

A woman in military camouflage uniform is performing a pull-up on a horizontal bar. She is looking upwards with a focused expression. The background shows green foliage and sunlight filtering through the trees.

THE NCO JOURNAL

VOL. 20, ISSUE 8

AUGUST 2011

A MONTHLY FORUM FOR PROFESSIONAL DEVELOPMENT

DRILL SERGEANTS

DRILL SERGEANT OF THE YEAR PAGE 8

U.S. ARMY DRILL SERGEANT SCHOOL PAGE 16



pg 28



ON THE COVER

Staff Sgt. Felicia Frailey navigates the monkey bars, the last obstacle of the obstacle course event June 15 during the 2011 Drill Sergeant of the Year Competition at Fort Jackson, S.C.

Photo by Jennifer Mattson

August 2011 CONTENTS

THE NCO JOURNAL

Features

DRILL SERGEANT OF THE YEAR **8**
Jennifer Mattson

WHERE SERGEANTS BECOME DRILL SERGEANTS **16**
Michael L. Lewis

SECURING THE HIGH GROUND: 1ST SPACE BRIGADE **22**
Clifford Kyle Jones

2011 BEST CBRN WARRIOR **28**
David Crozier

THE HALBERD: AN NCO SYMBOL **34**
Sgt. Samuel Phillips

EDITORIAL

FROM THE CSM: SOME THINGS NEVER CHANGE, LIKE WHAT RIGHT LOOKS LIKE **4**

NEWS TO USE

NEWS AND INFORMATION AIMED AT BENEFITING TODAY'S NCOS/SOLDIERS **5**

- *Odierno nominated as next CSA; Dempsey to move up*
- *New sexual assault program emerging*
- *NCO breaks push-up record*

Celebrating 20 Years 1991 - 2011



pg **8**



pg **34**



pg **22**



pg **36**

36

NCO STORIES

Sgt. 1st Class Leroy A. Petry

FROM THE FIELD **42**

Master Sgt. Half-Mast: 60 years of maintenance leadership ■

NCOs on Leadership ■

Building resilient units ■

50

ROLL CALL

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



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From the CSM

Some things never change, like what right looks like

By Command Sgt. Maj. Thomas R. Capel
U.S. Army Europe

During my Army career, I've seen a lot of changes. Uniforms have changed. The way we fight and the enemy we're fighting have changed significantly. Just about the entire way we do business in the Army has changed.

This just goes to show how well our Soldiers adapt. But, a few things shouldn't change, like the basics of how we coach, mentor and teach our Soldiers. This is why our senior noncommissioned officers have to step up now.

Unfortunately, our Army has been running at a very high operational tempo for a long time, and some of these basics have been put on the back burner along the way. Our Soldiers are spending much more time training and deploying than they are on what's been called "garrison leadership."

Garrison leadership is simply ensuring good order and discipline, recognizing and taking steps toward risk reduction, taking a good hard look at your Soldiers' and their families' well-being, and providing professional development. The 2010 *Army Health Promotion, Risk Reduction and Suicide Prevention Report* covers these issues in the chapter titled "The Lost Art of Leadership in Garrison."



Photo by Sgt. Maj. Lisa Hunter

Command Sgt. Maj. Thomas R. Capel speaks with Command Sgt. Maj. László Tóth, the sergeant major of Hungarian Joint Forces Command, at the fifth annual Conference of European Armies for Noncommissioned Officers May 24 in Székesfehérvár, Hungary.

To sum it up, the report states what we know to be true: "The combination of Army transformation coupled with prolonged, recurring combat rotational requirements has resulted in young and mid-level leaders whose only command experience is meeting the demands of the deployment-to-combat-to-redeployment cycle." Our NCOs have emphasized combat, technical and tactical training, and focused on readiness, pre-deployment and reset cycles. All of this doesn't leave time for NCOs to do much else.

This culture shift has created a generation of young NCOs who are incredible warriors — the kind of Soldiers I would want beside me any day on the field of battle. But, because all of their Army experience has been with our Army at war, they are unaccustomed to taking care of Soldiers in a garrison environment. The report backs this up by showing statistics on the rise in Soldier suicides, criminal activities and other risk-taking behaviors.

This is where our senior NCOs come into the picture. Those of you who have 18, 20 or more years in the Army have that seasoned leadership experience. You know what right looks like.

One of our basic missions is to provide for the welfare of our Soldiers. This is something that we have to demonstrate with our actions, not just words.

You have to set and enforce the standards. Counsel your Soldiers regularly, hold accountability formations, do health and welfare inspections of your Soldiers' rooms, and conduct risk assessments when your Soldiers are going on leave.

As noncommissioned officers, we put our Soldiers' needs above our own. Just because they're not in a combat zone doesn't mean they don't need looking after. All Soldiers are entitled to outstanding leadership. We must provide that leadership.

If you're interested in reading the *Army Health Promotion, Risk Reduction and Suicide Prevention Report*, you can find it at <http://www.army.mil/article/42934/>.

Command Sgt. Maj. Thomas R. Capel is the 16th command sergeant major of U.S. Army Europe. In his 33-year Army career, he has served as an infantryman, drill sergeant, ROTC instructor and division command sergeant major and has deployed five times.

Odierno nominated as next CSA; Dempsey to move up

Army News Service →

President Barack Obama announced May 30 that he will nominate Gen. Raymond T. Odierno as the next chief of staff of the Army.

Obama also announced he will nominate Gen. Martin E. Dempsey, the Army's current chief of staff, to be chairman of the Joint Chiefs of Staff.

Dempsey is expected to replace Adm. Mike Mullen when his term as chairman ends Sept. 30. The president made the announcement in the White House Rose Garden just before departing to Arlington National Cemetery, Va., for the national Memorial Day ceremony.

"I'm announcing my choice for their successors today because it's essential that this transition be seamless and that we stay focused on the urgent national security challenges before us," Obama said.

If the Senate approves the nominations, Odierno — known for overseeing the transition from surge to stability operations in Iraq from September 2008 to September 2010 — will replace Dempsey as the chief of staff just five months after Dempsey was named to the Army's highest military position.

Dempsey became the 37th Army chief of staff April 11.

Dempsey's term in the position is not the shortest among Army chiefs. That record is held by Lt. Gen. John C. Bates, who served from Jan. 15, 1906, to April 13, 1906, just under three months. And, Maj. John Doughty served in an equivalent position, as the United States Army's "senior officer," from June 20, 1784, to Aug. 12, 1784 — a stint of just 53 days.

Among those serving in the chief of staff position, a title first used in 1903, it was Gen. George Marshall who held the position longest — more than six years — from Sept. 1, 1939, to Nov. 18, 1945. He served in the position for the duration of World War II.

Odierno currently serves as commander of the U.S. Joint Forces Com-



Photo by C. Todd Lopez

President Barack Obama announced May 30 that he will nominate Gen. Raymond T. Odierno as the next chief of staff of the Army. Odierno currently serves as commander of the U.S. Joint Forces Command.

mand, which is being deactivated Aug. 31. He entered the Army in 1976.

Gen. David Petraeus, now commander of the International Security Assistance Force and U.S. Forces Afghanistan, and who was confirmed by the Senate in June to be the next director of the CIA, served together with Odierno in the earliest days of the conflict in Iraq.

During the recent surge in Iraq, Petraeus served as Multi-National Forces–Iraq commander, while Odierno served as the Multi-National Corps–Iraq commander.

"His leadership of MNC-I was absolutely magnificent, his operational vision was exceptional, his determination was extraordinary and his drive was legendary," Petraeus said. "It was an enormous privilege to have him as a key member of the team during that pivotal period."

Odierno assumed Petraeus' position at MNF-I in September 2008 and was there through its transition to United States Forces–Iraq.

Odierno "continued to make a tremendous impact in the land of the two

rivers as the overall commander there for another two years," Petraeus said.

In October 2010, Odierno took command of U.S. Joint Forces Command, "shouldering with great skill and vision the delicate task of transitioning vital capabilities of JFCOM to other organizations to enable the disestablishment of that command," Petraeus said.

The president himself commented on Odierno's successes in Iraq when making the announcement regarding his nomination to the chief of staff position.

"In three pivotal deployments to Iraq, he commanded the troops that captured Saddam Hussein, partnered with Gen. Petraeus to help bring down the violence, and then transferred responsibility to Iraqi forces, allowing us to remove some 100,000 American troops and end our combat mission," Obama said. "After years on the front lines, Ray understands what the Army must do — to prevail in today's wars, to prepare for the future and to preserve the readiness of the Soldiers and families, who are the strength of America's families."

New sexual assault, sexual harassment program emerging

By Kerstin Lopez
Army News Service

The Army is taking a stand against sexual harassment and assault with the implementation of a new program.

The Sexual Harassment/Assault Response and Prevention program is a comprehensive integration and transformation of the Army's Sexual Assault Prevention and Response Program and Prevention of Sexual Harassment efforts. The SHARP program reinforces the Army's commitment to eliminating incidents of sexual harassment and sexual assault through awareness and prevention, training, victim advocacy, reporting and accountability, said Master Sgt. Cory Wilson, the SHARP non-commissioned officer in charge at Fort Carson, Colo.

In order to enhance military readiness, productivity and unit cohesion and to stop sexual harassment and assault, the Army aims to achieve cultural change.

"The Army is moving to a culture of prevention instead of reacting. The U.S. Army's new policy now is to prevent, and that's why they have the SHARP program," Wilson said.

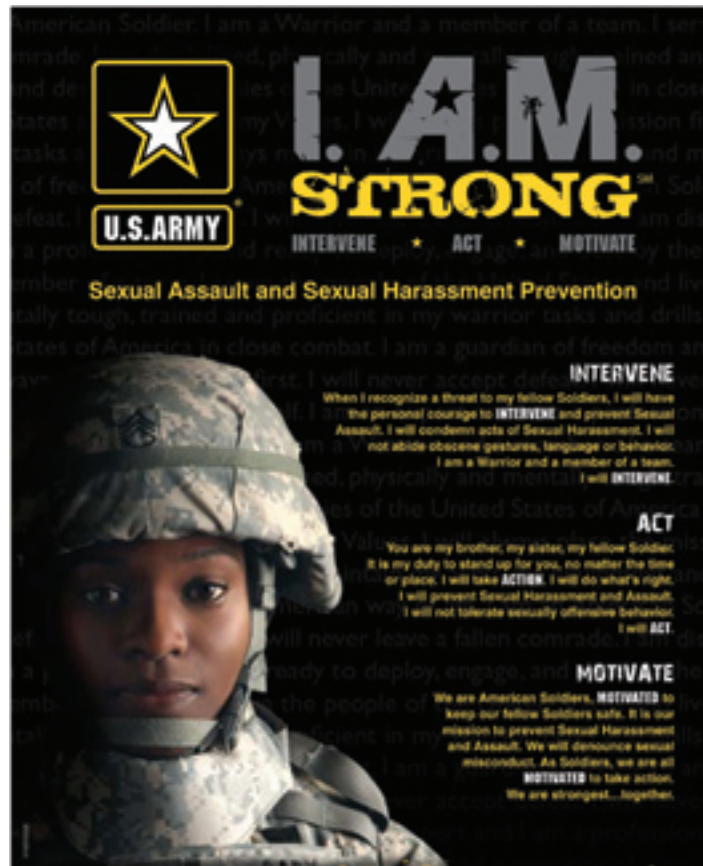
The program will be fully implemented Armywide by July 2012, but some installations, like Fort Carson, began to see the shift from SAPR to SHARP in the spring.

Harassment is thought to be a precursor to sexual assault and, by addressing the issue, the hope is to eliminate both offenses from the military.

Lt. Col. Cyndi Shue, interim EO and SHARP program manager, said the program is moving in the right direction by including sexual harassment.

"With the implementation of SHARP, EO will be able to better assist leaders to focus on maximizing Soldier potential and ensure fair treatment for all based solely on merit, fitness and capability," Shue said. "Tightening resources fosters competition for control."

"Taken a step too far, the need for control may evolve into sexual harassment, a form of sex discrimination. SHARP will target awareness and prevention of harassment behaviors,



while facilitating the care and recovery of those affected by assault," Shue said.

During the annual SHARP summit in March, Secretary of the Army John McHugh said the conference was an effective venue to reinforce SHARP training and share prevention strategies, messages and ideas. He emphasized that the Army is on the right track with the new program and will continue to combat the issues of sexual harassment and assault in military ranks.

"The fact that this sexual assault still occurs in our ranks is heartbreaking, and it's antithetical to everything we value in this institution. And, at the risk of stating the obvious, it is simply unacceptable," McHugh said.

"Three years ago, this Army — all of you — recognized this problem for what it was," McHugh said. "And, that

recognition led to the development of programs and initiatives to tackle the issue head on. All of you committed yourselves; you committed yourselves to helping this Army become a national leader in the awareness of what is, in large measure, an under reported crime, but also in the prevention of that crime."

"And I think it's fair to say as well that each aspect to the SHARP program has in its own way helped stunt the growth of this scourge within our ranks," he said. And we've spent almost \$54 million on the 'I. A.M. Strong' Campaign, and we did it to educate Soldiers, to prevent the acts from ever happening, and this specialized advocacy in Army-wide Soldier awareness training has given us the ability to recognize and better prevent the problem from the ground up."

Wilson said the SHARP program is important because it demonstrates that the Army is taking the forefront, like it does with many things.

"Bottom line is there is no place for sexual assault or harassment in the Army," Wilson said. "I really believe in this program and support it 110 percent. I think it's going to have good results."

For more information about the SHARP program, visit its website at www.preventsexualassault.army.mil.

NCO breaks push-up record

By Staff Sgt. Brad Staggs
Camp Atterbury Public Affairs

Have you ever wanted to break a world record? Staff Sgt. John Halsey didn't know that he wanted to until he discovered that he had something to prove to his student Soldiers.

Halsey, an assistant platoon sergeant in B Company for the Patriot Academy at Muscatatuck Urban Training Complex, Butlerville, Ind., noticed that the students under his watch were a bit lethargic on their day off.

"I challenged them to go do something productive, go break a world record," Halsey said. "They laughed about it and told *me* to go break a world record. I told them, I would find one and, 'I will!'"

The record that Halsey found was "most push-ups in one minute with a 40-pound pack" — a record held by Britain Paddy Doyle, who performed 51 push-ups in one minute with a 40-pound pack on his back Oct. 11, 2010.

Halsey said he felt that he not only needed to break the record, he needed to beat it decisively to show his Soldiers that anything is possible.

The barrel-chested Halsey trained every day for two months while still performing his duties at the academy.

The rules for breaking a world record are very specific and include having witnesses present who have nothing to do with the attempted record breaker or the organization.

Shana Richmond of North Vernon, Ind.; Connie Rayburn, North Vernon city councilor; and North Vernon's first lady, Joanne Campbell, volunteered to witness the event and act as unbiased judges.

With more than 100 Patriot Academy students present in the old school house gymnasium June 17, a 40 pound kettlebell was placed in a 3-pound backpack, more than tipping the mandatory weight of 40 pounds as it was officially weighed and documented.

When Halsey was told to go, he was more than ready. By the time 30 seconds had elapsed, every student was out of his or her seat, pounding the floor of the gym-

nasium, cheering louder and louder for Halsey until it was nearly impossible to hear the time keeper on the public address system.

As soon as the crowd, which was counting along with the number of push-ups, shouted "52," everybody started cheering, but Halsey didn't stop.

He wasn't satisfied with simply breaking the record. He wanted to put an emphasis on it.

"Stop" was called at 60 seconds and the official final count was 60 push-ups. Halsey had performed 60 push-ups in one minute — an average of one push-up every second — while wearing a 43-pound backpack.

The three judges appeared to get just as excited as the students the closer Halsey came to breaking the record. Rayburn was one person in charge of counting the number of push-ups using a hand counter.

"I was so excited, and I was looking at how much time was left," Rayburn said. "I knew where I was at on the count and kept thinking, 'This is too cool! But, remember to focus on what you're doing,'" she said.

"I knew the previous record was 51," said Richmond, another official counter. "So the second I hit 51, I was cheering as hard as the Soldiers behind me. I can't wait to tell my kids at school. They are going to think it's the greatest thing that's ever happened."

Campbell said she was excited to be present at the breaking of a world record.

"I have never done anything like this before," Campbell said. "What an experience. I'm so proud of him and his motivation. It's awesome."

After his record-breaking attempt, Halsey didn't appear any worse for wear.

"I'm just glad it's over with," he said. "My goal behind this was to show the students it can be done. I have a feeling a lot of them will be gunning for this record just because it was me who broke it. I want to watch them do it because any time they are trying that hard, they are just becoming better Soldiers."

It may take as long as six weeks for the Guinness World Record committee to verify Halsey's record, at which point he will be sent a certificate to commemorate the achievement.



Photo by Staff Sgt. Brad Staggs

Staff Sgt. John Halsey attempts to break a world record for the most push-ups in one minute while wearing a 40-pound pack as Sgt. 1st Class Jay Brown (left) cheers him on and Capt. Steven Conway (second from right) and North Vernon first lady Joanne Campbell keep the official time June 17 at the Muscatatuck Urban Training Complex in Butlerville, Ind. Halsey broke the record by performing 60 push-ups in 60 seconds.

DRILL SERGEA





NT of the

YEAR

Story and Photos by

JENNIFER MATTSON

Though they don't wear suits or carry briefcases, today's Soldiers are no less professionals — they are highly proficient and eminently skilled in their warrior tasks.

Among the most professional of these Soldiers is the drill sergeant, who is responsible for transforming civilians into Soldiers, upholding the standard and teaching young recruits what it means to be a professional Soldier.

