

THE NGO JOINT JOURNAL

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AN ONLINE FORUM FOR PROFESSIONAL DEVELOPMENT



Army's longest serving

SMA RETIRES



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ON THE COVER

Kenneth O. Preston served as sergeant major of the Army from Jan. 15, 2004, to March 1, 2011.

Photo illustration by Spc. David M. Gafford



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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

Defining our profession

Command Sgt. Maj. Corbly Elsbury
U.S. Army Maneuver Support Center of Excellence

Gen. George S. Patton Jr. said, “Discipline is based on pride in the profession of arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death.”

For nearly a decade, our Army has been at war, making it the most combat-seasoned force we have known. Due to the complex operating environment and operational tempo, we are examining ourselves as a profession and refining our understanding of what it means to be a warrior “professional.”

I believe there are three things that help define our profession of arms: No. 1, as Patton said, is discipline; two, relevance; and last, knowing your people.

First and foremost, we have the greatest Army the world has ever seen — not because of our incredible combat experience, but because of our standards and discipline. Discipline is the very core of what being a Soldier is all about. And during this era of persistent conflict, I believe that discipline has slipped within our junior leader ranks.

I would hope (though hope is not a tactical task or method) that we are all aware of Gen. George W. Casey’s chapter in the *Army Health Promotion Risk Reduction Suicide Prevention Report 2010*, “The Lost Art of Garrison Leadership.” As our force has been focused on combat, many of our junior leaders know no other way of doing business than what I call “buddy leadership.”

Buddy leadership is not just an enlisted challenge, our junior lieutenants and captains are also prone to it as well. For them, subordinate Soldiers from when they were deployed have become their buddies. Combat has created a buddy relationship versus the appropriate relationship of the leader and the led.

In a garrison environment, this adopted method of doing business isn’t conducive to the good order, morale or discipline of the force. Discipline infractions and, in some cases, direct violations of the Uniform Code of Military Justice are being overlooked for the sake of my “buddy.” These leaders have allowed their leadership skills to be blurred by bonds made during deployment and have forgotten that taking care of a Soldier means enforcing standards *all* the time, not just some of the time.

Are you tired of hearing the same excuse, “He did it because he has been downrange”? If the Soldier has underlying chal-

lenges, get them assistance; do not allow them to continue doing “what wrong looks like” because they were with you in combat.

It is imperative that we senior leaders start taking action to illuminate the right environment for our junior leaders and Soldiers. We have to show them — not tell them — how the business of soldiering is done. Tighten up the standards. We do that by remembering business is business and discipline is discipline.

We lead by example, and we administer discipline with an even hand. We ruthlessly enforce standards — in garrison and in combat.

No matter how well disciplined our Soldiers are, they will not succeed if their leader is not relevant. And that does not mean merely browsing the Internet or a glossy magazine. If you find your dwell time getting deep, work hard to stay abreast of current tactics, techniques and procedures, and get to those assignments that give you well-rounded experience.

In order to stay relevant and maintain our combat edge, we focus on tough, demanding and rigorous training and the junior or small-unit leader is the centerpiece. Stay after the lessons learned. We must be committed to educating our Soldiers. We should never underestimate our

ability to learn and resolve to never stop learning. I strongly agree with Command Sgt. Maj. David Bruner, U.S. Army Training and Doctrine Command’s command sergeant major, when he said, “The side that has the smartest Soldiers ... is the side that wins war.” Discipline and relevance can only be achieved, however, if our leaders know their Soldiers.

It’s time to do a self-check: Are we doing all we can to increase Soldier self-discipline? Are we doing all we can to develop this current generation of junior leaders? It is leadership who checks the living conditions of their Soldiers; leadership who provides the guidance for a Soldier’s off-duty conduct; and leadership who ensures Soldiers are ready to meet mission requirements. When Soldiers do not comply, leadership can’t look away or try to soften expectations because “he was a great gunner.”

Soldiers are not your buddy. They are your Soldiers, and it is a leader’s responsibility to ensure adherence to standards, good order and discipline. After all, our “profession” is first and foremost founded on the bedrock of discipline.

Command Sgt. Maj. Corbly Elsbury is the command sergeant major of the U.S. Army Maneuver Support Center of Excellence at Fort Leonard Wood, Mo.



Command Sgt. Maj. Corbly Elsbury

'STRENGTHENING OUR MILITARY FAMILIES'

Obama: 'Unprecedented commitment'

American Forces Press Service

President Barack Obama in January unveiled a government-wide plan to strengthen military family support, offering a glimpse at a few of the new programs and cooperative efforts being launched in the coming months to improve quality of life and well-being for military families.

"I'm proud to announce that for the first time ever, supporting the well-being of our military families will be a priority not just for the Department of Defense and the Department of Veterans Affairs, but all across the federal government," Obama said.

Speaking from the White House's East Room, Obama unveiled this "unprecedented commitment" to military families with First Lady Michelle Obama and Jill Biden, wife of Vice President Joe Biden. Top government and Defense Department officials also were on hand, including Defense Secretary Robert M. Gates, Chairman of the Joint Chiefs of Staff Navy Adm. Mike Mullen, the service chiefs and their spouses.

Service members and their families have done everything the nation has asked of them in this decade of war, and the nation now must serve them with the same unfailing support, Obama said. That's exactly why he directed a government-wide review of military family support, he added, calling for "innovative new partnerships" to better serve military families worldwide.

The White House recently released the results of a yearlong review of military family support. From child care to health care to spouse employment, the report, titled "Strengthening our Military Families: Meeting America's Commitment," identifies the key issues military families face and presents programs and resources government agencies plan to launch in the coming months to address them.

The report outlines four key areas to address: enhancing military families' well-being and psychological health, developing military spouse career and education opportunities, increasing

child care availability and quality, and ensuring excellence in military children's education and development.

The Departments of Defense and Health and Human Services, for example, are working together to improve community mental health services and to prevent suicides. A new office in the Treasury Department will help to protect military families from financial pitfalls.

"And we are going to remain relentless ... in our fight to end homelessness among our veterans," the president said. "We have to have zero tolerance for homelessness among our veterans."

Another priority, Obama said, is the education and development of military children, many of whom attend public schools. He praised the efforts of agencies such as the Education and Interior departments. The Education Department will give military families priority in some of its grant programs, and the Interior Department plans to create more opportunities for military children.

The government also will "redouble" its efforts to help military spouses attain education goals and careers, Obama said.

"We're going to help spouses get that degree, find that job or start that new business," he said. "We want every company in America to know our military spouses and veterans have the skills and the dedication, and our nation is more competitive when we tap their incredible talents."

Finally, the government is going to expand child care options for military parents. "Working together, we believe we can find new child care

options for tens of thousands of military children," the president said.

In total, Obama said, his administration is making nearly 50 specific commitments to military families. But the government can't accomplish this mission alone, he added.

"Government has its responsibilities," Obama said. "One percent of Americans may be fighting our wars, but a hundred percent of Americans need to be supporting our troops and their families – a hundred percent."

PRESIDENTIAL STUDY DIRECTIVE 9

The Presidential Study Directive 9 is a culmination of the findings of the **Military Family Interagency Policy Committee**.

The directive followed the release of the committee's report, "Strengthening our Military Families: Meeting America's Commitment," which identifies the key issues military families face and presents programs and resources government agencies plan to launch in the coming months to address them.

- Enhance the well-being and psychological health of the military family.
- Ensure excellence in military children's education and their development.
- Develop career and educational opportunities for military spouses.
- Increase child care availability and quality for the armed forces.

INFORMATION:

www.defense.gov/home/features/2011/0111_initiative/

West Point Band NCO wins Grammy

U.S. Military Academy

The West Point Band's newest audio engineer, Staff Sgt. Brandie Lane, has received a Grammy Award in the category of Best Engineered Album, Classical, for "Quincy Porter: Complete Viola Works."

The album was also nominated in two other categories: Best Instrumental Soloist Performance (with Orchestra) and Best Chamber Music Performance.

"The whole experience was literally a dream come true," Lane said. "Being honored among colleagues and living icons was purely inspirational. I'm forever grateful to all those who have helped me and guided me through this."

Lane also has engineering credits on "Sarah Schuster Ericsson: 20th Century Harp Sonatas," which was nominated in the Best Instrumental Soloist Performance



Photo courtesy of West Point Band

Staff Sgt. Brandie Lane won a Grammy Award in February for Best Engineered Album, Classical.

(without Orchestra) category.

The 53rd annual Grammy Awards were presented Feb. 13.

Prior to joining the Army in July 2010, Lane was the head audio engineer at Sono Luminus, a record label in Virginia.

These albums were completed during her time there.

"The album was a fantastic melding of research and performance involving many world-class engineers, producers and performers," she said, thanking the team at Sono Luminus for allowing her the opportunity to be a part of it. "I feel proud to be representing the West Point Band and the Army Band program in such a positive way."

Lane also has engineering credits on the 2008 Grammy nominated album, "Ronan McFarlane: Indigo Road," which was in the Classical Crossover category.

The West Point Band not only features world-class musicians, but supports staff of the highest caliber, officials said.

For more information, visit the band's website at: www.westpointband.com.

PTSD help available in Second Life

Department of Defense

The Department of Defense has launched a computer-based virtual world where Soldiers can anonymously learn about the symptoms of post-traumatic stress disorder and where to get help.

Creators of the Virtual PTSD Experience at the National Center for Telehealth and Technology, or T2, hope the program will cut down on the stigma associated with the signature wounds of the wars in Iraq and Afghanistan: PTSD and traumatic brain injury.

Under the computer-based program, service members can create an avatar, a cartoon version of themselves, to navigate through realistic scenarios in Second Life, a virtual-reality video game.

"I have seen too many warriors who come home from a deployment and silently suffer for years before they get help," said Greg Reger, a clinical psychologist and acting chief of T2's Innovative Technology Applications Division.

Once logged onto the Virtual PTSD Experience, service members will encounter a visitor's center on Psychological



Screen shot courtesy Department of Defense

A virtual Afghan street is featured in the T2 Virtual PTSD Experience.

Health Island, which will lead them through the three sections of the program: causes, symptoms and next steps. Throughout the virtual experience, users can click on brochure links that will take them to informational websites, connect them with mental-health facilities to schedule an appointment or lead them through relaxation exercises.

Those using the program can navigate their avatar virtually through situations that they may not be comfortable with in real life.

Program creators hope that in the future, the Virtual PTSD Experience can facilitate virtual patient appointments, where users can meet with mental health professionals using their avatars.

T2 officials hope that providing a place like Psychological Health Island in Second Life will help users regain their first life, too.

"We do wonder about the potential in this space to get some of these folks connected with each other in a meaningful way," Reger said. "That's what we're here to do, to find new solutions."

Information: <http://www.t2health.org/vwproj/>.

TRIAP online, phone counseling program extended

Army News Service →

With proactive behavioral health care for service members a priority, the TRICARE Assistance Program – a confidential Web-based counseling service that has logged more than 3,000 users – has been extended until 2012.

“We want to make getting help as easy as possible,” said Navy Rear Adm. Christine Hunter, deputy chief of TRICARE Management Activity. She spoke about the benefit that service members have in the form of at-home help during a February press conference.

TRICARE Assistance Program

TRIAP offers 24-hour confidential online and phone counseling.
www.TRICARE.mil/triap

In existence since 2009, the TRICARE Assistance Program, or TRIAP, offers 24-hour confidential counseling for those needing

immediate help, or those who may not want to visit a behavioral health practitioner in person.

“We all are concerned about how our service members are coping given everything that's asked of them, every single day,” Hunter said.

Active-duty members and their families, reserve component Soldiers using TRICARE Reserve Select, and those coming off a deployment are eligible to use TRIAP.

Service members simply need Internet access, a webcam and Skype software to use TRIAP. If troops don't have access to the technology, they can also connect with a counselor via phone or Web chat.

When logged on, service members will be connected to a licensed mental health counselor who will assist them during one or two sessions, or if needed, refer them to a specialist. Currently, the program is only for adults, and Hunter stressed that TRIAP is for short-term, non-medical concerns.

She added that part of the appeal of the program is that you never know what time of day you might need help. With TRIAP, help is instant – no need to wait until morning or until the weekend is over.

“The important message is to get help, wherever that may be. We want people to share their stresses, to lighten their load and to get help when they need it,” Hunter said.

Since the program's inception, nearly 3,000 calls have been received from service members, predominantly from the Army. Furthermore, TRIAP reports that many of the calls received are from noncommissioned officers and the most called-about issue has been relationship conflicts.



Photo by Siobhan Carille, 7th Signal Command

Soldiers at the Fort Stewart, Ga., Education Center work on class material and catch up on their e-mail.

Migration underway to new e-mail system

7th Signal Command →

During 2011, all Army e-mail users will migrate to a new e-mail service known as Enterprise.

The migration of e-mail services to the Defense Information Systems Agency is part of a larger DoD effort to consolidate information technology services, improve capabilities and reduce overall costs.

The migration began in mid-February with a fielding to about 2,000 selected e-mail users. The rest of the Army was to begin migration in March, with the migrations completed Armywide by the end of the year.

Key advantages of the new e-mail system:

- Access to e-mail anywhere, any time, from any authorized CAC-equipped computer
- E-mail accounts remain active during duty station moves and unit relocations
- Share individual, organizational, and resource calendars across the enterprise
- Find e-mail addresses and contact information of Army and DoD e-mail users at other locations across DoD
- Send e-mails with larger attachments than now allowed
- 4 gigabytes of online e-mail storage for standard e-mail account holders

In preparation for migration, all users can perform some simple maintenance tasks that will help the transition go smoothly, including cleaning up mailboxes by deleting messages and calendar items that are no longer necessary, officials said.

Information: <https://www.us.army.mil/suite/page/646647> or a discussion forum at <https://www.kc.army.mil/book/thread/7900>.

'Don't ask' repeal training to begin

American Forces Press Service

Training will begin soon on the changes to the "don't ask, don't tell" law that bars gay men, lesbians and bisexuals from serving openly in the military.

During an interview at the Pentagon Feb. 14, Marine Corps Maj. Gen. Steven A. Hummer outlined the training process for all 2.2 million members of the military, starting with leaders and experts in certain specialties such as chaplains. Hummer is the chief of staff for the Department of Defense repeal implementation team.

Training will be in three tiers, he said.

"Tier 1 and Tier 2 training will start in earnest soon," Hummer said, adding that Tier 1 is for those who have unique skill sets, such as chaplains, lawyers, personnel specialists, military investigators and recruiters. Tier 2 is for leaders, and Tier 3 training is for the force at large.

"This is leader-led training," he said. "Our overarching themes are leadership, professionalism, discipline and respect."



Leaders at every level will be responsible for training their people, he said.

"This is a disciplined force, and we expect to see that as the training and repeal go into place," Hummer said. "Lastly, respect is what everybody expects to receive and what everybody should give."

Training will include PowerPoint presentations with vignettes to encourage discussions, as well as presentations by the service chiefs that will introduce the topic and provide their intents for the forces.

The services were to deliver the first of many progress reports to Clifford L.

Stanley, undersecretary of defense for personnel and readiness, by March 1.

In the meantime, the repeal implementation team has been ensuring all the relevant policy changes are prepared.

Although President Barack Obama signed the repeal of the law in December 2010, the current policy remains in effect until 60 days after certification that the military is ready to implement full repeal. That certification would require the approval of the secretary of defense, the chairman of the Joint Chiefs of Staff and the president.

Preparation for certification will begin when, in addition to other objective and subjective criteria, all policies are updated and the first two tiers of training are complete, officials said. Tier 3 training must be underway prior to certification.

Military leaders, including Defense Secretary Robert M. Gates, have said the repeal will be done expeditiously and effectively, possibly by year's end.

Army drafting new regulations for WTUs

Army News Service

The Warrior Transition Command is developing a consolidated regulation that will provide complete oversight and guidance for its 29 units across the Army.

The new regulation was one of the recommendations of a 158-page inspector general report concerning the Warrior Transition Units that WTC Commander Brig. Gen. Darryl Williams recently spoke to reporters about at the Pentagon.

Inspectors noted that the Warrior Care and Transition Program had no single synchronizing document that outlined governing policies, guidance and regulatory requirements. In lieu of a primary instruction or regulation, the WTUs have been working under numerous orders, messages, directives and policy memos which create varying interpretations.

"Folks in my organization need to be able to pull off their shelf a single document, an Army regulation that contains the rules and missions, and where they (WTUs) fit into this bigger picture," Williams said. "It's very confederated right now and what we hear most about from the field."

The WTC is now working with the Army G-1 on a regulation for its 29 WTUs and community-based Warrior Transition Units. Williams said he expects most of the tasks to be completed by this summer.

