

THE NGO JOURNAL

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A MONTHLY FORUM FOR PROFESSIONAL DEVELOPMENT

Warrior Tasks
& Battle Drills



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ON THE COVER

Students from the Fort Bliss, Texas, NCO Academy Warrior Leader Course perform different parts of the updated Warrior Tasks and Battle Drills.

Photo illustration by Michael L. Lewis



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

THE NCO JOURNAL

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From the CSM

Do you get it?

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

Before I came to the U.S. Army Combat Readiness/Safety Center late last year, I thought I knew a lot about Soldiers and how they think and operate. But as I've traveled throughout our Army since then, I've come to realize there's always more to learn about the men and women we lead every day.

It's always a pleasure to visit a post and hear stories about Soldiers who are out there doing the right things every day and saving lives in the process. And that's one of the most important lessons I've learned — most Soldiers want to do their best and do it safely. For example, I was recently in Germany giving a pre-deployment safety briefing and had the opportunity to spend some time with 10 different groups of Soldiers from the same unit. Both they and their leadership were talking the same things, including a top-five list of safety concerns for the upcoming rotation to theater. Every Soldier I spoke with understood these hazards and could explain them to me clearly and without hesitation. These Soldiers clearly “got it” that safety can mean the difference between a successful deployment and one tragically marred by accidental fatalities.

There are always a few Soldiers out there, however, who just don't get it. I'm talking about those Soldiers who, despite knowing what to do, continue to willfully disregard the standard both on- and off-duty, whether it's speeding; not wearing seat belts, restraint systems or personal protective equipment; drinking and driving; and the list goes on. The price for this reckless behavior is often high, as several of this summer's accidents have shown. We experienced an especially tough couple of weeks when three Soldiers died in privately owned vehicle rollovers because they weren't buckled up, even as their belted passengers escaped serious injury. Around the same time, we lost another Soldier — also unrestrained — in an on-duty Humvee rollover.

No matter how many of these reports we receive, I'm always surprised at the disregard for safety some Soldiers and even leaders display. How many times have you been off post, oftentimes just right outside the gate, and seen Soldiers without their seat belts or helmets, or behaving in other undisciplined ways? And how often have you seen mission-bound vehicle crews skip pre-combat checks, inspections and rehearsals in the name of saving a little time? I've seen it a lot, at every installation I've been assigned to and every theater I've been in. But the most important question is how many times have you done something about it?



*Command Sgt. Maj.
 Michael Eyer*

Obviously, we've got to get at the heart of these issues — and that's where we, as Leaders, enter the picture. It's our job to pay attention to the details, and when we see Soldiers disregarding the standard, it's our responsibility to correct them. It's our duty to ask them why they're being negligent and help them see the potentially deadly consequences of their actions. This means talking and listening by both you and your Soldiers, not just you barking orders and them agreeing to follow. The same is true for the random Soldiers you might correct for unsafe behavior on any given day. Take their name and unit information, and follow up with them to let them know you care about their well-being. You never know what kind of leadership they have in their formations, so don't underestimate the positive influence you can have today.

Opening the flow of communication doesn't have to be hard, and, fortunately, there are tools out there to help you reach your Soldiers. One of these is the BOSS Safety Factor. The USACR/Safety Center and BOSS program have updated the original product to be even better for the upcoming year. The updated kit, which includes a safety presentation that features video clips from some of today's top comedians taking a humorous look at the hazards of Army life, will be formally launched Oct. 1 at <https://safety.army.mil>. Take a look and let us know what you think — your feedback helps us provide you the tools you need.

Finally, take some time to recognize the Soldiers in your ranks who are doing a great job for safety.

As the seasons change and we move into the new fiscal year, make safety a priority for you and your Soldiers. Take corrective action when necessary, and always let them know you care. Thanks for what you do every day, and remember Army Safe is Army Strong!

Command Sgt. Maj. Michael Eyer is the command sergeant major of the U.S. Army Combat Readiness and Safety Center, Fort Rucker, Ala. He enlisted in the U.S. Army in September 1984. He has held positions at all levels of enlisted leadership from squad leader to command sergeant major. His most recent assignment was command sergeant major of 2nd Brigade, 1st Armored Division, Baumholder, Germany.

He holds a degree in general studies from Central Texas College. His military education includes Airborne School, Ranger School, Pathfinder School, Military Freefall School, Jumpmaster and SERE. Eyer has completed all Noncommissioned Officer Education System schools and is a graduate of Class 53, U.S. Army Sergeants Major Academy, Fort Bliss, Texas.

Our Thoughts

Celebrá la Herencia Hispana

Celebrá la Herencia Hispana – Celebrate Hispanic Heritage. Sept. 15 marks the beginning of Hispanic Heritage Month. The date holds special significance among the Hispanic community as it marks the anniversary of independence for five Latin American countries — Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. The very next day, Mexico celebrates its independence and Chile celebrates its on Sept. 18.

Around the military, this recognition is manifested in numerous ceremonies, festivals and programs — all with a spirit that is richly deserved. Hispanics have much to be proud of for their service to our military and our nation. From the earliest days, beginning with the Revolutionary War, Hispanics have been instrumental in winning our independence and maintaining our freedoms. During the War of 1812, Hispanics played a major role in securing victory for the United States in nearly every battle — the most famous of which was Gen. Andrew Jackson's defense of New Orleans, where Hispanics from Louisiana helped to stave off a massive British invasion.

Thousands of Hispanics helped Texas in its bid to win independence. During the Civil War, like other groups of Americans, Hispanics were divided in their loyalties, fighting heroically for both the Union and Confederate armies. Cpl. Joseph H. DeCastro, a Union Soldier, was awarded the Medal of Honor for his bravery during his regiment's attack on the third day of the Battle of Gettysburg.

Hispanics were there fighting for the United States during the Spanish-American War.

Some 200,000 Hispanics were mobilized during World War I. During World War II, Hispanics again served with distinction. About half a million heard the calling and Gen. Douglas MacArthur called one unit, the Arizona National Guard's 158th Infantry Regiment, "One of the greatest fighting combat teams ever deployed for battle." Staff Sgt. Ysmael R. Villegas received the Medal of Honor for his actions on March 24, 1945, on the Villa Verde Trail in the Philippines.

Several other NCOs received Medals of Honor for their actions then, including Staff Sgt. Lucian Adams for his actions on Oct. 20, 1944, near Sainte-Dié, France; Staff Sgt. Rudolph B. Davilla for his heroism on May 28, 1944, near Ardena, Italy; Staff Sgt. Marcario Garcia for his actions on Nov. 27, 1944 near Grosshau, Germany; and Sgt. Jose M. Lopez for his actions on Dec. 17, 1944, near Krinkelt, Belgium.

During the Korean War, the 65th Infantry Regiment, comprised mostly of Hispanics, fought in every major campaign of the war. Altogether, approximately 150,000 Hispanics served in

the war, many earning awards for valor, from Bronze Star Medals to Medals of Honor, including Cpl. Rodolpho P. Hernandez and Cpl. Benito Martinez, both Medal of Honor recipients.

Approximately 80,000 Hispanics served with distinction in Vietnam, from the Battle for Hue City to the Siege of Khe Sanh. Medal of Honor recipients from Vietnam include, most notably, Master Sgt. Roy P. Benavidez. He grew to become a war hero and an advocate for disabled veterans, according to his book, *Medal of Honor: One Man's Journey from Poverty and Prejudice*.

At 19 years old, Benavidez joined the Army and went to Airborne School. While deployed in Vietnam, he was injured by a land mine in 1964. He was told he would never walk again.

But Benavidez overcame his disability, became a Green Beret and returned to combat. During his second tour in Vietnam, he rescued at least eight men who were ambushed by North Vietnamese troops and was himself severely injured in the process.

Benavidez recovered from his multiple injuries. President Ronald Reagan awarded Benavidez the Medal of Honor on Feb. 24, 1981.

Unfortunately, we lost Benavidez in 1998 to illness, but his legacy lives on, just like that of his fellow Hispanics who served with distinction before him.

During the Persian Gulf War, Hispanics comprised 4.2 percent of the Army; approximately 20,000 members deployed in support of operations. Near the start of the Global War on Terrorism in 2003, some 53,000 Hispanic Soldiers were on active duty serving in the U.S. military.

Today, they still serve with honor as thousands of Hispanic men and women place their boots on the ground in more than 120 countries across the globe in support of the Global War on Terrorism, in Operations Enduring Freedom and Iraqi Freedom, and now Operation New Dawn.

With their service to our nation dating all the way back to the Revolutionary War, Hispanic Americans can indeed be proud of their heritage. Whether it be traced to Spain, Cuba, Puerto Rico, Mexico or one of dozens of other Spanish-speaking countries or cultures, Hispanics have always answered the "call to duty."

So I hope you will join me in saying, *Gracias por su servicio a nuestro país* — Thank you for your service to our country. 🇺🇸

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David Crozier
Editor

New Army Reserve Legal Command names its first CSM

Fort Stewart Public Affairs →

She first joined the Army in June 1984, enlisting as a 27D paralegal specialist. Now at the top of her profession, Sgt. Maj. Claudia L. Turner looks back on her career, satisfied that she made the right decision to join the Army and the right decision to be a paralegal specialist.

In September, this Army Reserve Soldier, who is currently serving on active duty with the 3rd Infantry Division's Staff Judge Advocate office, will take charge of a new Army Reserve unit. She'll be the first command sergeant major for the U.S. Army Reserve Legal Command as well as the first female command sergeant major for U.S. Army Judge Advocate General Corps.

Originally from Chattanooga, Tenn., Turner said she hadn't really planned to make the Army a career when she first enlisted for the education benefits. Near the end of her three-year enlistment, she was asked by a reenlistment noncommissioned officer about her plans. She wanted to go to college, and the NCO told her how the Army could support her aspirations.

She joined the Army Reserve, where she could continue to serve in a career field that supported the degree she was pursuing. Shortly after she graduated from the University of Tennessee at Chattanooga with a bachelor's degree in criminal justice, her Reserve unit was mobilized for Operation Desert Storm. She later served in Operations Iraqi Freedom and Enduring Freedom.

Turner graduated from the Sergeants Major Course at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas, in 2009, and has been attached to the 3rd ID's SJA since September 2009. Turner earned her paralegal certification from George Washington University, and her master's degree in leadership from the University of Texas at El Paso.

"Any young person interested in law and who would like to work with attorneys in the courtroom, interview witnesses or be a court reporter might consider joining the Army as a paralegal," she explained.

"Our primary focus will be assisting the 23 legal detachments that support the legal command," Turner said.

The U.S. Army Reserve Legal Command is headquartered in Gaithersburg, Md.



Sgt. Maj. Claudia L. Turner



Photo courtesy U.S. Army

Soldiers with the 782nd Alpha Company make their way around improvised explosive device blast holes in Southern Afghanistan.

New policies protect troops from mTBI effects

Army News Service →

Chief of Staff of the Army Gen. George W. Casey Jr. has sent a message to commanders reinforcing new policies designed to minimize the effects of mild traumatic brain injuries.

Mild traumatic brain injuries, or mTBI, are more commonly known as concussions. Explosions on the battlefield often cause these injuries, but they also can occur through falls, sports injuries, auto accidents or other events resulting in a blow to the head.

The policies require any Soldier who sustains a direct blow to the head or loss of consciousness; or is within 50 meters of a blast (inside or outside); or is in a vehicle associated with a blast event, collision or rollover; or is dismounted within 50 meters of a blast; or is in a building or vehicle damaged by a blast/accident, to undergo a medical evaluation, followed by 24 hours of downtime and medical clearance before returning to duty.

Comprehensive medical evaluations are mandatory for anyone sustaining three concussions within 12 months.

Research shows that concussions are overwhelmingly treatable. Receiving prompt care, regardless of the severity of injury, is the key to regaining the highest functional level possible.

"I want to reinforce the need to fully implement and adhere to this mTBI management program," Casey said in the message.

"We are completing our ninth year at war, and our force is stretched by the cumulative effects of the last nine years," he said. "Effectively managing our fighters is essential to our long-term success in this war. That is what this program is about."

Casey urged Army leaders at all levels to understand and enforce the mTBI policies.

The Army's mTBI management program is explained in All Army Activities message 193/2010 dated June 10.

Move.mil redesigned, improved

U.S. Transportation Command

Officials at the U.S. Transportation Command have launched an improved website to assist both the military and transportation service providers in using the Defense Personal Property System.

The website, www.move.mil, has been redesigned for its three groups of users: servicemembers and civilians who are processing a move in DPS, personal property shipping offices that coordinate and

support the moves, and TSPs who pack and transport household goods.

Officials encourage users to start their experience by selecting their user type on the front page and taking a short video tour.

The improvements aim to make the site more user-friendly and helpful. In addition to some new features, most of the information previously available is still on the site, reorganized and updated where possible.

With the new website, officials

know the site will still need some adjustments and will carefully consider all feedback. Send your feedback to move.mil.webmaster@ustranscom.mil.

In addition, to help transportation officials gauge the overall success of DPS and to identify the best providers, customers are encouraged to fill out the DPS Customer Satisfaction Survey after delivery of their household goods.

The survey is also available online at www.move.mil.

DoD adjusts child care fees

Department of Defense

Fees for families who have children enrolled in Department of Defense child development centers and school-age programs have been adjusted for the 2010-11 school year starting Sept. 30, officials announced.

The DoD has broadened child care fee ranges from six to nine categories, raised the income cap on each fee range, and established the top earning range at \$125,000 a year and above for a more equitable policy.

Under the new policy, families will see either a small decrease or increase in their fees depending on their total family income. Families earning \$85,000 and below will experience relatively minimal changes. Each military service will provide fee guidelines specific to their installations.

“This is the first time in six years that the Defense Department has adjusted fee ranges. The action follows an in-depth study that determined that fee ranges were no longer in sync with the total family income for the majority of program users,” said Robert L. Gordon III, deputy undersecretary of defense, military community and family policy.

The fee policy represents a balanced solution to the issue of adjusting fees to pay caregiver salaries while limiting the financial impact on the family. Competitive salaries help to recruit and retain quality staff. Retaining high quality staff contributes to continuity of care.



Photo by Sharilyn Wells

A child plays with a dinosaur at the Rodriguez Child Development Center, Fort Bragg, N.C. The Department of Defense recently announced changes to the pricing policy for child care at military child development centers.

“Ensuring the health, safety and well-being of the military children entrusted to our care is a number one priority,” Gordon said.

Ninety-eight percent of DoD’s child development centers are nationally accredited compared to 8 percent to 10 percent of community childcare centers. National accreditation means a commitment of providing high quality services, including

a developmentally appropriate curriculum, a healthy and safe environment, sufficient number of adults per children in group sizes appropriate for children’s ages, and strong communication between staff and families.

For specific information about the installation fees, contact your local child development center and school-age care program.

'American Soldier' debuts

Army News Service

The public will get a chance to see for the first time more than 250 paintings and sketches of the American Soldier at the National Constitution Center in Philadelphia Sept. 24 through Jan. 10.

The artwork is representative of a 15,000-piece collection that has been created by more than 1,300 Soldier-artists since the start of the Army's art program during World War I.

The exhibit will explore how Soldier-artists saw Army life. Mediums range from etchings, pen and ink, pencil, watercolor, charcoal and oil and acrylic paints.

One Soldier's art that will be on display is that of Army staff artist Master Sgt. Martin J. Cervantez with the Army Center of Military History. He deployed to Afghanistan in 2008 and this year to Haiti following the January earthquake.

While his primary job was to capture photographic images to later transform into oils, watercolor, pen and ink, he car-



By Master Sgt. Martin J. Cervantez
Soldiers from the 1st Infantry Division perform a security halt during a mounted patrol in November 2008. Soldier-artist Master Sgt. Martin J. Cervantez used a photograph he shot in Afghanistan as reference for this 4-by-3-foot painting.

ried a weapon and took the same direction as the unit's Soldiers.

"Whether I go out with an infantry or armor unit, I do what they do, act like they act and try to fit in as best I can," he said. "I try to immediately fit in with them so they'll be comfortable with me, and I can get the images I need without jeopardizing their mission."

He said he doesn't work from anyone else's photos or sketches. He also sketches in the field when security allows.

"When I go out and shoot in a combat zone, I don't always capture what I really see because of shutter speeds, lighting conditions and things like that," he added. "Art is the artist's perception. I snap what I can. I just see a lot more than what's there, and that's what I've been able to express through some of my artwork."

He said he likes using brighter colors to amplify what he sees and believes there's room for the abstract, but he'll save his ideas for

personal works after retiring from the Army.

"Art of the American Soldier" is being put together by the National Constitution Center in partnership with the Army Center of Military History and the National Museum of the Army, which is slated to begin construction at Fort Belvoir, Va., in 2013.

Resilience evaluation open to civilians

Army News Service

The Army has extended its concern about the mental fitness of Soldiers and their families to the civilians who serve stateside, abroad and in combat zones.

Department of the Army civilians are encouraged now to have their psychological resilience evaluated by the civilian version of the Global Assessment Tool, which is part of the Army's Comprehensive Soldier Fitness program.

