

THE NCO JOURNAL

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A MONTHLY FORUM FOR PROFESSIONAL DEVELOPMENT



BEST WARRIOR

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ON THE COVER

Spc. Justin Hinton, representing U.S. Army Special Operations Command, performs combat lifesaver techniques during the 2010 Best Warrior Competition held at Fort Lee, Va., Oct. 17-22. Photo illustration by Spc. Samuel Phillips



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THE NCO JOURNAL

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Give thanks to our First Americans

Celebrate Native American Heritage Month

For many Americans, November conjures up images of family and fellowship. It is the time for harvesting corn, when leaves fall from trees and winds begin to blow a little colder. It's a time for everyone to come to the table of Thanksgiving and celebrate their personal harvests.

So true it was in 1621, when 53 surviving Pilgrims celebrated their first harvest, marking the first Thanksgiving. There to help the Pilgrims celebrate, as well as provide some of the bounty for the feast, were the Wampanoag Indians and their chief, Massasoit. This celebration of the harvest went on for several days.

It wasn't until 1863 when President Abraham Lincoln began the tradition of an annual national day of Thanksgiving.

Since those early days of America, Native Americans have not only played a part in bringing in the harvest, but were also an integral part in the growth and protection of this great nation.

Almost anyone who has studied a little U.S. history can recall the story of Sacajawea, the Shoshone woman who accompanied Lewis and Clark on their expedition of discovery. Historians have only recently begun to discover information about an Oneida woman, Tyonajanegen, who fought alongside her husband, a U.S. Army officer, at the Battle of Oriskany during the American Revolution. She loaded her husband's gun for him after he was shot in the wrist.

These are just two of the earliest recorded contributions of Native Americans in support of our military.

Native Americans have been a part of our national security for more than 200 years. Many tribes were involved in the War of 1812 and later fought for both sides as auxiliary units during the Civil War. Teddy Roosevelt also recruited Native Americans to join his Rough Riders who saw action in Cuba in the Spanish-American War in 1898. During the late 1800s, the U.S. Army established its Indian Scouts, who were active in the American West through the early 1900s, accompanying Gen. John Pershing on his expedition to Mexico in pursuit of Pancho Villa in 1916. During the Indians Wars, 16 Native Americans were recognized for their service with Medals of Honor: Chiquito, Jim, Machol, Nannasaddie, William Alchesay and Issac Payne, to name a few.

It is estimated that more than 12,000 American Indians served during World War I where many were recognized for their contributions in battle in France.

World War II brought the Native American back to the battlefield where more than 44,000, out of a population of 350,000, served with distinction in both the European and Pacific theaters. Back home, more than 40,000 left their reservations to go to work in the ordnance depots, factories and other war industries in support of the war effort. During World War II, seven Native Americans received the Medal of Honor — Maj. Pappy Boyington, U.S. Marine Corps; 1st Lt. Jack C. Montgomery, 45th Infan-

try Division; 2nd Lt. Ernest Childers, 45th Infantry Division; 2nd Lt. Van T. Barfoot, 45th Infantry Division; Cmdr. Ernest Edwin Evans, U.S. Navy; Sgt. Roy W. Harmon, 91st Division; and Pfc. John N. Reese Jr., 37th Infantry Division.

Probably the most noted and celebrated contributions of the time were that of the code talkers. The use of code talkers was pioneered by the Choctaw Indians during World War I. Their language made things very difficult for German code breakers. They were followed in World War II by Comanche and Navajo. Notably, the Marine Corps' Navajo code talkers transmitted their radio messages in a code that the Japanese were never able to break.

Cpl. Charles Chibitty, from the 6th Army Signal Corps and a Comanche from Oklahoma, sent the first message on D-Day. When translated it read, "Five miles to the right of the designated area and five miles inland the fighting is fierce and we need help."

Native Americans also served in the Korean and Vietnam Wars and saw action in Grenada, Panama, Somalia and the Persian Gulf.

Five Native Americans received the Medal of Honor during the Korean War — Pfc. Charles George of the 179th Infantry Regiment; Capt. Raymond Harvey of the 17th Infantry Regiment; Cpl. Mitchell Red Cloud Jr. of the 19th Infantry Regiment; Sgt. 1st Class Tony K. Burris of the 38th Infantry Regiment; and Master Sgt. Woodrow W. Keeble of the 19th Infantry Regiment.

During Vietnam there were more than 50,000 Native Americans, mostly volunteers, who took the fight to the enemy. Of particular note is the service of 1st Sgt. Pascal Cleatus Poolaw Sr., who has been called the most decorated Native American Soldier with 42 medals and citations to his credit. Among his medals are four Silver Stars, five Bronze Stars and three Purple Hearts one for each war in which he fought — World War II, Korea and Vietnam.

Native Americans continue to serve today in Iraq and Afghanistan and, like those before them, carry on the tradition of selfless service — a shining example of which is found in Spc. Lori Piestewa, a Hopi from Arizona assigned to the 507th Maintenance Company at Fort Bliss, Texas. Five weeks after saying goodbye to her family she was killed in action in Iraq in 2003. The death of Piestewa, who was also half Mexican, touched a world of diverse tribes who claimed that she was not solely Hopi, but a daughter of all indigenous Americans. Piestewa's service has been memorialized with the naming of a memorial tree at White Sands Missile Range, N.M., and in Arizona with the renaming of Squaw Peak in the Phoenix Mountains to Piestewa Peak.

So as you sit down this Thanksgiving and celebrate the year's harvest, give a special thanks to the first Americans who not only brought their bounty to the first Thanksgiving, but have been doing so in support of our freedom for as long as there has been an America worth fighting for.



David Crozier
Editor




DOD SALUTES NATIVE AMERICAN HERITAGE MONTH

Humankind has not woven the web of life.
We are but one thread within it.
Whatever we do to the web, we do to ourselves.
All things are bound together,
all things connect.

*Seattle, Squamish Chief
1786-1866*

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Environmental Command welcomes its first CSM

U.S. Army Environmental Command

The U.S. Army Environmental Command recently welcomed its first command sergeant major with an assumption of responsibility ceremony at Fort Sam Houston, Texas.

Command Sgt. Maj. Earlene Lavender, who has served in the U.S. Army for 27 years, is the first command sergeant major in the USAEC's 38-year history. She will represent the command to the Noncommissioned Officer Corps with respect to environmental issues.

In recognition of her arrival, the ceremony included the traditional passing of the NCO sword from Installation Management Command's Command Sgt. Maj. Neil Ciotola to USAEC's commander, Col. Scott Kimmell, and then to Lavender.

In welcoming Lavender, Kimmell said, "We've waited almost 40 years for you to get here, and I can already tell it's been worth the wait. Our singular mission, your job one, is to ensure the Army, our Soldiers, can train; ensure our Soldiers and families have a safe place to work; and ensure we're being good

stewards of the environment."

"In order to do the things that will have the biggest impact, USAEC needed a command sergeant major [like Lavender]," Ciotola said.

Lavender said that although the NCO Corps and the USAEC have traveled on different paths, they have appropriately met at the crossroads.

"They both have the same mission: allow our warriors to train, support the Army's operations and find ways to sustain not only today's, but tomorrow's environment."

Lavender joins USAEC after her last assignment in Korea as command sergeant major at the U.S. Army Garrison-Red Cloud. She has served her country for more than 25 years in many assignments, including in Iraq.

She holds a bachelor's degree from Excelsior University and has attended various military schools, including the Warrior Leader Course, Drill Sergeant School and the Sergeants Major Academy.

Her personal awards include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal, Army Commenda-



Photo courtesy USAEC

tion Medal, Army Achievement Medal and the Army Drill Sergeant Badge.

Before the colors were retired in the ceremony, Lavender remarked on her immediate plans in her new position.

"I look forward to getting to know each of the staff members personally," said Lavender. "I take my responsibility very seriously and will listen and respond to the needs of our command. It is an honor to serve with the Army Environmental Command."

2010 a banner year for recruiting

American Forces Press Service

The military services had a banner year for recruiting and retention in fiscal 2010, Defense Department officials said.

The services met their overall numbers, and exceeded qualitative goals, said Clifford Stanley, undersecretary of defense for personnel and readiness.

The Army had the highest recruiting goal with 74,500 new Soldiers, and it recruited 74,577. The Navy had a goal of 34,180 sailors and recruited 34,140. The Marine Corps recruited 28,041 young men and women on a goal of 28,000. The Air Force recruited 28,493 airmen, topping a goal of 28,360.

All of the reserve components made their fiscal-year goals, with the exception of the Army National Guard, which intentionally missed its goal in order to stay within end-strength limits.



The services also set quality records with 100 percent of the recruits in the Army and Marine Corps having a high school diploma. In the Air Force, the percentage with at least a high school diploma was 99 percent, and in the Navy, 98 percent.

However, the services are not taking this success for granted.

"Recruiting is always going to be a challenge," he said.

While the high unemployment rate has helped spur recruiting, it was not the biggest reason young men and women decided to join the military, Stanley said.

"Serving their nation, doing it with honor, being patriots ... seem to be the recurring themes that come up every time we look at and talk to those who are wearing a uniform today, and we're still proud to have that in our active and our reserve components and our Guard," he said.

Video adds to suicide awareness

Army News Service

In an effort to revamp the Army's suicide-prevention program, a new scenario-based video has been created to supplement the growing arsenal of training aides which promote life preservation.

The Home Front features six scenarios that focus on difficulties Soldiers face both at war and at home. It is a sequel to last year's *Beyond the Front*. A third video is planned for next year.

Both videos are the product of a behavioral health research partnership between Lincoln University in Jefferson City, Mo., and the Army Suicide Prevention Task Force using technology from WILL Interactive.

Madeline Swann, the Army's liaison with Lincoln University, said working on the videos has been one of her greatest achievements.

"This has been the most important work that I've done in my career," said Swann, who has a doctorate in chemistry. "I can see a direct effect on how I'm helping Soldiers."

Swann explained Soldiers have said *Beyond the Front* educated them on helping a Soldier in need — and the training worked.

"If I can save the life of at least one Soldier, then that's my career," she said.

Master Sgt. Marshall Bradshaw, the suicide prevention program manager for the National Guard and the only enlisted Soldier involved in developing the scenarios, explained how *The Home Front* also highlights reserve-component Soldiers.

"A significant number of our suicides are committed by Soldiers who are in transition," Bradshaw said.

These transitions include moving to a new duty location or coming off active duty and returning to civilian life. Bradshaw said one scenario in the new video features a National Guard Soldier in this transitional phase.

Other scenarios include the viewpoint of a parent of a suicidal child, the viewpoint of a squad leader and the viewpoint of a Department of the Army civilian employee.

"To me, this project is one of the most important we are doing," said Bradshaw, adding that some of the top stressors in Soldiers' lives that may lead to suicide are the breakdown of relationships, troubled finances, loss of jobs and legal issues.

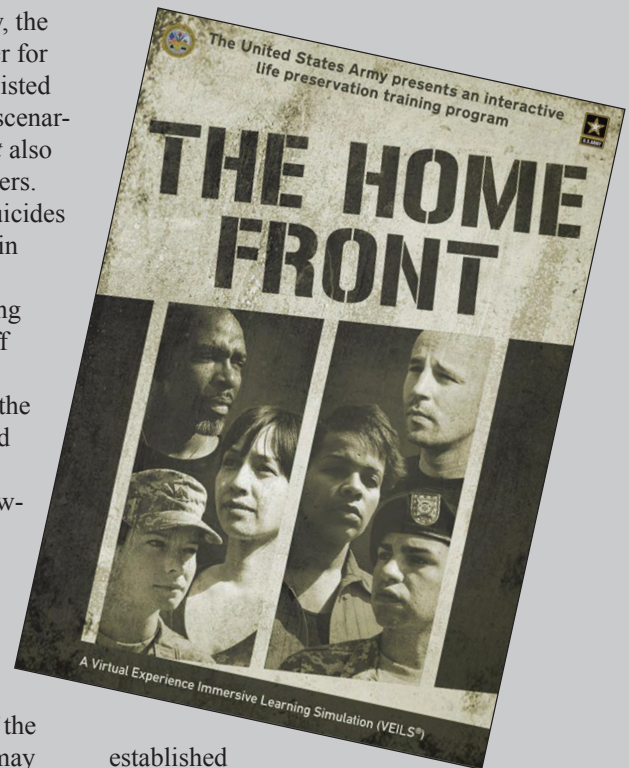
"Most Soldiers love being Soldiers ... and when that's threatened, it really threatens their identity," Bradshaw said.

Unlike *Beyond the Front*, *The Home Front* will not be a mandatory training aide, simply an addition to commanders'

established suicide prevention programs.

The new video may also be shown in conjunction with *Shoulder to Shoulder: I will never quit on life*, a short film featuring candid stories of real Soldiers released this summer.

Find the video at <http://www.armyg1.army.mil/hr/suicide>.



CSF going strong after one year

Army News Service

Just one year after the Army implemented the Comprehensive Soldier Fitness program, its director says she is impressed with Soldier participation and their feedback.

The CSF program uses individual assessments, classroom and online training, as well as embedded master resiliency trainers, to help Soldiers develop their own personal resilience. Today, the Army has more than 2,000 trainers in eight brigades.

CSF director Brig. Gen. Rhonda Cornum said the field has been "overwhelmingly positive" about the trainers because Soldiers feel the program has been helpful in bettering their lives. She also said the program is working to develop more master resiliency trainers.

"I think fine-tuning is what we're doing this year, offering more things. By this time next year, I'll have more than 6,000 master resiliency trainers — that's a pretty significant bunch of

noncommissioned officers, at least one per battalion," she said.

Part of the CSF program is the Global Assessment Tool, a 105-question online assessment of mental well-being designed to help takers determine their strengths and weaknesses.

The training that follows the GAT is designed to help Soldiers improve their skills in decision-making, prioritization and communication. It's also designed to help Soldiers take more responsibility for their own outcomes in all different facets of life.

Cornum said more than 850,000 Soldiers, family members and civilians have used the GAT to help understand the stressors in their lives and how to build resilience. Additionally, more than 100,000 have participated in the GAT online training that follows.

Cornum reiterated that CSF will be an ongoing assessment program, adding it would probably be another nine months before Soldiers complete a second assessment from which the Army can draw a comparison on the effectiveness of the training.