However, the IG team's conclusion that the Comprehensive Transition Plan was not being applied consistently across the WTUs is an example of conflicting guidance, according to Williams. He said the six-part plan process is at the very core of how the Army develops each Soldier's

unique approach to recovery, ultimately resulting in a Wounded Warrior either returning to active duty or starting a new career.

The general said the WTC was in the process of automating the plan, which, when all the mechanics are ironed out, will allow full transparency throughout the command and across the WTUs.

Williams said the automated system will permit the entire chain of command to holistically track the progress of the 10,076 Soldiers (5,000 active-duty, 3,000 Guard members and 2,000 reservists) within the WTC. He expects the automated tool to be up and running within the next few months.



Field manuals on operations, training updated, released

Staff Report →

The Army's most important field manuals for operations and training have been updated to better reflect some of the key tenets for how the service will train and operate today and in the future.

Updates to FM 3-0, *Operations*, and FM 7-0, *Training Units and Developing Leaders for Full Spectrum Operations*, were introduced at the Association of the U. S. Army Winter Symposium and Exposition at Fort Lauderdale, Fla., in February.

FM 3-0 is one of the Army's two capstone doctrinal publications; the other is FM 1, *The Army*. FM 3-0 presents overarching doctrinal guidance and direction for conducting operations.

Change 1 to FM 3-0 reinforces the primary role of commanders in military operations by emphasizing mission command. Key updates include replacing command-and-control with mission command as both a philosophy and a warfighting function, and replacing the five Army information tasks with inform-and-influence and cyber/electromagnetic activities.

Other changes include adding hybrid threats to the discussion of the operational environment; describing security force assistance within stability operations; and adding chemical, biological, radiological, nuclear and high-yield explosives consequence management as a task within civil support.

Supporting the concepts of changes to FM 3-0 is FM 7-0, the keystone doctrine for Army training. It provides fundamentals for how to train units and develop leaders to prepare for deployments using the Army Forces Generation process. This new version was developed by the Combined Arms Center-Training's Collective Training Directorate.

Like the December 2008 version, the new field manual addresses the need to train units for full-spectrum operations (simultaneous offense, defense and stability or civil support operations) in any operational environment.

The 38-page manual replaces the old 100-page document and is available as a Web-based Army Training Network document (log-in required) that links to videos, documents, best practices, examples and other resources.

FM 3-0 AND FM 7-0 UPDATES

The new FM 3-0 can be accessed at

<http://usacac.army.mil/cac2/FM3-0/index.asp>

The new Web-based FM 7-0 is available at

<https://atn.army.mil>

GAT to include fitness score

Army News Service →

A Soldier's physical fitness scores may soon be included in the Global Assessment Tool's results.

The GAT, part of the Army's Comprehensive Soldier Fitness program, measures a Soldier's fitness in four dimensions: emotional, social, family and spiritual. CSF includes those four dimensions, as well as physical strength.

"In the next few months, it will also give you a physical score because we are linking it with your PT test scores and your Public Health Command health assessment," said Brig. Gen. Rhonda Cornum, director of Comprehensive Soldier Fitness, at the Pentagon on Feb. 10.

Cornum said there was no date yet for the inclusion of the new information in the GAT, but that such things as a Soldier's PT score and wellness assessments, including body fat, lipids and blood sugar might be included.

The GAT is a 105-question survey that offers Soldiers an array of self-guided online courses to help them strengthen themselves in those four areas.

Since October 2009, more than 1.2 million Soldiers have taken the GAT, an annual requirement for them. More than 100,000 of those have completed the assessment twice, Cornum said.

Capt. Paul Lester, a research psychologist with the Army's CSF program, said there is "robust" ongoing evaluation of GAT results and that by late this summer, the Army will have results that compare changes in GAT scores from a Soldier's first and second assessment. Those changes could be looked at as a measure of success of the CSF.

As part of the CSF, mid-level noncommissioned officers are trained as Master Resilience Trainers, or MRTs. Those Soldiers return to their units to impart resilience in other Soldiers. To date, more than 3,000 Soldiers have received the training.

"[There's] just an overwhelming demand for these guys," said Cornum of the Soldiers who have been through the MRT course. "When people get them, they want more. They are really better at communicating with Soldiers. They feel more comfortable as leaders."

Lt. Col. Sharon McBride, a psychologist and senior researcher with the CSF program, said that Soldiers who have taken the MRT course have come away impressed with its impact.

"We survey people at the end of MRT course, and 95 percent or more say it is the best Army training that they've had," she said. "That's a continual number that we see every time we've run the course."



PRESTON HAS LEFT THE BUILDING

The longest serving SMA retires

BY LINDA CRIPPEN

The NCO Journal caught up with Sgt. Maj. of the Army Kenneth O. Preston after giving his final address at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, on Feb. 15. As poignant as those staff principals he has served alongside over the last seven years, Preston shared his thoughts about his development as a Soldier; his tenure as SMA, the historical transitions the Army has experienced during his service as well as the Army's future.

Why did you join the Army?

I was in my senior year of high school. Looking ahead as graduation date was coming up, I didn't have the grades to get a scholarship. I was an academic going

through school, but my grades just weren't scholarship-worthy. I was the oldest of four, and I knew my parents weren't going to be able to afford to send me to college. So, I was looking for a way to be my own man. Come graduation day, I wanted to be able to go out there and make it on my own, not live off of mom and dad.

I started looking at my choices. Of course, in the mountains of western Maryland, the industry up there at the time was farming and coal mining. My grandfather and all relatives were coal miners and farmers. I wanted something different. I wanted to get out of the small town in the mountains and do something different. The Army gave me that opportunity.

Background: Sgt. Maj. of the Army Kenneth O. Preston speaks to Class 61 of the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, on its first day of classes in August 2010.

Photo by Spc. David M. Gafford

I went to see the recruiter in the January/February time-frame during my senior year, sat down with Staff Sgt. Underwood and talked about what the Army had to offer. I did a lot of drafting. My father was a draftsman. I was interested in attending college and being an architect. Entering the Army, doing four years and getting out with the Montgomery GI Bill would have been an opportunity for me to seek those goals.

But you never left the Army; you continued?

No, I stayed in. I took my oath at the military entrance processing station at Pittsburgh, Pa. You don't know what the military lifestyle is about. You're not sure if you're going to like it, and that's probably more true today. Not just in the military, but in the civilian sector, when the youth of today go out into the workforce, rarely do they remain at a job for more than three to seven years. Seven years is the maximum that people usually stay with a job, then they move on to something else.

For all our young people moving up, joining the Army entails a lot of the unexpected, but you see it as an opportunity. You make the best of it. You know that after four years, if it doesn't work out then that's the time to move on.

Can you share a little bit about your career, your development as a Soldier?

I went through eight weeks of basic training and eight weeks of Advanced Individual Training. I did both at Fort Knox, Ky. I still remember my drill sergeants: Sgt. 1st Class Daily in basic training and Sgt. 1st Class Underwood in AIT.

I finished training as a PV2, and my first duty assignment was 2nd Battalion, 8th Cavalry, 1st Cavalry Division. First Cavalry Division in November 1975 was transitioning from air cavalry, as it was in the Vietnam War, to the ground cavalry division it is today. We were doing a lot of experimenting then with force structure, how our elements were organized. At the time, across the big Army, there were usually five tanks in a platoon. We tested three tanks in a platoon. Since we only had three tanks, we had motorcycles that we put on the platoon leader's tank.

I was assigned to the headquarters tank section, which had the battalion commander's tank, the S-3's tank

and the platoon sergeant's tank. We also had two armored vehicle launched bridges, which is a portable bridge that is carried on top of a tank and used during combat. As part of the section, we also had the scout platoon and the mortars. We had a separate combat service support company, which included the staff. The way it was comprised was a little different.

As the HQ Company, all the noncommissioned officers were hand selected. And being on the battalion commander's tank, I was the loader, driver, gunner — all as a specialist,

which is usually a staff sergeant position. I had a chance to work with great leaders, and they made a distinct impact on me.

Because we were just over 50 percent strength at the time, opportunities for early promotion were there. I was put in positions of increased responsibility, which allowed me to grow very quickly and learn a lot of things. The command climate and leadership I worked for were very positive. I was very happy with my job, and had a lot of fun doing what I was doing.

Even to this day, the analogy I use is that Soldiers re-enlist and stay in the Army for three reasons: command climate, job satisfaction and quality of life.

I got married early in life — getting out of high school, coming into the Army — and, we started a family. The quality of life we were able to provide for the family was as good as or better than what we could provide back on the farm, working the farm part time, going to school full time. So, I ended up re-enlisting and staying in the Army.

Who were some of the influential people who helped in your development and growth as a Soldier?

It goes back to leaders who influence you early in your career. At Fort Hood, Texas, my battalion commander, the 2nd Battalion commander, Lt. Col. Hamilton, was very influential; he did my promotion to sergeant. In Germany, it was 1st Sgt. Gary Pastine, my platoon sergeant, as well as Sgts. 1st Class Skip Ashton and Dick Morgan. They were the senior leaders, the role models who were good teachers. They were Vietnam War veterans, combat veterans, wounded in combat. They had a lot of experience, but perhaps most of all, they were good teachers. They took all those experiences, those lessons in life, lessons in the Army, technical expertise on the tank, weapons systems, setting up defensive positions, etc. — they were teachers.

On the officer side ... Cpt. James E. Besler, I remember his name very well because I was the drug and alcohol education specialist, and I had to put his signature block on all the paperwork every time we did a urinalysis.

It was a very special time those three years I spent in that transition from sergeant to staff sergeant. It really laid the groundwork and set the foundation for who I was as a noncommissioned officer, as I moved up in the ranks.

What career achievements are you most proud of?

Every assignment I've had, there've been those successes, those achievements that really fueled my desire to do more — to push myself a little more, to learn a little more, to be a better leader, smarter subject-matter expert, etc. What I learned with the 1st Cav Division, that first two and a half years in the Army, there were a lot of successes during that time, for example, being the gunner on the battalion commander's tank. I gained a lot of technical expertise, was able to be a scout, navigate, take tanks out, etc.

The battalion commander never got on the tank, except for during gunnery, so really it was my tank, my crew. Those kinds

“ The analogy I use is that Soldiers ... stay in the Army for three reasons: command climate, job satisfaction and quality of life. ”

of successes fuel you to try and be a little better. As you move up in the Army and go from a position of increased responsibility to the next position of increased responsibility, you build on those successes in previous assignments.

It goes back to those officers and noncommissioned officers who made those early impressions. They were good teachers, and they took those experiences they had and gave them back. By being a good teacher, by taking the experiences I've gained, it made me a better NCO. It made me a better leader, and it took me to the next level. Of course, those successes led to others — more knowledge, more information, more increased responsibility. You just become a good teacher.

Do you feel that being a good teacher is integral to being a good Soldier, a good NCO?

Absolutely. In fact, one of the things that I didn't get done, but it's in the process now of being worked ... as you look at the NCO leadership attributes — what we want noncommissioned officers to be, know and do — there are times in a Soldier's career, just like the officers, they have nominative assignments. There are times in officers' careers where they go in and sit outside of their mainstream career field to do something completely different.

We want those broadening experiences for NCOs, too. We want sergeants, staff sergeants and sergeants first class to be drill sergeants and recruiters. We want them to be Warrior Transition Unit squad leaders. We want them to be active component, reserve component advisors. We want them to be instructors at an NCO academy or another institution.

When you step outside of doing your mainstream occupational specialty, it's those broadening experiences that really set you head and shoulders above your peers. It gives you a different set of skills that you can use to build upon and make yourself better.

What were some of your broadening experiences?

When I left Germany, 1st Battalion, 33rd Armor, 3rd Armor Division, in Gelnhausen, that was my second assignment. I spent three years there with the family. When I left, I returned to Fort Knox, to the schoolhouse. It was one of those broadening experiences. Honestly, after the success I had in Germany as a tank commander and a company master gunner, I really thought that I was pretty high-speed in my profession. I knew my profession; I was a subject-matter expert on weapons systems, the tank system. But when you get back into the schoolhouse, you find out that you're not as smart as you thought you were.

It's those broadening experiences that really open up doors and opportunities. It's about the knowledge. You're able to take what you already have and expand your vision. I was able to take the M60A1 tank, which I had been on up to that point in

my career, go back to the schoolhouse. The new M60A3 was being fielded. The (X)M1 was also in the process of coming out, and I became one of the first triplicate-trained instructors in the weapons department. That was a broadening experience.

Standing up in front of students and teaching — even though it was small-group instruction and often inside a tank turret or teaching weapons systems on a tank table — makes you think through the process of taking complex subjects and breaking them down into simple tasks that people can understand.

The success in that particular job led to my selection to spend two years with the British Army as the third American to go on the exchange to the Royal Army Corps Gunnery School in Lulworth, England. I learned their tank systems: Chieftain, Challenger; their reconnaissance systems: Scorpion, Senator, Fox; and the guided weapons system: Striker, FV438 Swingfire.

I learned their systems, and taught their students coming through school for two years. It was a wonderful experience. It was a very challenging assignment. It was one of those assignments that really pushed me. For the first year there, I spent every night studying until midnight, prepping lessons for the following day. When you stand up in front of students, you want to be the subject-matter expert. You don't want embarrass yourself or the U.S. Army, because you're representing your country in an exchange position. It challenged me and pushed me to a whole new level. Those successes, assignment after assignment, are what drove me to continue.

How did you find out about your selection as SMA?

In July 2003, I was in Iraq with V Corps serving as command sergeant major. We had just transitioned from V Corps to Combined Joint Task Force 7. Gen. Ricardo Sanchez was commander of CJTF-7, and together we took over responsibility not just for V Corps, but also for the entire country of Iraq, including all coalition forces on the ground. It was a huge mission, always running around, and busy every day out on the road. I was always out visiting organizations and teaching — being a teacher and helping them understand what was expected, the commander's intent and what right looks like.

Gen. Peter Schoemaker came in as chief of staff of the



Photo courtesy Office of the Sergeant Major of the Army
In 1978, Preston was a 21-year-old sergeant in 1st Battalion, 33rd Armor Regiment, Gelnhausen, Germany.

Army July 2003. Around August 2003, they announced that SMA Jack Tilley would retire and would select a new sergeant major of the Army. Around mid-September, I received a phone call asking why I had not submitted a packet for the position. My response was, "I'm a little busy; I'm in the middle of a war." Plus, we had just transitioned, and I was loyal to stay with Sanchez and see the mission through.

They were very insistent, so, I told them, "The boss gets a vote." I went to discuss it with Gen. Sanchez, and really, it was his decision. He was very complimentary and supportive, but he advised me to call my wife, Karen, who was still in Germany since we deployed from there to Iraq. I called and asked her about it. One thing he did suggest to me was to never go through life thinking, "What if?" He thought I was very qualified to serve as sergeant major of the Army. So, I talked with Karen, and we made the decision that I would support the Army and submit a packet.

In comparison to all those other sergeants major who had made the list, I really didn't see myself as being as qualified as they were. I submitted a packet but didn't really think anything more of it.

At the end of October, I had to go do the interview. There were 16 of us who interviewed, and the panel of six general officers narrowed that

group down to the top six. The following day, those top six interviewed with Gen. Schoomaker. During my interview, we talked a lot about what was ongoing in Iraq and my observations for a lot of our units and organizations. He thanked me, and, basically, I left and went back to Iraq. This is the same process we went through to choose my replacement, Command Sgt. Maj. Raymond Chandler.

It was just before Thanksgiving 2003 that I got a phone call indicating that the chief of staff would be calling us to deliver the news, so we should stay near the phone. Later, the chief's executive officer, then-Col., now-Maj. Gen. John Campbell, called and said, "Stand by for the chief."

Gen. Schoomaker got on the phone and asked if I was ready to come back and be sergeant major of the Army. I was very shocked, honored and humbled that I was chosen to be the next sergeant major of the Army. I stayed in Iraq until the end of December. First Corps was coming in from Fort Hood

to replace V Corps, so we were going through that transition process. I went to Germany Dec. 21, and outprocessed there. I took four days leave and reported to the Pentagon on Dec. 28. It's been very fast; it's been a bullet since that time.

What were some of the most challenging aspects about serving as SMA?

Probably the biggest thing goes back to the underpinnings of everything: transformation. The Army that we were on Sept. 10, 2001, was not the Army that we needed on Sept. 11, 2001, and the weeks, months and years that followed. The transformation of the Army includes the second, third and fourth orders of effects. It's adapting our institution, the policies, regulations, procedures, everything to support a modular Army, one that's on a cyclic Army Force Generation model: deploying, resetting, training. Back then, our system just didn't support that cyclic model.

When we started in January 2004, it was literally the largest transformation of the Army since World War II. And it included the entire Army, all 1.1 million. It was all three components — active, Guard and Reserve. Essentially, we took pieces of the Army offline, restructured them, reorganized them, and then put them back into the deployment cycle. Then, we had to work

through the second, third and fourth orders of effects.