June 11 at Fort Jackson, S.C., six drill sergeants competed to see who best trained, led, cared and maintained. Drill sergeants from Fort Benning, Ga.; Fort Jackson; Fort Leonard Wood, Mo.; Fort Sill, Okla.; the 95th Training Division headquartered in Oklahoma City; and the 98th Training Division from Rochester, N.Y., represented their commands after winning competitions there, said Staff Sgt. Timothy Sarvis, the 2010 Drill Sergeant of the Year and this year's co-coordinator of events with Staff Sgt. Melissa Solomon, the 2010 reserve component DSOY.

More than any other Soldier, Sarvis said, drill sergeants live and breathe the profession of arms.

"Profession of arms' is going back to all of our warrior tasks — even our garrison tasks. As drill sergeants, we do that anyway," Sarvis said. "We always teach the basics of what a Soldier should know and what a Soldier should be. We've been living it for several years now — it's how to operate in combat and how to come back and operate as a professional Soldier."

Command Sgt. Maj. John Calpena, command sergeant major for Initial Military Training at the U.S. Army Training and Doctrine Command, said drill sergeants teach their Soldiers not only how to think, but also how to act professionally — both when deployed and in-garrison.

"Drill sergeants teach today's Soldiers — tomorrow's leaders in industry, in government, in our Army. They form the leaders of tomorrow," Calpena said.

The winners will join Calpena at Fort Eustis, Va., to work at TRADOC, representing drill sergeants and helping with Initial Military Training policy.

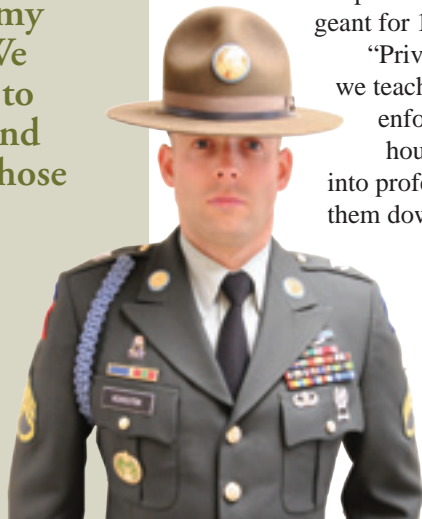
This year's winners were Staff Sgt. John Heslin, from Fort Benning, Ga., who won the active-duty Drill Sergeant of the Year title, and Staff Sgt. Andrew Palmer, from the 98th Training Division who is the Reserve Drill Sergeant of the Year, but all of the competitors were professionals with their own stories to tell.

PROFILES IN PROFESSIONALISM

The competitors of the 2011 Drill Sergeant of the Year Competition stand in front of the U.S. Army Drill Sergeant School at Fort Jackson, S.C. The statue is of Allen Glen Carpenter, who won the first competition in 1969 as a sergeant first class.

“As drill sergeants, we are the ones who help Soldiers meet the Army standards. We tell Soldiers to do as I do, and we uphold those standards.”

—Staff Sgt. Jasper Kohoutek



PROFESSIONAL SOLDIER, PROFESSIONAL CIVILIAN

Staff Sgt. Jasper Kohoutek represented the Army Reserve’s 95th Training Division in the competition. He has been a drill sergeant for 15 months at Fort Sill.

“Privates are like sponges; we teach them the standards and enforce them at school,” Kohoutek said. “We make them into professionals before we send them downrange.”

When not on active duty, Kohoutek works as a heating and air condi-

tioning specialist at Spokane Community College. He said what he learns in the Army helps him be more professional in the private sector.

“It’s important to exemplify leadership. To be an instructor, you have to have professionalism, standards, uniformity and cleanliness,” Kohoutek said.

“You aren’t just checking the box. You do everything to standard.”



Left: Staff Sgt. Jasper Kohoutek goes over how to operate an AT4 antitank weapon.

Above: Staff Sgt. Felicia Frailey coaches Celeste McKenry, a basic trainee, down the rappelling tower.

“Drill sergeants are experts and professionals. It’s the person you go to and expect to have the answers.”

—Staff Sgt. Felicia Frailey



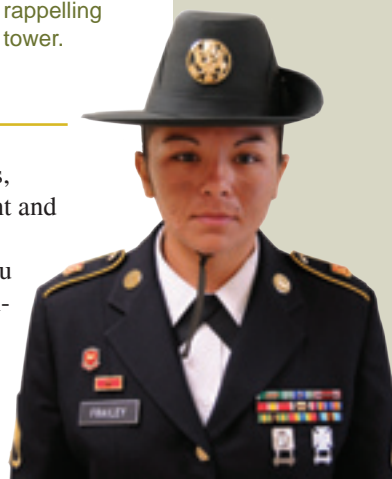
PROFESSIONAL WARRIOR

Staff Sgt. Felicia Frailey has been a drill sergeant since January 2010 at Fort Sill. She has deployed twice to Iraq as a bridge crew member.

“Everything I’ve done in-garrison and while deployed has prepared me to be a drill sergeant,” Frailey said.

When it comes to soldiering skills, there’s a fine line between enforcement and teaching, she said.

“We enforce the standard, but you still have to have patience to teach Soldiers,” Frailey said. “We are professional, 100 percent.”



“It’s rewarding to turn a civilian and transform them into a Soldier.”

—*Staff Sgt. Benjamin Facio*



MENTORING DRILL SERGEANTS & SOLDIERS

Staff Sgt. Benjamin Facio has been a drill sergeant since May 2010 at Fort Leonard Wood, where he won the Maneuver Support Center of Excellence Drill Sergeant of the Year Competition on April 15.

“Being the drill sergeant of the year for the Maneuver Support Center of Excellence means I’m a mentor to all other drill sergeants at Fort Leonard Wood,” Facio said.

He volunteered for drill sergeant duty and within a week of submitting his packet was on orders to attend the U.S. Army Drill Sergeant School at Fort Jackson.

“I’ve always

wanted to be a drill sergeant, ever since I went through basic training,” Facio said. “I was lucky to have two very good drill sergeants when I was in OSUT (One Unit Station Training). In basic training, I told myself, if I want to lead in the Army, I need to be a drill sergeant.”

Drill sergeants play a wider role in the Army than most realize, Facio said.

“As a drill sergeant, you have a huge impact on the Army itself and its ability to accomplish the mission,” Facio said.



Above: Staff Sgt. Samantha Goscinski pushes her way through the confidence course.

Right: Staff Sgt. Benjamin Facio maneuvers through the obstacle course.

BEING THE STANDARD-BEARER

Staff Sgt. Samantha Goscinski has been a drill sergeant at Fort Jackson since 2009. She said being a drill sergeant has been rewarding, but it’s also been trying, with long hours devoted to the job.

She said knowledge, responsibility and experience are key for any drill sergeant.

“It takes knowing that you are those Soldiers’ primary trainer; what you teach them is what is going to be ingrained in their minds,” Goscinski said. “You have to go in there teaching it right, so they always have the standards to do it right.”

Being a drill sergeant means being the consummate professional and knowing the standards, Goscinski said.

“It really builds on your career, because everyone looks at you — ‘Oh, you were a drill sergeant, you were the standard bearer,’” Goscinski said.

“Training Soldiers to a standard is the ultimate way to prepare for the DSOY competition, because that’s what the competition is — everything we teach the Soldiers.”

—*Staff Sgt. Samantha Goscinski*





Left: Staff Sgt. Andrew Palmer directs a private during the concurrent rifle training event of the competition. **Below:** Palmer calls in a 9-line medevac.



“Drill sergeants are the icon of the Army. They are the Army. Everyone always remembers their drill sergeants and how professional they are. They are the Army — that’s what you think about and that’s what you want to become — everything from appearance to the way they act, the knowledge that they have. It’s the whole package”

—Staff Sgt. Andrew Palmer

COMPETITIVE EDGE

Staff Sgt. Andrew Palmer of the Army Reserve’s 98th Training Division has been a drill sergeant since 2003.

Spending more time “on the trail,” having the experience of working on a transition team in Iraq and his former active-duty experience with the airborne corps gave him an edge in the competition, he said.

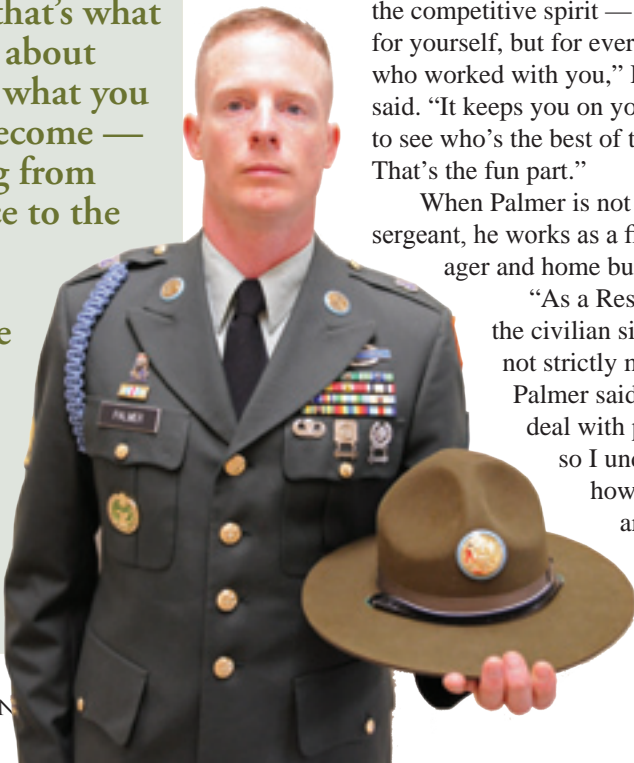
“Competitions are always good and get at the competitive spirit — not just for yourself, but for everyone who worked with you,” Palmer said. “It keeps you on your toes to see who’s the best of the best. That’s the fun part.”

When Palmer is not a drill sergeant, he works as a field manager and home builder.

“As a Reservist, on the civilian side, I’m not strictly military,” Palmer said. “But, I deal with people,

so I understand how people are and

the new generation of people



who are coming through the Army.”

Though the hours are long, Palmer says he ultimately feels rewarded.

“The end product — the Soldier that you receive at the very end — opens your eyes,” Palmer said. “I take it pretty seriously, because of the situations that are going on in the world now. If they get the wrong training, it ultimately falls on where they got that training, and that’s us.”

After winning the title of Reserve Drill Sergeant of the Year, Palmer will go on to work at TRADOC headquarters at Joint Base Eustis-Langley, where he will represent all of Initial Military Training and its drill sergeants.

“It’s a great opportunity to represent the U.S. Army as Drill Sergeant of the Year. Going to different training posts, seeing different training, being able to put my input and possibly help better the training that the Soldiers get is pretty awesome.”

GROWING & DEVELOPING AS AN NCO

Staff Sgt. John Heslin represented drill sergeants of the armor and infantry branches at the Maneuver Center of Excellence at Fort Benning.

He has deployed twice to Iraq. When Heslin was in Iraq the second time, he learned he had been selected to attend Drill Sergeant School.

"It wasn't a choice. But, it's been great for me as a leader and great for my career," Heslin said.

Being a drill sergeant has allowed him to grow and develop as an NCO.

"It's taught me how to deal with people a lot better, because you have to deal with all different types of personalities," Heslin said.


"Sometimes, people don't want to do what you tell them, and you have to work around that."

Heslin trained for a month before the Drill Sergeant of the Year competition. Like many of his fellow competitors, he also went through various competitions and was named the NCO of the Quarter for his battalion and the NCO of the Year for his brigade.

"It's given me opportunities to excel," Heslin said. "I had great leaders down there at Fort Benning, pushing me and getting me trained up so I could compete at this level."

After winning the active-duty component of this year's competition, Heslin will join Palmer in an advise-and-assist role for the TRADOC command sergeant major.

Heslin and Palmer will also be the coordinators for next year's Drill Sergeant of the Year competition.

"I never would have thought I'd come this far," Heslin said. 

To contact Jennifer Mattson, email jennifer.mattson@us.army.mil.

"Every drill sergeant who goes back to the regular Army should be a better NCO. They should be better trainers; they know the standard and hold people to the standard."

—Staff Sgt. John Heslin



Above: Staff Sgt. John Heslin performs the under-over segment of the Army Combat Readiness Test.

Right: Heslin crawls through the confidence course.



DRILL SERGEANTS pave a path to CITIZENSHIP for trainees

Story and Photos by JENNIFER MATTSON

“Our primary mission is to train them for the Army, so we’re usually focused on that. But, when there’s time allotted — and it can be done — we need to give that Soldier-in-training an opportunity to study and prepare.”

—Staff Sgt. Tiera Sprauve

Soldiers come from all over the United States — from Maryland to California, from Wisconsin to Texas. Some Soldiers, though, have traveled much farther.

Soldiers serving in the U.S. Army also come from Jamaica, Iraq, Afghanistan, Peru, Mexico, Ghana, Nigeria or Colombia. When these Soldiers arrive at basic training, their drill sergeants don’t only transform them from civilians to Soldiers, they also transform them from foreign nationals to U.S. citizens.

Helping Soldiers earn their citizenship is very important to 1st Sgt. Victor Benavides, the first sergeant of E Company, 3-34th Infantry Regiment, 165th Infantry Brigade, at Fort Jackson, S.C. The Peru native earned his citizenship only after he was told he couldn’t be a ranger without a security clearance, for which U.S. citizenship was a prerequisite.

“I thought a Soldier was a Soldier,” Benavides said.

It took him two and a half years to earn his U.S. citizenship, which he received in 2000.

“If I wanted to be a part of this elite force or high-speed unit, I needed to be a citizen,” Benavides said.

Benavides said the Army is doing the right thing by helping recruits earn their citizenship during basic training. But the Army shouldn’t be seen as just a quick way for foreign nationals to streamline the naturalization process, Benavides said.

“They know if they don’t finish basic or [Advanced Individual Training] then they aren’t going to be citizens,” Benavides said.

Staff Sgt. Tiera Sprauve, a drill sergeant with the 165th, has the additional duty of helping basic combat trainees earn their citizenship at Fort Jackson.

“Our primary mission as drill sergeants is to train them for the Army, so we’re usually focused on that. But, when there’s time allotted — and it can be done — we need to give that Soldier-in-training an opportunity to study and prepare,” Sprauve said. “Sundays are a perfect time to do that, because it’s their personal time.”

The process toward citizenship is similar to that for Soldiers who have to go through security investigations in that those Soldiers need to be taken to various appointments but still receive all required training, Sprauve said.

Sgt. 1st Class Scott Wilkie, the training room NCO for the 165th, helps basic combat trainee Soldiers locate their paperwork and ensures they get to their appointments on time.

“Getting their citizenship is important because the United States is so wonderful [to them]. So they try harder and push themselves to the extreme,” Wilkie said.

Wilkie said that during Red Phase, the first part of basic training, the command helps the Soldiers-in-

Pvt. Cadien Vacciana and Spc. Robert Tsitey, both of Ghana, motion for a truck to stop during their field training exercise June 10. Both Vacciana and Tsitey are going through the process of becoming U.S. citizens during their basic training.



Pvt. Hendry Miranda gets fitted for his class A during basic training June 10. Miranda will take the oath of citizenship at the conclusion of his basic training.



training prepare all paperwork necessary for their naturalization process. By doing the paperwork in the first two weeks of training, Wilkie said the command ensures that they have everything they need to take their citizenship oath at the end of their basic training cycle.

“My first sergeant came to the military without his citizenship, and it’s really dear to his heart to make sure that all the Soldiers get their citizenship,” Wilkie said. “It means a lot to him.”

At the end of the process, Wilkie takes Soldiers to their citizenship exam. The command prearranges a time during the training schedule to keep Soldiers from missing training.

Staff Sgt. Stephenson Robb, a drill sergeant with the 165th, said Soldiers come from all over the world to serve in the U.S. Army. And, the path to citizenship has improved dramatically since 2004.

“It’s kind of an injustice for a Soldier to come in for three years, like they used to have to do, and possibly go into combat and die, yet never receive their citizenship,” Robb said. “If they volunteer to join our all-volunteer force, they should be given citizenship prior to even stepping into combat.”

“I remember being in Iraq once and about 500 [American] Soldiers were applying for their citizenship at once,” Robb said. “They hit their three-year mark, and it was amazing that someone who wasn’t even an American citizen would be willing to come to Iraq to fight for a country that’s not their own, knowing that they might never be able to obtain their own citizenship, because it’s always that what-if factor when you get on that airplane.”

Sgt. 1st Class Kimberlyn Burns, a drill sergeant with the 165th, said Soldiers-in-training who are striving to earn their citizenship work that much harder.

“A lot of them have potential because they actually know what they want — they know what their goal is and why they want to complete basic training,” Burns said. “Some of the other Soldiers come in because it’s just something to do or just a

job. Their focus is completely different than some of the other Soldiers who are just coming in.”

Spc. Amir Madlul, a Soldier-in-training at Fort Jackson, arrived in the United States from Iraq on Oct. 22, 2009. Madlul joined the U.S. Army because he wanted to work in military intelligence. Because he needs a security clearance to be a 35W, he is a machinist in the meantime.

“I worked for special forces when I was in Iraq near Baghdad International Airport, training Iraqi special forces, and I liked it,” Madlul said. “Those four years, I was with infantry units, I’ve seen it and how it is.”

Pvt. Kimroy McPherson, also a Soldier-in-training with the 165th, arrived in the United States in October 2009 from Jamaica. He said he and other foreign nationals in the company would get together in the field when they had down time as well as on Sundays to study for the test. While studying for the test is important, McPherson said training to be a Soldier is just as important, as the citizenship earned during basic training is contingent on one being a Soldier and fulfilling one’s commitment to the Army.