Three versions of the GAT are available now through Army Knowledge Online: one version for Soldiers, one for their families and now one for civilians. All three measure the same things, though with different questions, said Capt. Paul B. Lester, a research psychologist with the

Comprehensive Soldier Fitness Office.

"The factors are pretty much the same. We're looking at social, emotional, spiritual and family fitness," Lester said. "A lot of the same things that are important to the resilience of Soldiers are absolutely as important to civilians."

The military version of the online evaluation is mandatory for Soldiers; so far, more than 700,000 Soldiers have completed it.

Army civilians, however, are not required to take the GAT, though they are encouraged to do so, Lester said. Civilians can expect to spend about 15 minutes completing the online survey, and afterward they are given feedback about how they did.

GAT participants will have access to

comprehensive resilience modules, the same ones that Soldiers are doing, to help them improve their mental toughness.

"The skills we are providing are life skills," Lester said. "It's not only how to respond to and be resilient in the face of extreme adversity, as in combat setting, but how to deal with everyday stressors in family, at work, and in your personal and professional life."

Results of the GAT are confidential, and supervisors will never see the results of an employee's participation in the assessment, Lester said.

Soldiers, Army civilians and family members can all participate in the GAT by visiting the Comprehensive Soldier Fitness website at: <http://www.army.mil/CSF/>.



Program helps manage anger

USAG Fort McPherson

It can lead to the dark side, but anger doesn't have to be an emotion that takes over and ruins one's life, an Army Community Services message states.

According to the "About Anger" pamphlets now available at ACS across the service, "Anger is a powerful but perfectly normal emotion. It is harmful when we ignore it or express it inappropriately."

To help Soldiers and other members of the Army family learn how to implement anger-management skills, Army Community Services offers anger-management classes and other educational materials, such as the "About Anger" pamphlets.

"Anger is the most poorly handled emotion in our society today, but it doesn't have to be," the pamphlet states. Anger, like all emotions, can be beneficial, said Merri Slick, a licensed clinical social worker at the Lawrence Joel Army Health Clinic's Behavioral Science Service Clinic.

"Anger helps us set limits and boundaries," she said.

Slick said Soldiers who come back from deployment often lack the ability to consistently get the three cycles of rapid eye movement sleep the brain needs. The primitive portion of the brain, which is responsible for the "fight or flight" response, is stimulated excessively due to the increased danger during deployment.

"Normally, human beings don't experience fight or flight daily," Slick said. "Any little stressor can push someone over the top with the primitive brain stimulated so much."

Cynthia Giesecke, Army Family Team Building/Army Family Action Plan specialist, said anger can also have negative health effects. Among them are high blood pressure, headaches, stomach problems, skin disorders, constipation and diarrhea.

Anger can also make a person tense and more likely to get into accidents, Giesecke said, and can affect personal and work relationships.

Some tips to deal with angry people are to soften one's language, avoid using swear words, lower one's voice, suggest a solution or compromise or withdraw from a situation and try to see things from the other person's point of view. Other options are to keep calm, be considerate and be a good listener.

"It is hard to do, but you can learn to control emotions," Slick said. "We've had a lot of success."

Stop-Loss claims due to DoD by Oct. 21

Department of Defense

The Department of Defense wants to ensure that anyone who was under stop loss has an opportunity to apply for a stipend by the Oct. 21 deadline.

An estimated 145,000 service members are eligible for Retroactive Stop Loss Special Pay, a stipend of \$500 for each full or partial month served in stop-loss status.

One concern the department has is that service members are assuming they're ineligible or don't want to spend time at their computer filling out paperwork for what may amount to no return at all, officials said.

But Lernes J. Hebert, acting director, officer and enlisted personnel management for the office of the under secretary of defense, personnel and readiness, said the turnaround is quick and the form takes very little time. The payoff, on the other hand, could be very significant, he said.

"If there's any question if you're eligible, go ahead and apply," he said. "Most of the individuals who have gone through the process say it takes about a half hour to complete; the average pay out is between \$3,000 and \$4,000, so that's a pretty good return on your investment."

All service members, veterans and beneficiaries of service members whose service was involuntarily extended under stop loss between Sept. 11, 2001, and Sept. 30, 2009, are eligible for the special pay to include the extension bonus provision.

Maj. Roy Whitley, project manager for retroactive stop loss special pay, said the Army has processed about 44,000 claims, but he feels the pressure of knowing more troops are out there who don't know to apply.

Applications stay on the table, and as long as the submission is filed, it's open and available, he said. Without that application on hand, though, the Army can't do anything for the Soldier.

"We can always pay you," he said. "We have plenty of time to look at claims. We just need to get you in."

Hebert stressed that the service member who may not be certain about eligibility just may qualify, despite his or her memory or knowledge of the situation.

"Whether you think you're eligible or not, submit the application," Hebert said.

STOP LOSS

Eligible members should print, complete and sign
Department of Defense Form 2944,
Claim for Retroactive Stop Loss Payment.
www.defense.gov/stoploss

7TH ARMY NCO ACADEMY:



FOR THE WORLD'S JUNIOR NCOs

BY MASTER SGT. ANTONY M.C. JOSEPH

When individuals join the U.S. Army, they are usually raw recruits from the civilian world with no formal education in anything “Army.” These individuals are put through an extensive 10-week basic training course to inculcate in them the knowledge and skills needed to start their careers as Soldiers.

However, the responsibility of mentoring, developing and furthering their burgeoning careers falls on the shoulders of NCOs in units to which each Soldier is assigned. And, in the same way that every raw recruit is trained to become a Soldier, NCOs go through extensive training to learn how to become effective leaders.

The first rung in NCOs’ ladder of learning is the Warrior Leader Course. Formerly known as the Primary Leadership Development Course, WLC has gone through many changes to streamline the delivery and enhance the

relevancy of the course. One thing that hasn’t changed, however, is it is still the first level of leadership-development training.

“This training helps develop self-discipline and professional ethics,” said Command Sgt. Maj. Antonio R. Reyes, deputy commandant at the 7th Army Noncommissioned Officer Academy. “It gives them a sense that they are a part of a ‘time-honored corps,’ and instills in them that they have a responsibility to the Army and to the Soldiers placed in their charge. The training also gives Soldiers the knowledge and

understanding of how to lead, discipline and develop Soldiers.”

Unlike the later levels of training for NCOs, which are more military occupational specialty-centered and conducted at branch-specific training centers, WLC is taught at various Army posts across the United States and overseas. Among the most unique of such locations is the 7th Army NCO Academy housed under the auspices of the Joint Multinational Training Command in Grafenwöhr, Germany.

“This is the United States Army’s oldest NCO training institution. This academy has been training NCOs for more than 60 years,” Reyes said.

Apart from the honor of being the oldest, the 7th Army NCO Academy holds another unique distinction: It is one of the only academies to routinely train both joint and multinational troops from throughout the European and African theaters of operations.

“Although WLC is not set up for an international audience, we can



Below: A military policeman from the 18th Military Police Brigade, Sandhofen, Germany, helps a soldier from Poland during a training exercise at the 7th Army NCO Academy, Grafenwöhr, Germany.

Photo courtesy 7th Army NCO Academy

better adapt the training to our international partners because we are based here, work with them on a regular basis and understand their requirements,” said 1st Sgt. Jody Heikkinen, former 7th Army NCO Academy WLC first sergeant and now the chief of training.

Because of inter-theater security arrangements and NCO development initiatives between the United States and its partner nations in Africa and Europe, JMTC’s location is ideal for training soldiers while building and strengthening ties within the coalition fighting the Global War on Terrorism.

Sgt. 1st Class Raymond Harris, a WLC instructor, said, “When I went to PLDC, we weren’t at war. Now, the training we do here takes into account lessons learned from deployments to Iraq and Afghanistan. Also, we have to bear in mind that we fight in a joint and combined environment, so it helps when we can teach soldiers from our partner nations. Not only do they see how we fight, but they also better understand the relationships between NCOs and Soldiers [officers and subordinates].”

“Some of the soldiers who come here are from armies that do not have a professional corps of enlisted soldiers; some of the NCO Corps are still in their infancy. So, we have to show and teach them how NCOs push Soldiers to do their jobs, but at the same time, are not afraid nor shirk opportunities to get hands-on and participate fully in their duties,” Harris said.



Top: Before a graduation ceremony at the academy, the colors of (from left) the United States, Germany, Bulgaria, Liberia, Slovenia, Ukraine, the U.S. Army and the 7th Army NCO Academy are borne by soldiers from those countries attending the academy.

Below: A 7th Army NCO Academy staff member directs a student after he arrived at Flint Kaserne, Bad Tölz, Germany. The academy was located there from 1958 to 1990.

Photos courtesy 7th Army NCO Academy



1st Sgt. Pete Markos, the 7th Army WLC first sergeant, said, “International students who attend the WLC here see how highly the U.S. Army values its NCOs. They see that our NCOs are respected, trusted and expected to do much more than the NCOs in their armies. This school, for instance, has had an NCO as the commandant since 1972.”

Taskin Kilic, a first sergeant in the Turkish army, has been in the military for 16 years. He said most of the lessons he is learning in WLC were taught to him in the four years he attended military school. In the Turkish army, only soldiers who have decided to make the military their career — after the mandatory 15-month commitment — may become students at professional military schools.

“I see that in the American Army, a junior Soldier is getting the same education that senior soldiers get in my army,” Kilic said.

Another advantage Kilic said he sees from this joint education is, “All the coalition nations become familiar with the techniques the American Army uses. We also become comfortable with each other,



so we can work together more efficiently when we are deployed.”

Coming to WLC has been an eye-opener not only for someone who has been in the military as long as Kilic, but also for junior soldiers who have been impressed

with and given praise to their WLC colleagues from the U.S. Army.

Pomlad Vodnik (a rank similar to a corporal) Dejan Anchevski of the Macedonian army appreciated the help and guidance he received from the “very friendly U.S. Soldiers who helped me in class with unknown words and military terms. They always took the time to explain.”

Sead Kaxazovikg, another pomlad vodnik from the Macedonian army, remembers the camaraderie he experienced with the other students.

“We spoke about our countries and our towns, our lives and our culture. I was also impressed with the American Soldiers who are always training, training and training to be the best. The instructors from our country should come here and see how the WLC instructors teach. The instructors here are very professional, and the explanations are always easy to understand. They use real experiences to teach us what to expect when we have to lead soldiers, especially now in the time of war,” Kaxazovikg said.

U.S. Soldiers also very much appreciated their international counterparts.

Spc. Christopher Blake, who has worked with soldiers from Albania, Georgia, Iraq and Afghanistan, among others, said, “Working with and being in class with soldiers from the world over has made me a more geopolitically aware Soldier. Most people in America have heard about these countries but don’t have a face to put to them. I am very fortunate to have met and worked with the citizens of these countries.

“I have never been an intolerant person, but I have learned so much more from the different cultures I have been exposed to, and realize that they are just like me — with the same dreams and ambitions. In formation [with these Soldiers] with my eyes closed, there is no difference from standing next to U.S. Soldiers.”

Under the direction of JMTC, this NCO academy trains more than 3,300 Soldiers per year.

“Logistically, it is a big event,” Markos said. “At other academies, the attending Soldiers are usually from the same post or a couple of nearby posts. Here, we not only have the international soldiers, but also U.S. Soldiers located in and around Europe — Italy, Belgium and even as far as the United Kingdom.

“This academy has won numerous awards, most recently the Connelly Award for the best DFAC [dining facility], and even the Army’s most recent NCO of the Year is from here. We pride ourselves as being the best and most professional NCO academy, and only the best of the best are chosen to come here to serve as faculty and staff.”

Spc. Alpay Orcan, a U.S. Soldier originally from Turkey who spent some time in the Turkish military, said that in the U.S. Army, “The NCOs are truly the backbone of the Army; in other countries, NCOs don’t get the respect that we get here. Here, we are the trainers of the whole force to include officers.

“I have learned a lot from the soldiers of the other countries and am glad that we have a very culturally diverse military. This diversity and the ability to understand others’ viewpoints make us strong, make our Army strong, make our country strong.”

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Photos courtesy 7th Army NCO Academy

Top: A Polish soldier (center) carries a log with his American battle buddy as they navigate an obstacle course at the 7th Army NCO Academy.

Below: Another Polish soldier climbs down an obstacle as fellow NCO academy students look on and shout encouragement.

NEW 17-DAY POI GOES LIVE:



FOR TODAY'S YOUNG LEADERS

STORY & PHOTOS BY MICHAEL L. LEWIS

After a ten-month hold, the new 17-day Warrior Leader Course program of instruction is at last set to go live Armywide on Oct. 1. Overhauled last year and originally scheduled to be implemented in January, the new course is designed to give new noncommissioned officers better tools to be effective junior leaders.

The new POI focuses more on administrative tasks and critical thinking skills that are inherent to leading Soldiers, and less on combat and tactical skills that are more of a unit responsibility.

Piloted last fall by the NCO academies at Fort Bliss, Texas, and Fort Richardson, Alaska, and taught only in these two locations since, the new course was a high priority as the proponent responsible for writing it, said Command Sgt. Maj. Raymond Chandler, commandant of the U.S. Army Sergeants Major Academy, Fort Bliss.

“This may surprise some people, but I think the most important product of this institution isn’t the Sergeants Major Course, it’s WLC,” Chandler said. “That’s where we are training the junior NCOs of tomorrow, the first-line leaders. That’s their first exposure to learning the skills needed to lead Soldiers, and a tremendous responsibility for us.”

To say the new course is eagerly awaited at other NCO academies would be an understatement.

“It’s about time,” said Command Sgt. Maj. Dean Keveles, commandant

of the Fires Center of Excellence NCO Academy, Fort Sill, Okla. “In reality, we’ve been looking for the improvements for quite some time now. It’s not that the old POI was bad; it’s just that the new courseware is much better — everything from bringing back the written examinations, bringing back drill and ceremony and incorporating more effective military writing.”

“The 17-day POI for our junior NCOs is an awesome product,” said Command Sgt. Maj. Wesley Weygandt, commandant of the Sgt. 1st Class Christopher R. Brevard NCO Academy at Fort Richardson. “It creates an adaptive leader who is able to think through processes, which is a huge change in the mentality of how we trained Soldiers in the past. We’re truly *educating* our Soldiers now; we’re not just training them.”

An All Army Activities message, ALARACT 214/2010 dated July 10, formally announced the implementation of the new 17-day POI, though re-



Below: Sgt. 1st Class Shandrel Stewart, a senior small group leader, right, takes notes as Warrior Leader Course students in the 17-day POI pilot class at the Fort Bliss NCO Academy discuss squad movement techniques during the course's situational training exercise in September 2009.



serve component NCO academies will initially teach the new content over 15 days. Indeed, the postponement of the course's Armywide start date was largely to allow course designers to create a schedule that would conform to the unique time requirements of the National Guard and Army Reserve.

"All components will start the new POI on Oct. 1. But, we had to make up a 15-day schedule and a 15-day version of the POI for the reserve component," said Master Sgt. Patrick Ciferri, the

WLC course chief in the Directorate of Training, Doctrine and Education at USASMA. "It's the exact same material, just squeezed into 15 days."

"What we're trying to do is identical to what the active component is doing, and that is to get our Soldiers back home faster," said Command Sgt. Maj. Robert Ireland, command sergeant major of the U.S. Army Reserve Command G-3/7, Fort McPherson, Ga. "So, if we do it in 15 days, that gives us two days our Soldiers can be back

with their families. It cuts down on our [temporary duty], our time away from home and time away from civilian employment, which is of great importance to both our Soldiers and their local communities."

With the new POI, both the active and reserve components will be teaching identical course material in the Warrior Leader Course — part of the One Army School System initiative.

"Because a lot of times we only see our Soldiers once a month, it takes



Above: WLC students at the the Fort Bliss NCO Academy practice drill and ceremony skills in September 2009 under the watchful gaze of the academy's commandant.

Right: Students consult information on their laptops during class at the the Fort Bliss NCO Academy in September 2009.



us longer [to introduce new programs of instruction]. But, we are on track with the active component and will not languish behind on the implementation of this at all. We deploy together, we train together, we need to learn together the same way so we're all talking on the same sheet of music," Ireland said.

The course's new curriculum was designed around three modules — leadership, training and warfighting — and employs the adult learning model, encouraging classroom discussions, promoting peer-to-peer learning and providing more time for students to absorb the knowledge they learned during the day. Course designers and instructors alike say it treats students as the responsible leaders they are expected to be in their units.

"We've slowed down the pace just a little. But, we've made that good transition from a combat skills-centric skill set that we were giving them in the old POI, to those functional classes of NCO leader-

ship in-garrison that we've neglected over the years," Weyandt said.

"It's training a level up," Keveles said. "In this POI, we're teaching skills that they'll probably use at the mid-grade NCO level, but we're teaching it to junior-grade NCOs. Giving them that exposure earlier in their career gives them a broader reference library in the back of their head. They'll feel less uncomfortable when pitted against [leadership] tasks in their organization."

The new course's design also puts less strain on the NCOs teaching it.