For example, look at what happened at Walter Reed Army Medical Center, the aftermath of Walter Reed, Building 18. The outpatient population we had at Walter Reed, really the outpatient population at all of our posts and camp stations around the country, had a high number of wounded Soldiers coming back home and going through rehabilitation. That was a challenge for us.

Of course, those rehabilitation hospitals that we had in place during the Vietnam

War — when literally we had thousands and thousands of Soldiers injured, coming back out of combat every month back then — those rehabilitation hospitals, when you're a peacetime Army, all that structure went away. So, getting adequate treatment structures in place was part of the transformation.

While we were trying to fight two wars, transforming the Army into a modular force to support what we were doing in those engagements, we also had to contend with the second,



Photo courtesy Office of the Sergeant Major of the Army
Preston tandem-jumps with a member of the Golden Knights, the U.S. Army Parachute Team, in January.

third and fourth orders of effects in transforming the institutional generating Army, which includes the generating force that supports the Army at war. There were a lot of challenges involved within these transformations.

Aside from the historical seven years, what do you hope your legacy is for the Army and the NCO Corps?

It's not just me or my legacy. I really want the legacy for the Army over the last seven years to be transformation. Again, it goes back to the underpinnings; it's adapting the institution and all those institutional systems to support an Army at war.

When you take apart an organization and put it back together, there's a window of opportunity when resources are available — time, money, people — to change things for the better. It's taking things we weren't happy with, yet we couldn't change in the past, and with the window of opportunity open, taking advantage to make the Army better.

Everything we've done, from the schoolhouse and the institution to our professional military education, all NCO education has been transformed, and it's continuing to evolve. From basic training and AIT, we've done a lot of work restructuring that and getting it set to what we need Soldiers to “be, know and do” when they get to their first duty assignment. We also transformed the Warrior Leader Course so first-line supervisors can “be, know and do.”

In the Advanced and Senior Leader Courses, we wanted to groom those leaders for success when they move into those positions of increased responsibility. At the U.S. Army Sergeants Major Academy, we started a brand-new program of instruction with Class 60 in 2009.

I related to Class 60 that my own experience at the academy in Class 46 was the first 9-month class. My class was the first to transition from a 6-month course to a 9-month POI, which was built on lessons learned from Operations Desert Shield and Desert Storm, and the idea of what we needed a senior noncommissioned officer to “be, know and do.” That 9-month POI was about standing up the fictitious 52nd Infantry Division, so we could learn what went into standing up an organization, to train it, prepare it, deploy it, fight it in combat, redeploy it, and then you stand it down. That was the life cycle of that division over that 9-month POI.

With Class 60, we changed the entire POI. We've come to a new level for senior NCOs and operations sergeants major coming out of the academy. We want them to form command teams, to match up with their field-grade officer counterparts and lead battalion-, brigade-, division- and corps-level staffs.

What we were teaching as part of the Battle Staff Course and part of what we were teaching at the academy just didn't measure up to the skill sets that we needed those senior NCOs to have. I'm very proud of what we've done with this evolution. Again, it was a window of opportunity that, while the Army was

transforming, we transformed the systems to support the ARFOGEN model and a modular Army at war.

Additionally, if you look back to photos from 2003-2004 — the uniforms, equipment, body armor, vehicles — it's like looking at pictures of Soldiers from the Korean War versus Soldiers on the battlefield today. We've come a long way, but we want to continue that evolution. It's not a matter of putting a new piece of equipment out there and saying, “OK, we're done now for the next 30 years.” You've got to continuously go back and look at how missions on the ground change and how that piece of equipment needs to evolve to better support the warfighter on the ground.

I think one of the great attributes of Gen. Schoomaker,

who was chief of staff at the time and Gen. George W. Casey was vice chief of staff, was saying that Soldiers are the centerpiece of our formation. It's imperative to focus the Army and the Army's energy on making sure that the warfighter on the ground had everything he or she needed to be a success in the missions that we had given them. Uniforms and equipment have continued to evolve and change.

What about the changes implemented for selection of command sergeants major and sergeants major?

Looking at management of senior NCOs was another opportunity. Because of the ARFORGEN cycle, with a life cycle of three years, you had senior NCOs who were, in many cases, trapped within an organization. If they missed the window of opportunity during reset to get selected to move up to a position of increased responsibility or just get reassigned to a new location, if they missed that opportunity they were trapped in that lifecycle. Of course, if you were the senior NCO in the schoolhouse, it was hard to get out of the schoolhouse and get back into the operational force. Again, it was the transformation of the Army, an opportunity for us to go in there, take something and make it better.

What were some of your pet projects?

All of them were. They were important, and we had to change. But, there was no silver bullet. It was a multifaceted approach. And, it wasn't that it was my pet project; it was something that was broken and needed to be fixed. Uniforms and equipment, we had to fix that. We had to get Soldiers body armor. We had to have the outer tactical vests and the small-arms protective insert plates. We needed M4 rifles instead of the M16s; we needed up-armored humvees.

“ Every assignment I've had, there've been those successes, those achievements that really fueled my desire to do more — to push myself a little more, to learn a little more, to be a better leader, smarter subject-matter expert, etc. ”

CASEY & PRESTON

For more than half of his tenure as sergeant major of the Army, Sgt. Maj. of the Army Kenneth O. Preston served under Gen. George W. Casey Jr., the Army's chief of staff. As Casey prepares for his own retirement this year, he paused to reflect on his friendship with the Army's top enlisted Soldier.

What was your relationship like with SMA Preston?

Ken Preston is a role model for our Army. I have known and valued his leadership abilities since I selected him to be my division command sergeant major at the 1st Armored Division in Germany. Later, when I was the vice chief of staff, I did not hesitate to recommend him to Gen. Schoomaker as the next SMA. He is what we want our NCOs to be. I value Ken's professionalism and advice, and I asked him to stay on as SMA when I became chief of staff of the Army. My wife, Sheila, and I consider SMA Preston and his wife, Karen, personal friends.

How would you describe SMA Preston personally?

SMA Preston is and always has been the epitome of a professional noncommissioned officer and leader in our Army. He is a problem-solver and has tackled some of the toughest issues our Soldiers face. Whether he is working on a car or improving the combat



Photo courtesy Office of the Sergeant Major of the Army
Gen. George W. Casey Jr., right, take the stage with then-Sgt. Maj. of the Army Kenneth O. Preston during an event at the Pentagon in February.

equipment we issue to our Soldiers, Ken Preston makes things right. He always thinks ahead to the next problem. Above all, he loves our Army and especially our Soldiers.

What were a few of the biggest issues or projects that SMA Preston's advice proved instrumental to you in accomplishing the objectives?

I sought SMA Preston's advice and perspective on a wide range of issues affecting Soldiers and their families and am especially proud of his accomplishments and how far the NCO Corps has come during his tenure. He is the architect of the greatest renovation in career development for our NCOs since the Vietnam War. Specifically, he revamped the NCO Education System, making it

more functional and relevant to the needs of today's Army. He was instrumental in improving our Soldiers' uniforms and equipment. His focus on warrior-leader training and critical thinking skills made the NCO Corps what it is today. SMA Preston also restructured the NCO management system to help get the right leaders in the right jobs and enhance individual self-development.

On a personal note, what is your assessment of SMA Preston's historical 7-year term as sergeant major of the Army?

Ken Preston helped build the most professional NCO Corps the world has ever known. Together, NCOs have held the Army together in the face of a decade at war.

Any parting words for SMA Preston?

I will have (or have had) a number of opportunities to publically honor SMA Preston on his 36-plus years of service to our nation. I congratulate him on his retirement and wish him and Karen the best of luck. Sheila and I look forward to joining him in retirement — they have been our valued partners and friends in leading this great Army for the last four years. As SMA Preston reflects on the changes he has spearheaded in the last seven years, he can retire with the satisfaction that he has made the Army a better place.

As the enemy evolved and improvised explosive devices became the weapon of choice out there, we needed mine-resistant ambush-protected vehicles. Of course, as more forces started going into Afghanistan and the threat of IEDs transitioned there, we needed the MRAP all-terrain vehicle.

I wouldn't call them pet projects. Rather, it was part of an effort to ensure Soldiers were, in fact, the centerpiece of our formation. It goes back to that original foundation: transformation and Soldiers as the centerpiece.

One of the things that all of our NCO studies indicated was that noncommissioned officers wanted the education needed to be successful in a particular leadership position before they were put into that leadership position. So, the high-speed staff sergeant, who was appointed as platoon sergeant, wanted the leadership attributes that were taught in ALC before he filled the position.

In many cases, that staff sergeant went in and did the job of a platoon sergeant, spent 18 months to two years there, and had

a combat deployment with the platoon. Then, we finally get him to ALC, and we teach him what right looks like. By then, he's already had one or two NCO Evaluation Reports. And maybe as a staff sergeant, he was a great sergeant, great squad leader, but now as a platoon sergeant, he was just mediocre. He was just OK, when he could have been great with some of the educational tools that he would have gained had he the chance to go through the course.

I have always believed that education is the underpinning of not only the leaders in our Army, but also in our society. I spent a lot of time out there with recruiters, and I really understand the challenges of getting the right education for those recruits we bring into the Army each and every day. Education was very much on my mind. I really wanted to take noncommissioned officer education, and all the different organizations and staff principals that had ownership of NCO education, and make it cohesive. It was really spread out ... all these entities had a piece of NCOES. One of the things I really wanted to focus on was pulling them together and gaining the synergy of all of them working together to advance NCO education.

It took us five years just to get the structure right for the master sergeant and first sergeant population out there, get them

into USASMA, then afterward assign them as operations sergeants major to serve some time out there in operations as staff. This was a developmental assignment that many command sergeants major missed out on in years past, so they never really understood staff functions, how staff operated, how staff principals worked in conjunction with a commander, or how you achieve commander's intent.

The system we have out there, it's continuing to evolve. It's not complete yet. There are still pieces that we've got to continue to build on. That's five, six years' worth of work. That's probably one of the advantages of having been in this assignment for as long as I've been, to be able to get in there, dissect things and understand the system, as well as be part of the laying out and identifying the way ahead.

Of course, there are a lot of other things out there, like the Army Congressional Fellowship Program on Capitol Hill. The program entails NCOs completing a master's degree and spending time working there as a congressional fellow on a congressman's or senator's staff. The four senior NCOs as part of the Office of the Congressional Legislative Liaison working over on Capitol Hill have been a huge success. It helps members of Congress not only see how talented our officers are, but also really understand the value of the noncommissioned officer.

The Year of the NCO in 2009 was a huge success. As I look back, the secretary of the Army, the chief of staff of the Army and I talked about 2009 being designated as The Year of the NCO, and we discussed the task and purpose. We tried to pinpoint what we wanted to gain from it. It was another one of those windows of opportunity, not to just put a bunch of stuff on

the "wish list," but to really take those things we were building and put the spotlight on them, as well as accelerate those initiatives and move them forward.

The Year of the NCO allowed us to focus on many initiatives and improvements, everything from how we manage our senior NCOs to NCOES transformation, the Army Career Tracker, and Structured Self-Development levels 1 and 2 (which went into effect in October and levels 3, 4 and 5 will come online this year). The Army Career Tracker will also launch this year. Those are all things that came out of The Year of the NCO. They probably would have come to fruition eventually, but The Year of the NCO allowed us to put the spotlight on them and accelerate them a little faster. It also gave us the opportunity to sell those initiatives to our senior leaders, so we could get the resources to make them a reality.

Was the length of your term circumstance-driven, or did you know early on that you would serve longer than the typical three or four years?

Historically, the position of sergeant major of the Army is a three- or four-year assignment. If you go all the way back to Sgt. Maj. of the Army William O. Wooldridge, the first sergeant

major of the Army, Sgt. Maj. of the Army George W. Dunaway, the second SMA, their tours were only two years. Over time, the tour grew to be three years and eventually four years. It's generally been three- to four-year tours.

When Gen. Schoomaker left in April 2007, I was barely transitioning. I had a little over three years in the position. I figured with the new chief of staff coming

in, I'd lay out the transition plan. And when Gen. Casey came in, he asked me to stay on another year.

There were a lot of things happening at the time, a lot of unforeseen circumstances. He asked me to stay on for another year. We were changing out vice chiefs of staff (Gen. Richard A. Cody was leaving and Gen. Peter W. Chiarelli was coming in).

So, I went through the end of that second year with Casey, 2009, and the elections were coming up. The entire undersecretary, the assistant secretary had left to prepare for the upcoming elections. Then, after the elections, the secretary of the Army didn't change. Of course, there was a long period before the undersecretary, the five assistant secretaries and the comptroller were appointed and put into place. So, because of the vacuum of vacancies, Gen. Casey asked me to stay. Of course, there's no way I would ever say no. I'm very loyal to the commander, and I'll do whatever he needs me to do to make the Army a success.

“ It's not just me or my legacy. I really want the legacy for the Army over the last seven years to be transformation. It's adapting the institution and all those institutional systems to support an Army at war. ”

Do you feel like there is any unfinished business?

I can't say there's any one thing that I'd want to accomplish. There are a lot of things that are being worked right now. The Army is like a big ship, a big truck. And, big things don't turn around very quickly. They're very slow, very gradual, very deliberate. I think right now there are a lot of things that are in the process of changing and evolving, and it's going to be a natural transition for the Army.

When you look at the five focus areas, the priorities that Gen. Casey laid out for us to focus on this year, one of them is to adapt our institutions and the generating force. Of course, there are a lot of things out there — policies, regulations that no longer make sense — and every day we bump up against a policy or regulation or doctrine that says we can't do something. It was something that was written back during the Cold War. So, we still have some work to do, and some of those things are challenging.

The ARFORGEN model and maintaining our combat edge needs to remain our clear focus, especially considering that we met the presidential mandate of reducing the force in Iraq last year and the agreement between Iraq and the United States calls for a complete exit by December, and believing we're going to have success in Afghanistan and be able to draw down there. A lot of units and organizations, over their life cycle according to the ARFORGEN, won't be needed for deployment. For those units on that two- or three-year life cycle, if they're not needed for a deployment, how do we maintain that combat edge? We don't want to slip back into what we were before 9/11.

On a personal note, during your tenure as SMA, what moments were exceptionally happy or rewarding for you ... and disappointing?

The disappointment is easy. It's all the little bad things that come up in the news. It's Walter Reed, the whole prisoner abuse stuff. Those are the sad faces.

Walter Reed is one of those things that happened, and also Abu Ghraib. Still, we wonder what happened and why did it happen. A lot of it was, I believe, putting an ad hoc unit together at the last minute, collecting individuals, throwing them together as a unit and then deploying them without proper training, certification or giving leaders time to get to know their Soldiers.

All those intricacies tied to transformation have been tough challenges that we've had to work through. I think all of us, now, can be very proud of the Army, the Army leaders and what they did to take us from where we were to where we are today. They've also set the path for where we need to go in the foreseeable future.

Alternatively, there are a lot of happy faces, too. Every day saw progress. It was satisfying to see that, as an individual, you're contributing and seeing your efforts make a difference. It's all about giving back, having the opportunity to travel, to talk to Soldiers and to teach. You get to see the value of your contributions every day because you're giving them something they need. As I've always referred to it, I've tried to be a force provider who goes out there and links with the commander, the senior NCOs and the



Photo by Staff Sgt. Tyrone Basnight

As part of his schedule of near-constant traveling, Preston speaks to service-members at Rhine Ordnance Barracks, Germany, in March 2010.

Soldiers and provides something that helps them be a success in the missions they've been given. So, being a force provider has been the most rewarding. It's what keeps you going, and it's also why it's not just one specific agenda.

There are many things going on in the Army; it's like football. You want to keep possession of the ball. The goal in football is to advance the ball down the field. We're the team that's on the field right now, and we're advancing step by step in all these venues. At some point, you've got to hand it off to the next team. When special teams comes on, you've got to hand the ball off, and then they can continue to advance the ball. That's how I visualize what we've been doing.

What was your working relationship like with Gen. Casey? How was the personal rapport?

We're very close and spent a lot of time working together. He's been a great mentor. I am a product of a lot of senior NCOs. But as you become a sergeant major and get up into those senior ranks as a master sergeant and first sergeant, you spend a lot of time matched up with a field-grade officer counterpart. Those officers out there are mentors to NCOs. My first battalion commander and I had a very close working relationship. I would have done anything for him. I built a very close relationship with all the officers in that battalion.

I've seen battalion executive officers and command ser-

geants major bump heads and clash with each other. But, we had a very close, personal relationship. We're good friends, even to this day. It's about partnering and looking to them as mentors, learning from them, understanding commander's intent, and really dedicating yourself to the unit and its success.

