on the breadth of experience within your career," Preston said. 📄

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Training Management

While the commander is known as the “primary trainer,” responsible for the overall readiness of his or her unit, it is the NCO whose day-to-day job consists primarily of training. Indeed, as the trainers of individual Soldiers and small teams, junior NCOs play perhaps the most important role in Soldier training, which the Army asserts is its number one priority with the motto, “Training is what we do, not something we do.”

Yet, understanding the integrated process that is the Army training system can be difficult for a newly minted NCO. The Warrior Leader Course’s lesson on training management is designed to facilitate this transition from Soldier trainee to Soldier trainer.

HOW THE ARMY TRAINS: The Army utilizes a systems approach to training, an analytic method that determines what tasks, conditions and standards units must perform. Overall, training takes place in three domains: institutional schooling, self-study and operational experience. All combine toward one purpose: producing competent, confident, adaptive Soldiers, leaders and units, trained and ready to fight and win the nation’s battles.

BATTLE-FOCUSED TRAINING: Seven main principles guide leaders when planning, preparing, executing and assessing battle-focused training. Together, they embody the “top-down/bottom-up” approach, whereby commanders provide training focus, direction and resources, while subordinate leaders provide feedback on unit training proficiency and what the training needs are, then actually execute the training. Battle-



Photo by Staff Sgt. Liesl Marelli

Members of the Colorado Army National Guard conduct nine-line medevac and hoist training with the 2nd Battalion, 135th Aviation Regiment, in January at Watkins, Colo. Battle-focused training such as this requires NCOs to know well the Army’s training system and planning process.

focused training is dependent upon understanding the responsibility for and the linkage between collective mission essential tasks that officers are responsible for determining and the supporting individual tasks for which NCOs conduct training.

METL DEVELOPMENT: The mission essential task list catalogs what company-level units and above must train to accomplish their wartime missions. METL tasks are in turn supported by platoon- and squad-level collective tasks as well as individual Soldier tasks. Knowing the METL allows leaders to develop training objectives — tasks, conditions and standards — that support the unit’s mission, using available time efficiently.

TRAINING PLANNING: The planning process begins with an assessment of the unit’s proficiency in its mission essential tasks. For the junior NCO, leader books and battle rosters will prove indispensable. Based on this assessment, the commander then develops a training strategy that defines the ends, outlines the ways and allocates the means for the training to occur. It does not, however, specify

how the training should be conducted; this is the purview of the NCO leaders. The final step of the process is the creation of a training plan and training schedules that detail how the training will be executed.

EXECUTING TRAINING: Training execution involves preparation for training, conducting the training and recovery from training. However, the training process is not considered complete until a proper assessment has been conducted to determine the effectiveness of the training.



7 principles: Training the Army way

To meet the challenges inherent in preparing for full-spectrum operations, leaders apply seven principles when planning, preparing, executing and assessing effective training.

LEADERS ARE RESPONSIBLE FOR TRAINING

Commanders and senior NCOs train subordinates and organizations on the **tasks most important** to mission success, **motivate** and **encourage** innovation, and ensure that training is **a priority** and done **safely**.

NCOS TRAIN INDIVIDUALS, CREWS & SMALL TEAMS

As training is an NCO's primary duty, **NCOs identify** Soldier, crew and small-team tasks and **help officers identify** collective tasks that support the unit's mission-essential tasks. NCOs then **provide and enforce training** that is standards-based and performance-oriented.

TRAIN AS YOU WILL FIGHT

Training should be **realistic, hands-on** and **mirror the conditions** of the expected operational environment. Likewise, it should be **performance-based** — stressing standards, not process — and geared toward **full-spectrum** and **combined-arms** operations.

TRAIN TO DEVELOP AGILE LEADERS & ORGS.

Successful leaders are trained in the **art and science** of battle command, are able to **execute mission command**, create a **"freedom to learn"** environment, are able to **think and adapt**, and are able to give subordinates **useful feedback**.

TRAIN TO STANDARD

Leaders **know and enforce standards**, the measures of performance by which task accomplishment is evaluated. Ultimately, leaders **train to standard, not to time**. Leaders cannot accept substandard performance in order to complete all tasks on the training schedule.

CONDUCT MULTIECHELON & CONCURRENT TRAINING

Simultaneous training of more than one echelon requires **careful, synchronized planning** but is one of the most efficient ways to train. So too is concurrent training, in which leaders identify ways to **make the best use of available time**.