Information: <http://www.army.mil/csf/>

SOLDIERS BATTLE IT OUT FOR THE TITLE OF



Photo by Spc. Samuel Phillips

Competitors at the 2010 Best Warrior Competition had to convoy to many of their events. Above, a unit convoys through a mock village street en route to the Stress Fire event. The competition, held annually, tests the warrior skills of the Army's best Soldiers and NCOs from the 12 major Army commands, including the National Guard and Army Reserve.

BEST WARRIOR

By Spc. Samuel Phillips

“Be all you can be.” “Army of one.” “Army strong.” Since its beginning, the Army has given average citizens the chance to become something more. But, there are some in the Army who strive to become the best of the best. In 2002, the Army found a way to acknowledge Soldiers who were not content with just being “Army strong” – thus, the Best Warrior Competition was born.

The annual competition pits representatives from each of the 12 major commands against each other in a weeklong struggle at Fort Lee, Va., that pushes them to their physical and mental limits. The competition highlights the singular NCO and Soldier who rise above their peers.

This year, Staff Sgt. Christopher McDougall, a representative of the U.S. Army National Capital Region, and Sgt. Sherri Gallagher, a representative of the U.S. Army Training and Doctrine Command, were named the 2010 Department of the Army NCO and Soldier of the Year, respectively. The winners were announced Oct. 25 during the 2010 Association of the United States Army Annual Meeting and Exposition at the Walter E. Washington Convention Center in Washington, D.C.

McDougall said he was caught completely off-guard when he heard his name announced. “The level of Soldier here was extraordinary. To go in there and be selected above all of them ... I felt a little bit of disbelief, a little bit of shock and excitement. I don’t think there’s one emotion that summarizes how it felt to hear my name.”

“There were so many amazing competitors, and the competition was really tough,” Gallagher said. “At any given point, you didn’t really know where you stood against everybody else. It was just an amazing honor to be named the Soldier of the Year.”

When asked what it meant to be the first female Soldier to win Best Warrior, Gallagher said, “It’s an honor. But the way I look at it, we are all a team in the Army. It doesn’t matter what gender, race, or what you do; we’re all just one big team.”

Even though McDougall and Gallagher can now call

themselves the best of the best, the real story is the week of grueling competition that they endured to earn the honor.

In-processing for the competition began at 6 a.m. Oct. 17, giving the 24 competitors a glimpse of who they were up against. Later that night during the orientation briefing, they were given a vague idea of what was in store.

The next morning, the competition started in earnest with what was possibly the most stressful task: the board. What made this board such a tense undertaking was that it was headed by Sgt. Maj. of the Army Kenneth O. Preston. Even with smiles on their faces, you could tell by the Soldiers’ slightly pale complexions and the cool clamminess of their skin just how intense a task it was.

“You have the sergeant major of the Army as the president of the board. ... As much of an honor as that is, it also makes it really, really nerve-racking,” said Staff Sgt. Alicia L. Anderson, the NCO representative from U.S. Army Europe. “However, once I got in and sat down and they asked me a few questions, it got a little easier.”

“Honestly, I realized that he is the sergeant major of the Army, but I tried my best to realize he is a Soldier just like I am,” said Spc. Eric Bugarin, the Soldier representative from U.S. Army National Capital Region. “That’s probably one of the best things you can do.”

Day 1 ticked by as, one-by-one, the competitors appeared before Preston and his board of six command sergeants major. With the board members never once hinting to how anyone was performing, Soldiers left knowing only that they had given it their all, hoping it was enough.

On Day 2 the competition completely changed gears with a physical fitness test at 5:30 a.m. at Williams Stadium. By the time the competitors arrived, the stands were filled with Soldiers from Fort Lee's Ordnance, Transportation and Quartermaster Schools, who cheered as the Best Warrior competitors took the field. After reviewing the Army Physical Fitness Test standards and viewing demonstrations of each event, it was time to begin.

Spectators could see the determination on each of the competitors' faces. They could tell that these Soldiers were not merely content with passing. Throughout the push-up and sit-up events, the competitors pushed themselves to the limits of their strength without giving up. After two events, with the competitors' faces showing a combination of exhaustion and determination, they readied to run.

When the Soldiers took to the track, lining up for the start of the final event, the stadium grew silent in anticipation. At the command, "Begin," the crowd erupted into a roar of excitement as the competitors raced down the track, commencing the two-mile run. The Soldiers' tore down the track, while cheers and shouts of encouragement came from the stands. When the first competitor crossed the finish line, the spectators let out another roar, and they continued bursting into cheers each time a Soldier crossed the line.

"It was awesome," said Spc. John

Evans, the Soldier representing U.S. Army Medical Command. "I've run some marathons before, but never with so many people in one area like this stadium, watching you like a football game."

Some of the competitors hoped they were giving back just as much motivation as they received from the Soldiers in the stands.

"I thought it was great to see all of these guys come out here," Anderson said. "I think it's good for them to see NCOs and Soldiers who have been in [the Army] a bit longer pushing themselves to be the best. ... I hope that it motivated them. Maybe the ones that don't run as fast will be like, 'Oh wow, great. Maybe I'm going to work at it and maybe I'm going to run faster so I can go to the Best Warrior Competition next time.'"

With the PT test completed, the Soldiers had two events behind them. But there was much more to come.

"There are still tons and tons of events; some we don't even know about," Anderson said. "I'm just going to save what I've got and put everything I have into every single one of them."

Competitors were later taken to McLaughlin Gym for weigh-ins. The rest of Day 2 consisted of a written exam and essay on various Army regulations and standards. The day was topped off with a media event where reporters from various organizations got a chance to talk with each of the competitors.

At the start of Day 3, the Soldiers drew their field equipment and conducted a layout and inspection before receiving briefings on land navigation, weapon systems, first aid and other Warrior Tasks that gave them vital information for the rest of the competition.

However, the Soldiers didn't have a lot of time to review what they learned. Right after lunch, they headed to the urban orienteering course. There, what they knew or remembered about land navigation would mean the difference between success and failure.

Photo by David Crozier

Staff Sgt. Eddie Barba, representing U.S. Army Pacific Command, performs a breakdown and reassembly of the Army's .50-caliber machinegun during the weapons portion of the 2010 Best Warrior Competition held at Fort Lee, Va.



Photo by David Crozier

Sgt. Timothy Hughes, representing 8th U.S. Army, performs combat lifesaver techniques on a simulated casualty during the 2010 Best Warrior Competition held at Fort Lee, Va., during the week of Oct. 17-22.

"The course is not difficult if you have the right skills," said Sgt. 1st Class Edger Esquilin, the NCO in charge of the day and night urban orienteering courses. "However, if you're having problems plotting your points on the map, you might not ever find them."

As the Soldiers' bus pulled up, the dark clouds that blocked out the sun released all the moisture that had been building in them. Light at first, the rain was a slight inconvenience as the Soldiers started pulling what gear they needed out of their ruck sacks. By the time the competitors were ready to check their pace counts and plot their points on their maps, the rain became a downpour.

Spc. Joshua A. McDowell, the Soldier representing U.S. Army Reserve Command, said once he removed his map from its protective plastic bag, it was extremely hard to keep it dry. "The map got soggy really fast, and plotting points became difficult," he said. "You had to be gentle



when writing on the map so not to tear it, then it was hard to see [your plotted points].”

Rain wasn't the only factor competitors had to overcome; Esquilin and his team threw a curve ball at them. Each Soldier had their own lane and each had a scenario to work through.

“At our first point, there was a local national we had to question to get the coordinates to our next point,” said Sgt. Eric Sincore, the Soldier representing USAREUR. “Ultimately, the information we collected led us to a cache of weapons we had to recover.”

The rain let up as the day lanes came to an end, so competitors didn't have to contend with any precipitation as they ran the night urban orienteering course.

After trekking all over Fort Lee, the competitors headed to the range complex on Day 4 to be tested on Warrior Tasks and Battle Drills. Various stations took the Soldiers through everything from providing medical aid to performing weapons functions checks. Impressively, each station looked like a scene straight out of Iraq or Afghanistan.

“My people and I have been going for about two and a half months, preparing daily, going over different scenarios,” said Sgt. 1st Class Dane Sasner, engaging targets and urban operations NCOIC. “We wanted the lanes to be as close as possible to what Soldiers might actually encounter downrange.”

Just by looking around, you could see that Sasner and his team had gone all-out. First was the sheer number of people involved; everywhere you looked there were role-players dressed as local nationals. Then the training complex itself, a maze of modular buildings stacked as high as two stories in places. The structures were made to look as if they had been plucked directly from the Middle East.

However, competitors did not have a lot of time to stand in awe of the world they were plunged into – they had a mission to complete.

“The competitors are going to lead their teams through the village, clearing it as they go,” Sasner said. “They are going to be breaching doors, clearing buildings, engaging enemies, communicating and dealing with all of the commotion and activity going on around them.”

Sasner said the task was made even harder. Soldiers had to distinguish who was an enemy and who was friendly. With artillery simulators and smoke grenades going off all around them, it became very difficult. Competitors had 30 minutes to work their way through the chaos, clear their lane and find their target for extraction.

Another station designed to overwhelm had competitors provide medical aid.

Competitors and teams of Fort Lee

Soldiers assigned to each competitor loaded up into Humvees and began a convoy to the site. Traveling down a gravel road lined with trees on either side, they saw a clearing in the distance. As they approached, they started to make out the shapes of



Photo by David Crozier

Sgt. Larry Isbell performs a uniform inspection on a role-player to ascertain what is wrong with the placement of accoutrements on the Class A uniform. Isbell, representing the U.S. Army National Guard, took part in this year's Best Warrior Competition during the week of Oct. 17-22.



Photo by Spc. Samuel Phillips

Staff Sgt. Loren Gernandt, representing Forces Command, plots his points for the day urban warfare orienteering event during the 2010 Best Warrior Competition held at Fort Lee, Va..

vehicles. Something wasn't right.

The competitors came upon a scene that no Soldier would ever wish to see. Vehicles were torn to shreds, and wounded Soldiers littered the ground. Screams of pain and anguish were the only things that could be heard. Just as it seemed like it couldn't get any worse, gunfire and explosions erupted from the tree line.

After repelling the initial ambush, competitors directed their teams to secure the area while they aided the wounded. The first step was triage, finding out who needed the most immediate aid. With wounds ranging from missing limbs to severe burns, this was no easy task. The competitors did everything they could to treat the Soldiers' wounds and tried to reassure them and keep them calm.

When the task came to an end, the competitors, covered in the fake blood of

ON POINT

those they had just treated, headed back to their vehicles. There wasn't a lot of time to dwell on what had just happened. It was time to head out to the next station.

The remaining stations that awaited the Soldiers were an improvised explosive device lane where the competitors had to react to an IED and transmit a report; a lane where they disassembled and reassembled multiple weapon systems in a haze of smoke with explosions going off all around them; and a convoy mission in a reconfigurable vehicle tactical trainer, which put the Soldiers in a mock Humvee surrounded by a projected virtual environment.

"We did a little bit of everything today. But it was fast paced – one thing after another," said Sgt. David Rider, the NCO representative from USARC. "They could have made everything a lot more basic and a lot more boring. But, I don't think I would have been challenged. I was challenged out here today."

After the Warrior Tasks and Battle Drills, the competitors conducted a typical zero and qualification range. What the Soldiers were in for after the sun went down was far from normal.

As their bus pulled back up to the range, the area was pitch black; even the vehicles were using only running lights. It was time for the night qualification range. After receiving a safety brief, the shooters found their way to the darkened mounds which held their firing positions. When everyone was ready, the competitors were told to lock-and-load and watch their lane, which was nothing but empty darkness.

Suddenly, everyone heard a hiss as something flew into the sky. When the flare lit, it turned the night into day. More flares hissed and a round of explosions sent fireballs into the night sky. In an instant, the calm night turned into a raging battlefield. The Soldiers fired at targets illuminated by flares and balls of fire. Just as fast as it had started, the last flare burned out and left everyone in the black embrace of night.

Now, only one thing stood between the competitors and the end of the Best Warrior Competition – the mystery event.

At 5 a.m. the next morning, the Soldiers were torn out of bed by the sounds of explosions. They woke to find their mock forward operating base, which had been their home for the last few days, had been attacked. There were casualties everywhere. The competitors had to think fast if they wanted to save anyone.



Photo by David Crozier

The first event of the competition consisted of the board, chaired by Sgt. Maj. of the Army Kenneth O. Preston. Above, Spc. Matthew McLeod, representing U.S. Army Space and Missile Defense Command, takes his turn at the board.

After treating the wounded, the Soldiers were herded back to the range complex where they faced yet another round of stations designed to test their capabilities. At first glance, many of the stations looked as they did the day before. But, the Soldiers were in for a surprise.

At one station, six competitors and their teams were tasked with providing security for a voting booth. As the competitors moved into position, many of the locals became angry, yelling at and approaching the Soldiers. Just as the competitors were getting the crowd under control, a truck screeched to a halt down the street and gunmen began firing at the voters. A firefight ensued.

After taking up positions behind concrete barriers to support the local authorities who responded, the competitors were ordered to advance on the opposing force, rescue the injured and clear the area of any hostiles. As the first team left the barriers, the city erupted into battle as more and more gunmen fired on the Soldiers. Fighting their way through the smoke-filled streets, the competitors stayed focused and were able to take control of the area. Peace was restored.

Another station brought in the competitors by convoy to the range they had fired at the day before. However, on this day, everything looked different. The lanes between the mounds were littered with wrecked cars, barrier walls and makeshift huts. As each Humvee took its place at the beginning of a lane, the competitors saw a wounded Soldier laying a short distance in front of them. The competitors' mission was to get this Soldier to the medical station further down the lane.

However, the Soldiers didn't know they would be dogged by enemy gunmen the entire time. Fighting for



Photo by Spc. Samuel Phillips

On Day 2 of the competition, warriors were tested on their physical fitness by completing a standard Army Physical Fitness Test. The warriors were given 10 minutes between each event, which began with push-ups and sit-ups and concluded with the 2-mile run. After being tested physically, the warriors spent the rest of the morning taking a written test and writing an essay.

every step they took, the competitors made it to the medical station, where they found their mission was far from over. Now they had to rescue a hostage from another gunman. As the competitors left the station and advanced, the gunman backpedaled, trying to keep as much distance as possible between themselves and the approaching Soldiers. When they had finally taken down the last gunman, the Soldiers led the hostage to the aid station, mounted up and moved toward their next task.