I was Gen. Casey's division sergeant major at the 1st Armor Division. We took the division to Kosovo for a year, so we spent a lot of time together. He and his wife, Sheila, my wife, Karen, and I have all known each other now for a long time. We have a very good relationship. Even now, he's a great commander and mentor. He's been a great asset to the Army over the last four years, and we owe him a great debt of gratitude for his service. He spent 32 months in Iraq as the Multi-National Force-Iraq commander. To come out of that and then take on the job of chief of staff of the Army is rather unique.

Rumor has it you plan to return to the farm?

I am. I'm going back up there; that's home. I'll be honest, everybody asks me what's next, or what's my next job. I've intentionally stayed very busy and on the go. I have not gone out there to peddle people for a job. I figure that when it's over, it's over. So, I'm going to go back to the farm. I've actually got a place to go to. A lot of people don't have that.

My mom and father-in-law are getting older, and it'd be good to get back and spend some time with them. It will also be a good opportunity to get caught up with the kids — get out and travel, visit with them and the grandchildren. That's the plan right now.

At some point, I'm probably going to get bored, so I'm sure there will be some opportunities out there. A while back, one of the professors at Frostburg State University in Maryland asked about my interest in teaching leadership. That would be a unique opportunity, and I would definitely think about doing something like that. I'm a teacher.

I also want to stay close to the Army. For all of us, as Soldiers, whether you serve two years or 40 years, staying close to the Army is important. There are a lot of ways to still contribute.

Just like the president stated in his State of the Union address: There are about 300 million Americans living in the United States, and 1 percent of the population serves in our armed forces. One hundred percent of the population needs to support them. So, I want to be one of those who supports and stays close to the Army in some way or another. 🇺🇸

To contact Linda Crippen, e-mail linda.crippen@us.army.mil.

FACT FILE

Sgt. Maj. of the Army Kenneth O. Preston served as the 13th sergeant major of the Army from Jan. 15, 2004, to March 1, 2011. SMA Preston has held a variety of leadership positions throughout his career ranging from cavalry scout to command sergeant major.

As sergeant major of the Army, Preston served as the Army chief of staff's personal adviser on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. He devoted the majority of his time to traveling throughout the Army observing training, and talking to Soldiers and their families. He sat on a wide variety of councils and boards that make decisions affecting enlisted Soldiers and their families and was routinely invited to testify before Congress.

Preston is a native of Mount Savage, Md., and was born Feb. 18, 1957. Preston entered the Army on June 30, 1975. He attended basic training and armor Advanced Individual Training at



Fort Knox, Ky. Throughout his 36-year career, he has served in every enlisted leadership position from cavalry scout and tank commander to his final position as sergeant major of the Army.

Other assignments he held as command sergeant major were 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division, Fort Hood, Texas; 3rd "Grey Wolf" Brigade, 1st Cavalry Division, 1st Armored Division in Bad Kreuznach, Germany; and V Corps in Heidelberg, Germany.

His assignment before being named the Army's top enlisted Soldier was as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq.

His military education includes Basic Noncommissioned Officer Course, Advanced Noncommissioned Officer Course, First Sergeant Course, M1/M1A1 Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer Course, and the U.S. Army Sergeants Major Academy. Preston holds a master's degree in business administration from Trident University International.

His awards and decorations include two Legions of Merit, the Bronze Star medal, the Defense Meritorious Service Medal, four Army Meritorious Service Medals, five Army Commendation Medals, three Army Achievement Medals, Southwest Asia Service Ribbon, Liberation of Kuwait Ribbon (Kuwait), Kosovo Medal, the NATO Medal and the Joint Meritorious Unit Award.

THE ARMY'S FAREWELL

Editor's note: The following excerpt is from Army Chief of Staff Gen. George W. Casey Jr.'s remarks at the retirement ceremony of Sgt. Maj. of the Army Kenneth O. Preston at Joint Base Myer-Henderson Hall, Va., on March 1.

Welcome, everyone. Thank you for coming out today to help us farewell a great Soldier and his lady — Ken and Karen Preston.

It's been nearly four decades since Ken and Karen left Mount Savage, Md., on a course that would not only change their lives, but also the course of our Army's history. From his teenage years, when he loved to work on mechanical things, to his early days in the Army working with tanks, Ken has always been good at what he did. He learns and studies his craft and becomes the best at whatever he touches.

Ken's outlook on the world was first shaped by his family's military service. Both parents as well as his father-in-law served in the military. It was that call to duty (as well as the need for a little money for college) that inspired Ken to enlist in 1975 as a cavalry scout.

From the very beginning, Ken

Preston made a name for himself as an accomplished leader and model noncommissioned officer. After only two years in the Army, Spc. Preston was promoted to sergeant. Next, Sgt. Preston took his expertise to Fort Knox, where he became a master gunner instructor, and ultimately to Dorset, England, the British armored school. It was during this time that he developed his passion for teaching Soldiers, a passion that has continued for over three decades.

As a platoon sergeant at Fort Knox, he led a young platoon that had responsibility for maintaining the tanks and ranges for our Officer Basic Course. Many of the colonels and brigadier generals out there in the Army today probably fired their first round from Sgt. 1st Class Preston's tank.

Later, en route to Germany in spring 1990, an energetic colonel with an eye for talent snatched him to be the regimental master gunner for the 11th Armored Cavalry Regiment. From there, after a brief stint at the Sergeants Major Academy, Ken was promoted to sergeant major and went on to serve as a sergeant major at every level of command before he became sergeant major of the Army.

And that brings me to one of the best decisions I ever made. Back in 2000, I was picking a new CSM for the 1st Armored Division, and I asked for the list of potential candidates. As with every sergeant major selection process, they brought me the names of three or four really good sergeants major. And it was really hard to differentiate who would work best with me.

And so after a long interview, I asked them the same question, "What are you most proud of having done in your life? Not in your career, but in your life."

Everyone had different answers, but Ken thought for a minute. And then he looked at me and said, "You know, what I am most proud of is my family." And I said to myself, "I can work with a guy like that." So I picked him, and we have been friends with the Prestons ever since.

What he accomplished over the last seven years is to take the most professional NCO Corps in the world and make it better. Our Army will be better for his efforts for decades to come.

As both Ken and Karen would want, we are here today to do something even larger than say farewell to them. Today gives us a chance to thank you and to tout the accomplishments of our non-commissioned officers and their families.

(At this point in Casey's remarks, four Soldiers in uniforms from 1975, 1981, 2004, and 2010 came out onto the parade field.)

I don't normally do show and tell during a retirement ceremony, but I wanted to show you how Ken's contributions to the way we outfit and equip have been so significant.

The first Soldier represents the uniform of the Army in 1975 when Ken came [into the Army]. The uniform the

Kenneth O. Preston (center right), the 13th sergeant major of the Army, conducts his final pass and review during his retirement ceremony at Joint Base Myer-Henderson Hall, Va., on March 1.

Photo by Linda Crippen





Army was wearing when Ken became the sergeant major of the Army was the Battle Dress Uniform. But when Ken came in, we were still wearing green uniforms and black boots.

With the precision of an engineer and a capability to understand what a Soldier needs, Ken was the driving force in fielding the Army Combat Uniform and associated equipment. Not much difference between [2003] and 1975. But, just to show you [that] we never stop, and that Ken never stops trying to make it better for Soldiers, we fielded in Afghanistan just last year a Multi-Cam uniform and all its associated devices. The difference between that last uniform and the one on the right [2004] in the terrain of eastern Afghanistan is 50 meters [of standoff before detection by the enemy] over the ACUs. That means the enemy can see our ACUs 50 meters closer. That is the difference he has made, and that is why our Soldiers are the best equipped of any Army in the world.

What hasn't changed are the bedrock values and qualities of our Noncommissioned Officer Corps. Our noncommissioned officers remain committed to their

Soldiers, their Army and their country. Despite the repeated deployments, they demonstrate a commitment to be a part of something larger than themselves — a band of brothers and sisters that remain Army Strong and that have provided the glue that has bound us together as an Army over the last decade of war. They remind us how lucky we are to have generation after generation of Soldiers who are willing to fight for this country and the ideals that it stands for.

We continue to attract and retain the finest America offers because we are committed to educating and training our noncommissioned officers for increasing responsibility in today's world. Today, our Noncommissioned Officer Corps is getting the education, the equipment and quality of life that is commensurate with the quality of their service. From the Army Family Covenant, to the Army Career Tracker, to the improvements in our combat equipment, Ken Preston has responded to the needs of our NCO leaders and their families.

Ken, you have had a huge impact, not only on the NCO Corps, but on the whole Army. And you have indeed taken

As part of his remarks at Preston's retirement ceremony, Gen. George W. Casey Jr. showcased the different uniforms worn throughout Preston's 36-year career.

Photo by Linda Crippen

the best in the world and made it better and more ready for the 21st Century. Thank you very much.

I'd like to close on a final thought. In fact, it comes from SMA Preston himself. It's a thought he shares everywhere with the Soldiers that he speaks to. But more than anything else, I think it speaks to who he really is:

"The knowledge that you gain is not solely yours to keep, but yours to take and pass on to the Soldiers of your organization. Use what you learn to teach your Soldiers and make them better."

That's why we have the best Noncommissioned Officer Corps in the world.

Ken and Karen, Sheila and I have been proud to walk side-by-side with you across our Army over the last decade. On behalf of the Soldiers, civilians and families that you have served — and served so well — we thank you for making us better. Good luck to you and Godspeed.

SSD 1

The path for NCOES success

SSD 1, the first of five levels of the Structured Self-Development courses, was implemented in 2010 to provide NCOs with the knowledge needed to excel in the Warrior Leader Course

BY ANGELA SIMENTAL

Structured Self-Development started its first phase in October 2010. The Web-based, self-paced program will help Soldiers continuously learn throughout their careers and smoothly transition through the different levels of the Noncommissioned Officer Education System.

Since SSD 1 began, 52,597 Soldiers Armywide were automatically registered after they completed Advanced Individual Training, but only 7,733 have enrolled and are following through with the course.

“They get an e-mail in their Army Knowledge Online [account] from human resources saying, ‘You have been registered for Structured Self-Development level one.’ At that point, the Soldier enrolls in the course, and they have up to three years to complete it,” said Sgt. Maj. Jerry Bailey, director of Structured Self-Development at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. “So far, we have had 495 graduates in 2010.

We have people who complete the course in two weeks, and some take two months. Most people who enroll are dedicated to the program and will complete it. There are a lot of people who want to know what SSD is about or who exactly has to take it.”

The large gap between the number of registered and enrolled Soldiers is mainly due to lack of information and the fact that Soldiers have up to three years to complete SSD 1, Bailey said. NCOs are the key to helping junior Soldiers continue and benefit from the Web-based program, he added. The U.S. Army Training and Doctrine Command launched an informational campaign in 2010, which highlighted what Structured Self-Development encompasses.

“Certain Soldiers might sign up for SSD 1 but not go through it. That’s when we, NCOs, need to step in and give them the time to do it on their training schedules,” said 1st Sgt. Byron Lewis of the 978th Military Police Company at Fort Bliss, Texas, who recently completed SSD 1 to experience what his Soldiers are going through. “Like everything else we do, we need to supervise during counseling that they are following through with SSD. For example, we are setting a computer lab in my company, so they can go do it.”

Every new Soldier entering the Army will be affected by the implementation of the first phase of SSD. Soldiers, private

through specialist, who have not attended the Warrior Leader Course are also required to take it.

Starting January 2013, all phases of SSD will become mandatory for Soldiers who want to advance to the next NCOES level.

“I went to WLC two years ago, and it has changed in those two years. The things they are learning now, I didn’t learn,” said Sgt. Hannan Khader, also of the 978th Military Police Company, who is one module away from finishing SSD 1 though she already completed the Advanced Leader Course. “SSD should be a prerequisite for every Soldier, including senior-level enlisted Soldiers.” Soldiers who have completed the Warrior Leader Course or beyond do not have to enroll in SSD 1, but are encouraged to do so. They will need to enroll in their corresponding level of SSD before moving on to the next NCOES course.

“The reason I joined SSD [in December] was because I had to teach an SSD class,” Lewis said. “I had no idea what it even stood for. I thought it was Specialized Search Dogs because I’m a military policeman. SSD 1 is basic information, but it keeps you relevant with doctrine and what your Soldiers are going through. If Soldiers have already taken WLC, the Army is not mandating them to register, but I think every Soldier should take it. I did.”

What Structured Self-Development 1 is

SSD 1 presents general information needed for Soldiers to advance to the Warrior Leader Course. The information is not military occupation specialty-specific, and covers areas such as first aid, Warrior Tasks and Battle Drills, and Army writing, among others.

Because of multiple deployments, computer availability and different rotations, Soldiers are given up to three years to complete SSD 1 before they attend WLC.

“I think it’s great that the Army created something for us to learn before we get to the [next] level of education,” Lewis said. “Before, we only had correspondence courses, and you ordered and waited two weeks for it to come in the mail. You would sit down, read, bubble in the answers and turn it in for a grade. But, knowledge wasn’t really retained from reading it. You probably already knew it, but you were just doing it for promotion points. With SSD 1, there is a voice prompter interacting with you on the computer. You actually take the pre-test to see how much you are learning. If you fail, it shows you the references, so it is very helpful in retaining the information.”

The 80 hours of instruction are broken down into four lessons of 20 hours each of interactive instructional material, including videos, references, guided lessons and tests.



Photo by Angela Simental

The Structured Self-Development team is located at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas. From left to right: Harry Bryan, training developer; Sgt. Maj. Jerry Bailey, SSD director; Wallace Archie, instructional system specialist; and Debra Holmes, training developer.

Bailey said the material is based on contemporary operational environments and lessons learned.

“There are four modules with subcategories,” Khader said. It is not MOS-specific, which is really good because Soldiers get away from the basics once they come into their MOS. This way, everybody is getting the same standard of education as opposed to just one MOS.”

Khader added that she sees many of her junior-level Soldiers actively taking notes and reading over the references mentioned in the lessons, which help them learn the information.

“They present the correct information to teach Soldiers the basics. Right now at that level, it’s tailored exactly to what you need before you go to WLC,” Lewis said. “If I had had this information available to me when I came in 20 years ago, it would have been really helpful.”

In 2015, SSD 1 will be worth college credit and promotion points. By that time, SSD will be mandatory to advance through NCOES. By taking their respective level of SSD, Bailey said, NCOs will be better prepared to excel in their courses, earning promotion points along the way.

“In my squad, even before SSD, every member was required to take at least one college course a semester,” Khader said. “Having SSD 1 added as college credits will be of great benefit.”

Overview of Structured Self-Development

The Army added Structured Self-Development as part of the NCO Education System in 2007 to help Soldiers continuously learn throughout their careers. SSD reinforces what is learned in the institutional training and operational domains. As stated in the course description, SSD “enhances previously acquired skills, knowledge, behavior and experience. It contributes to personal development and highlights the potential for progressively complex and higher-level assignments.”

Soldiers begin SSD 1 after AIT and before they enroll in the Warrior Leader Course. Soldiers participate in the online Advanced Leader Common Core lessons in place of SSD 2 (there is no SSD level two), then enroll in SSD 3 before the Senior Leader Course and SSD 4 after SLC but before the Sergeants Major Course. The courses end with SSD 5, taken after Soldiers complete the Sergeants Major Course.

Because SSD is an online program, Soldiers have the freedom to complete the modules during downtime. Both Lewis and Khader noted that one of the drawbacks was the availability of computers at their units, and problems opening the browser on a non-government computer.

“The first module took about three days to complete because we had the availability of a computer. The last two modules took me about two weeks because I was on temporary duty, and you have to use a government computer to do it,” Khader explained. “That is an issue because we have nine computers within the platoon area. Every platoon sergeant is using them, so it is really hard to schedule time to do it. This is something that Soldiers should be allotted time to do during their work day. That’s where a lot of Soldiers are having a hard time, because they are giving us deadlines to meet, but it is hard to meet the deadlines if we don’t have the availability and the resources to do so.”

Lewis said he would use any down time he had to meet his goal of completing a module every day before he went to bed.

“It became kind of addictive, actually,” Lewis said. “I wanted to know the information. I wanted to keep up with what the Soldiers are going to be learning. I wanted to keep myself relevant, and once I started looking at the information and became more familiar with it, I just wanted to keep learning more and more.”