TRAIN TO SUSTAIN

To ensure units are capable of operating continuously and for extended periods while deployed, training should also focus on **maintaining and sustaining functional and reliable equipment and personnel**. Equipment — and Soldiers' skills — deteriorate without regular use.



USING ATN

The WLC lesson on training management was based on FM 7-1, Battle-Focused Training, which has since been replaced by the **Training Management How-To** section of the **Army Training Network** website, <https://atn.army.mil>. This site combines the training doctrine found primarily in Chapter 4 of FM 7-0, Training for Full-Spectrum Operations, with an updatable online resource that features "the practical how-to of planning, preparing, executing and assessing training."

NCO Stories

A selection of Valor



Cpl. Michael J. Crescenz

Citation to award the Medal of Honor

Cpl. Michael J. Crescenz distinguished himself by conspicuous gallantry and intrepidity in action while serving as a rifleman with Company A, 4th Brigade, 31st Infantry, 196th Infantry Battalion in the Hiep Duc Valley area, Republic of Vietnam on Nov. 20, 1968.

That morning, his unit engaged a large well-entrenched force of the North Vietnamese army, whose initial burst of fire pinned down the lead squad and killed the two point men, halting the advance of Company A.

Immediately, Cpl. Crescenz left the relative safety of his own position, seized a nearby machine gun and, with complete disregard for his safety, charged 100 meters up a slope toward the enemy's bunkers. He effectively silenced the enemy, killing two occupants in each.

Undaunted by the withering machine gun fire around him, Cpl. Crescenz courageously moved toward a third bunker, which he also succeeded in silencing by killing two more of the enemy and momentarily clearing the route of advance for his comrades.

Suddenly, intense machine gun fire erupted from an unseen, camouflaged bunker. Realizing the danger his fellow Soldiers were in, Cpl. Crescenz disregarded the barrage of hostile fire directed at him and daringly advanced toward the position.

Fighting with his machine gun, Cpl. Crescenz was within five meters from the bunker when he was fatally wounded. As a result of his heroic actions, his company was able to maneuver freely with little danger and complete its mission, defeating the enemy.

Cpl. Crescenz's bravery and extraordinary heroism at the cost of his life are in the highest traditions of the military service and reflect great credit on himself, his unit, and the U.S. Army.



A fallen Soldier's final rest

By Stephanie Sanchez

Two years ago, Cpl. Michael J. Crescenz joined his fellow Soldiers after nearly four decades. But this reunion was different.

Crescenz, who was posthumously awarded the Medal of Honor, joined his comrades at Arlington National Cemetery in Virginia. His body was exhumed from the Holy Sepulchre Cemetery in Cheltenham Township, Pa., in 2008.

Crescenz's brother, Charles Crescenz, told the *Philadelphia Daily News* that his brother was buried at the cemetery after his death on Nov. 20, 1968. He said his family often visited the grave site, cleaning the stone, erecting flags and decorating during holidays.

"He was buried here because my parents ... when they were alive, didn't live far, and they wanted him close to home," he said. "My brother, Joe, started the ball rolling when he felt Mike should be in Arlington. ... It [was] a happy day because [we moved] him to where he belongs."

On the day he was killed, Michael Crescenz's unit had been on patrol in the Hiep Duc Valley area of South Vietnam when it was attacked by North Vietnamese soldiers hiding in machine-gun bunkers.

At the beginning of the attack, gunfire pinned down the lead squad and killed the two point men, halting the advance of the unit. Michael Crescenz immediately seized a nearby machine gun and charged 100 meters up a slope toward the enemy's bunkers. There, he silenced the enemy, killing two occupants.

Unmoved by the continuous gunfire, Michael Crescenz then moved toward a third bunker, where he also silenced the enemy by killing two more Vietnamese soldiers and clearing a route for his comrades.

Suddenly, another round of intense machine-gun fire erupted from an unseen camouflaged bunker. Crescenz, who redirected the bullets by advancing toward the position, was fatally wounded five meters from the bunker.

Bill Stafford, a member of Michael Crescenz's platoon, told the *Philadelphia Inquirer* that the corporal saved his life.

"He definitely stood up that day and broke the logjam we were in," said Stafford, who was a medic. "I was able to get to one wounded guy because of Michael. Things happen so quickly in war, and you wonder why certain things happen to some but not others. I figured out after many years that it just wasn't my time."