"The team put a lot of thought into lightening the load for the instructors," Ciferri said. "Instructors not only had to teach from early in the morning to 2100 at night, they also have counseling statements they have to do [for each student]. With no extra time, a lot of it came down to just 'checking the block' in the old course. The new course is designed to lighten that load and allow them time to be

OLD COURSE MAP

In the former program of instruction, the first nine lessons were required to be trained first in sequence:

- L231** Commandant's Orientation
- L232** Introduction to WLC
- L230** The Army Writing Style
- T221** Composite Risk Management
- T222** After-Action Review
- T224** Physical Fitness
- L221** Army Leadership
- L228** Conduct Developmental Counseling
- L234** NCO Evaluation Report

The rest of the lessons could be trained at the commandant's discretion:

- L235** Army's Sexual Assault Prevention and Response Training for New Leaders
- L236** Personnel Recovery
- L238** Junior Leader Battlemind Principles
- T223** Training Management
- T226** Supervise the Implementation of Preventive Medicine Policies
- W224** Occupy an Assembly Area
- W223** Conduct Individual, Team and Squad Movement Techniques
- W222** Combat Orders
- W221** Map Reading
- T240** Suicide Prevention for Junior Leaders
- W225** Combat Operations
- W228** Tactical Operation Reports
- W229** React to a Possible Improvised Explosive Device
- W230** Casualty Evacuation
- W231** Detainee Operations
- W232** Counterinsurgency
- W226** Land Navigation
- W227** Situational Training Exercise

Two lessons were taught as independent study and not in class:

- L233** History of the NCO
- L237** Cultural Awareness

NEW COURSE MAP

In the new program of instruction, the first eight lessons are required to be trained first in sequence. Additionally, instructors should conduct the demonstration for Drill and Ceremonies at the first opportunity as it is practiced throughout the course.

- L221** Commandant's Orientation
- L222** Introduction to WLC
- T225** Drill and Ceremonies
- T224** Health and Fitness
- L223** Army Leadership
- T221** Composite Risk Management
- T222** After-Action Review
- L225** Army Correspondence
- L226** History of the NCO

The rest of the lessons can be trained at the commandant's discretion, provided all module lessons are taught prior to the three module examinations noted in bold:

- L224** Developmental Counseling
- L227** NCO Evaluation Report
- L228** Sexual Assault Prevention and Response for New Leaders
- L230** Effects of Culture
- L229** Personnel Recovery
- L232** Military Justice and Discipline
- L231** Junior Leader Battlemind Principles
- L233** Suicide Prevention for Junior Leaders
- T223a** Training Management
- T223b** Conduct Individual Training
- L234** **Leadership Examination**
- T226** Supply Procedures
- W221** Small-Unit Combat Operations According to the Law of War
- W227** Casualty Evacuation
- T227** **Training Examination**
- W223** Team and Squad Movement Techniques
- W224** Tactical and Sensitive Site Exploitation
- W225** Tactical Operations
- W226** Tactical Reports and Requests
- W228** **Warfighting Examination**
- W229** Situational Training Exercise

able to actually evaluate each individual Soldier as they should be.”

“This is such a relief for my cadre; no one gives those guys the credit they deserve,” Keveles said. “These guys burn themselves out, but come to work with a smile on their face and motivated so that the students don’t see the pain of having to go home so late at night, get up early in the morning and not get to spend a whole lot of time with their own families. But now, a relief valve has been opened.”

The end result, Weygandt said, is that the academies are graduating a better product — well-learned Soldiers who begin leading as soon as they return home.

“Graduates of the course are showing how this new [Physical Readiness Training] is supposed to look like. They’re actually correcting their seniors in the Army writing style. They’re assisting their peers, their subordinates and their supervisors with the NCOERs. We’ve lost the art of drill and ceremony; these individuals

coming out of the course now are volunteering [to lead that].”

Despite the new course’s implementation in October, Ciferri says other necessary revisions are in the works, but not on the scale of the current changeover, he is quick to point out.

“We will be adding resiliency training, which is going to replace our Junior Battlemind Principles lesson. We’re also looking at adding battle-command training strategy — the VBS2 system — which is your virtual training like video gaming. Also, we’ll be adjusting our counter-IED training. But, with no [additional time] authorized, something’s going to have to be replaced. The counter-IED lesson alone is almost 10 hours’ worth of class,” he said.

Because there’s only so much material designers are able to incorporate into the course, the new POI provides better feedback to graduating students so they may continue their education back home.

“The students get handed this packet on graduation day along with their [graduation certificate] that has everything they’ve done throughout the course — every evaluation, every counseling statement. It goes into that Soldier’s hands to take back and read over to improve himself or herself. Instructors get just a quick, brief, short time to get to know these individuals, to understand how they perform. These evaluations are designed to help mold them after they leave.”

“I tell this to my students all the time: In 17 days, we cannot create an instant leader,” Weygandt said. “This 17-day course basically teaches them how to think through processes as a leader, and it gives them the tools to become a good leader. But, it is up to them to *be* a good leader. We hone their skills, show them the right way of doing things and show where to find information when faced with challenges in their units. Whether they’re going to be a good NCO is up to them. But, by completing this course, they’ll definitely be given the toolset to be successful in whatever it is they have to do.” **J**

Editor’s note: For a closer look at the new course, see the November 2009 issue, available on the NCO Journal website, or Sergeant’s Corner on page 42 of this issue.

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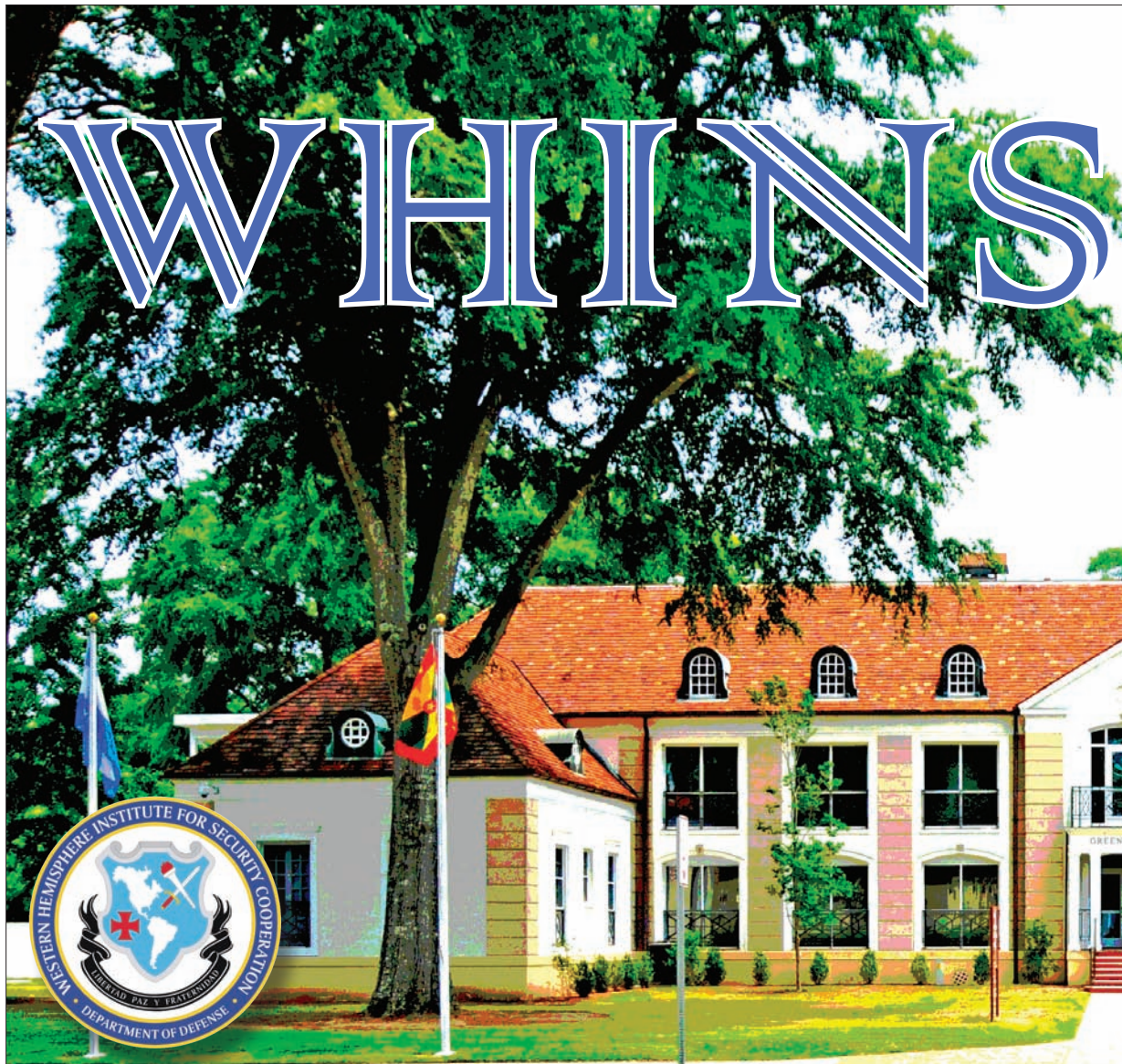
NCO

training and education is the crux of all great units. It is no accident that many other countries seek to emulate the NCO Corps of the U.S. Army, and there's no better way to learn or become proficient in U.S. military doctrine than by attending an NCO academy. One of the leading institutions in training partner nations is the Western Hemisphere Institute for Security Cooperation at Fort Benning, Ga.

Better known as WHINSEC, the school was established in 2001 through the National Defense Authorization Act "to provide professional education and training to eligible persons of the nations of the Western Hemisphere within the context of the democratic principles set forth in the Charter of the Organization of American States," according to its mission statement. "WHINSEC shall foster mutual knowledge, transparency, confidence, and cooperation among the participating nations and promote democratic values, respect for human rights and knowledge and understanding of U.S. customs and traditions."

Oversight of the institute falls under the secretary of defense, and it is subordinate to the Combined Arms Center, Fort Leavenworth, Kan., and the U.S. Army Training and Doctrine Command, Fort Monroe, Va. The Roy P. Benavidez Noncommissioned Officer Academy is also part of WHINSEC. At its inception, a 14-member board of visitors was created to ensure independent review and observation in addition to operational recommendations. The board is comprised of representatives from the Senate and House Armed Services Committees, State Department, U.S. Southern and Northern Commands, TRADOC, and six additional members chosen by the secretary of defense. The other six members are selected from human rights, academia, business and religious communities in order to "preserve relevancy and consistency with U.S. policy, doctrine, laws and regulations."

"WHINSEC's mission is more than just training military, civilians and police," said Command Sgt. Maj. Julio Candelario, command sergeant major of WHINSEC and commandant of the



NCO academy. He described the experience as an "exchange of cultures not only for the U.S., but also between the partner nations. Some of them have never worked with each other before attending WHINSEC." Candelario said students get to know one another through their experience of attending the courses, and relationships develop at all levels — from cadet up to colonel, from private to sergeant major.

CURRICULUM and TRAINING

WHINSEC offers 19 resident courses throughout the year, to include officer and NCO professional development, tactical operations, civil-military studies, instructor development, mobile training team, and cadet leadership courses. Ranging from two to 49 weeks in length, all resident courses offer some value of college credit. As determined by the American Council on Education, all courses are valued at the baccalaureate level with the exception of two at the graduate level.

As mandated by Congress, all courses include eight hours of democracy and human rights instruction. Perhaps in response to lessons learned from the former School of the Americas, which served the same population from 1985-2001, public law decrees



The Western Hemisphere Institute for Security Cooperation at Fort Benning, Ga., provides professional education and training to eligible persons from partner nations within the context of the democratic principles set forth in the Charter of the Organization of American States.

“We go to national defense and national security literature, Army regulations, field manuals, subject-matter experts at other military schools, even other agencies like the Drug Enforcement Agency, the FBI and the Department of Homeland Security. Then, we develop those courses following U.S. doctrine. We’ll also bring in SMEs to teach certain lessons within those classes,” Candelario said.

The impact of the experience goes beyond the classroom and curriculum. “What we provide, first, is we use our technology to teach them things,” said 1st Sgt. Miguel Lugo-

the same democratic principles be taught as the OAS endorses; therefore, every student, in every course, receives a minimum of eight hours of classes on democracy and human rights topics. In addition, human rights issues are written into tests and exercises for the practical application necessary to make the classroom work meaningful. Aside from these two topics, Candelario said the courses are the same as what U.S. Army counterparts teach in the other NCO academies. “The only difference is that they’re in Spanish. That’s what differentiates WHINSEC. Every course we teach is in Spanish, but we’re teaching U.S. Army doctrine,” he explained.

WHINSEC updates its curriculum along with the other proponent agencies, sending its representatives out to obtain revised programs of instruction and training support packages from the proponents.

The needs of the partner nations are what determine the particular courses WHINSEC uses. Candelario stresses that the region’s needs are not necessarily the same needs the United States has. When the need arises for a potential new course, WHINSEC goes to great lengths to ensure the content is correct and appropriate.

Velazquez, WHINSEC first sergeant. The students also see how U.S. Soldiers train. After all, one of the first things they see upon their arrival to Fort Benning is the jump towers at Basic Airborne School. “They don’t have those at home. Most of them never get that kind of practice; they just jump from the plane,” he said.

Lugo-Velazquez explained that the students are generally impressed with what they see, especially when they witness U.S. Soldiers in training. “One time, we took them to a Humvee operations training, cordon and search, and those guys were surprised [by what they saw].”

Students are also impressed with the equipment they’re issued during training, as most are never issued full equipment back home. “Most of the time when they come here, they think they won’t have any [equipment] to train. They see our facilities, barracks, new beds, the mess hall, gym, post exchange, commissary — they like it,” Lugo-Velazquez said. “I think what we provide to them is state of the art. When they go back, they start to compare things, which is a good thing. They realize how our Army works. For example, they take their family member to the medical facility for treatment and medicine. Over there, they may not always get that treatment or medicine. They see that our



Above: Soldiers in the Small Unit Leaders Course participate in assessments during the second week of class in preparation for a field exercise during week three. **Below:** Students in the NCO professional development course sit through a session taught by visiting instructor Master Sgt. Noe Castillo from Colombia.

Army takes care of the Soldier and family.”

Staff Sgt. Mario Garcia Carvajal, a small group leader at WHINSEC, is currently working with students from Colombia, Chile, Panama, Uruguay, Ecuador, Peru, Brazil and the United States in small-squad operations, patrol base, ambush, recon, human rights and more. Carvajal said the students want to learn, take that information back home and teach it to their Soldiers. “When we present them with new ways of training and support it with valid reasons why the training works, they appreciate it and are eager to learn,” he said.

Originally from Ecuador, Carvajal is an “infantryman by trade,” and because of his background, he said he understands “the importance of fostering relationships and developing ties with our American partners. In my opinion, failing to do so would be detrimental to our future security.”

Occasionally, he works on the mobile training team, traveling to partner nations to conduct training. “My first experience deploying [outside the U.S.] with the Army without having to wear body armor and carrying a weapon was during one of these MTTs to Colombia. It was an incredible experience,” he said, explaining that this MTT was an abbreviated version of the nine-week, resident course.

Carvajal said Colombia had requested training in specific areas for the MTT. In particular, they wanted to learn what makes U.S. Army NCOs successful, so WHINSEC designed the MTT course to meet those objectives. “Our classes consisted of the history of the NCO, implementation of a total fitness program, land navigation, counseling

of subordinates, and many more things that surpassed their requirements. We also conducted our mandatory Democracy, Ethics and Human Rights class. Most significant was teaching our partner nation noncommissioned officers how important they are to their army,” he said, explaining that many of them are not viewed as being a value-added individual in the way U.S. NCOs are, “which is what makes our Army so great. Therefore, impressing upon them that they are the backbone of what makes a functioning organization operate successfully was important.”

Some of the students who attend the institute are instructors in their army, but many come from operational units, meaning they have extensive combat experience. WHINSEC maintains close contact with partner nations in order to gain lessons learned from their experiences.

Described by academy cadre as “amazing and charismatic,” Sgt. 1st Class Ruben Ferrera of the Uruguayan army said he is proud that his command chose him to attend WHINSEC.

“I am humbled by them choosing me over others I work with, but I am trying to learn as much as I can while I’m here. The classes and instructors are really great.” Ferrera, who is a training instructor in Uruguay, said he looks forward to returning home to pass on the things he is learning.



FUTURE LEADERS

Within WHINSEC's halls, one may find the future command sergeant major or general of a partner nation, Candelario said, making reference to a former guest command sergeant major from Jamaica. (WHINSEC offers guest instructors opportunities to serve as guest commander and guest command sergeant major.) Initially, the sergeant first class had come to WHINSEC to be a guest instructor, which he did for two years. After returning home, he was promoted to master sergeant and first sergeant. Last year, the institute invited him to be a guest speaker at the NCO academy graduation. "We found out he had become the sergeant major of the armed forces in Jamaica. That was a great experience for us," Candelario said.