To contact Angela Simental, email angela.simental@us.army.mil

SSD 1 Modules

Module 1

SSD 111: Identify self-directed learning principles

SSD 112: The Army writing style

SSD 113: Employ the composite risk management process and principles; show how they apply to performance

SSD 114: Detainee operations

SSD 115: Fratricide avoidance methods

SSD 116: Basic personnel-recovery principles

SSD 117: Prepare and submit a situation report

SSD 118: Recognize post-traumatic stress disorder and mild traumatic brain injury

SSD 119: History of the NCO

Module 2

SSD 121: Counter-insurgency principles

SSD 122: Cultural effects on military operations

SSD 123: Customs, courtesies and traditions of the service

SSD 124: How war and multiple deployments impact subordinates

SSD 125: Leadership

SSD 126: Military problem-solving process

SSD 127: Personal habits to health and fitness

SSD 128: Identify troop-leading procedures

Module 3

SSD 131: The NCO casualty assistance process

SSD 132: Conflict management

SSD 133: Lean Six Sigma fundamentals

SSD 134: NCOs’ role in recruiting and retention

SSD 135: Prepare a brief

SSD 136: Identify the primary roles and functions of the military services in joint operations, homeland defense and civil support.

SSD 137: Identify principles of effective management

SSD 138: Supply activities in a unit

SSD 139: Types of rehearsals

Module 4

SSD 141: After-action reviews

SSD 142: The Army ethic

SSD 143: Communicate the history of the U.S. Army

SSD 144: Identify the procedures for conducting a squad drill

SSD 145: Identify financial readiness actions

SSD 146: Host-nation, federal, state, and local environmental laws and regulations

SSD 147: Task organize squad for mission

SSD 148: Time management

How to register for SSD 1

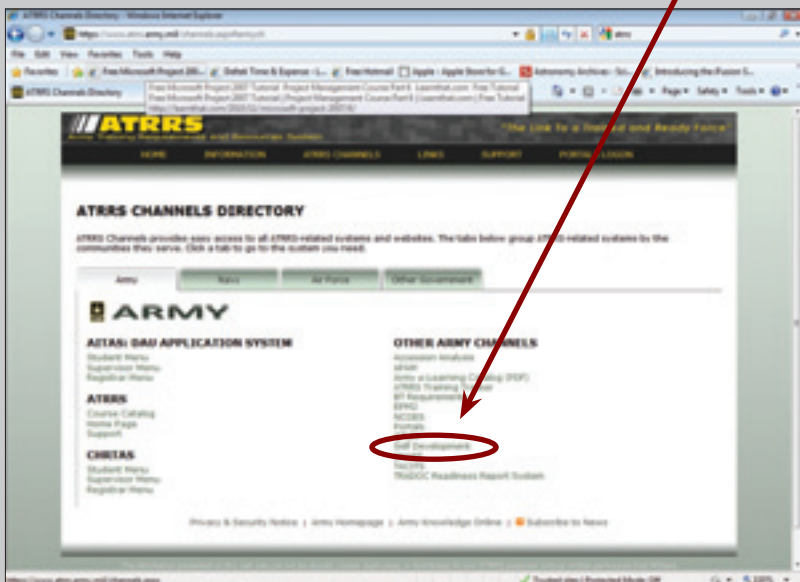
From AKO website

1. Click on **SELF SERVICE** and go to **MY TRAINING**.
2. On the Army Training Requirements and Resources System Student Center, click on **TAKE SELF-DEVELOPMENT COURSES**.
3. In the course number block, type the **SSD COURSE NUMBER** and click **SEARCH**.
4. Click the **REGISTER BUTTON** on the course schedule.
5. Click the **I AGREE** button.
6. Choose either **AKO** or **CAC** login.
7. Fill in and validate the **TRAINING APPLICATION** and click submit.
8. Your application will be processed, and you will be notified of the results via e-mail. Allow 24 hours before contacting the ATRRS help desk.



From ATRRS home page

1. Click on **SELF SERVICE** and go to **MY TRAINING**.
2. Go to <https://www.atrrs.army.mil/>.
3. Go to the **CHANNELS DIRECTORY - ARMY**, and click on **SELF-DEVELOPMENT**.
4. In the course number block, type the **SSD COURSE NUMBER** and click **SEARCH**.
5. Click the **REGISTER BUTTON** on the course schedule.
6. Click **I AGREE**.
7. Choose **CAC** or **AKO** login.
8. Fill in and validate the **TRAINING APPLICATION** and **SUBMIT**.
9. Your application will be processed, and you will be notified of the results via e-mail. Allow 24 hours before contacting the ATRRS help desk.





W U.S. ARMY WOMEN'S MUSEUM:

WAC symbols in the chapel window inside the Women's Museum at Fort Lee, Va.

*Telling the story
of those who
refused to sit idle*

By Sgt. Samuel J. Phillips

This statue was commissioned in 1992 to commemorate the 50th anniversary of women serving in the Army. It stood in the garden at the WAC Museum at Fort McClellan, Ala., until it was transported to the U.S. Army Women's Museum at Fort Lee.



While still prevented from serving in combat roles, women have been an integral part of the U.S. Army since its inception. From Margaret Corbin to Deborah Samson, from the 6888th Postal Battalion to Sgt. Leigh Ann Hester, all of their stories are told at the U.S. Army Women's Museum.

The museum first opened as the Women's Army Corps Museum on May 14, 1955, at Fort McClellan, Ala., said Françoise B. Bonnell, the museum's education curator. When the Base Realignment and Closure Commission decided to close Fort McClellan by the end of September 1999, the decision was made to move the museum to Fort Lee, Va.

As the home of the first regular Army WAC Training Center and School from 1948 to 1954, Fort Lee already had significant historical ties to the WAC, making it an excellent home for the museum. The current museum opened in October 2001.

It is the history contained within the museum, not the history of the museum itself, that makes it a place that everyone should visit, Bonnell said. There is no other place that paints a clearer picture of how vital the service of women was throughout the history of the Army.

"In fact, this museum is the only museum in the world dedicated to retelling the story and contributions of women to the Army," Bonnell said. "And we are the only branch of the military



to have an entire museum dedicated to telling that story.”

One of the women portrayed in the museum’s exhibits is Margaret Corbin, who accompanied her husband, John, when he joined the Continental Army at the start of the American Revolution. As many Soldiers’ wives did, Corbin provided assistance by cooking, cleaning, doing laundry and nursing the wounded.

On Nov. 16, 1776, when Fort Washington, N.Y., was attacked by British and Hessian troops, Margaret found herself forced to take action in the face of the enemy. After the gunner John was assisting was killed, he took charge of the cannon and Margaret assisted him. Later, John was killed and Margaret, without any time to grieve the loss of her husband, continued to load and fire the cannon until she herself was severely wounded by grapeshot.

Margaret never fully recovered from her wounds and was left without the use of her left arm. In 1779, she became the first woman to receive a pension from the U.S. government as a disabled Soldier. Margaret continued to be included on regimental muster lists until the end of the war in 1783.

Another exhibit portrays Deborah Samson, who disguised herself as a man to join the Continental Army as “Robert Shurtliff” in May 1782. Chosen for the Light Infantry Company of the 4th Massachusetts Regiment, Samson fought in several skirmishes. On July 3, 1782, Samson received two musket balls in her thigh and an enormous

The WAC adopted Pallas Athene, Greek goddess of victory and womanly virtue, wise in peace and in the arts of war, as its symbol. Pallas Athene and the traditional “U.S.” were worn as lapel insignia.



“Have Stethoscope will travel”, painted by Stewart Wavell-Smith, hangs in the U.S. Army Women’s Museum and depicts a female medic providing aid.

cut on her forehead during a battle outside Tarrytown, N.Y.

Fearing that her secret would be revealed, Samson unsuccessfully begged her fellow Soldiers to not take her to the hospital. After the doctor treated her head wound, Samson left the hospital before he could attend to the musket balls. She then removed one of the balls herself with a penknife and sewing needle, but could not remove the second because it was too deep.

During the summer of 1783, Samson came down with malignant fever and her secret was discovered by Barnabas Binney, the doctor who treated her. However, instead of betraying her secret, Binney had Samson moved to his house, where his wife and daughters further treated her. After she fully recovered, Samson returned to the Army and was honorably discharged on Oct. 25, 1783, after a year and a half of service.

This scenario is more common than you would think, Bonnell said. “One of our most popular programs is about the 400 or so women who disguised themselves as men in order to join both the Confederate and Union Armies.”

It wasn’t until the early 1900s that the door was cracked open for women to officially serve in the military with the establishment of the Army Nurse Corps. On April 6, 1917, the United States entered World War I, at which time there were 403 nurses on active duty, including 170 Reserve nurses who had been ordered to duty

in 12 Army hospitals in Texas, Arizona and New Mexico. One year later, that number grew to 12,186 nurses serving at 198 stations worldwide.

After the Army Nurse Corps came the Women's Army Auxiliary Corps in 1917, then the Women's Army Corps in 1943. "When you go through our gallery you can see our history is very rich and the roles of women have drastically changed throughout the years," Bonnell said.

An exhibit that exemplifies Bonnell's words is the one of the 6888th Postal Battalion. The 6888th was a unit comprised entirely of black females that played a significant role in maintaining troop morale during World War II. The unit also made history as the only battalion of African-American women to go overseas.

"We try to look at things from an interesting perspective in the terms of the role of women, and also try to look for stories that are unique," Bonnell said. However, throughout the years, this task has grown harder and harder, she said.

"History is a business that runs about 30 years behind," said Robynne Dexter, an archivist at the museum. "It takes time for you as a Soldier to process all of the things that you did, get through your career, retire and then start looking back as anniversaries start to occur."

"Another issue is the fact that women in the military don't really see themselves as women; they see themselves as Soldiers," Bonnell said. "They don't think that what they are doing needs to be highlighted or documented for history."

One of the key factors to this problem is the ever narrowing gap between the jobs men and women perform on the battlefield, said Ronald Bingham, a technician at the museum. "The roles of women in the military are changing daily," he said. "They have changed ten-fold since the start of the Iraq War. Today, [women] man gun trucks. ... During the Vietnam War, in the 1967 timeframe, women were not issued fatigues; they worked in skirts and heels, basically the Class B uniform. Today, they can't go outside the forward operating base without their Kevlar and individual body armor."

One of the best examples of this change is portrayed in the Raven 42 exhibit on Sgt. Leigh Ann Hester, the first woman to receive a Silver Star since World War II.

On March 20, 2005, the supply convoy that Hester's military police team was guarding was ambushed near Salman Pak, Iraq.



The Raven 42 exhibit depicts Sgt. Leigh Ann Hester, the first woman to receive a Silver Star since World War II, taking action after the convoy her Military Police team was escorting was ambushed.



This display shows various uniforms and equipment that have been used by women in the Army.

According to the Army citation accompanying her Silver Star, Hester "maneuvered her team through the kill zone into a flanking position, where she assaulted a trench line with grenades and M203 rounds," after insurgents hit the convoy with a barrage of fire from machine guns, AK-47 assault rifles and rocket-propelled grenades.

"She then cleared two trenches with her squad leader where she engaged and eliminated three [anti-Iraqi forces] with her M4 rifle. Her actions saved the lives of numerous convoy members," the citation said.

The museum at first was just going to display a mannequin. They then decided that they wanted to do something a little bigger, Bingham said. "We started developing it, and it got bigger and bigger," he said. "When we started talking to her, she said she really didn't want it to be just about her ... because she didn't get her Silver Star without her squad. She wanted the exhibit to tell the entire story."

"I love the Raven 42 exhibit that tells the story of Leigh Ann Hester because it represents the future," Bonnell said. "I would have to say that, out of all the exhibits, that one is sort of the quintessential launching pad for what the museum will look like 30 years from now, because Operations Iraqi and Enduring Freedom have and continue to change the roles of women on the battlefield, policies and the attitudes of society."

And, it is the future that the museum is really focusing on, Bonnell said. "We are hoping that through our exhibits and education programs that we can intrigue people," she said. "Right now our greatest challenge is convincing young ladies and men that are out there right now serving, that small objects they think are unimportant are actually going to be very important and need to be kept and preserved."

Bonnell said many women in the Army don't realize that one day someone is going to be looking at those items that they used every day and think, "Wow, this is really special." Without those artifacts, there wouldn't be a museum and a huge piece of

American history would go untold, she said. 🇺🇸

For more information on the U.S. Army Women's Museum, or to discuss donating artifacts, visit www.awm.lee.army.mil or call (804) 734-4327.

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

Legacy of the Last Doughboy



Cpl. Frank Buckles shortly after arriving in Winchester, England, on his way to France in 1917.

Photo courtesy U.S. Army



Frank Buckles at 106 years old, wearing his French military decoration, the *Légion d'honneur*, for an interview with the U.S. Library of Congress in 2007.

Photo courtesy U.S. Library of Congress

CPL. FRANK W. BUCKLES

Feb. 1, 1901—Feb. 27, 2011

Army News Service / Staff Report

America's last known World War I veteran, Cpl. Frank W. Buckles, died at his home in Charles Town, W. Va., on Feb. 27, just weeks after his 110th birthday.

Buckles was the last living American Doughboy to have served in France during World War I — and the last of some 4.7 million U.S. troops who signed up to fight the Kaiser. Though theories abound of the coinage of the term “doughboy,” the word became the popular nickname for U.S. infantry Soldiers who were deployed to France during the war.

Buckles later spent three years as a Japanese prisoner of war during World War II. He was captured in the Pacific while serving as a U.S. contractor. He had been a longtime advocate for the creation of a WWI memorial, and the subject of a documentary scheduled for release this year.

President Barack Obama ordered all U.S. flags on official buildings be lowered to half-staff on the day of Buckles' funeral.

“Michelle and I were inspired by the service and life story of former Army Cpl. Frank W. Buckles,” Obama said, adding praise

for his military service and his work as honorary chairman of the World War I Memorial Foundation. “We join [his daughter] Susannah [Buckles Flanagan] and all those who knew and loved her father in celebrating a remarkable life that reminds us of the true meaning of patriotism.”

RARING TO GO

Buckles' military story began in the early 1900s when he was just a teenager.

He had been rejected by the Marines because he was too small, and by the Navy because he had flat feet.

Looking to the Army, the 16-year-old Buckles had to lie about his age to enlist. However, for most of his life, Buckles insisted that “lie” was too strong a word for what he said in order to be allowed into the Army: He told a recruiter in Oklahoma the only record of his birth was in the family Bible.

“The Army sergeant was dubious about my age,” Buckles said in a 1988 interview. “He called the captain in, and the captain asked me some questions. I explained that at the time I was born, there were no public records. The only records were in the family

Bible. But I wouldn't expect to bring the family Bible down to the recruiting station."

He enlisted on Aug. 14, 1917, after the United States had declared war on Germany.

He joined the 1st Fort Riley Casual Detachment and sailed for Europe on the HMS *Carpathia*, a ship that had rescued the survivors of the *Titanic* in 1912.

EAGER FOR ACTION

An old sergeant had told Buckles that the fastest way to get to the action in France was to join the ambulance corps, as ambulance drivers were desperately needed at the front. To Buckles' dismay, his unit was rerouted, and he found himself in Winchester, England, driving officers on a motorcycle with a sidecar.

After pestering everyone he could and unsuccessfully scheming to simply fall in line and board a troop ship across the channel, Buckles eventually made it to France, but never near the trenches.

As an ambulance driver, he saw plenty of casualties. He never saw any combat. "Didn't I make every effort?" he once joked. He did get to see Paris, however.

"We went out to the Eiffel Tower," Buckles said, "and of course, you couldn't get into the Louvre [Museum] in those days. You could get into the Notre Dame cathedral, and I saw Paris before we went to Bordeaux."

UNFORGETTABLE 'BLACK JACK'

After the war, Buckles helped escort hundreds of German prisoners of war home before returning to Oklahoma and meeting Gen. John "Black Jack" Pershing, commander of U.S. forces during World War I. Buckles said the meeting was one of the highlights of his life.

"After I'd given the general a snappy salute and passed on," Buckles said, Pershing asked him to come back.

"He knew about the four gold bars on my sleeve, which indicated I'd been in Europe two years," Buckles said, adding that he probably also recognized his Missouri ac-

cent. Buckles was born on a farm in Harrison County, Mo., and Pershing was born in Linn County, just 43 miles away.

WRONG PLACE, WRONG TIME

Following his enlisted military service, Buckles worked in the shipping industry and had taken a contract job in Manila when Japan invaded the Philippines in 1941. That year, he was captured by the Japanese and spent more than three years in prison camps, where he nearly starved as he ate small, mush-like meals from a tin cup the size of a coffee mug.

Buckles said he lost more than 50 pounds in the prison camp. He kept the tin cup as a remembrance of his struggle.

WWI MEMORIAL

Three years ago, Buckles was at the Pentagon to help Secretary of Defense Robert Gates and then-Secretary of the Army Pete Geren unveil a new portrait exhibit by photographer David DeJonge that featured nine World War I veterans. DeJonge had set out to help America remember the war by documenting remaining World War I veterans.

"For those of us here today, we will forever put the face of Cpl. Buckles on the Great War," Geren said.

Wearing the *Légion d'honneur* he was awarded by French President Jacques Chirac, Buckles simply thanked the room on behalf of his fellow World War I veterans. He received a standing ovation.