Michael Crescenz was described by his family as a "super guy" who was dedicated academically in high school. He was also a varsity football star at Cardinal Dougherty High School in Philadelphia where he graduated in 1966. He joined the Army soon after.

Two years after his death, Michael Crescenz's parents accepted the Medal of Honor on his behalf. President Richard Nixon presented the award.

After Michael Crescenz's parents died in the mid-1990s, his brothers discussed moving his body to Arlington. They said several people questioned why their brother, a hero, wasn't buried



Courtesy photo

Michael J. Crescenz's body was exhumed from the Holy Sepulchre Cemetery in Cheltenham Town, Pa., in 2008, where he was buried after being killed during the Vietnam War. He now rests here at Arlington National Cemetery in Virginia.

alongside other heroes.

But the move wasn't easy.

Officials at the Holy Sepulchre and Arlington National cemeteries were reluctant.

A woman at the Cheltenham Township cemetery said, "Why disturb the remains of your brother? He has been at rest all these years." At the Arlington cemetery, the brothers were told they would need help.

"I went to Congressman Joseph Pitts, and within 48 hours [I] had a reply that they would accept my brother, provided all the proper records were submitted," said Michael Crescenz's brother, Joe Crescenz.

On May 12, 2008, Michael Crescenz was honored with a burial at the Arlington National Cemetery.

"He would want to be there with his comrades," said another of the Soldier's brothers, Stephen Crescenz. "He's a hero, and at this time, we need our heroes to be together rather than apart." 🇺🇸

World War I veteran awarded Purple Heart

By Spc. V. Michelle Woods
1st Sustainment Brigade

In April 1917, President Woodrow Wilson called on Americans to face the freezing, muddy trenches and deadly chemical weapons of the Great War in an effort to make the world safe for democracy. With courage and bravery, American citizens left the peaceful U.S. soil to engage an enemy thousands of miles away.

Cpl. Gus Bishop, then a 20-year-old Kentucky native, chose to fight beside his fellow countrymen. He was severely injured by gunfire during the Meuse-Argonne Campaign, also known as the Battle of Argonne Forest, on Sept. 26, 1918.

Through the efforts of his grandson nine decades later, Bishop was awarded a Purple Heart for injuries he sustained in the largest American-led offense of World War I.

His grandson, Maj. Donald Bishop, an officer in charge of communications, 1st Sustainment Brigade, said he began searching for his grandfather's military records in an effort to find out about his military history.

"A couple years back, I started digging around trying to find his records," he said. "I didn't get them for the purpose of getting him a Purple Heart. It was something I wanted just to dig and try to find some stuff about him."

Through the help of the Kentucky Department of Veterans Affairs, the major said he was able to obtain his grandfather's records.

The records stated Gus Bishop enlisted in the Army in September 1917 and arrived in France in May 1918. He was attached to the 39th Infantry Regiment, 4th Infantry Division, and Company E, 318th Infantry Regiment, 80th Infantry Division.

He was credited with serving in the Fort-le-Fere engagement, Battle of Saint-Mihiel and the Meuse-Argonne Campaign. He left France in May 1919, and was honorably discharged in June 1919.

Donald Bishop, also a Kentucky native, said while going through his grandfather's records, he realized he had not been awarded the Purple Heart for his injuries.

The Purple Heart is awarded to service members who are wounded while conducting combat operations. The award wasn't created until after World War I. However, all military service-members who were wounded after April 5, 1917 are eligible to receive the award.

After doing research, the major said he learned his grandfather qualified to receive the Purple Heart and, regardless of how long ago his service was, felt he deserved it.

"I think you ought to take care of Soldiers regardless of how long it's been," he said. "The fact that [I] could do it, I thought was a pretty big honor."

Donald Bishop said he doesn't remember much about his grandfather because he died when he was 8 years old.

"He was pretty quiet," he said. "My mom says he was always a really nice man and good to everybody. I just remember him always being pretty calm, sitting back, enjoying life."

"I can remember him talking about being shot but not any of the details," he said.

Donald Bishop said his grandfather was known for telling stories and embellishing, so he wasn't sure if his World War I story was exaggerated.

"Until a few years ago, I never knew if he was just telling tall tales or not," he said.

He said he was happy once he verified his grandfather's story by reviewing his military records.

Although his grandfather wasn't boastful, Donald Bishop said he believes he was proud of his service during World War I.

