

# THE NCO JOURNAL

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A MONTHLY FORUM FOR PROFESSIONAL DEVELOPMENT

## Partners *for* *the* Americas





### ON THE COVER

A Soldier from the 82nd Airborne Division stacks supplies to be delivered to forward operating bases in Port-au-Prince, Haiti, days after the devastating January 2010 earthquake in the Caribbean country. U.S. Southern Command coordinated the American military response to the disaster.

Photo illustration by Fred W. Baker



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ROLL CALL

*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 CSM

# Staying focused this holiday season

Command Sgt. Maj. Michael Eyer  
U.S. Army Combat Readiness/Safety Center

The 2010 holiday season is upon us. One of the best things about the holidays is having time to spend with family and friends, and for many of our Soldiers, their family members and civilians, visits like these are long overdue. Between deployments, assignments in locations far from home and the daily rigors of Army life, the holidays are often the only time Soldiers can relax and catch up with their loved ones. This downtime greatly benefits our Soldiers and the families who support them, contributing to the overall resiliency and well-being of our total force. It also provides a perfect opportunity for spouses, parents, siblings and other relatives to engage with their Soldiers and each other on safety, especially regarding driving and other off-duty hazards.

During last year's holiday exodus, we lost four Soldiers to off-duty accidents. Three of these deaths occurred in privately owned vehicles during the late evening or early morning hours in parts of the country affected by severe winter weather. The fourth fatality was a Soldier, home little more than a month from a rotation to theater, who accidentally shot himself with a newly purchased handgun at his parents' house. All four Soldiers were on leave away from their duty stations at the time of their accidents, highlighting the critical need for active family engagement when supervisors and peers aren't there to correct unsafe behavior.

While every individual is different and no one approach will work with all Soldiers, parents and spouses often know what it takes to reach their loved ones. Leaders are missing out if they don't leverage this influence every day of the year by involving families in their safety programs and sharing information when needed, beginning with the holiday season. The lessons learned

during this critical time can pay great dividends throughout the new year and enhance Soldier safety both on and off duty. Leaders can find great ideas and tips for involving Families in their safety programs by checking out the Family Engagement Kit on the USACR/Safety Center website, <https://safety.army.mil>.

Although the holidays are sure to be busy, we can't forget about our Band of Brothers and Sisters during the coming days and weeks. Take care of your buddies and remember to look out for those who don't have holiday plans. And for those of you continuing the mission through the holidays — whether downrange or at home station — ensure your peers and subordinates stay focused even though their minds may be somewhere else. Be extra vigilant, watch for those Soldiers who might be having a hard time and share the ways you've coped during holidays away from home. Never underestimate the positive impact your "war stories" and kind words can have on a struggling Soldier.

Finally, arm yourself with the best knowledge available to fight the hazards of cold weather. Snow and ice make for great fun on the slopes but are extremely dangerous on roadways, and winter weather, alcohol and speed are nearly always a lethal combination. This year's Army Safe Fall/Winter Campaign includes videos, posters, media articles and a toolkit that leaders, Soldiers and families can use to build safety programs and enhance

safety awareness. The full campaign is available on the USACR/Safety Center website via the "Campaign Corner" tab.

I wish you all the best the season has to offer and many blessings throughout the coming year. Wherever you are and whatever your plans, have a happy and safe holiday!

*Army Safe is Army Strong!*



Photo by Sgt. Nathan Hoskins, 1st ACB, 1st Cav. Div. Public Affairs  
Lakeland, Ga., native Staff Sgt. Willie Grant, a fire and effects noncommissioned officer for the 1st Air Cavalry Brigade, 1st Cavalry Division, puts some finishing touches on a Christmas tree in Camp Virginia, Kuwait, Dec. 14, 2007.

# CELEBRATING THE HOLIDAYS

Another year has quickly passed, and the holiday season is upon us. For myself, I can't remember a time when this seasonal occurrence didn't produce a flurry of fond memories — time spent visiting family, the smell of a busy kitchen as someone whipped up a feast, enjoying the warmth of a cozy fire, watching a child's eyes light up when unwrapping a gift, the first snowfall, or the embrace of a loved one. It truly is a magical time of the year.

Sure, there are those who would tell you they hate the holidays for all of the stress it brings — the shopping in crowded malls, choosing the right gift for that special person, the shortage of available funds and so on. But, truth be told, I believe no one really would want to change any part of it. It just wouldn't be the holidays if we didn't have both the good and bad or not so bad.

There is a part of the holidays, however, that is truly not enjoyable. That is when we lose someone we know to an accident or incident that could have been avoided.

The holiday season is synonymous with celebrating, but sometimes this is to excess. We as a nation have been involved in a Global War on Terrorism for more than 10 years now, yet we lose more people at home to highway accidents than we do in the current fight. A large percentage of those losses can be directly attributed to alcohol consumption or impaired driving.

According to the National Highway Traffic Safety Administration, there were 10,839 vehicle-related fatalities attributed to alcohol consumption in 2009. That is about 30 percent of all vehicle fatalities. While this is a decrease of almost 10 percent from 2008, it still does not paint a pretty picture.

With statistics like this, it is incumbent upon leaders at all levels to emphasize the importance of using the buddy system, taking someone's keys to save a life, having a designated driver, taking a cab versus driving yourself or simply abstaining from drinking and driving. If leaders employ these measures, many more lives will be saved, and the holidays will remain a season of celebration instead of memorialization.

Another disturbing fact about the holidays is the number of people we lose to other accidents such as fires.

There were more than 1.3 million fires reported during 2009, responsible for more than 3,000 civilian fatalities, according to the National Fire Protection Agency. That meant that every 2 hours and 55 minutes, someone died as a result of a fire. Of the



**David Crozier**  
Editor

total number of fires reported, more than 480,000 occurred in buildings and homes, resulting in 2,695 of those civilian deaths.

Here are some other quick facts from NFPA:

- During 2003-2007, U.S. fire departments responded to an average of 250 home fires each year that started with Christmas trees. Annually, these fires caused an average of 14 deaths, 26 injuries and \$13.8 million in direct property damage.
- During 2003-2006, an estimated 14,800 home structure fires were started by candles. These fires resulted in an estimated 160 civilian deaths, 1,340 civilian injuries and a direct property loss of nearly \$471 million.
- Four in 10 reported home fires start in the kitchen — more than any other place in the home.
- Half of all home heating fires occurred in December, January and February between 2003 and 2006.
- So, just like drinking and driving, leaders need to emphasize and practice fire safety. Here's some tips to pass on:
  - Move stockings and decorations off of the mantle before starting a fire.
  - Never leave anything cooking unattended.
  - Use only UL rated lights and portable space heaters.
  - Do not overload electrical outlets.
  - Keep candles away from anything that can burn and blow them out when you leave the room.

Safety as a whole should be paramount in all of our organizations, particularly before the holiday exodus. Every Soldier should know that their supervisor cares about what they do when they leave at the end of each day — particularly when they go on extended leave away from the garrison environment. Leaders can do this by ensuring proper vehicle safety checks are done, risk assessments are completed properly and briefings are conducted. Leaders also ensure that they are safety briefed on their Soldiers' plans during their leave: what parties or gatherings they plan on attending, what outdoor activities they will be involved in — skiing, snowboarding, snowmobiling, etc.

Some leaders might think this approach is too intrusive into their Soldier's lives. But, lose if one Soldier is lost to an accident that could have been avoided had the supervisor been able to discuss the potential pitfalls of proposed activities or actions beforehand, the leader will soon regret not being more involved with their Soldiers' safety.

If leaders at all levels do their part to spread the word about holiday safety, many more will have fond memories of a magical season.

As for us at the *NCO Journal*, we wish everyone the happiest of holidays. We look forward to serving you in 2011 as we begin our 20th year providing the most relevant information to the nation's greatest corps on earth, U.S. Army NCOs.

# DoD recommends repeal of 'don't ask, don't tell'

## Pentagon study on gays in the military released

### American Forces Press Service

Defense Secretary Robert M. Gates has urged the Senate to repeal the "Don't Ask, Don't Tell" law this year.

Gates and Navy Adm. Mike Mullen, chairman of the Joint Chiefs of Staff, spoke at a Nov. 29 Pentagon news conference unveiling the recommendations of the working group tasked with looking at the issues associated with implementing a repeal of the law that bans gays from serving openly in the military.

Gates said any change causes short-term disruptions, but that the military can handle longer-term impacts. He added that he's recommending repeal of the law after fully studying the potential impact on military readiness, including the impact on unit cohesion, recruiting and retention, and other issues critical to the performance of the force.

"I am determined to see that if the law is repealed, the changes are implemented in such a way as to minimize any negative impact on the morale, cohesion and effectiveness of combat units that are deployed, or about to deploy to the front lines," Gates said.

Gates acknowledged concerns from troops in combat units raised in a survey on the potential impact changing the law, but added that he believes they can be overcome if a repeal is handled properly.

"In my view, the concerns of combat troops as expressed in the survey do not present an insurmountable barrier to successful repeal of 'Don't Ask, Don't Tell,'" the secretary said.

"This can be done and should be done without posing a serious risk to military readiness. However, these findings do lead me to conclude that an abundance of care

and preparation is required if we are to avoid a disruptive and potentially dangerous impact on the performance of those serving at the tip of the spear in America's wars."

The working group, co-chaired by Gen. Carter F. Ham, commander of U.S. Army Europe, and Defense Department General Counsel Jeh C. Johnson, took nearly 10 months to research and analyze data in drawing its conclusions. The mission was to determine how best to prepare for such a change should the Congress change the law.



*"While a repeal would require some changes to regulations, the key to success, as with most things military, is training, education, and, above all, strong and principled leadership up and down the chain of command."*

—Robert M. Gates, Secretary of Defense

Gates said he wanted the group to engage service members and their families on the issue – not to give service members a vote, but to get an idea how best to implement the changes.

"I believe that we had to learn the attitudes, obstacles and concerns that would need to be addressed should the law be changed," he said. "We could do this only by reaching out and listening to our men and women in uniform and their families."

The survey results found more than two-thirds of the force do not object to gays and lesbians serving openly in uniform, Gates said.

"The findings suggest that for large segments of the military, repeal of 'Don't Ask, Don't Tell,' though potentially dis-

ruptive in the short term, would not be the wrenching, traumatic change that many have feared and predicted," he said.

But the data also show that service members in combat arms specialties – mostly in the Army and Marine Corps, but also in special operations from the Navy and Air Force – have a higher level of discomfort and resistance to changing the current policy, Gates said.

"Those findings and the potential implications for America's fighting forces remain a source of concern to the service chiefs and to me," he said.

The working group also examined thoroughly all the potential changes to the department's regulations and policies dealing with matters such as benefits, housing, relationships within the ranks, separations and discharges.

The report says that the majority of concerns often raised in association with the repeal – dealing with sexual conduct, fraternization, billeting arrangements, marital or survivor benefits – could be governed by existing laws and regulations.

"Existing policies can and should be applied equally to homosexuals as well as heterosexuals," Gates said. "While a repeal would require some changes to regulations, the key to success, as with most things military, is training, education, and, above all, strong and principled leadership up and down the chain of command."

The secretary called on the Senate to pass legislation the House of Representatives passed earlier this year, which calls for the president, defense secretary and chairman of the Joint Chiefs of Staff to certify that the military can handle repeal without lessening combat effectiveness before a repeal takes effect.

“What is needed is a process that allows for a well-prepared and well-considered implementation – above all, a process that carries the imprimatur of the elected representatives of the people of the United States,” he said.

“Given the present circumstances, those that choose not to act legislatively are rolling the dice that this policy will not be abruptly overturned by the courts.”

The working group’s plan, with a strong emphasis on education, training and leader development, provides a solid road map for a successful full implementation of a repeal, assuming that the military is given sufficient time and preparation to get the job done right, the secretary said.

“The working group surveyed our troops and their spouses, consulted proponents and opponents of repeal and examined military experience around the world,” Mullen said. “They also spoke with serving gays and lesbians.”

The chairman called the working group’s recommendations “solid, defensible conclusions.”

Mullen said he was gratified that the working group focused their findings and recommendations “rightly on those who would be most affected by a change in the law: our people.”

The chairman recommended repeal of the law during testimony before Congress in February, and he called for research into how best to do this.

“For the first time, the [service] chiefs and I have more than just anecdotal evidence and hearsay to inform the advice we give our civilian leaders,” he said.

## The Defense Department’s

### Report of the Comprehensive Review of the Issues Associated with a Repeal of “Don’t Ask, Don’t Tell”

can be found at

[http://www.defense.gov/home/features/2010/0610\\_gatesdadt/DADTRReport\\_FINAL\\_20101130\(secure-hires\).pdf](http://www.defense.gov/home/features/2010/0610_gatesdadt/DADTRReport_FINAL_20101130(secure-hires).pdf)

# Obama: Report confirms nation ready for change

## American Forces Press Service

In a statement issued Nov. 29, President Barack Obama urged the Senate to act swiftly so he can sign the repeal of the “Don’t Ask, Don’t Tell” into law this year, citing the Defense Department’s report as proof that the nation “can transition to a new policy in a responsible manner.”

Here is the full text of the president’s statement:

*As Commander in Chief, I have pledged to repeal the “don’t ask, don’t tell” law because it weakens our national security, diminishes our military readiness, and violates fundamental American principles of fairness and equality by preventing patriotic Americans who are gay from serving openly in our armed forces.*

*At the same time, as Commander in Chief, I am committed to ensuring that we understand the implications of this transition, and maintain good order and discipline within our military ranks. That is why I directed the Department of Defense earlier this year to begin preparing for a transition to a new policy.*

*Today’s report confirms that a strong majority of our military men and women and their families – more than two thirds – are prepared to serve alongside Americans who are openly gay and lesbian.*

*This report also confirms that, by every measure – from unit cohesion to recruitment and retention to family readiness – we can transition to a new policy in a responsible manner that ensures our military strength and national security. And for the first time since*



*this law was enacted 17 years ago today, both the Secretary of Defense and the Chairman of the Joint Chiefs of Staff have publicly endorsed ending this policy.*

*With our nation at war and so many Americans serving on the front lines, our troops and their families deserve the certainty that can only come when an act of Congress ends this discriminatory policy once and for all.*

*The House of Representatives has already passed the necessary legislation. Today I call on the Senate to act as soon as possible so I can sign this repeal into law this year and ensure that Americans who are willing to risk their lives for their country are treated fairly and equally.*

*Our troops represent the virtues of selfless sacrifice and love of country that have enabled our freedoms.*

*I am absolutely confident that they will adapt to this change and remain the best led, best trained, best equipped fighting force the world has ever known.*

# After 36 years, senior officer inducted as NCO

By Lorin T. Smith  
Madigan Healthcare System

Thirty-six years after spending five days as a noncommissioned officer, Col. Neil Glenesk had his turn walking under the crossed sabers that signified his transformation into an NCO during a recent ceremony at Madigan Army Medical Center, Joint Base Lewis-McChord in Washington.

Glenesk was promoted to specialist 5 in 1974. His five days as an NCO were while awaiting orders to transition from an active-duty enlisted Soldier to a college student, and ultimately, an officer as an optometrist.

His chance to be ceremonially promoted to an NCO came about when he was speaking about his five days as a specialist with Command Sgt. Maj. Miguel Guante-Rojas, Madigan's senior enlisted Soldier.

"Next thing I know, I'm being asked to attend the ceremony," Glenesk said. "It's a tremendous honor."

Glenesk joined 17 sergeants who in October stepped across the symbolic white line, marking their induction into the NCO ranks. The ceremony recognizes the completion of the Soldier's journey from being junior-enlisted to a sergeant, and imprints them as members of the time-honored NCO Corps.

"Today is a great and excellent day, and we are going to honor these young Americans for their commitment to duty in becoming NCOs," Guante-Rojas said.



Photo by Tawny M. Dotson, Madigan Healthcare System

Sgt. Andrew Hershey prepares to step under the crossed sabers that signify the honor of becoming a noncommissioned officer.

Command Sgt. Maj. Mark Pumphrey, 56th Multifunctional Medical Battalion, delivered the keynote address.

"Engaged leadership is knowing everything you need to know about those Soldiers and looking out for their welfare," Pumphrey said.

Good NCOs set and maintain the standards, which also falls under engaged leadership, he added. "Never back down on the standards set by the Army, the unit's command sergeant major and your own. Being engaged is how you maintain those standards."

# Wounded warrior website launched

Army News Service

The Army Warrior Transition Command has launched a new website designed to be a comprehensive source of information on Army warrior care for more than 16,000 wounded, ill and injured soldiers and veterans.

In an effort to improve the Warrior Care and Transition Program, Army officials said they sought feedback from severely wounded Army veterans and from Soldiers at 29 Warrior Transition Units located across the United States and Europe.

The 1,650 respondents indicated that having a single, comprehensive website was among their most pressing information needs. They requested assistance navigating benefits and access to resources.

Warrior Transition Command  
[www.WTC.army.mil](http://www.WTC.army.mil)

"The Army is listening to our wounded warriors, and this new website is another example of the Army's commitment to provide them and their families with the tools necessary for their long-term success," said Col. Darryl Williams, commander of the Warrior Transition Command.

The new site contains information about the primary concerns indicated by wounded warriors, including:

- **Army Physical Disability Evaluation System**, including an overview of the Medical Evaluation Board and Physical Evaluation Board process.

- **Army Wounded Warrior Program**, known as AW2, has provided personalized support for more than 7,500 severely wounded, ill and injured soldiers, veterans and their families since 2004.

- **Comprehensive Transition Plan**, a six-part recovery and transition process for all wounded warriors, includes a personalized transition plan that Soldiers build for themselves.