"I was never actually looking for adventure," Buckles once said. "It just came to me."

In 2009, Buckles testified at a Senate hearing urging the establishment of a national World War I memorial on The Mall in Washington.

"I think it's an excellent idea," Buckles said about the possibility. "There should be no question about it."

A documentary by 1914 Films, *Pershing's Last Patriot: The Frank Woodruff Buckles Story*, is slated for release this year, according to the film's website. The year 2014 will mark the centennial of World War I.



Photo courtesy Department of Defense
Secretary of Defense Robert M. Gates, left, talks with Frank W. Buckles during the unveiling of portraits of World War I veterans at the Pentagon on March 6, 2008.

THE LAST DOUGHBOY

For more on **Frank W. Buckles**, visit:

Frank W. Buckles:
America's Last Survivor
of the First World War

<http://www.frankbuckles.org/>

U.S. Library of Congress
Veteran's History Project

<http://lcweb2.loc.gov/diglib/vhp-stories/loc.natlib.afc2001001.01070/>

*Pershing's Last Patriot:
The Story of Frank Woodruff Buckles,
America's Last Veteran of World War I*
by 1914 Films

<http://pershinglastpatriot.com/>

Sexual Assault

Prevention & Response

A federal lawsuit filed in February alleges that the Department of Defense promoted a culture in which rape and sexual assault were treated with indifference, victims were targeted for retaliation and the entire issue was given short shrift by military leadership.

In response, Defense Secretary Robert M. Gates told the House Armed Services Committee that the military has “zero tolerance” for sexual assault and has drastically increased the amount of training service members receive to adequately respond to and reduce the stigma associated with reporting incidents of sexual assault.

“It has no place in the U.S. military and cannot be tolerated,” Pentagon spokeswoman Cynthia Smith said. “The result of these crimes degrades morale, unit cohesion and can affect mission readiness.”

The Army’s efforts to train junior leaders in preventing and responding to incidents of sexual assault include a revamped lesson in the Warrior Leader Course that focuses on dispelling myths and emphasizing sensitivity.

ARMY POLICY: Sexual assault refers to offenses of a sexual nature that are committed without the lawful consent of the victim. This can include rape, forcible sodomy, indecent physical contact or sexual intercourse with a minor.

Besides the Army’s zero tolerance for such actions, sexual assault is a criminal offense that is punishable under the Uniform Code of Military Justice. Per-



U.S. Air Force photo by Margo Wright

petrators found guilty can face penalties ranging from one year in prison to a life sentence or even death in cases of rape.

Before prosecution, however, the responsibility for caring for victims of an assault often lies with first-line supervisors who must handle the situation with seriousness, timeliness and respect for the victim’s privacy.

TRENDS: Army sexual assault statistics show that the majority of victims knew the perpetrator, were assaulted in their barracks or home, were intoxicated or drug-impaired when they were assaulted, and delayed reporting the assault because of embarrassment or fear of retribution. The highest number of victims came from the junior enlisted ranks.

The Defense Department’s efforts to combat the problem do seem to be having an effect on the numbers of incidents, Gates told the House panel. The percentage of service members who reported a sexual assault dropped from

6.8 percent of women and 1.8 percent of men in 2006 to 4.4 percent of women and 0.9 percent of men in 2010.

“We are making headway,” Gates said. “The fact is, we aren’t where we should be. It is a grave concern, and we will keep working on it.”

RESPONSIBILITY: All leaders are charged with making the Army’s sexual assault prevention and response program work by reinforcing appropriate values and the message that sexual assault can and will be prevented.

When made aware of an incident, leaders must take immediate action to support the victim, get assistance for him or her, notify the chain of command, and protect the victim’s rights and confidentiality. Indeed, caring for a Soldier following such a trauma embodies the Warrior Ethos’ call to “never leave a fallen comrade.”

Donna Miles of the American Forces Press Service contributed to this story.



Responding to a sexual assault: Everyone's responsibility

THE VICTIM SHOULD:

If you are a victim of a sexual assault, your primary concern should be going to a **safe place**. From there, despite a desire to immediately shower or wash, **avoid destroying evidence by cleaning up**. Seek assistance from a **fellow Soldier you trust** and **contact the appropriate authorities**.

LEADERS SHOULD:

Respond to victims of sexual assault by **giving support, listening**, reassuring victims that **they are not to blame** and encouraging **official reporting**. The chain of command should be notified, but the victim's **confidentiality should be protected**. Get help; don't leave the victim alone.

RESTRICTED REPORTING

This allows victims to disclose details of an assault and receive medical treatment and counseling **without triggering an official investigation**. Reports can be made to **victim advocates, sexual assault response coordinators**, civilian or military **health care providers** or **chaplains**.

UNRESTRICTED REPORTING

Victims desiring an **official investigation** can report to those listed under "Restricted Reporting" as well as the **chain of command**, civilian or military **police, Army Community Services, Staff Judge Advocate, 911** or **Army One Source**. Information is shared only among those with a need to know.

RESOURCES

Army One Source provides confidential assistance to victims 24 hours a day, 7 days a week. Call **1-800-464-8107** (toll-free) or **484-530-5889** collect from international locations.

DOD Sexual Assault Hotline

supplements Army One Source with confidential assistance to victims 9 a.m. – 9 p.m., Monday–Friday. Call **1-800-497-6261**.



Sgt. 1st Class Murphy Terry, left, serves as a unit victim advocate and equal opportunity adviser for the Soldier Support Institute at Fort Jackson, S.C. Victim advocates can be valuable resources for those traumatized by a sexual assault.

Photo by Kris Gonzalez

MYTH VS. FACT

Soldiers may believe various misconceptions regarding sexual assault. As junior leaders, it is important to be aware of the truth yourself and to ensure your Soldiers are able to separate myth from reality, too.

Myths:

- ✘ **People cannot be sexually assaulted against their will:** In many cases, attackers do use force of some kind, such as choking, beating, using a weapon, threats or intimidation.
- ✘ **Victims provoke sexual assault by their actions or dress:** Offenders often rationalize their crimes by claiming victims "asked for it." This way of thinking wrongfully blames the victim for the crime rather than the offender.
- ✘ **Victims who do not fight back have not been raped:** Rape occurs when victims are forced to have sex against their will, whether or not they fight back.

- ✘ **If individuals are not hysterical after a rape, they are lying:** People have very different reactions to traumatic events such as sexual assault. Often, victims may appear calm at first; the emotional effects are merely delayed.
- ✘ **Victims will not suffer any long-term effects unless physically harmed:** People can experience long-term emotional distress such as depression, withdrawal or anxiety.
- ✘ **Sexual assaults only affect women:** Men often do not report a sexual assault for fear of being seen as weak.
- ✘ **Underage Soldiers who are drinking or using drugs should not report a sexual assault for fear of getting in trouble:** Commanders can delay disciplinary action on any related offenses a victim may be involved in until after a sexual assault investigation is complete. Your safety and the safety of others in your unit may be at risk if an assault goes unreported.

NCO Stories

A selection of Valor



1st Sgt. David Herbert McNerney

Citation to award the Medal of Honor

1st Sgt. McNerney distinguished himself when his unit was attacked by a North Vietnamese battalion near Polei Doc. Running through the hail of enemy fire to the area of heaviest contact, he was assisting in the development of a defensive perimeter when he encountered several enemy at close range.

He killed the enemy but was painfully injured when blown from his feet by a grenade. In spite of this injury, he assaulted and destroyed an enemy machine-gun position that had pinned down five of his comrades beyond the defensive line. Upon learning his commander and artillery forward observer had been killed, he assumed command of the company. He adjusted artillery fire to within 20 meters of the position in a daring measure to repulse enemy assaults.

When the smoke grenades used to mark the position were gone, he moved into a nearby clearing to designate the location to friendly aircraft. In spite of enemy fire, he remained exposed until he was certain the position was spotted and then climbed into a tree and tied the identification panel to its highest branches.

Then he moved among his men, readjusting their position, encouraging the defenders and checking the wounded. As the hostile assaults slackened, he began clearing a helicopter landing site to evacuate the wounded.

When explosives were needed to remove large trees, he crawled outside the relative safety of his perimeter to collect demolition material from abandoned rucksacks. Moving through a fusillade of fire he returned with the explosives that were vital to the clearing of the landing zone.

Disregarding the pain of his injury and refusing medical evacuation, 1st Sgt. McNerney remained with his unit until the next day when the new commander arrived. First Sgt. McNerney's outstanding heroism and leadership were inspirational to his comrades.

His actions were in keeping with the highest traditions of the U.S. Army and reflect great credit upon himself and the armed forces of his country.

'I was a professional Soldier'

By Sgt. Samuel J. Phillips

On March 22, 1967, 1st Sgt. David H. McNerney found himself in the jungles of Vietnam on his third tour of duty since volunteering for special warfare training in 1962. He was among the first 500 U.S. military advisers sent into Vietnam and deployed to the country again in 1964. McNerney was more than familiar with the jungle and the dangers it hid.

"Let me tell you how things are in this company," McNerney is said to have told his Soldiers. "You do what I tell you to do, and you do it when I tell you to do it, because you will die in Vietnam if you don't."

On that March day, McNerney's company would find out the importance of his words during a mission to rendezvous with a reconnaissance unit that had reportedly disappeared in a remote area near Polei Doc in South Vietnam close to the Cambodian border.

While making its way through thick vegetation, the company of 108 Soldiers was ambushed by the Viet Cong. While the front column was hit with heavy fire, the rear platoon was also surprised by an attack from behind. Both the commanding officer and the forward artillery observer were killed in the initial ambush.

Before the company could take up defensive positions, they found themselves surrounded and outnumbered at least 3-to-1. In the first minutes of the battle, the Viet Cong decimated the company, killing 22 Americans and wounding about 40 more. McNerney realized that, as the senior enlisted man, it was up to him to take control of the remaining Soldiers and coordinate a counterattack.

Through a hail of enemy fire, McNerney was sprinting toward the frontlines to get a better perspective of the battle and assist in the development of a defensive perimeter when several enemies engaged him at close range. Taking quick action, he returned fire, killing the group of Viet Cong in front of him. But, he was blown into the air and suffered a laceration to his chest when a grenade exploded just a few feet away.

With the enemy fast approaching, however, McNerney ignored his wounds and recovered the artillery observer's radio. He immediately began to call in heavy rounds to within 65 feet of his position in an attempt to push back enemy assaults.

Then, when the colored smoke grenades used to mark the company's position had been expended, McNerney was forced to make another quick decision. Completely disregarding his own safety, McNerney grabbed his unit's brightly colored insignia panel and navigated his way through substantial enemy fire to a tall tree in a clearing. Without hesitation, he climbed the tree and tied the panel to one of its highest branches so it could be seen by friendly aircraft.

After marking their position, McNerney checked on wounded Soldiers and provided support to the men defending their position. But there was another obstacle facing McNerney: the jungle



Photo by Alan Boedeker

David McNerney, a retired first sergeant from Company A, 1st Battalion, 8th Infantry Regiment, 4th Infantry Division, and Medal of Honor recipient, attends the Victorian Gala Ball during Fiesta Week at San Antonio on April 4, 2005.

was too dense for helicopters to land to evacuate the company.

Knowing what he needed to do, McNerney braved enemy fire once again, crawling to an exposed area beyond his unit's defensive line to collect demolition materials dropped during the initial ambush. He then wrapped the trunks of several trees with the salvaged explosives and blew them up to create a landing zone.

Despite his severe injuries, McNerney refused to be evacuated with the rest of the wounded when the helicopters finally arrived. He stayed on the battlefield until he was relieved by a new commanding officer the next day.

McNerney received the Medal of Honor from President Lyndon B. Johnson in 1968 before volunteering for a fourth tour of duty in Vietnam. He retired from the Army in 1969 and settled in Crosby, Texas.

In 1986, when asked about his actions on March 22, 1967, McNerney told *Texas Monthly* magazine, "I was a professional Soldier. That was my job. That's why I did what I did. It wasn't a normal day. I was fighting for my life."

Last May, a documentary based on McNerney's Army career titled, "Honor in the Valley of Tears," was released.

McNerney died of lung cancer on Oct. 10, 2010, at a veterans hospital in Houston. He was 79.

Minnesota National Guard Soldier Awarded Silver Star

By Sgt. Joe Roos

Staff Sgt. Chad Malmberg was presented the Silver Star in St. Paul, Minn., on Sept. 22, 2007, for gallantry in action while serving in Iraq with the 1st Brigade Combat Team, 34th Infantry Division.

Malmberg became the first Minnesota National Guard member since World War II to receive the fourth-highest military decoration, which is designated solely for valor in the face of the enemy.

Malmberg was credited for his quick, concise and heroic actions when his 25-vehicle convoy was ambushed outside Baghdad on Jan. 27, 2007. Outnumbered and trapped for nearly an hour in an ambush by 30 to 40 insurgents wielding rocket-propelled grenades and machine guns, Malmberg repeatedly put himself in the direct line of fire to coordinate ground and air support to ensure the safety of his Soldiers.

The battle went on for 40 minutes as Malmberg used all his training and leadership skills to navigate the convoy through barriers in the road and to engage the enemy. As insurgents attempted to attack the rear of the convoy, Malmberg threw a grenade at them, killing seven.

Through his leadership coordination and brave acts, the insurgents were de-

feated, and the convoy made it to safety.

After receiving his Silver Star from Gov. Tim Pawlenty and then Maj. Gen. Rick Erlandson, the 34th Infantry Division commander, Malmberg asked all the men who were in his convoy to stand. As each Soldier was recognized, it was clear he didn't think he was the only hero in the convoy.

"These are the guys," he said, after

which the crowd cheered. Once Malmberg showed the bond of his unit and the pride he had in all of his Soldiers and their dedication, he simply returned to his seat.

Following the ceremony, his unit began reintegration training into civilian life. Malmberg returned to complete a degree at Minnesota State University and planned to become a member of the St. Paul police department.



Photo courtesy Minnesota National Guard

Minnesota Gov. Tim Pawlenty greets family members of Staff Sgt. Chad Malmberg of Company A, 2nd Battalion, 135th Infantry, Regiment, 1st Brigade Combat Team, 34th Infantry Division, after an award ceremony at a 30-day reintegration training event in the St. Paul River Centre, St. Paul, Minn. Malmberg was awarded the Silver Star for his actions in Iraq.



Photo courtesy Minnesota National Guard

Malmberg, a St. Paul native, poses with some Iraqi children while on a mission in Iraq.



Photo by Sgt. Joe Roos

Accompanied by his chain of command, Staff Sgt. Chad Malmberg is awarded the Silver Star for gallantry in action by Minnesota Gov. Tim Pawlenty and Maj. Gen. Rick Erlandson, the 34th Infantry Division commander, at a presentation ceremony Sept. 22, 2007.

Fort Riley medic earns Silver Star after saving Soldiers, Iraqi policemen

By Sgt. Stephen Baack

Even after having been thrown several meters, knocked unconscious, set aflame and buried under rubble as a result of a suicide-vehicle-borne improvised explosive device, a Fort Riley medic braved small-arms fire to save the lives of fellow Soldiers and Iraqi policemen.

Cpl. Clinton Warrick received the Army's third-highest award for valor during a June 18, 2007, ceremony at Riverside Park in Murphysboro, Ill., for his actions during a Sept. 18, 2006, insurgent attack, when he was serving as a medic with the 300th Military Police Company, at the Al-Hurriya Iraqi Police Station in Baghdad.

Maj. Gen. Carter Ham, then the commanding general of the 1st Infantry Division and Fort Riley, presented Warrick the Silver Star and other awards in front of his family, friends, his former platoon leader, company commander and first sergeant.

"This is one of Fort Riley's great Soldiers – one of our real, no-kidding heroes," Ham said at the ceremony. "It is right and proper that we come here to present you this award for valor. It is heroes like this who make our Army the best in the world, and our nation so strong."

Shortly before the explosion, Warrick heard small-arms fire. His platoon leader, 1st Lt. Kevin Jones, was on the roof and saw the suicide vehicle-borne improvised explosive device approaching. Just before what Warrick remembers as a "fireball" rolled down the hallway in his direction, Jones began running downstairs to get everyone as far back from the explosion as possible.

"I made it about halfway down the hallway when the explosion took place," said Jones, who suffered burns and received shrapnel wounds on his lower back and legs. He was temporarily knocked unconscious.

"When I regained consciousness, I had an idea of what happened, but I was thrown down a side hallway, and it was full of smoke and debris," Jones said.

Just feet away, Warrick lay unconscious. His legs were on fire, and the roof and an exterior wall had collapsed on him.

When Jones found Warrick, he put out the fire, dragged him 20 meters to a vacant room and helped him fully regain consciousness. After talking himself through continuing his mission and helping as many people as he could, Warrick made his way outside amid small-arms fire to triage patients at the casualty col-

lection point Jones and his Soldiers established moments earlier.