The last two stations were far calmer but no less harrowing, consisting of inspections where each competitor had to find all of the deficiencies on the uniforms worn by six Soldiers. A firing session on the Engagement Skills Trainer 2000, an indoor simulated range, followed.

The capstone event of the 2010 Best Warrior Competition was an all-out combatives tournament. Exhausted from the week of competition and the strain of that morning's events, the Soldiers now had to put everything they had left into the pit. In this double-elimination tournament, only one competitor would claim the title of "Lord of the Pit." As they fought on the mat, you could see determination in their eyes. This was it – the last test – and every one of the competitors wanted to walk away the victor.

And then, it was over. The combatives tournament was complete and the Best Warrior Competition had come to an end. The Soldiers out-processed from Fort Lee and were bussed to Washington, D.C., to await the announcement of the winners.

"This is the best competition we've ever done," Preston said. "What I liked most about this year's competition was that it was scenario-based situations that not only put Soldiers in real-world scenarios but gave them a chance to showcase their Warrior Tasks and Battle Drills and those Soldier skills we want all of our Soldiers to know and do."

Preston also said he was impressed with the competitors. "I've been doing this for a while now; I've seen the competitors come through year after year, and, of course, each year the level of competency of the competitors coming through is a little bit better. I believe this competition influences that. It puts the right focus out there to the organizations to allow leaders ... to focus their training efforts to ensure that the Soldiers we're



Photo by Spc. Samuel Phillips
Staff Sgt. James Harris, representing U.S. Army Space and Missile Defense Command, takes on a fellow competitor during the combatives tournament, the final event of the 2010 Best Warrior Competition.

growing are our very best."

Both McDougall and Gallagher said they could have never made it to where they are without the support of their units.

"I would never at any time say this is an individual accomplishment," McDougall said. "It's far from that; it's a team accomplishment. My unit had confidence in me since before Day 1 ever started, and that's continued throughout the whole process."

They both agreed that if anyone wishes to make it to the top, they need to take everything one step at a time, keep pushing forward, set small goals and work toward them.

Gallagher's best advice is, "Stay motivated no matter what you do." 📧

To contact Spc. Samuel J. Phillips, e-mail samuel.james.phillips@us.army.mil.



Photo by Spc. Samuel Phillips

A competitor and his team go through the stress fire course during the 2010 Best Warrior Competition held at Fort Lee, Va.

NONCOMMISSIONED OFFICERS



Staff Sgt. Alicia Anderson

Unit: C Co, 7th Army Non-Commissioned Officer Academy
Military Occupation Specialty: 35H, Strategic Intelligence

Staff Sgt. Eddie Barba

Unit: 1-5 IN, United States Army Alaska
MOS: 11B, Infantryman/Squad leader



Staff Sgt. Jacob Barner

Unit: HHC, 160th SOAR (A)
MOS: 15J, Aircraft Armament/Electronic/ Avionic Systems Repairer

Sgt. John Ferguson

Unit: HHC, Army Sustainment Command
MOS: 11B, Infantryman/Security Specialist



Staff Sgt. Loren Gernandt

Unit: HHC, 20th Engineer Brigade, XVIII Airborne Corps
MOS: 21Y, Geospatial Squad Leader

Staff Sgt. James Harris

Unit: Delta Detachment 1st Space Company
MOS: 14J Air Defense Tactical Operations Center Operator



Sgt. Timothy Hughes

Unit: A Co, Division STB, 2d ID, Camp Red Cloud South Korea
MOS: 25U, Signal Systems Specialist

Staff Sgt. Russell Kojo

Unit: University of California Berkeley Army ROTC
MOS: 11B, Infantryman Assistant Senior Military Instructor



Staff Sgt. Adam Little

Unit: OCS Course Manager, 177th Regiment (RTI), Michigan Army National Guard
MOS: 31B, Military Police

Staff Sgt. Christopher McDougall

Unit: USAG Stuttgart Provost Marshal's Office
MOS: 31B, Military Police



NCO OF THE YEAR



Sgt. David Rider

Unit: 256th Combat Support Hospital
MOS: 68W with an ASI of M6, Combat Medic, Licensed Practical Nurse

Staff Sgt. Adam Sahlberg

Unit: USA MEDDAC, Fort Irwin, CA
MOS: 68W, Combat Medic



ENLISTED SOLDIERS

**Spc. Eric Bugarin**

Unit: 95th MP Company, Joint Base Lewis-McChord, WA
MOS: 35H, Strategic Intelligence

**Pfc. Cody Dodson**

Unit: HHB, 2nd Bn 44th Air Defense Artillery
MOS: 14J with an ASI of C41 Air Defense, Tactical Operations Center
 Enhanced Operator Maintainer

**Sgt. John Evans**

Unit: USA MEDDAC, Munson Army Health Center, Fort
 Leavenworth, Kansas
MOS: 68P, Radiology Specialist

Sgt. Sherri Gallagher

Unit: US Army Marksmanship Unit
MOS: 88M, Motor Transportation Operator

**Spc. Loren Gernandt**

Unit: HHC, 20th Engineer Brigade, XVIII Airborne Corps
MOS: 21Y, Geospatial Squad Leader

Sgt. Larry Isbell

Unit: Active Army and the Oklahoma Army National Guard
MOS: 11B, Infantryman

**Spc. Andy James**

Unit: 2nd Battalion 27th Infantry Regiment, HHC, Scout Recon Platoon
MOS: 11B, Scout Observer

Cpl. Sabrina Martinez

Unit: Office of the Judge Advocate, Headquarters and Headquarters Company,
 Special Troops Battalion at Yongsan Army base in Seoul, South Korea
MOS: 27D with an ASI of C5, Legal Specialist Court Room Reporter

**Spc. Joshua McDowell**

Assigned Unit: 7246 Installation Medical Support Unit
Military Occupation Specialty: 68W, Combat Medic

Spc. Matthew McLeod

Assigned Unit: Delta Company, 53rd Signal Battalion
Military Occupation Specialty: 25S with an ASI of 1C, Satellite Commu-
 nication Systems Operator Maintainer, Satellite Systems/Network Controller

**Spc. Alex Perenishko**

Assigned Unit: 690th Transportation Detachment
Military Occupation Specialty: 88H, Cargo Specialist

Sgt. Eric Sincore

Assigned Unit: A Co 40th Engineer Battalion
Military Occupation Specialty: 21B, Combat Engineer



MILITARY POLICE WARFIGHTERS

Story and photos by Cindy Ramirez



Sgt. Ryan L. Rutherford, Team 33, HHC 3rd Brigade Special Troops Battalion, Schofield Barracks, Hawaii, at the confidence course.



Eight of 36 teams finished the competition with only two men, and five teams were unable to complete it, mostly due to injuries.



Staff Sgt. Adam R. Norton led Team 2 from the 385th MP Battalion, Fort Stewart, Ga., to victory as the 2010 first place winners.

Above, an unidentified Soldier tackles the pull-up challenge during the MP Warfighter Competition at Fort Leonard Wood, Mo., in September.



“Not many people can do this; this is tough. But as an NCO, you gotta continue pushing yourself and your team to their limit to accomplish the mission, whatever it may be.”

Above: Sgt. Alonzo Chavez, Team 31, of the 503rd MP Battalion, Fort Bragg, N.C., tackles the confidence course. **Below:** Team 6 members from left, Pfc. Wayne J. Hodge, Sgt. William R. Veith and Pfc. Brandon J. Cummings of the 525th MP Battalion, Guantanamo Bay, Cuba, near the finish line of the 15-mile march.

14TH ANNUAL TEAM CHALLENGE GETS TOUGHER

Blistered feet, twisted ankles and aching backs are among the battle scars more than 100 Soldiers were left with following the 2010 Military Police Warfighter Team Challenge.



More telling of the grueling mental and physical challenge were the MPs' grunting, sweat-dripped faces during the competition. Expressions of sheer exhaustion eventually turned into smiles, faces beaming with pride at the end of the event Sept. 13-16 at Fort Leonard Wood, Mo., home of the Military Police Corps.



Presented with Warrior Tasks, Battle Drills and endurance challenges, 36 three-man teams from installations across the globe were tested in their technical and tactical abilities. Each team was led by a noncommissioned officer, with two other members of lower enlisted rank.

The winners:

- **First Place:** Team 2, 385th MP Battalion, Fort Stewart, Ga. — Staff Sgt. Adam R. Norton, Spc. Gene F. Thompson, Spc. Joseph D. Kajer

- **Second Place:** Team 1, 504th MP Battalion, Fort Lewis, Wash. — Sgt. Justin A. Jordan, Spc. Aaron E. Garlock, Spc. Joseph K. Maza

- **Third Place:** Team 16, 508th MP Battalion, Fort Lewis, Wash. — Sgt. Vincent P. Jarman, Spc. Spencer L. Grantham, Spc. Brandon Walker

“Not many people can do this; this is tough,” said Sgt. Alonzo Chavez from Team 31, 503rd Military Police Battalion, Fort Bragg, N.C. “But as an NCO, you gotta continue pushing yourself and your team to their limit to accomplish the mission, whatever it may be.”

The mission included a non-standard physical training test that comprised of flat-box push-ups, pull-ups, 25-pound weighted sit-ups and a six-mile run, during part of which competitors had to carry a 70-pound ammunition can and then a 50-pound water can.



Team 13, led by Sgt. Jonathan Miller, above, received the Spirit Award. Miller finished the competition smiling, on crutches and in probable need of knee surgery.

Rainfall added to the challenge during the 16-obstacle confidence course and a march to the tactical site exploitation exercise. There, teams were to search a building, locate and search detainees, and process and escort the detainees — Fort Leonard Wood basic training Soldiers role-playing as Iraqi insurgents — in a simulated Iraqi village.

Combatives matches, daylight and limited-visibility marksmanship tests, and Warrior Tasks and Battle Drills were among the challenges, the latter sending teams down miles of gravel road to several stations where they were tested on non-lethal weapons identification, blind-folded weapons assembly, responding to a casualty and more.

The final day comprised a 30-minute, 50-question written exam and a full-gear, 15-mile endurance march.

“We hit them hard and heavy,” said Sgt. 1st Class Shon Dodson, NCO in charge of the competition. “It gives them an experience they’ll never forget.”

Dodson said this year’s competitors were younger and lighter than in years past — most were between 19 to 21 years old and weighed 160 to 175 pounds. Competitors have been three to five years older, and about 10 pounds heavier.

“They’re fast. They’re fit. They’re dedicated,” Dodson said. “They’re not these big-muscle guys who are out to



Team 30 members Sgt. Samuel L. Dagiau, forefront, Spc. Steven E. Stam, right, and Spc. Justin R. Garcia, back, of the 95th MP Battalion, Baumholder, Germany, won the Warrior Task and Battle Drills challenge. Here, they are tested on a mounted combat simulator.



Team 1, from left, Spc. Joseph K. Maza, Sgt. Justin A. Jordan and Spc. Aaron E. Garlock of the 504th MP Battalion, Fort Lewis, Wash., won second place overall and also won the physical fitness assessment and team weapons night qualification challenges.

prove their brawn — though they are out to prove what they got. They are seriously hungry to take on the challenge.”

And they did, even as eight of the teams finished the warfighter challenge with only two men. Five teams were unable to complete the challenge, mostly due to injuries.

“It’s a test of endurance, physically and mentally, so it’s a huge accomplishment just to finish,” said Command Sgt. Maj. Charles Kirkland, regimental command sergeant major of the U.S. Army Military Police School, Fort Leonard Wood.

“Sleep deprivation, plus long, tough marches equals pain,” said Cpl. Christopher Vazquez of Team 20, 289th MP Company, Fort Myers, Fla.

“It was tough; so right now I just feel relieved we finished, and finished strong,” said Vazquez, whose team was first to finish the 15-mile march with a record time of 3 hours and 6 minutes. “But, it was more relieving to know I can push my Soldiers to succeed, to know anything can be thrown in our path and we’ll overcome it as a team ... not only the physical weight, but the mental weight of it. It’s a great accomplishment.”

Chavez, whose team finished with only two men, said the victory lies in doing your best — and more.

“You give all you got, and then you push out a little more, especially if you’re a leader,” said Chavez.

“You lead by example, and they give back.”

Cpl. Jerad B. McCaslin, who led Team 17, 720th MP Battalion, Fort Hood, Texas, agreed, adding that inspiration is a two-way street.

“I have to give it up to those guys behind me, it was those guys who motivated me,” McCaslin said. “When you’re training your Soldiers and they respond positively, you know you’ve instilled something in them and they’re giving back to you. It makes you proud to know you’ve done something right, and that they’ll be strong leaders themselves.”

After winning his combatives match, Sgt. Logan Gabrielson of

Team 23, 303rd MP Company, Jackson, Mich., said “every day is a building day here. I’m honored to be part of this.”

Promoted to sergeant and selected to compete and lead his team just two months prior to the warfighter challenge, Gabrielson said he’s been inspired to be a leader by his father, and now his comrades.

“When I was a little kid, he would be in his uniform and I would notice how people looked at him — with thanks and gratitude. He led by example, and as an NCO, I hope to do the same,” he said about his father, retired 1st Sgt. Gentle James Beard.



Above: Team 18 members Sgt. Benjamin Lacaire, left, and Spc. Anthony D. Hauck, try to catch their breath after completing the final endurance march. **Right:** Team 19 Staff Sgt. Donny L. Timas prepares his weapon during the M4 zero challenge.



“Here today, I see a lot of that strong leadership from my fellow NCOs that I will learn from.”

The competitive nature of the event didn’t take away from that fellowship. In fact, the event coincided with the 69th anniversary of the corps and the annual regimental conference at Fort Leonard Wood, celebrated with the theme of “The Army’s Triple Strand of Strength: Military Police Corps Regiment.”

The competition encouraged unity among its participants, no matter their military occupational specialty within the corps. The three MOSs are military police, criminal investigation special agents and correction specialists.

“The camaraderie was awesome,” said Sgt. Thomas L. Rincon of Team 4 from the 40th MP Battalion, Fort Leavenworth, Kan. “All the teams came together to help and motivate each other, and that was awesome to see.”

Staff Sgt. Scott Snyder, a reservist from Team 5, 317th MP Battalion, Tampa, Fla., said he felt better prepared to go back and train his reservists for future warfighter challenges.