“Even if you pass and get your citizenship, if you can’t pass your PT test or the requirements here to pass basic training, you won’t get your citizenship, even if you pass the test,” McPherson said. “It’s important to prepare for the test and study for the test, but it’s also important to do the requirements you need to do to graduate basic.”

BECOMING A CITIZEN

All Soldiers-in-training looking to gain U.S. citizenship during basic must have at a minimum a temporary visa. They must then complete the following steps:

1. Fill out original Form N-426, Request for Certification of Military Service.
2. Provide documentation (passport, birth certificate) to official.
3. Take the U.S. citizenship test consisting of English comprehension and 10 questions about U.S. history and government.
4. Complete Basic Training and Advanced Individual Training.
5. Serve for the length of service agreed to on initial enlistment.

WHERE SERGEANTS DRILL SERGEANTS

Before they can turn citizens into Soldiers, NCOs first must learn to embody doctrine and standards at the U.S. Army Drill Sergeant School

Story and Photos by

MICHAEL L. LEWIS

When young, fresh-faced civilians arrive at basic training for the first time, the person who quickly becomes their surrogate mother, father, brother and sister is their drill sergeant. The impact of these specialized NCO trainers is so great that nearly every Soldier can readily name the person who trained them in the basics of soldiering, whether they entered the Army post-9/11 or pre-Vietnam.

But, to earn the distinctive hat that instantly indicates the wearer is a drill sergeant, students first must excel at the U.S. Army Drill Sergeant School at Fort Jackson, S.C. — today the only place in the Army that trains NCOs in the art and science of turning civilians into Soldiers.

Atop a hill overlooking the state capital of Columbia, the school has just settled into a new complex. The school has its own classrooms, a dining facility and a physical training area; adjacent student barracks will be ready this winter. From this perch come graduates who, during the 10-week course, become no less than fastidious perfectionists, encyclopedic experts in all things Army who must exemplify exactly “what right looks like” in everything they wear, say or do.

“They must be very exacting, punctilious, with incredible attention to detail,” said the school’s commandant, Command Sgt. Maj. Teresa King. “Drill sergeant candidates must develop those qualities in order to teach and duplicate themselves in another. Soldiers are going to *be* them. They are going to do everything that their drill sergeant does.”

To that end, everything about the school is intensely “to standard.” From marching to the chow hall from the classroom, to the precise distance between badges on one’s uniform, anything that



PLAQUEANTS BECOME SERGEANTS





WHAT IS A DRILL SERGEANT?

The first Drill Sergeant of the Year, Sgt. 1st Class Allen Glen Carpenter, then a drill sergeant leader at the Fort Polk, La., Drill Sergeant School, described drill sergeants when he was awarded the title in 1969:

“What is a drill sergeant? To officers and noncommissioned officers, he is a professional to be respected and even envied for his ability. To junior officers and noncommissioned officers, he is the man to whom they may turn for help and advice. To the first sergeant, he is the product of a way of life and a subordinate who can be depended on. To the trainee, he is a drill sergeant — the head, the man to be reckoned with, the boss. He is the instiller of discipline, the rock of courage, the guiding light, the man who never gets shaken. He is the father, the mother, the big brother, the chaplain, and many times a lot more.”

looks or sounds even the slightest bit amiss is corrected immediately. And, that goes for both students and instructors.

“No one is allowed to relax their standards, because those are the standards of the Army,” King said. “How can we expect basic trainees to never waver from the standard if we ourselves don’t do the same? [Trainees] can’t pick and choose

which standards they’re going to follow, and we can’t pick and choose which standards we’re going to enforce.”

Indeed, the entire curriculum at the school is focused on leveraging Army doctrine — and only Army doctrine — to build the next generation of warriors, said 1st Sgt. Escolithia Stackhouse, one of the chief instructors at the school.

“The reason we use doctrine is it’s the baseline,” she said. “Everybody needs to be on the same sheet of music — the base knowledge, the foundation; that’s where it starts. We’re building only the foundation [at basic training]. Of course, as they go throughout the Army, they will build upon that foundation. But, we have to set the basics first. If we don’t all have the same ‘basic,’ then everybody is going to be doing things differently, and we’re going to be putting out different products throughout the Army. That’s not helpful.”

To explain this mindset, the school’s deputy commandant, Sgt. Maj. Robert Maggard, recalled a metaphor used by King’s former boss, Lt. Gen. Mark Hertling, who served as the U.S. Army Training and Doctrine Command’s first deputy commanding general for Initial Military Training.

“For example, I may be able to shoot better using a different technique [than what’s in Army doctrine]. However, I have to teach every trainee the same way,” Maggard said. “Lt. Gen. Hertling would say drill sergeants produce a ‘can of Coke.’ It is up to the first unit of assign-



ment whether that Soldier is to become a rum and Coke, a whiskey and Coke, a Coke with ice, whatever. We produce the Coca-Cola, the Army turns it into whatever kind of Coke they need it to be.”

Of course, teaching the basics requires drill sergeant candidates to be experts in the basics themselves, Stackhouse said.

“To be successful, you need to know the basics before coming to Drill Sergeant School,” she said. “The Skill Level 1 tasks that every Soldier should know, you need to make sure to prepare for that. You need to make sure you’re familiar with how to

Left: Drill sergeant candidates at the U.S. Army Drill Sergeant School at Fort Jackson, S.C., in March, take a break from early morning physical training to salute the colors during reveille.

Below: The school's commandant, Command Sgt. Maj. Teresa King, uses a ruler to measure the distance between a drill sergeant candidate's uniform badges.

Right: Sgt. 1st Class Jeffrey Astorino, a drill sergeant instructor, teaches two students a combat-atives move. Students graduate the course with a Level 1 Combatives Instructor certification.



skills because they've been so focused on skills needed for combat.

"The bulk of the noncommissioned officers coming to this course are staff sergeants. They may have three or four tours downrange, but not very many of them have marched a whole lot. Not very many of them have fired, except basic, quick zeroing. That causes us issues with [Basic Rifle Marksmanship training], because we give the students an M16 without any electronic gadgets on it. Sometimes, it's an ugly day watching a group of sergeants learn how to zero an M16 without all that — M16 basic training.

"If there's been an eye-opener for me, it's that today's noncommissioned officer is so advanced, the basic stuff is sometimes, 'Oops. I've got to go and relearn this,'" Maggard said. "But, today's NCOs are smart. They realize up front that they've picked up some bad habits. And, the hardest thing when learning something new is to unlearn something old."

King said the tremendous responsibility her students will have as drill sergeants requires her to ensure each candidate knows and does everything by the book.

"One thing I won't allow is to let a drill sergeant candidate get a hat and go out to the training center who doesn't know what they are doing and cannot lead Soldiers. That's not going to happen. I won't allow it. You should be reading the

book and enforcing standards because you are a drill sergeant. If I put a drill sergeant or a drill sergeant leader back into the operational force who doesn't know what they are doing, that takes 20 years to fix," because of the number of future Soldiers that each drill sergeant will impact, up to 90,000 in one's career, she said.

"I'm not willing to risk the Army standard just so someone can be comfortable. I'm going to bring your butt into my office and make sure you understand what the standard is. If I see it, I'm going to correct it."

That said, the course is not designed to perpetuate the pop culture stereotype of the screaming drill sergeant, whose forehead veins bulge while bellowing at new recruits, Maggard said.

"That's a popular misconception: Drill Sergeant School is about how to yell at people," he said. "Nope. My drill sergeant leaders will very rarely ever raise their voice. We're getting out of that tyrannical mindset, and I think the drill sergeants we're putting out there have embraced that."

Instead, the school's recently revamped program of instruction provides candidates with tools to build resilience in trainees and themselves, he said.

"We've put a lot more resilience training into the POI," Maggard said. "We think that's paying huge dividends, be-

qualify with your weapon using doctrine, not *your* way of doing it, because we'll be taking you back to basics. A lot of them are used to doing things their way to the point that they get away from the manual. So, they have to adjust to going back to doing things the way the manual says — the way the trainees are going to be trained in having to do things."

Whether it be range safety procedures, how to fire a weapon without laser sights or the ins and outs of drill and ceremony, Maggard said he's seen more than a few would-be drill sergeants arrive with rusty

HISTORY OF DRILL SERGEANT TRAINING

1962 — Undersecretary of the Army Stephen Ailes conducts a survey of recruit training in the Army, which leads to the establishment of standardized drill sergeant training.

MAY 1964 — A five-week Trainer Preparation Course pilot begins at Fort Jackson, S.C.; 57 graduated from the first class and wore a tan pith helmet as their official headgear. They switch to the iconic green campaign hat later that year.

OCTOBER 1964 — Six Drill Sergeant Schools are established at most of the posts where basic training is conducted. By 1971, there are nine.

1992 — As the Army consolidates Initial Entry Training locations due to recommendations from the Base Realignment and Closure Commission, the number of Drill Sergeant Schools shrinks to three — at Fort Benning, Ga., Fort Leonard Wood, Mo., and Fort Jackson.

2005 — Drill Sergeant Schools at Fort Benning and Fort Leonard Wood are directed to close as all drill sergeant training is consolidated at Fort Jackson.

2007 — Drill sergeant positions are converted to platoon sergeant positions within Advanced Individual Training.

2010 — A new program of instruction is instituted within Basic Combat Training; the Drill Sergeant School curriculum is revised to reflect the changes. In 2011, the Drill Sergeant School begins moving to its current campus at Fort Jackson.

cause a lot of Soldiers today aren't getting that coach or big brother growing up. So, we go through things like thinking traps, hunting the good stuff, problem-solving and putting things into perspective."

"It's about mentorship," King said. "I want them to mentor their students. I want that relationship to extend to Basic Combat Training, but also when they get back to the operational force. Soldiers come to drill sergeants with life-defining questions and need counseling in their personal life



Above: Drill sergeant candidates take turns acting as the drill sergeant and as the basic trainee as they learn how to teach Basic Rifle Marksmanship to standard.

Center: Staff Sgt. David Martinez, a drill sergeant leader, teaches his class how to train combat lifesaving lessons according to Army doctrine.

Right (2): Drill sergeant candidates act as opposing force riflemen and as range control officers during a field exercise.

and their professional life. They want to know what their drill sergeant thinks. It's truly amazing that some soul will come to you to ask, 'What do I do?'"

For these reasons, the course hasn't become any less demanding, King was quick to point out.

"It's not easy. It's not getting softer. I think a lot of drill sergeant candidates arrive here with a lack of understanding of what they will undergo."

Stackhouse agreed.

"A lot of [students] come here not expecting Drill Sergeant School to be as challenging as it is. When they get here, they actually realize it's more challenging than they ever thought. When I went through, the POI wasn't as strenuous; we didn't do too much of the stuff that we were going to be doing 'on the trail' as a drill sergeant," she said. "Now, [candidates] actually assume the role of a drill sergeant with a drill sergeant leader watching over them. So, they do more in Drill Sergeant School now than we did when I went through. Back then, you were



treated more like a private versus trying to prepare you to be a drill sergeant."

More hands-on experience is a key feature of the Drill Sergeant School's new curriculum, said Sgt. 1st Class Gabriel Lopez, the school's quality assurance NCO. While all NCOs engage in "train the trainer" instruction at some point during their careers, the Drill Sergeant School spends perhaps more time than any other training NCOs in how to be good teachers.

"With every task we do, it's not

necessarily about doing the task, it's about mastering how to teach it to Soldiers," Lopez said as he observed candidates during a field exercise. "That's what we're trying to get through here, so that they understand how to teach it to somebody else. We're not teaching them how to low-crawl, because they should already know how to low-crawl. We're teaching them how to teach low-crawling to standard."

"It used to be that a drill sergeant candidate only had to pitch modules three

times. Now, they're pitching nine times," Maggard said. "They used to know 24 hours out what they were pitching. Now, they have only 15 minutes advance notice what they're pitching. So, it's quite a bit harder. It's way more intense."

By leading other candidates through the same lessons they will teach basic trainees, "they teach each other, get a feel for each other and learn from each other," Lopez said. "I used to teach my class all the time: It's not what you know, it's what

your battle buddies don't know. Everybody comes from different [military occupational specialties], different walks of life, different number of years in the Army, different experiences. We try to get them all on the same level when they graduate" as drill sergeants.

Yet, not every NCO is cut out to wear the telltale hat, school officials said.

"A sergeant with one year in-grade can come here," King said. "But, the program isn't meant for the average sergeant. It's meant for those sergeants who demonstrate a high level of leadership. You first should be enforcing standards in the Army before you even come to the schoolhouse. Discipline and integrity are everything. If you know you're weak in something, you have a responsibility to fix it within yourself first, then in somebody else."

"The one thing it takes to be successful here is you've got to have attention to detail," Maggard said. "I'll be honest with you: In my 30 years, Drill Sergeant School is the hardest course — in the mind — that I've ever been to, because as a drill sergeant, you have to set that example. You can't be *close* to the standard, you have to be above reproach. If you want a challenge on how to step up your game as a noncommissioned officer, then become a drill sergeant. It will make you stand out among your peers and make you a better noncommissioned officer."

Though the training is rigorous and the standards to which drill sergeants are held are incredibly high, Stackhouse said she wouldn't have it any other way. The responsibility is too great for one to fail to meet the highest expectations.

"To be a drill sergeant is the most prestigious thing. It's only for the top 10 percent," she said. "You've got to have it in your heart to become a drill sergeant. You're responsible for changing America's sons and daughters into Soldiers. You hold that responsibility. You're building the foundation; these are the Soldiers who are going to be running the Army. So, we've got to build the right foundation to have a successful Army 10 years from now. Every Soldier makes a difference. You could be training the next sergeant major of the Army." **J**

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SECURING THE HIGH GROUND

**"With us, our business keeps growing.
The reliance on space, it grows every single day, and we
become more and more relevant to the current fight."**

Command Sgt. Maj. James Ross, command sergeant major of 1st Space Brigade



1st Space Brigade's many missions benefit warfighters

Stories by Clifford Kyle Jones

The men and women of 1st Space Brigade have you covered. With units across the world working around the clock and a network of satellites spanning the globe, they stand ready to serve any of your space needs — even though you might not realize you have them.

“Some people say, ‘Why is space important to me?’” said Command Sgt. Maj. James Ross, 1st Space Brigade’s command sergeant major. “Well, do you like to navigate? Do you like to communicate? Do you like to target? Those are all capabilities that are coming to you from space. Do you like situational awareness? These are key components to the fight right now that we’re involved in. Just imagine a day without space. It’s incredible how much people don’t realize that they rely on space.”

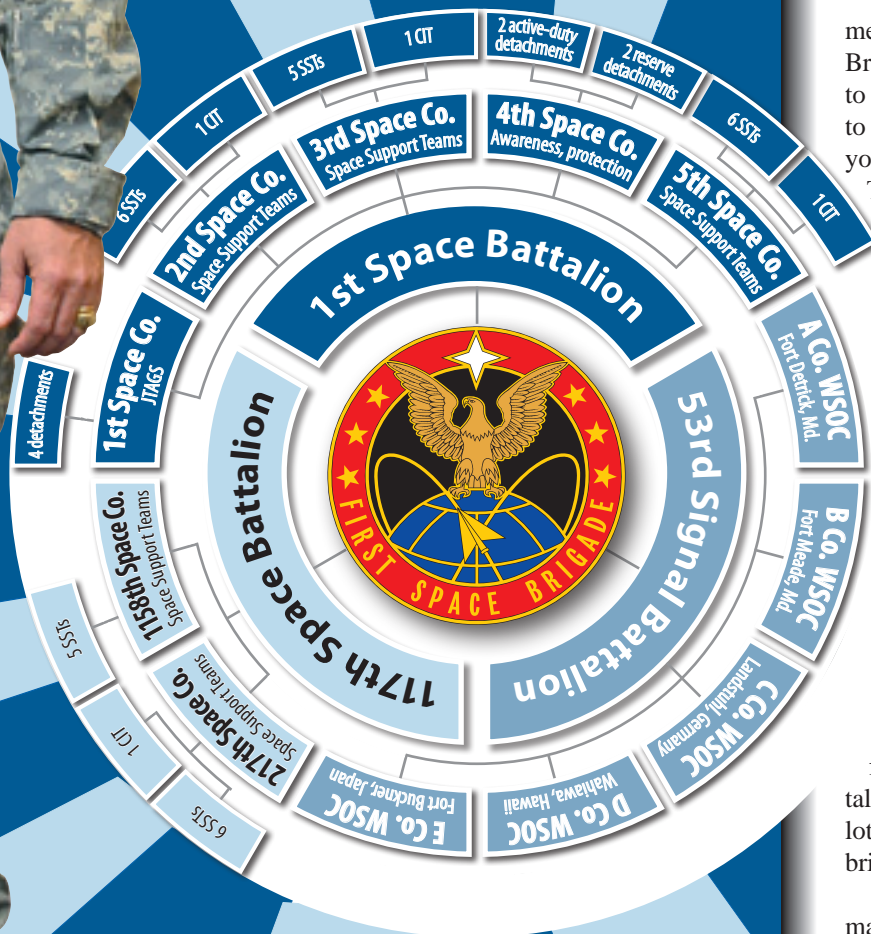
The three battalions of 1st Space Brigade have a multitude of missions. They provide missile warning, navigation support, imagery, surveillance, enhanced satellite communications and a host of other products and services.