WHINSEC officials have noticed a pattern, though. Apparently, a lot of countries are sending senior NCOs to mid-level NCO courses. The benefits are still rewarding for those senior enlisted; however, the mid-level courses are not always appropriate. Some of the courses conduct foot patrols. "So, you've got a sergeant major in a platoon patrol, taking orders from a staff sergeant, and they feel a little awkward about it," Candelario explained. With SOUTHCOM's approval, WHINSEC is now developing a senior enlisted course.

Officials said they have developed several "courses of action." Ideally, the course would be akin to the common core of the Sergeants Major Course. It will probably be "about three months long and would teach three pertinent areas: resource management, leadership and operations, the main areas senior NCOs need to know to assist their officers or if they work in a staff position," Candelario said.

The course would not be the same as the one offered at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. Candelario said it would have to be different to address the needs of the partner nations and their NCO development. "It is a senior NCO-level course that teaches them what a senior NCO should do or be doing at that level. Countries are asking for this course, and



Above: With the help of partner nations and the DEA, WHINSEC constructed a replica of a jungle drug lab to help train students in counterdrug-operations. **Below:** Staff Sgt. Mario Garcia Carvajal (right) and Sgt. Maj. Vladimir Cardoso (left), a guest instructor from Brazil, discuss counterdrug-operations while surveying WHINSEC's replica drug lab.

we see it since they are sending sergeant majors to the mid-level courses. It's in the planning phase now. Once we get SOUTHCOM's blessing on it, we'll go full blast into it," Candelario said.

Some critics may wonder why these countries don't send their NCOs to USASMA, and WHINSEC administrators say it boils down to funding — and language. Not all countries can afford the almost yearlong course at USASMA, and not all of them receive financial aid to attend.

Furthermore, before a course like this can be implemented, all course materials will have to be translated into Spanish.

"That's one of the things we try to make sure people understand when we work with partner nations," Candelario said. "Not everyone from our partner nations has the capability to speak English, which hinders their ability to attend USASMA. If something does come out of it, it probably won't be until 2011, since we have to translate everything."

Perhaps on the periphery of WHINSEC's mission in training partner nations is one of the most important aspects. "We are spreading the strength of the NCO Corps in the United States," Candelario stated. "They see that. They see how, for example, that as the command sergeant major of WHINSEC, I'm also the commandant of the academy. The majority of the countries are not used to seeing a senior NCO in charge of the NCO training. So, they see it, and they take it. Instructors are all NCOs. Again, not all countries are used to that. The initial culture shock is like — wow, NCOs are doing everything." 🇺🇸

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AFN EUROPE

TRANSMITTING
AMERICAN INFORMATION AND
CULTURE ACROSS THE CONTINENT



BY MASTER SGT. ANTONY M.C. JOSEPH

Chocolate, chewing gum, McDonald's, Coca-Cola and the American Forces Network have one thing in common: They are all unofficial ambassadors for the United States in an effort to win the hearts and minds (and stomachs, in some cases) of people around the world.

Chocolate and chewing gum have long been favorite giveaways by U.S. Soldiers during their sojourns in different countries around the world. There are many iconic, era-defining images that portray the joy on the faces of children and adults alike as they receive gifts of candy while welcoming U.S. troops into their war-torn countries — from the two world wars to the current conflicts in Iraq and Afghanistan. One of Coke's campaign slogans says, "Have a Coke and a smile," and the golden arches of McDonald's can be found in nearly every country around the world, hopefully showing people the fun, life-loving side of American culture.

AFN, with its unique and often humorous delivery of stories of American life through its radio and television broadcasts, can proudly take its place among these and other stalwarts of Americana.

Headquartered in Mannheim, Germany, AFN Europe has been at the forefront of information dissemination for nearly seven decades.

According to Command Sgt. Major John Brenci, command sergeant major of AFN Europe, "Our first transmission was a radio broadcast from the BBC Studios in London." The signal was sent via telephone lines to five regional transmitters to troops in the United Kingdom. Since then, however, AFN Europe has grown considerably with a significant presence in all modes of communication, to include the Internet, radio and television.

"Though our primary audience is U.S. Department of Defense personnel (uniformed, civilian personnel and families), we have a vast local fol-

lowing — people who have been following our broadcasts from the early 1940s," Brenci said.

Brenci mentioned an encounter with a local college intern who said that her German family has been listening to the broadcasts their whole lives. She is now an ardent fan.

"AFN has introduced hip hop, pop, rock, jazz and shows such as *The Simpsons* and *Dallas* to the European populace, making a very marked public and community relations impact that helps people better understand American culture," Brenci said.

The personnel working at AFN Europe and other AFN operations around the world become part of the community, said George Smith, the operations manager and public affairs officer for AFN Europe.

"With face, name and voice recognition, these broadcasters become minisuperstars. They get instant feedback on their programs (via e-mail and at community events) on how effective they are at reaching the community."

"They make a real difference in people's lives. We changed out an NCO on the morning show to give him some time in the afternoon slot and were inundated with phone calls and e-mails asking for his return to the morning show as he was the voice they were used to hearing on their way to work or at breakfast,"



Photo by Staff Sgt. Mitchell "Flash" Miller

Staff Sgt. Victor Gardner, AFN Europe radio NCO in charge, broadcasts the morning news live in one of the five radio studios at AFN Europe headquarters in Mannheim, Germany.

Top: Sgt. Natalie Woughter, right, AFN Europe broadcast NCO, shoots live video of the Department of Defense Dependent Schools-Europe High School Basketball Championships, which was broadcast live throughout Europe and Southwest Asia.

Photo courtesy AFN Europe

Bottom: Spc. Jennifer Dolsen, AFN Europe lead anchor, delivers the daily newscast from the television studio at AFN Europe headquarters in Mannheim.

Photo by Staff Sgt. Mitchell "Flash" Miller



BECOMING AN AFN BROADCASTER

Any NCO wishing to re-class into the broadcast field should contact their unit re-enlistment NCO. The broadcast journalism MOS is 46R and is taught along with 46Q (print journalist), 25M (multimedia illustrator), 25R (visual information equipment operator/maintainer) and 25V (combat documentation/production specialist) at the Defense Information School located at Fort Meade, Md.

Smith said.

Another, more serious episode of on-air impact was of a captain — a psychologist — who was helping Soldiers who had contemplated suicide and had become affected by those thoughts herself. She sought help and won her battle.

“We approached her and her command and asked her to tell her story on air,” Smith said. “After the story aired, we got a call from a Soldier who said that he had been feeling like committing suicide. But, after seeing the broadcast, he was encouraged to seek help. ‘You saved my life,’ he said.”

“We broadcast to more than 500,000 people. Our broadcasts reach 56 different countries on three continents; we also broadcast to deployed troops in Afghanistan and Iraq via satellite,” Smith said. He added that in Europe, the radio broadcasts can be tuned in to by anyone. But the TV signal, apart from one free, over-the-air channel that can only be heard in Schweinfurt, Germany, requires a decoder.

The AFN stations, which are scattered throughout Germany, along with one



each in Belgium, Spain, Turkey, Greece and Portugal, are staffed with Soldiers, sailors, airmen and civilian personnel with backgrounds in broadcasting and the technical support specialties required to keep the equipment in good working order. AFN personnel also continually deploy to Afghanistan, Iraq and other flashpoints around the world.

Staff Sgt. Chris Meadows, known as “Moose” by his audience, is the radio section NCO in charge at AFN Benelux, located on Caserne Daumerie in Chièvres, Belgium. His broadcast, a music show intermingled with command information

and public service announcements, is heard not only by the Americans, but also the Belgian and Dutch communities.

“I get a lot of feedback via phone calls and even through Facebook, and the locals enjoy the programs every bit as much as the U.S. personnel. I feel privileged to provide my listeners with information on what is going on around the world and also right here in their own backyards.

“It is an honor not only to be able to keep service members and their families plugged in to America while they are away from their families and home, but to also provide the local populace with a taste of



Top: Staff Sgt. Mitchell "Flash" Miller, AFN Europe technical director, operates the Echolab switcher during the recording of the daily 15-minute newscast.

Photo by Spc. Ethan Anderson

Bottom: Staff Sgt. Lashaundra Shaw-Rankin, AFN Heidelberg operations NCO, shoots video of Afghan children on their way to school in Bagram, Afghanistan.

Photo courtesy AFN Europe



American culture," Meadows said.

Meadows has also been deployed to Afghanistan where he worked for AFN Afghanistan as a news chief with two broadcast journalists who went "outside the wire" in search of stories showing how U.S. military personnel were fighting the war on terrorism.

"There are very few MOSs (military occupational specialties) in which you get

to see and experience what everybody in the Army does," Brenci said. "We are able to tell the world the story of American service members and the duties they perform. The uncensored information we provide impacts hundreds of thousands of people, and in some cases, helps save lives." 📺

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

“ It is an honor not only to be able to keep service members and their families plugged in to America while they are away from their families and home, but to also provide the local populace with a taste of American culture. ”

— Staff Sgt. Chris "Moose" Meadows

WARRIOR & TASKS BATTLE DRILLS

They're the foundational building blocks of Soldier skills. But, many couldn't even list them, despite their mention in the Soldier's Creed. The Army hopes its new, rebuilt list changes that. **BY MICHAEL L. LEWIS**



into easier categories so that people can better understand the tasks that fall underneath.”

The revised list is far smaller and slashes the number of Warrior Tasks from 32 to 15, the number of Battle Drills from 11 to four and the number of associated subtasks from 235 to 76.

“Every Soldier in the Army, from private to general, is required to be proficient in these 15 [Warrior Tasks] and four [Battle Drills]. But, they’re more usable now and encapsulate the things that we believe are what a Soldier, no kidding, needs to know,” Currey said.

But, to reduce the list so drastically, some sacred cows had to be cut, he said.

“There was some argument. [Taking out] the Claymore mine, for example, generated some good discussion: ‘This is the Claymore! Why are we taking that out?’ Well, the reality is that almost nobody sees the Claymore mine except infantrymen, and the infantry teaches it in the first unit of assignment,” he said.

“Some people wanted to keep crew-served weapons as a separate task,” Marquardt said. “There was discussion whether that applied to all Soldiers. At the end, consensus was built, and it was recommended we remove the task.”

The greatest reduction, however, resulted from eliminating scores of “critical” subtasks for myriad weapon systems and their attachments in favor of a handful of subtasks that depend on the specific weapon the Soldier is assigned.

“A Soldier may be in a unit that has the M4 [rifle], then three assignments later be in a unit that assigns a 9 mm [handgun],” Marquardt said. “Proficiency is now based on the unit they’re assigned to and the unit equipment they’re assigned.”

“Originally, they listed every single weapons system and listed every single type of laser,” Johnston said. “Somebody suggested, instead of mentioning a particular weapons system, just say, whatever weapons system, attachments, optics or lasers your Soldier is assigned is what he or she will be qualified on and, of course, proficient in. As an infantry guy, I always want to have the heavy weapons to be in there. But, again,

I’ve got to ask myself, does every Soldier need to know how to use a .50-cal [machine gun]? Does every Soldier need to know how to use a Mk 19 [grenade launcher]? As an infantry guy, I say yes. As a Soldier, I say no.”

While the list of Warrior Tasks and Battle Drills has been finalized and Soldiers can now begin learning and training on them and their associated subtasks, several new subtasks are in the process of being written, Marquardt said.

“The majority of the tasks that were selected as the critical supporting

tasks on the new list already existed as individual, Level 10 Soldier tasks. But, there are several of them that do not yet exist anywhere. So, the proponents for those Warrior Tasks are responsible for writing the subtasks and the associated tasks, conditions and standards. We’re expecting that in the first quarter of 2011, we’ll get those back,” Marquardt said. He advises that units begin training the existing subtasks while awaiting the new ones to be collated and disseminated in a new version of the *Soldier’s Manual of Common Tasks*.

“We’ll look at the list again, probably within a couple of years just to get an azimuth check,” he added. “It won’t be another total rewrite because this review was pretty in-depth. We’ve got to get it incorporated in the field before we start making big changes again.”

Currey said the reaction regarding the new list, which was distributed Armywide in March, has been overwhelmingly positive.

“People are happy. Simplifying things doesn’t always necessarily make things better. But, in this particular case, I

think it did,” he said.

“It’s getting back to the fundamentals of training — what’s critical for Soldiers,” Marquardt said. “It’s manageable so that Soldiers have a reasonable expectation of learning what they should know. Soldiers can now look at the list and say, ‘I understand why that task is critical.’”

Marshall agreed. “The new way it’s laid out is just excellent. And, that’s a result of many people working together on it. It wasn’t just a bunch of officers up at TRADOC who said, ‘We’re going to revise this.’ They pulled in drill sergeants,

company commanders, company first sergeants, senior NCOs and even some junior Soldiers. I honestly think the changes that are there are because NCOs stood up and gave their input, and a lot of officers really listened to what we had to say.”

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Photo by Spc. Candace Radcliffe
Sgt. Phillip Barker, left, of the 160th Signal Brigade and Spc. Brittany Williams of the 7th Signal Command (Theater) prepare to reassemble their rifles at the react to contact lane during the NCO and Soldier of the Year competition at Fort Huachuca, Ariz., in July. The lane was one of six covering the Warrior Tasks & Battle Drills during the competition.



The revised list is far smaller and slashes the number of Warrior Tasks from 32 to 15, the number of Battle Drills from 11 to 4 and the number of associated subtasks from 235 to 76.



The line comes right after the Warrior Ethos in the Soldier’s Creed: “I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.”

In the very first days of basic training, Soldiers begin reciting these words, among the core tenets of what it means to be an American Soldier. Yet, despite being regarded as fundamental knowledge, most Soldiers couldn’t explain what those “warrior tasks and drills” were — even at a conference organized last year specifically to discuss them, said Col. Craig Currey, former director of the Training Support and Schools Directorate at the Basic Training Center of Excellence, Fort Jackson, S.C.

“We asked Soldiers if they could define and tell what the Warrior Tasks and Battle Drills were. Everybody looked around the room; nobody could

even come close,” he said.

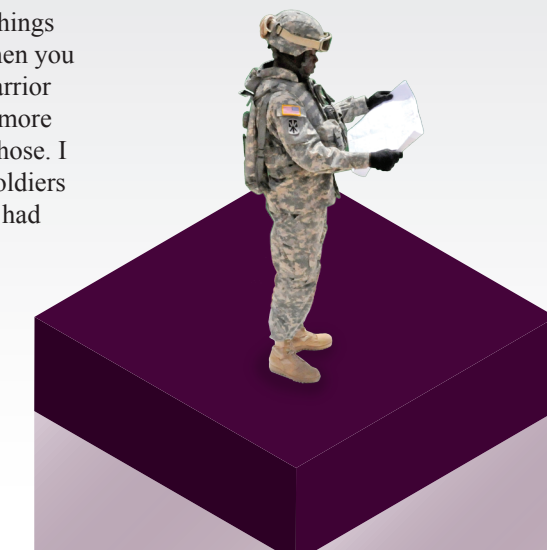
Rather than a lack of preparation, the issue was that there were simply too many tasks for anyone to possibly remember, much less become proficient in, said Lt. Gen. Mark Hertling, the deputy commanding general for Initial Military Training at the U.S. Army Training and Doctrine Command, Fort Monroe, Va.

“The Warrior Tasks and Battle Drills are the basis and the building blocks for everything that we do; they’re the things we have to be proficient in. But, when you look behind what was in the old Warrior Tasks and Battle Drills, there were more than 200 associated subtasks with those. I don’t think most trainers or most Soldiers could even tell you all of them. We had to determine if we were asking too much of our Soldiers and asking too much of our NCO trainers.”

The process of overhauling the list — its first wholesale

revision since it was originally released in 2003 — began last summer when a survey was sent out to more than 220,000 Soldiers to ascertain what knowledge the field considered essential.

“We asked what the most important skills our Soldiers needed to know,” Hertling said. “We got about 38,000 responses that really outlined what the



important things were and the things we were training that weren’t so important. I think it was the first time we ever actually went to the ‘customer’ and asked, ‘What do you need?’”

The survey results were discussed at the aforementioned conference, held last October in Hampton, Va. Trainers from

throughout the Army, including officers and NCOs from the reserve component, U.S. Forces Command units and basic training battalions, were invited to give their input.

“We literally went through not only all the Warrior Tasks and Drills in the first part of the week, but also what we

were training in basic training versus what we *should* be training to accommodate the requirements and the mastery of skills that a Soldier needs in today’s fight,” Hertling said.

The old list had ballooned to epic proportions largely because it was continuously added to with tasks not necessarily fundamental to Soldiers in every military occupational specialty, said Lt. Col. Clinton Marquardt, who heads the TRADOC office responsible for developing the new Warrior Tasks and Battle Drills.

“The first critical thing we did was to take a holistic view of the list and ensure that the tasks applied to all Soldiers regardless of MOS or rank,” Marquardt said. “Units before didn’t even have the equipment to train all those tasks because they didn’t apply to all Soldiers. Some of them were MOS-specific tasks that a cook or finance person wouldn’t necessarily need to know.”