“We finished strong, so I want part of my message to be that we can compete at a level equal to our active duty brothers,” said Snyder, a two-time competitor. He added jokingly as he took a deep breath, “But I’ve also learned not to come back a third time.”

When asked if he’d be back next year, first-time competitor Rincon said as tough as the challenge was, “Absolutely, I’m coming back — with a vengeance.”

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Top left: Sgt. James Obra, Team 3, 92nd MP Battalion, Fort Leonard Wood, Mo., grunts during the 25-pound weighted sit-up challenge. **Center left:** An unidentified Soldier looks out a window during a tactical site exploitation exercise. **Bottom left:** Team 26 members, from left, Spc. Terrence Williams, Spc. Nicolas Tomaro and Cpl. Brabdon Smith of the 519th MP Battalion, Fort Polk, La., work their way through a mock Iraqi village. The team won the confidence course challenge. **Above, right:** Sgt. Vincent P. Jarman (red belt) of the 508th MP Battalion, Fort Lewis, Wash., led Team 16 to finish in third place overall. Competing against him in the combatives match is Sgt. Jonathan Miller, Team 13, 716th MP Battalion, Fort Campbell, Ky.



Above, left: Led by Cpl. Christopher Vazquez, Team 20, 289th MP Company, Fort Myers, Fla., finished first in the 15-mile endurance march. **Above, right:** Boots off, Sgt. Jeremy S. Gross of the 759th MP Battalion, Fort Carson, Colo., naps following his medical evaluation after completing the warfighter challenge. **Below:** Team 4, from left, Spc. Vincent R. Pimentel, Spc. Anthony R. Perry and Sgt. Thomas L. Rincon of the 40th MP Battalion, Fort Leavenworth, Kan., crosses the endurance march finish line.





MORAL COMBAT

The Center for the Army Profession and Ethic is fighting the fight for what's right.

By Angela Simental

Imagine this scenario: You are in a high-risk combat zone when, unexpectedly, insurgents start firing at your unit. You are caught in the middle of a bullet storm, and your buddy, risking his life, pulls you to safety. He saves your life. Days after the incident, you find out your friend is taking questionable actions – behavior that is affecting the mission and the entire unit. What would you do? Would you tell on the person who saved your life?

Photo by Staff Sgt. Nathan Bevier,
U.S. Air Force Expeditionary
Center Public Affairs

This scenario is one of numerous dilemmas that Soldiers often face. The decision whether to report it or not is based on character and ethical standards. But, what is the ethical decision?

Outside the combat zone, Soldiers also face situations everyday that require ethical decision-making. Would you tell on a friend who cheated on an exam or stole from the PX?

“We’ve ingrained in Soldiers that they should be loyal to their buddies. When their buddies do something wrong, it is very difficult for them because there is that whole conflict of, ‘Who am I supposed to be loyal to?’” said Wanda Majors, director of instructional products for the Center for the Army Profession and Ethic, housed at the U.S. Military Academy, West Point, N.Y.

The center was “created to evaluate and refine professional military ethic, develop ethical leaders and share understanding of Army culture,” said Col. Sean Hannah, Ph.D., director of CAPE.

“The American Soldier is the most respected profession. That is due in large part to our conduct,” said Command Sgt.

Maj. Anthony Mahoney, West Point’s command sergeant major.

Hannah added that much of what it means to be an Army professional has been implicit.

“Right now, there is not a codified document that tells us what our Army ethics are or what it means to be [in] a profession of arms or what it means to be a professional Soldier,” Hannah said. “You read the Soldier’s Creed for instance, and it says ‘I am an expert, and I am a professional.’ It is one of the key stances. But, what does it mean? If I am a young Soldier and I read this and it says ‘I am a professional,’ where do I go to be explained what it really means? What are the requirements of being a professional? How do we as a profession operate?”

CAPE’s publications define the profession of arms as being “a vocation comprised of experts certified in the ethical application of land-combat power.” A professional Soldier is defined as “an

expert ... bonded with comrades in a shared identity and culture of sacrifice and service to the nation ... who adheres to the highest ethical standards.”

Defining ethics is complex, but in general it refers to doing what is *right* based on standards and values pertaining to, in this case, the military culture.

Chief of Staff of the Army Gen. George W. Casey Jr. defined military ethics as a system of moral standards and principles that define the Army’s commitment to the nation. The principles are described in the Army Values, NCO Creed, Warrior Ethos and Soldier’s Creed.

“I think [an ethical] Soldier does what is right because it is in him, not because he was told to do so,” said Command Sgt. Maj. Rodney Harris, command sergeant major of the U.S. Military Academy at West Point Corps of Cadets, “It is hard to describe what an ethical Soldier is. It is his or her actions that describe it. If he has internalized the Army Values, his actions

“CAPE gives [NCOs] a direction, and we can all have one end state, which is developing leaders of character across the Army as opposed to doing it individually as we are doing it today.”

– Command Sgt. Maj. Rodney Harris

will speak for who he is.”

The center, originally known as the Army Center of Excellence for the Professional Military Ethic, was created in 2007 as Casey’s initiative.

“He saw some weak signals that we as an Army need to focus on,” Hannah said. “As an Army, we need to focus on our ethic, take an analysis and find ways to continue to reinforce it in this time of persistent conflict.”

Since October, when Casey addressed the Association of the United States Army Conference in Washington, D.C., and said that the Army needs to exam the impact of 9 years at war on our profession -- the profession of arms, more interest has sparked in learning about ethics and the profession of arms.

To ensure that the mission of CAPE is met, it is vital to have NCOs involved, Hannah said.

“CAPE gives [NCOs] a direction, and we can all have one end state, which

is developing leaders of character across the Army as opposed to doing it individually, as we are doing it today. Your average team leader needs a program that he can follow, become an expert and be confident when teaching ethics and values,” Harris said. “Noncommissioned officers train the individual Soldiers. We train them in their values, in their tactical tasks and their technical tasks. Who they are is a direct representation of who their team leader is. The NCO has direct influence over those Soldiers from day one. NCOs are the first face they see in the morning and the last face they see at night. So that is the person who is most involved with teaching values and developing the character of the Soldier.”

Extending its reach

Originally, CAPE was a unit under West Point. In August, the center became a direct reporting unit to the U.S. Army Training and Doctrine Command, and began extensive collaboration with the Combined Arms Center, or CAC, at Fort Leavenworth, Kan.

Under TRADOC, CAPE will broaden the scope of its mission to include not only teaching about ethics, but also about the profession of arms, reaching the entire Army.

“The decision was made to move the center under TRADOC, institutionalize it and integrate it into the functions of TRADOC, which include leader development, as well as expanding our role, which goes beyond the Army ethics and character,” Hannah said.

He added that part of the mission is to develop the concepts and doctrines related to the profession, so the Army has a shared understanding of what it means to be a professional.

The Army is learning the value of talking about ethics, Mahoney said.

“Twenty years ago we didn’t talk about ethics,” he said. “We are in the longest war we’ve fought with a volunteer force. There is an opportunity for Soldiers to make the wrong decisions. That is the goodness of this center – we are now talking about ethics.”



Photo by Angela Simental

Lt. Col. Mark Fairbrother, CAPE's chaplain, contemplates the cadets honor code, which is chiseled in stone at the United States Military Academy at West Point, N.Y. The honor code reads: "A cadet will not lie, cheat, steal or tolerate those who do."

Because of the impacts of war on the Army Profession Casey asked for Armywide emphasis, including an array of events that will highlight CAPE's role, informing the Army about the profession and ethics. The emphasis includes several conferences and an Armywide competition focusing on ethics. The competition, which required submissions of written accounts exemplifying ethics, closed Aug. 15.

"Gen. Casey directed us to launch a major campaign. The Profession of Arms Campaign has three major components: First, is assessing what it means to be a profession and a professional Soldier," Hannah explained. "The second component is dialogue. He wants CAPE to lead a dialogue across the Army based on the results of our assessments. We will use that dialogue and bring it to the senior leadership and make decisions. The third component is to transform different aspects of our profession and our ethics based on the dialogue."

Hannah added that for this campaign to be effective, NCOs need to take ownership of it.

"NCOs are the direct, first-line su-

pervisors of Soldiers. Their actions speak louder than their words," said Mahoney, explaining the importance of NCOs teaching Soldiers about ethics and profession.

"The campaign will provide the senior-leader emphasis that we need on the topic. This is not just a CAPE project; this will be Army-level dialogue," Hannah said.

"I see CAPE having the ability to reach out to private organizations and set a model for schools, civic groups and the scouts. There, we will see the true value of the center in the future."

— Command Sgt. Maj. Anthony Mahoney

In October, CAPE participated in the annual Association of the United States Army convention held in Washington, D.C., where it debuted as a separate program, presenting its own panel and briefings based on the center's research. This month, the Command and General Staff College's ethics symposium, held at Fort Leavenworth Nov. 15-17, will be dedicated to discussing ethics and the profession of arms. In January 2011, the Unified Quest Conference, which will be held in Washington, D.C.,

will discuss the profession of arms.

Researching and training

The Profession of Arms Campaign will not only serve as a way to open a frank dialogue, but also to continue one of the center's missions – research.

For example, throughout the assessment phase at the beginning of the Profession of Arms Campaign, a series of surveys will be sent to all participating personnel, Hannah said. The data collected will be analyzed by a group of experts to be incorporated in the center's products.

The center relies on scientific behavioral and psychological research to develop its instructional products.

Majors said it is difficult to scientifically study ethics because it is such an intuitive process. It can only be observed.

"We spent the first year looking at what existed as far as character development and moral processing, and we identified some gaps and came up with a strategy for content," she said. "We discovered that you can, in fact, affect someone's moral character; you can improve their ethical behavior."

“CAPE wants to conduct evidence-based practices,” said Pauline Schilpzand, Ph.D., who is part of CAPE’s research team. “We pull from existing theories about human behavior, and we apply it specifically to the military context.”

CAPE’s research covers all areas of the military. Because research and instructional products bring real Soldiers and their stories into play, personalizing the topic of ethics, other Soldiers can identify with them and start a dialogue, Majors explained.

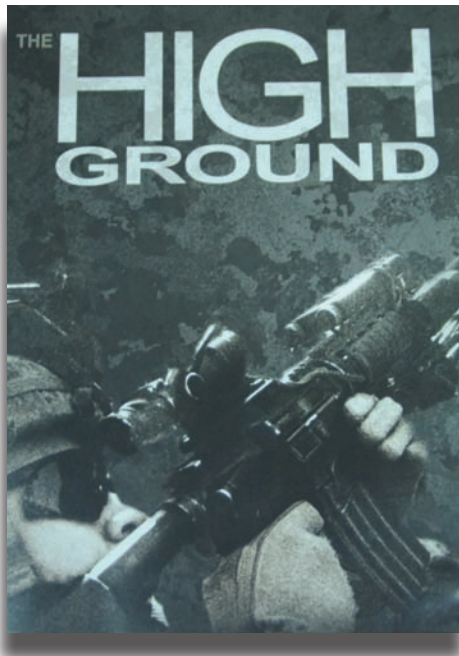
The center recently studied 2,000 Soldiers in Iraq, analyzing ethical leadership in combat. Studying the effects of multiple deployments on ethical decision-making, the research team also tracked a brigade combat team from pre-deployment to redeployment. The final results from both studies are still pending.

“We’re learning quite a bit from these studies,” Hannah said. “One of the most important things is that ethical leadership matters, and we need to reinforce it across the Army. We are learning what it means to be an ethical Soldier. What are those actions and behaviors that certain leaders do that reinforce ethics in their units when they go into combat? We are finding things that are intuitive and simple. For instance, leaders who simply talk about ethics in their operations planning and rehearsals, and talk about ethics in after-action reviews have lower levels of ethical transgressions in their units.”

A vast array of CAPE’s products and research targets NCOs. It is the center’s goal to incorporate them into the NCO Education System.

Topics such as ethical leadership, Soldier character development, ethical decision-making, Army ethic, ethical command climate and the profession of arms will become part of the NCOES.

Majors said CAPE’s instructional materials will be incorporated in every NCOES



The High Ground is an interactive movie created by CAPE, where Soldiers can become the lead character, making decisions and seeing the consequences. The video is intended to teach and improve Soldiers’ ethical decision-making.

course by the end of fiscal year 2012.

“Soon everything we learn from the Profession of Arms Campaign will [also] be incorporated into NCOES,” Hannah said. “NCOs can help us to refine our concept so what we teach in the NCOES is meaningful.”

“NCO input is crucial to a commander’s overall professional development and training strategy,” said Bill Kuiper, retired Navy command master chief petty officer (rank equal to an Army command sergeant major), and training specialist for CAPE’s instructional programs and products. “In both their roles as leaders and trainers, NCOs need to be well grounded in the principles that define the Army as a profession of arms and its Soldiers as professionals. These concepts are

the foundation of the moral identity and the professional development essential for Soldiers as they operate in the existing and future environments of persistent conflict, requiring strength of character and enhanced ethical decision-making. They will learn these principles as part of NCOES.”

Virtual Experience Immersive Learning Simulation exercises, for example, were fielded last year for basic training and will become part of the Warrior Leader Course starting in January. VEILS are interactive training videos, which present, in this case, “challenging ethical scenarios encountered before, during and after an Army unit’s deployment to a combat zone,” as stated on CAPE’s website.

“Rather than using a written story, we found that video works better,” Majors said. “We interview real Soldiers and they tell their story.”

CAPE will be working with the Institute for Noncommissioned Officer Professional Development and the United States Army Sergeants Major Academy to incorporate its instructional materials into the NCOES.

“With our recommended strategies, we can help them figure out how best to put those in the WLC,” Majors said. “The people who designed the course understand the audience, and we understand the learning strategy.”

Before that goal is met, CAPE, along with the Center for Army Lessons Learned at CAC, is creating a handbook for NCOs on how to develop ethical Soldiers. Fifty thousand copies will go out to reach every squad leader and above, Hannah said.

CAPE’s Army Knowledge Online website also includes reading material, case studies and computer-based training modules on ethics, available for anyone with an AKO account.

“I think [next year] we will hear a lot about ethics,” Mahoney said. “I see CAPE having the ability to reach out to private organizations and set a model for schools, civic groups and the scouts. There, we will see the true value of the center in the future.”

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“The Army ethic is the collection of values, beliefs, ideals and principles held by the Army profession and embedded in its culture that are taught to be internalized and practiced by its members to guide ethical conduct of the Army in defense of and service to the nation.”