- **Career and Education**, including options Soldiers may use during recovery.

- **Resources for families and caregivers**, including ways to contact community organizations and administrative resources.

Soldiers requiring at least six months of complex medical care are assigned to WTUs to heal and transition.



# Army releases Fort Hood internal review report

## Army News Service

The Army has released its internal review of force protection policies, programs and procedures in the wake of the November 2009 shooting at Fort Hood, Texas.

The service's portion of the larger Department of Defense-led effort, the report outlines concrete and specific actions to mitigate threats, better ensure force protection and more effectively share information across organizations.

The Army has implemented or is taking action on 66 of the 79 DoD independent review panel recommendations. The DoD is the lead agency for the remaining 13 recommendations, and the Army is working to determine specific future actions.

"While we know we can never eliminate every potential threat, we've learned from the events at Fort Hood," said Chief of Staff of the Army Gen. George W. Casey Jr. "We have made significant progress, particularly in threat awareness and reporting, coordination in intelligence sharing, and training for our security forces. But our work is not done."

Several major changes have been instituted as a result of the internal review, including:

- **Developed and implemented the Threat Awareness and Reporting Program**, centered on identifying and reporting insider threats and emphasizing Soldier awareness and reporting. The Counterintelligence Fusion Cell was created under this program, which also developed systems to improve information sharing within the Army and with other agencies.

- **Developed and implemented the iWatch and iSalute programs.** iWatch is a cyber neighborhood watch program that integrates terrorism prevention and suspicious activity reporting. iSalute is an online counterintelligence reporting system through the Army's main intranet and primary Web portal, Army Knowledge Online.

- **Provided Army security force personnel access to the National Crime Information Center** for screening of personnel at installation visitor centers. This has enabled the Army to quickly verify personnel records and screen for past criminal records.

- **Established the Army Personnel Security Investigation Center of Excellence** at Aberdeen Proving Ground, Md., to over-

see an enhanced screening program. This center now serves as the central submission and processing point for all Army personnel security and suitability background investigations. It better ensures a comprehensive quality review of all Army personnel background investigations and has reduced the overall processing time for a security clearance for employment by 80 percent.

- **Implemented training programs to increase information sharing.** Through cooperation with civilian law enforcement and other organizations, the Army has leveraged proven best practices to increase training and improve coordination with federal, state and local law enforcement, all in an effort to maintain better situational awareness.



Photo illustration from the Fort Hood Army Internal Review Team final report.

- **Implemented training to increase incident response capability and leveraged civilian law enforcement best practices** to improve the Army's ability to respond. More than 23,000 security force personnel have received additional training in law enforcement functions. More than 2,700 Army law enforcement personnel at 122 Army installations have undergone training in how to respond to an active shooter scenario.

- **Added active victim training** to the Army's annual anti-terrorism awareness training in order to train

the work force on actions to take if caught in an active shooter event

- **Instituted a traumatic event management program** that has trained 95 medical specialists and chaplains to date.

- **Upgraded telephone alert systems** on 26 installations to comply with information assurance and network standards.

- **Fielding automated screening devices** for access control to nine installations by the end of fiscal year 2011.

"Taken individually, no single action would have prevented the tragedy at Fort Hood," said Maj. Gen. Robert Radin, who led the Army's Internal Review team.

"However, in the aggregate, the initiatives outlined by the Army's internal review will improve the Army's ability to mitigate internal threats, better ensure force protection, enable emergency response and provide care for the victims and families," Radin said.

Download a PDF of the *Fort Hood Army Internal Review Team: Final Report* at [http://usarmy.vo.llnwd.net/e1/rv5\\_downloads/misc/FtHoodAIRTwebversion.pdf](http://usarmy.vo.llnwd.net/e1/rv5_downloads/misc/FtHoodAIRTwebversion.pdf)



# Partners *for* *the* Americas

From its beginnings defending the Panama Canal to its recent role coordinating relief after natural disasters, U.S. Southern Command seeks to build security and stability in the Caribbean and Latin America

BY MICHAEL L. LEWIS

Ask nearly anyone where the bulk of American troops are fighting right now, and they'll readily point to the sandy deserts of Iraq or the mountains of Afghanistan. Yet, for years before and since these missions began, the United States has also waged a different kind of war amid the islands of the Caribbean, in the rain forests of Central and South America, and in the waters between.

With a focus on defending the nation from the illicit trafficking of drugs and people from areas in the Western Hemisphere south of the United States and providing humanitarian assistance within that area of responsibility, U.S. Southern Command and its constitutive elements have been hard at work since the middle of the 20th century. However, despite a few notable exceptions, the efforts of this major combatant command have gone largely unnoticed until its high-profile role earlier this year leading the American response to the devastating earthquake in Haiti.

"Nothing good comes out of total devastation, but [Haiti] brought us into the

spotlight and gave people a better perspective about what U.S. Southern Command does," said Marine Corps Sgt. Maj. Louis Espinal, the senior enlisted leader of SOUTHCOM. "Our main focus is countering illicit trafficking activity. But, not a lot of people know we also deal with natural disasters and things like that."

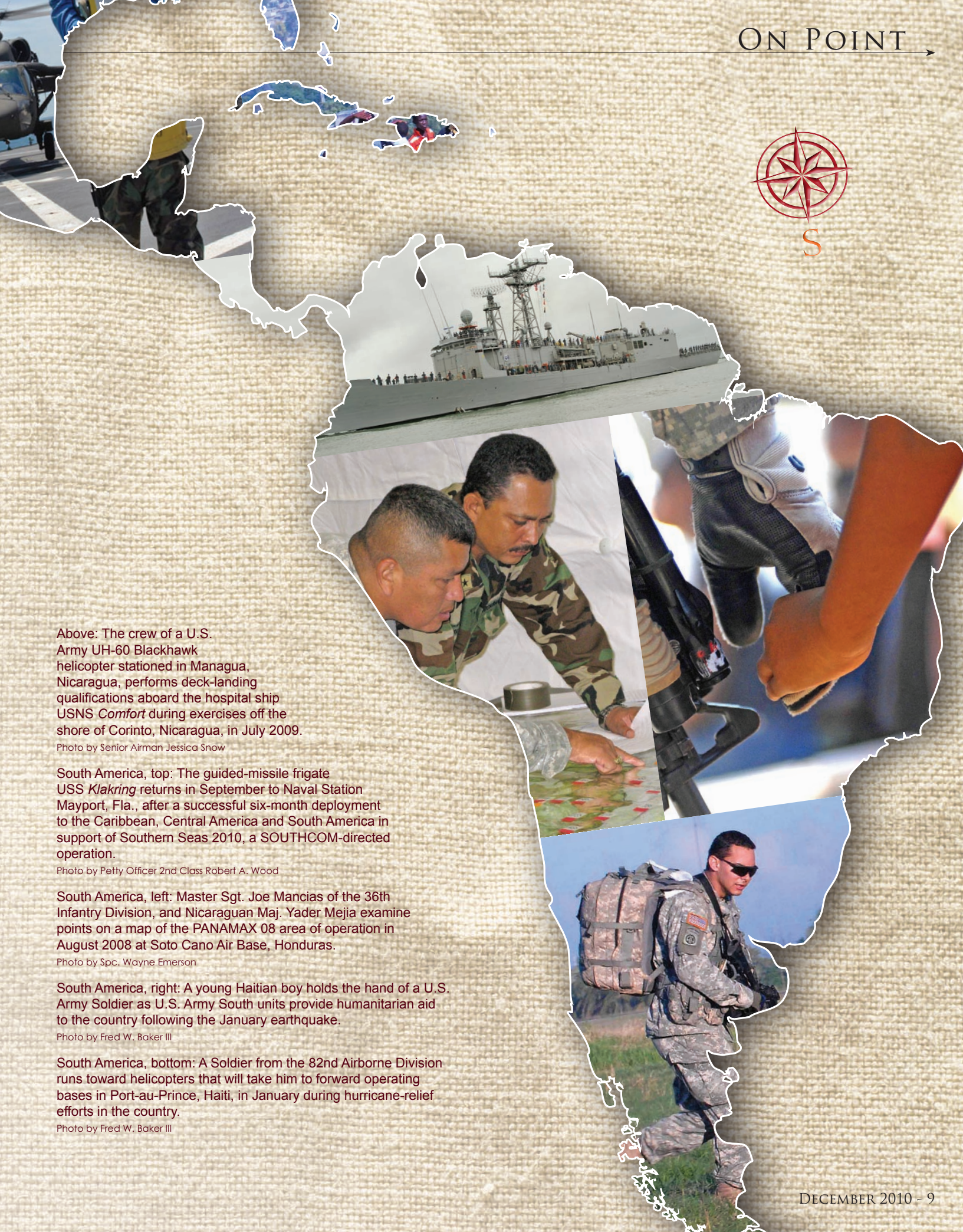
Headquartered in the Miami suburb of Doral, Fla., just a stone's throw away from the Miami International Airport, SOUTHCOM is one of the U.S. military's six geographically oriented unified combatant commands and is responsible for operations within South America and most of Central America and the Caribbean. With U.S. Northern Command responsible for Mexico and U.S. territories in the Caribbean, SOUTHCOM is left with an area comprising two continents, 31 countries, 10 dependencies and more than 14.5 million square miles of land and ocean — almost one-sixth of the planet.

To serve this giant swath of the globe, SOUTHCOM is made up of components from each of the armed forces: U.S. Army South (Sixth Army), headquartered at Fort

Sam Houston, Texas; Twelfth Air Force (Air Forces Southern), based at Davis-Monthan Air Force Base, Ariz.; U.S. Naval Forces Southern Command and U.S. Fourth Fleet, located at Naval Station Mayport, Fla.; U.S. Marine Corps Forces South, also headquartered in Miami; and Special Operations Command South, based at Homestead Air Reserve Base south of Miami. SOUTHCOM also operates three joint task forces: Joint Interagency Task Force South, located in Key West, Fla.; Joint Task Force Bravo, located at Soto Cano Air Base, Honduras; and Joint Task Force Guantanamo in Cuba.

"We might not be putting steel on target like U.S. Central Command is doing in Iraq and Afghanistan, but our job is just as important and noble," Espinal said.

SOUTHCOM began as the U.S. Caribbean Defense Command, initiated by President Franklin Delano Roosevelt in 1941 largely to defend the Panama Canal, then under American administration. Based in Panama City, the command distributed equipment to partner nations and opened up American military schools



Above: The crew of a U.S. Army UH-60 Blackhawk helicopter stationed in Managua, Nicaragua, performs deck-landing qualifications aboard the hospital ship USNS *Comfort* during exercises off the shore of Corinto, Nicaragua, in July 2009.  
Photo by Senior Airman Jessica Snow

South America, top: The guided-missile frigate USS *Klaking* returns in September to Naval Station Mayport, Fla., after a successful six-month deployment to the Caribbean, Central America and South America in support of Southern Seas 2010, a SOUTHCOM-directed operation.  
Photo by Petty Officer 2nd Class Robert A. Wood

South America, left: Master Sgt. Joe Mancias of the 36th Infantry Division, and Nicaraguan Maj. Yader Mejia examine points on a map of the PANAMAX 08 area of operation in August 2008 at Soto Cano Air Base, Honduras.  
Photo by Spc. Wayne Emerson

South America, right: A young Haitian boy holds the hand of a U.S. Army Soldier as U.S. Army South units provide humanitarian aid to the country following the January earthquake.  
Photo by Fred W. Baker III

South America, bottom: A Soldier from the 82nd Airborne Division runs toward helicopters that will take him to forward operating bases in Port-au-Prince, Haiti, in January during hurricane-relief efforts in the country.  
Photo by Fred W. Baker III

to those countries' service members. After World War II, the command was reorganized as U.S. Caribbean Command, but was later oddly divested of the Caribbean from its area of responsibility. To rectify the discrepancy, President John F. Kennedy renamed it U.S. Southern Command in 1963.

Before the Vietnam War, the command continued operating military assistance programs in Central and South America; afterward, it was nearly dissolved to reduce the number of U.S. troops stationed abroad. But, internal conflicts in the region during the 1980s sparked renewed interest in maintaining a U.S. military presence in Latin America. Following the end of the Cold War in the 1990s, SOUTHCOM focused more on counter-drug operations, moving in 1997 to its current home in Miami shortly before the Canal Zone reverted to Panamanian control.

SOUTHCOM's recent operations consist mostly of joint training and humanitarian assistance programs with partner nations in the SOUTHCOM area of responsibility. An American-funded, Colombian-run sergeants major academy

is one such project, Espinal said.

"About seven years ago, we established an academy in Colombia, and it's been a big hit ever since. Now, we're in the process to transition total control of the academy to the Colombians — not only from an operational and administrative standpoint, but also from a monetary standpoint. What's great is that the acad-

emy not only trains Colombians, it also trains soldiers from other partner countries, which is a big strategic tool for us."

As in earlier decades, SOUTHCOM continues to arrange for mobile training teams from American military schools to visit partner nations. But, keeping all of its component services in sync is a constant challenge for the command, Espinal said.



Above: A two-man semisubmersible, constructed to test the capabilities of similar vessels used to smuggle drugs out of Colombia, sits on display in front of SOUTHCOM's new headquarters in Doral, Fla. The 630,000-square-foot building officially opens this month.

Photo by Michael L. Lewis

Right: Staff Sgt. Joe Perez, a medical platoon sergeant assigned to 2nd Battalion, 319th Airborne Field Artillery Regiment, 2nd Brigade Combat Team, 82nd Airborne Division, wraps a girl's broken finger at an orphanage in Port-au-Prince, Haiti, in January.

Photo by Pfc. Kista Feldner



“I’m hoping to initiate a conference next year that will bring together [the American military schools], all my component senior enlisted, and one senior representative from each of our partner countries — everybody in the Western Hemisphere who has something to offer from a training-the-NCO side of the house — bring them all together so we can dia-

logue for one week. Right now, we have the different components — Army, Air Force, Navy, Marines — doing different things, and we aren’t really synchronized toward unity of effort. I want to make sure we don’t just spin our wheels. Also, the senior enlisted from those countries can come in and say, ‘This is what we’d like to see,’ or, ‘We didn’t even know this

program was going on.”

The boots on the ground when SOUTHCOM provides humanitarian assistance and trains soldiers usually belong to the Soldiers of U.S. Army South, SOUTHCOM’s Army component.

“We’re always ready and standing by when they request our assistance,” said Command Sgt. Maj. Gabriel Cervantes, command sergeant major of U.S. Army South. “But, what we do more of is that we actually maintain a schedule of theater security cooperation exercises. Some of them are medical or dental readiness exercises (MEDRETEs and DENTRETEs). We have operations that are helping with construction or renovating schools and things like that. Then, we have exercises like Panamax, which is geared toward defense of the Panama Canal.”

Cervantes said a typical pre-planned humanitarian mission like a MEDRETE can help as many as 10,000 people, often in rural areas that don’t have access to modern medical care.

“There are multiple goals there: to assist the government in helping their country and assist our Soldiers at the same time. Especially coming in and out of



Above: Marine Corps Sgt. Maj. Louis Espinal, SOUTHCOM’s senior enlisted leader, describes work being done with partner nations in his office at SOUTHCOM’s headquarters in July.

Photo by Michael L. Lewis

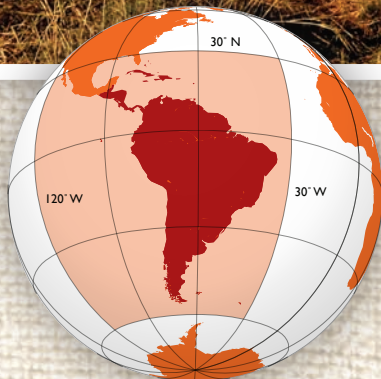
Left: Sgt. John Lee, right, of the 335th Transportation Detachment, 24th Transportation Battalion, 7th Sustainment Brigade, ties off the Logistics Support Vessel *Gen. Frank S. Besson Jr.* in February off Port-au-Prince, Haiti, while Sgt. Muhammad Pulliam, left, keeps watch.

Photo by Sgt. 1st Class Kelly Jo Bridgewater

Right: A Nepalese soldier, part of the United Nations security force in Haiti, watches as pallets of humanitarian aid fall to the ground from a U.S. Air Force C-17 Globemaster III aircraft over Mirebalais, Haiti, in January.

Photo by Tech. Sgt. James L. Harper Jr.

Map: SOUTHCOM's area of responsibility covers half of the Western Hemisphere, including all of South America and most of Latin America and the Caribbean.



different deployments where you are fighting an enemy, it's beneficial to go into this kind of environment, where it's more of a humanitarian-type of mission."

Such operations require a different skill set and mind set than those in Iraq or Afghanistan, Cervantes said.

"You're in an assistance mode; you're there to preserve and save lives, to relieve suffering. Just the satisfaction of helping people in need is a little different than in Iraq, where you're kinetic and on-guard. Personally, I think it helps Soldiers, giving them a kind of relief knowing that they are out there assisting other countries in some of their needs."

By far, the largest humanitarian effort SOUTHCOM has ever been involved in — indeed, the largest ever conducted by the U.S. military outside the country — was coordinating the American military response to the Jan. 12, 2010, earthquake in Haiti. The magnitude-7.0 quake collapsed most of the buildings in the impoverished Caribbean country — the Western Hemisphere's poorest — leaving more than 230,000 dead, 300,000 injured and 1 million homeless.

Within days, SOUTHCOM had 22,000 American Soldiers, including thousands from the XVIII Airborne Corps and

Right: A Panamanian girl gives a U.S. Soldier water during a 1942 training exercise in Panama. The defense of the Panama Canal was the primary mission of SOUTHCOM's predecessor, the U.S. Caribbean Command.