The brigade, which is headquartered in rented office space just outside Peterson Air Force Base, in Colorado Springs, Colo., is unique in the Army, Ross says — and, not just because it’s the service’s only space brigade.

“Let’s say you’re an air defense brigade, everybody’s focused on taking out ballistic missiles and air threats coming in toward friendly forces,” he said. “Field artillery brigade? They’re all talking about steel on target. ... Our brigade is doing a lot of different mission sets where the average Army brigade is focused on one, singular area.”

Although their missions are important and affect many other units, the Soldiers of 1st Space Brigade, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, are accustomed to being little-known — and perhaps under-appreciated.

“A lot of the units don’t understand that they use





Photos courtesy of 1st Space Brigade

Members of an Army Space Support Team from the 117th Space Battalion deploy their satellite communications suite in support of an exercise.

space every single day,” said Staff Sgt. Tomina S. Hall of the 2nd Space Company, 1st Space Battalion. “I think a lot of units take it for granted. I know when I was in 10th Mountain [Division], I was the same way. We used space all the time. I had no idea that we did; I didn’t think about that. I just knew that I got the stuff that I needed, and I did my job, and everything was great.”

But now, as a member of one of the 1st Space Battalion’s Army Space Support Teams, or ARSSTs, she said she knows how critical space support is. Even more importantly, she knows what can go wrong in space.

“We’re the people who can let you know that this [problem] might happen, so you’re not blindsided, or you can mitigate that kind of issue,” Hall said.

For instance, solar flares can affect global positioning systems. So, daily space weather reports to combatant commanders become critical when the seven- or eight-member ARSSTs deploy. They’re usually



A sample of the unclassified maps that can be provided by a commercial imagery team.

attached to corps-level or higher staffs.

The space support teams make up the bulk of three companies in the 1st Space Battalion and the two companies of 117th Space Battalion, a Colorado National Guard unit that mirrors the functions of 1st Space Battalion.

“They are not our bench,” Ross said

of the 117th. “They are part of our strategic Army Force Generation model. It’s a pretty rare time when I don’t have one of my 117th teams out there in the fight, and usually more than one.”

Ross said the 1st and 117th Space Battalions average five or six deployed ARSSTs at a time. Four of the teams are in Afghanistan now.

In addition to space support teams, four of those five companies also include commercial imagery teams. While an ARSST is equipped to provide the latest satellite imagery and analysis to combatant commanders, that information is classified. The CITs, using resources from the Department of Defense’s National Geospatial-Intelligence Agency, can provide recent, unclassified satellite imagery to allies and civil authorities.

“If you’re an NCO in charge of a group of Afghan National Army soldiers and you’re planning a mission to go raid a village or take out a target and you need to get imagery, it’s not like you can call

up the [National Reconnaissance Office] and they're going to provide you imagery to share with your Afghan brothers," Ross said. "But, the commercial imagery team in Bahrain can get that imagery down to a user that wouldn't have access to normal national technical-means imagery and share it."

The teams also help civil authorities with, for instance, natural disaster recovery efforts. A CIT provided imagery after a tsunami struck Japan earlier this year, giving authorities information such as how much land had been lost and how much saltwater had crept into farmland.

The other two companies in 1st Space Battalion — the 1st and the 4th — have different missions entirely.

The 4th Space Company undertakes space missions and has space control mission sets.

"Obviously, we can't discuss it," Ross said. "But, I can tell you: It's ground-breaking what they're doing. It's absolutely unbelievable the amount of capabilities that we provide and continue to grow as a community. We've got the right folks with the right backgrounds who are figuring out problems. ... I don't even know what the problem is, but tomorrow, they're solving it."

The 1st Space Company's mission is less sensitive, but no less important. It comprises five Joint Tactical Ground Stations spread across the globe that provide around-the-clock missile warning to combatant commanders in-theater. JTAGS don't provide the United States' only missile-warning detection, but they do have some unique features.

"What's neat about the JTAGS folks is they're providing direct downlink missile warning straight to the warfighter, straight to the supported geographic combatant command," Ross said. "And, they're a big part of the U.S. Strategic Command theater event system missile-warning process. They do it in a way that nobody else does. The Air Force has a similar system, but the Air Force has to route its early warning all the way back to the States from a forward-deployed area. Then, it gets vectored out from an area near Denver, Colo. And they do it with about 20, 21 personnel sitting on a crew led by a lieutenant colonel. Our JTAGS

Time for a space MOS?

Functional Area 40 denotes space operations officers, but enlisted personnel in the space field don't have their own military occupational specialty. And, several NCOs in 1st Space Brigade think it might be time to reconsider that. Currently, the Army uses skill identifiers to tag Soldiers with space experience. Earlier this year, the Army approved a space badge to acknowledge Soldiers' space expertise. Those measures have sufficed so far, but the 1st Space Brigade's command sergeant major, **COMMAND SGT. MAJ. JAMES ROSS**, thinks it might be time to go further.

"Right now, with the mission continuing to grow at such a pace, we may be looking at a potential for another space brigade 10 years from now. So as our missions grow and the need grows, I think it might be time to open some dialogue in regards to a space MOS."

Other thoughts on a space MOS from 1st Space Brigade's NCOs:

◆ **STAFF SGT. ADAM TRIPSES:** "The big problem is even if the command wants to keep you, branch

is trying to pull you back. ... That's a big reason they made the 3Y identifier, but without having its own actual MOS it's going to continue to happen even with the 3Y identifier."

◆ **STAFF SGT. BENJAMIN SHARP:** "I'd rather have a professional space field than bring a person in, let a person go back out to his career field for three years, then try to bring him back in. There are so many updates that happen in this unit in three years. A JTAGS box will go through four series of upgrades in three years. So you're going to take a seasoned JTAGS operator, send him back down to a Patriot unit, and bring him back and the shelter's completely different now. ... There should definitely be a space MOS."

◆ **SGT. 1ST CLASS MICHELLE L. WAYCHOFF:** "Space is quickly becoming the new battlefield. You see it in CYBERCOM — when you talk CYBERCOM you're talking space also — so, if we are going to keep ahead of the enemy when it comes to defending our assets, I think moving to a space enlisted MOS is the right direction."

personnel is a three-person team, ... usually led by a staff sergeant. And, they're making that early-warning call. We're not competing with the Air Force, but we're extremely complementary as far as the missile-warning business."

1st Space Brigade's other battalion — the 53rd Signal Battalion — has yet another mission set. That battalion's Soldiers provide satellite payload control, meaning they ensure that anyone who needs to use Department of Defense satellites to communicate has the necessary bandwidth — and permission.

"What they do is pretty heady stuff," Ross said. "But, it's probably the most important mission we have. ... If they're not doing their job properly, the president of the United States, the Joint Staff, geographic combatant commands, maybe a small special forces team out in the Korengal Valley [in Afghanistan] — they can't talk."

The 53rd Signal Battalion is also headquartered in Colorado Springs, Colo., but has five wideband satellite communications operations centers, or WSOCs, at sites around the world. The most recent facility was opened earlier this year, when D Com-

pany moved from Camp Roberts, Calif., to the Navy installation in Wahiawa, Hawaii.

The Wahiawa installation is a prototype for an overhaul of other WSOCs and comes as the 53rd Signal Battalion moves to Wideband Global SATCOM, or WGS, satellites from Defense Satellite Communications System, or DSCS (pronounced "discus"), satellites.

The 53rd Signal Battalion is responsible for 11 satellites — three WGS and eight DSCS. Each of the new WGS satellites has the same capacity as the entire DSCS constellation of eight satellites.

And, that's just one example of the continual upgrades that take place in the 1st Space Brigade.

"With us, our business keeps growing," Ross said. "The reliance on space, it grows every single day, and we become more and more relevant to the current fight. One of the challenges we have is trying to figure out a way to make sure our force structure keeps up with the growing demand for space." 📺

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JTAGS

Missile-warning stations watch world for threats

Pulling 12-hour shifts with two other Soldiers in an 8-by-20-by-20-foot box isn't easy. But it is incredibly important, said Staff Sgt. Benjamin Sharp, the Joint Tactical Ground Station master gunner for the 1st Space Battalion.

The four JTAGS detachments in the 1st Space Battalion — in Qatar, Germany, Japan and Korea — can monitor the whole planet for missile launches and convey that information directly to combatant commanders. That ability alone would make the JTAGS units invaluable to the Army. But, their benefits don't end there.

"With the technology that we have inside of a JTAGS box, I can pick up a lot of stuff," Sharp said. "I can pick up an IED going off. So, what does that mean for the Soldier? That means something big just happened, they don't know the exact location and I can tell them where it's at. Say a plane's going down. I can see where that plane impacts. And, if the people who are looking for that plane [find] the black box isn't working, I can tell them where that plane landed. All they have to do is ask."

JTAGS work is demanding. The shifts are long; the additional training required of the 14J early warning system operators who make up JTAGS units is rigorous; and when they're at a JTAGS detachment, Soldiers don't get many days off. "We don't stop pulling mission," Sharp said. "Ever. We're always up."

JTAGS work requires constant focus, Sharp says, even though most "missile alert" warnings are "garbage scans."

"But, the two or three times something actually occurs are some of the most stressful and hectic times that you'll ever go through," he said. "There are 60,000 Soldiers in Afghanistan. Right now, I'm the only person providing theater missile warning overwatch for them. ... That's important. That's important to every one of us, because we take our job seriously and we know that supporting the warfighter is the most important thing."



D Detachment Soldiers adjust JTAGS equipment in Japan.

Space Brigade's global presence

Wideband satellite communications operations centers

- A Company: Fort Detrick, Md.
- B Company: Fort Meade, Md.
- C Company: Landstuhl, Germany
- D Company: Wahiawa, Hawaii
- E Company: Fort Buckner, Okinawa, Japan

Joint Tactical Ground Stations

- A Detachment: Stuttgart, Germany
- B Detachment: Qatar
- C Detachment: Osan Air Base, Korea
- D Detachment: Misawa, Japan

ARSST

Teams keep combatant commands informed, safe

Although much of 1st Space Brigade's action happens far from the fight on the ground, the brigade's Army Space Support Teams are right at the frontlines.

The groups of seven or eight Soldiers can provide a variety of space-based services to combatant commanders, including missile warning; precision navigation and timing; GPS and space weather reports; satellite communications; and intelligence, surveillance and reconnaissance.

They usually deploy for six to nine months and are critical in providing situational awareness and other combat necessities.

Four military occupation specialties are required to be represented on each ARSST, but each team member must be flexible.

"You definitely need to know how to step outside your comfort zone, as far as your MOS is concerned," Staff Sgt. Tomina S.



WSOC

53rd Signal Battalion ensures no calls dropped

The need for satellite communications never stops, and the 1st Space Brigade's 53rd Signal Battalion is always ready to take the call.

"We support every branch of service. We support the president of the United States. We support the Joint Chiefs of Staff and the secretary of defense," said Command Sgt. Maj. Marcus L. Campbell, the battalion's command sergeant major. "We have a very serious mission, and as far as we're concerned, it's a no-fail mission."

At the battalion's five wideband satellite communications operations centers around the globe, 1st Space Brigade Soldiers ensure the 11 satellites function properly and are in the correct location, assign bandwidth to users, and keep communication lines open, safe and secure.

"Our NCOs are charged with making those decisions," Campbell said.

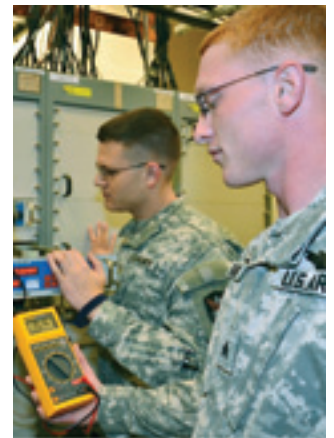
The eight-person teams on any given shift at a WSOC are usually led by an NCO. "Operationally, he's making that floor run the way it's supposed to be run, to provide services, to provide space-based assets to our warfighters and to any other agency that requires that resource," Campbell said. "And, these Soldiers are warfighters.

We have a saying in the 53rd that we are warfighters supporting warfighters, and it is an intense job. Because, if they don't do their job, if they're not effective in what they're doing, then somebody's not communicating. That's the bottom line, because everything goes across a satellite."

Sgt. 1st Class Michelle Waychoff, the battalion's operations NCO, said, "We're not just there to manage the resources on the satellite, we're there to make sure the customers get what they need."

Those customers are often Soldiers, and she wants them to know something about the 53rd Signal Battalion.

"There are Soldiers in the Army who are fighting the war 24/7," she said. "It might not necessarily be in the same location as them, but they are there supporting and helping fight the fight."



Soldiers from the 53rd Signal Battalion manage Army satellites and satellite payloads.

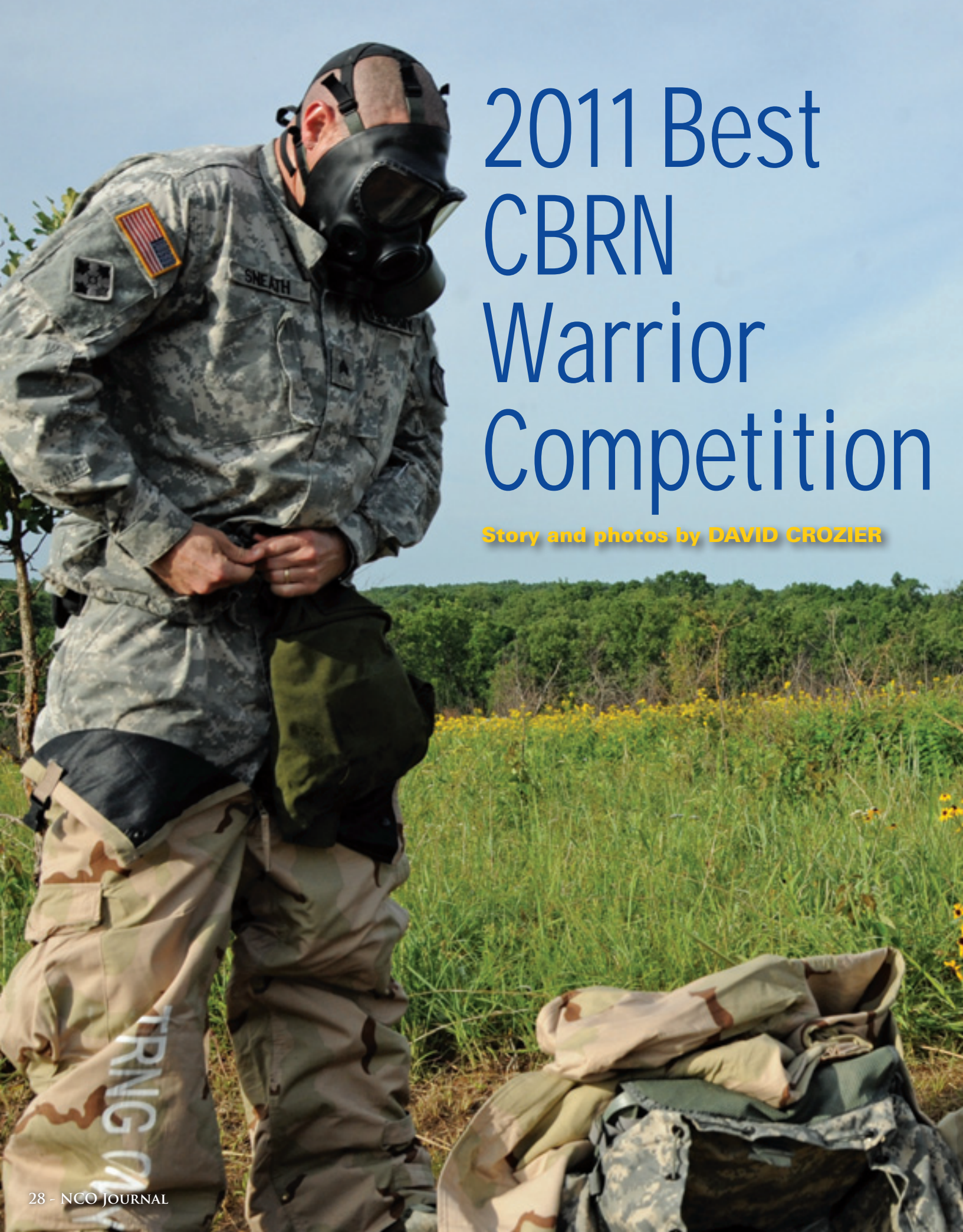


A Soldier in Army Space Support Team 3 during a field setup.

Hall said. "And, I won't say, 'do somebody's else's job,' but step into that aspect of the mission and take on that mission if need be. And, we do that with a lot of training."

ARSST members play at least one other role, too.

"We're kind of like liaisons," said Staff Sgt. Adam Tripses, also of 2nd Space Company. "In addition to the products that we can do locally, we can liaison with the agencies back [in the United States]. ... We can coordinate easier with those kinds of agencies, as opposed to expecting somebody at the battalion or companies below us to try to figure it out on their own."



2011 Best CBRN Warrior Competition

Story and photos by **DAVID CROZIER**

Dragon Soldiers compete for top honors

Sgt. Royce Sneath (left) and Sgt. Christopher Cox of the 110th Chemical Battalion, Joint Base Lewis-McChord, Wash., don their mission-oriented protective posture suits during the land navigation/warrior tasks portion of the Best CBRN Warrior Competition, held June 12–18 at Fort Leonard Wood, Mo.



“Battle is the most magnificent competition in which a human being can indulge. It brings out all that is best; it removes all that is base. All men are afraid of battle. The coward is the one who lets his fear overcome his sense of duty. Duty is the essence of manhood.”