– CAPE

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Things
that
make
you
go . . .

BOOM
at JRTC

Story and photos by
Linda Crippen



“Teach, coach, mentor.” These words, these ideals are what the hardworking NCOs live by at the Joint Readiness Training Center at Fort Polk, La. Tasked to provide realistic joint and combined arms training, the NCOs at JRTC work to develop Soldiers, leaders and units — from squad to brigade level — of our nation’s joint contingency forces for success on future battlefields, as specified by Army regulation.

The overall objective at JRTC is to establish a training environment that replicates current operational environments, including the complexity and instability found in Iraq’s and Afghanistan’s COE. Supporting warfighting functions across a degree of full-spectrum conflict, the training center offers tough, realistic conditions similar to live combat through a wide array of possible tactical operations. Training scenarios and exercises are developed to suit each rotational unit or RTU, with planning phases beginning as early as 180 days out.

“We offer an a la carte menu,” explained Sgt. Maj. Todd Tracy, JRTC’s operations group G3/5/7 sergeant major. Detailed planning goes into each rotation, to include working with unit command groups to help develop their training concepts and operational orders. Pre-rotational training consists of “facilitating equipment training for units as well as leader training, all of which catalyze the building blocks for fully integrated, high-performance, collective training during each phase of the rotation,” he added.

Tracy admits that despite personalized planning for RTUs, JRTC cannot afford to concentrate on individual units alone. They must also consider the big picture Armywide. “If the training helps one Soldier go downrange and return alive, then it’s worth it,” he said. “It’s for the bigger cause.”

Training center personnel caution against scripting, though. Smooth-running or scripted scenarios would not be conducive to replicating real combat situations, especially in such unpredictable environments as Iraq and Afghanistan. Tracy said the training must be dynamic.

JRTC of days of old used to be “lock-step; it was based on doctrinal thinking,” he explained. Through lessons learned and strategic shifts throughout the Army, leadership realized that using that approach was faulty. “It’s hard to fight an enemy who has no doctrine.”

Each phase of every rotation intricately builds upon the events that take place during previous stages. Rotations are comprised of the following, generalized phases: pre-rotational training, a situational training exercise or STX (also includes a command post exercise), and a force-on-force exercise. Live-fire exercises are conducted throughout most of the rotation as well, with the focus being at the platoon, company and special forces operational detachment level.

The STX phase is used to develop information, situations and events that continue to play out during the remainder of the rotation. Opposing forces, known as Geronimo inside “The Box,” as the area of field operations is commonly referred, present units with varying degrees of different types of crises. The course of action RTUs take in regard to the crisis determines later events, and subsequently, affects the reactions made by Geronimo, played by Soldiers from the 1st Battalion, 509th Parachute Infantry Regiment and contractors from Cubic Corp.

For example, results from key leader engagements that take

place during the STX determine how events will play out during the force-on-force exercise. Samples of lethal crises RTUs face include sniper attacks, kidnappings and improvised explosive device explosions. Nonlethal crises include requests for compensation due to property damage, locals selling armaments, and non-governmental organizations delivering food and water supplies.

Facts about JRTC and Fort Polk

Aside from JRTC, the Army offers three other primary combat training centers: the Battle Command Training Program, Fort Leavenworth, Kan.; the Joint Multinational Readiness Center, Hohenfels, Germany; and the National Training Center, Fort Irwin, Calif.

Each training center is considered a center of excellence with specific warfighting training objectives. BCTP covers training at the major theater level. JMRC and NTC concentrate between both the major theater and small-scale contingency levels. And JRTC focuses on the small-scale contingency level.

Base Realignment and Closure Commission recommendations in 1991 called for the closure of Fort Chaffee, Ark., where JRTC was originally located under U.S. Army Training and Doctrine Command. The training center relocated to Fort Polk, and now falls under U.S. Army Forces Command.

The Box now covers about 18 towns and villages across more than 11,000 acres in rural Louisiana. Driving from one side of The Box to the other can take over a half hour, even when driving on the hardball. Before 1991, many of the buildings in The Box were old utility sheds and World War II-era buildings, which were rather dilapidated. But The Box has since been updated and transformed in order to replicate current



A 1st Cavalry Division Soldier prepares to fire an anti-tank weapon while a range operations trainer-mentor looks on during the group’s live-fire exercise at the Joint Readiness Training Center, Fort Polk, La., in June.

TRAINING

operational environments.

Working closely with Hollywood set designers, JRTC has undergone a drastic makeover over the course of the last eight years, and new additions are still in the works. Interestingly, most buildings have been constructed from shipping containers, also known as MIL-VANS that are 20 feet to 40 feet in length.

The containers are covered, painted and decorated to look like they are authentic representations of the architecture found in the Middle East. Minute details are all around The Box, such as traffic and store signs in Arabic,



Above: 1st Cavalry Division Soldiers evacuate simulated wounded personnel after executing a house raid during their rotation at JRTC in June. **Below:** A 1st Cavalry Division Soldier helps his squad secure a perimeter around a village, where his command conducts a key leader engagement with town leaders.

making it easy to forget that it is an imitation environment, and one is not really downrange. Open markets in each village boast

plastic replicas of fruits, vegetables and fresh cuts of beef and goat. Villages are inhabited by actors portraying specific roles, many speaking Arabic, making the experience all the more realistic.

The Box is practically self-sustaining. Since actors work around the clock during rotations, they prepare meals in quantities large enough to feed a village, often cooking authentic cuisine from the represented regions. Trainer-mentors take advantage of the home cooking as well.

Adding to the realistic surroundings and unique quality of the base, Fort Polk is home to hundreds of wild horses, believed to be descendants of old farm and cavalry horses. There is also a large wild hog population.

Finally, JRTC's operations group humorously boasts that it is the only unit in the Army responsible for an active, working farm, which includes goats, chickens, tame horses and



cows. Literally, once rotational units enter The Box, they are transported to a different world.

A Real Threat

Too often, news reports demonstrate the overwhelming danger IEDs cause Soldiers deployed downrange. In an effort to better prepare them for these encounters, JRTC has implemented an IED cell that teaches a series of classes.

During the planning phase, commanders identify their unit's objectives and focus and choose which IED classes they want their Soldiers to take. "We send them a sort of restaurant menu 180 days out, and they choose the courses based on the commander's intent," said Mat West, program manager for the counter-IED cell, who used to work as a trainer-mentor and Geronimo at the training center during his military career. The following is a sample of what some commanders might choose for their unit:

IED Conscientiousness Class: Offers an overview of different types of IEDs

and current issues downrange. The class may be considered a refresher course but also introduces new counter systems and equipment.

Mine-Resistant Ambush-Protected vehicles: Presents a series of MRAP family vehicles so Soldiers become acquainted with the equipment.

Unmanned ground sensors: This course covers systems that use surveillance cameras placed on the ground in an IED engagement area or a known hotspot for IEDs.

Biometric BAT-HIIDE system: Teaches how to operate this central database for intelligence information, friendly and foe alike. The HIIDE is a handheld device used while on patrol and can take a photograph, retinal scan and fingerprints. Users can also type in additional data. The information is then downloaded into the BAT system, which is accessible to universal users. Originally, the HIIDE system could only hold about 2 megabytes per person; now an entire file, including typed data, is reduced to about 584 bytes.

Site-exploitation process: Instructs Soldiers to treat events and new sites as a crime scene investigation and how to thor-

oughly investigate rooms, gather intelligence and evidence. Site-exploitation process and battlefield forensics are two different classes offered that are taught by subject-matter experts such as law enforcement partners who travel downrange with JRTC NCOs to keep abreast of lessons learned and help conduct mobile training.

Company Intelligence Support Teams: COIST classes teach the basics for conducting company intelligence gathering at the squad, platoon and company level. These teams gather intelligence and pass along the information in real time, allowing dissemination both vertically and horizontally. COIST teams present intelligence "from the ground up."

Robotics: This five-day course introduces different variants of robotic equipment currently used in the field.

Rapid equipment fielding: Provides a closer look at some of the newest equipment being fielded and issued in-theater, like new mine detectors.

Aside from teaching classes, West said his cell has key personnel

who work in both Iraq and Afghanistan, collecting and analyzing data. "They figure out if this bread crumb leads to this crumb ... and finally you find the loaf of bread. That's the ultimate goal: Attack the network."

Subject matter experts have determined that a typical IED cell is comprised of a four-man team: a financier, who is the top guy; a bomb maker; a bomb transporter; and a bomb placer.

"That's the general way IED cells work in both theaters," West said. "The bomb placer is usually nothing more than some common guy just trying to earn some money to take care of his family. If he works a legitimate job on the economy over there, he might earn \$30. Or, he can drop off an IED and make a hundred bucks. Most of them are not radical, jihad Islamists; they're just trying to survive," he said.

Alternatively, the bomb transporter is a little more sophisticated, he explained. He's the one who recruits the bomb placer. He delivers the bomb and gives instructions to the placer.

Next are the bomb makers, who have very distinct signatures. "Every bomb maker in the world has a specific signature to what he does. When we attack the network and find pieces of



John M. McHugh, secretary of the Army, visits with Brig. Gen. James Yarbrough, commanding general, JRTC and Fort Polk, June 23 during a mock clinic dedication at one of the JRTC villages.

that, we can pinpoint a specific signature. For example, he might use yellow wires to tie off everything or wrap three strands of tape clockwise,” West said.

Finally, the financier is usually someone who is popular within the neighborhood and might be on the city council or a businessman. But on the side, he’s providing funding because of his beliefs.

“The key at JRTC,” West said, “is every bad guy you capture will give you a bread crumb that leads you to the next guy in the network. If the Soldiers do it properly and use all the tools that are available to them, they’ll be able to go through, attack and defeat the network.”

Life at JRTC and Fort Polk

Operations at JRTC aren’t exactly what they used to be, which means working at JRTC has changed as well. No longer are the training NCOs referred to as observer-controllers. They are trainer-mentors. Rotational units in the past may have felt more concerned about being gigged on discrepancies or mistakes rather than lessons learned, but that attitude has shifted due to the approach of the training personnel.

Staff Sgt. Pedro Gonzales, a TM with JRTC’s operations group, said his role is to help “reinforce the RTU’s strengths, or help improve their weaknesses and push them in the right direction for the fight in Iraq and Afghanistan. Everything that happens over there happens here at JRTC.”

Gonzales, who has been a TM off and on for almost six years and has three deployments under his belt, said every RTU has its ups and downs. “They’ve just got to fight through their issues. We try to teach and coach them in the right direction so they can think and make the mistakes here instead of in-country. The training is purposely planned to force that level of difficulty on

the rotational units so they can really experience a good training environment,” he explained.

As a current operations TM, Staff Sgt. Dawson Morse said he covers several different roles. “I focus on coaching, training and mentoring the battle NCOs, radio telephone operators and assisting with the battle captains. I am also the brigade commander’s escort during STX lanes.”

Morse helps train tactical operations center NCOs and RTOs on their duties and responsibilities before the command post exercise begins. “I’ll sit them down, show them certain military doctrine and see if they understand what their actual role is — see if they know how to battle track, how to track their assets, receive information, distribute it amongst themselves within the tactical operations center, analyze it and make recommendations.”

Perhaps the mind-set behind what it means to mentor others, which is at the heart of what it means to be an NCO, has transformed what it means to be stationed at JRTC and Fort Polk. Or perhaps it is the seriousness behind the reasons units train at JRTC to begin with — Iraq and Afghanistan.

NCOs stationed at Fort Polk and JRTC say it’s a misconception to think negatively about being assigned there. Command Sgt. Maj. Edward E. Russell, brigade command and control task force command sergeant major, said, “Most people might think, ‘Oh, I don’t want to go to Fort Polk because of the location.’ Little do they know ... shame on them. When I discovered I was going to Fort Polk, versus Korea or Fort Bliss, Texas, I had second thoughts. I got here, and my attitude did a complete turnaround. It’s a great duty, and those young sergeants major might want to consider coming to JRTC if they have the skill set.”

Russell said they are in need of personnel and challenge the



1st Cavalry Division Soldiers execute a heavy live-fire exercise during their rotation at JRTC in June. The training at JRTC focuses on small-scale contingency operations.

Right: 1st Cavalry Division Soldiers enter a JRTC village to conduct maneuvers during their force-on-force exercise in June. JRTC personnel begin planning training as early as 180 days prior to unit rotations. **Below:** Villages are inhabited by contracted civilians, who serve as role players during unit rotations at JRTC. Here, civilians call for help after their bus was involved in an accident.



Fort Polk, known as the Home of Heroes, “is more than just 10 rotations a year in The Box,” Hof exclaimed. “The other training centers are no where near contributing to the fight like we are at JRTC and Fort Polk ... The reality is they pail in comparison by a long shot!”

Fort Polk boasts power units such as 4th BCT, 10th Mountain Division, who is currently deployed to Afghanistan on their third tour in support of the Global War on Terrorism; 1st Maneuver Enhancement Brigade, who Hof said is the most deployed brigade in the Army, will soon be the management response force for the nation

Department of the Army to send experienced, qualified people who want to do the job. And, virtually every NCO and TM you speak with agrees with Russell in that the assignment at JRTC will propel the career NCO at explosive speed.

“You get here, and you go up real quick. Nothing’s given to you,” he explained. “There’s a lot of reading and conceptual requirements, understanding the common operational picture of how things work. That light comes on, and you grow up quick here. It’s a great duty position, and I wouldn’t want to go anywhere else.”

Great changes and exciting transformations have been happening at Fort Polk, explained Command Sgt. Maj. Jeffery Allan Hof, JRTC and Fort Polk command sergeant major. “The quality of life for families and troopers had not been at the forefront until the last couple of years. Gen. James Yarbrough, JRTC and Fort Polk commanding general, has done some extraordinary work in regard to the infrastructure. We are now getting commanders who see that investing in Fort Polk is advantageous to our military community and the civilian community. Developing both communities will enhance everyone’s quality of life.”

for chemical, biological, radiological, nuclear and explosive incidents — a mission that has been announced as a top priority by Gen. George W. Casey, chief of staff of the Army;

Hof said the stigma that has been associated with being stationed at the base is changing and will continue to change. “In about two or three years, when your friends discover you have orders to Fort Polk, you’ll be getting a congratulations card,” he lauded. “There are a lot of folks out there whose mental maps have not been updated, meaning Fort Polk has changed ... for the better. The post, the fire support for missions, the infrastructure and the community support have all changed a great deal within the last 20 years, making Fort Polk a great duty assignment.”