Courtesy photo



82nd Airborne Division, on the ground in Haiti. Shortly thereafter, U.S. Army South deployed as a headquarters to coordinate the continuing effort, dubbed Operation Unified Response.

"It was the first time that U.S. Army South deployed, other than Operation Just Cause in December 1989," Cervantes said of the operation that ousted Panamanian dictator Manuel Noriega. "But, back then, Army South was headquartered in Panama, and they just rolled out the back gate and were on the battlefield."

"We are very proud of the way we re-

sponded in Haiti," Espinal said. "Not only did it put us on the map, but we learned a lot, especially about working with other agencies and reaffirming the fact that [the Department of Defense] is rarely in the lead, unless it's combat operations. In Haiti, we had to use diplomacy more, because when you're working with [nongovernmental agencies] and working with the U.N., you have to keep reminding yourself that we are not in the lead. We were leading from the rear, which is very hard when you're used to leading from the front."

The conditions in Haiti were impos-



Left: Sgt. Delmi Quevedo, a Soldier with the 1st Battalion, 228th Aviation Regiment, U.S. Army South, instructs Honduran soldiers on how to conduct a preliminary marksmanship instruction on the M2 machine gun at the Zambrano Range, Honduras, in August.

Photo by Capt. Thomas Pierce

sible to prepare for, said Master Sgt. Juan Rocha, operations NCO for U.S. Army South in Haiti, there called Joint Task Force Haiti. Sanitation, communication and information were all hard to come by in the crippled nation. Paranoia also flourished among the populace, wary it was being invaded by American troops sent to occupy rather than to help. American peacekeeping troops had been in Haiti twice in the last 20 years — after a 1994 coup and again after a 2004 rebellion.

“The rumor going around was that the Americans made [the earthquake] hap-

pen,” Rocha said. “Then, once we arrived, they were worried that the U.S. would up and leave.”

“There was a lot of mistrust based on their history,” said Sgt. 1st Class Matthew Smith, a geospatial engineer with JTF Haiti. “But ultimately, they know we were there to help, not to occupy.

“That’s how we did business [there]; we had to work more with NGOs than we normally do. Some of them were intimidated by our uniforms and our weapons, but they were still coming to us and asking for stuff,” he said.

Rather than come into the country arrogant, as some in the international community alleged, U.S. Soldiers were eager to learn ways they could lend a hand, said Master Sgt. Bill Hatfield, the plans NCO for JTF Haiti.

“We were only ambitious about what we could bring to the table. It’s not about the Army trying to show off, it’s about helping people, representing the United States and fostering better relations with these other countries.”

Sgt. 1st Class Bryan Reisch, an administrative NCO for JTF Haiti, described trying to provide a decent working environment for his Soldiers while surrounded by the chaos of the disaster.

“We’ve got crowded tents; we’ve been eating [meals ready to eat] for 30 days. But, now we’ve got hot chow. We’re going over to the U.S. embassy to shower,” he said in February. “But, I can’t see how anyone can complain. We’re just glad to be on a mission that’s helping people.”

“Still, it’s not like Iraq,” Smith said. “There, the [forward operating base] has hard buildings. Here, we’re sleeping in tents or under the stars.”

Right: Command Sgt. Maj. Gabriel Cervantes, command sergeant major of U.S. Army South and Joint Task Force Haiti, shows two boys a photo he took during his visit to an individually displaced persons camp in Port-au-Prince, Haiti, in April.

Photo by Kaye Richey

Below: Soldiers with the Louisiana National Guard's 205th Engineer Battalion assemble roof trusses for a new school building in Diaquoi, Haiti, in July. The project was coordinated by U.S. Army South.

Photo by Spc. Christopher Foster



“Yes, in Haiti, we didn’t have any of that,” Cervantes said. “The [commanding general] and I slept in a tent just like the Soldiers did and shared one oscillating fan. I was very proud of all our Soldiers who were able to adapt to change.”

The ability to remain adaptive combined with combat experience and the best education in the world are what set American NCOs apart from their counterparts in SOUTHCOM’s area of responsibility, Espinal notes. Unfortunately, that means NCOs in other countries’ militaries are not as well regarded as NCOs in the United States, he said.

“All our enlisted have, at a minimum, graduated from high school. In the majority of other countries, some of the enlisted have never even passed the sixth grade. Often, the officers are the only ones privileged enough to graduate from high school or go on to earn a degree. So, enlisted are treated like second-class citizens.

“The other thing is that most of these countries have never seen combat, except for Colombia, for example, which is fighting the FARC,” a domestic revolutionary group, Espinal said. “Officers in the other countries really don’t know



what NCOs bring to the table, because they don’t have as much going on as we do. In the U.S., our officers and our NCOs have roles that are well identified. In other countries, a lot of officers are scared to give NCOs any additional responsibilities because they are scared that those NCOs will take their billets.”

“With educated NCOs come cred-

ibility, additional responsibilities and the trust and respect of our officers,” Cervantes said. “Our young NCOs now are eager and educated; they’re looking for challenges. Given the opportunity, they excel. I see a lot of our NCOs stepping up and taking the role or the positions that are normally filled by officers. That makes me pretty proud.”





Left: Sgt. 1st Class Rafael Morales of the 478th Civil Affairs Battalion, hands out school supplies to students of the Hato Viejo Elementary School in Barahona, Dominican Republic, during a medical readiness training exercise organized by U.S. Army South in March.

Photo by  
SpC. Evelyn Rodriguez

Below: Sgt. Richard Cochea, a medical technician with Joint Task Force-Bravo's medical element, examines a Honduran woman with an ear infection at a health fair coordinated by U.S. Army South in Santa Ana, Honduras, in March.

Photo by Tech. Sgt.  
Mike Hammond



Still, Espinal realizes that the U.S. military's NCO Corps represents an ideal other countries' NCOs struggle to emulate.

"I was told by some Brazilian sergeants major attending the U.S. Army Sergeants Major Academy [at Fort Bliss, Texas], 'We're here; life is great. But, we'll have our officers visit from our country and they will say, "Don't expect

the same kind of treatment when you get back that you're getting here.'" But, we're very confident that one day, we'll see light at the end of the tunnel. As we continue to train those young officers, especially here in the United States, they'll start developing a new mentality about the NCO Corps and enlisted [personnel]. Hopefully, they'll take that with them.

Hopefully, we'll start to see a change."

The best way to encourage that change, Cervantes believes, is for NCOs to model what a healthy enlisted-officer working relationship looks like.

"As I interact and talk with generals and senior enlisted in the countries we visit, the best thing that we do, or try to do, is to model that relationship that a command team has in regards to loyalty, respect and responsibility. When questions come up in reference to training, my commanding general responds, 'Well, my sergeant major is responsible for the training of my Soldiers. He can better answer that question.' So, it gives me the opportunity to model that.

"I won't say we're better and they're worse, because I'm not here to evaluate or judge," Cervantes continued. "Each [country] has its own specific needs, and their militaries are tailored to those needs. But, what I have realized, overall throughout the entire AOR, is that NCOs everywhere tend to have the same focus that we do: to take care of Soldiers' needs." **J**

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# A Joint Effort

## JIATF South: Helping catch bad guys since 1989

BY LINDA CRIPPEN

Responsible for detection and support efforts in the interdiction of illicit drug trafficking that occurs throughout more than 42 million square miles around the Central and South American region, the Joint Interagency Task Force South is truly a premier organization. Although it has operated under different names and commands since 1989, JIATF South, headquartered at Naval Air Station Key West, Fla., is recognized as a center of excellence for its “fusion and employment of joint, interagency and international capabilities to eliminate illicit trafficking posing a threat to national security and regional stability,” its website says.

Unique in its organization, JIATF South [pronounced “jy-AT-if” by the locals] is literally comprised of every military component and almost every law enforcement agency imaginable. There are approximately 100 personnel from the Navy, 70 from the Air Force, 25 from the Army, 21 from the Coast Guard, and 11 from the Marine Corps. But, don’t be fooled by the numbers, because there is a plethora of law enforcement and civilian personnel as well as representatives from partner nations.

JIATF South’s partner agencies include U.S. Immigration and Customs Enforcement, Customs and Border Protection, Drug Enforcement Administration, FBI, CIA, Defense Intelligence Agency, National Geospatial-Intelligence Agency, National Reconnaissance Office and Na-



Photo by Linda Crippen

Joint Interagency Task Force South headquarters at Naval Air Station Key West, Fla.

tional Security Agency.

International partner nations include Argentina, Brazil, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, France, Mexico, the Netherlands, Peru, Spain and the United Kingdom.

U.S. Coast Guard Master Chief Petty Officer Robert G. Murphy, command master chief of JIATF South, is the senior enlisted leader of the agency and serves directly under Rear Adm. Daniel B. Lloyd, JIATF South director. Murphy, who has served more than 31 years on active duty, said the infrastructure of the organization “is very interesting.”

“Because of certain titles [of the U.S. Code that provide authority] for government and law enforcement, the Coast Guard has authority here. It gives authority to our Navy ships and personnel, who become sort of law enforcement detachment riders on ships. When we go south, we have that law enforcement capability,” Murphy explained.

Working closely with partner nations, law enforcement and DOD agencies, JIATF South coordinates all efforts to stop illicit drug trafficking within their

joint operation area under U.S. Southern Command’s area of responsibility, as well as some areas of U.S. Northern Command, U.S. Pacific Command, U.S. European Command and U.S. Africa Command.

Often working with minimal personnel, ships and aircraft, JIATF South “employs a forward defense strategy” to stop illegal trafficking before it reaches the United States. Conducting operations in known hotspots, they catch the bad guys at the source. As Murphy described, they literally get in front of the traffickers and stop them in the water.

“The challenge we have,” he said, “is figuring out whose ship it is and who the people are on board. Often, the ship is flagged in a different country than the crew, and we have to work with our partner nations to figure out which country takes possession of the people, who takes the drugs, money and weapons ... and the people have to be prosecuted. It’s usually very complicated.”

Murphy said the most important aspect to an interdiction is getting the ship and people to shore, to which JIATF South assets must often tow them. “Typically,



Right: The Panamanian M/V *Gatun* is flanked by the USCG cutter *Sherman* in March 2007 during the largest drug interdiction at sea.

Courtesy photo

Below: More than 15 tons of cocaine, with an estimated street value of \$300 million, is shown on the deck of the M/V *Gatun*.

Courtesy photo



those people taken into custody during these busts can either be prosecuted or used as informants, which is the preference. Ultimately, we need to gather intelligence from these people — figure out what they're doing, who they work for, and where they're going," he explained.

By working to prevent drug trafficking from southern approaches to the United States, JIATF South is forcing the enemy to use land-based means, which is much riskier than by sea or air. Murphy said using maritime means is also much more profitable as loading a ship or shipping vessel to go north costs less and presents fewer hazards than driving a truck through borders.

"Our job is to stop them at sea, and we have scenarios happening every day," he said. "Every day, our people are out

in those waters. We have ships out there, aircraft, surveillance aircraft — we are out there every day, all day. It never ends; it's constant."

Aside from maritime scenarios, JIATF South also conducts land and air operations using joint and allied maritime patrol aircraft, early warning platforms, and P-3 long-range tracking aircraft. P-3 aircraft are tracking and surveillance platforms, which can travel for 12 hours and up to 3,000 nautical miles. JIATF South personnel said the Navy uses them exclusively for submarine chasing, which is essential since the enemy has become more sophisticated over time.

### Self-propelled semisubmersibles

With an investment ranging from \$300,000 to \$2 million and a work crew for construction, drug dealers can manufacture perhaps one of the most elusive crafts to conduct illicit trafficking — the self-propelled semisubmersible.

JIATF South officials said that cartels bring materials into the jungle to construct SPSS vessels, and they can take more than a year to build. Sometimes referred to as a narco-submarine or Bigfoot, the vessel cannot fully submerge underwater but has a low profile with a deep hull, making it versatile and inconspicuous for carrying illicit cargo.

Typically, the top quarter of the vessel rides above water, allowing engine exhaust to be released. However, Murphy

explained that ventilation is so poor, it's surprising passengers aren't overcome by carbon monoxide poisoning from the diesel engine fumes.

The U.S. Coast Guard made a notable catch in 2006 when its cutter *Steadfast* seized a Bigfoot off the Costa Rican coast. The SPSS was carrying a crew of four, with a load of cocaine weighing more than 4 tons. The vessel itself was 53 feet long, 8 feet wide and weighed 12.5 tons. It is now on permanent display outside JIATF South headquarters.

Jody L. Draves, public affairs officer for JIATF South, said that the use of SPSS vessels has grown over the past few years. As technology and planning have improved, the SPSS has grown to be an innovative tool for drug smugglers.

"Drug traffickers continue to adapt to law enforcement successes. The SPSS, once perceived as an impractical and risky smuggling tool, has proven successful as a highly mobile, asymmetrical method of conveyance," Draves explained, adding that JIATF South interdiction efforts are curtailing the use of these vessels.

Having experimented with primitive types of SPSS vessels since the early 1990s, smugglers used wood and fiberglass to construct early versions, which were limited in distance and load capacity, unlike the modern, steel versions.

The vessels are popular in specific regions. "To date, extensive use of the SPSS has been confined as an Eastern Pacific problem, operating equatorially from

## Bigfoot

This self-propelled semisubmersible (SPSS) was originally seized by the crew of the U.S. Coast Guard cutter *Steadfast* carrying 4.1 tons of cocaine off the west coast of Costa Rica in November 2006. The vessel is 53 feet long, 8 feet wide and weighs 12.5 tons. Its crew of four — two Colombians, one Guatemalan and one Sri Lankan — was taken into custody to face prosecution. The vessel was towed into port by the Costa Rican Coast Guard and later transported to the Joint Interagency Task Force in Key West, Fla., where it is now permanently berthed.



## SPSS Facts

**Dimensions:** 45 to 82 feet long.

**Composition:** Made of steel, wood, fiberglass, or a combination of these materials; can take a year or more to build.

**Engine:** Self-propelled single or twin diesel 6-cylinder engines; holds 1,500 or more gallons of fuel. **Speed:** 6+ knots (8+ mph). **Range:** Approximately 2,000 miles.

**Capacity:** 3-4 adults; 10+ tons of cocaine. **Control:** Manual or remote control.

**Cost:** Up to \$2 million to build; manufactured in the jungle.

South and Central America,” Draves said.

The most noteworthy seizure to date was made in March 2007 by the USCG cutter *Sherman* off the Panamanian coast. Heralded as the biggest maritime capture in Coast Guard history, the motor vessel *M/V Gatun* was carrying more than 15 metric tons of cocaine, hidden in shipping containers, when USCG officials boarded, searched and found the drugs packaged in 50-pound bales. Ironically, some bales of cocaine were even sitting out in the open on the ship’s main deck. The street value of the seizure was estimated at more than \$300 million.

Officials apprehended 14 crewmembers from Panama and Mexico aboard the vessel, which was traveling to Mexico to drop off the cocaine. This record-breaking bust was a direct result of JIATF South’s information intelligence fusion through its detection and monitoring capabilities.

According to statistics, fiscal year 2010 has been a busy one. JIATF South supported the disruption of 162.9 metric tons of cocaine, Draves explained. “Inter-

agency and international government assets assigned and attached to JIATF South worked closely with US and partner nation law enforcement agency assets to detect, monitor and assist in the interdiction and seizure of these illicit drugs.”

## Combining efforts

Regardless with whom you speak or what military branch they serve, everyone who works at JIATF South realizes the uniqueness of the joint operational environment, both in an international and interagency sense.

Murphy explained how one of JIATF South’s most important missions is to assist partner nations, because in turn, “they help themselves.” There are 13 partner nations represented by liaison officers assigned to JIATF South.

Many partner nations have limited resources — money, manpower and materiel — so, there’s only so much they can do. “We help them at whatever level they want to be helped. For example, Colombia, we call them a ‘favorite nation.’ They

are heavily using their military to help us stop the flow,” Murphy explained, adding that people are surprised at the mass amounts of cocaine still being produced in the woods and mountains by the *Fuerzas Armadas Revolucionarias de Colombia*, or Revolutionary Armed Forces of Colombia, the FARC.

The effects of these joint operations can be felt within Colombia as well as the United States. In November, ABC News aired a series in which one episode compared Colombia’s narco-terrorism history to Ciudad Juárez, Mexico. Several decades ago, Colombia was considered one of the most dangerous places in the world. Pablo Escobar’s drug cartel reigned supreme, and in the early 1980s, his group was already employing terrorist tactics such as remote controlled car bombs and assassination hit squads.

In sheer numbers over the past few years, Ciudad Juárez has claimed the title as the murder capital of the world, a title Medellín, Colombia, used to boast. After Escobar’s death, Colombian forces

Master Chief Petty Officer Robert G. Murphy feeds one of the five goats that reside around the old Army mortar battery that was constructed between 1897-1903 to protect Fort Zachery Taylor, now part of JIATF South. The goats live in the enclosed area as “organic lawn care.”

Photo by Linda Crippen

everyone who comes in.

Typically, after arriving to JIATF South, personnel undergo a weeklong indoctrination course that provides an overview of JIATF South and U.S. Southern Command and, of course, what personnel do on the operations floor.

During the second phase, personnel go to positional training, which includes a week of classroom training and two weeks of supervised instruction on the operations floor. Finally, the qualification process requires all personnel to pass a written test, an oral board and positional exam.

Additionally, the training shop offers executive-level courses, so senior leaders can gain greater insight about J-3 operations. His team also travels downrange to provide training for partner-nation affiliates in a variety of programs.

Dent echoes the sentiment that the joint aspect of the assignment is a phenomenal experience, adding that all the branches and departments learn from each other. The unique operating environment and the nature of the missions tend to restrict the assignment to E-5s and above. You won't find lower enlisted working at JIATF South.