"I know he kept all of his stuff," he said. "I can remember seeing his uniform and even his little doughboy helmet. The fact that he kept it hanging in the closet makes me think he, obviously, had some pride."

After pursuing the award for two and a half years, Donald

Bishop was notified by his wife that his grandfather's certificate, orders and Purple Heart had arrived at their Fort Leavenworth, Kan., home on June 18.

Donald Bishop said he would like to put the medal with the rest of his grandfather's Army-issued gear from World War I and frame the certificate. He is considering donating it to a museum. He said he wants his grandfather to get recognition for his service and wants to make sure his grandfather isn't forgotten.

"I would hate, after my generation, for it to just be stuck in a locker in an attic somewhere," he said. "There's a World War I museum in Kansas City. I would like to get it put in there."

"It makes me proud that I could do that for him. It makes me happy to do it for my grandfather this many years later. It is pretty special."



Photo by Spc. V. Michelle Woods

Maj. Donald Bishop, with the 1st Sustainment Brigade, holds a picture of his grandfather, Cpl. Gus Bishop, who was severely injured at the Battle of Argonne Forest in World War I.



Vietnam veteran receives Bronze Star

By Dave Melancon
U.S. Army Europe

A Vietnam veteran was honored for his valor in combat with the pinning of a Bronze Star during Retiree Appreciation Day at Patrick Henry Village, Heidelberg, Germany, on Oct. 17, 2009.

Retired Staff Sgt. Alfred Pankey Jr., a former U.S. Army Europe cavalry scout, was formally recognized for the courage and leadership he displayed during a four-hour firefight against North Vietnamese forces during a battle while deployed with the 3rd Squadron, 11th Armored Cavalry Regiment, on June 19, 1967.

The 9th Infantry Division originally cut orders in August 1967 for a Bronze Star recognizing Pankey for his bravery; however, he did not receive the decoration until July 2009.

Brig. Gen. Allen W. Batschelet, USAREUR deputy chief of staff for operations, presented the award in front of a room full of retirees, family members and current Soldiers at the Village Pavilion.

“Even though it was a long time in coming, I feel like I have earned it,” Pankey said. The 3/11th ACR annual historical summary stated that about 1 a.m. June 19, 1967, the 1st and 2nd battalions of the 274th Viet Cong Regiment, reinforced by their regimental heavy weapons company and the 5th Viet Cong Division anti-aircraft weapons company, attacked the 3rd Squadron’s perimeter along Highway 2 near the Cambodian border.

According to the 3/11th’s report, the squadron “was attacked from three sides and subjected to an intense volume of fire. Team K and Headquarters Troop, which were manning the perimeter, reacted quickly and laid down a heavy volume of suppressive fire.”

The 9th Infantry Division’s award citation, published on Aug. 24, 1967, said the enemy attacked furiously and without warning.

“Sgt. Pankey and his fellow Soldiers were subjected to mortars, rockets, recoilless rifles, automatic weapons and small-arms fire from an estimated battalion of Viet Cong,” the orders state. Exposing himself to the enemy, Pankey directed his platoon’s fire and helped evacuate wounded Soldiers from the firefight.

Pankey’s platoon leader and sergeant were mortally wounded during the onslaught. Realizing the situation had become critical, Pankey rallied his men and maneuvered them to strengthen a vital sector of the perimeter, according to the award orders.

Manning a .50-caliber machine gun, Pankey fired in the direction of the incoming attack during the four hours of non-stop fighting.

“I thank the ‘old man’ above,” Pankey said. “Bullets were flying that night and not one hit me. It could have happened.”

The next morning, Pankey’s team patrolled the battle site. He was one of the first to see the devasta-

tion.

“A sweep of the battlefield at first light revealed 56 Viet Cong bodies,” the squadron reported. In addition, two wounded prisoners were taken, nine troopers in the squadron were killed and 32 were wounded. This battle was known as the Battle of Slope 30.

The former cavalry scout worked his way through the ranks and voluntarily served two more 12-month tours of duty in Vietnam. In 1979, Pankey served along the border with the former East Germany.

After retiring in Germany in 1982, Pankey began a mail and telephone quest for his medal that ended with a surprise note in his Bamberg post office box in July.

Pankey, who lives in Erlangen, Germany, with his family, said the award he received is not for him but for those he served with in Vietnam.

The 42-year wait was worthwhile, he said.