— Gen. George S. Patton

While Patton was talking specifically of the battle of war, competition within the Army occurs in many other forms. Battling your peers in a healthy contest also takes courage and brings out the best in all who participate.

Starting in basic training, Soldiers strive to be the best, to outdo their peers and earn the esteem that comes with knowing and being acknowledged as the best of the best. This competitive spirit continues throughout one’s career at the unit, organizational, division and Army level — Soldier/NCO of the Quarter and Year; Best Warrior, Best Sapper, Best Ranger, Drill Sergeant of the Year and so on. The list is large and the rewards many.

Enter the Dragon — “Dragon Soldiers” — that is, and the Best CBRN (Chemical Biological Radiological Nuclear) Warrior Competition.

Held June 12–18, at Fort Leonard Wood, Mo., home of the Chemical Corps and the U.S. Army CBRN School, the competition pits Chemical Corps Soldiers against one another in a week-long event that culminates with the Green Dragon Ball, where the winners are announced.

Formerly known as the “Dragon’s Peak” competition, it was

only within the last two years the competition moved from an individual to a team concept, something that the Chemical Corps command sergeant major, Command Sgt. Maj. Ted Lopez, said is the “nature of the beast” for CBRN warriors.

“Everything we do as a CBRN warrior requires a team approach. At any sensitive site exploitation, you will always be at a minimum of pairs. Most of our chemical readiness teams, any kind of teams we have, there is more than one individual,” Lopez said. “That is why the competition is done in teams, so that we practice what we do in the field. Most of our tasks require another Soldier to be there to do it with you. If you do [decontamination], you can’t do it by yourself. If you do a reconnaissance, you can’t do it by yourself.”

Lopez said the competition is also a great way for the leadership to see how the corps is keeping up with the ever-changing CBRN environment.

“That is part of what we are doing with this competition — to capitalize on all the best things that we do as CBRN warriors. When we go through this weeklong process, it gives us a good look at the corps — where we are technically, physically and, most importantly, where our warrior tasks stand within our corps,” he said. “So, we force the field to do a lot of training so we can evaluate what we are doing here at the schoolhouse and to see how they do under different environments.”

This year’s competition started out with 22 teams aligned under the 20th Support Command at Aberdeen Proving Ground, Md., and assigned to the 48th Chemical Brigade at Fort Hood, Texas. These organizations are scattered across the Army in various companies and battalions, providing support to joint and Army force commanders, and include Soldiers from private first class to first lieutenant.

As at other Army competitions, day one began with the obligatory Army Physical Fitness Test at 4:30 a.m. There, the competitors showed their mettle, performing push-ups, sit-ups and running two miles.

Hitting all strides during the APFT, Spc. Jason Meffley of the 83rd Chemical Battalion at Fort Polk, La., led all competitors in the run sprinting home in 12 minutes, 29 seconds. By the end of this portion of the competition, only 20 teams advanced to the next challenge.

With only minutes to compose themselves after the PT test, the competitors were whisked away to Fort Leonard Wood’s physical endurance confidence course. Team by team, they navigated 20 obstacles, which included: the low crawl, horizontal ladder, low bar, low barrier, cargo net,



Spc. Brandon Shissler (center) and Spc. Jason Meffley, 83rd Chemical Battalion at Fort Polk, La., attend to a mock casualty who has been exposed to a chemical agent. The pair had to treat and evacuate the casualty before completing a sensitive site exploitation and assessment at the Chemical Defense Facility. Live agents were present in the room, adding to the realism of the competition.



Sgt. 1st Class Antonio Diaz (left) and Pfc. Lloyd Gray of the 61st Chemical Company, 23rd Chemical Battalion at Joint Base Lewis-McChord, Wash., use an M17 lightweight decontamination system to decontaminate a humvee during day four of the competition. The pair later had to perform unmasking procedures using the M256 chemical agent detector kit, all while in mission-oriented protective posture

tunnels, balancing on a log, rope bridge, rope swing, rope climb, low wire and tire step course.

“In looking at the score cards, we had one team miss four obstacles, one missed two and one team did not do the ropes,” said Staff Sgt. Keith Elam of the 84th Chemical Battalion, 3rd Chemical Brigade, Fort Leonard Wood, and the NCO in charge of the course challenge. “I can understand that. They just got through doing a PT test, and then they come to the obstacle course where you have got to have a lot of stamina. It’s tough.”

Sgt. Royce Sneath of the 110th Chemical Battalion at Joint Base Lewis-McChord, Wash., agreed.

“I ain’t going to lie to you. I am 38 years old, and that was tough,” he said. “It is hard on us older gentlemen. But, I loved it — loved every minute of it.”

The course took its toll, and a few more Dragon Soldiers were eliminated from the competition. After cleaning up a bit and getting some much-needed nourishment at the local dining facility, the succeeding teams spent the rest of the day at the Incident Response Training Department, familiarizing themselves with the equipment they were to use during the next two days of competition.

Days two and three saw the competitors being challenged on their specialty as CBRN Soldiers and the Army’s warrior tasks. The teams split into two groups. One group focused on tasks performed at

perform all three of these tasks.”

Daniel Murray, director of the CDTF, explained the scenario is set in an urban environment somewhere in southwest Asia at a facility that is suspected of producing a weapon of mass destruction.

“It will be up to them to come in and do the site assessment,” Murray said. “They have to do that systematically using whatever

gear they have chosen to bring in, which is a combination of [explosive ordnance disposal] tactical equipment as well as commercial off-the-shelf items. Once they finish the assessment, then they will have to go through and collect samples. So, they have to go through all the [tactics, techniques and procedures] for packaging things up.

“One of the other things they will have to react to that we have introduced here is a casualty. There is a casualty card that will be provided to them that will indicate the symptoms of that casualty, and



Top: Pfc. Hector Salazar and Spc. Alvaro Gomeztorres of the 83rd Chemical Battalion at Fort Polk, La., navigate the horizontal bars at Fort Leonard Wood’s physical endurance confidence course. The course consisted of more than 20 obstacles the competitors had to tackle. **Right:** Sgt. Royce Sneath of the 110th Chemical Battalion at Joint Base Lewis-McChord does push-ups during the Army Physical Fitness Test.



the Chemical Defense Training Facility while the other group went to the IRTD. The next day, the groups switched places.

“Today, they are being evaluated on their Level A expertise to see if they are able to execute a sensitive site assessment and sensitive site exploitation, as well as evaluating a casualty in a chemically contaminated environment,” said Sgt. 1st Class Gregory Seamon of the 3rd Chemical Brigade at Fort Leonard Wood and the NCOIC of the CDTF event. “We are putting these competitors through a condensed scenario. Normally, they would have a lot of time to



they will have to take appropriate actions.”

Because live nerve agent was used in the event, the competitors had to first don their Level A protective suit, complete with self-contained breathing apparatus, and be thoroughly checked out by the graders to ensure the suits had been donned properly. After completing the event, all the competitors had to go through a medical screening and have blood samples drawn to ensure they were not exposed to any of the live agent present in the room.

At the IRTD, competitors faced numerous first-responder tasks in mock accident scenes, including leaking pressurized rail cars, a ruptured chemical drum, and rescuing and evacuating a fallen comrade from a chemically contaminated site. The competitors again completed the tasks while in their Level A protective suits.

While on day two, the Missouri weather cooperated a bit by staying overcast and cool, the same could not be said on the following day, when teams were faced with temperatures in the high 80s and high humidity, making the tasks even more difficult.

“The toughest part of this competition so far is the [sensitive site assessment and sensitive site exploitation] at the CDTF,” said Pfc. Lloyd Gray of the 61st Chemical Company, 23rd Chemical Battalion, at Joint Base Lewis-McChord. “I have very little training on that, and I am taking away a lot of experience. I have learned a lot just by participating in this competition.”

Sgt. Terry Ellis of the 31st Chemical Company, 2nd Chemi-



Far left: Cpl. Tyan Wagner and Spc. Thomas Covington, of the 92nd Chemical Company, 23rd Chemical Battalion, at Joint Base Lewis-McChord, subdue a non-compliant subject during the combatives portion of the competition.

Above: Spc. Alvaro Gomeztorres and Pfc. Hector Salazar of the 83rd Chemical Battalion at Fort Polk attempt to stop a leaking 55-gallon drum that contains an unknown chemical substance. **Left:** Sgt. Terry Ellis of the 2nd Chemical Battalion at Fort Hood, Texas, breaks down an M4 carbine during the warrior tasks portion of the competition on day four.

cal Battalion, at Fort Hood, Texas, agreed.

“Getting to do the different missions, like the hazmat hands-on — we don’t get to do that every day,” he said. “This is some good training that I can actually go back and work with some of my Soldiers on [to learn] some of these task drills, like the hazmat.”

On day four of the event, the Soldiers were tested in navigating the woods of Fort Leonard Wood while completing several warrior tasks and responding to chemical and radiological scenarios. Each team had to navigate the 15-mile, six-station course with just a compass, map and protractor.

At the first station, the competitors had to react to a chemical attack by donning their protective suits, evaluating and treating a nerve agent casualty, calling in a 9-line medical evacuation and then evacuating the casualty to the landing zone. At station 2, the

teams had to survey and mark a contaminated area, and submit two CBRN reports. At station 3, the competitors cleared, disassembled, assembled and completed a functions check on the M4 carbine, M9 pistol and M249 squad automatic weapon. At station 4, the teams put on mission-oriented protective posture Level IV suits while conducting decontamination operations on large equipment using the M17 lightweight decontamination system. Then, they performed unmasking procedures using the M256 chemical agent detector kit. At station 5, the competitors reacted to unexploded ordnance of unknown contamination, performed a survey and took samples of an area, and submitted the appropriate CBRN report. At station 6, the Soldiers were tested on their ability to properly conduct a survey of an area where a radiological dispersion device was reported to have detonated.

The final day tested the competitors' skills in reflexive fire and the use of combatives techniques.

At the range, the Soldiers were given an M4 carbine and an M9 pistol and had to navigate a pop-up target course, identifying both friend and foe, and transitioned from the M4 to the M9 while dragging a casualty to safety. When they were finished, the teams were taken to the Shea Fitness Facility, where they faced the combatives challenge.

"There are two phases to the combatives portion of this competition," said Sgt. 1st Class Rick Melvin of 13th Chemical Company and the NCOIC of the combatives event. "The first phase consists of coming into a room and dealing with compliant and non-compliant subjects. The second phase is a techniques test."

Two-by-two, the competitors entered the rooms wearing body armor and a helmet, and carrying a mock M4 carbine. As soon as they entered the room, they were confronted by two individuals wearing protective fighting suits. Many teams were taken by surprise by the full-on attack.

Lopez said that next year's competition will add more wrinkles to the combatives portion, including more one-on-one challenges.

With the competition portion over, the Dragon Soldiers returned to their lairs finally able to rest until the following evening, when they would learn who took top honors as the 2011 Best CBRN Warrior Team.

The Chemical Corps and the Green Dragon



Army chemical units adopted the symbol of the Western-style dragon in the 1940s, as embodying the fire and destructive power of chemical and incendiary munitions and flamethrowers.

When the Army went to a regimental system in the mid-1980s, the Chemical Corps submitted a design for a coat of arms consisting of a shield "blazoned as follows: Per bend Or and Azure (half gold and half cobalt blue) a dragon rampant Vert (a green dragon standing on one leg and gesturing with the other three) and in base a tree trunk scarred by war eradicated of the first (symbolizing the birth of the Chemical Corps during World War I)." While the Army no longer employs chemical weapons or flamethrowers, the Dragon Soldiers continue the legacy. Though most units use a green dragon for their unit insignia, some, like the 2nd Chemical Battalion, have adopted a red dragon and a few others use a gold dragon.

Motto: *Elementis Regamus Proelium*, "We rule the battle through the elements."



At the Green Dragon Ball, the CBRN School commandant, Col. Vance P. Visser, and Lopez introduced the teams and announced the winners — Spc. Brandon Shissler of the 83rd Chemical Battalion at Fort Polk, La., and Spc. Jason Meffley of the 101st Chemical Company at Fort Bragg, N.C.

"It was a long, long week — lots of strenuous activities, a lot of physical and mental challenges," Shissler said. "It really tested everything. It was tough. Doing this competition forces you to know your craft. I know my job 10 times better than I did before this competition."

Shissler said the team concept helped them to complete the competition. His teammate Meffley agreed.

"There were points during the competition where our strengths and weaknesses balanced each other out," Meffley said. "I would carry us through one event. Then, we would get to another event, and he would have the technical part. So, the team concept constantly worked out."

Both individuals said they learned a lot from the competition and plan on going back to their respective units to impart what they learned and encourage others to compete.

"I am going to go back and try [to] let people know that it is worth coming out for this," Meffley said. "It is a good time, good training, good competition. The [rewards] are fantastic."

Lopez hopes the pair follows through and tells their stories about the competition.

"I want them to tell the field what it took to prepare for this competition, what they got out of it. I want them to showcase what the Chemical Corps is all about, what a CBRN warrior does," he said. "I basically want them to be the mentors and somebody to look up to in the corps."

"We started out with 22 teams, and through transition, we ended up with 10," he added.

"They went through a lot of stuff to get here, all the tasks and everything else. But really, the bottom line is that those units out there picked their very best to compete, and I think we gave them the hardest competition possible to come up with." 📺

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The halberd:

A symbol of NCO authority

By Sgt. Samuel J. Phillips

Throughout history, weapons have changed the course of battle and forced armies to adapt. One such weapon introduced in the 1400s was the halberd, a fearsome looking weapon that combined a battle ax with a hook — topped with a spearhead — all on a 6- to 7-foot wooden shaft.

Just by looking at the massive two-handed weapon, one can imagine the possibilities of its use. The ax allowed halberdiers to hack through their opponents with such force that they could sever limbs and cut through even the toughest armor. With the hook, wielders could drag their enemies off their saddles. The spear rounded out the weapon: It allowed the halberdiers to perform thrust attacks and, when braced on the ground, provided additional defense from cavalry charges.

In the 1400s, the halberd helped bring an end to the days of the mounted knight and heralded the era of the infantry.

These infantry formations required considerable training to be effective on the battlefield, said Larry R. Arms, curator of the U.S. Army Museum of the Noncommissioned Officer located at Fort Bliss, Texas. The Swiss were perfect examples of this, combining halberdiers with pikemen — men armed with 10- to 25-foot-long wooden poles topped with either an iron or steel spearhead — to create a versatile fighting force.

“Each man had to be thoroughly drilled in the use of the pike or halberd, and had to keep his place in formation to take advantage of the element of mass,” Arms said.

To conduct the required drills and instill the proper discipline, older Swiss soldiers trained new recruits in maneuvers to strike, cleave and take down a mounted opponent. Those older, more experienced soldiers became the predecessors of the modern day corporal and sergeant.

“After the Swiss pikemen and halberdiers repeatedly defeated superior numbers of Austrian knights in battle after battle, their fame and the use of the halberd spread quickly to other nations,” Arms said.

For centuries, the halberd held its dominance on the battlefield. Then in the 1600s, when muskets came into use, halberdiers found themselves increasingly vulnerable to enemy gunfire. Eventually, the halberd declined in use, but at least one major



Image courtesy of the Center of Military History

“To Range the Woods,” by Spc. Manuel B. Ablaza, depicts rangers, including a colonial sergeant (left) preparing to set off on a scouting mission for the British regulars trying to capture Canada from the French in 1760.

lesson was learned from the days when it was popular — a well-trained and orderly force is far more effective than a larger but disorganized force. The need for adequate training and discipline became readily apparent, Arms said.

However, the halberd did not disappear entirely. It became a symbol of authority within both the British and colonial armies, Arms said. In 1755, “An Act for the better regulation and training

the Militia” in Virginia required both corporals and sergeants to be armed with a cutting sword and a halberd.

“Baron Friedrich Wilhelm von Steuben, author of the Revolutionary War ‘Blue Book,’ which served as the standard United States drill manual until the War of 1812, said that the musket required too many movements to fire and would interfere with the duties of the noncommissioned officers,” said Jeff Davis, director of plans and operations at the United States Army Sergeants Major Academy at Fort Bliss.

The halberds were also used to locate sergeants quickly. In camp, all Soldiers would have to do is look for a halberd posted outside of a tent and that told them that their sergeant was inside. On the battlefield, Soldiers could locate their sergeants simply by scanning their surroundings for the massive two-handed axes, Davis said. But, over time, this symbol faded from use as combat weapons continued to evolve.

On June 13, in keeping with the Army’s “back to the basics” movement, USASMA decided to resurrect this centuries-old symbol of NCO authority. It was the academy’s unique situation — the fact that, since 2009, the position of commandant has been held by a command sergeant major — that led to this decision, said Sgt. Maj. Joseph D. Camacho, the assistant operations sergeant major at USASMA.

“Considering that [the commandant] is an NCO, the passing of the colors — the traditional ceremony held to symbolize the transfer of authority from one commanding officer to another — didn’t adequately represent his role within the academy.”

“It was the natural choice,” Camacho said. “The halberd has already played such a big role in the NCO Corps, it only seems fitting that it will once again represent the authority of noncommissioned officers.”

“We, the Sergeants Major Academy, wanted to have a historic icon or emblem that is specific or unique to the Noncommissioned Officer Corps,” Davis said.

Sgt. Maj. Junella Manglona, the operations sergeant major at USASMA, said the academy first looked at using a spontoon, a type of European lance that was used alongside the pike and halberd. But, after more research, the halberd was found to be more fitting of an NCO, as the spontoon was traditionally an officer’s weapon, she said.