Dent pointed out that keeping an open mind is crucial. “We learn a lot from each other, each of the branches. Some things we might do better; other things they do better. All in all, it's fun, not just working with the other branches, but also with the different countries,” he said.

“Adopt a joint concept; embrace the joint atmosphere,” Dent advised, which makes it easy to see why he has been so successful at JIATF South. “My philosophy ... the best idea goes forward. No matter what branch you come from or what rank you are, if your idea is the best, then it's going forward. It may not be an Army or Air Force thing — it might just be the right idea.” 🇺🇸

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with the United States' assistance began a “systematic cleansing of drug organizations,” which has helped spur a rebuilding, a rebirth for cities like Medellín.

Alonzo Salazar, Medellín's mayor, said that the city had been marked on the map with a black star. “Nobody wanted to visit us. But the situation has changed drastically, and for the better. Now, thousands of tourists make it here to Medellín every single month.”

Unfortunately, not all nations within the region participate with JIATF South interdiction efforts, such as Venezuela and Bolivia. Task force officials say they see airflow and maritime traffic coming out of there all the time, going around Colombia. But, on the ocean side of Colombia, traffic has been considerably reduced.

One doesn't need to travel south in order to witness great collaborative efforts with JIATF South, as an enormous number of military, law enforcement and government agencies share information that keep operations going. Because missions are intelligence driven, many different agencies must be involved, and as a result of these concerted efforts, JIATF South is considered to be one of the most successful information fusion centers of its kind.

“We get a lot of good intel that comes from all different agencies,” said Sgt. 1st Class Luis E. Cruz, who currently works as a U.S. Army international operations officer for JIATF South. “All that intel kind of comes into this big ball here.

JIATF South analyzes it, and that's what we use to catch the enemy. The information is used to prioritize targets, and we execute or change the priorities as we see fit in going after the targets or the enemy,” he explained.

Cruz, who is on orders for reassignment, said he'd love to do another tour here, because the wealth of knowledge that can be learned from working in a joint environment is immeasurable. “It's been interesting learning how different elements in the Army process the information versus the Navy, Air Force, DEA, Coast Guard, etc.,” he said. “It's actually amazing to watch all these different services and agencies working together for one goal: to stop the bad guy.”

Priorities and processes might be a little different between collaborating agencies, a point most personnel at JIATF South emphasized. But, each branch and agency are after the same goal: to catch the enemy and stop the flow of drugs. Cruz explained that as a detection and monitoring program, “We assist these law enforcement agencies so they can make the busts and put people in jail.”

But, the missions are not the only aspect of joint operations and collaboration. All JIATF South personnel assigned to work on the operations floor, the J-3, are required to go through a one-month training course. The NCO in charge of the J-3 training shop, Air Force Master Sgt. Aaron Dent, said his crew trains

# Smart Phones Smart Soldiers

Connecting Soldiers to Digital Applications program aims to use smart phone technology as a training, teaching and warfighting tool.

By Angela Simental

**T**he Army is developing new and is enhancing existing technology to facilitate the lives of Soldiers. Through the Connecting Soldiers to Digital Applications initiative, the Army wants to employ the use of everyday smart phone technology tools that can be used in-garrison, for administrative tasks, in education and, eventually, in combat operations.

The benefit is that Soldiers will have multiple functions consolidated into a very small commercial device that can be operated on the move and have a huge impact for the military in different environments, said Michael McCarthy, director of operations of the Future Force Integration Directorate, Fort Bliss, Texas.

“We want to make sure that wherever that Soldier is in the world, he or she has the ability to continually learn and access training and information that make them more effective Soldiers,” he said.

Master Sgt. Jesus Medina of FFID’s training evaluation division said that as an NCO, having instant access to “technical manuals as well as Army regulations comes in handy when there isn’t a computer available.”

“Many times, there are things NCOs might not know, and having the ability to use Google or use any other search engine gives us the immediate knowledge we need,” Medina said.

The program started in September 2009 as the brainchild of Lt. Gen. Michael Vane, director of the Army Capabilities Integration Center, Fort Monroe, Va. Vane challenged his team to “put the Army in your pocket” and leverage social media.

The initiative, which is presently nearing the end of its first phase, became a combined effort by the U.S. Doctrine Command Analysis Center, Fort Leavenworth, Kan., and ARCIC.

“CSDA it’s all about trying to use commercial technology such as smart phones. Phones have become more than communication devices – they are almost like a computer, and they could become an electronic warfare device,” Vane said. “Perhaps these digital devices will become part of every Soldier’s kit.”

The program currently consists of nine pilots (two of them at Fort Bliss) that began this summer, McCarthy said. “We started a year ago to identify these pilots because we wanted to understand if [smart phone technology] worked or not. Phones can improve the way Soldiers communicate and train as well as enhance their knowledge and understanding.”

There are still many issues that need to be solved and many questions that need to be answered about the use of smart phone technology in the military as the program advances to its second phase in December, McCarthy said.

“We are looking at the phones, the applications that run in the phones and security,” McCarthy said. “How do we protect the information? How do we control phones when they are lost or stolen? We are also looking at the transport lanes. In a city, there is great cell phone coverage, but if you go out to the training areas or Afghanistan – how do we establish a Wi-Fi or cell network that will allow us to operate until some of the systems that are under development come? We are also looking at battery technology and thinking about the Soldiers’ load.”

Command Sgt. Maj. Patrick J. Laidlaw, command sergeant major of ARCIC, said he is optimistic about finding the answers to issues the pilot program presents.

“I believe [challenges] can be overcome or adapted into the program as it matures. We will learn how these devices can be incorporated into our systems and how they could be leveraged to make Soldiers more effective and efficient in their day-to-day missions or tasks,” he said.

This summer, during the first phase of testing, the Army’s Evaluation Task Force, 5th Brigade Combat Team, 1st Armored Division, tested 192 phones, including Google Android phones, BlackBerry phones, Samsung Moment, Apple’s iPhone, HTC Touch Pro II and the Palm Treo Pro.

“Soldiers’ feedback is most important to us,” Laidlaw said. “[Phones] are tested for safety, functionality and utility as well as cost savings. Soldiers provide feedback while equipment is in its train, educate and test phases. AETF does this by going to the field and putting these devices and software in realistic situations. The method of gaining Soldiers’ feedback comes from myriad formats, both written and oral observation reports from testers as well as the developers.”

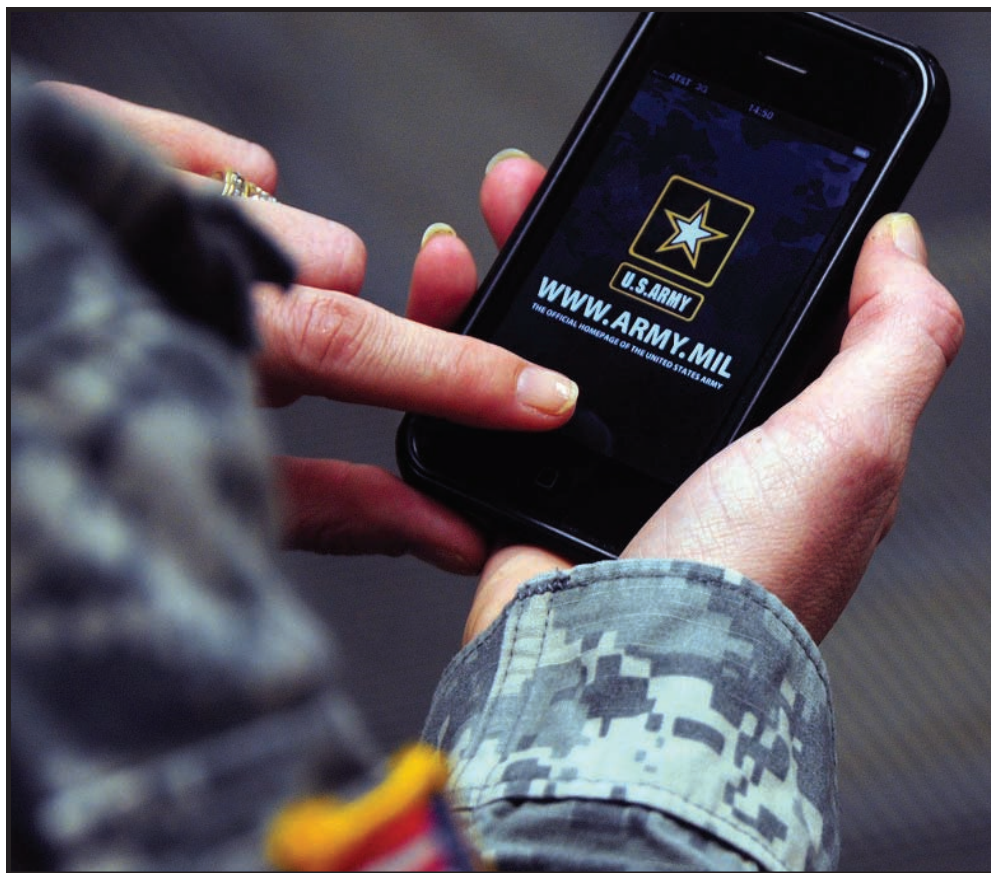
Laidlaw added that Soldiers who tested the phones during Phase 1 were able to write better field observations spot reports. “They are getting more information ingrained,” he said.

Spc. Michael Torrez, who tested the Samsung Moment, said using smart phone technology can be useful to access information. But, there are still many issues.

“It is hard to get any signal in the training range. But, if it worked, I think it could be a great tool for us to use,” he said.

Sgt. Andrew Yoder, who tested the same phone, said the ability to access things, such as field manuals, and being able to communicate with his unit could prove very useful in the field.

The second phase, which begins evaluation Dec. 10, will examine the effectiveness of smart phone technology and phone applications in the operational environment. The goal is to eventually integrate this technology with tactical radios and battle command systems, but it is yet to be determined how, McCarthy



This illustration shows the Army iPhone application. ThArmy iPhone app is a free app that keeps Soldiers updated on the latest news, and connected to the Army Flickr account, Army Live Blog and other social media sites. It can be downloaded from iTunes.

said.

Phase 2 will concentrate on apps that enhance situational awareness – being able to locate adjacent forces and give Soldiers information on the enemy. It is projected that Soldiers downrange will be able to use apps for peer-to-peer conversations or for individual or collective training.

“We want to make sure that the applications perform the way they are supposed to,” said Command Sgt. Maj. Antonio Dunston, 5th BCT, 1st Armored Division, command sergeant major, who is in charge of validating the training.

The apps being tested will allow any Soldier to use their smart phone to do such things as track other Soldiers and send instant messages, he said.

“And, there is also a biometric app. If the Soldiers are in-theater at a checkpoint and they think there is a bad guy, they can take a picture and send it to a database. They will instantly know if he is a bad guy or not, as opposed to calling on the radio and transporting the suspect 20 miles. It saves a lot of time.”

Dunston explained that with these applications, NCOs will know exactly where their Soldiers are at all times, whether in-garrison or downrange.

“If your company is supposed to be at the motor pool, you would be able to say, ‘Hey, why are there three guys over at the PX?’” he explained.

CSDA is also testing language software that will allow Soldiers to communicate effectively with people who speak languages other than English.

“We are not talking about a ‘pick a phrase’ type of thing, but to be able to talk and ask questions,” McCarthy said. “One of the software packages we are looking into incorporates voice recognition technology – where you speak into the smart phone and it translates your phrase into another language. It speaks that phrase. We looked at languages such as Spanish, Russian, Arabic, Dari and Pashto, which are languages that are commonly spoken in the areas we are involved in.”

This software will also give Soldiers the ability to recognize important information or documents, facilitating their missions.

“In the past, when Soldiers went on patrol, they collected documents and had no idea what they said. They had to wait until they got back to a secure area and turn it over to people that could decipher it,” McCarthy explained. “With the technology today, I can read it [on the spot]. Maybe I’ll have a 75 percent translation, but that is enough to know if it is somebody’s grocery shopping list or something important. I can instantly send a picture and translation to someone who can analyze it further and tell me whom else I can talk to get more information. We have shortened that process.”

With this technology, CSDA also seeks to help Soldiers’ families by providing them with instant access to information at home.

“For example, the wife can use the phone if they are moving and she wants to know what the schools are like or what the living conditions in that area are,” Laidlaw said. “When they take the phones home, their family interacts with them. Now, apps add another dimension when building an Army team at work and at home.”

Laidlaw explained that because technology evolves at such a fast pace, the CSDA program is constantly changing and exploring new, up-to-date technology and applications.

“We see technology getting better every day, and the more a device can carry, the better,” he said. “Integrating this technology with the Soldier is a very powerful combination, but we need to constantly be adapting.”

## Learning and training with apps

CSDA aims to create a persistent learning environment in which NCOs and Soldiers can train and learn even while waiting in line for coffee.

“We found we could reduce the time to train if we had the smart phones,” McCarthy said.

By using smart phones, Soldiers will not always have to be relocated or pulled out of their brigade to receive training because they can access their training material on their phones, he said.

Although apps are being created at the U.S. Army Signal Center, Fort Gordon, Ga., the Army is also looking for Soldiers’ input.

“For [creating apps], we certainly could use every Soldiers’ thoughts and ideas,” Laidlaw said. “The wisdom of the crowd clearly applies when it comes to digital applications on smart phones.”

In March, the Army launched a contest called “Apps for the Army” that asked Soldiers and Army civilians to submit mobile apps that would help or enhance the lives of Soldiers.

John Pedroza, an FFID civilian employee, submitted an application and was awarded an honorable mention at the Land War Net Conference in August.

Pedroza created a casualty-assistance application that helps families handle the loss of their Soldier. The application, which operates on all phone systems, provides information on collecting Social Security benefits and arranging funeral services.

There are many phone applications, some free, targeted at Soldiers that can be downloaded from sites such as iTunes and the Signal Center Web page as well as on the Army Training Network and the U.S. Army Combined Arms Center websites.

Laidlaw added that the applications being developed should support training, individually and collectively, in a “virtual, constructive and immersive environment.”

Eventually, the Army wants to open a website that is a one-stop shop where Soldiers can access the myriad apps available instead of having to visit multiple sites. More than 50 applications are currently being assessed for this site.

Soldiers in Initial Military Training are already being immersed in new technology with the Army Blue Book app, an introductory guide modeled on the Baron von Steuben’s original book that helps new Soldiers with their transition into the Army.

“Imagine you are a person wanting to know what the Army was like and the expectations of meeting your drill sergeant for the first time. With this app, you can get yourself mentally and physically prepared before you arrive at basic training,” Laidlaw said.

Using this app during Advanced Individual Training also helps Soldiers get familiar with their equipment and learn how it applies to their military occupational specialty.

Smart phone technology will also extend to the classroom

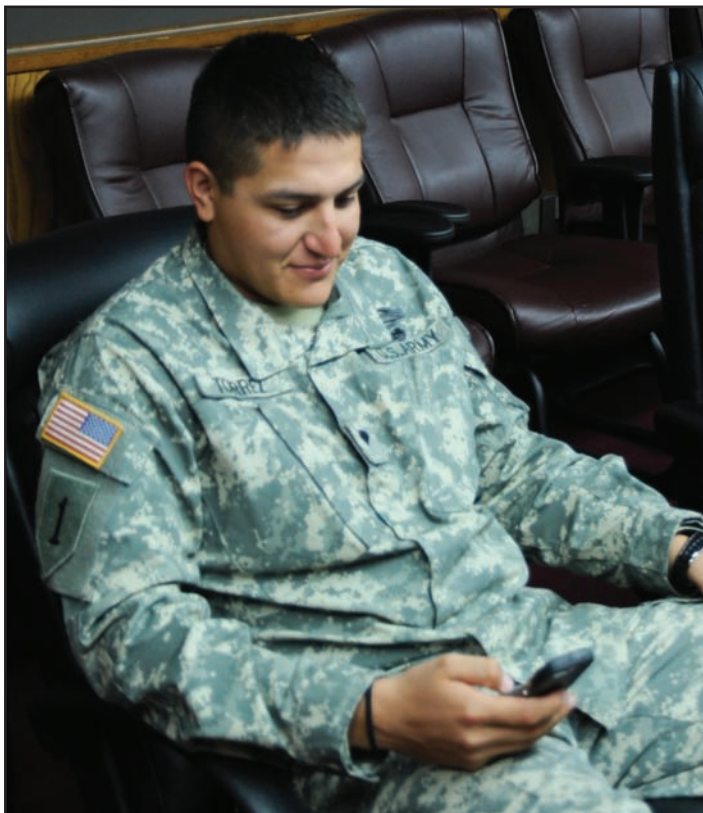


Photo by Angela Simental

Spc. Michael Torrez, who is part the Army Evaluation Task Force, tested the Samsung Moment during Phase 1 of the CSDA program.



next year with a pilot for the Advanced Leader Course.

“This will allow NCOs to take the 90-day [common core] course via their phone,” Laidlaw said. “It will be accessed through their personal phones.”

Laidlaw added that having Internet access available on cell phones will make it easier for Soldiers to search materials for their courses, study and retain information.

## Generation gap

A new generation of technology-savvy Soldiers is coming into the Army, bringing a different approach to learning and training.

One of the challenges CSDA faces is whether all generations in the Army will be motivated to learn and train with a smart phone.

“This is far from when I was on active duty in the 1970s,” McCarthy said. “In 1995, it took us about three days to teach rudimentary computer skills. Five years ago, we were proud because we would get it done in one day. During an exercise here about two months ago, we gave Soldiers smart phones with three applications and 30 minutes of instruction. They went and used those three applications in an operational context and figured out how to track each other. Using Web-based applications is second nature to many young Soldiers. CSDA wants to take advantage of how they learn and communicate, and provide them with technology.”