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INTEL

IN-THEATER & IN-GARRISON

Conducting combat operations in the mountains, jungles or even in the varied urban terrains of modern-day conflicts would be a lot more dangerous if troops were unaware of what lay ahead. Going in blind without any knowledge of enemy capabilities and terrain anomalies would be tantamount to committing mass suicide. To counter this unknown, the U.S. Army relies heavily on intelligence gathering to help shape the battlefield to its advantage.

One such intelligence-gathering unit recently designated is the 66th Military Intelligence Brigade stationed at Wiesbaden, Germany. The brigade started life at Camp Rucker, Ala., in 1944 as the 66th Counter-Intelligence Corps Detachment. The detachment, which was assigned to the 66th Infantry Division, was deployed to France and charged with screening French refugees fleeing from besieged German occupied areas at Sainte-Nazaire and Lorient on the Atlantic coast. After a short period of service in post-war Germany, the unit was deactivated at Camp Kilmer, N.J., in 1945.

Steeped in World War II history and having played a part in shaping the outcome of the war, it was only fitting that the unit return to Germany upon reactivation in 1949, said Command Sgt. Maj. Marc Scott, command sergeant major of the brigade's 2nd MI Battalion. Initially

stationed at Stuttgart, the unit, after further reorganizations and redesignations, eventually ended up at its present location in Wiesbaden.

"Wiesbaden Airfield is a very apt place for an MI brigade to set up. This airfield was the only German airfield not bombed during the war. As the story goes, the Germans raised the water levels using the grates surrounding the airfield. With the mud-and sand-covered hangars, and the grassy areas around, the airfield could easily be converted to look like the countryside with a lake during the daytime. At night, the water levels were dropped and sorties were flown out. What better place for a clandestine unit to set up shop?" Scott said.

Though the brigade is headquartered in Wiesbaden, its mission is far-reaching and covers all the regions in which the U.S. Army currently operates. "We don't deploy as a brigade but as 'slice elements' known as Intelligence Task Forces attached to the bigger units in-theater," said Sgt. 1st Class Roger Dover, the NCO in charge of one of the task forces. The task force is set up to rapidly deploy into operational and security environments to provide intelligence capabilities to the on-ground commander.

"A task force is tailored to the needs of the requester, and we put together a package of Soldiers and equipment to

To support Soldiers downrange, the 66th Military Intelligence Brigade deploys with units and analyzes the battlefield from its home in Germany

**BY MASTER SGT.
ANTHONY M.C. JOSEPH**

Opposite page: Soldiers with the 66th Military Intelligence Brigade construct a "J-tent," a J-series deployable rapid assembly shelter, during an exercise at Wiesbaden Army Air Field, Germany, in May.

Photo by Master Sgt. Anthony M.C. Joseph

Right: Soldiers with the 66th MI Brigade finish preparing several J-tents during an exercise in May. When deployed to austere environments, the brigade can house its entire tactical operations center within the structures.

Photo by Master Sgt. Antony M.C. Joseph

Below: Col. Todd Megill, left, commander of the 66th Military Intelligence Brigade, and Command Sgt. Maj. David Redmon unfurl the 66th MI Brigade's new colors, formally signaling the unit's transformation into a brigade during a July 2009 ceremony.

Photo by Amy Buenning Sturm



meet those needs,” Scott said. “This team, based on the environment it is deploying to, moves out with the logistical support it will need to sustain itself and accomplish the mission. Everything from intelligence collection operators, to intelligence analysts, to the ‘beans and bullets’ are all part of the team.”

Once on the ground, the team provides real-time intelligence to the commanders in conjunction with the rear detachment in Germany. Footage and data from unmanned aerial vehicles, human-intelligence collection teams and other sources are collated and analyzed there; a detailed report is then sent back to the units on the frontlines. “We use the info collected and analyze that against all known current information to recommend a course of action,” Scott said.

Another new aspect is establishing working relationships with coalition forces. “We train as we fight, and here in Germany we are fortunate to have most of the coalition allies right at our doorstep,” Scott said. “The training we conduct with our coalition partners while in-garrison is crucial to our success and, ultimately, the success of the broader mission. In garrison, we are able to polish the rough edges of communication and understanding, and thus are able to be more attuned when deployed. The training we conduct here also transfers well when training both Iraqi and Afghan forces. Along with our coalition partners, we teach the fundamentals of intelligence-gathering techniques to make them more self-sustaining.”

“The intelligence community is the eyes and ears of the Army. By providing real-time intelligence, we keep Soldiers alive,” Scott said. 🇺🇸

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SOLVING THE SPHINX'S RIDDLES

Wiping the sweat off my face with the sleeve of my Army Combat Uniform, I look at the patch on my arm. There lies the unit insignia of the 66th Military Intelligence Brigade and, in its center, a sphinx. Used in the intelligence community as a symbol of observation, wisdom and discreet silence, the icon also reminds us of the legend of the sphinx and of riddles to be answered.

This symbolism is perfect for our current situation and hints toward the modern-day riddle for the leadership of the brigade: How do you enter into a new era of expeditionary capacity? How do you transform a “stratcal” unit — a unit that supports both strategic and tactical missions — into a full-spectrum expeditionary unit? In it, one element is responsible for the coordination of all intelligence assets in a theater area of responsibility, and the rest of the brigade is responsible for another area at the home station.

To answer this call, the 66th is developing an intelligence task force capability.

In 2004, U.S. Army Europe began the transformation from an organization that combined a theater MI group, called USAREUR Analysis and Control Element Support, which managed counter-intelligence, anti-terrorism and force protection missions, with a full complement of corps and division MI assets that supported operational or tactical contingencies in the USAREUR area of responsibility. Now, USAREUR has all military intelligence capabilities consolidated into a single MI brigade.

The problem is, how can the 66th MI Brigade commander support a contingency within the Middle East and simultaneously fulfill all USAREUR theater requirements?

The intelligence task force strategy is a process by which a theater military intelligence brigade provides rapid, tailored expeditionary intelligence support to an austere theater of operations under a coalition joint forces land component command or equivalent division- or corps-level command. The ITF strategy balances validated theater mission priorities with contingency operations and sets the conditions to build further capabilities as requirements develop.

There is no established U.S. Army doctrine for this concept. The ITF training strategy nests opportunities for brigade command post exercises with USAREUR-validated mission readiness exercises and theater-exercise support based on a crawl-walk-run methodology.



Intelligence task forces are the key to transforming the 66th MI Brigade into a full-spectrum expeditionary unit

BY SGT. 1ST CLASS ROGER DOVER
66TH MI BRIGADE



Photo by Sgt. Susan Will

An observer/controller from the Joint Multinational Readiness Center, Hohenfels, Germany, watches a team of paratroopers from the 2nd Brigade Combat Team, 82nd Airborne Division, react to an improvised explosive device during the brigadewide mission readiness exercise in March. Because it is not a BCT, the 66th MI Brigade does not have its own MREs, but will participate in MREs for other deploying units.

The ITF will have to be a theater-level MI brigade capable of satisfying both expeditionary and USAREUR intelligence support requirements. It will have to be a modular organization, able to rapidly organize and deploy into operational and security environments in support of Army, joint or coalition forces. Equipped and trained to operate in a collaborative enterprise with forward-based ground and air assets and intelligence functions, the ITF will be simultaneously able to reach back to specialized expertise and project long-term analytical capabilities.

The ITF will be broken down into two company-sized elements. The first will be led by a lieutenant colonel, the second by a colonel. There is not much difference between the two elements except for the number of personnel supporting each level.

When becoming expeditionary, a problem arises when you have a theater-level strategic unit that comes with old and outdated equipment. In addition, the Soldiers within this unit have such diverse backgrounds, whether it is in a special forces unit, a nation-level strategic unit or one of the specialty units that we have in the MI world. There are hardly two MI

units alike, so trying to get all leaders and Soldiers from such diverse backgrounds on the same page about how to be expeditionary is a challenge in itself.

When you look at how the Army trains, you will see that you start at the individual tasks, then work your way up to collective battalion and brigade exercises. The problem is that the 66th MI Brigade is not set up in a way that allows the big battalion- and brigade-level exercises like a brigade combat team would.

The Army has a priority system when it comes to utilizing major training areas such as the National Training Center at Fort Irwin, Calif., the Joint Readiness Training Center at Fort Polk, La., and the Joint Multinational Training Command at Grafenwöhr, Germany. This system dictates that units must be a BCT or equivalent to have priority for training.

The last major training event before a deployment is the mission readiness exercise. This culmination event brings together all elements in one training event, allowing units to hone essential warfighting skills while certifying to the command that the Soldiers and their leaders are

ready to deploy.

The 66th is a brigade, but not a BCT, which means that we will not have a chance to have an MRE specific to our unit. However, our Soldiers in ITF elements will have the opportunity to support and participate in MREs for other deploying units.

The 66th MI Brigade is assisting in the MREs of other brigade combat teams by providing the support of multifunction teams, made up of counter-intelligence, human intelligence and signal intelligence Soldiers, and MI observer/controllers. In doing this, we will be able to test our command and control of these MI elements within the BCT's training area, though we will not have any role in their mission. We will instead develop a command-and-control capability of those assets attached to the other command.

These are the basics of how an ITF will operate — to take an MI asset find out what the requirements are and send that team to where they need to be. That unit will be responsible for its own food, shelter and protection; we will, in turn, support any of the more technical aspects.

In addition to us, the 2nd Military Intelligence Battalion will be providing sup-



Photo by Sgt. Derec Pierson

Soldiers from Able Company, 2nd Battalion, 503rd Infantry, 173rd Airborne Brigade Combat Team, and members of the Afghan National Security Forces leave to conduct a patrol at Combat Outpost Jaghato in Wardak province, Afghanistan, in June. The 66th MI Brigade tested the intelligence task force concept during the 173rd's mission readiness exercise in August 2009.

port as an ITF. It will receive additional support from the 24th Military Intelligence Battalion regional operations center, unmanned aerial systems, the liaison officer from 1st MI Battalion and elements from the brigade staff.

As the brigade is not equipped with the vehicles we will use in Iraq or Afghanistan, JMRC will provide training on the multiple ranges and areas at Grafenwöhr for the more warrior-related tasks, including convoy live-fire exercises. While being supported by JMTC, we will still have to maintain 24-hour operations in our ITF tactical operations center.

This couple of weeks is vital to the development of the expeditionary capabilities of the ITF. Time to train is very limited due to all of the other requirements and the fact that we do not have a lot of the resources to train at our headquarters at Wiesbaden.

The first test of the new ITF concept took place at the 173rd Airborne BCT's mission readiness exercise in August 2009. Soldiers from the 66th MI Brigade set up the ITF tactical operations center and tactical specialized compartmented information facility in the middle of a secluded motor pool, and prepared to support a unit

that they had never trained with before. This also tested what kind of command and control is needed for a task force with elements from all over the brigade. All this is in preparation for the 66th to certify that we, as a brigade, can deploy an ITF to provide support to all intelligence assets in an area of responsibility.

The next test is to have the 66th MI Brigade support the 2nd Stryker Cavalry Regiment's MRE this year. At this event, we will pickup where we left off during the 173rd's MRE in that we will move to our walk phase in the ITF process.

This training will give our ITF the opportunity to truly provide intelligence support to the 2nd SCR by means of having signal intelligence over watch with Trojan Mobile Remote Receiving Systems as well as human-intelligence collection teams support.

In addition, this will be an exercise in communication. This will mean synchronizing to talk to the 2nd SCR, which will be located an hour away.

Utilizing only tactical communications equipment, we will have to talk to the teams we send out to support the maneuver units, all of our detachments throughout Germany and ultimately the

rear detachment of our brigade at the Wiesbaden Army Airfield.

I have witnessed a lot of transformation in this brigade over the last two years. We have gained units and reflagged more than one battalion to other units. Compared to this brigade's long history, it will seem like nothing to undergo one more task that will change the way the brigade operates.

The most important event that must happen, in my opinion, is that we instill faith and confidence in the 2nd SCR so when the time comes and they are sent out, they will know that MI Soldiers can accomplish any task once they are attached and working in direct support. Our Soldiers must have the confidence that, when push comes to shove, they can handle the dynamics of a combat zone.

Whether the battle is fought in the mountains of Afghanistan, the streets of Iraq or in windowless rooms in buildings across Europe, the Soldiers of the 66th MI Brigade will always be ready to answer the call.

Sgt. 1st Class Roger Dover is the NCO in charge of one of the 66th MI Brigade's intelligence task forces.

Drill & Ceremonies

How to lead one's Soldiers in a squad drill is one of the first skills a young NCO must learn when becoming a first-line supervisor. More than just an efficient way to move the unit from one place to another, drill aids disciplinary training by imparting habits of precision, professionalism, teamwork, confidence, pride, alertness and attention to detail.

Though not emphasized in the former 15-day Warrior Leader Course program of instruction, lessons in the art and science of drill and ceremonies have returned to the 17-day POI instituted Armywide last month. Based on FM 3-21.5, *Drill and Ceremonies*, the lesson centers on teaching new NCOs — who have been listening to leaders' commands since basic training — how to deliver those commands themselves.

"It's important to know because it organizes formations and instills discipline," said Sgt. Dustin McMillan, a WLC student last month at the Fort Bliss, Texas, NCO Academy. "It instills pride and promotes unit cohesion."

More than just a garrison skill, knowledge of drill and ceremonies can be very beneficial downrange, too, said fellow student Sgt. Johnathan Rhoades.

"The discipline your unit gets from doing movements like this will help your performance on the battlefield. Because everybody is working together as a unit and team-building; once you are deployed, everybody will be on the same page."

WLC small group leaders demonstrate proper drill and ceremonies movements on Day 1 of the course, and students take turns leading their squad throughout the next 16 days — at many NCO academies marching from the



Photo by Sgt. Cody Harding

Sgt. 1st Class Kevin Barlow gives advice to a group of Soldiers during drill and ceremony class at the Future Leader Course on Contingency Operating Base Adder, Iraq, in April. The Future Leader Course was created to prepare Soldiers for the Warrior Leader Course.

classroom building to the student barracks or dining facility. The practice culminates in a final evaluation that focuses on four main components:

FORMING THE SQUAD: Students typically practice marching in column formation; however, the leader's evaluation is conducted with the squad in line formation.