"I had a job to do, and I still needed to do it," Warrick said. "I was there for rendering medical aid."

Though he was injured severely, Warrick refused to sit down, as he knew he would have immediately slipped into shock. He triaged several wounded Iraqi policemen, assessed others and reported the situation to the medical station on Forward Operating Base Ramadi to prepare them for the incoming patients.

"Cpl. Warrick continued to use his medical knowledge to have the U.S. Soldiers treat our wounded as well as the Iraqi



Photo by Sgt. Stephen Baack

Cpl. Clinton Warrick, a medic formally with the 300th Military Police Company who was awarded the Silver Star for his actions during a complex attack on the Al-Hurriya police station in Baghdad, talks with Maj. Gen. Carter Ham (right), then the commanding general of the 1st Infantry Division and Fort Riley, Sept. 18, 2006.

police. Even though he couldn't physically do it, he was helping us do it," Jones said.

After a sufficient number of quick-reaction force personnel had arrived, Warrick and other injured Soldiers were evacuated.

Warrick was moved to a medical hold company at Fort Sam Houston, Texas, in 2006 where he underwent surgeries and rehabilitation. He was scheduled to be medically separated from the Army, and planned to return to his hometown to earn a teaching degree.

After receiving his medal, he insisted he was only doing the right thing at the right time.

"It's kind of hard to fathom because I just did my job," Warrick said. "I didn't do anything special, is what I feel. I did what I needed to do."

SPLIT-OPS: USING YOUR ARMY BAND TO ACHIEVE STRATEGIC OBJECTIVES

By **Command Sgt. Maj. Joseph A. Camarda**
U.S. Army Bands Program

It's July 4, 2010, at Camp Victory, Iraq, and the 1st Armored Division Band is faced with four very important taskings for musical support on the same day. On this, the United States' Independence Day, support was requested for a televised naturalization ceremony at the Al-Faw Palace with Vice President Joe Biden as the guest of honor; an Independence Day celebration with the U.S. ambassador to Iraq at the U.S. embassy; a memorial bugle ceremony at an outlying joint security station; and a troop morale concert at another outlying JSS. Before the days of musical performance teams, the 1AD Band would have had to choose just one of these very important events to support.

Fortunately, modularity has redefined what is possible for Army bands, both while deployed and when at their home stations. Although bands are still capable of performing en masse, their strength now rests in their ability to provide support to multiple events concurrently.

For this particular Fourth of July, the 1AD band was able to support each of the high-level VIP events and the memorial bugle ceremony while also entertaining Soldiers stationed at the remote JSS. They desperately needed the music of a modern Army band to raise their spirits and bring a sense of home during another holiday spent away from their families.

As the Army struggles to keep pace with a high operational tempo during this era of persistent conflict, and as the Army Force Generation cycle continues to spin our brigades and other formations in and out of combat zones, Army bands have

changed the way they provide musical support to our Soldiers and to the nation.

Historically, Army bands performed primarily as large musical ensembles under the direction of a commissioned officer or warrant officer for events such as military ceremonies, parades and public concerts. These events traditionally employed all of the assigned Army musicians collectively for each musical mission. As the Army became increasingly modular, requests for musical support — both at home and in the combat zone — quickly began to exceed the capacity of our bands.

In 2001, the Army Bands Program proposed a force design

update that restructured all active-duty, Reserve and National Guard Army bands into modular organizations designed to better meet the demand for concurrent musical support. The new structure focused on modularity and began with multiple “building blocks” called music performance teams. MPTs are small musical ensembles that can play popular, traditional or patriotic music, and are designed to perform independently of each other.

As leaders figure out how best to employ MPTs during this period of persistent conflict, division and corps leaders are utilizing the modular “split-ops” capability

of their bands to accomplish both home-station and deployed missions concurrently. The leadership of the 101st Airborne Division, 25th Infantry Division, 4th Infantry Division and 1st Cavalry Division have all made the decision to leave a few MPTs back during the deployment of their division headquarters. These teams provide home-station support for brigade combat teams in reset, family members and the local community, while other MPTs are forward-deployed to support Soldiers, ceremonies,



Photo courtesy U.S. Army Bands Program

A music performance team from the 1st Armored Division Band plays during a ceremony at Camp Prosperity, Iraq, in June 2010.



Photo by Jack Gordon

Sgt. Caroline Stitt plays the piccolo as the 78th Army Band performs patriotic music during the activation ceremony of the 99th Regional Support Command at Fort Dix, N.J., in September 2008.

multinational events and nation-building efforts with our allies.

A split-ops approach for the utilization of Army bands has many advantages over the traditional model of deploying an entire division band into a combat zone. This became evident several years ago when the 101st Airborne Division took its entire band to Iraq. With all of their musical assets in-theater, there was no musical support left back home to cover troop departures and arrivals, memorials, and other ceremonies or events for the brigades and family members left behind. The long planning cycle, statutory limitations and resourcing challenges required to activate National Guard and Reserve musicians in support of home-station events quickly proved untenable.

Since then, several deploying division headquarters have made the decision to leave up to 50 percent of their musicians (in MPT sets) in the rear for home-station support. These rear detachment MPTs have been able to support troop arrivals and departures, meet the needs of BCTs in reset or training, provide a level of support for families back home, and give the deployed MPTs the opportunity for train-up prior to deployment with adequate recovery before resuming their musical mission upon redeployment.

Deployment using MPTs has reduced deployment fatigue, has allowed branch managers to extend tour lengths and has minimized the turnover of key personnel. In the 4th Infantry Division, creative leaders have taken this a step further by rotating forward-deployed and rear detachment MPTs every 3 to 6 months

throughout the 12-month deployment cycle. This is providing vital deployment experience for more musicians while giving the supported Soldiers downrange a better variety of entertainment groups during their deployment.

Army bands have proven to be powerful assets for the U.S. Army and our nation, serving as the “boots on the ground” of strategic communications. By organizing in a flexible modular structure, leveraging technology and employing talented Soldier-musicians with gifted leaders, Army bands have built ready, relevant and flexible music performance teams that are deployable, easy to transport and capable of effectively winning the hearts and minds of audiences both at home and abroad.

These Soldiers, when used to accomplish strategic goals, can raise the morale of our troops, strengthen our national pride, and promote American interests around the world.

Command Sgt. Maj. Joseph A. Camarda is the command sergeant major of the U.S. Army Band Program and the commandant of the U.S. Army School of Music NCO Academy at Joint Expeditionary Base Little Creek-Ft. Story, Va.

After completing a bachelor's degree in music education from Duquesne University in Pittsburgh, Pa., his hometown, he entered the Army in 1983. He also has a master's degree in music education from Columbus State University in Columbus, Ga. He is an accomplished multi-instrumentalist and plays the saxophone, clarinet and flute.

THE IMPORTANCE OF HISTORY TO THE MILITARY LEADER

By Sgt. Maj. Ronald K. Graves
25th Combat Aviation Brigade

Studying military history is paramount for senior military leaders' personal and professional development as well as mission success. Lack of knowledge about military history can doom leaders to repeat potentially deadly mistakes as has happened innumerable times over the millennia. Arming leaders with relevant historical perspectives before entering the battlefield pays immeasurable dividends in this era of persistent conflict.

Too often, military leaders fail to look at the hard-won lessons our predecessors have recorded for our benefit. Times change, weaponry changes, location changes. But, warfare has remained essentially the same throughout the ages. We, as a military culture, are far too quick to dismiss the lessons of history as just anecdotes in dusty books that can't possibly be of relevance to us. There have been, and always will be, regular and irregular warfare taking place simultaneously throughout the world. Many of the challenges from antiquity to this very day remain essentially the same at their foundations.

Contrary to some claims, transformation during time of war is not a new concept. During the American Civil War, the Union Army was in a near-constant state of transformation as it fought the Army of the Confederacy. Transformation was taking place in weapons, tactics, logistics, intelligence and many other areas throughout the war's duration. Although we may be more cognizant of it today than in the past, transformation has always been taking place in the military service during both times of peace and war. Leaders need to embrace this fact and maximize the use of the best available — and most current — systems, information, tactics and training in order to more efficiently subdue their adversary.

UPTON'S ADAPTATIONS

Emory Upton graduated from the U.S. Military Academy at West Point, N.Y., in 1861 and began his career as a second lieu-

tenant in the 4th U.S. Artillery. Upton soon garnered a reputation for being a smart, charismatic and skillful combat leader following the outbreak of the Civil War. He was soon known by all as a fearless, competent leader and as a professional Soldier in all aspects. Upton began a rapid climb through the ranks due to his actions, leadership and intellect. Promoted to brevet major, Upton further distinguished himself near Rappahannock Station, Va., in November 1863. He utilized stealth, cunning and ingenuity in order to defeat a superior enemy force without firing a single shot.

Upton led a daring night raid on an enemy entrenchment to dislodge the Confederate infantry. As historian Stephen Ambrose wrote in his book *Upton and the Army*, "Darkness now covered the field. Upton left one regiment in reserve, then had the remainder of his men unsling their knapsacks and fix bayonets, gave them strict orders not to fire and to creep forward. When within 30 yards of the pits, Upton whispered orders to his men to charge silently. At the point of the bayonet, without firing a shot, the brigade drove the surprised Confederates from their works."

Unfortunately, his bravery, tenacity and mission success at Rappahannock Station did not serve any tactical advantage for the Union Army. His superior, Gen. George G. Meade, failed to pursue the Army of the Confederacy and to deliver what could have been a decisive blow to end the Civil War more than a year sooner than when it ultimately concluded.

In 1864, Col. Martin McMahon, the VI Corps chief of staff, handpicked 12 regiments of the best available troops and instructed Upton to take command and carry out his proposed experimental infantry tactics. He was to conduct an attack in column formations instead of the linear formations that had been the norm of the era. Upton gladly accepted both the command and the challenge, and was certain he would emerge victorious.

Upton's mission was to attack in column and dislodge entrenched Confederate infantry at Spotsylvania Court House, Va. The Rebels concealed themselves in robust fortifications that enabled their infantry to fire from the slits in the timber and earthworks they had constructed. This facilitated the Confederate



Maj. Gen. Emory Upton
Photo courtesy U.S. Army
Military History Institute



Art by A.R. Waud courtesy Library of Congress

Union officer Emory Upton led an unconventional night raid on a Confederate position near Rappahannock Station, Va., in November 1863. This illustration of the ensuing battle appeared in the Nov. 28, 1863, edition of *Harper's Weekly*.

Soldiers' ability to fire at any approaching enemy with near-impunity due to the fact that the riflemen were nearly impermeable behind by their fortifications.

Upton proved his theory was correct within the first five minutes of battle and ultimately achieved resounding success. He was victorious in driving the Confederates from their trenches while saving countless Union lives. Although he lost more than 1,000 men during the battle, he inflicted at least the same number of deaths on the opposing force and took more than 1,200 prisoners before relinquishing the ground his men so valiantly fought for (despite Upton's protests to his superiors). The results of his tactics surprised many of his superiors; some expected his ranks to be decimated in the charge.

Upton's ingenuity and relentless pursuit of the enemy earned him great respect from his Soldiers and superiors. Subsequently, no less than 15 general officers petitioned for Upton to be promoted to brigadier general. Indeed, by the end of the war, the 25-year-old Upton was a major general.

Upton's tactics proved to be revolutionary and necessary due to the increased lethality of the weaponry of the day. He was truly a visionary who knew that tactics must evolve as warfare did. Ultimately, Upton would be known for far more aggressive changes that took place in the Army during the Civil War. He wrote the doctrinal and tactical changes that were later begrudgingly adopted by senior military leadership. History would subsequently prove the vast majority of his theories and changes correct.

Our forces today face similar challenges in conducting counterinsurgency operations instead of the conventional war missions

the U.S. military has trained for since the onset of the Cold War. Military leaders today would be wise to invest the time required to study how leaders of the past conquered the unique challenges presented to them.

Upton's changes in tactics were not always understood or warmly received. Just as tactics in Iraq and Afghanistan have evolved and changed since the Global War on Terrorism began, senior military leaders must continue to seek sound solutions using personal experiences, training, intellect and historical examples of what succeeded, as well as what failed, to better enable mission success.

THE VICTORIO CAMPAIGN

Victorio was an Apache chief known for his intellect, warrior skills and ruthless pursuit of his vision of a better life for his people. He was among those affected by a U.S. government plan that forced the relocation of various Native American tribes to the American Southwest.

Victorio rebelled and fought to reclaim rights and territory for his people. Highly regarded by his people as a visionary and protector of their culture and way of life, he garnered a grassroots following from other tribes in the region as well. However, he would be classified as a terrorist by our standards and definition today.

Victorio began to conduct savage attacks indiscriminately throughout what today is New Mexico, western Texas and northern Mexico. He ruthlessly attacked white and Mexican settlers in the area in order to gain supplies and equipment for his people,



Photo by Edward S. Curtis courtesy Library of Congress

Four Apache warriors on horseback pause under storm clouds in this 1906 Edward S. Curtis photograph titled, "Before the Storm."

and did not hesitate to attack other tribes if necessary. As a result of his actions, his men were often equipped with better weaponry than the armies that pursued him.

The U.S. Army began a campaign to end Victorio's reign of terror. But, the Army was at a distinct disadvantage due to a variety of factors. For instance, the U.S. Army's rearming and resupply routes covered vast distances in an inhospitable and "foreign" land. Conversely, friendly Apaches in the area often resupplied Victorio. It stands to reason that Victorio and his men were often given safe passage and at times aided by sympathetic tribes. Victorio also made good use of all captured weapons, horses and supplies in his campaign. Additionally, the Army was not well trained in counterinsurgency operations.

Victorio also utilized the scarcely defended international border to his advantage since he knew that the governments of the United States and Mexico had difficulties sorting through each other's bureaucratic channels. Both nations had a general distrust of each other, which further hindered any unity of effort against the chief. Many times after a raid, Victorio and his men would simply slip across the border to elude pursuit by the Army of either nation.



Victorio

Photo courtesy Library of Congress

The campaign to hunt down Victorio is not unlike the campaigns coalition forces are conducting in many places around the world today. Osama bin Laden, like Victorio, is probably hiding in an inhospitable, remote area. He receives aid from the local populace, who are either sympathetic to his cause and beliefs, or frightened into compliance for fear of the lives of their families and themselves.

"The Victorio Campaign bears many parallels to ongoing operations against Islamic terrorist movements," wrote Kendall D. Gott in a Combat Studies Institute paper titled, "In Search of an Elusive Enemy: The Victorio Campaign." "Victorio was a charismatic leader who many indeed considered a terrorist. On the other hand, his followers considered him a freedom fighter and gave him their unswerving loyalty. These warriors were fanatical in their support and willingly endured extreme hardship ... in the fight against their enemies."

The irony of the Victorio campaign is that the U.S. Army never captured him. He was eventually cornered in a remote mountainous area in Mexico and killed by the Mexican Army. A similar opportunity exists for the government of Pakistan today in the hunt for Osama bin Laden. Many other nations also hold the keys to defeating global terrorism within their borders. It is

simply a matter of whether they will step forward for the greater good of the world, or turn a blind eye in order to protect their own vested interests, whether physical or ideological.

DOES TIME FAVOR THE INSURGENT OR THE COUNTERINSURGENT?

“The successful insurgent declines combat when the occupying power has overwhelming force available, withdrawing, dispersing and possibly harassing the main body with hit-and-run operations designed to impose casualties and slow down the operation,” wrote George Friedman in his article, “Strategic Calculus and the Afghan War.” “The counterinsurgent’s main advantage is firepower, on the ground and in the air. The insurgents’ main advantage is intelligence. Native to the area, insurgents have networks of informants letting them know not only where enemy troops are, but also providing information about counterinsurgent operations during the operations’ planning phases.”

Time indeed nearly always favors the insurgent. Although the insurgent may not ultimately be victorious, he simply has to maintain pressure and persevere until his adversary tires of the conflict and retreats to a friendlier domain. The insurgent attacks when possible, retreats as necessary, reconstitutes when able and continues to wait out his pursuer in order to fight another day for his objective. History, time and location are generally always on the side of the insurgent.

Ironically, our War of Independence from Great Britain bears many of the same aspects as our war on terrorism. The colonists seeking independence simply had to “tie” in order to win the war. Winning battles was secondary, although not without some measure of importance. The occasional victory was most desirable for the effects it had for the infantryman on the ground. Residual effects of a battle won meant renewed populace support for the fledgling nation as well as continued funding by the Continental Congress. It is important to note that the colonists often favored guerrilla tactics when faced with a superior military enemy.

These illustrations of military operations in American military history show that insurgency and counterinsurgency operations are not new challenges faced by our military forces. Many of the problems we face today as a military, our forefathers in uniform also faced in past engagements. The U.S. military has faced insurgencies, counterinsurgencies, transformation, changes of tactics and weapons, and countless other dilemmas and issues during times of peace and war.