“We are actually just catching up with this generation that has been doing this for some time,” Laidlaw said. “There is a dynamic we [older generations] don’t fully understand about social networking. We don’t spend that much time texting and using social networks [like Facebook and Twitter]. We don’t understand how much a young person today relies on texting.”

Laidlaw added that if the Army can provide communication to young Soldiers in an isolated forward operating base, for example, it can improve morale, welfare, trust and confidence at the small-unit level.

“If a young Soldier is operating in an isolated forward operating base, and he or she has been used to communicating with friends and family, imagine the effect when you take that way,” he said. “There are no newspapers being delivered to FOBs. There’s no TV. With these devices we can keep our Soldiers connected to their families and current on the culture, language and the environment he or she is operating in.”

## The future

Although CSDA is still in its early stages, the program holds a lot of promise because it has the capacity to expand collaboration and provide instant, reliable communication.



Photo by Angela Simental

Command Sgt. Maj. Antonio Dunston checks messages on his BlackBerry phone. He is in charge of validating training Phase 2 for the CSDA program.

“Anytime you can enhance warfighters with something like this on the battlefield, it keeps them safer and provides them with a tool that can help them make informed decisions,” Dunston said. “I think this program is necessary, and it is coming at the right time. I would like to see it come to a point that Soldiers coming out of basic training could join their unit with their phone and get plugged directly into their units’ network.”

In time, CSDA wants to issue a smart phone to every Soldier.

“It could be when the Soldier comes to the Army at basic training, or before at the recruiter’s station or when the Soldier’s commissioned in the Army as an officer. There is a point somewhere where we have to figure out how we will do that,” Laidlaw said.

Future projects include providing Wi-Fi in barracks and classrooms to assist Soldiers in getting more training after duty hours.

“What lies ahead for the future of military apps is efficiency of use and increased speed by which an application can get things done for Soldiers and leaders in today’s complex warfighting environment,” Laidlaw said. 📱

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**To access or download Army apps visit:**

<http://www.army.mil/mobile/>



# A LEADER for all SOLDIERS

*Command Sgt. Maj. Ricky L. Haralson is the first woman to lead a U.S. Army NCO Academy. But Haralson contends strong leadership knows no gender, and being the 'first' is merely a snapshot in time.*



Command Sgt. Maj. Ricky L. Haralson (far right), commandant of the Maneuver Support Center of Excellence NCO Academy at Fort Leonard Wood, Mo., stands with her team (from left) Sgts. 1st Class Gary Erwin and Daniel Little; 1st Sgts. Dale Pichelmayr, Robert Mollohan and Chris Heberling; assistant commandant Sgt. Maj. Michael Siegel; and 1st Sgts. Sean Wilson and Jesse Mejia.

Story and photos by Cindy Ramirez

Command Sgt. Maj. Ricky L. Haralson brushes aside congratulations on being the first woman to lead a U.S. Army Noncommissioned Officer Academy.

“I was in the right place at the right time with the right qualifications,” said Haralson, who in August was appointed the commandant of the Maneuver Support Center of Excellence Noncommissioned Officer Academy at Fort Leonard Wood, Mo., the Army’s largest NCO academy.

“I would like to be considered a leader, an inspiration, for *all* Soldiers,” she said.

Haralson said she’d rather focus on the bigger picture: taking the academy, and its Soldiers, to the next level.

Today, the academy has four major components: the engineer, military police and chemical branches’ Advanced and Senior Leader Courses, as well as the Warrior Leader Course. Overall, more than 4,000 Soldiers are trained at the academy annually.

Among Haralson’s goals for the academy are to continue offering top-notch training, increase the number of Soldiers it trains and expand its reach to international students.

“I’d like to get some international students introduced to our academy,” Haralson said. “We’re the best NCO academy in the world ... and I’d like other NCOs from other armies to come in and see that.”

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*“I was in the right place at the right time with the right qualifications. ... I would like to be considered a leader, an inspiration, for all Soldiers.”*

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As a student of Class 58 of the Sergeants Major Course at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, Haralson worked closely with a number of international students. She says she learned a lot about the militaries, politics and cultural aspects of foreign nations from her colleagues. More so, she said, she came to appreciate Soldiers from across the world.

“There’s a bond — a friendship, a camaraderie — that all Soldiers have, no matter what nation you come from. There’s a bond that we have and we understand when we’re working together, and that became more evident during my time at the [Sergeants Major] Academy.”

### ‘YOU’RE HOOKED’

Haralson entered the military in December 1983 to gain some experience in the law enforcement field and help pay for college. But as soon as she began working alongside other Soldiers, she said something clicked.

“Once you find that camaraderie, realize you’re learning life skills and getting a good education, and continue forming that special bond with your fellow Soldiers, you’re hooked,” she said.

Haralson graduated from the military police one station unit training at Fort McClellan, Ala., in 1984. She became an NCO because she wanted to serve as a drill sergeant, which she says was one of her most rewarding assignments.

She has since served numerous roles within the military police, including as tower guard, patrol supervisor, Drug Awareness and Resistance Education instructor, K9 handler and detector dog handler. Haralson said she is especially fond of her two years working with canines.

“They’re your warrior buddy, just as any Soldier,” she said about the dogs. “It’s a bond that can’t be broken. Unfortunately, a couple of times it was tested.”

Besides being warrior buddies, dogs have long held a special place in her heart. While serving in Iraq, she was reminded of that bond with the four-legged friends — ironically, by a three-legged one.

“I saw the most disgusting dog I’ve ever seen in my life,” she said. “This nasty looking dog walked out in front of us. It

was missing hair all the way up its back, and it was obvious it had been abused. It was missing a leg.”

She promised herself she’d adopt a dog as soon as she was back in the states, and today shares her life with her dog, Ally.

Before taking over as commandant of the MSCoE NCOA, she served as command sergeant major of the 94th Military Police Battalion in Korea.

“I met so many civilian mentors who ‘adopted’ our battalion. It was wonderful,” she said. “We had the ‘three amigos.’”

The amigos were a group of Korean millionaires who Haralson said had a “fascination and commitment and love for American Soldiers.”

One had worked with U.S. military police as an interpreter during the Korean War. Haralson and her Soldiers often met with the men, who offered stories, insight and support.

“I learned the most there, as an individual and as a leader in the Army.”

Haralson said she’s also fond of her time spent in Hawaii, which was full of *aloha*, she laughs. “You can’t go wrong with Hawaii.”

She’s taken something away from each of her three deployments and seven overseas duty stations, especially her deployment to Iraq.

“The [Iraqi] people are the salt of the Earth; very humble and very nice. You see in them these qualities that are never talked about in the news, their human side,” she said. “Those are the things that you have to look for, even during a time of combat.”

“You appreciate home and all the little things more after an assignment like that,” she added.

These days, Haralson said she’s happy to call the NCO Academy at Fort Leonard Wood home.

## DECADES OF CHANGE

The academy first opened in 1964 as the Fort Leonard Wood NCO Academy and was commanded by officers and staffed with NCOs.

After several redesignations, it was renamed the U.S. Army NCO Academy and Drill Sergeant School in 1973, when it was moved under the supervision of the newly established Training and Doctrine Command. Two years later, the academy became a separate unit commanded and staffed by NCOs.

“That in itself was a big change, that NCOs were in charge,” Haralson said. “I believe the academies truly flourished after that.”

In 1988, Fort Leonard Wood became the U.S. Army Engineer Center, and the academy became responsible for all NCO engineer training. The courses the academy offered changed over time to keep up with the transformation of the NCO Education System.

The Base Realignment and Closure Commission brought greater change with the relocation of the schools of the military police regiment and chemical corps

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*“It’s definitely about leadership. But just as important, it’s about teamwork. ... If you have that across the Army, then we’ll continue to be the best in the world.”*

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to the academy in 1999 with the creation of the U.S. Army Maneuver Support Center at Fort Leonard Wood. In 2008, the Army’s drill sergeant schools were consolidated at Fort Jackson, S.C.

“The branches are able to draw on the strengths of each other,” said Sgt. Maj. Michael Siegel, deputy commandant of the academy. “The cadre is able to share ideals and improve the training in all of the courses across the different branches, providing a robust training environment.”

Today, the academy is the largest in the Army with about 890 rooms, a dining facility, a physical test track and a Soldier support center.

Overall, more than 90 classes in 20 different courses are offered year round. The academy’s Warrior Leader Course

recently doubled its student capacity after Fort Knox, Ky., closed its NCO academy.

“It’s incredibly huge and extremely intricate in the way it’s run,” Haralson said, praising the academy’s military and civilian staff for their accomplishments.

As the academy continues to grow, Haralson said the military police branch will go “back to its roots” in the law enforcement role, rather than the combat roles it’s been heavily engaged in the past few years.

Additionally, military police will be certified in hazardous materials handling rather than having to take the course elsewhere, she said.

Other courses will continue to evolve as needed, and others may be incorporated to the curriculum to ensure Soldiers are “keeping up with what’s needed of them wherever they’re stationed to effectively accomplish their missions.”

In August, despite Haralson downplaying her history-making appointment as commandant, the move shone light on the academy and on the role of women in the military.

## A SNAPSHOT IN TIME

A demographic snapshot captures the increasing diversity in today’s Army: About 14 percent of Soldiers are female, and women serve in 91 percent of all Army occupations.

However, only about 8 percent of the highest-ranking active-duty enlisted Soldiers are women.

During the last decade, a number of women have joined the ranks as the “first” of their gender to take over top leadership roles. Among some of the most notable:

- In fall 2010, Command Sgt. Maj. Claudia L. Turner became the command sergeant major of the new U.S. Army Reserve Legal Command, becoming the first woman in that role for the U.S. Army Judge Advocate General’s Corps.

- In summer 2009, Command Sgt. Maj. Teresa King was selected to serve as commandant of the U.S. Army Drill Sergeants Academy at Fort Jackson, S.C., becoming the first woman in that position.

- In 2004, Command Sgt. Maj. Cynthia Pritchett became the first female command sergeant major of a sub-unified combatant command. She served as principal enlisted advisor for Combined Forces

Command-Afghanistan from May 2004 to April 2006.

• In fall 2003, Command Sgt. Maj. Michele Jones was selected to serve as command sergeant major of the Army Reserve, becoming the first woman to serve in that position.

Those “firsts,” Haralson insists, are more an indicator of time than anything else.

Other senior leaders at the Maneuver Support Center of Excellence say experience, professionalism and ethic are qualities an NCO academy commandant should possess, and Haralson fits the bill.

“Her operational experience was clearly a factor,” said Command Sgt. Maj. Corbly Elsbury, command sergeant major of the MSCoE and Fort Leonard

Wood. “However, her leadership style and professional ethic place her out front. She is a very assertive, matter-of-fact NCO — exactly what our NCOs expect from a CSM. [She] is exactly what an NCO academy commandant should be: in charge, completely.”

Haralson said what’s most important to her is that the playing field is leveling, and that dedicated, qualified NCOs — male or female — continue to lead and train Soldiers to meet the Army’s mission.

“It’s definitely about leadership. But just as important, it’s about teamwork,” she said. “Here, our cadre, our staff, our Soldiers, our civilians, they do a tremendous job every day. If you have that across the Army, then we’ll continue to be the best in the world.”

Siegel said he agrees, adding that Haralson’s leadership, “based on the Army values with a strong desire to care for Soldiers,” will help propel the academy forward.

At the helm of the Maneuver Support Center of Excellence NCO Academy, Haralson said she plans to reach out to more Soldiers than ever before, including those international students she hopes to recruit starting next year.

Siegel and the rest of the NCO leadership at the academy said they’re motivated to accomplish those goals, telling Haralson they have quite a task ahead of them.

Haralson replied, “Hooah.” 🇺🇸

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## MANEUVER SUPPORT CENTER OF EXCELLENCE NONCOMMISSIONED OFFICER ACADEMY



**1964:** Established as the Fort Leonard Wood Noncommissioned Officer Academy

**1973:** Renamed the U.S. Army Noncommissioned Officer Academy and Drill Sergeant School

**1975:** Provisionally established as a separate unit commanded and staffed by NCOs. Command Sgt. Maj. Leroy N. Mello became the first enlisted commandant of the academy and Drill Sergeant School.

**1986:** Officially became subordinate to the U.S. Army Engineer Center command sergeant major

**1988:** Fort Leonard Wood officially became the U.S. Army Engineer Center, responsible for all the Army’s engineer training.

**1989:** The NCO Academy and Drill Sergeant School is dedicated as the Libby Noncommissioned Officer Academy in memory of Sgt. George Libby, an engineer Medal of Honor recipient.

**1999:** The academy was re-designated as the Maneuver Support Center of Excellence Noncommissioned Officer Academy. The Base Closure and Realignment Commission moved the military police and chemical regiments to the academy, which now trains NCOs in the military police, engineer and chemical branches, along with Soldiers from various branches in the Warrior Leader Course.

**2008:** The academy officially closed the doors of the Drill Sergeant School, which was realigned to Fort Jackson, S.C.

**2009:** As part of the NCO Education System transformation, the Advanced Noncommissioned Officer Course was re-designated as the Senior Leader Course, while the Basic Noncommissioned Officer Course was re-designated as the Advanced Leader Course.





# double Duty

*Recruiters become drill sergeants for two years to enhance their leadership experience.*

By Stephanie Sanchez

**W**hen Sgt. 1st Class Louis Matusek walked into the barracks, his trainees greeted him with respect, admiration and a little fear.

The Soldiers had just returned from training in the field the day before and were cleaning their gear. Some of the trainees eagerly asked Matusek questions, some nervously saluted him, and others acknowledged his presence but stayed focused on their tasks.

“Right now, they are just doing recovery since we just got back from the field yesterday,” Matusek said, briefly stopping from his walk through the halls of the barracks at Fort Knox, Ky. “Basically, what we’re doing is going through and cleaning all their gear. They’re getting ready; graduation is next week.”

Matusek, a drill sergeant, had spent nine weeks from July through September with the trainees, teaching them everything they should know as new Soldiers about the Army.

From observing his interaction with his Soldiers, some might think Matusek has been a drill sergeant almost his entire military career. But, he is new to the job

and the assignment is temporary.

Matusek’s original job is as a recruiter with the U.S. Army Recruiting Command. He and nine other recruiters were selected to attend Drill Sergeant School at Fort Jackson, S.C., last summer. Once they graduated – one as the distinguished honor graduate – in June, the new drill sergeants were each given a two-year assignment to train new Soldiers in Initial Military Training.

Training recruiters as drill sergeants was an effort to increase their knowledge of the operational Army, enhance their leadership experience and diversify the recruiting command. This is the first round of Soldiers to train, and this is also a unique opportunity because Soldiers in detailed assignments are exempted by U.S. Army Training and Doctrine Command from taking on other detailed assignments, officials said.

For Matusek, becoming a drill sergeant has been a great achievement. He has been a recruiter for six years and now proudly wears recruiter and drill sergeant badges on his uniforms, a rare sight.

“I always wanted to be a drill sergeant, and this was my opportunity to do it,” he said. “When I went through basic training, I kind of wanted to [become a drill sergeant]. But then, I saw the hours they worked and said, ‘No, I will never do

This page: Sgt. 1st Class Louis Matusek. Opposite page: Matusek inspects a trainee’s gear during a recovery exercise at Fort Knox, Ky. Photos by Stephanie Sanchez



Sgt. 1st Class Louis Matusek wears **recruiting** and **drill sergeant** badges. He is one of 10 Soldiers with the U.S. Army Recruiting Command who wear double badges.

it.' Then, of course, you hear the horror stories of going through Drill Sergeant School."

But, Drill Sergeant School was not what Matusek imagined. The courses took him back to the basics and also taught him many things he didn't learn in basic training 12 years ago, when the nation was not yet engaged in wars in Iraq and Afghanistan.

"Now, any Soldier who goes overseas is able to clear a building and conduct convoy operations and stuff like that, [training] we didn't get," Matusek said. "Of course, when we went through basic training, it was jungle warfare or whatever, so it was focused on something else. Now we're in urban terrain, so the basic training is focused more on urban terrain."

Matusek said he thinks the recruiting command will benefit from training its Soldiers as drill sergeants. He, along with the other Soldiers, should return to the command with valuable leadership skills that those in recruiting sometimes lose sight of after being away from the operational Army for so long, he said. He expects he'll also be able to better inform prospects about what they will experience in boot camp.

To a prospect looking to join the Army, Matusek said he would tell him or her to "go to basic training and keep your mouth shut. Listen to everything your drill sergeant tells you. Keep your motivation up. That's the biggest part with all the basic training – keeping your motivation level up. Basic training sucks, and it's always going to suck, just because you're leaving family. For many, it's the first time they have ever been away from home."

Sgt. 1st Class Michael Brown, a senior drill sergeant with the recruiting command, said he can now relate to what future Soldiers he recruits will experience. He said he went through basic training 17 years ago when training was different.

"We [recruiters] really can't relate to the training now," Brown, who conducts IMT at Fort Benning, Ga., said. "We don't get a chance as recruiters to see what they're actually being trained on right now. But, now when I go back, I can say, 'Look, this is what is going to happen.'"

Brown said he believes the recruiters trained as drill sergeants will return to the recruiting command with information to pass on to their colleagues. Some recruiters are already asking him questions their prospects have about boot camp, even though he has been a drill sergeant for a short time.

"This experience has been good for me," Brown said. "I would say being in recruiting for five years, you kind of lose track of the mainstream Army. By going to Drill Sergeant School, I'm

actually training. I'm actually getting that hands-on training that I've been missing."