“The next step was to do more research,” Manglona said. “There are a lot of different halberds out there. We wanted to find the style that was used by the colonial Army. Then, we had to find somewhere to buy it.”

That search led them to a vendor specializing in



Photo by Mikie Perkins

Staff Sgt. John P. Massaro, a Warrior Leader Course instructor at the Fort Bliss NCO Academy, dressed in a Revolutionary War uniform, presents the halberd to Command Sgt. Maj. Wesley Weygandt, deputy commandant of USASMA, as part of a change of command ceremony June 13. USASMA used the halberd in place of the unit’s colors to better represent the unique authority held by its commandant, Command Sgt. Maj. Rory L. Malloy.

muzzle-loading guns, kits, parts, accouterments, rendezvous gear and primitive Americana. There, the academy purchased a Revolutionary War-era halberd, a style carried by both British and American sergeants.

USASMA is trying to set a precedent by adopting the halberd. “It is our goal to have the halberd incorporated at each of the NCO academies,” Davis said.

There is currently no drill, standard or regulation that covers the use of the halberd, Davis said. However, USASMA, in conjunction with the Institute of NCO Professional Development at U.S. Army Training and Doctrine Command headquarters, will be at the forefront of developing any formal documentation on its use. 📄

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NCO Stories

A selection of Valor



MEDAL OF HONOR

Wounded Soldier second living recipient for actions in Afghanistan

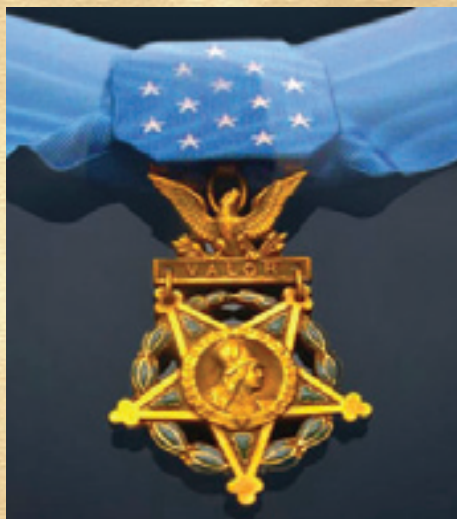
By Lisa Daniel
American Forces Press Service

President Barack Obama awarded the country's highest military honor July 12 to Sgt. 1st Class Leroy A. Petry, a ranger who was shot in both legs and had his hand blown off while saving his fellow Soldiers during a firefight in Afghanistan.

Petry became only the second living veteran of the wars in Afghanistan and Iraq to receive the award, which Obama presented during a White House ceremony attended by Petry, his wife, his four children and more than a hundred of his family members, mostly from his native New Mexico.

Army Secretary John M. McHugh and Army Chief of Staff Gen. Martin E. Dempsey also attended the ceremony, as did members of Company D, 2nd Battalion, 75th Ranger Regiment, with which Petry served in Afghanistan.

Calling Petry, 31, "a true hero," Obama recounted how the Soldier was on his seventh combat deployment in Afghanistan on May 26, 2008, when he took part in a high-risk daytime operation to



capture an insurgent leader in a compound near the Pakistan border.

As helicopters delivered Petry and the other rangers into the area, they were met with heavy automatic weapons fire. Petry and then-Pfc. Lucas Robinson were wounded as they moved to secure a courtyard. The two were joined by then-Sgt. Daniel Higgins, a team leader, who was assessing their wounds when an enemy grenade injured Robinson and Higgins. A

second grenade then landed just feet from the Soldiers.

"Every human impulse would tell a person to turn away," Obama said. "That's what Sgt. Petry could have done." Instead, Petry did something extraordinary: He picked up the grenade to throw it back.

"What compels a person to risk everything so that others might live?" the president asked. Obama said Petry answered the question while meeting with him before the ceremony, saying that his fellow Soldiers are his brothers, and he protected them just as he would his family.

"With that selfless act, Leroy saved two of his ranger brothers, and they are with us today," he said.

Petry picked up the grenade to throw it back at the enemy, and it detonated, amputating his right hand. Still, Obama said, Petry "remained calm, put on his own tourniquet, and continued to lead."

"Leroy Petry shows us that true heroes still exist," the president said. "His service speaks to the very essence of America: No matter how hard the journey, no matter how steep the climb, we don't give up."

"I didn't know it had gone off"

By C. Todd Lopez
Army News Service

"There was a little bit of a meat skirt, for lack of better words, hanging around the edges. It was oozing. I could see the radius and ulna bone sticking up maybe about half an inch."

Sgt. 1st Class Leroy A. Petry, who received the Medal of Honor from the president of the United States on July 12, recounted the moment after his hand was taken from him by a grenade during a May 26, 2008, operation in Afghanistan.

"It was vivid — where I could see the black marks from where the burns were, and a little bit of the dirt, and the smell of explosives. I sat up and I grabbed it. And, it's a little strange," Petry said. "But, this is what was in my mind: 'Why isn't this thing spraying off into the wind like in Hollywood?'"

After that, the seasoned ranger — who at the time was on his seventh deployment in support of combat operations both in Iraq and Afghanistan — had to take charge of his own situation, and of the young Soldiers whom he led.

Combat actions

In Afghanistan, Petry was assigned to Company D, 2nd Battalion, 75th Ranger Regiment out of Joint Base Lewis-McChord, Wash. Petry's actions came as part of a rare daylight raid to capture a high-value target.

"It's a little out of the norm," Petry said of conducting a mission with the sun overhead. "But, just like any other mission, we said we're going to go out there and do what we do: execute the mission."

During the mission, Petry was to locate himself with the platoon headquarters in the target building once it was secured. There, he was to serve as the senior NCO at the site for the remainder of the operation.

But, things quickly got dangerous for Petry and his team. Insurgents opened fire on Petry and his men.

Petry had a fellow ranger, Pfc. Lucas Robinson, at his side. The two were to



U.S. Army photo

Sgt. 1st Class Leroy A. Petry stands in front of the headquarters of the 2nd Battalion, 75th Ranger Regiment, at Joint Base Lewis-McChord, Wash.

clear the outer courtyard of the target building. It was there the two first saw the enemy.

"I remember seeing the guy out of my peripheral vision," Petry said. "Two guys with AKs at their hip, just spraying, and one happened to strike me right in the thighs."

Robinson was also hit, Petry said. "He was struck right in his rib cage on his left side, and he continued along and followed behind me."

While wounded and under enemy fire, Petry led Robinson to the cover of a chicken coop in the courtyard. The enemy continued to deliver fire at the two Soldiers.

Petry reported that contact had been made with the enemy, and as a result, team member Sgt. Daniel Higgins moved to the outer courtyard. As Higgins moved toward the chicken coop to meet with the two wounded Soldiers, Petry threw a thermobaric grenade toward the enemy. That explosion caused a lull in enemy fire.

As Higgins evaluated the wounds of both Petry and Robinson, an insurgent threw a grenade over the chicken coop. The grenade landed about 10 meters from the three rangers, knocked them to the ground, and wounded Higgins and Robinson.

With the three Soldiers taking cover in the coop, an insurgent threw yet another grenade. This time, the grenade landed just a few feet from the three Soldiers — much closer than the earlier grenade.

"It was almost instinct — off training," Petry said of his response to the situation. "It was probably going to kill all three of us. I had time to visually see the hand grenade. And I figure it's got about a four-and-half second fuse, depending on how long it has been in the elements and the weather and everything and how long the pin has been pulled. I figure if you have time to see it, you have time to kick it, throw it, just get it out there."

That's when Petry picked up the grenade and threw it away from him and his



U.S. Army photo

The 2nd Ranger Battalion during the 2008 deployment to Afghanistan. Petry is in the second row, third from left.

buddies. As it turns out, he did have the time to save all three of their lives — but not time to save his hand.

The grenade exploded as he threw it, destroying his throwing hand.

“I didn’t really feel much pain,” he said. “I didn’t know it had gone off and taken my hand until I sat back up and saw it was completely amputated at the wrist.”

Petry put a tourniquet on his arm to prevent further blood loss. That was something he said he knew how to do as a result of good Army training. Then he had to focus on those around him.

“The younger guys next to me were kind of still in shock and awe,” Petry said, and he tasked himself to do what NCOs are trained to do: “Maintaining control, maintaining awareness, trying to remain calm — so they stay calm.”

He radioed for help, but the fighting wasn’t over. Staff Sgt. James Roberts engaged the enemy and was able to suppress their fire. But another insurgent began firing and fatally wounded Spc. Christopher Gathercole. Higgins and Robinson returned fire and killed the enemy.

Moments later, Sgt. 1st Class Jerod Staidle, the platoon sergeant, and Spc.

Gary Depriest, the platoon medic, arrived in the outer courtyard. After directing Depriest to treat Gathercole, Staidle moved to Petry’s position. Staidle and Higgins then assisted Petry as he moved to the casualty collection point.

Within a week, he’d be back in the United States.

A hand in recovery

While passing through hospitals back to the United States, doctors had operated to remove damaged or dead tissue from Petry’s arm, in part, to prevent infection. But when he arrived stateside, his wound was still open, the bone was still exposed and it was wrapped with gauze.

“He had enough skin, but no functioning hand ... by the time he got to us,” said Col. James Ficke, Petry’s orthopedic surgeon. “When he looked at his hand at the time of his wound, when he put the tourniquet on, he had tissue — skin and broken bones. But no fingers or anything.”

Ficke serves as the chairman of the Department of Orthopedics and Rehabilitation at Brooke Army Medical Center in San Antonio. He also became Petry’s friend.

“We met when he was evacuated back to Brooke AMC,” Ficke said. “I was on call when he came in to the hospital.”

Though it was by chance that Petry landed in Ficke’s hospital while he was on duty, the doctor admits he kind of knew Petry was coming. Ficke and Petry’s commander had served together in Iraq.

“He emailed me and said to look out for him,” Ficke said. “I knew that Sgt. Petry was going to be one of the guys who I was going to have a relationship with for a long time.”

Petry was 28 at the time he was wounded, and Ficke said it was devastating for a young man — in the prime of his life — to suffer such a catastrophic wound. From the beginning, though, Ficke said Petry was gunning to get back to the fight.

“He wanted to stay in the Army very much,” he said. “He wanted to deploy again; he wanted to restore his life as much as he could. We talked a lot about what was possible and what we could help him with.”

Petry said he drew inspiration from those around him in the hospital — from fellow Soldiers with severe burns and

“phenomenal attitudes,” to those with injuries similar to his own.

“The first person that came and visited me in the hospital was a double-amputee above the elbow,” Petry said. “She had the greatest attitude. She was hanging out with the guys, having a great time. To see that kind of reaction, I thought I have nothing to complain about.”

Ficke said that he was able to close Petry’s wound over his wrist, so the ranger had available a functioning wrist that could provide rotation. Ideally, a prosthetic hand would fit over that, and he would use his wrist to rotate the hand. But his wrist was not as capable as it could have been, Ficke said.

“Sometimes his own ability to turn that wrist would not be as good as some of the prostheses,” Ficke said. “He and I and the prosthetist all kind of talked and decided to ... take away that wrist so that he could have a prosthesis that would do that with motors.”

Removing a living part of his body to replace it with a more capable mechanical equivalent might be a tough choice, but Petry said he’s pleased with the results.

“It’s a great hand,” Petry said. “It’s got a couple of sensors built in underneath the casting right above the skin. What’ll happen is every muscle contraction you make will send signals up to the hand. Each finger, when it meets resistance, it will stop. So you’ve got more dexterity to grab round shapes and stuff like that.”

Petry’s prosthetist built a fitting to slide over Petry’s forearm so the hand can attach and also placed sensors to pick up electrical signals from his muscles. After working with a therapist, Petry’s robotic hand moves with the very signals he used to use to control his own hand.

“I used it everywhere,” he said. “Actually, I got myself into trouble with recovery. I wore the arm too long and didn’t let my limb get used to it. So, I swelled up, and I couldn’t wear it for a couple days.”

Now, Petry is pretty adept with his new robotic hand. He uses it back home with his family and as he moves throughout the Army meeting new people who are interested in his story.

“I’m meeting people all the time. It feels great to actually shake their hands with my right hand,” he said. “I’m fortunate they have this type of medical

Citation to Award the Medal of Honor

For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty:

Staff Sgt. Leroy A. Petry distinguished himself by acts of gallantry and intrepidity at the risk of his life above and beyond the call of duty in action with an armed enemy in the vicinity of Paktia province, Afghanistan, on May 26, 2008. As a weapons squad leader with D Company, 2nd Battalion, 75th Ranger Regiment, Staff Sgt. Petry moved to clear the courtyard of a house that potentially contained high-value combatants. While crossing the courtyard, Staff Sgt. Petry and another ranger were engaged and wounded by automatic weapons fire from enemy fighters. Still under enemy fire, and wounded in both legs, Staff Sgt. Petry led the other ranger to cover. He then reported the situation and engaged the enemy with a hand grenade, providing suppression as another ranger moved to his position. The enemy quickly responded by maneuvering closer and throwing grenades. The first grenade explosion knocked his two fellow rangers to the ground and wounded both with shrapnel. A second grenade then landed only a few feet away from them. Instantly realizing the danger, Staff Sgt. Petry, unhesitatingly and with complete disregard for his safety, deliberately and selflessly moved forward, picked up the grenade, and in an effort to clear the immediate threat, threw the grenade away from his fellow Rangers. As he was releasing the grenade it detonated, amputating his right hand at the wrist and further injuring him with multiple shrapnel wounds. Although picking up and throwing the live grenade grievously wounded Staff Sgt. Petry, his gallant act undeniably saved his fellow rangers from being severely wounded or killed. Despite the severity of his wounds, Staff Sgt. Petry continued to maintain the presence of mind to place a tourniquet on his right wrist before communicating the situation by radio in order to coordinate support for himself and his fellow wounded Rangers. Staff Sgt. Petry’s extraordinary heroism and devotion to duty are in keeping with the highest traditions of military service, and reflect great credit upon himself, 75th Ranger Regiment, and the United States Army.



U.S. Army photo

Petry (far right), his wife, Ashley (far left), and family in Steilacoom, Wash., in 2010.



U.S. Army photo

Petry re-enlists during a May 2010 ceremony at Fort Lewis, Wash.

technology. I thought I was going to end up with a set of hooks — and I got those as well. But, when they handed me a prosthetic hand that functions pretty darn close to a real thing, I was ecstatic.”

Petry was injured in May 2008, and didn’t actually make it home permanently until April 2009 — a span of more than 10 months.

It was two things, Petry said, that he thought about as he healed and that drove him to push through the therapy so he could get back to the people he wanted to be around.

“My family, and my second family — the 2nd Ranger Battalion,” he said. “I used to joke with my wife. I used to tell her, ‘Hey, I got my Alpha and Bravo team leaders at work, and you’re my Charlie team leader.’ We’re all one big happy family. I really wanted to get back and see the guys. I really miss the unit, the camaraderie, the high spirit and to keep doing what I can for the Army.”

Coming home to normal

Petry’s got more than himself and his fellow rangers to concern himself with. Like a lot of Soldiers, he’s got a wife and kids who worried about him while he battled for freedom in Afghanistan. Petry and his wife, Ashley, have four children: Brittany, Austin, Reagan and Landon.

Ashley first heard about her husband’s wounds when Soldiers came to their front door — a day her mother was visiting to help with the kids.

“It was Memorial Day morning, and the kids were out of school,” she said. “We’d slept in late ... I was still in pajamas. The doorbell rang, and we’ve always been briefed as spouses if they come to your door what they would be dressed in and how many would be there if there was a casualty.”

She said she knew by the way the Soldiers were dressed — and how many of them there were — that Petry had not been killed. But, she knew something was wrong.

Less than a week later, Ashley and the kids would meet up with Petry — the first time they’d seen him since he’d deployed.

“I think the acceptance came when we were actually able to bring the kids to Texas, and they could see him,” Ashley said.

At first concerned about their youngest son, Ashley said she didn’t know what to expect when the boy would see his dad for the first time without a hand.

“But, he ran straight to him. And, from day one, he’s had a nickname for it,” Ashley said of her husband’s shortened forearm — his stump. “He calls it Nubby,” she said.

“Even when I’m gone on the road, I’ll call late at night and tell him goodnight,” Petry said. “He’ll say, ‘Tell Nubby goodnight for me.’”

Both Petry and his wife say he’s made some changes at home, but has otherwise adjusted to life with his new mechanical hand.

Ashley, initially worried Petry would need assistance with everyday tasks, said he has turned down offers of help. Instead, he’s become skilled doing all the things other Soldiers do for themselves — but with one mechanical hand.

“From the day I went to the hospital, he was doing everything himself,” she said. That included such things as shaving and cutting his fingernails. “He didn’t want help. At home, we don’t see him as injured. He sometimes forgets he has the prosthetic.”

Petry even shakes hands with new people using his prosthetic — something others might be uncomfortable with, but something he said he is proud of. On a March trip to Washington, D.C., he got to use his new hand to greet Army leaders.

Despite some adjustments that Petry said do in fact require him to ask his family for help, and that he said means he gets more interaction with his kids, he has actually learned to do some things with his prosthetic that he didn’t do before.

“I picked up golf with my golf attachment,” he said.

A proud ranger

Petry’s been a ranger since basic training. And, he wasn’t the first in his family to do so.

“My cousin was actually serving in the 2nd Ranger Battalion when I was finishing up high school, debating on when or what I was going to do,” he said. “He explained a lot to me what the regiment did, and that was a sell for me.”