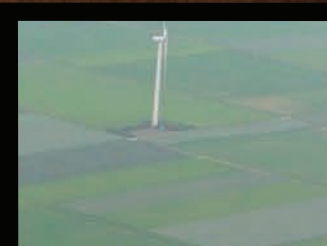
“Heidelberg has made me happy,” he said. “They did a good job. I enjoyed it, and my family enjoyed it, too.”



Photo by Dave Melancon

U.S. Army Garrison Baden-Württemberg Command Sgt. Maj. Annette R. Weber thanked retired Staff Sgt. Alfred Pankey Jr. for his service after he was presented the Bronze Star during the annual U.S. Army Europe and USAG Heidelberg Retiree Appreciation Day on Oct. 17, 2009.

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U.S. Soldiers and airmen, as well as soldiers from five NATO nations, parachute from a C-130J Hercules aircraft over the Alzey drop zone in southwestern Germany. American service members, as well as soldiers from Belgium, Germany, Hungary, Britain, Norway and the Netherlands, participated in airborne operations during International Jump Week 2010. Photo by Air Force Staff Sgt. Shawn Weismiller

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PHOTO JOURNAL

▶ Sgt. Phillip Toward, Provincial Reconstruction Team Zabul security forces gunner, secures the perimeter of a village during a dismounted patrol in Zabul province. Provincial Reconstruction Team Zabul supports and facilitates the legitimacy of the Afghan national and local governments through regional reconstruction, security and stability of the province.

Photo by Senior Airman Nathanael Callon

▼ Paratroopers from 509th Parachute Infantry Regiment, 4th Brigade Combat Team, 25th Infantry Division, prepare to load a CH-47 Chinook helicopter in the Bermel District of the Paktika province in eastern Afghanistan, during an air-assault mission to detain a known militant.

Photo by Pfc. Andrya Hill



▶ As the sun rises, Soldiers from Company F, 3rd Battalion, 227th Aviation Regiment, 1st Air Cavalry Brigade, 1st Cavalry Division, make their way through an obstacle course. The second of eight events, the Soldiers were required to work together in order to complete all of the challenges.

Photo by Sgt. Travis Zielinski





▲ Dirt gets stirred up as Pfc. Erik Tyson of 2nd Platoon, Delta Company, 1st Battalion, 4th Infantry Regiment, U.S. Army Europe, fires an AT-4 anti-tank rocket during a live-fire exercise outside Combat Outpost Sangar in Zabul province, Afghanistan.

Photo by Spc. Eric Cabral



▲ U.S. Army Soldiers from Route Clearance Patrol 45, 57th Sappers (Airborne) Rough Terrain, 27th Engineering Battalion, gather to pray before they head out on a clearance patrol to the Combat Outpost Nerkh, Forward Operating Base Airborne, Wardak province, Afghanistan. *Photo by Sgt. Derec Pierson*

▼ Sgt. John Russell from Amelia, Va., gives a small child medical care in Logar Province, Afghanistan. Sgt. Russell is assigned to the 173rd Airborne Brigade Combat Team.

Photo by Spc. De'Yonte Mosley



Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Sgt. Johnny W. Lumpkin, 38, Columbus, Ga., July 2, 2010 ♦ *Spc. Morganne M. McBeth, 19, Fredricksburg, Va., July 2, 2010*
1st Lt. Michael L. Runyan, 24, Newark, Ohio, July 21, 2010 ♦ *Sgt. Jordan E. Tuttle, 22, West Monroe, La., July 2, 2010*