Last year, former USAREC Command Sgt. Maj. Stephan Frennier learned many recruiters were interested in becoming drill sergeants when he was traveling nationwide to recruiting offices, said Kristy Milchick, a former human resources specialist with USAREC's personnel development division.

At the time, she said, the recruiting command had enough personnel to meet



Top photo courtesy of Brown, bottom photo by Stephanie Sanchez  
Top: Sgt. 1st Class Michael Brown speaks to Soldiers on their first day of basic training at Fort Benning, Ga. Bottom: Matusek instructs his trainees to clean their gear a day after returning from the field. The Soldiers graduated from Initial Military Training in September.





Photo by Stephanie Sanchez

Matusek orders his Soldiers to do push-ups after a comment was made about their assignment. The trainees were winding down their Initial Military Training.

its mission of recruitment, so they worked to start a pilot program with the help of TRADOC and the Human Resources Command detail assignments branch. The challenge came when the recruiting command needed to select who would participate, because only senior staff sergeants and junior sergeants first class could apply.

“A lot of our senior [sergeants first class] wanted to do it. But the drill sergeant assignments wanted senior [staff ser-

**“Every advantage we can give a young person to accelerate their learning process through preparedness is a value added.”**

geants] and junior [sergeants first class],” Milchick said. “That limited us on how many we were going to have [go to Drill Sergeant School]. We also didn’t want to affect their ranks. They’re gone for about three years. You don’t want to hurt a [recruiter’s] progression in his or her career because they have to have large-station commander time in order to be promoted to [master sergeant].”

Milchick said her office had to conduct a strict screening process to select the 10 recruiters. The Soldiers submitted their applications in summer 2009, graduated from Drill Sergeant School this June and

started their assignments in July.

Once the Soldiers return from drill sergeant duty, she said, they should have a big impact on the recruiting command. They will be able to help with future Soldier training programs dedicated to helping teach people interested in joining the Army about basic training.

The recruiters should also take pride in being drill sergeants, Milchick said.

“They get to wear double badges: the

recruiting badge and their drill sergeant badge. There are only a handful of ... Soldiers with double badges,” Milchick said. “They also get to see [the quality of people] they’re putting into the Army. ... The idea of being a drill sergeant is also a personal motivation, personal satisfaction. It is the ultimate leadership position. You are truly making Soldiers. You’re molding and creating brand new Soldiers.”

Three to four years ago, the recruiting command started to diversify by offering different training opportunities to recruiters, such as training recruiters as drill sergeants, said Command Sgt. Maj. Todd

A. Moore, who recently became USAREC’s command sergeant major.

“We expanded and grew our opportunities to reconnect with our divisions and with Big Army,” he said. “I just captured this thought, ‘Training [recruiters] to be drill sergeants is another great opportunity to diversify and enhance NCOs’ leadership experience and give NCOs a chance to train some of the future Soldiers they actually recruited.’ What a novel idea. What’s interesting is that out of the 10 Soldiers who were selected, we actually had an honor graduate [Sgt. 1st Class Keven Parr] from Drill Sergeant School.”

Many times, he said, people forget that recruiters are noncommissioned officers who are performing their job away from forward operating bases downrange in “small town, USA.” These Soldiers are everywhere from rural areas to large cities, he said.

Moore said he plans to work with TRADOC on future opportunities to train recruiters as drill sergeants to continue to hone skills recruiters may not apply every day. Upon return, these Soldiers will be used to improve future Soldier training programs.

“As a command, [we would be] redeveloping our future Soldier training programs to not only meet the intent of IMT and [deputy commanding general for IMT] Lt. Gen. [Mark] Hertling’s group at TRADOC, but also to develop or package a better prepared Soldier or applicant for the basic training sites,” Moore said. “I want to be clear about something, our mission is to recruit America’s Army, not train them. ... But every advantage we can give a young person to accelerate their learning process through preparedness is a value added. Then, it keeps our NCOs sharp in their skills as primary trainers.”

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# Health & Fitness

## Part 1: Physical Readiness Training

**A** rmy Physical Readiness Training is designed to give Soldiers the ability to meet the physical demands of any combat situation or duty position. Training Circular 3-22.20 outlines the new program, its myriad exercises and drills, and the complete instructions for conducting the Army Physical Fitness Test. However, leaders are cautioned to implement the entire program and not base PRT sessions on just the components of the test.

The Warrior Leader Course lesson in how to lead PRT, part of a larger unit on health and fitness, is based on the seven principles of training found in the Training Management lesson:

**COMMANDERS AND OTHER LEADERS ARE RESPONSIBLE FOR TRAINING:** Since commanders delegate authority to NCOs as the unit's primary trainers for PRT, it is up to NCO leaders to conduct PRT sessions to the specific tasks, conditions and standards found in the entire TC 3-22.20, not the APFT.

**NCOS TRAIN INDIVIDUALS, CREWS & SMALL TEAMS:** When an NCO conducts regular standards-based, performance-oriented, mission-focused PRT with his or her Soldiers, they learn the standards, improve their ability to perform mission essential tasks within the unit and develop respect for the NCO as their leader. To execute to standard, proper preparation and rehearsal is key.

**TRAIN AS YOU WILL FIGHT:** PRT sessions must incorporate training activities that directly support warfighting tasks, such as climbing, crawling, jumping, landing and sprinting. The full PRT



Photo by Sgt. Giancarlo Casem

Soldiers from the 11th Armored Cavalry Regiment conduct an Army Physical Fitness Test as part of the Expert Infantryman Badge test at the National Training Center on Fort Irwin, Calif., in September.

program employs an integrated approach to physical conditioning by developing the critical components of strength, endurance and mobility.

**TRAIN TO STANDARD:** As PRT applies Armywide, its standards and doctrine must be universally known, understood and accepted. It is up to NCO leaders to make PRT an integral part of every Soldier's life.

**TRAIN TO SUSTAIN:** Because units must be capable of conducting operations for sustained periods of time, Soldiers must become experts in conducting and performing PRT. NCOs ensure their Soldiers understand this link between training and sustainment.

**CONDUCT MULTIECHELON & CONCURRENT TRAINING:** Good planning and coordination allows concurrent PRT training when, for example, a part

of a unit performs climbing drills while others perform conditioning drills.

**TRAIN AND DEVELOP AGILE LEADERS AND ORGANIZATIONS:** Senior NCOs train junior NCOs to master all the PRT drills and activities, and the assessments that are part of the APFT. Thus, NCOs are given the opportunity to lead every day during PRT.

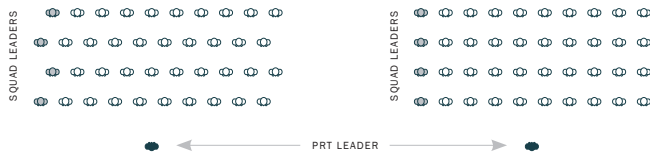
When conducted properly, a unit's PRT program instills confidence and the will to win, develops teamwork and unit cohesion, and integrates aggressiveness and resourcefulness within the unit.

*For more information on the new Army Physical Readiness Training program, see the August issue of the NCO Journal online at <https://usasma.bliss.army.mil/NCOJournal/Archives/2010/August/PDFs/PRT.pdf>.*



# Leading PRT: Guiding your Soldiers

## FORMATIONS

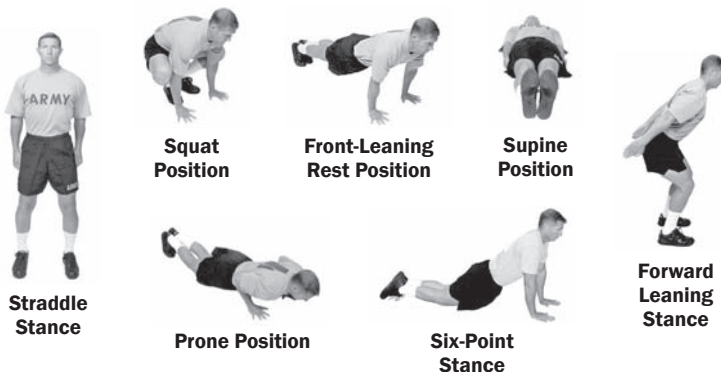


Most PRT activities are performed in the **Extended Rectangular Formation**

The Military Movement and Guerilla Drills are performed in the **Extended Rectangular Formation Covered**.

## STARTING POSITIONS

Before beginning an exercise, the PRT leader commands, “**Starting position, MOVE,**” to get Soldiers into the proper starting positions. Soldiers must learn all the starting positions to avoid interrupting the PRT session.



## CADENCE

Proper cadence ensures that exercises are performed at the correct speed. The two cadences used for PRT exercises are **slow cadence**, 50 counts per minute, and **moderate cadence**, 80 counts per minute.

## COMMANDS

Once Soldiers know the exercises by the numbers, the PRT leader merely announces **the name of the exercise**, commands the Soldiers to **assume the starting position** and then **begins exercising to cadence**. The cadence count indicates termination of movement to each position of the exercise. To terminate a set, the PRT leader raises the inflection of his voice while **counting out the cadence of the last repetition**. The Soldiers and PRT leader respond with “**HALT**” upon returning to the starting position.

## THE APFT

As junior NCOs are most commonly used as scorers, here are some things to keep in mind when scoring the Army Physical Fitness Test:

### All events:

- ✓ **Scorer’s responsibility:** Count the correct number of repetitions out loud, repeating the last number when an incorrect rep occurs. Scorers should also enforce test standards, verbally correcting any improper form. Scores are entered on the Soldier’s DA Form 705.

### Push-up event:

- ✓ **Scorer’s position:** Sit or kneel 3 feet from the Soldier’s left shoulder at a 45-degree angle. The scorer’s head should be even with the level of the Soldier’s left shoulder when in the front-leaning rest position.
- ✓ **Chest:** May touch the ground as long as it does not provide an advantage. Soldiers cannot bounce off the ground.
- ✓ **Feet & Hands:** Feet may not be bare, braced or crossed during the event. The push-up may be performed on one’s fists.

### Sit-up event:

- ✓ **Scorer’s position:** Sit or kneel 3 feet from the Soldier’s left hip. The scorer’s head should be even with the level of the Soldier’s shoulder when in the up position.
- ✓ **Arms & Hands:** Cannot be swung or be used to pull one’s body up or push off the ground. If this is done, the event is terminated. Fingers must remain interlocked for the repetition to count.
- ✓ **Form:** Soldiers may wiggle to obtain the up position, but cannot use any part of their arms to lock on, brace or hold themselves up. If done, the event is terminated.
- ✓ **Feet:** Both heels must stay in contact with the ground for the repetition to count. Feet can be held by another Soldier.

### 2-mile run:

- ✓ **Scorer’s position:** At the finish line.

# NCO Stories

*A selection of Valor*



## Staff Sgt. Salvatore A. Giunta

*Citation to award the Medal of Honor*

*For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty: Spc. Salvatore A. Giunta distinguished himself conspicuously by gallantry and intrepidity at the risk of his life above and beyond the call of duty in action with an armed enemy in the Korengal Valley, Afghanistan, on October 25, 2007.*

*While conducting a patrol as team leader with Company B, 2nd Battalion (Airborne), 503rd Infantry Regiment, Giunta and his team were navigating through harsh terrain when they were ambushed by a well-armed and well-coordinated insurgent force. While under heavy enemy fire, Giunta immediately sprinted towards cover and engaged the enemy.*

*Seeing that his squad leader had fallen and believing that he had been injured, Giunta exposed himself to withering enemy fire and raced towards his squad leader, helped him to cover and administered medical aid. While administering first aid, enemy fire struck Giunta's body armor and his secondary weapon.*

*Without regard to the ongoing fire, Giunta engaged the enemy before prepping and throwing grenades, using the explosions for cover in order to conceal his position.*

*Attempting to reach additional wounded fellow Soldiers who were separated from the squad, Giunta and his team encountered a barrage of enemy fire that forced them to the ground.*

*The team continued forward and upon reaching the wounded soldiers, Giunta realized that another soldier was still separated from the element. Giunta then advanced forward on his own initiative. As he crested the top of a hill, he observed two insurgents carrying away an American Soldier. He immediately engaged the enemy, killing one and wounding the other.*

*Upon reaching the wounded Soldier, he began to provide medical aid, as his squad caught up and provided security.*

*Giunta's unwavering courage, selflessness, and decisive leadership while under extreme enemy fire were integral to his platoon's ability to defeat an enemy ambush and recover a fellow American Soldier from the enemy. Giunta's extraordinary heroism and selflessness above and beyond the call of duty are in keeping with the highest traditions of military service and reflect great credit upon himself, Company B, 2nd Battalion (Airborne), 503rd Infantry Regiment, and the United States Army.*



# Reluctant hero becomes first living MOH recipient since Vietnam

By Elizabeth M. Collins

Don't call Staff Sgt. Salvatore "Sal" Giunta a hero.

Don't say that he went above the call of duty when he single-handedly stopped two terrorists from kidnapping his wounded buddy during a ferocious firefight in Afghanistan in 2007.

As Giunta sees it, he was just doing his job. He didn't do anything that any other paratrooper in 1st Platoon, Battle Company, 173rd Airborne Brigade Combat Team – or anyone in the United States military for that matter – wouldn't have done, and he can't understand what all the fuss is about.

Giunta certainly doesn't think he deserves the Medal of Honor, which President Barack Obama presented to him in a White House ceremony Nov. 16 – making the seven-year Army veteran the first living recipient of the medal since Vietnam.

"This could be any of us," Giunta said of receiving the nation's highest award for valor. "Right now ... I'm the one sitting here, but it could be any one of my buddies. It could be anyone in any of the services who are out there doing it every day.

"As for someone calling me a hero, I try not to think about it. I let the words fall away. It seems strange."

## *I do solemnly swear ...*

Giunta, now 25, visited an Army recruiter while working at a Subway restaurant in his native Iowa in 2003 after a radio commercial promised free T-shirts to anyone who came by.

"I like free T-shirts," he joked. "They've got to give you the spiel. That's how they give you the free T-shirt, and kind of over the course of a couple days, [I] started really thinking about what the recruiter had said. We are a nation at war, I am 18, and I am an able-bodied male."

He went back, found out he could jump out of helicopters, and was hooked.

Before he knew it, Giunta – pumped – was on his way to southern Afghanistan with the 173rd in March 2005. He was excited to put his training to use and see some action. But he quickly realized that war wasn't a game; friends got hurt or went away, never to return.

After coming home at 19, he had seen many people die, and didn't like it. Giunta was ready to get out, perhaps get an education and spend time with his girlfriend Jennifer. But like many other Soldiers, Giunta was stop-lossed and the only place he was going to was back to Afghanistan.

## *Valley of Death*

Now a specialist, Giunta arrived in Afghanistan's remote Korengal Valley in June 2007. Near the Pakistan border, it is a smuggling route for weapons and insurgents, and one of the most dan-

gerous areas of the country. Dubbed the "Valley of Death," the 10-mile long valley has had some of the fiercest fighting in the war and has been home to dozens of American casualties. U.S. and NATO forces later withdrew from the Korengal Valley.

"When we got off the helicopter, it didn't look like any Afghanistan I had ever seen before," Giunta recalled. "The mountains were hard and sharp, and also really, really steep."

The steep terrain and high altitude, he added, would often turn a walk of a few kilometers into a march lasting six to eight hours, especially at the beginning of his deployment.

For the next 15 months, home would be a tiny Korengal Outpost and a series of smaller primitive bases, like the 1st Platoon's Firebase Vegas, which the men expanded from a couple of buildings into bunkers and sleeping quarters made of plywood, sandbags and Hesco barriers. They never had running water, but were able to get electricity after a few months.

The Soldiers spent much of the summer engaged in multiple firefights a day with enemies who hid in mountain caves one day and in village houses with human shields the next.

## *Operation Rock Avalanche*

On Oct. 19, 2007, the men of Battle Company were dropped deep into insurgent territory for a mission to not only look for weapons caches, but also to win over a few hearts and minds. Firefights were to be expected, Giunta said.

No one could have predicted the intensity of the bombings and fighting that followed, including a fierce battle that left several 2nd Platoon Soldiers injured or dead.

When the remaining Soldiers entered the village of Landigal on Oct. 27, 2007, to look for weapons, Giunta and the rest of the



Photo by Chuck Kennedy

President Barack Obama presents the Medal of Honor to Staff Sgt. Salvatore Giunta in the East Room of the White House on Nov. 16, for his actions of valor during an enemy attack in Korengal Valley, Afghanistan, October 2007.

1st Platoon were assigned an over-watch position, guarding the high ground on Honcho Hill. Radio chatter indicated insurgents were out for more American blood, but, as Giunta explained, radio chatter always indicated that insurgents were out for American blood.

They didn't expect a trap or they would have taken a different route back to their outpost when the 1st Platoon began walking single file down the narrow crest of the steep Gatigal Spur shortly after sunset.

## *Ambush*

The men didn't make it far, only 350 or 400 meters, before a hail of AK-47, PK machine-gun and rocket-propelled grenade fire from about 15 meters away stopped them cold. Between 15 and 20 enemy fighters were behind a crest in the hill and parallel to the trail in a devastating "L-shaped" ambush that cut Giunta's squad off from the rest of the platoon.

Sgt. Joshua Brennan, who was walking point, and Spc. Franklin Eckrode were wounded and separated from the rest of the men, who desperately tried to rescue them, returning fire with M4s, squad automatic weapons and grenades. Apache helicopters watched from the sky, but the fighting was too close for the pilots to separate friend from foe and launch the ordnance that would have finished the attack.

"Every single man next to me did exactly what he could, which was get down and return fire," Giunta said of the Soldiers' response. "There wasn't really much cover, so you've got to take the fight back to them. The more rounds you shoot at them, hopefully the less rounds they

shoot at you. The less rounds they shoot at you, the less chances you have at getting hit."