Petry said after being sold on the Rangers by his cousin, he had made up his mind to follow in his footsteps. After completion of One Station Unit Training, the Basic Airborne Course and the Ranger Assessment and Selection Program — all at Fort Benning, Ga. — Petry got assigned to 2nd Battalion, 75th Ranger Regiment.

Today, Petry holds his unit, and his ranger team members in high esteem.

“They’re my Ranger brothers,” he

said. "They're great guys, all of them. And they are definitely guys you'd want to be at the front lines with. I'm glad they were there that day with me."

Petry said he has honored his fellow fallen rangers — the ones he calls real heroes — by keeping their names as close to him as possible.

"I've got all the names of the 2/75 Rangers we've lost on my prosthetic arm," he said. "As much as I like to say 'remember the fallen heroes,' those are the

true heroes who sacrificed it all. I didn't sacrifice anything more than anyone else who is out there."

Soldiering on

Despite his injuries, Petry recently re-upped in the Army for eight more years, which will take him to a full 20 years of service.

Petry is the ninth service member to have been named a recipient of the Medal of Honor for actions in Afghanistan or

Iraq. Of prior recipients, all but Staff Sgt. Salvatore Giunta were awarded the honor posthumously.

Petry currently serves as a liaison officer for the U.S. Special Operations Command Care Coalition-Northwest Region, and provides oversight to wounded, ill and injured service members, and their families.

He enlisted in the Army from his hometown of Santa Fe, N.M., in September 1999.

Petry's fellow NCOs recount heroic acts

By Marisa Petrich
Northwest Guardian

In every life there are watershed moments. Sgt. 1st Class Leroy A. Petry's was more difficult than most.

Petry had already been shot in both legs while on a mission in Paktia province, Afghanistan, in May 2008, when a grenade was thrown over a wall into the compound he was clearing.

When it landed just feet away from two of his squadmates from the 2nd Battalion, 75th Ranger Regiment, he knew exactly what to do. Without hesitating, Petry picked up the grenade to toss it back. As he released it, it detonated, taking off his right hand.

The action saved two lives, of Sgt. Daniel Higgins and Pfc. Lucas Robinson, and earned him the Medal of Honor, the nation's highest military honor.

"I think you see heroic actions a lot in a combat zone, whether you want to or not," said Master Sgt. Steven Walter on June 13 at the battalion's headquarters at Joint Base Lewis-McChord, Wash. "I think this one stood out."

Walter and two other ranger NCOs, Sgt. 1st Class Jerod Staidle and Master Sgt. Reese Teakell, described Petry as hardworking, selfless and happy-go-lucky. All three were part of the mission that day.

"I just remember thinking to myself, I wasn't surprised that he had done what he had done," Staidle said.

When the grenade landed nearby, Petry could have saved himself, the NCOs pointed out. He was sitting in a position



Photo by J.D. Leipold

Medal of Honor recipient Sgt. 1st Class Leroy A. Petry receives a standing ovation July 12 from President Barack Obama and guests in the East Room of the White House.

that would have made it easy. Instead, he acted to save his fellow rangers.

Afterward, even with his wounds, he continued reminding his squad members not to stand around. There was a job to do.

To the people who know him, none of this seems out of the ordinary.

"He will do the right thing and the hard thing regardless of if there's an easier way out there," Teakell said.

Now the married father of four works with wounded, injured and ill service

members. He's taken up skeet shooting and pheasant hunting since losing his hand, and enjoys showing off his prosthetic's many attachments. He jokes around as much as ever.

But Petry is also one of few people who knows exactly how he would react when confronted with an extreme situation. His years of training, experience and, most importantly, his character came into play at that critical moment.

"It's the test," Teakell said.



MASTER SGT. HALF-MAST

60 YEARS OF MAINTENANCE LEADERSHIP

By Jonathan W. Pierce
PS Magazine

The very real Audie Murphy and the idealized, but mythical, Sgt. Morales are names well known among the Army's NCO Corps. Both have inspired other NCOs to achieve excellence in leadership and performance, and to seek fellowship among the Army's elite sergeants. They are worthy of emulation.

Sergeants have also been captured in the cartoon art of DC Comics' Master Sgt. Frank Rock of the World War II era and Mort Walker's Sgt. 1st Class Orville P. Snorkel from the "Beetle Bailey" comic strips. No one can deny that Sgt. Rock took care of his men, while Sgt. 1st Class Snorkle takes care of Pvt. Bailey in some rather humorous and unorthodox ways.

Another, less-known ser-

geant has been the Army's maintenance leader since World War II. Master Sgt. Half-Mast McCanick, a cartoon character, has provided maintenance and supply expertise for Soldiers who use or maintain the Army's vehicles, weapons, equipment and gear. McCanick first appeared in *Army Motors*, an Ordnance Corps publication during World War II.

Half-Mast's original image wasn't exactly complimentary. It took a young Cpl.

Will Eisner to straighten Half-Mast out. Eisner's famous comic strip, "The Spirit," was published in newspapers around the country, and he contributed art to the post newspaper at Aberdeen Proving Ground, Md. The Ordnance Corps was quick to see that his abilities could enhance the appearance of *Army Motors*.

Eisner used Half-Mast, Cpl. Connie Rodd, and Pvts. Joe Dope and Fogsnoff to illustrate and enhance the magazine's content. And, troops responded; monthly subscriptions grew to more than 1.5 million copies.

At the close of the war, *Army Motors*, its cast of cartoon characters and then-Chief Warrant Officer Will Eisner were mustered out.

Unfortunately, during the next five years, Army equipment stocks were dispersed, and maintenance wasn't all that it could have been. With the coming of the conflict in Korea, the Army faced a harsh real-

PS MAGAZINE'S 60TH ANNIVERSARY

QUESTIONS OR COMMENTS about *PS Magazine*?
Email them to: half.mast@us.army.mil.

WANT TO VIEW back issues or current hot topics?
See the *PS Magazine* website: <https://www.logsa.army.mil/psmag/pshome.cfm>.

STAY UP-TO-DATE with *PS Magazine* on Half-Mast's Facebook page. Search for "Half-Mast McCanick."

ity: Troops and equipment weren't ready. Soldiers complained that advances in technology had made old equipment outdated, and new, rapidly fielded equipment sometimes had quirks and didn't always come with manuals, tools or replacement parts.

Officials in the Army Field Forces command remembered *Army Motors* magazine and asked the Ordnance Corps to bring it back. Eisner was invited to return as a contract artist. For the next 21 years, one of the leading comic book artists of the nation was also the artist and designer of what was dubbed *PS Magazine*.

Eisner recalled Half-Mast to active duty and Connie Rodd returned as an Army civilian employee. They remain with the magazine today. Dope and Fogsnoff also returned, but by 1957, they had left the service. Others have come and many have gone from the *PS* pages, but Half-Mast has remained the constant backbone of the magazine, providing leadership and technical competence throughout the 60-year run of the publication.

Half-Mast presents an experienced, wise persona and isn't afraid to ask Soldiers straight questions such as, "Would you trust your life, right now, on the condition of your equipment?"

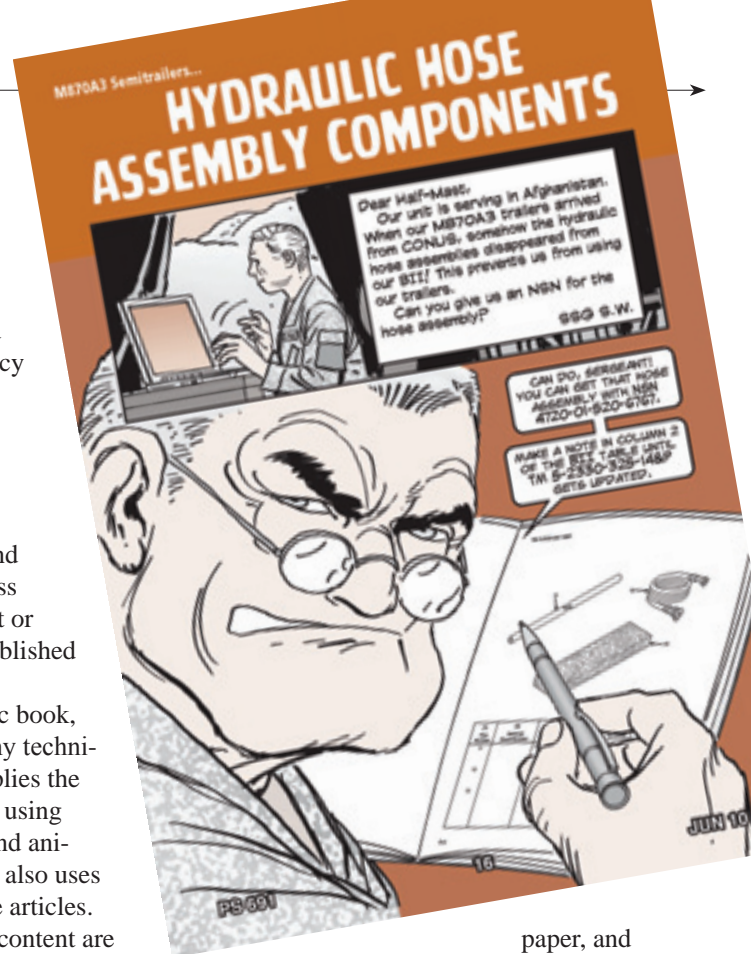
Half-Mast is also easily approachable. Each year he receives 2,000 to 3,000 questions about maintenance and supply issues from Soldiers and DA civilians and tries to answer each one. He and the staff consult technical manuals and other official Army

publications, as well as subject-matter experts at Army headquarters, Army Materiel Command and its subordinate commands, other Army commands, and the Defense Logistics Agency to provide the best answers possible.

Like any good leader, Half-Mast is also open to hearing Soldier suggestions for improving equipment and maintenance. Those that pass the muster of the equipment or procedure proponent are published in the magazine.

PS Magazine is a comic book, but it is also an official Army technical bulletin. Although it applies the techniques of sequential art using characters like Half-Mast and animated talking equipment, it also uses technical art to illustrate the articles. Illustrations and the article content are reviewed and approved by subject-matter experts at the appropriate proponent command or activity. Because of this approval process, unit commanders can have Soldiers implement what is printed in *PS Magazine* on the same basis as any other technical manual or bulletin.

And yes, Half-Mast has often heard the question, "Why is it *PS Magazine* and not *PM Magazine*?" When the magazine was being named in early 1951, *PM* was the name of a New York City daily news-



paper, and the Army wanted to avoid the appearance of any connection. Because one of the purposes of the new magazine was to act as a "postscript" to information published in technical manuals and regulations, *PS* seemed an obvious choice. However, Half-Mast notes that even that is only partly right, because the "magazine" isn't really a magazine at all. It's officially Army Technical Bulletin 43-PS-series: *PS, The Preventive Maintenance Monthly*.

Regardless of its name or its comics-style art, Soldiers shouldn't be ignorant of what this little comic book offers. It's packed with timely, up-to-date information that will help units maintain high equipment-readiness rates and, in the process, help protect Soldiers from equipment defects and outdated maintenance procedures.

Jonathan W. Pierce, a retired master sergeant, is the acting editor of PS Magazine, a part of the Logistics Support Activity at U.S. Army Materiel Command, Redstone Arsenal, Ala.





NCOS ON

LEADERSHIP

Flexibility, motivation matters

By Michael T. Oliver

Developing good NCOs is about developing flexible leadership behaviors. In essence, exceptional leadership is demonstrating the flexibility of accomplishing stringent mission requirements with Soldiers' varied job skills and motivations.

I've had the opportunity to experience leadership in diverse Army units. First, I was promoted to sergeant as an indirect-fire infantryman. The leadership style in that unit was best described as authoritarian — "Do what you are told." There was little or no negotiation or discussion. Sound familiar? Though this leadership style accomplished the mission, it lacked flexibility in addressing Soldiers' varied job skills and motivations.

Next, I became a telecommunications equipment repairer. This unit's leadership style was, by necessity, much different, mainly because there were several subject-matter experts concentrating on individual projects as part of the same team. Instead of there being one leader directing varied

Both Soldiers and civilians have the same basic motivations: to be recognized, to be respected and to be all they can be.

combined actions as in the infantry, there was multi-job-oriented, focused leadership. Again, this leadership style accomplished the mission but failed to exhibit the flexibility needed to address Soldiers'

varied job skills and motivations.

True leadership flexibility is underutilized. It's imperative that NCOs synchronize an assessment of mission tasks with Soldiers' skill sets, motivations and other factors. Depending on that assessment, leadership behaviors should be flexibly

adjusted accordingly. It may sound complicated, but it is not; it's just a challenge.

NCO leadership behaviors must adjust to four types of situations and Soldier attributes: being unwilling, being overwhelmed, being untrained and being capable. NCOs should use different leadership behaviors depending on the task and relevant attributes of the Soldier.

If a Soldier is unwilling to do a job

Sgt. Brandon Barnett (right) from B Company, 1st Battalion, 4th Infantry Regiment, U.S. Army Europe, leads his team up a ridge line Feb. 26, 2009, during a dismounted patrol near Forward Operating Base Lane in Zabul province, Afghanistan.

Photo by Staff Sgt. Adam Mancini

or time is of the essence, the leader might use the **authoritarian** leadership style mentioned above.

If the Soldier is busy and overwhelmed, or if there are stringent time constraints, the leader might adopt a **participative** leadership style — including the Soldier in decisions relevant to accomplishing the task.

If the Soldier is untrained in the task at hand, the leader might maximize a **coaching** leadership style — instructing the Soldier in the needed skills.

Last, if the Soldier possesses the required skill set and is capable, the leader should **empower** the Soldier to accomplish the task to the best of his or her ability and provide assistance, if needed. Soldiers and employees often appreciate this style of leadership.

A summary of the basic leadership behaviors: The authoritarian style involves blind obedience to authority; the participative style includes the relevant individuals in the decision-making process; the coach gives support, listens and leads by example; and empowerment provides subordinates with authority to perform their job.

The flexible leadership model discussed here applies to both Soldiers and civilian employees. Seven years of experimentation confirms that civilian employees appreciate flexible leadership as much as Soldiers do. Both groups have the same basic motivations: to be recognized, to be respected and to be all they can be. Leadership flexibility works because it implements the Army's model of influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization.

Take pride as an NCO and accept the challenge of leading the greatest Soldiers in the world. They deserve it.

Michael T. Oliver is a retired sergeant first class. He currently lives in the Fort Huachuca, Ariz., area.

Know your Soldiers

By Master Sgt. Daniel Murphy →

In these times of constant change in the Army, one of our biggest challenges as leaders is attempting to stay a step ahead. And, one of the most critical leadership strategies is knowing your Soldiers. The more you know what motivates your team, what challenges each Soldier is facing and what personal goals your Soldiers have set for themselves, the more tools you put in your leader toolkit.

As a recruiter for more than 11 years, I've seen a side of Soldiers I never knew existed. I've seen them as Johnny or Susie before basic training. I've recruited in some of the richest areas and some of the poorest areas of the country. I've witnessed the decision-making process of a young lady whose brother is a wounded warrior, and had to hold back my own tears when he came in with a walker to watch her swear in and depart for basic training.

Leading recruiters and serving as one has opened my eyes to a side of people leaders often don't consider. I've held mothers as they cried, stared down fathers who claim I'm "stealing" their children and helped dependents cope with the fact that their loved ones will be gone.

We all come from a unique background. Each of us had a reason we enlisted. For some it was simple: In 1994, one recruit had barely graduated from high school, had no inclination for college and knew that sitting around Erwin, Tenn., would lead to trouble. (Yes, that's my story.) For others, it was a desire to serve.

I often take time to thank the men and women who are enlisting and have enlisted during the Global War on Terrorism. These warriors knew what they were getting themselves into. For some of them, this war has been going on for more than half their lives, yet still more make the decision to enlist every day.

As leaders, I think this is something we must take time to consider. Many of us enlisted when the greatest threats were small international flare-ups that were over in several days. The Iron Curtain had fallen, and the Army recruited with promises of college money and job training. Although those incentives still exist today, they are by no means the only reasons your Soldiers joined. They join because they want to serve. They want to defend their nation. They want to be you.

My challenge to every leader is simple: Sit down with your Soldiers and ask them why they enlisted. Ask them what their living conditions were. Did their parents support their decision? Ask them what they gave up by enlisting. Ask them what they've gained. Take the time to relate your personal Army enlistment experience.

Serving as a recruiter has allowed me to look past the persona or image that individuals want outsiders to see. With something as big as an Army enlistment, they show a part of their soul.

Your Soldier has a goal that you can help them achieve, and neither of you may be aware of it. It could go even deeper, and you could learn something about your Soldiers' pasts that explains their actions today. Knowing where someone came from is very helpful in getting them where you want them to go.

Master Sgt. Daniel Murphy, a student in Class 62 of the U.S. Army Sergeants Major Academy, served as a recruiter for 11 years, most recently at the Military Entrance Processing Station in Albuquerque, N.M.

Sit down with your Soldiers and ask them why they enlisted. Ask them what they gave up by enlisting. Ask them what they've gained.

BUILDING RESILIENT UNITS

Helping Soldiers overcome any obstacle

By Lt. Col. R. Wendell Stevens &
Command Sgt. Maj. Joe B. Parson Jr.

What do drill sergeants, the Bible, President Franklin D. Roosevelt, Yoda from *Star Wars* and the U.S. Army have in common? They all describe human nature as a combination of emotional, mental, spiritual, physical and social dimensions that guide us in our thoughts, feelings and actions.