Whittling down the list to its indispensable components was vital for it to remain relevant and easy to retain by young Soldiers, said Sgt. 1st Class Michael Johnston, the 2009 active component Army Drill Sergeant of the Year, who participated in the conference.

“The big thing was to take the list down in size and truthfully ask ourselves as a group, what does every Soldier in the Army need to know? That was really the big deal. It wasn’t, what can we add. It was, what can we honestly say we don’t need to have on this list.”

The unwieldy old list was a hindrance, especially in basic training, said Staff Sgt. Joshua Marshall, the 2009 reserve component Drill Sergeant of the Year, who also took part in the new list’s development.

“Because we were trying to get so many things in, we were giving privates information overload, and they weren’t mastering anything.

We tried to cut it down to the bare essentials of what really needed to be trained, making them experts in the things that were more important. A lot of what’s in there now was in there before, but it’s been streamlined and condensed, and broken down



Photo by Spc. Jazz Burney
A Soldier of 3rd Brigade Combat Team, 25th Infantry Division, properly wraps a fellow Soldier’s head with a bandage to demonstrate his proficiency in treating a wounded casualty during the unit’s Warrior Tasks & Battle Drills training in June at Schofield Barracks, Hawaii.

Warrior Tasks & Battle Drills

The **Warrior Tasks and Battle Drills** are fundamental combat skills in which all Soldiers, regardless of rank, component or MOS, must maintain proficiency to fight and win on the battlefield. They are the foundation upon which combat training builds and are the primary focus of tactical training for both enlisted Soldiers and officers during Initial Military Training. **Warrior Tasks** are selected common individual Soldier skills deemed critical to a Soldier's basic competency. **Battle Drills** are group or collective skills designed to teach a unit to react and accomplish the mission in common combat situations.

This list was revised by TRADOC in March 2010 after a holistic review by representatives from throughout the Army. It reduced the number of Warrior Tasks from 11 to 15, the number of Battle Drills from 11 to four and the number of associated subtasks from 235 to 76.

Soldiers looking for details on each numbered subtask should refer to the new edition of the *Soldier's Manual of Common Tasks*, which should be released in early 2011.

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SHOOT

MAINTAIN, EMPLOY, ENGAGE & ASSIGNED WEAPON

- No. depends on weapon
- Load individual assigned weapon
- No. depends on weapon
- Perform function check on weapon
- No. depends on weapon
- Correct malfunctions of weapon

No. depends on weapon
Zero individually assigned weapon

No. depends on weapon
Engage targets with individually assigned weapon

No. depends on weapon
Mount, dismount, zero and engage targets with night vision equipment

No. depends on weapon
Perform safety checks on hand grenades

071-325-4401
071-325-4407

EMPLOY HAND GRENADES

PERFORM INDIVIDUAL MOVEMENT TECHNIQUES

071-329-0501
071-326-0541

MOVE

NAVIGATE FROM ONE POINT TO ANOTHER

071-329-1000
071-323-1008
071-323-1001
071-329-1011

MOVE

MOVE UNDER FIRE

071-326-0510
071-326-3002
071-410-0002
071-326-0513

PERFORM VOICE COMMUNICATIONS

171-121-4079
171-121-4080
093-4019-0044

COMMUNICATE

071-326-0608

USE VISUAL SIGNALING TECHNIQUES

REACT TO CHEMICAL OR BIOLOGICAL OR ATTACK OR HAZARD

031-503-1013
031-503-1015
031-503-1019

SURVIVE

PERFORM IMMEDIATE LIFESAVING MEASURES

081-831-1001
081-831-1003
081-831-1005
081-831-1006
081-831-1007
081-831-1008

SURVIVE

PERFORM COUNTERIED

052-192-1270
052-192-1271
093-890-1264

MOUNTED PATROL

MAINTAIN SITUATIONAL AWARENESS (EVERY SOLDIER AS A SENSOR)

301-371-1000
071-331-0804
301-348-1050

SURVIVE

PERFORM COMBATIVES

071-000-0006

ADAPT

ASSESS & RESPOND TO THREATS & ESCALATION OF FORCE)

171-300-0011
181-100-1001
181-100-1002

ADAPT

ADAPT TO CHANGING ENVIRONMENTAL CONDITIONS

224-176-1425

ADAPT

GROW PROFESSIONALLY & PERSONALLY

150-807-0002

BATTLE DRILLS

REACT TO CONTACT

081-831-1001
081-831-1003
081-831-1005
081-831-1006
081-831-1007
081-831-1008
081-831-1009

BATTLE DRILLS

ESTABLISH SECURITY

071-326-0513
113-971-1022
071-331-0801
071-331-1004

BATTLE DRILLS

PERFORM ACTIONS AS A MEMBER OF A MOUNTED PATROL

551-001-1042
551-001-1043
551-001-1044
551-001-1040
113-971-1022
551-884-0559

BATTLE DRILLS

EVACUATE A CASUALTY

081-831-1001
081-831-1001
081-831-1003
081-831-1005
081-831-1006
081-831-1007
081-831-1008

Graphic by:
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Staff Sgt. Garrett Grubb (CBRN)
Pfc. David M. Gafford (OPFOR)
Spc. Cory B. Petrosky (Adapt to Changing Operational Environments)

THE OLD LIST

SHOOT

1. Qualify with individual assigned weapon (33 subtasks)
2. Operate an M240B machine gun (14)
3. Operate an M249 Squad Automatic Weapon (10)
4. Operate a .50-caliber M2 machine gun (9)
5. Employ Claymore mines and hand grenades (4)
6. Engage targets with weapon using a night vision sight (27)
7. Engage targets with weapon using an aiming light (5)
8. Perform voice communications: SITREP/SPOTREP (1)

COMMUNICATE

9. Use visual signaling techniques (1)

URBAN OPERATIONS

10. Perform movement techniques during urban operations (1)
11. Engage targets during an urban operation (1)

MOVE

12. Determine location on ground (terrain association, map and GPS) (14)
13. Navigate from one point to another (dismounted and mounted) (1)
14. Move over, through or around obstacles (except minefields) (1)

FIGHT

15. Move under direct fire (3)
16. React to indirect fire (dismounted and mounted) (12)
17. React to direct fire (dismounted and mounted) (2)
18. React to unexploded ordnance and biological attack/hazard (9)
19. React to man-to-man contact (combatives) (2)
20. React to chemical or biological hazard (3)
21. Decontaminate yourself and individual equipment using chemical decontamination kits (3)
22. Select temporary fighting position (11)
23. Complete Combat Lifesaving Certification (14)
24. Assess and respond to threats (escalation of force) (5)
25. Understand personnel recovery responsibilities (2)
26. Perform situational awareness; Every Soldier as a Sensor (4)
27. Maintain field sanitation and preventive medicine fieldcraft (1)
28. Maintain battle-focused physical and mental readiness (0)
29. Perform detainee operations at point of capture (2)
30. Perform sniper countermeasures (5)

BATTLE DRILLS

1. React to contact (visual, IET, direct Fire [includes RPG]) (1)
2. React to indirect fire (1)
3. React to chemical attack (1)
4. Break contact (1)
5. Dismount a vehicle (1)
6. React to ambush (near) (1)
7. Evacuate a casualty (dismounted and mounted) (1)
8. Establish a casualty (far) (1)
9. Checkpoint entry operations (1)
10. React to vehicle rollover (1)
11. Enter and clear a room (1)
12. Enter and clear a room (1)

THE NEW LIST

SHOOT

1. Maintain, employ, engage with assigned weapon system (8 subtasks)
2. Employ hand grenades (2)

MOVE

3. Perform individual movement techniques (2)
4. Navigate from one point to another (11)
5. Move under fire (8)

COMMUNICATE

6. Perform voice communications (7)
7. Use visual signaling techniques (1)

SURVIVE

8. React to chemical, biological, radiological and nuclear attack or hazard (8)
9. Perform immediate lifesaving measures (8)
10. Perform counter-IED (3)
11. Maintain situational awareness (Every Soldier as a Sensor) (3)
12. Perform combatives (1)

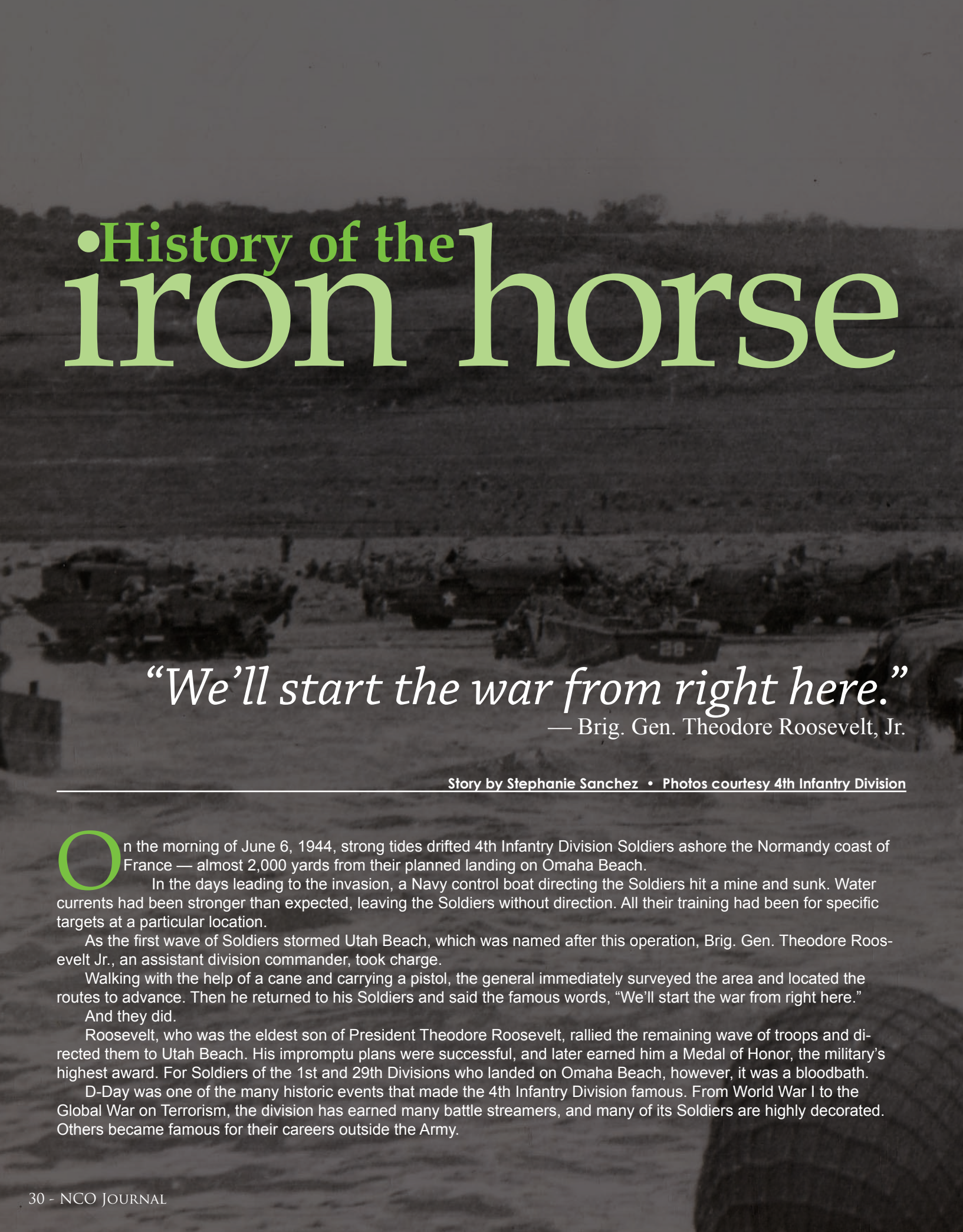
ADAPT

13. Assess and respond to threats (escalation of force) (7)
14. Adapt to changing operational environments (5)
15. Grow professionally and personally (build resilience) (2)

BATTLE DRILLS

1. React to contact (10)
2. Establish security (9)
3. Perform actions as a member of a mounted patrol (6)
4. Evacuate a casualty (9)





• History of the iron horse

“We’ll start the war from right here.”

— Brig. Gen. Theodore Roosevelt, Jr.

Story by Stephanie Sanchez • Photos courtesy 4th Infantry Division

On the morning of June 6, 1944, strong tides drifted 4th Infantry Division Soldiers ashore the Normandy coast of France — almost 2,000 yards from their planned landing on Omaha Beach.

In the days leading to the invasion, a Navy control boat directing the Soldiers hit a mine and sunk. Water currents had been stronger than expected, leaving the Soldiers without direction. All their training had been for specific targets at a particular location.

As the first wave of Soldiers stormed Utah Beach, which was named after this operation, Brig. Gen. Theodore Roosevelt Jr., an assistant division commander, took charge.

Walking with the help of a cane and carrying a pistol, the general immediately surveyed the area and located the routes to advance. Then he returned to his Soldiers and said the famous words, “We’ll start the war from right here.”

And they did.

Roosevelt, who was the eldest son of President Theodore Roosevelt, rallied the remaining wave of troops and directed them to Utah Beach. His impromptu plans were successful, and later earned him a Medal of Honor, the military’s highest award. For Soldiers of the 1st and 29th Divisions who landed on Omaha Beach, however, it was a bloodbath.

D-Day was one of the many historic events that made the 4th Infantry Division famous. From World War I to the Global War on Terrorism, the division has earned many battle streamers, and many of its Soldiers are highly decorated. Others became famous for their careers outside the Army.



Fourth Infantry Division troops walk ashore Utah Beach on D-Day, June 6, 1944.



4th Infantry Division Soldiers perform a helicopter assault during Operation Paul Revere IV in November 1966.

Among some famous Soldiers are the author of *Catcher in the Rye*, J.D. Salinger, who was a staff sergeant in World War II; the founder of Wendy's restaurants, Dave Thomas, who was a mess sergeant in the Cold War; and the author of *Forest Gump*, Winston Groom, who was a captain in Vietnam.

Four division Soldiers were awarded the Medal of Honor for their actions in World War II, and 11 Soldiers were given the honor for their service in Vietnam. The only recipient from the division still living is 1st Sgt. David H. McNerney, who distinguished himself when his unit was attacked by a North Vietnamese battalion near Polei Doc during the Vietnam War.

The division's roots stem back to World War I, when it was formed at Camp Green, N.C., on Nov. 17, 1917. During that time,

Maj. Gen. George H.

Cameron gave the division its nickname, "Ivy," which was derived from the Roman numeral IV. It was also

later nicknamed "Iron Horse," after it became a

mechanized organization. The division's patch has four ivy leaves pointing in four directions. The ivy plant in the patch signifies the division's motto, "steadfast and loyal."

"One of the jokes NCOs will say is the patch signifies four second lieutenants pointing north," said Robert O. Babcock, the 4th Infantry Division historian and a former second lieutenant with the division. "That's a joke that has been around forever, and as a former second lieutenant, I could identify with it — even though I think I knew which way was north."

During World War I, the division was the only group of Soldiers to spend time in the French, British and American sectors.

"World War I was a bloody thing that most of us in the current generation don't know much about. But, that was a heck of a war," Babcock said.

After the war ended, the division was disbanded, like most divisions. It was stood-up again in 1940, at Fort Benning, Ga.

During World War II, the division was used as an experimental unit for methods that had been demonstrated by the German blitz through Belgium and France. The three-year experiment drew the motorized

division to participate in the Louisiana Maneuvers and the Carolina Maneuvers, Babcock said.

"It turned out, we couldn't get equipment fast enough. ... Consequently, in summer 1943, they threw in the towel on the experiment and made it a straight-leg infantry," he said. "Then, they designed them to be one of the invasion divisions."

The division was then sent to England. It practiced for the invasions from January to June 5, 1944, and was the first to land on D-Day. More than two months later, the division, along with the French 2nd Armored Division, liberated Paris from four years of Nazi rule.

On Sept. 11, 1944, division Soldiers were the first force to cross into Germany where they gathered a bucket of soil to send to President Roosevelt. They were then involved in their bloodiest battle in mid-November in the Hürtgen Forest, Germany.

Division Soldiers fought in cold rain, snow and amid trees 150 feet tall against German artillery and infantry resistance. By the end of the battle, all that was left were shrapnel-torn stumps and broken trees, but the mission had been accomplished.

"If you ask any World War II vet,



they will say that was the worst fight we were ever in. We averaged 150 percent casualties in the infantry companies. They were bringing up replacements at night to replace the killed and wounded,” Babcock said. “Most people have never heard of the Hürtgen Forest because it was overshadowed by the Battle of the Bulge.”

Though fatigued after the Battle of Hürtgen Forest, division Soldiers helped halt the German push in the Bulge.

Gen. George S. Patton later wrote to Maj. Gen. Raymond Barton of the 4th Infantry Division, “Your fight in the Hürtgen Forest was an epic stark infantry combat; but, in my opinion, your most recent fight — from the 16th to the 26th of December — when, with a depleted and tired division, you halted the left shoulder of the German thrust into the American lines and saved the City of Luxembourg and the tremendous supply establishments and road nets in that vicinity, is the most outstanding accomplishment of yourself and your division.”