The squad leader, Staff Sgt. Erik Gallardo, took a round in the helmet. Giunta raced through enemy fire and dragged Gallardo, who was only stunned, back to cover and helped him up.

At one point, enemy rounds also hit Giunta, who had always complained about wearing body armor. The rounds impacted both his vest and the rocket launcher he carried across his back. He barely flinched, but noticed something was off: the bullets hadn't come from the same direction as the bulk of the fighting.

"That's something to always keep in the back of your mind," he said.

With Spc. Kaleb Casey "laying waste" with his M249 squad automatic weapon, Gallardo, Giunta and Pfc. Garret Clary, who also had an M203 grenade launcher, threw grenades and then bounded forward in the aftermath of the explosions. Each time a wave of enemy fire stopped the men, they dropped to the ground and prepped more grenades before bounding forward again. Casey later reported that every man in the squad had bullet holes in their clothing or equipment.

## *"I will never leave a fallen comrade"*

When they finally reached Eckrode, he was wounded but conscious and had been firing his weapon until it jammed. Brennan, however, was missing. While aiding Eckrode, Gallardo put Casey in charge of security and turned to order Giunta to continue the search for Brennan.

But Giunta was already gone, figuring that because he was "lazy" and out of grenades, he might as well keep running and link up with Brennan.

Clary was trailing him by about 10 to 15 meters. But, Giunta didn't expect to find Brennan, a good friend, grievously wounded and being dragged away by two enemy fighters.

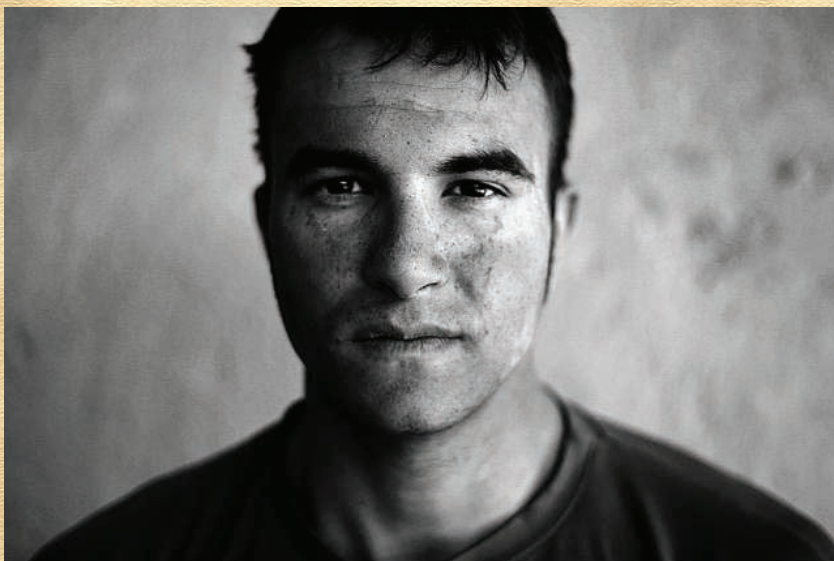
"I didn't understand what was going on," Giunta recalled. "I'll think about that moment a lot. That was something I never thought I would see in the military. It was difficult to see. Just react [by taking action] is all you really have time to do, but after sitting on it for three years, it's more emotional to me now than I think it was then."

It was part of the Warrior Ethos Giunta didn't have to think twice about, because it went without saying that he wouldn't leave Brennan and Brennan wouldn't leave him. Any of the Soldiers in the unit would have done the same, Giunta said.

So yelling for help and still under heavy fire, Giunta charged forward alone and fired the 15 or 20 rounds remaining in his M4, killing one of the insurgents and wounding the other. But, he did more than save Brennan, Gallardo later explained. The true nightmare of any leader is a Soldier missing in action, and Giunta prevented that.

"They would have definitely, definitely taken him to [a place] a lot worse," Gallardo said. "There's no way we would have come out of that valley without Brennan. We would have fought tooth and nail to find his body or find Brennan. Giunta definitely saved a lot more lives that night."

While Clary stood guard, and the fight continued



Courtesy photos

Top: Childhood photo of Giunta. Bottom: Giunta, the first living recipient of the nation's highest award for valor since the Vietnam War. President Barack Obama presented the Medal of Honor to Giunta in a White House ceremony Nov. 16.



Photo courtesy of Staff Sgt. Salvatore Giunta

Giunta during his first deployment to Afghanistan in 2005, when he first bonded with his platoon in Battle Company, 173rd Airborne Brigade Combat Team. During his second deployment in 2007, he unexpectedly made history.

around them, Giunta and Gallardo, who had come running, found a slight dip where they could protect Brennan. They feverishly went to work on him, going through all of their first-aid kits before cutting apart their own clothing, doing anything and everything to stop the bleeding. He was covered with gunshot and shrapnel wounds, but worse were the injuries to his face. He couldn't breathe. His wounds were far above their basic lifesaving skills, so they comforted him by talking of home while they tried to get help.

### *Aftermath*

As the 1st Platoon finally seized control, Soldiers brought other casualties to where Brennan lay, including the platoon's beloved medic, Spc. "Doc" Hugo Mendoza. He had been shot in the leg trying to help another Soldier and bled out.

"And that's when I knew the [expletive] had hit the fan. We were in a position we didn't want to be in. We don't have our medic. I have a severe casualty," Gallardo remembered, looking down. The 3rd Platoon had come running when they heard RPG fire, but with the rough terrain, it was another 10 or 15 minutes before they arrived. Their medic gave Brennan a tracheotomy on the spot, buying enough time for the medevac helicopter to arrive, giving the paratroopers hope.

They still had a long two-and-a-half-hour walk back to their outpost. As far as they knew, Brennan was in surgery. He would make it. That's what they told themselves, at least, and most of the Soldiers, even Giunta, didn't know about Mendoza. Everyone only knew his own small piece of the battle, which had been chaotic, overwhelming and is even now a blur for many of the Soldiers.

"I just hoped and prayed," Giunta said. "We got back and the first sergeant had the cook, cook us up some wings and corn dogs, which was awesome. ... You talked to your buddies, [saying] 'OK, you're good. You're OK,' like that." But, it wasn't long before Battle Company's commander, now-Maj. Dan Kearney, came and broke the devastating news.

"They were better Soldiers than me," Giunta said with a

catch in his voice. "That's part of what gets me so much. I was with Brennan for the deployment before, and he's always been a better Soldier than me. ... Spc. Mendoza was a combat medic. He did everything we did."

Giunta explained that after a Soldier died, his buddies normally leaned on each other for support, but this time was different. The Army wanted a lot of the men of the 1st Platoon, and particularly Giunta. There were sworn statements, investigations and interviews with the reporters who were embedded in the valley with Battle Company.

"And by the time you're done ... no one wanted to talk about it. We joked about the good times. There's still people I've never talked about it," Giunta said.

He called his now-wife, Jennifer, and his mother, Rose, as soon as he could for the distraction. But, he couldn't tell them the details.

### *First since Vietnam*

Kearney originally decided to put Giunta in for the Medal of Honor three years ago, the same night as the ambush, saying that if Giunta's actions weren't worthy of the award, then he doesn't know what is.

"It started sounding like some story I had read about in World War II with Audie Murphy," he remembered. "You don't hear about single individuals taking on the responsibility to leave their squad when they're a specialist, treat their squad leader after they've been shot, then go repatriate their best friend from behind enemy lines, then run back into the kill zone to start treating his men and leading them out of the kill zone."

Still, receiving the Medal of Honor was something that Giunta refused to believe would ever happen until he heard the president's voice on the phone congratulating him.

"For almost three years, someone's like, 'Hey, you're in for the Medal of Honor,'" he said. "'Oh, no. I don't think that's me.' Just deny. It's not worth it. That's something that's going to be a big thing, and that's not what I need right now. I've got enough stuff going on. And to hear President Obama on the phone, that was a moment of 'Ohhhhh.'"

"It was good. It was very positive, exciting and thrilling. My heart was beating. My ears were closing. I had my wife Jen by my side, and she's squeezing my hand. At the same time, it almost seemed unreal," he remembered, adding that as hard as he tries, he can't remember exactly what the president said.

Even now, the experience is surreal and bittersweet as Giunta tries to grasp that he will stay forever in the pages of history for helping his friend and doing his job. It's an honor, of course, but it's not one that he ever asked for or wanted.

Giunta hopes that the medal will remind Americans that brave young men and women are still in Afghanistan, sacrificing their blood, sweat and tears every day.

"This is for everyone who has been to Iraq, everyone who has been to Afghanistan, everyone who has to suck it up for awhile without their family," he said. "It's about the families who have to suck it up when their husband or wife is deployed. This is for all of us. This is for everyone who sacrifices for their country, who sacrifices for America."

# Chief of Staff of the Army presents awards

By Staff Sgt. Clinton Atkins  
 NATO Training Mission-Afghanistan Public Affairs

U.S. Army Chief of Staff Gen. George W. Casey Jr. presented awards to two Soldiers and a Department of the Army civilian during a ceremony Oct. 11 at Camp Eggers in Kabul, Afghanistan.

Casey, the Army's highest-ranking general, presented awards to Staff Sgt. Monse Gardea, Spc. Garland Brown III and Maxwell Kannen, the security assistance command liaison to NTM-A. All three are serving with NATO Training Mission-Afghanistan. Casey also presented a commander's coin to Romanian Lt. Col. Mihai Ciobanca for his contributions to NTM-A.

The recipients knew they were going to receive an award but were shocked to learn Casey would be the presenter.

"It was awesome. This is probably one of the biggest days not just in my Army career, but in my life," said Gardea, a San Diego, Calif., native who deployed from Fort Bliss, Texas. Gardea received the Bronze Star for his combat leadership and dedication.

"The only other days that can top this are when I got married and when my kids were born," he added. "Receiving the Bronze Star and having it pinned on by Gen. Casey made this perfect. I don't see [anything] topping this moment ever."

Brown, who earned the Combat Action Badge for his actions while in a convoy that came under enemy fire, said, "It's a great honor to be awarded by the highest-ranking general in the Army.

"It's not every day a Soldier will receive the Combat Action Badge from the chief of staff of the Army himself," said Brown, a Bowling Green, Ohio, native who deployed from Fort Sill, Okla.

Kannen, who was awarded the Achievement Medal for Civilian Service, said he was humbled by the honor.

"It doesn't seem fair to be here next to [the other recipients]. I'm just an office guy," he said.

Kannen, also a Bowling Green native, deployed from Fort Belvoir, Va. He may not have seen combat, but according to his citation, he "was pivotal in the command's ability to fully obligate \$2.9 billion of fiscal year 2009 supplemental budget, which was essential in providing [the Afghanistan National Security Force] with critical defense articles, services and training."



After bestowing the awards, Casey turned toward the crowd to recognize everyone's hard work.

"The work that you do here will contribute to our long-term successes," he said.

Even though Casey didn't have much



Photo by Senior Airman Zachary Wolf

Chief of Staff of the Army Gen. George W. Casey Jr. talks with Bronze Star recipient Staff Sgt. Monse Gardea on Oct. 11. Gardea received the Bronze Star for enhancing Afghan counterinsurgency operations by fielding Afghan security forces to secure the local population.

time to spend with the troops at Camp Eggers, he said, "It's always great for me to come and recognize Soldiers."

Casey's visit was an instant morale booster for the troops and showed that all of the sacrifices being made for the mission are paying dividends, said Lt. Gen. William Caldwell IV, NTM-A commander.

"Gen. Casey's presence here today and his comments to our Soldiers and civilians are indicative of the importance he and the rest of the U.S. Army place on manning, resourcing and supporting NTM-A's mission to develop an enduring and self-sustaining Afghan National Security Force," he said.



# Special Forces Soldiers honored for bravery

By Staff Sgt. Andrew Kosterman  
1st Special Forces Group (A) Public Affairs

Members of the 1st Special Forces Group gathered July 16, 2008, as Lt. Gen. Robert W. Wagner, commander of U.S. Army Special Operations Command, and Brig. Gen. Michael S. Repass, commanding general of the U.S. Army Special Forces Command, presented Sgt. 1st Class Chad M. Kite and Staff Sgt. Christopher L. Federmann with Silver Stars in Fort Lewis, Wash.

The Soldiers were honored for their bravery during Operation Iraqi Freedom.

Kite and Federmann were awarded the nation's third-highest medal for valor for their part in an operation to capture a suspected terrorist leader in the city of Al Diwanayah, Iraq, on June 3, 2007.

They were part of the primary assault force consisting of 17 Soldiers – a mixture of U.S., coalition and Iraqi soldiers. A second assault force consisting of nearly 30 U.S. and coalition soldiers was staged in another part of the city waiting as the quick-reaction force.

The team quickly moved into the area where the terrorist was believed to be and assaulted the target building. As the operation unfolded, the team began taking fire from multiple directions.

"It was chaotic," Kite said. "We were surrounded."

Kite and Federmann, along with two other coalition soldiers, moved 100 meters under hostile fire. Kite suppressed the enemy, while Federmann threw multiple hand grenades, neutralizing the enemy threat. They called the second assault force forward to their location.

As a result, enemy fire increased, and one Iraqi soldier was fatally wounded.

The now 40-man force of U.S. and coalition soldiers began taking sniper and rocket-propelled grenade fire from a nearby building. A Special Forces Soldier launched a shoulder-fired missile at the building, from which the sniper and RPG fire were originating. However, despite the missile strike, the enemy sniper and RPG fire from the building did not stop. A coalition sniper fired from a nearby rooftop at the enemy forces, but could not

eliminate the threat. U.S. aircraft could not attack the building because of the close proximity to civilian homes.

Kite and Federmann again moved under heavy fire to engage the enemy.

Kite fired at the enemy, enabling Federmann to fire multiple high-explosive rounds from his M79 grenade launcher. Federmann then launched a smoke grenade onto the rooftop, marking the building for coalition helicopters to place precise machine-gun fire into the building, destroying the remaining enemy presence.

After moving back to the assault force, Kite and Federmann recognized that insurgent forces had moved again and taken positions on the rooftop of a building less than 15 meters away. The surrounding insurgent forces moved to close the distance with the coalition forces. Realizing the deadly threat developing, Kite

suppressed the rooftops and intersection, while Federman fired his M4 carbine and threw multiple grenades at both locations, again neutralizing the threat.

At this point, the assault force began regrouping to leave the area. By then, the force had suffered two casualties, including a coalition member shot in the chest who continued to fight off the enemy for more than two hours. One Iraqi soldier was killed in action.

The force later pulled out of the enemy stronghold. Under heavy fire, the assault force withdrew

from the area, returning fire from the sides of their vehicles. During withdrawal from the target area, Federmann was wounded in the arm by a bullet fragment.

"Sgts. Kite and Federmann displayed exceptional teamwork and uncommon valor over the course of a four-hour engagement while outnumbered by enemy insurgents," said Col. Eric P. Wendt, 1st Special Forces Group commander. "Their actions define the spirit of the Silver Star."

Even though both men were in a 360-degree fight, they say the number one priority for them was making sure everyone made it home.

"We disrupted the terrorists on their turf," Federmann said. "Everyone did what they were supposed to do to make it out alive – that's the best part."



Photo by Sgt. Amanda White

Sgt. 1st Class Chad M. Kite and Staff Sgt. Christopher L. Federmann stand in front of the audience after the presentation of their Silver Stars.



Photo by Spc. David M. Gafford

Marine Corps Sgt. Maj. Jean-Paul Courville, center left, graduated from the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, in June.

# U.S. Army Sergeants Major Academy: A **Marine's** Experience

By Marine Corps Sgt. Maj. Jean-Paul Courville

I had the unique opportunity, along with three other Marines, to attend USASMA Class 60, which convened Aug. 3, 2009, and graduated May 27, 2010. The other Marines in the class were 1st Sgt. Reginald Robinson, Master Sgt. Dan Jackson and Master Sgt. John Willis.

Many Marines continue to ask — what could the Army's Sergeants Major Academy teach a United States Marine? Would it teach how to be a sergeant major? Is it a loss to the Marine Corps to give up senior enlisted Marines for this lengthy amount of time? Why are Marine master sergeants attending an Army Sergeants Major Academy?

These are relevant questions, and they encourage debate among senior Marines. The debate is healthy, and I hope to shed some light on what USASMA stands for, how it educates, Marines' impact on USASMA and the impact of USASMA on the

Marine and ultimately, the Marine Corps itself.

While Classes 60 and 61 had Marine master sergeants in attendance, it initially was difficult to find a master sergeant who wanted to attend. I professionally believe that this was due to the name of the Academy: *Army* Sergeants Major Academy. Based on that name, one might assume instruction would deeply involve drill and ceremonies, administrative duties such as non-judicial punishment and performance evaluations. But, USASMA offers much more.

The first USASMA class convened at Fort Bliss in El Paso, Texas, in January 1973 and was originally six months long. In 1995, the academy extended its program to a nine-month program of instruction.

Marines have attended the Academy throughout its history, including the 16th sergeant major of the Marine Corps, Carlton Kent, who was part of Class 41, which graduated in 1993. But, there was a 12-year absence of attendance by Marines when the

Many Marines continue to ask, what could the Army's Sergeants Major Academy teach a United States Marine?

program expanded from six to nine months. That ended with Class 59, which convened in August 2008 and had two Marine first sergeants in attendance. This was a new experience for the Marine Corps following a post-9/11 world, and after almost a decade of fighting an asymmetric war in two countries. Class 60 began the new era of the Army's "select, train, promote" program, which also entailed another overhaul in its curriculum. Indeed, it is a mirror of the Army's Command and Staff College for majors.