ALIGNING THE SQUAD: To ensure the squad is aligned with precision, following the command, "Dress Right, DRESS," the leader marches to the right flank and verifies the alignment. The leader can command individuals to move forward or back, if necessary.

INSPECTING THE SQUAD: WLC graduates are encouraged to inspect their squads every day to enforce standards, to get to know their Soldiers and to seize the opportunity to be leaders.

Once aligned, the platoon leader (or small group leader at WLC) directs the squad leader, "Inspect your squad." After marching to the first Soldier, the leader inspects each from the center, from a step to the left and from a step to the right, all while maintaining a modified position of attention, moving only the head and eyes.

MARCHING THE SQUAD: After the inspection is complete, the small group leader directs the squad leader, "March the squad." The leader then commands the squad to march a series of movements in line formation around the given area. The evaluation concludes with the leader dismissing the squad.

Prospective WLC students can download the evaluation score sheet and other lesson materials at <https://www.us.army.mil/suite/page/514945>.



Leading a squad drill: A WLC student's final D&C exam



FORM THE SQUAD

The squad leader comes to the position of attention, commands "**FALL IN**" followed by "**COUNT OFF.**"

ALIGN THE SQUAD

The leader commands, "**Dress Right, DRESS,**" faces to the half left and marches by the most direct route to a position in line with the squad, halting one step from the right flank Soldier. The leader then faces down the line to **verify the alignment** of the squad. The leader returns to his or her starting position at the center of the squad; commands, "**Ready, FRONT;**" and executes an "About FACE" to face the small group leader.



INSPECT THE SQUAD

The leader marches to a point centered 15 inches in front of the first squad member. While in a modified position of attention, the leader **inspects the Soldier**, repeating the inspection from **a step left** from center, then **a step right** from center. The leader then faces right, marches two steps, halts and inspects the next Soldier. After inspecting the last Soldier, the leader marches behind the squad, **inspecting the squad from the rear** before returning to his or her post facing the squad, finally commanding, "**AT EASE.**"



MARCH THE SQUAD

Facing the squad, the leader commands, "**Squad, ATTENTION; Right FACE; Forward, MARCH.**" The leader continues with column right and left, column half-right and half-left, right and left flank, rear march, and halt commands, then concludes the drill by dismissing the squad.



NCO Stories

A selection of Valor



Staff Sgt. Robert J. Miller

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: Staff Sgt. Robert J. Miller distinguished himself by extraordinary acts of heroism while serving as the weapons sergeant in Special Forces Operational Detachment Alpha 3312, Special Operations Task Force-33, Combined Joint Special Operations Task Force-Afghanistan, during combat operations against an armed enemy in Konar province, Afghanistan on January 25, 2008. While conducting a combat reconnaissance patrol through the Gowardesh Valley, Miller and his small element of U.S. and Afghan National Army soldiers engaged a force of 15 to 20 insurgents occupying prepared fighting positions. Miller initiated the assault by engaging the enemy positions with his vehicle's turret-mounted MK-19 40 mm automatic grenade launcher while simultaneously providing detailed descriptions of the enemy positions to his command, enabling effective, accurate close air support.

Following the engagement, Miller led a small squad forward to conduct a battle damage assessment. As the group neared the small, steep, narrow valley that the enemy had inhabited, a large, well-coordinated insurgent force initiated a near ambush, assaulting from elevated positions with ample cover. Exposed and with little available cover, the patrol was totally vulnerable to enemy rocket propelled grenades and automatic weapon fire. As point man, Miller was at the front of the patrol, cut off from supporting elements, and less than 20 meters from enemy forces. Nonetheless, with total disregard for his own safety, he called for his men to quickly move back to covered positions as he charged the enemy over exposed ground and under overwhelming enemy fire in order to provide protective fire for his team.

While maneuvering to engage the enemy, Miller was shot in his upper torso. Ignoring the wound, he continued to push the fight, drawing fire from more than 100 enemy fighters upon himself. He then again charged forward through an open area in order to allow his teammates to safely reach cover. After killing at least 10 insurgents, wounding dozens more and repeatedly exposing himself to withering enemy fire, Miller was mortally wounded. His extraordinary valor ultimately saved the lives of seven members of his team and 15 Afghan soldiers. Miller's heroism and selflessness above and beyond the call of duty, and at the cost of his own life, are in keeping with the highest traditions of military service and reflect great credit upon himself and the United States Army.

Special Forces Soldier receives posthumous Medal of Honor

By J.D. Leipold
Army Public Affairs

Courage was a defining factor in Staff Sgt. Robert J. Miller's life.

"It has been said that courage is not simply one of the virtues, but the form of every virtue at the testing point," said President Barack Obama during a Medal of Honor ceremony last month. "For Rob Miller, the testing point came nearly three years ago, deep in a snowy Afghan valley. But, the courage he displayed that day reflects every virtue that defined his life."

The president bestowed the honor upon Miller's parents, whose son's actions allowed seven of his Special Forces comrades and 15 Afghan soldiers to escape an ambush kill zone.

More than 100 of Miller's family, friends and fellow Soldiers were at the ceremony, which was held in the west wing of the White House. Vice President Joe Biden, Secretary of Defense Robert M. Gates, Chairman of the Joint Chiefs of Staff Adm. Mike Mullen, Secretary of the Army John McHugh and Army Chief of Staff George W. Casey Jr. were also at the presentation.

The president told the group that Miller was a true leader, as demonstrated by two previous commendations for valor during his first tour in Afghanistan.

On his second tour, Miller – known as Robby to his teammates, family, friends and teachers – was killed after he volunteered to serve as point for a night patrol with Operational Detachment Alpha 3312, in the Chenar Khar Valley near the Pakistan border on Jan. 25, 2008. He was 24.

Miller's fellow Green Berets remember the nightmare of that freezing winter night years later on the other side of the world.

"Ambush Alley" Mission

About 9 p.m. the day before Miller's death, his unit received word that a Predator unmanned aerial vehicle feed had picked up enemy fighters armed with rocket-propelled grenades moving into a house. The Soldiers were ordered to link up with Afghan soldiers and proceed into "Ambush Alley," traveling as far as possible in their up-armored Humvees, dismounting and moving toward the compound.

Once the unit was able to confirm the Predator was on the money, the team's Air Force joint

tactical air controller would radio for a few 500-pound bombs to be dropped. Once the bombs had been dropped, the team was to move in and conduct a battle-damage assessment – at least that was the plan.

As the team moved up the mountain in their vehicles – 300-foot vertical cliffs at both sides – there wasn't much wiggle room, recalled Staff Sgt. Eric Martin. A counter attack was nearly impossible because their guns were already angled to maximum elevation, he said.

To make matters worse, the convoy then came across two boulders at different intervals that had to be blown with C4.

"I was thinking, 'Okay, we're gonna get hit from here, so we were trying to be as quiet as possible until the explosion, obviously,'" he said. "The second boulder was nearly within sight of the objective, so we had to come to a stop again and blow that boulder. I believe that's when the enemy was tipped off."

Attack goes forward

The unit and the Afghan soldiers moved on until they positioned themselves to attack. Then, Martin and his team noticed through night-vision devices that fighters were emerging from the house and taking up new positions.

When the firefight began, Martin thought everything was going well because the unit hadn't been hit. The unit returned heavy fire, and the attack appeared one-sided, like the enemy was trying to bug out of the area, Martin recalled.



Photo by D. Myles Cullen

President Barack Obama presents the Medal of Honor to the parents of Staff Sgt. Robert J. Miller. Miller's father Philip and mother Maureen were given the award on Oct. 6 during a ceremony at the White House. Miller received the honor for his heroic actions in Afghanistan on Jan. 25, 2008.



Photo by U.S. Army

Staff Sgt. Robert J. Miller was posthumously awarded the Medal of Honor on Oct. 6 for his heroism and valor while serving in Afghanistan in January 2008.

“Nothing unusual about it,” Martin said. “It became unusual after the initial bombs were dropped, and we’d opened with heavy fire.” The unit then sent a dismounted element ahead of the vehicles, for which Miller was point.

“This was Robby’s second trip over. He had picked up Pashto on the first deployment. ... He had a talent for languages, he knew French, German and a little bit of Russian,” Martin added. “He just had a gift, which is why he was out front talking to the Afghans and in the position he was in, because the [Afghan] soldiers had moved out too quickly. We needed to slow them down to gain command and control.”

The dismounted element led the convoy across a bridge.

Everything seemed good. No shots had been fired, and only a few bombs had been dropped. The Soldiers assumed their unit had taken out the enemy forces. Then, the sound of a Russian-built PKM machine gun split the air, answered by an M249 squad automatic weapon and M4 carbine fire. The entire hillside erupted into muzzle flashes and chaos.

Covering fire saves team

Martin knew the high-pitched cracks of the SAW, and he also knew Miller was behind the trigger because he had left base without a suppressor, rolling heavy with extra 200-round 5.56 mm drums attached to his kit.

“He didn’t care about the weight. ... It was that mentality he had that characterized the whole team ... ‘We’re gonna roll heavy; we’re gonna make sure we’re ready to fight and that

we’re prepared for it,’” Martin said.

When the hillside exploded into the firefight, the members of the Special Forces team found themselves in a close-quarters ambush less than 50 feet from Taliban fighters. Almost immediately, the team’s leader, Capt. Robert B. Cusick, was wounded.

That’s when Miller took command, taking out a machine-gun nest, moving forward, constantly firing and throwing grenades while his teammates moved in reverse from the kill zone with their wounded captain. As they moved, they radioed for a medevac and worked to regain control of the situation. It was the last time any of Miller’s team saw him alive.

“I think he wanted to provide that extra firepower for his buddies so they could get out of the kill zone,” said Cusick. “He

bounded forward; we moved back. ... He saved lives that day. It was just in his personality. [Word always spread] from his former team leader and team sergeant that he was a go-to guy, very reliable, very eager and one of the better in-shape guys on the team because of his gymnastics background.”

A real gem

Miller was always quick to volunteer and take on more responsibility. Even on the night before his death, Miller introduced himself to the Afghan soldiers and got them up for the mission,



Courtesy photo

Staff Sgt. Robert J. Miller was killed Jan. 25, 2008, after volunteering to serve as point for a night security patrol in Afghanistan. For his actions, which allowed seven of his Special Forces teammates and 15 Afghan soldiers to escape an ambush kill zone, Miller is a posthumous recipient of the Medal of Honor.



Courtesy photo

A childhood photo of Staff Sgt. Robert J. Miller. He was awarded the nation's highest medal.

Cusick said.

Aside from his physical capabilities, knowledge of tactics and desire to speak Pashto fluently, Miller served as the detachment's resident gemologist during his off-time. He was the guy his teammates deferred to when they wanted to make sure a gem was a good deal, Cusick said.

"After he was killed, the team passed Robby's gem-detecting kit back to his family. ... That meant a lot to them," he said. "Many of the gems, he'd brought. Others had been gifts [from Afghans, which was] a kind way for them to thank us."

Several of those gems have since been mounted and Miller's mother Maureen wears one on a necklace. A few others were turned into earrings worn by his sisters, in memory of their oldest brother.

Brother in arms

Although no one will ever know what Miller was thinking the day he saved his teammates, Martin and his comrades believe the only thing going through their friend's mind was concern for the team.

"I think we were all feeling concern for each other that night," Martin said. "I think in combat, the biggest fear I have and I think the other guys have is letting down the guy to the left and right. It's not getting shot; it's about doing the right thing and not letting our brothers down."

Miller's father, Philip, said his wife, three other sons and four daughters knew a large part of Miller's responsibility was working and training with local nationals, and they knew about some of the day-to-day activities. But, the family didn't hear much about combat actions, because he didn't want to worry his

family or divulge secrets about what he was doing.

At his parent's home in Oviedo, Fla., between deployments, Miller would share photographs and video clips with his family – he loved the scenery of Afghanistan, talking about his passion for learning Pashto, sipping tea and interacting with the Afghans.

"He was enthusiastic about his involvement and what was going on in the country," his father remembered. "We're very, very proud and somewhat humbled, but very appreciative of those kind words we heard about our son's actions in Afghanistan. But it's more than that; it's the pride and satisfaction that one of your children did something so remarkable."

Historic moment

Philip Miller said he wondered if he would be able to perform the same way his

son did in an extreme situation, taking calculated risks which you may not survive. He said he started to listen to the stories of Soldiers, including those in the same firefight as his son's, and realized how remarkable they were.

"I'd like everybody to remember that he [Robert Miller] loved what he was doing, and he was very good at it. He was extremely enthusiastic about it, and it was very clear he really embraced the work, the mission and the people he worked with – American and Afghan," Miller's father said.

Maureen Miller said when her family learned her son's actions, they were not surprised. She said her son was the type of person to protect his fellow Soldiers – that's what his training taught him.

"I think the fact that he died doing something that he loved and thought was worthwhile was an important factor in helping us deal with the situation," she said. "Rob always wanted to be a Soldier. I think there are several factors that influenced him to join the Army – one was his sense of adventure, another one was his sense of the importance of military service. It's something that runs in our family. Another important factor was Rob's sense of appreciation for the freedom and opportunity that we have in this country – something he learned after hearing stories when he was 8 or 9 of some friends who were Cambodian refugees."

Philip Miller, who was also a Soldier, said receiving the Medal of Honor on behalf of his son was important because it shows the gratitude of the country.

"Our son will become part of the written history of the United States," he said.

Learn more about Staff Sgt. Robert J. Miller at <http://www.army.mil/medalofhonor/miller/>.

Frank's unforgettable valor

By Capt. Tim W. Irvin
218th MEB Public Affairs

I have read many accounts of the atrocities that were inflicted upon prisoners of war during the weeklong Bataan Death March of World War II, which took place in the densest jungles in the Philippines. Death by Japanese sword and bayonet, random beatings, intentional starvation, and dehydration were common along the march.

Those who fell from exhaustion were executed, as were those who offered their captors any sign of resistance or protest. The horrors these brave men experienced are unimaginable. I expected any man who experienced such horrible things to be emotionally hardened and unfeeling at best. But then again, I had not yet met Sgt. Frank Dunlap.

When I finally met "Mr. Frank," as all his buddies call him, he had just received the Bronze Star Medal for his actions during the war. He was dressed in an original U.S. Army "Ike" uniform, and was smiling from ear to ear.