By the end of the war, the division earned five battle streamers, which accompanied the five earned during World War I.

Division Soldiers then participated for six years in various battles of the Cold War. After, they were deployed to Vietnam where they set up in the central highlands and were in charge of screening the border of South Vietnam as the first line of defense against infiltration down the Ho Chi Minh trail through Laos and Cambodia. The

division earned another 11 streamers from the Vietnam War.

In January 2003, division Soldiers, who had been moved to Fort Carson, Colo., from Fort Hood, Texas, were deployed to Iraq under the leadership of

“One of the jokes NCOs will say is the patch signifies four second lieutenants pointing north. That’s a joke that has been around forever.”

— Robert O. Babcock, 4th Infantry Division historian

Maj. Gen. Raymond Odierno. On Dec. 13, 2003, division Soldiers and Special Operations Forces captured Saddam Hussein during Operation Red Dawn, said Steven Ruhnke, the 4th Infantry Division and Fort Carson museum curator. Many items collected from Hussein’s palace will be displayed at the new 4th Infantry Division museum when it opens at Fort Carson next year.

Many division Soldiers have deployed to Iraq at least four times, others have deployed to Afghanistan. Troops recently started to pull out of Iraq.

The division “is the fourth-oldest division in the Army.

It has produced a lot of great leadership over its years,”

Ruhnke said. “Of

course, look at Gen. Odierno, who was the head of [American forces in] Iraq, and was the division commander in 2002.”

With a rich history behind them, division Soldiers proudly march singing, “Steadfast and loyal, we’re fit to fight!

The nation’s finest Soldiers, keep liberty’s light. Our Soldiers roar for freedom, we’re fit for any test. The mighty 4th Division ... America’s best.”

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A 4th Infantry Division Soldier and Afghanistan security forces patrol as a team.



Fourth Infantry Division Soldiers during World War I.

Fourth Infantry Division across the world

CAMP GREEN, N.C. FORT BENNING, GA.

Division formed at Camp Green, N.C., on Nov. 17, 1917, the same year America entered World War I. The division deactivated shortly after World War I in August 1919.

Division was reactivated at Fort Benning, Ga., in 1940.

CALAIS, BORDEAUX, BREST, FRANCE

Division doughboys embarked on a number of ships headed to France on April 1918. They landed in Calais, Bordeaux and Brest. Out of 29,180 Soldiers on the ships, 56 died when a German torpedo hit a vessel. By the end of World War I on Nov. 11, 1918, the division had earned five battle streamers.

VIETNAM

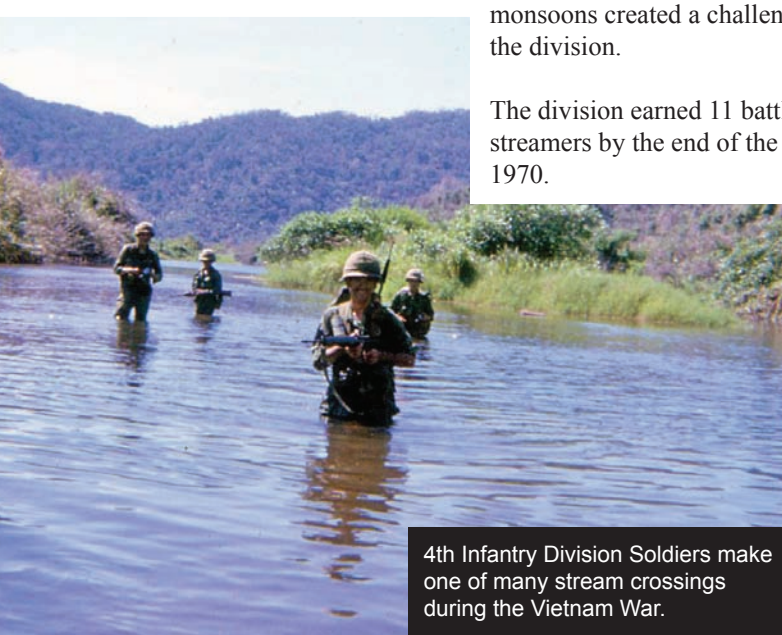
Division Soldiers were in combat against the North Vietnamese from Sept. 25, 1966, to Dec. 7, 1970. The Soldiers had been in charge of screening the South Vietnam border and were the first line of defense against the infiltration down the Ho Chi Minh trail through Laos and Cambodia. Triple canopy jungles, extreme heat and seasonal monsoons created a challenge for the division.

The division earned 11 battle streamers by the end of the war in 1970.

UTAH BEACH, CHERBOURG, FRANCE

At 6:30 a.m. June 6, 1944, division Soldiers stormed ashore a stretch of the French coast named Utah Beach after this operation. Soldiers took over the port of Cherbourg a little more than 20 days later.

Division Soldiers and French 2nd Armored Division soldiers earned the distinction of liberating Paris from four years of Nazi rule on Aug. 25, 1944.



4th Infantry Division Soldiers make one of many stream crossings during the Vietnam War.

4th Infantry Division Soldiers fight through a German town in spring 1945.



HÜRTGEN FOREST, LUXEMBOURG, GERMANY

The division fought in the bloodiest battle in its history in November 1944. During the Battle of Hürtgen Forest, Soldiers fought against German artillery and infantry resistance in cold rain, snow and amid trees 150 feet tall.

From Dec. 16-26, 1944, the fatigued Soldiers then fought in the Battle of the Bulge in Luxembourg. The war ended five months later.



IRAQ AFGHANISTAN

Division Soldiers were given orders for deployment to Iraq on Jan. 18, 2003. Aboard 37 ships, they sailed to Turkey, where the Turkish government halted their trek to Iraq. Two months later, the Soldiers were redirected to enter Iraq through Kuwait. On Dec. 13, 2003, division Soldiers and Special Operations Forces captured Saddam Hussein.

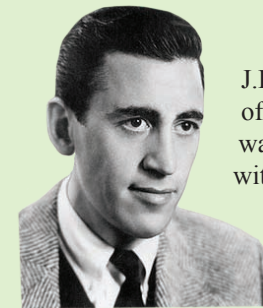
Soldiers recently began to pull out of Iraq.

In May 2009, division Soldiers were also deployed to Afghanistan.



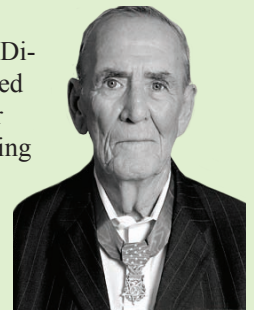
Interesting facts, Famous NCOs

Ernest Hemingway attached himself to the 4th Infantry Division during World War II. He spent most of his time with the 22nd Infantry Regiment.



J.D. Salinger, author of *Catcher in the Rye*, was a staff sergeant with the 4th Infantry Division during World War II.

Eleven 4th Infantry Division Soldiers earned the Medal Of Honor for their actions during the Vietnam War. The only recipient still living is 1st Sgt. David Mc-Nerney.



Dave Thomas, founder of Wendy's restaurants, served as a mess sergeant with the 4th Infantry Division during the Cold War in the 1950's.

The 4th Infantry Division, along with Special Operations Forces, captured Saddam Hussein on December 13, 2003.

Class 61 is in session



Class 61 students Master Sgts. Richard M. Peterson, left, and Matthew T. Gruidl.

By Cindy Ramirez

Photos by Pfc. David M. Gafford

With the presentation of the colors for all the Army's components, its sister services and numerous countries from across the globe, Class 61 of the Sergeants Major Course was formally welcomed to the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, in August.

"Congratulations, this is a huge milestone in your career," Sgt. Maj. of the Army Kenneth O. Preston told members of Class 61 during the Opening Day Ceremony at USASMA. "You are the best across the board, and you have a very unique opportunity to learn from each other here."

Class 61 comprises 328 students, including 46 international students representing 38 countries. This year for the first time, the flags of the international students' home countries were presented as part of the opening ceremony.

"Standing here today, representing your country or your nation or your service component is quite an honor, and I hope over the next year you have an opportunity to reflect over that and your accomplishment in making it to this point," Command Sgt. Maj. Raymond F. Chandler, USASMA commandant, told the class. "But it doesn't end here. For us in the Army, lifelong learning is something that we're inculcating across the NCO Corps. For us, this is just a step in the journey."

Members of Class 61 said they were impressed with the ceremony, many of them noting the diversity of their peers in

nationality as well as military background and experience.

"To see all those flags up there from all those countries and our sister services next to our flags, that really touched me," said Master Sgt. Ruth Potter, a member of Class 61. "It really struck me as appropriate at a time when we're talking about unifying nations."

Potter said she is looking forward to learning from her fellow classmates. "All of us coming together to share our knowl-



Sgt. Maj. of the Army Kenneth O. Preston

edge and experience is what really has me excited."

Preston asked three things of the members of Class 61: that they learn, spend quality time with their families and build lifelong friendships. Preston told members of the class their selection was testament to their mastery of the "how to" at the tactical level and to their expertise in training and preparing Soldiers for their duties on and off the battlefield. Nearly

51 percent of the Sergeant Major Course students have served three or more deployments, and 57 of these Soldiers have deployed five times or more in their careers.

More so, however, Preston said, the students' selection to the course is testament to their "potential as leaders at higher levels of responsibility."

EXTENDED LESSONS

The class will graduate in June 2011 under an extended 10-month course schedule. The course was six months long before 1995, when it was extended to nine months. This year, the course was extended another 30 days to accommodate the vast amount of material presented and to allow students time to better absorb and understand the course curriculum.

The Sergeants Major Course underwent a major transformation last year, with a tougher curriculum heavy on critical thinking and problem-solving, intense college-level reading and challenging writing assignments, said Command Sgt. Maj. David L. Yates, director of the course at USASMA. The course material was previously delivered primarily through lectures and multiple-choice tests, he said.

"Bring it on," said Master Sgt. Michael Clauss, a Class 61 student, adding that aside from the classroom lessons, he is eager to learn from his peers. "The most powerful tool I get from NCO schools, and that I hope to get here, is what I learn from my fellow students. There's a wealth of knowledge to tap into."

Learning blocks in the course focus on joint, interagency, intergovernmental and multinational operations; counterin-



From left: Class 61 members Air Force Senior Master Sgt. Rodney L. Stovall, Army Reserve Master Sgt. Maneasseaha R. Bartimus and Italian Republic Master Sgt. Gianluca Mattei present their flags.



surgency; force management; and advanced warfighting.

BACK TO THE BASICS

Yates said while the curriculum won't change much from last year's, the focus of many discussions will "go back to the basics, looking at the leadership manuals more than we have in recent years."

"We'll have to knock the dust off the field manuals and Army regulations," Yates said. "I think we had drifted away from the manuals and focused a lot on strategic concepts. We kind of lost focus on involved leadership, and that's what really counts."

Yates explained refocusing on strong leadership is especially important given the Army's suicide rates, increased on- and off-duty accidents, and other such issues that could be curbed, in part, with the help of stronger senior NCO leadership and involvement.

Also new this year, the course will have two or three instructors per classroom, in some cases pairing Soldiers with Army civilians or contractors, many of them retired military.

"Having two instructors in the classroom is going to be great," Yates said. "You'll have twice as much experience to share with the students."

"And it's also easier on the instructors, to allow them to

work closer with the students and have the support of a second or even third instructor who may have stronger expertise in a different area than they do," Yates added.

THE ROAD TO CSM

The 328 students make up a much smaller class than in years past; Class 60, for example, had more than 600 students. The smaller number is due to changes in the Command Sergeant Major/Sergeant Major Management and Utilization Program.

"The smaller class reflects how many open billets Human Resources Command thinks are going to be open in the next two years," Yates said. "We suspect our enroll-

ment will increase next year."

The new noncommissioned officer career management program will centrally select Soldiers for command and key billet assignments through open competition and selection boards much like that of the officer corps.

Under the changes, sergeants major must spend two years working in their military occupational specialties before they're eligible to compete for a command sergeant major position.

The Army will hold annual boards to select candidates to serve as command sergeants major at the brigade or battalion level.

The selection preference window for the command sergeant major brigade selection boards in October opened in July and is available through Sept. 15.

Board appointments will take effect in fiscal year 2012. Battalion-level boards will be held in January.

The Sergeants Major Course is considered the pinnacle of the NCO Education System, established in 1971. The Sergeants Major Course has graduated more than 21,000 students since its inception in 1973. 🇺🇸



Command Sgt. Maj. Raymond F. Chandler, U.S. Army Sergeants Major Academy commandant, and Command Sgt. Maj. David L. Yates, Sergeants Major Course director, unveiled a proclamation by the City of El Paso, Texas, declaring Aug. 12, 2010, as "Sergeants Major Academy Day" during the Class 61 Opening Day Ceremony.

To contact Cindy Ramirez, e-mail cindy.ramirez1@us.army.mil.

BACK

TO THE

BASICS

By Angela Simental

FATHER, HUSBAND, SOLDIER, GRADUATE STUDENT AND LAW ENFORCEMENT OFFICER ARE ONLY SOME OF THE TITLES THAT DESCRIBE THE NEW COMMAND SERGEANT MAJOR OF THE ARMY RESERVE.

COMMAND SGT. MAJ. MICHAEL SCHULTZ BRINGS HIS LIFE AND MILITARY EXPERIENCES TO HIS NEW ROLE.



Newly appointed command sergeant major of the Army Reserve, Command Sgt. Maj. Michael Schultz, believes being the top NCO means leading by example.

“I love my new position. I’m out with Lt. Gen. Jack C. Stultz, chief of the Army Reserve, visiting Army Reserve Soldiers around the world,” Schultz said. “Tenures are short, and there’s a lot to be done for our Reserve Soldiers, families and civilians. We, as leaders, can never get comfortable. We must always be looking for ways to improve training and quality of life for the force.”

Schultz was officially selected as the 11th command sergeant major of the Army Reserve in February and was sworn in during the Reserve’s 102nd birthday ceremony in March in Washington, D.C.

Schultz leads 207,000 Reservists, and within the first month as the senior NCO of the Reserve, he visited Soldiers in Africa, Italy, Germany, Kosovo, Japan and Korea. He is currently traveling through Kuwait and Iraq before visiting Afghanistan in November.

“What [traveling] did for me, sitting in this position and being new, is give me an opportunity to spend time with Lt. Gen. Stultz and get his vision as well as see the great things Reserve Soldiers are doing at these locations,” he said. “It is important for me to be on the road, talking to Soldiers and commanders and taking that feedback back to Gen. Stultz.”

His priorities are clear in his heart — and on his office walls.

“My number one priority right now is the Army Reserve Soldier because that’s who I’m representing,” Schultz said. “I have a note that hangs in my office in the Pentagon that says, ‘Remember, you are not important; your Soldiers are!’”

And that is the philosophy he lives by — something he learned from his former leaders.

“I had some great NCO mentors,” he said. “But what really stood out for me during my career was the bad examples of NCO leadership. These were the folks I promised myself I would never become, those who turned their careers into ‘What can I do to help *me*, not my Soldiers?’ and ‘What can I do to take the easy way out of a tough, challenging leadership situation.’ These sorry examples of leaders drove me

harder to excel at being a better Soldier.”

Another driving force in his military career and his personal life has been his family, of whom he speaks of proudly.

“My children are my world,” he said. “My son is ready to graduate from Bucknell University, and my two daughters have their dad wrapped around their little fingers. Being a parent makes me want to be a better Soldier, leader and American. It’s not about you; it’s about them. You want something better for them.”

LEADING BY EXAMPLE

A Chicago native, Schultz joined the active-duty Army in 1986 at the age of 18 after considering the Marine Corps. “The marine recruiter could not guarantee military police school after boot camp. I knew eventually I wanted to get into civil law enforcement, and I felt that becoming an MP would help me reach my ultimate goal,” he explained. “The Army could [guarantee MP school], and I’ve never looked back. Joining the Army was the best move I’ve ever made.”

The move came as a surprise to his parents. “I didn’t tell my parents I was joining the military, which was a shock to them. After the initial shock wore off, they, like most parents, have never been more excited for me and the career path I chose,” Schultz said.

In 1991, he left active duty to pursue his goals of acquiring a college education and joining law enforcement. But serving his country was still a priority. He joined the Army Reserve.

“The best thing that I did was not leave the military completely,” he said. “I left active duty and went straight to the Army Reserve, started college and was

hired as a police officer in Tampa, Fla. I would encourage Soldiers to continue their service.”

Schultz received a bachelor’s degree in political science from the University of South Florida, a master’s in public administration from Troy University and is currently completing a doctorate in education.

“I am expected to be proficient, to be the subject-matter expert of my commander, while having a full-time job [as a police officer], a family and pursuing a college degree. Those things I bring to the table,” he said.

“My main concern is to make sure that I am at the table representing the Soldiers. I call it the five Rs, which is getting the right Soldiers into the right military occupational specialties in the right units at the right time doing the right things.”

TRAINING THE FORCE

As Schultz said, it is important to have a reserve force that is trained to face battle, provide humanitarian aid and succeed as civilian employees.