A newly promoted Army sergeant major functions as an operations sergeant major, which is equivalent to a Marine master gunnery sergeant. They serve in an S-3, G-3 or even a J-3 role, and conduct operations and planning in their primary military occupational specialty. The Army expects their sergeants major to have the same Army education as an operations officer in planning, assessments and logistical strategy. When sergeants major have spent time in that position, they then can compete for command sergeants major slots, which are equivalent to Marine battalion- and squadron-level sergeants major. The operations sergeant major wears a star within the sergeant major stripes while the command sergeant major wears a star flanked with wreaths. (The Army sergeant major rank has three rockers compared to Marine Corps' four rockers.)

Class 60 consisted of 615 students, including members of other services such as Navy command master chiefs, Coast Guard command master chiefs and 47 international students from various countries. We were divided into groups of 14 and assigned two small group advisors — primary and assistant instructors that were an Army sergeant major, a civilian employee, sister service senior NCO, and/or an international instructor — who facilitated the majority of the learning and curriculum.

Each small-group classroom provides students with a thin-client computer and access to all field manuals, publications and electronic documents needed for research during all lessons. For sessions involving guest speakers or annual training, country and in-processing briefs, all 615 students would congregate in the large east auditorium, which has stadium seating. Guest speakers ranged from the secretary of the Army, the leadership of U.S.

Africa Command, non-military civilian contractors, nongovernmental officials and authors of well-known books.

Evaluations within the program of instruction (POI) concerned participation as an individual; within a group, speaking ability, writing ability, submitting take-home assignments, surprise quizzes on referencing orders and directives, argumentative essay submission, and presenting assigned case studies throughout. The building block of instruction resulted in the continuous implementation of topics. The material covered in the first month

was never completed and discarded, and the same topic from that first month would resurface merged with a new assignment where application was evaluated. A professional learning point for me was the assignment of the *Marine Corps Small Wars Manual* as a case study. I was not familiar with this publication; yet, after conducting some research, I learned that it was published in 1940 after decades of asymmetrical warfare in Cuba, the Philippines, Honduras and the Dominican Republic, which mirrored the current fight overseas. The manual was shelved and somewhat forgotten after the United States became involved in World War II. I presented the case study as a Marine Corps Formal Schools presentation as opposed to the informal decision brief that we had been using thus far in the class.

In speaking with the academy staff, a common thread was that the presentation of the case study and daily interactions with Marines were well received and appreciated by the USASMA faculty and staff. "Having Marines back in our institution has brought a dynamic credibility to the war fighting aspect and the joint

level of planning for both services," said Sgt. Maj. Larry Fegans, a small groups advisor at USASMA.

While it was evident from the beginning of the course that the cultures between the Army and the Marine Corps are extremely different, over time I realized that aside from naval traditions and sea-going affairs, we have much in common. The relationship of fire teams to battalion-level structure and mission are extremely compatible between the Army and Marine Corps. This prompted the Marines in class to pay closer attention to the subtleties of Army traditions and culture. It was also an opportu-

## Differences in Terminology



### Army



### Marine Corps

Post	Marine Corps Base
Army Combat Uniform	Service Alpha
Class B Uniform short- and long-sleeved	Service Bravo & Charlie
Profile	Light Duty
Change of Responsibility	Relief and Appointment
Operations Sgt. Maj.	Master Gunnery Sgt.
Command Sgt. Maj.	Sgt. Maj.
Company Battalion Brigade Division Corps	Company Battalion Regiment Division Marine Expeditionary Force
Service stripes on the Class A uniform represent three years each	Service stripes represent four years each

nity for the Marines to educate the Army about the Marine Corps through discussion and, more importantly, by example.

This is one of the Marine Corps' proudest traditions of leadership, and frankly, I believe this is where we differ distinctly from all services. Many times as Marines, we see Soldiers wearing their combat uniforms in town, which we find inappropriate, based on our culture. However, Soldiers find this point of view odd. This became part of our daily integration and appreciation of other services' culture, while we remained loyal to our own — the essence of a joint assignment. While we take great pains to understand the diverse cultures of Afghanistan and Iraq in order to win the hearts and minds of the local populace, we sometimes can be close-minded regarding sister service cultures.

The Marine Corps began its Senior Enlisted Course in 2009, which is currently five to six weeks in length. It covers topics such as critical thinking skills and the Marine Corps Planning Process. The course creation has led many to debate further attendance in the U.S. Army Sergeants Major Academy by our Marines. However, having experienced it first hand, the opportunity for the Marine Corps to send individuals to USASMA to learn in a joint environment, educate others about the Corps, and to personally and professionally grow is well worth the investment. The years to follow will be the true evaluation as seasoned master gunnery sergeants and sergeants major are nominated for joint billets or coordinate joint operations with sister services within a theater of operation.

The Army will not be sending their Special Forces (Green Berets) to future classes until further notice; the reasoning is due to time spent away from their groups and a possible separate, abbreviated Sergeants Major Course. I professionally believe this will wound the end state of all Soldiers attending by missing shared experiences and the tie-in of reality to lessons. The Special Forces Soldiers and Army Rangers who attended brought



Photo by Sgt. Russel Schnaare

Marines from the Marine Corps Detachment at Fort Bliss, Texas, prepare for the start of ceremonies commemorating the 234th birthday of the U.S. Marine Corps at USASMA in November 2009.



Photo by Sgt. Russel Schnaare

Retired chairman of the Joint Chiefs of Staff, Marine Corps Gen. Peter Pace, left, stands with retired senior enlisted advisor to the chairman of the Joint Chiefs of Staff, Command Sgt. Maj. Joe Gainey, right, alongside Marines who were students of Class 60 at USASMA, from left, 1st Sgt. Reginald Robinson, Master Sgt. John Willis and Sgt. Maj. Jean-Paul Courville.

a unique perspective to discussions and execution of planning for all to learn.

I received similar advice in my career from two stellar Marines, one an infantry master gunnery sergeant and the other a sergeant major with the background of field artillery. Their paths brought them to execute different critical duties: one on operations and technical expertise, the other in administration and personnel. Despite their different career paths, they gave me the same advice: When you reach the position to work at a battalion level or higher, ensure that you know the Marine Corps Planning Process (MCP) and all steps. When you brief a commander, when you mentor your peers and subordinates, embrace the concept of mission analysis, collaborate in developing multiple courses of action, compare the COAs, then recommend one. It is about using a process to be proactive not reactive.

“Planning involves projecting our thoughts forward in time and space to influence events before they occur rather than merely responding to events as they occur. This means contemplating and evaluating potential decisions and actions in advance,” as stated in the September 2001 issue of the Corps’ doctrinal publication MCWP 5-1.

Based on discussions with my Marine classmates, our collective recommendation from attending this academy is that the Marine Corps should

continue to send Marines to ensure we have an adequate representation of both first sergeants and master sergeants who will be the future sergeants major and master gunnery sergeants leading our Corps.

*Editor’s Note: Courville is now serving as the squadron sergeant major of Marine Fighter Attack Squadron 323 (VMFA 323) “Death Rattlers” at Marine Corps Air Station, Miramar, Calif.*

# All NCOs and officers are leaders, and leaders lead by example

By Sgt. 1st Class Wayne Gray →

What has happened to leadership in today's Army? All around Fort Bliss, Texas, as well as Armywide, I see leaders of every rank — officer as well as NCO — violating the very rules, regulations and policies we are charged to enforce and uphold. I see officers and NCOs wearing patrol caps in unauthorized areas, and wearing them inappropriately or not within the standards of AR 670-1. When I perform my duty by stopping to correct them, they reply with, "It's our maintenance day," "We're in training;" or "We're from White Sands Missile Range, and that's our authorized headgear." Often, as I continue my correction, I discover their patrol caps are missing name tags or rank. Even worse, many have their beret in their trouser pocket, or they left it behind in their vehicles. Yet they are leaders, leaders of Soldiers!

During a typical day on Fort Bliss, I see leaders walking and talking on cell phones or talking on cell phones while driving. On one occasion, my command sergeant major told me he corrected a master sergeant and a staff sergeant in the commissary parking lot who were walking and talking with a Bluetooth headset while in uniform. At the shoppette, I constantly see other leaders walk from the gas pumps across the parking lot to pay without headgear or otherwise out of uniform. I have also witnessed leaders playing loud music, not wearing seat belts or speeding on post, to name a few other examples. Yet they are leaders, leaders of Soldiers!

There is a Fort Bliss standards book that was published, disseminated, approved and signed by the post senior commander and post command sergeant major; it covers every one of the above listed violations. The first page clearly establishes that the post standards apply to all service members assigned to, attached

to or under the operational control of Fort Bliss units.

While last year's theme in the Army was the "Year of the NCO," as an NCO, every year, every day is of the NCO! We are the backbone of the Army. This means we enforce standards by setting the example. As leaders, we police violations that are detrimental to good order and discipline.

Leaders — officers and NCOs — should be the solution, not the problem. I ask that every leader stop turning a blind eye and pretending violations are not happening. When you come across something that is wrong, take action and fix it! Stop complaining about today's Soldiers having less discipline and morals; start living up to your leadership responsibilities. In my opinion, the problem with today's military is not the Soldier; it's poor performance by their leaders while in a garrison environment. This opinion may not be popular, but as I see it, it is true.

Finally, as a leader frustrated with the actions of his peers and superiors, we should work together to bring back the standards and discipline in our Soldiers that have always made us the greatest and most disciplined military force in the world. We are so very fortunate to live in a world that is guided by freedom. As leaders, it is our responsibility and duty to preserve those freedoms. We do that by instilling a sense of pride in our subordinates, a high level of discipline and a high degree of understanding standards, policies and standard operating procedures. That's what we do as leaders!

***"The task of leadership is not to put greatness into people, but to elicit it, for greatness is there already."* — John Buchan.**

*Editor's Note: Gray is the administration section NCO for the Brigade Modernization and Integration Division, Future Force Integration Directorate, Fort Bliss, Texas.*



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# PHOTO JOURNAL





Soldiers assigned to the 18th Combat Sustainment Support Brigade perform a platoon mounted and dismounted live-fire exercise at Grafenwöhr Training Area in Germany on Oct. 6.

*Photo by Gertrud Zach*

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# PHOTO JOURNAL

▶ Sgt. Kent Marshall, a tanker with Company C, 1st Battalion, 68th Armor Regiment, instructs a member of the Basra Special Weapons and Tactics team on engaging a target while moving during a joint training session in Basra on Oct. 4.

*Photo by Sgt. Cody Harding*

▼ Sgt. Kelley J. O'Donnell, a squad leader with 1st Battalion, 327th Infantry Regiment, Task Force Bulldog, helps provide security as Afghan National Army and International Security Assistance Forces move to a meeting with the village of Shamun, Kunar province, in eastern Afghanistan on July 14.

*Photo by Staff Sgt. Gary A. Witte*



▶ After delivering U.S. Soldiers and Iraqi dignitaries to their destinations at several Combined Security Checkpoints in the Ninewa province, Iraq, Sgt. Fred Oser of Alpha Company 2nd Battalion, 25th Aviation Regiment, attached to 2nd Heavy Brigade Combat Team, 3rd Infantry Division, dismounts M240 machine guns from the UH-60 Black Hawk used during the morning's mission on July 2.

*Photo by Gregory Gieske*







▲ Soldiers and airmen from Provincial Reconstruction Team Zabul return to base after a quality assurance, quality control patrol near the city of Qalat, Zabul province, Afghanistan, Nov. 1.  
*Photo by Staff Sgt. Brian Ferguson*



▲ Sgt. Emile Proctor, a water treatment NCO with the Virgin Islands National Guard's Reverse Osmosis Water Purification Unit Detachment, changes a water hose at the U.S. Army South New Horizons Forward Operating Base, Haiti, on Aug. 8.  
*Photo by Spc. Jessica M. Lopez*

▼ Sgt. Adam M. Hawes, of Pittsburgh, Pa., a squad leader with the military police platoon, Headquarters and Headquarters Company, 1st Special Troops Battalion, Task Force Spartan, launches a Raven remotely piloted aircraft at Combat Outpost Garcia, Nangarhar province, Afghanistan, Oct. 2.  
*Photo by Sgt. Albert L. Kelley*



# Roll call

o f t h e f a l l e n

## Operation New Dawn

*Sgt. David J. Luff Jr., 29, Hamilton, Ohio, Nov. 21, 2010*

*Staff Sgt. Loleni W. Gandy, 36, Pago Pago, American Samoa, Nov. 19, 2010*

## Operation Enduring Freedom

*Spc. Shane H. Ahmed, 31, Chesterfield, Mich., Nov. 14, 2010* ◆ *Sgt. Edward H. Bolen, 25, Chittenango, N.Y., Nov. 10, 2010* ◆ *Spc. Jacob C. Carroll, 20, Clemmons, N.C., Nov. 13, 2010* ◆ *Cpl. Jacob R. Carver, 20, Freeman, Mo., Nov. 13, 2010* ◆ *Spc. Shannon Chihuahua, 25, Thomasville, Ga., Nov. 12, 2010* ◆ *Sgt. Aaron B. Cruttenden, 25, Mesa, Ariz., Nov. 7, 2010* ◆ *Spc. Justin E. Culbreth, 26, Colorado Springs, Colo., Nov. 17, 2010* ◆ *Spc. Jonathan M. Curtis, 24, Belmont, Mass., Nov. 1, 2010* ◆ *Cpl. Shawn D. Fannin, 32, Wheelersburg, Ohio, Nov. 12, 2010* ◆ *Staff Sgt. Sean M. Flannery, 29, Wyomissing, Pa., Nov. 22, 2010* ◆ *Pvt. Devon J. Harris, 24, Mesquite, Texas, Nov. 27, 2010* ◆ *Sgt. 1st Class Todd M. Harris, 37, Tucson, Ariz., Nov. 3, 2010* ◆ *Pfc. Kyle M. Holder, 18, Conroe, Texas, Nov. 17, 2010* ◆ *Spc. Dale J. Kridlo, 33, Hughesville, Pa., Nov. 7, 2010* ◆ *Cpl. Brett W. Land, 24, Wasco, Calif., Oct. 30, 2010* ◆ *Spc. Nathan E. Lillard, 26, Knoxville, Tenn., Nov. 14, 2010* ◆ *Spc. David C. Lutes, 28, Frostburg, Md., Nov. 11, 2010* ◆ *Sgt. Jason J. McCluskey, 26, McAlester, Okla., Nov. 4, 2010* ◆ *Pfc. Andrew N. Meari, 21, Plainfield, Ill., Nov. 1, 2010* ◆ *Spc. William K. Middleton, 26, Norfolk, Va., Nov. 22, 2010* ◆ *Spc. Scott T. Nagorski, 27, Greenfield, Wis., Nov. 14, 2010* ◆ *Staff Sgt. Kevin M. Pape, 30, Fort Wayne, Ind., Nov. 16, 2010* ◆ *Sgt. Michael F. Paranzino, 22, Middletown, R.I., Nov. 5, 2010* ◆ *Pfc. Shane M. Reifert, 23, Cottrellville, Mich., Nov. 6, 2010* ◆ *Staff Sgt. Juan L. Rivadeneira, 27, Davie, Fla., Nov. 13, 2010* ◆ *Sgt. David S. Robinson, 25, Fort Smith, Ark., Nov. 20, 2010* ◆ *Staff Sgt. David P. Senft, 27, Grass Valley, Calif., Nov. 15, 2010* ◆ *Spc. Jesse A. Snow, 25, Fairborn, Ohio, Nov. 14, 2010* ◆ *Pfc. Christian M. Warriner, 19, Mills River, N.C., Nov. 14, 2010* ◆ *Spc. James C. Young, 25, Rochester, Ill., Nov. 3, 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 Nov. 1, 2010, and Nov. 30, 2010.*

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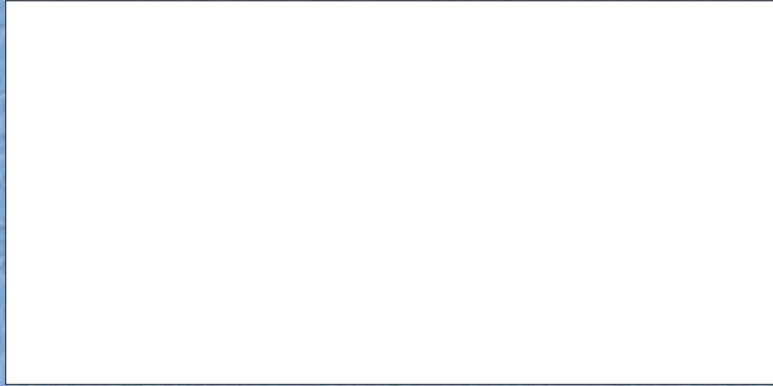
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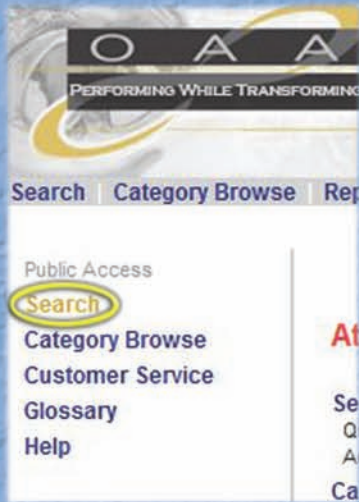
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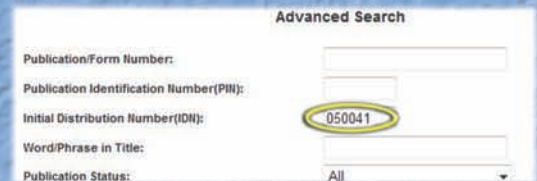
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