Operation Enduring Freedom

Staff Sgt. Jesse W. Ainsworth, 24, Dayton, Texas, July 10, 2010 ♦ *Sgt. Justin B. Allen, 23, Coal Grove, Ohio, July 18, 2010* ♦ *Staff Sgt. Marc A. Arizmendez, 30, Anaheim, Calif., July 6, 2010* ♦ *Spc. Joseph A. Bauer, 27, Cincinnati, Ohio, July 24, 2010* ♦ *Staff Sgt. Christopher F. Cabaco, 30, Virginia Beach, Va., July 5, 2010* ♦ *Sgt. 1st Class Kristopher D. Chapleau, 33, LaGrange, Ky., June 30, 2010* ♦ *Spc. Keenan A. Cooper, 19, Walhpeton, N.D., July 5, 2010* ♦ *Sgt. Andrew J. Creighton, 23, Laurel, Del., July 4, 2010* ♦ *Spc. Robert W. Crow, 42, Kansas City, Mo., July 10, 2010* ♦ *Pfc. Jacob A. Dennis, 22, Powder Springs, Ga., July 3, 2010* ♦ *Spc. Joseph W. Dimock II, 21, Wildwood, Ill., July 10, 2010* ♦ *Sgt. Donald R. Edgerton, 33, Murphy, N.C., July 10, 2010* ♦ *Sgt. Louis R. Fastuca, 24, West Chester, Pa., July 5, 2010* ♦ *Sgt. Zachary M. Fisher, 24, Ballwin, Mo., July 14, 2010* ♦ *Pfc. Nathaniel D. Garvin, 20, Radcliff, Ky., July 12, 2010* ♦ *1st Lt. Christopher S. Goekge, 23, Apple Valley, Minn., July 13, 2010* ♦ *Spc. Ryan J. Grady, 25, Bristow, Okla., July 1, 2010* ♦ *Pfc. Andrew L. Hand, 25, Enterprise, Ala., July 24, 2010* ♦ *Spc. Matthew R. Hennigan, 20, Las Vegas, Nev., June 30, 2010* ♦ *Capt. Jason E. Holbrook, 28, Burnet, Texas, July 29, 2010* ♦ *Sgt. 1st Class John H. Jarrell, 32, Brunson, S.C., July 15, 2010* ♦ *Pfc. David Jefferson, 23, Philadelphia, Pa., July 2, 2010* ♦ *Spc. Matthew J. Johnson, 21, Maplewood, Minn., July 14, 2010* ♦ *Pvt. Brandon M. King, 23, Tallahassee, Fla., July 14, 2010* ♦ *Spc. Roger Lee, 26, Monterey, Calif., July 6, 2010* ♦ *Sgt. Daniel Lim, 23, Cypress, Calif., July 24, 2010* ♦ *Spc. Clayton D. McGarrah, 20, Harrison, Ark., July 4, 2010* ♦ *Sgt. Shaun M. Mittler, 32, Austin, Texas, July 10, 2010* ♦ *Spc. Christopher J. Moon, 20, Tucson, Ariz., July 13, 2010* ♦ *Staff Sgt. Conrad A. Mora, 24, San Diego, Calif., July 24, 2010* ♦ *Spc. Carlos J. Negron, 40, Fort Myers, Fla., July 10, 2010* ♦ *Pfc. James J. Oquin, 20, El Paso, Texas, July 23, 2010* ♦ *Spc. Jerod H. Osborne, 20, Royse City, Texas, July 5, 2010* ♦ *Staff Sgt. Brian F. Piercy, 27, Clovis, Calif., July 19, 2010* ♦ *Pfc. Michael S. Pridham, 19, Louisville, Ky., July 6, 2010* ♦ *Spc. Jesse D. Reed, 26, Orfield, Penn., July 14, 2010* ♦ *Sgt. Anibal Santiago, 37, Belvidere, Ill., July 18, 2010* ♦ *Spc. Chase Stanley, 21, Napa, Calif., July 14, 2010* ♦ *Staff Sgt. Christopher T. Stout, 34, Worthville, Ky., July 13, 2010* ♦ *Staff Sgt. Sheldon L. Tate, 27, Hinesville, Ga., July 13, 2010* ♦ *Sgt. Jesse R. Tilton, 23, Decatur, Ill., July 16, 2010* ♦ *Sgt. Leston M. Winters, 30, Sour Lake, Texas, July 15, 2010* ♦ *Pfc. Edwin C. Wood, 18, Omaha, Neb., July 5, 2010* ♦ *Pfc. Anthony W. Simmons, 25, Tallahassee, Fla., July 8, 2010* ♦ *Staff Sgt. Kyle R. Warren, 28, Manchester, N.H., July 29, 2010* ♦ *Sgt. Matthew W. Weikert, 29, Jacksonville, Ill., July 17, 2010*

You are not Forgotten

Editor's note: This is a continuation of a list that was started in the October 2003 issue of the NCO Journal and contains those names released by the Department of Defense between July 1, 2010, and July 31, 2010.

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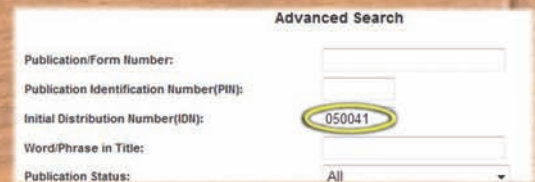
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