The Employer Partnership Initiative, created in 2007, aims to help the Army Reserve and National Guard Soldiers with job-seeking resources. With more than 1,000 partnerships with companies across the country, the initiative gives Soldiers job options and the skills necessary to be successful in the civilian workforce.

“We have a smart, combat-seasoned force that brings a lot to the Reserve and to their employers. An Army Reserve Soldier who is trained and battle-tested comes back to their civilian employer with experience and leadership skills,” Schultz said. “It’s a win-win situation. The employers know they are getting quality employees,



Command Sgt. Maj. Schultz speaks with Master Sgt. Tracy Y. Marshall of Equal Opportunity, Joint Sustainment Command-Afghanistan, and Master Sgt. Rosalynn D. Mason, Staff Judge Advocate NCO, at Kandahar Airfield, Afghanistan.

Photo by Spc. Elisabet Freeburg

and understand that Soldiers have a commitment to the Army Reserve.”

Because the Reserve follows the Army Force Generation model, established in 2006, its deployments are now more predictable, giving Soldiers a better opportunity to maintain a civilian job while serving their country.

“The AFORGEN model gives us more predictability. This way, [Soldiers] can tell their employers when they are expected to deploy. It helps leverage their position with employers and families,” he said.

Schultz also said an important part of training is reaching out to the Reserve’s sister services, such as the Air Force Reserve, Marine Corps Reserve and Navy Reserve, as well as foreign allies.

“As far as training events, we can engage with other coalition forces,” he said. “We can exchange Reserve Soldiers with other countries to broaden their horizons because we are a joint organization. We need to train our junior NCOs and future leaders of the Army Reserve [to think like a joint organization], and I am really looking forward to pushing that for the Army Reserve.”

Schultz explained that training Soldiers for specific theaters and missions is crucial on the battlefield.

“[Soldiers] are getting trained in the proper techniques and procedures to mirror the country they are going to,” he explained. “We are on point with what we are doing as far as training and adapting. As things change, we continue to look at them as NCOs and adapt to them.”

LEARNING AND LEADERSHIP

Schultz believes there is a need for more engaged NCOs to confront the challenges facing Reservists.

“This might sound cliché, but just as NCOs are the backbone of the Army, the Army Reserve NCOs are the backbone of the Army Reserve,” he said.

Schultz explained that the biggest challenge for NCOs is the limited time they spend with their Soldiers.

“Of the 28-day month, we see them two days,” he said. “We try to spend quality time with our Soldiers. Even if that means going outside and sitting under a tree and just talking — have some ser-



Courtesy photo

Schultz (front left) during his first assignment as a military police officer in Neu Ulm, Germany. He joined the active-duty Army in 1986 at the age of 18.

geant’s training away from the computer, phones and all distractions. In a senior-leader conference with my sergeants major in July, one of the things I discussed with all the nominative, two-star level sergeants major was, ‘You need to get all of your sergeants major back to the basics of spending time with their Soldiers, talking to and educating them.’”

In his 24-year military career, Schultz has served in all NCO leadership positions and has earned two Bronze Star Medals, the Meritorious Service Medal with three oak leaf clusters, the Army Commendation Medal with two oak leaf clusters, the Army Achievement Medal with four leaf clusters and the Iraq and Afghanistan Campaign Medals with campaign stars, among many other awards and ribbons.

By combining his military expertise with civilian education, he hopes to serve as an example for Soldiers. He believes education holds the key for the Army Reserve’s future.

“Any education is positive for any individual,” he said. “Having an education is having a better, well-rounded Soldier. To this point, a college education has not been a requirement for NCOs, but I think having an education, regardless of level, is for the betterment of Soldiers and the Army.”

The Army Reserve has undergone a transformation since 9/11, Schultz explained. “The Reserve was a strategic force. Basically we were called in as the last resort or supplement. But since 9/11, we are an operational force; we are not a last resort. We are part of the total Army force.”

He added that the combination of combat experience and education makes U.S. Soldiers a fully-integrated force.

“That’s what makes our enlisted Soldiers so great compared to other countries. They have more autonomy to act and carry out orders, and with more education, they are making better decisions on different missions,” he said.

Schultz is positive about the future, the changes and challenges the Reserve will face.

“We have an Army Reserve that is well-educated as far as NCOs having bachelor’s degrees or higher,” he said. “Soldiers who have a college education along with the combat-seasoned veterans in the enlisted ranks of the Army Reserve are a positive step toward our future. Our future is bright.” 📖

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

The 17-day WLC

Soldiers selected to attend the Warrior Leader Course have been identified as ready – with the proper education – to assume the responsibilities of leading Soldiers. Yet, that education will be difficult to obtain and comprehend without adequate preparation before attending WLC, course developers and instructors say.

Small group leaders at the Fort Bliss, Texas, NCO Academy, where the new 17-day course was originally piloted, offer these tips for Soldiers about to attend the new course, which will be implemented throughout the active component beginning Oct. 1:

BRING THE RIGHT STUFF: While WLC is no longer a resident course, students are still expected to maintain a room for inspection. This means students should double-check that they have all the items on their packing list before departing their home units.

KNOW HOW TO USE A COMPUTER: Students are issued laptops to use during class and exams. A godsend to many, they can simplify a complicated search through reams of material to just a few keystrokes. However, instructors are finding that some students don't possess the computer skills needed to make good use of their electronic tools.

"We may live in a computer age, but some are computer illiterate," said Sgt. 1st Class Shandrel Stewart, formerly a senior small group leader at the Fort Bliss NCOA. "You may need to take a computer class," she advised.

PRACTICE PUBLIC SPEAKING: Classroom discussions and oral presentations are now integrated throughout the course. Students not comfortable speaking in public should seek assistance from their leaders.



Students at the Fort Bliss, Texas, NCO Academy practice drill and ceremony skills by marching in formation to lunch at the dining facility during the first pilot class of the new 17-day WLC program of instruction in September 2009.

"Before you come here, you should practice," Staff Sgt. Clifford Dewitt, a small group leader, said. "You should go to your first-line supervisor or another NCO who you know is squared away. If you need help, get a mentor and prepare [with him or her] to get in front of somebody and be able to talk for five to seven minutes on a certain topic."

Those who don't prepare will have a hard time once they arrive, Dewitt said, especially those afraid of speaking in front of a group. "You have some who can get up there and just talk away – that's just how they are. Then you have

some whom you just have to put a rope around and pull. You just have to build that confidence that you can do it."

GET READY FOR NEW SUBJECTS:

The new course incorporates additional classes in administrative skills. These were added to help students get ready to take on the responsibilities of leadership.

"[Some] are signing a hand receipt and taking responsibility for multi-million dollar equipment without understanding the process. If something is lost, who pays for that?" Stewart said. "That's something NCOs need to know. The last block [on the form] is responsibility and accountability."

DO YOUR HOMEWORK: Soldiers don't have to wait until they are WLC students to become familiar with course material. In fact, all training support packages are available on Army Knowledge Online for prospective students' review: <https://www.us.army.mil/suite/page/514945>.

HAVE AN OPEN MIND: The changes to the Warrior Leader Course were made to give soon-to-be leaders better tools to lead effectively in today's Army. However, some arrive at WLC with a fixed mindset that prefers the status quo. An open mind, on the other hand, will help you far beyond the course, said Sgt. 1st Class Douglas Ostheimer, chief instructor at the Fort Bliss academy.

"There's a certain resistance to change – there always was and always will be. But those who can embrace the change, adapt to it and demonstrate resiliency; those are the leaders of the Army."

Editor's note: This is an updated version of a story that originally appeared in the November 2009 issue.



New school: A sampling of the classes now part of WLC

EFFECTS OF CULTURE

Reviews the concept of culture and shows how it affects the contemporary operational environment. Students review what comprises a culture, what culture shock is and how culture affects military operations.

MILITARY JUSTICE & DISCIPLINE

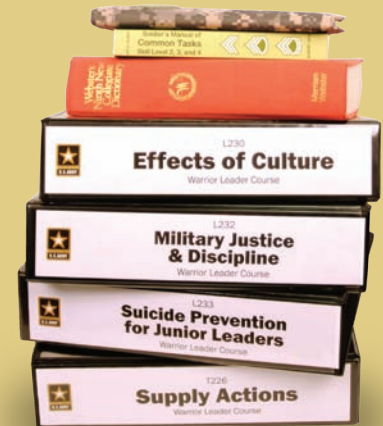
Focuses on the principles that underlie military discipline – authority, duties, relationships and nonjudicial/nonpunitive measures. Students also practice “What would you do?” scenarios.

SUICIDE PREVENTION FOR JUNIOR LEADERS

Provides instruction in the unique tools first-line supervisors need to identify, support and assist Soldiers who may have suicide- or mental health-related issues.

SUPPLY ACTIONS

Focuses on regulatory guidance in the areas of accountability and serviceability at the squad level. A practical exercise has students perform an inventory and complete the corresponding paperwork.



THE NEW WLC: WHAT'S IN & WHAT'S OUT

Based on input from NCOs in the field and from previous graduates, course designers made numerous changes to the Warrior Leader Course to make it more relevant for today's junior leaders. Here are a few of the more significant changes to the course's curriculum and the reasons course designers and instructors say they were made:

What's out:

- ✘ **Land navigation and map-reading skills:** Those skills are more appropriately taught at the unit level and are redundant at an NCO academy, which focuses on leadership and administration skills.
- ✘ **Physical training tests:** PT evaluations also should be done at the unit level before students attend WLC. Marginal students who are sent to the course risk having a negative report follow them throughout their careers.
- ✘ **After-hours lock down:** Students are given more downtime after classes are done for the day and are able to leave the student barracks. This added accountability tests students' self-discipline and time-management skills and matches what is expected of NCOs when back in their units.
- ✘ **Separate curricula for different components:** Reservists and National Guard members formerly attended a modified WLC. Now, they will attend a course identical in content to the active component, but condensed to fit into 15 days.

What's in:

- ✓ **Written tests:** In addition to performance evaluations, which have always been part of WLC, the new program of instruction contains three written exams. Students are allowed to reference notes, texts and documents on laptops during the test, just as they would in real-world situations.
- ✓ **Oral presentations:** Students practice their public speaking skills by delivering to their classmates a briefing concerning the history of the Army and the contributions of NCOs.
- ✓ **Drill and ceremony:** This tests students' precision, comprehension and ability to deliver commands to their squad. Students practice repeatedly when marching to and from the academy, their barracks or the dining facility.
- ✓ **More administration skills:** To prepare students for the supervisory paperwork that is a natural part of an NCO's position, practical training in writing NCO Evaluation Reports, memorandums, sworn statements and award recommendations has been added.
- ✓ **Army Physical Readiness Training:** Students are taught the concepts and principles underlying the Army's newly released PT regimen and how to lead their Soldiers in it. The lesson also delves into other health and fitness topics such as nutrition, diet, preventive medicine, mental health and spiritual well-being.

NCO Stories

A selection of Valor



Staff Sgt. Lucian Adams

Citation to award the Medal of Honor

For conspicuous gallantry and intrepidity at risk of life above and beyond the call of duty on October 28, 1944, near St. Die, France.

When Staff Sgt. Lucian Adams' company was stopped in its effort to drive through the Mortagne Forest to reopen the supply line to the isolated third battalion, Adams braved the concentrated fire of machineguns in a lone assault on a force of German troops. Although his company had progressed less than 10 yards, three were killed and six wounded.

Adams charged forward dodging from tree to tree firing a borrowed BAR [Browning automatic rifle] from the hip. Despite intense machinegun fire which the enemy directed at him and rifle grenades which struck the trees over his head showering him with broken twigs and branches, Adams made his way to within 10 yards of the closest machinegun and killed the gunner with a hand grenade.

An enemy soldier threw hand grenades at him from a position only 10 yards distant; however, Adams dispatched him with a single burst of BAR fire. Charging into the vortex of the enemy fire, he killed another machine gunner at 15 yards range with a hand grenade and forced the two supporting infantrymen to surrender.

Although the remainder of the German group concentrated the full force of its automatic weapons fire in a desperate effort to knock him out, he proceeded through the woods to find and exterminate five more of the enemy.

Finally, when the third German machinegun opened up on him at a range of 20 yards, Adams killed the gunner with BAR fire.

In the course of the action, he personally killed nine Germans; eliminated three enemy machineguns; vanquished a specialized force, which was armed with automatic weapons and grenade launchers; cleared the woods of hostile elements; and reopened the severed supply lines to the assault companies of his battalion.

"I'm no hero ... just an ex-Soldier"

By **Stephanie Sanchez**

To his dying day, Lucian Adams told everyone he was not a hero but a former Soldier who fought in World War II.

Former President Franklin D. Roosevelt did not agree.

In 1945, the president ordered Adams home from deployment to be awarded the Medal of Honor. Roosevelt, however, died before giving the medal to the then staff sergeant, and the award was presented that same year by Lt. Gen. Alexander Patch, commander of the 7th Army in Nuremberg, Germany.

According to his award citation, Adams single-handedly destroyed enemy machine gun emplacements to re-establish supply lines to U.S. Army companies.

During their mission, the company was blocked by German troops in a forest near Saint-Die, France on Oct. 28, 1944. The company progressed less than 10 yards, suffering three dead and six wounded, when Adams charged forward, dodging from tree to tree.

Firing a Browning automatic rifle while enemy machine-gun fire flew and broken branches fell, Adams pressed forward. He got to the closest machine-gunner and killed him with a hand grenade. He then killed another German soldier who threw hand grenades at him from 10 yards away.

Adams continued charging into enemy fire, killed another machine-gunner with a hand grenade and forced two German soldiers to surrender. The remainder of the German force continued to direct their fire at him, but he made his way through the wooded area and killed five more Germans and another machine-gunner.

"In the course of the action, he personally killed nine Germans; eliminated three enemy machine-guns; vanquished a specialized force, which was armed with automatic weapons and grenade launchers; cleared the woods of hostile elements; and reopened the severed supply lines to



Courtesy photo

Lt. Gen. Alexander M. Patch, 7th Army Commander, conferred the Medal of Honor on five 3rd Division officers and noncommissioned officers on April 22, 1945. Left to right: Lt. Col. Keith L. Ware, Lt. John J. Tominac, Tech. Sgt. Russell E. Dunham, Staff Sgt. Lucian Adams and Pfc. Wilburn K. Ross.

the assault companies of his battalion," according to his citation.

In an interview with the *Dallas Morning News* in 1993, Adams said, "I'd seen all my buddies go down and calling for medics, and I didn't want to go down with any ammunition still on me, so I just kept firing. Lucky for me, I got them before they got me."

He then told the *San Antonio Express-News* in 2002 that he was not afraid during the battle. He said it was not until once the events were over that he realized how serious and dangerous the situation was.

Adams, a Port Arthur, Texas, native, joined the Army in 1943 and left the service the same year he received the Medal of Honor. He had also been awarded a

Bronze Star for his military efforts in Italy.

He worked as a benefits counselor for the Veterans Administration in San Antonio for 40 years.

"I never brought up the fact that I'd been in combat myself and had been awarded the Medal of Honor," Adams told the *San Antonio Express-News* about his years as a benefits counselor. "I'm no hero. I'm just an ex-Soldier."

Adams, who had suffered from diabetes and heart problems, died in 2003 in San Antonio. Shortly before his death, he was featured in, "Hispanics and the Medal of Honor," a History Channel documentary. 🇺🇸

Fort Jackson NCO awarded Soldier's Medal after life-saving reaction

By Fort Jackson Public Affairs Office

Three to five seconds. That's how long it takes for an M67 hand grenade to explode after the last of three safety features has been disabled.

Last July, a Soldier's quick reaction ensured that no one was hurt during a mishap at the Fort Jackson, S.C., Remagen hand grenade range.

For his actions that day, Staff Sgt. Mercedes Amaro of Company B, 4th Battalion, 10th Infantry Regiment, and an instructor at the Remagen range, was awarded the Soldier's Medal on July 2, the highest decoration for heroism in a non-combat incident.

When Amaro and a Basic Combat Training Soldier stepped into bay four of the live grenade area on July 31, 2009, everything appeared to go according to plan. The Soldier had trained with dummy grenades and was prepared for her turn at the live range.

"That day, I didn't think anything was going to happen," Amaro said.

But right before the Soldier was supposed to throw her first live grenade, something went wrong.

"When she went to throw, she turned toward her left [at bay three]," Amaro said. "In bay three, there was another Soldier and another cadre [member]."

Realizing that the Soldier was going to throw straight at the other Soldiers, who had their backs turned toward bay-four, Amaro reacted within a split second.

"I slapped [the grenade] out of her hand," Amaro said. "It fell between us. I yelled, 'Grenade!' ... I picked [the Soldier] up, threw her out [of the bay] and landed on top of her."

Amaro said he is proud of receiving the award. He said he credits his four combat tours and his training for his quick reaction.

The instructor in the adjacent bay, Staff Sgt. Mike Derry, said he did not immediately realize the danger when he got

instructions from the observation tower to get down.