He was not at all cold or unfeeling, as I had assumed. In fact, he was jovial; more like Santa Claus in a military uniform than the grumpy old man I had envisioned. I asked myself, "How could a man who had lived through such horrors be so happy?"

"I got a second chance at life and I haven't wasted it. I survived on the hope that I would one day come back home," Frank said.

Frank told me that when things were at their worst, he focused on a poster he had seen during the march that proclaimed, "Help is on the way!"

"I knew that MacArthur was coming back, but I just wish it hadn't taken him so damn long!" Frank said with a hardy laugh.

But, it did take time. And unfortunately, that was time Frank had to spend in what he called "a living hell."

A Living Hell

On Dec. 8, 1941, Japanese aircraft crippled several U.S. airfields in the Philippines. Within three days, the Allied Forces lost two-thirds of their aircraft. After the Japanese invaded Luzon, Gen. Douglas MacArthur, commander of U.S. Army Forces Far East, ordered a withdrawal of all Allied Forces to the stronghold of the Bataan Peninsula. With only a handful of aircraft left and little or no supplies, many mechanics, administrative personnel and even fighter pilots were forced to fight as infantrymen. Frank was one of them.

Frank was a U.S. Army Air Corps ordnance man. His job was to arm aircraft with bombs and ammunition.

"We had no planes," Frank explained. "The Japanese had blown them all up! We had no supplies, no fuel, nothing. The Japanese had severed our supply lines. We were completely cut off from everything. We were forced to fight as infantry."

Left with no supplies or means of retreat, Maj. Gen. Edward King Jr., the senior U.S. commander on Bataan, and his 75,000 malnourished and battle-weary troops surrendered to the Japanese on April 9, 1941. As they prepared to surrender, King told his troops, "You men remember this. ... You did not surrender. You had no alternative but to obey my order."

Once Allied troops were in Japanese hands, they were stripped of most of their belongings. Thus, began the brutal 60-mile march known as the Bataan Death March.

Somehow, Frank survived both the march and more than three years of torture by the Japanese.

"I was very lucky to make it out alive. Somehow I managed to hold on to my canteen and a small bottle of iodine. I used it to collect water whenever I had the chance," he said, adding that the Japanese guards would not allow POWs to stop for water or food. "If you stopped or fell, they would beat you or just kill you."

Frank recalled watching as Japanese guards murdered POWs because they attempted to get water from a nearby well.

"Some of them just ran when they saw the well. The guards would run them down and beat them to the ground. Some

were bayoneted. Others were beheaded right then. Others were dragged away and then shot," he said. "I watched as many of my friends were killed."

After the march, Frank was sent to Sendai Camp No. 8, a POW camp in Taiwan. He remained there until he was taken to Japan aboard a "hell ship" in early 1945.

Hell ships were Japanese transports used to move POWs to Japan. Frank was crammed into one of these ships. The ship was so overcrowded that Frank and his comrades were forced to lie on top of one another to make room. Some of these ships were sunk by Allied Forces who had no way of knowing that Allied POWs were on board.

"I remember being on the hell ship and seeing a torpedo pass within a few feet from the hull," Frank said. "Somehow we made it."

Frank and the other POWs were taken to Osaki where they



Photo by Capt. Tim W. Irvin

Sgt. Frank Dunlap, an Army Air Corps veteran of World War II, looks at his Bronze Star Medal for the first time Aug. 15. For his service during World War II, Dunlap was presented the medal by Capt. David Baxley, administrative officer, 4th Battalion, 118th Infantry Regiment, South Carolina, Army National Guard, during a ceremony at Veterans of Foreign Wars Post 10804 in Little River, S.C.



Dunlap and Robert Fedortion, Veterans of Foreign Wars Post 10804 commander, shake hands after Dunlap was presented with a Bronze Star Medal Aug. 15, in Little River, S.C. He was presented the medal for his service during World War II when he became a prisoner of war for more than three years. "This a huge honor, but I want people to understand I'm not accepting this for me. I'm accepting it on behalf of all the men and women who have served and are currently serving. I want it to be bestowed on all military members and veterans from every service, male and female," Dunlap said.

Photo by Capt. Tim W. Irvin

were forced to work on the construction of an airstrip for more than a year and a half until the Japanese surrendered Sept. 11, 1945. This ended Frank's time as a POW; a short time later, he was on his way back to the United States.

"Mr. Frank"

Being a POW and a survivor of the Bataan Death March has made Frank a local celebrity. A few years ago, Frank had to go to court for a traffic ticket. When he appeared, the judge recognized his name. The judge asked if he was the same "Mr. Frank" that was a POW in World War II.

"Yes, your honor. I was a POW," replied Frank.

The judge excitedly said, "Back then, I was in the Navy. I was on one of the ships that came to rescue you."

Without hesitation, Frank looked up at the judge and replied, "Well, what took you so damn long?"

Immediately, the whole courtroom, including the judge, broke out in laughter. Once the judge composed himself, he said, "Case dismissed!"

Final Thank You

Nearly 68 years after surviving the Bataan Death March and the POW camps, Frank was presented the Bronze Star Medal for his service. His friends from the Veterans of Foreign Wars Post 10804 in Little River, S.C., hosted the ceremony on Aug. 15.

C.B. Anderson of Rolling Thunder Inc., a non-profit organization dedicated to POW and veteran issues, was behind the effort to get Frank the Bronze Star and his World War II "Ike" uniform.

Frank lost his original uniforms some years ago. He wanted to be buried in one, so his friends went to Anderson because they knew he had worked with veterans.

"In February, I sent an e-mail to all the veterans and organizations I knew. Then, they all sent the e-mail to everyone they knew," said Anderson. "In about three days, my inbox was full. Answering all the e-mails became a full-time job."

Anderson got e-mails from people from about 20 states, from

Maine to New Mexico, offering help.

Phil Steward, owner of American Flags Plus, a company that specializes in flags of all types, managed to get a full uniform complete with all patches and insignia.

On June 3, Frank was given the authentic World War II uniform and a specially made 48-star American flag during the Salute to Veterans ceremony in North Myrtle Beach, S.C. Anderson presented Frank with the uniform, which carried all the medals he received during his time in the service.

But the honors didn't end there.

Anderson wanted to make Frank an honorary member of Rolling Thunder. In order to do this, Anderson needed documentation of Frank's service. Unfortunately, Frank's military records were destroyed along with about 18 million other military personnel files in a disastrous fire at the National Personnel Records Center in St. Louis, Mo., in 1973.

But Anderson didn't let that stop him. He went to South Carolina Congressman Henry Brown for help. Brown worked through the red tape and had Frank's records recreated. With them, Anderson was able to order all of Frank's medals and make him an honorary member of Rolling Thunder.

Frank's records indicated he had been awarded a Bronze Star Medal in 1962. Anderson asked Frank if he was aware of having received the medal, and Frank told him he was never presented with the award.

When Frank was finally given the medal, he told those at the ceremony that he was thankful for everything the public did for him.

"No words in the dictionary, English or any other language for that matter, could express how grateful I am for all of this," Frank said. "All of this is a huge honor, but I want people to understand I'm not accepting this for me. I accept it for those whom I served with that didn't make it back, for all the men and women who have served and for those that are currently serving. I want it to be bestowed on all military members and veterans from every service, male and female."

PHOTO JOURNAL





Spc. Aaron Franklin, a gunner on the Paktika Provincial Reconstruction Team, prepares his Crew Remotely Operated Weapon Station to engage a target during a qualifying test fire near Forward Operating Base Sharana, Afghanistan, Aug 7.

Photo by U.S. Air Force Master Sgt. Demetrius Lester

GOT A PHOTO TO SUBMIT?

SEND IT TO ATSS-SCN@US.ARMY.MIL

PHOTO JOURNAL

▶ Soldiers assigned to Fox Company, 2nd Squadron, 2nd Stryker Cavalry Regiment, provide security during a meeting with local elders in a village near Combat Outpost Mizan in the Mizan District of Zabol province, Afghanistan, Aug. 19.
Photo by Senior Airman Nathanael Callon



▼ A CH-47 Chinook crew chief receives a Humvee slingload during Air Assault School at Camp Smith, N.Y., July 25.
Photo by Capt. Rock Stevens



▶ Sgt. 1st Class Vernon Shoat, a member of E Company, 2nd Battalion, 3rd Combat Aviation Brigade, checks a fuel sample during the construction of a forward-area refueling point, as part of the flood relief effort in Khyber Pakhtunkhwa province, Pakistan, Aug. 10.
Photo by Staff Sgt. Horace Murray





▲ Cpl. Jacob Hunsaker, a combat engineer with the 744th Engineer Company, speaks with a male head of household through an interpreter during a simulated training exercise at the National Training Center, Fort Irwin, Calif., Aug. 5. Hunsaker's unit is training for an upcoming deployment to Afghanistan.
Photo by Sgt. Brandon LeFlore



▲ A Chinook crew chief with Task Force Raptor, 3rd Combat Aviation Brigade, encourages a Pakistan child to board a Chinook during flood relief missions Aug. 11 in Kalam, Pakistan. *Photo by Sgt. Monica K. Smith*

▼ Future Army medics learn to rescue a downed helicopter's crew during advanced training at Camp Bullis, Texas.
Photo by Neal Snyder



Roll call

o f t h e f a l l e n

Operation New Dawn

Pfc. Dylan T. Reid, 24, Springfield, Mo., Oct. 16, 2010 ◆ *Pfc. David R. Jones Jr., 21, Saint Johnsville, N.Y., Oct. 24, 2010*

Operation Enduring Freedom

Sgt. Carlos A. Benitez, 24, Carrollton, Texas, Oct. 14, 2010 ◆ *Pfc. Tramaine J. Billingsley, 20, Portsmouth, Va., Oct. 14, 2010* ◆ *Pfc. Cody A. Board, 19, McKinney, Texas, Oct. 4, 2010* ◆ *Pfc. Jordan M. Byrd, 19, Grantsville, Utah, Oct. 13, 2010* ◆ *Sgt. Karl A. Campbell, 34, Chiefland, Fla., Oct. 4, 2010* ◆ *Pfc. Ryane G. Clark, 22, New London, Minn., Oct. 4, 2010* ◆ *Staff Sgt. Adam L. Dickmyer, 26, Winston Salem, N.C., Oct. 28, 2010* ◆ *Spc. Steven L. Dupont, 20, Lafayette, La., Oct. 24, 2010* ◆ *Staff Sgt. Willie J. Harley Jr., 48, Aiken, S.C., Oct. 1, 2010* ◆ *Sgt. 1st Class Calvin B. Harrison, 31, San Antonio, Texas, Sept. 29, 2010* ◆ *Spc. David A. Hess, 25, Rusk, Fla., Oct. 10, 2010* ◆ *Spc. Gerald R. Jenkins, 19, Circleville, Ohio, Oct. 20, 2010* ◆ *Sgt. Michael D. Kirspele Jr., 23, Hopatcong, N.J., Oct. 27, 2010* ◆ *Spc. Pedro A. Maldonado, 20, Houston, Texas, Oct. 29, 2010* ◆ *Spc. Rafael Martinez Jr., 36, Spring Valley, Calif., Oct. 14, 2010* ◆ *Staff Sgt. Kenneth K. McAninch, 28, Logansport, Ind., Oct. 21, 2010* ◆ *Spc. Thomas A. Moffitt, 21, Wichita, Kan., Oct. 24, 2010* ◆ *Sgt. Eric C. Newman, 30, Waynesboro, Miss., Oct. 14, 2010* ◆ *Staff Sgt. Aracely Gonzalez O'Malley, 31, Brawley, Calif., Oct. 22, 2010* ◆ *Spc. Ronnie J. Pallares, 19, Rancho Cucamonga, Calif., Oct. 2, 2010* ◆ *Sgt. Brian J. Pedro, 27, Rosamond, Calif., Oct. 2, 2010* ◆ *Spc. Matthew C. Powell, 20, Slidell, La., Oct. 12, 2010* ◆ *Spc. Joseph T. Prentler, 20, Ferriwick, Mich., Oct. 4, 2010* ◆ *Spc. Luther W. Rabon Jr., 32, Lexington, S.C., Oct. 1, 2010* ◆ *Sgt. 1st Class Charles M. Sadell, 34, Columbia, Mo., Oct. 24, 2010* ◆ *Spc. Diego A. Solorzanovaldivinos, 24, Huntington Park, Calif., Oct. 29, 2010* ◆ *Sgt. 1st Class Phillip C. Tanner, 43, Sheridan, Wyo., Oct. 26, 2010* ◆ *Sgt. 1st Class Lance H. Vogeler, 29, Frederick, Md., Oct. 1, 2010* ◆ *Staff Sgt. Dave J. Weigle, 29, Philadelphia, Pa., Oct. 10, 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 Oct. 1, 2010, and Oct. 31, 2010.

gear UP!

FOR DEEP FRYING

- Keep the fryer in full view while the burner is on.

- Place the fryer in an open area away from all walls, fences or other structures.

- Never use a fryer under a garage, breezeway, carport, porch or any structure that can catch fire.

- Raise and lower food slowly to reduce splatter and avoid burns.

- Cover bare skin when adding or removing food.

- Check the oil temperature frequently.

- If the oil begins to smoke, immediately turn off the gas supply.

- If a fire occurs, immediately call 911. Do not attempt to extinguish the fire with water.



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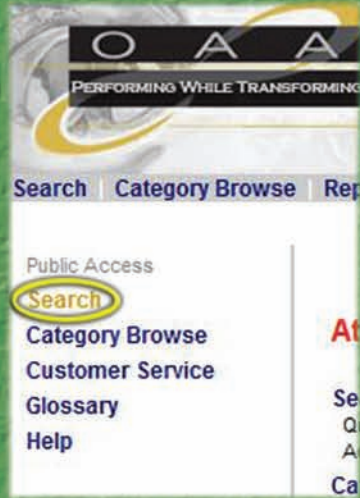
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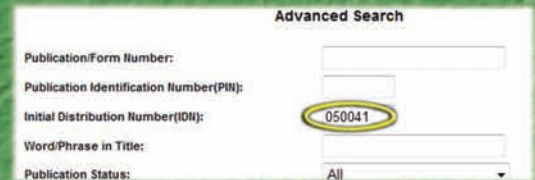
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<https://usasma.bliss.army.mil/NCOJournal/default.asp>



We are also on AKO
<https://www.us.army.mil/suite/page/138349>