We can save valuable time, resources and our most important commodity as a nation — the lives of our service members — by simply looking at history for the answers to many of our quandaries. If leaders embrace the historical truisms that have played out in the past, they will be more successful planners, implementers and leaders of our forces. Many of the most important lessons in warfare are available for those willing to simply open their minds, lose their preconceived notions and learn from the history of those in the profession of arms from years past.

Sgt. Maj. Ronald K. Graves is currently serving as the 25th Combat Aviation Brigade operations sergeant major at Wheeler Army Airfield, Hawaii. To contact him, e-mail ronald.k.graves@us.army.mil.

Why NCOs have their own *Journal*

Editor’s Note: The following editorial was first published in The NCO Journal’s inaugural Spring 1991 issue.

Over the years, your Army has invested heavily in building a strong corps of noncommissioned officers. The publishing of this noncommissioned officer leader-development journal is a sterling example of the strong, continued, dedicated commitment to this critical endeavor.

The primary purpose for this journal is leader development. It serves as a training vehicle by communicating leader development lessons learned, programs, policy and standards to our noncommissioned officers Armywide.

We are expected to maximize the potential of this training opportunity by ensuring every noncommissioned officer has access to the *Journal*, by using the provided information for leader development training sessions, and by providing constructive feedback that will increase the *Journal’s* effectiveness.

Additionally, we must energize ourselves to writing and submitting recommended topics for publication. Within our corps of noncommissioned officers, we have talented Soldiers who can provide written information for the benefit of our total Army. Again, we must tap this talent by energizing ourselves and encouraging our fellow noncommissioned officers to put pen to paper.

As the first *NCO Journal* edition rolls off the press, we should recognize and appreciate the untiring, selfless service of our chief of staff of the Army, our chain of command, the U.S. Army Sergeants Major Academy and the *Journal* staff for making this leader development opportunity a reality.

The future, the effectiveness, and the success of our journal now rests with us. The ball is in our court. My fellow noncommissioned officers, it is time for us to run up the score.

*Julius W. Gates
Sergeant Major of the Army*



Julius “Bill” Gates served as sergeant major of the Army from 1987–1991.

Submit your article!

E-mail your article, art or photos for *The NCO Journal* to ATSS-SCN@us.army.mil. Submissions will be edited for length, style and content.

Driving with the eighth SMA

By Robert Holtzhauer

Editor's note: Before he became the 8th sergeant major of the Army in 1987, then-Command Sgt. Maj. Julius "Bill" Gates was the command sergeant major for the 3rd Infantry Division (Mechanized) in Germany. Here, Holtzhauer recalls learning much from Gates while serving as his driver.

As I waited at the in-processing center in Germany for my next duty assignment in the early 1980s, I was approached by the NCO in charge, who asked if I'd be interested in driving for the 3rd Infantry Division command sergeant major. Of course, I replied, "Yes!" The NCOIC interviewed me, and then came Command Sgt. Maj. Julius "Bill" Gates.

During the interview, which lasted more than an hour, I gathered that I would be working for a no-nonsense Soldier who was straightforward. He was a U.S. Army Soldier, and I was now the driver for the 3ID command sergeant major — the highest enlisted Soldier of an 18,000-Soldier division, "Rock of the Marne." I was honored.

Routinely, I would do physical training with Gates, running by his side, both of us in flak vests at 5 a.m. We always did PT with one of the division companies each morning. Gates was in great shape, and during a 3-mile run, I looked at him and said, to myself, "This is exactly where I want to be." I wanted to be next to a leader, a teacher, a Soldier.

After PT, I took a shower, dressed, ate chow and was at the office by 6:45 a.m. Gates was already there! I never beat him to work, and to this day, I can't figure out how he did it. I was quick, but Gates was always quicker. The early morning routine normally was the same, but the daily routine changed depending on the mission. No day was the same. Each day had a different mission, and his job was to accomplish the mission.

I had a desk right outside his office. Besides being his driver, I helped with administrative duties. I made copies, mailed correspondence, ran errands delivering military manuals, and also inspected various areas for him. One of the inspection areas was called the "Snack Bar Inspection." Every morning at 7:30 a.m., I had notebook and pen in hand. I crossed the street from the division headquarters and entered the snack bar. I was to take down the names of any Soldiers in the snack bar, because Soldiers were

supposed to be in the motor pool or training at that time. After a few days of the chain of command answering to Gates why their Soldiers were in the snack bar at 7:30 a.m., the snack bar became deserted. It was later defined as "no-man's land."

It didn't take long for me to find out that others had nicknamed Gates "Mad Max." Where they got the "Max" part, I'll never know. But we all know, as a leader, when you encounter Soldiers not doing what they're supposed to do, you get mad. Our mission in Germany was none other than to "prepare for war." It was the mission we had then, and it's the same mission today.

The secret is simple: Train. You can't prepare for war if you're drinking coffee in the snack bar, and Gates knew this. If you didn't know, you would soon find out. From private to brigade sergeant major, you'd soon find out, officers, too. If you were a lieutenant, you'd have his respect as an officer, but if you weren't doing what you're supposed to be doing, he'd respectfully let you know, and your chain of command, too.

I'd get knocks at my barracks from the charge of quarters at 2 a.m., with instructions to report to division headquarters in 20 minutes. We would drive to Aschaffenburg and walk into a few company headquarters to inspect the arms room guard, who had better be awake and reading a military manual. Next, we'd head to Schweinfurt to inspect a CQ. We'd stop the vehicle, and Gates would get out, look around, and point, "I want to go there." The barracks better be secure and all night-duty personnel awake and studying military manuals.

I remember at least a dozen times, while we were driving, he saw division trucks with covers flapping in the wind, drivers smoking, track commanders sleeping, not following the proper distance, or other things that didn't look professional. He'd pull the entire convoy off the road until everything was corrected. He was also a stickler for safety. Ground guides for vehicles had to stand off to the side, not in front or behind the vehicle, in case the driver accidentally hit the accelerator too hard. If convoys were pulled over on the side of the road for a maintenance check, the sergeant better be instructing personnel to check the oil and water and ensure the vehicle was in tip-top shape. While all this went on, Soldiers better be in proper military uniform the entire time.

During field exercises, I'd drive him from one area to the next. He was always inspecting Soldiers and talking with NCOs. He firmly believed that the NCO is the backbone of the Army. If

you didn't have a decent sergeant, you wouldn't have a decent squad. If you weren't an acceptable sergeant, you would no longer be a sergeant.

During many field exercises, it rained, and we slept in the rain just like the other Soldiers. Sometimes, during mock battle exercises, high-ranking officers would sleep in quarters or eat dinner served on fine china. Not him. Gates didn't like being among "the rich and famous." He insisted that whatever the enlisted Soldier was going through, we would too. Gates setting the example was a training opportunity — training me for war, being my sergeant and preparing me, just like he insisted the sergeant train the private for war.

I recall a few close calls during field exercises when Gates would actually go and seek out the enemy positions. Once, we were surrounded by the enemy in a town during a mock battle, and he got us out of there. Here's the division command sergeant major on the front line seeking the enemy!

Inspections were big in our division. Every few weeks, we'd go to a company or battalion and have an all-day, in-depth inspection where results were recorded. A negative outcome would affect your military career. I learned a great deal during these inspections. I stood next to him during dress uniform inspections, recording every "gig," but also the positive remarks. It took over two hours to inspect a company during a dress inspection. If a Soldier's awards or ribbons were crooked on the uniform, then his feeling was the Soldier couldn't follow simple instructions and abide by set regulations. Then we would inspect the barracks. That's where I, as a sergeant, learned the most from Gates. The inspections were in-depth again but were meant to find out if a Soldier or the NCOs were prepared for war.

How could a barracks inspection define if a Soldier were prepared for war? Well, let's say your socks were rolled up nicely in the drawer, displayed for all to see. He'd unroll that sock, slide his hand into it, and if he found a hole, you'd fail. Why? If you go to war wearing socks with holes, you're going to get blisters on your foot, which means you can't walk 15 miles to the objective, and we lose a Soldier because of unserviceable socks. He would have Soldiers try on their helmets. If it didn't have a head band, then how the heck are you going to wear a helmet during war?

Those are just a few areas where a simple inspection really made an impact. The blame for failure went to the sergeant, not the private. Gates believed the sergeant's job is to prepare the squad for war, which made me think that being a Soldier and surviving on the battlefield was more than a display by some nations that rolled out their military hardware in a parade. A U.S. Army sergeant has to look deeper to prepare Soldiers for the "what-ifs." NCOs have to train, inspect and take care of Soldiers, as well as prepare them for war.

Besides my family, no other person has influenced my life like Gates did. His integrity, courage, discipline, loyalty, respect and values are traits that are now part of my personality. Even to this day, my co-workers, friends and family members still think I'm a sergeant, and it's been more than 25 years since I got out.

After Gates left to become the command sergeant major of the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, I went to Fort Irwin, Calif., and was the training NCO of Headquarters Company, 1st Battalion, 63rd Armor Regiment. I later

rose to the position of platoon sergeant, as an E-5 at 27 years old.

It was a platoon of undertrained, unfit, uncaring Soldiers with half the vehicles broken at any given time. I placed into effect "Operation Uphill," where I used all the training I received from Gates. And it worked. After a few months, I received a "Special" Enlisted Evaluation Report for turning around a badly run platoon and making it combat-ready in a month. I owe this achievement to Gates. He trained me.

In 1984, Gates wrote in my Enlisted Evaluation Report that I was "the most dedicated, loyal, and professional noncommissioned officer that [he had] served with during [his] tenure in the military." The only reason I was any of those things was because he trained me. He trained me like he trained all Soldiers he's ever come in contact with.

I relish the time I spent with him. He developed me not only as a Soldier, but also as a productive member of society. He has been a credit to the U.S. Army in a way that most people don't know — not because he rose to be the sergeant major of the Army, but because he made such an impact on the Soldiers he trained to win at war.

Robert Holtzhauer served on active duty from 1976 to 1988 as an IIC indirect fire infantryman. He worked for Gates from 1982 to 1985. He currently resides in northern Virginia.



Gates served as a first sergeant at Fort Stewart, Ga., from 1977 to 1978.

Photo courtesy
USASMA

PHOTO JOURNAL





Staff Sgt. Sean Hurdley, a Soldier with the 82nd Airborne Division, gathers his parachute after a safe landing on Sicily Drop Zone at Fort Bragg, N.C., Dec. 11, 2010. Hurdley participated in Operation Toy Drop, an annual opportunity for paratroopers to earn foreign jump wings for a toy donation. The donations are for local children to help brighten their holiday season.

Photo by Air Force Tech. Sgt. Elizabeth Concepcion

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PHOTO JOURNAL



▲ Sgt. 1st Class Eric Lloyd, a paratrooper with 1st Battalion, 504th Parachute Infantry Regiment, 1st Brigade Combat Team, 82nd Airborne Division, grades the sit-up event of an Army Physical Fitness Test during early-morning rain Jan. 19 at Fort Bragg, N.C.

Photo by Sgt. Michael J. MacLeod

► Sgt. 1st Class Eric Bullard, a jumpmaster with 1st Brigade Combat Team, 82nd Airborne Division, and German jumpmaster Staff Sgt. Kay Erdmann with Luftlande Brigade 31, watch paratroopers of the 82nd Airborne Division descend to Sicily Drop Zone during Operation Federal Eagle, a U.S.-German airborne training exercise at Fort Bragg, N.C., in October 2010.

Photo by Sgt. Michael J. MacLeod



▼ Indiana National Guard Soldiers with Battery B, 2nd Battalion, 150th Field Artillery Regiment, headquartered in Rockville, Ind., set up firing positions with their newly acquired M777 howitzers at Camp Atterbury Joint Maneuver Training Center in central Indiana in November 2010.

Photo by Sgt. John Crosby



▲ Cpl. Devlin Lassiter, right, with Company B, 1st Battalion, 18th Infantry Regiment, 2nd Advise and Assist Brigade, 1st Infantry Division, United States Division-Center, provides marksmanship instruction to a group of counterterrorism task force candidates from the 11th Iraqi Army Division in December 2010, at the Old Ministry of Defense Building in Baghdad.

Photo by 1st Lt. Lucas McDonald



▲ Members of International Security Assistance Force Joint Command stand on top of “Ghar,” a 1,500-foot-tall mountain on Kabul Military Training Center in Kabul, Afghanistan, in August 2010.

Photo by Staff Sgt. Joseph Swafford

Roll Call

OF THE FALLEN

Operation New Dawn

Spc. Lashawn D. Evans, 24, Columbia, S.C., Feb. 15, 2011

Operation Enduring Freedom

Spc. Joshua R. Campbell, 22, Bennett, Colo., Jan. 29, 2011



Sgt. Patrick R. Carroll, 25, Norwalk, Ohio, Feb. 7, 2011



Spc. Nathan B. Carse, 32, Harrod, Ohio, Feb. 8, 2011



Spec. Ryan A. Gartner, 23, Dumont, N.J., Feb. 1, 2011



Spc. Shawn A. Muhr, 26, Coon Rapids, Iowa, Jan. 29, 2011



Spc. Omar Soltero, 28, San Antonio, Texas, Jan. 31, 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 Jan. 31, 2011, and Jan. 18, 2011.

GEAR UP!

FOR WARM FIRES

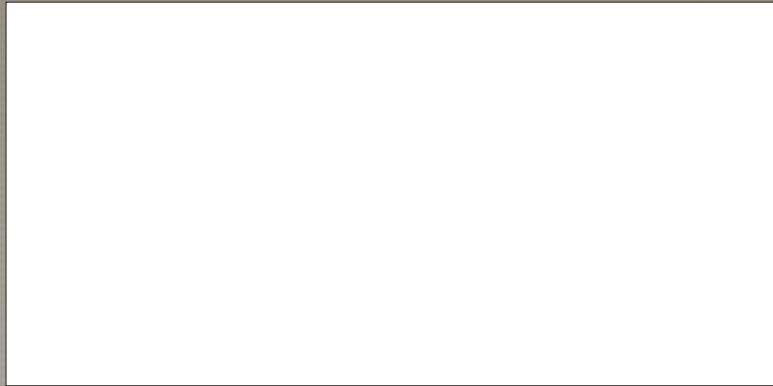
- Follow the directions on the package if using man-made logs. Never break apart to quicken the fire.
- Never close the damper with hot ashes in the fireplace.
- Always use a sturdy screen when fireplaces are in use.
- Burn only wood. Paper or pine boughs can float out the chimney and ignite your roof or neighboring homes. Also, plastic, charcoal and Styrofoam can produce toxic gases!
- Make sure the fire is out before leaving the house or going to bed.



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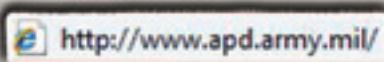


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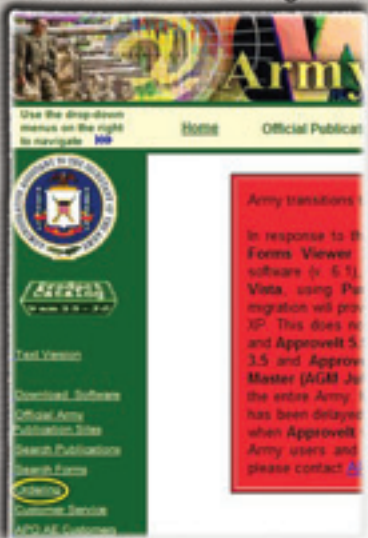


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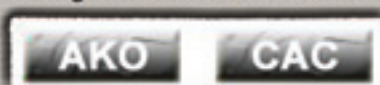
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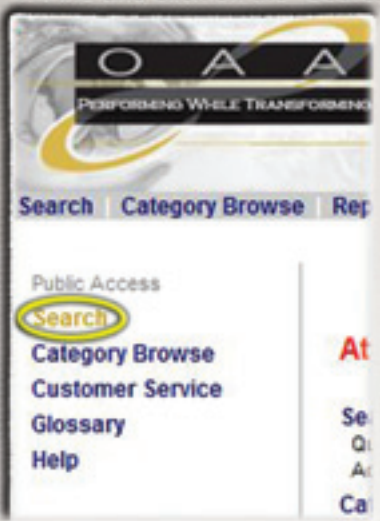
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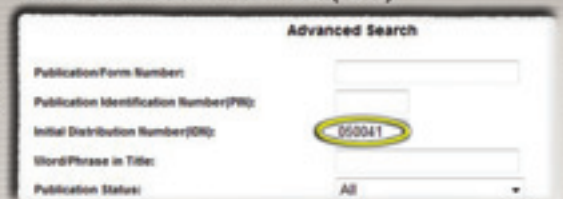
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