"I got down, and then I heard an explosion and thought, 'That doesn't sound right,'" Derry said. "If [Amaro] hadn't stopped [the Soldier], I would have had a bad day."

Derry, who like Amaro is a combat-experienced infantryman, said he did not expect to be involved in a situation like this when he reported to Fort Jackson.

"I came from an infantry unit," Derry said. "I've been hit by five roadside bombs. I thought I'd get a little bit of reprieve from explosives."

Sgt. 1st Class Michael Ethridge, Remagen's none commissioned officer-in-charge, witnessed the events from the range's observation tower.

Ethridge said two different dangerous incidents happened at the same time: The Soldier turned to throw the hand grenade to the adjacent bay, and the hand grenade dropped in the pit.

"It was just two incidents on top of each other that made it worse than it normally would be," he said.

After learning what happened at the range, Lt. Col. Richard MacDermott, commander of the 4th Battalion, 10th Infantry Regiment, did not hesitate to endorse Amaro's nomination for the Soldier's Medal.

"It was just a great action by a great Soldier, and I'm proud of every member of the cadre out there. I'm confident that they all would execute that," MacDermott said. "Taking care of the Soldier first and then himself, just putting the Soldier's welfare in front of his own — that says a lot about the type of man he is."

Derry shared a similar sentiment.

Amaro "totally deserves it," Derry said. "He had an option. He didn't have to do it. He would have been safe. That [Soldier] wouldn't have been safe."



Photo by Susanne Kappler

Staff Sgt. Mercedes Amaro, right, Company B, 4th Battalion, 10th Infantry Regiment, explains how to properly grip a hand grenade to Pvt. Francesca Vukas, Company F, 1st Battalion, 34th Infantry Regiment. Amaro was recently awarded the Soldier's Medal for preventing injuries during a training mishap at Remagen hand grenade range on Fort Jackson, S.C.

Sergeant earns Silver Star for charging into enemy ambush

By Sgt. Micah E. Clare
U.S. Army Europe Public Affairs Office

Staff Sgt. Lincoln V. Dockery didn't see the grenade that sent shrapnel into his right forearm when he charged insurgent fighters in Afghanistan's Korengal Valley in Kunar province on Nov. 16, 2007.

"Someone yelled out, and I looked up and saw it coming. My hand went up and a hot, sharp feeling went through," he said.

Dockery, a combat engineer then assigned to a route clearance patrol with Company A of the 173rd Airborne Brigade's Special Troops Battalion, said he decided the injury wasn't major and continued his charge up a hill into enemy fire. He was awarded a Silver Star and Purple Heart in Bamberg, Germany, March 11, 2009.

"I don't want to think about what would have happened had he not been there," said Capt. William Cromie, Dockery's platoon leader. "It would have been a completely different day. While described in the infantry field manual and taught at every schoolhouse in our career, if asked to charge into an enemy, uphill and within hand-grenade range, most people only know 'yes' as a book answer."

Dockery said the description of the mission for which the patrol departed from Forward Operating Base Asadabad in Kunar province that day sounded like the description of their mission for any other day: "Out looking for bombs."

"My only concern was for the guys who worked under me," said the 25-year-old Runnemede, N.J., native.

His concern became reality when the lead vehicle on the mission, a Husky mine-detecting vehicle, activated an improvised explosive device. Rocket-propelled grenades immediately started hitting the damaged vehicle, and it became clear the convoy was in the middle of an ambush.

"Across [a nearby river], we could see RPGs and small-arms fire coming at us," Dockery said. "But when I looked over to the right, I could see that RPGs were hitting our side of the vehicle."

Dockery determined that another enemy group was hidden much closer and that a quick decision had to be made.

"I realized the enemy was actually 20 meters from our position," he said. "If we didn't assault the hill they were attacking from, they would have taken us out. They couldn't miss with their weapons; they were so close."

Dockery said his first move was to investigate the lead vehicle's driver, Pfc. Amador Magana, who could have been seriously injured by the IED blast.

"I could see RPGs and rounds impacting all over the vehicle, and the front windshield was about to cave in from all the (AK-47) bullets," Dockery said.

Sneaking around from the other side and climbing up the back tire, he knocked on the window and saw that Magana was barely conscious but not wounded. Magana managed to give a thumbs-up, he said, and soon stood up, manned his M-249 ma-



Photo by Sgt. Micah E. Clare

Staff Sgt. Lincoln V. Dockery, a combat engineer with Headquarters and Headquarters Company, 173rd Airborne Brigade Special Troops Battalion; his wife, Dominika, and daughter, Pria, after the ceremony in which the sergeant was awarded a Silver Star and Purple Heart in Bamberg, Germany.

chine gun and returned fire on the enemy.

Dockery said he decided to storm up the hill.

The sergeant began making his way up the hill with one of his Soldiers, Spc. Corey Taylor, as their team members provided support from the convoy.

During the charge, Dockery was injured, but he kept going through hand grenade exchanges and incoming RPGs.

"The shrapnel didn't really hurt initially. We also had to dig shrapnel out of Taylor's leg later," he said.

The pair low-crawled the rest of the way up, watching bullets kick up rocks and dirt all around them, then pushed the enemy back from their position and found the IED command detonator and wire.

Indirect fire, air strikes and other close air support were called in later to deal with about 30 fleeing fighters, but Dockery's assault kept everyone else in the patrol alive.

"Anybody would have done the same thing I did that day," Dockery said, down playing his role in the event.

Cromie, who was awarded a Silver Star on July 12, 2008, for his actions in Afghanistan the same day, sees it differently. He said Dockery was nothing less than a hero.

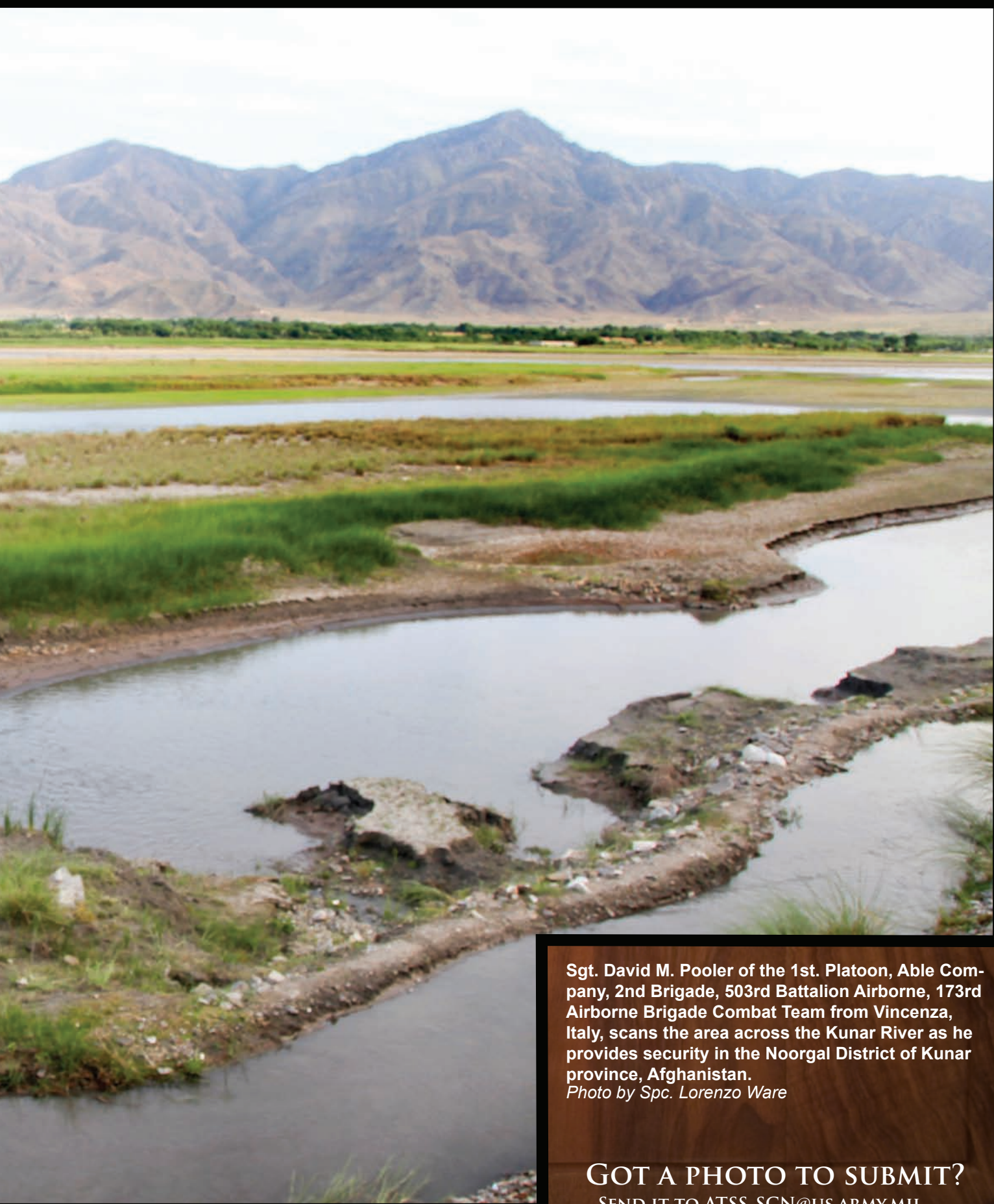
Before the mission, Cromie had put Dockery in charge of his own squad and made him a patrol leader for the eight months the unit performed route clearance operations.

"I had an insurmountable amount of trust in him," Cromie said. "He was the most combat-proven NCO in the platoon."

A new officer at the time, Cromie said having such a competent NCO was amazing, and he will compare every one he works with to Dockery.

PHOTO JOURNAL





Sgt. David M. Pooler of the 1st. Platoon, Able Company, 2nd Brigade, 503rd Battalion Airborne, 173rd Airborne Brigade Combat Team from Vincenzo, Italy, scans the area across the Kunar River as he provides security in the Noorgal District of Kunar province, Afghanistan.

Photo by Spc. Lorenzo Ware

GOT A PHOTO TO SUBMIT?

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PHOTO JOURNAL

▶ Cpl. Robert Graves provides security in a wheat field in the village of Alowski, Afghanistan as his unit conducts a dismounted patrol. Graves is assigned to the 401st Military Police Company, 720th MP Battalion, 89th MP Brigade.

Photo by Spc. De'Yonte Mosley

▼ Spc. Magan Lindsey Girr (left) of 1st Brigade, 178th Field Artillery Battalion, South Carolina Army National Guard, hands a stuffed bear to a young Afghan girl during a humanitarian assistance mission in a remote village of Kabul province.

Photo by Capt. Chris G. Neeley



▶ Pfc. Jerry Cleveland and Spc. Brett Mitchell of Alpha Company, 1st Battalion, 4th Infantry International Security Assistance Force provide mortar support to their own unit, the Afghan National Army 1st Kandak, 2nd Brigade, and their Task Force Phoenix Embedded Training Team mentors during Operation Dragon Strike in the Da'udzay Valley, Zabol province, Afghanistan.

Photo by Sgt. 1st Class Jim Downen





▲ Posting security just outside the walls of a combined security checkpoint, crew chief Sgt. Fred Oser, of Alpha Company, 2nd Battalion, 25th Combat Aviation Brigade, attached to 2nd Heavy Brigade Combat Team, 3rd Infantry Division, watches for hostile threats as U.S. Soldiers and Iraqi dignitaries board a UH-60 Black Hawk before taking off in the Ninewa province in Iraq. *Photo by Gregory Gieske*



▲ U.S. Air Force Master Sgt. Robert Carreon, a videographer with 4th Combat Camera, who is attached to 5th Brigade, 2nd Infantry Division, shows an Afghan student his footage at the Bazaar school in Hutsal, Afghanistan. *Photo by Staff Sgt. Dayton Mitchell*

▼ Pfc. Ji Chong (left) listens to an NCO instructor while conducting a submission hold on Pfc. Andrew Bituin during a non-lethal weapons training class at the Muscatatuck Urban Training Center in Indiana. *Photo by Sgt. Robert Cooper*



Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

◆ *Spc. Jamal M. Rhett, 24, Palmyra, N.J., Aug. 15, 2010* ◆

Operation Enduring Freedom

Pfc. John E. Andrade, 19, San Antonio, Texas, Aug. 7, 2010 ◆ *Spc. Andrew J. Castro, 20, Westlake Village, Calif., Aug. 28, 2010*
Pfc. Benjamin G. Chisholm, 24, Fort Worth, Texas, Aug. 17, 2010 ◆ *Pfc. Chad D. Coleman, 20, Moreland, Ga., Aug. 27, 2010*
Pfc. Paul O. Cuzzupe, 23, Plant City, Fla., Aug. 8, 2010 ◆ *Sgt. Steven J. Deluzio, 25, South Glastonbury, Conn., Aug. 22, 2010*
Sgt. Patrick K. Durham, 24, Chattanooga, Tenn., Aug. 28, 2010 ◆ *Staff Sgt. Derek J. Farley, 24, Nassau, N.Y., Aug. 17, 2010*
Pvt. Charles M. High IV, 21, Albuquerque, N.M., Aug. 17, 2010 ◆ *Spc. Faith R. Hinkley, 23, Colorado Springs, Colo., Aug. 7, 2010*
Staff Sgt. James R. Ide, 32, Festus, Mo., Aug. 29, 2010 ◆ *Sgt. Christopher N. Karch, 23, Indianapolis, Ind., Aug. 11, 2010*
Sgt. Martin A. Lugo, 24, Tucson, Ariz., Aug. 19, 2010 ◆ *Sgt. Brandon E. Maggart, 24, Kirksville, Mo., Aug. 22, 2010*
Pfc. Alexis V. Maldonado, 20, Wichita Falls, Texas, Aug. 21, 2010 ◆ *Spc. Pedro A. Millet Meletiche, 20, Elizabeth, N. J., Aug. 22, 2010*
Sgt. Andrew C. Nicol, 23, Eaton, Mich., Aug. 8, 2010 ◆ *Pvt. Adam J. Novak, 20, Prairie du Sac, Wis., Aug. 27, 2010*
Pfc. Bradley D. Rappuhn, 24, Grand Ledge, Mich., Aug. 8, 2010 ◆ *Pfc. Bryn T. Raver, 20, Harrison, Ark., Aug. 29, 2010*
Sgt. 1st Class Edgar N. Roberts, 39, Hinesville, Ga., Aug. 17, 2010 ◆ *Spc. James C. Robinson, 27, Lebanon, Ohio, Aug. 28, 2010*
Pfc. Justin B. Shoecraft, 28, Elkhart, Ind., Aug. 24, 2010 ◆ *Spc. Tristan H. Southworth, 21, West Danville, Vt., Aug. 22, 2010*
Spc. Michael L. Stansbery, 21, Mount Juliet, Tenn., July 30, 2010 ◆ *Sgt. Kyle B. Stout, 25, Texarkana, Texas, July 30, 2010*
Master Sgt. Jared N. Van Aalst, 34, Laconia, N.H., Aug. 4, 2010 ◆ *Capt. Ellery R. Wallace, 33, Utah, Aug. 29, 2010*
Spc. Christopher S. Wright, 23, Tollesboro, Ky., Aug. 19, 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 Aug. 1, 2010, and Aug. 31, 2010.

PLAY IT SAFE

LEADERS
SOLDIERS
FAMILIES

Before hitting the dirt learn how to operate your bike and wear the proper protective equipment.

- Helmet
- Eye protection
- Sturdy over-the-ankle boots
- Shin guards
- Gloves (padded full-finger)

IN THE DIRT!



ARMY SAFE IS ARMY STRONG



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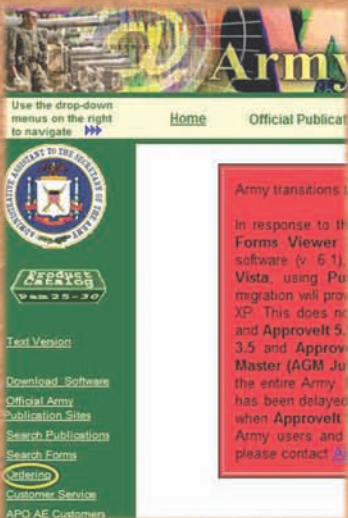


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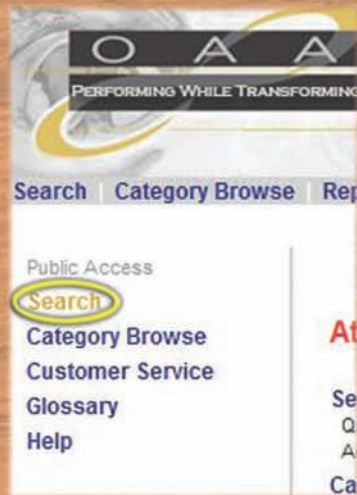
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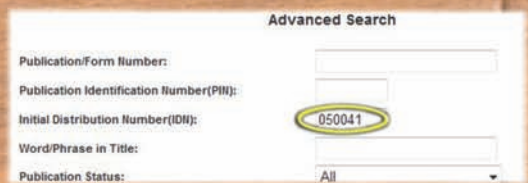
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