Drill sergeants develop Soldiers who are emotionally, mentally, spiritually and physically ready and proud members of a team. The Bible directs people to love God with all their heart, mind, soul and strength, and to love their neighbor as themselves. Roosevelt, in his 1941 State of the Union speech, addressed America's four freedoms: freedom from fear, freedom of expression, freedom to worship and freedom from want. Yoda, the fictional Jedi master, covered the transition from emotions to physical consequences when he said, "Fear is the path to the Dark Side. Fear leads to anger. Anger leads to hate. Hate leads to suffering."

The Army's Comprehensive Soldier Fitness program identifies five dimensions of strength related to the above examples: emotional, family, social, spiritual and physical. We see these various human dimensions at work in our daily lives and in the lives of those around us. Often, they work in harmony as we act to accomplish a task and react to information and events. Yet, when one or more dimensions are weak, damaged or neglected, we become less capable of dealing with the major to even the most mundane incidents and stressors.

If not addressed, our weakened dimensions can cause a downward spiral of performance and quality of life that can affect

even the readiness of one's unit. To prevent this plunge in performance, we must intentionally address the fitness and resilience of all our human dimensions just as we do in daily Physical Readiness Training.

Resilience, the ability to bounce back from stress and trauma, has been a hallmark of the American Soldier for more than two centuries. Comprehensive fitness has been named one of the nine critical core competencies for the 21st century by the U.S. Army Training and Doctrine Command. To achieve greater resilience and fitness, the Army's leadership recently established the Comprehensive Soldier Fitness program for Soldiers, families and Department of Army civilians.

CSF is a structured, long-term assessment and development program designed to build resilience and enhance performance. It is intended to be preventative versus reactive in nature, as Gen. George W. Casey wrote in a January article for *American Psychologist* magazine, "so our Soldiers can *be* better before deploying to combat so they will not have to *get* better after they return."

CSF focuses on each of the emotional, spiritual, physical and social dimensions, and also adds a family dimension to highlight loved ones' importance to the successful accomplishment of the Army's mission. These dimensions interact, influence and impact one another, ultimately affecting our state of mind. CSF, its website states, serves

as a "first step toward training members of the Army community to understand how and why they think in a certain way. Once people begin to understand this, they are best postured to change their thoughts and actions to strategies that are positive, adaptive and desirable for both the person and the Army."

If not addressed, our weakened dimensions of strength can cause a downward spiral of performance and quality of life that can affect even the readiness of one's unit.



To develop comprehensive resilience, CSF offers four pillars, or tools, to units and individuals:

- **Pillar 1: The Global Assessment Tool** — The CSF program offers the online GAT for individual Soldiers, family members and Department of Army civilians to assess their fitness in four of the five CSF dimensions: emotional, family, spiritual and social. The tool, available at the Soldier Fitness Tracker website at <https://www.sft.army.mil/>, takes about 15 minutes to complete and provides a score for each dimension with recommended follow-up training for each. While aggregate data is collected by the Army, specific results are confidential for individuals to see and use privately.
- **Pillar 2: Comprehensive Resilience Modules** — The GAT is linked to Comprehensive Resilience Modules — five online training modules aligned with the four GAT areas that Soldiers can use to improve any or all of their dimensions. Like physical training, the modules provide simple exercises Soldiers can use to strengthen their emotional, family, spiritual and social skills. Each module takes about 15 minutes to complete. Individual completion of a module is tracked in the Soldier Fitness Tracker and the Army's Digital Training Management System, allowing commanders to track unit use of CSF training material.

Soldiers weave through an obstacle course March 23, 2010, at Camp Taji, Iraq. The Soldiers, assigned to Company F, 3rd Battalion, 227th Aviation Regiment, 1st Air Cavalry Brigade, 1st Cavalry Division, worked together to complete the challenges during eight events.

Photo by Sgt. Travis Zielinski

- **Pillar 3: Master Resilience Trainers** — To assist in training CSF, the Army now trains mid-level NCOs and officers to be Master Resilience Trainers for every company- through brigade-level unit. They are commanders' advisors regarding total fitness and resilience training-related issues. They can be used to teach resiliency skills and help refer Soldiers to professional counseling.
- **Pillar 4: Institutional resilience training** — Institutional resilience training is now being taught in all professional military education, from Initial Military Training to the Sergeants Major Academy for enlisted members and from pre-commissioning training to the U.S. Army War College for officers. The CSF website, <http://csf.army.mil/resilience/lifecycle.cfm>, has downloadable training products for all levels and leader groups.
 Since CSF is an Army-level program, it can be difficult for squad-, company- and even battalion-level organizations to wrap their arms around it, whether in-garrison or in a deployed

environment. In an attempt to simplify the training challenge, we offer several recommendations to integrate these CSF pillars into your training plan.

FOR SERGEANTS MAJOR AND FIRST SERGEANTS

First, assess and improve your command climate. That sets the tone for all Soldiers, leaders and families in your unit and will greatly influence their motivation, thoughts, values, physical performance and teamwork.

As AR 600-20, *Army Command Policy*, states, “Commanders and other leaders committed to the professional Army ethic promote a positive environment. If leaders show loyalty to their Soldiers, the Army and the nation, they earn the loyalty of their Soldiers. If leaders consider their Soldiers’ needs and care for their well-being, and if they demonstrate genuine concern, these leaders build a positive command climate.”

Second, plan CSF training. Commanders should develop training plans and unit standard operating systems that deliberately and proactively build resilience in all five human dimensions:

➤ **Emotional & family fitness:** Look at the quality of your

sponsorship programs, Family Readiness Groups (inclusive of single Soldiers), Soldier recognition programs (awards, boards and promotion system), unit BOSS program, command climate surveys, use of social media (such as Facebook) and equal opportunity system. Set a positive example to the unit by caring for your own family.

- **Spiritual fitness:** Use group discussions and case studies to emphasize the importance of Army values, the Warrior Ethos and professional oaths and creeds. Focus leader development on matters of character and ethical decision-making. Offer the opportunity for all to worship in their faith and maximize use of your unit ministry team in all training. Create and reinforce a sense of purpose in each individual and your unit.
- **Physical fitness:** Build a training program that includes diet, nutrition (or fueling) and job-focused Physical Readiness Training that builds Soldier-athletes and warriors. Embrace the fundamentals of the new Army Physical Readiness Training program and start using it now rather than later.
- **Social fitness:** Practice routine counseling using the five human dimensions as a template. Execute training that empha-

Unit:	Name:	Date:
<p><u>EMOTIONAL DIMENSION:</u> Approaching life’s challenges in a positive, optimistic way by demonstrating self-control, stamina and good character with your choices and actions.</p> <p>Strengths and areas of improvement:</p> <ol style="list-style-type: none"> 1. 2. <p>Areas to Develop and plan of action for this month:</p> <ol style="list-style-type: none"> 1. 2. 	<p><u>FAMILY DIMENSION:</u> Being part of a family unit that is safe, supportive and loving, and provides the resources needed for all members to live in a healthy and secure environment.</p> <p>Strengths and areas of improvement:</p> <ol style="list-style-type: none"> 1. 2. <p>Areas to Develop and plan of action for this month:</p> <ol style="list-style-type: none"> 1. 2. 	
<p><u>SOCIAL DIMENSION:</u> Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.</p> <p>Strengths and areas of improvement:</p> <ol style="list-style-type: none"> 1. 2. <p>Areas to Develop and plan of action for this month:</p> <ol style="list-style-type: none"> 1. 2. 		
<p><u>PHYSICAL DIMENSION:</u> Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training.</p> <p>Strengths and areas of improvement:</p> <ol style="list-style-type: none"> 1. 2. <p>Areas to Develop and plan of action for this month:</p> <ol style="list-style-type: none"> 1. 2. 	<p><u>SPIRITUAL DIMENSION:</u> Strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional, and societal sources of strength.</p> <p>Strengths and areas of improvement:</p> <ol style="list-style-type: none"> 1. 2. <p>Areas to Develop and plan of action for this month:</p> <ol style="list-style-type: none"> 1. 2. 	

A sheet like this one can be used during routine counseling to ensure you remember to address each of the five dimensions of strength.

sizes teamwork. Conduct newcomer briefings and schedule unit events to build esprit de corps and morale (like fun runs, formals and organizational days). Social fitness builds and fosters lasting and effective relationships that will reinforce the other four human dimensions.

Third, use MRTs to train all leaders in the fundamentals of CSF to build unit resilience. Make MRTs part of battalion training meetings and have a means to track events and progress in relation to CSF training. Take the initiative to develop a program that best fits your unit.

Fourth, understand the contents of the online Comprehensive Resilience Modules. Create opportunities for your subordinates to train that material in small groups and as part of your leader development program.

Fifth, look to your garrison setup to better promote comprehensive resilience. While deployed, we often work and live in an environment that promotes daily communication and teamwork. In-garrison, however, we return to a compartmentalized environment that makes it difficult to recognize problems in a timely manner. Also, you can help your leaders understand unit SOPs and installation programs that can help strengthen resilience and reinforce the CSF program.

Sixth, maintain systems to identify and help high-risk Soldiers. As Brig. Gen. Rhonda Cornum, the director of the Army's Comprehensive Soldier Fitness program, recently stated, "Waiting for illness or injury to occur is not the way commanders in the U.S. Army approach high-risk actions, and it is not the way we should approach high psychological-risk activities."

FOR FIRST-LINE SUPERVISORS

First, be an engaged leader. While Soldiers are responsible for themselves, everyone from private to the battalion commander still needs a first-line supervisor. Good leaders take the time to know their Soldiers so they understand which dimensions are causing them to struggle. They then work with their Soldiers to help them grow so they are a more complete warrior and member of the team.

Second, practice routine counseling. We are traditionally good at assessing the job and physical performance of individuals. But, we often avoid discussing the emotional, family, spiritual and social fitness of the Soldier. To supplement and focus your monthly counseling, use a sheet like the one at left listing all five dimensions of strength so you remember to address them. Have your Soldiers take the GAT, ask them what areas they want to work on first and create an individual development plan to be assessed at subsequent counseling sessions. Work on building professional relationships with each of your subordinates so there is an established, open dialog to address issues in the future.

Third, use the online Comprehensive Resilience Modules (or the principles they espouse) during collective training at the team-, squad- or leader-development program levels. While the modules are meant for individual use, reviewing them together

promotes open discussion of each dimension so that team members can work together to improve resilience while breaking down stigmas that may exist. This will also reinforce the training provided by your unit MRTs.

FOR INDIVIDUALS

First, take the GAT and work through the Comprehensive Resilience Modules. Even if you are (or believe you are) already fit in all dimensions, the modules can enable you to help others.

Second, seek assistance if you or a battle buddy are struggling in any of the dimensions — emotional, family, spiritual, physical or social. Weaker dimensions make everything else you do harder, including reacting to additional stress.

Third, look for areas of growth that can result from problems and trauma. We tend to overly focus on what is wrong and weak in our lives when, in fact, we also gain great strength and resiliency from challenges such as deployments, losses, trauma and disappointments.

We need to actively look for post-traumatic growth instead of solely focusing on post-traumatic stress disorders. After significant events, write down what you have learned and how you grew stronger from them. This technique will ultimately foster a positive personal outlook that can lift up your unit's command climate from the bottom up.

Our nation and its warriors have always required strong minds and strong bodies. Through the past decade of conflict, we have again identified that strong hearts, strong spirits and strong teams are extremely important, just as ancient writers and previous wartime presidents did for both Soldiers and their families.

Fitness in all five strength dimensions provides greater resilience to endure and react positively in times of hardship while improving our lives each day. Since the CSF program is also essential to our combat readiness, commanders, leaders and Soldiers each have a role, responsibility and opportunity to make the CSF program work.

Lt. Col. R. Wendell Stevens serves as an instructor at the School for Command Preparation at the Command and General Staff College, Fort Leavenworth, Kan. Command Sgt. Maj. Joe B. Parson Jr. is the command sergeant major of the School for Command Preparation.

We are traditionally good at assessing the job and physical performance of individuals. But, we often avoid discussing the emotional, family, spiritual and social fitness of the Soldier.

Submit your article

Have something to share for the benefit of the NCO Corps? Email your article, art or photographs to antony.m.joseph.mil@mail.mil.

Submissions will be edited for length, style and content.

Roll Call

OF THE FALLEN

Operation New Dawn

Spc. Matthew R. Gallagher, 22
North Falmouth, Mass., June 26, 2011

◆
Pfc. Dylan J. Johnson, 20
Tulsa, Okla., June 26, 2011

Capt. Matthew G. Nielson, 27
Jefferson, Iowa, June 29, 2011

◆
Staff Sgt. Russell J. Proctor, 25
Oroville, Calif., June 26, 2011

Spc. Robert G. Tenney Jr., 29
Warner Robins, Ga., June 29, 2011

◆
Capt. David E. Van Camp, 29
Wheeling, W.Va., June 29, 2011

Operation Enduring Freedom

Sgt. Nicanor Amper IV, 36
San Jose, Calif., July 5, 2011

◆
Pfc. Brian J. Backus, 21
Saginaw Township, Mich., June 18, 2011

◆
Spc. Nicholas P. Bernier, 21
East Kingston, N.H., June 25, 2011

◆
Sgt. 1st Class Alvin A. Boatwright, 33
Lodge, S.C., June 18, 2011

◆
1st Lt. Dimitri A. Del Castillo, 24
Tampa, Fla., June 25, 2011

◆
Sgt. Edward F. Dixon III, 37
Whiteman Air Force Base, Mo., June 18, 2011

◆
Staff Sgt. Michael J. Garcia, 27
Bossier City, La., July 4, 2011

◆
Sgt. James W. Harvey II, 23
Toms River, N.J., June 20, 2011

Spc. Nicholas C. D. Hensley, 28
Prattville, Ala., June 24, 2011

◆
Spc. Kevin J. Hilaman, 28
Albany, Calif., June 26, 2011

◆
Pfc. Joshua L. Jetton, 21
Sebring, Fla., June 20, 2011

◆
Staff Sgt. Nigel D. Kelly, 26
Menifee, Calif., June 25, 2011

◆
Spc. Tyler R. Kreinz, 21
Beloit, Wis., June 18, 2011

◆
Capt. Michael W. Newton, 30
Newport News, Va., June 11, 2011

◆
Spc. Levi E. Nuncio, 24
Harrisonburg, Va., June 22, 2011

Pfc. Gustavo A. Rios-Ordenez, 25
Englewood, Ohio, June 20, 2011

◆
Spc. Jordan C. Schumann, 24
Port Saint Lucie, Fla., July 5, 2011

◆
Spc. Scott D. Smith, 36
Indianapolis, Ind., June 17, 2011

◆
Sgt. Alan L. Snyder, 28
Worcester, Mass., June 18, 2011

◆
Staff Sgt. Donald V. Stacy, 23
Avondale, Ariz., June 28, 2011

◆
Spc. Preston J. Suter, 22
Sandy, Utah, July 5, 2011

◆
Staff Sgt. Joshua A. Throckmorton, 28
Battle Creek, Mich., July 5, 2011

◆
Pfc. James A. Waters, 21
Cloverdale, Ind., July 1, 2011

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 June 10, 2011, and July 8, 2011.

SOLDIERS LEADERS CIVILIANS FAMILIES

Take 5

before the cookout!

Good BBQ

- Perform a thorough safety inspection before lighting the grill
- Never use a grill in an enclosed space
- Only use an approved charcoal lighter fluid to start a charcoal-fired grill, and never add any flammable liquid to a burning fire
- Follow the instructions for lighting your gas grill
- Keep grills away from houses, fences, trees and anything else with a propensity for burning
- Don't wear loose clothing when cooking on a grill
- Keep all flammable materials away from the grill
- Make sure the fire is out when you are done



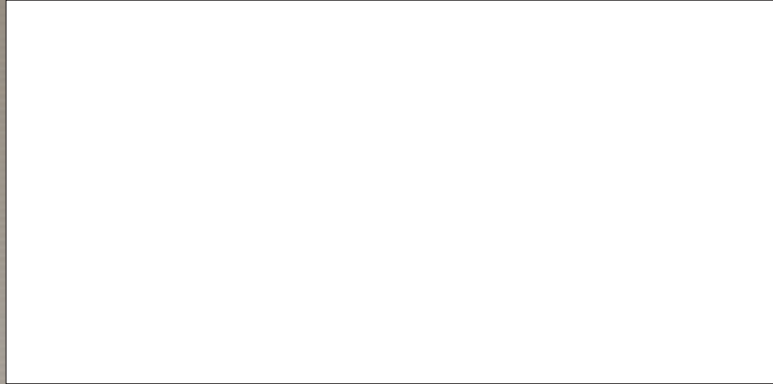
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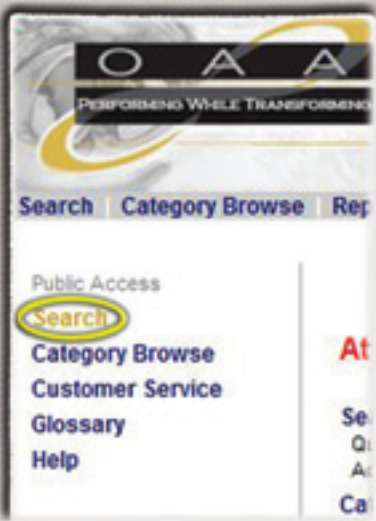
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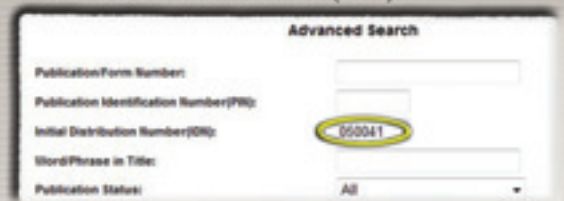
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