

# GRIFFIN CHRONICLES

470th Military Intelligence Brigade's Quarterly Magazine  
Spring 2012, Vol. 7, No. 2



**Teamwork**

**Effective  
Communicators**

**Always  
Professional**

**More  
Heart**

**VISION  
FOR SUCCESS**



## Contents

- 3** Commander's Message
- 5** Command Sergeant Major's Message
- 6** 14th Military Intelligence Battalion
- 8** 201st Military Intelligence Battalion
- 12** 204th Military Intelligence Battalion
- 16** 206th/306th Military Intelligence Battalions
- 19** 338th Military Intelligence Battalion
- 20** 377th Military Intelligence Battalion
- 22** 717th Military Intelligence Battalion
- 32** 401st Military Intelligence Company
- 33** Headquarters and Headquarters Co.
- 34** Force Protection Detachments
- 36** Family Readiness
- 37** General News
- 39** News in Photos

*"The Griffin Four"  
Teamwork  
Effective Communicators  
Always Professional  
More Heart*



## 470th Military Intelligence Brigade

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Col. Pierre Gervais

**Command Sergeant Major**  
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## Cover

A Soldier of the 717th Military Intelligence Battalion takes the lead in an exercise on Camp Bullis during the battalion's Junior Leader Development Course in March. See story on page 28.  
(Photo by Gregory Ripps)

# Vision for Success

By Col. Pierre Gervais

470th Military Intelligence Brigade Commander



You'll note on the front cover of our magazine four terms that, when assembled linearly, form the acronym TEAM. Those key terms are *Teamwork, Effective Communicators, Always Professional and More Heart*. Earlier this year the leaders from our brigade met to craft a vision that would set a foundation for the 2,100 Soldiers and Civilians who enable us to succeed. The result is noted above. Let's look more closely at each term:

*Teamwork* refers to Griffins who move out with a sense of unified purpose, leveraging institutional, organizational and individual competencies to find the enemy, reveal its intentions at a moment of weakness, and deliver essential information in order to execute unified land operations. We are a team bound by loyalty, trust and commitment to a higher purpose.

*Effective Communicators* means that Griffin team communications consist of clear, concise, timely information given to a wide audience. We perform full-spectrum communications utilizing active and passive listening, left, right, up and down. The Griffin team agrees to disagree and realizes it is not disrespect, but a collaborative effort to unit to accomplish the common goal. We back-brief and seek guidance, whether directive or collaborative, to ensure understanding and compliance.

*Always Professional* means that Griffins are technically and tactically proficient, competent in our basic individual and collective skills; trained and educated; certified by our leaders; confident in our ability. We are assertive and disciplined and uphold our standards.

Last, *More Heart* means Griffins are committed to excellence. We value service before self. We persevere in the face of adversity. Determination to accomplish the mission under all circumstances is our hallmark.

In recent articles and throughout our travels, the command sergeant major and I continue to discuss the

importance of our TEAM and its relationship to Mission Command, the Profession of Arms, Army 2020, and the new Intel 2020 strategy. I would like to expound on those concepts and show you the linkage to why our vision is more than just an acronym.

First, I want to highlight our Soldiers, Civilians and their families. In my career I have not come across a more professional and remarkable team. The daily accomplishments and mission support continue to grow. Our Soldiers find themselves in all parts of the world supporting various brigade combat teams, task forces and government agencies. We are on constant deployments for Southern Command and Army South for their Areas of Responsibility and with a new focus on countering Transnational Criminal Organizations. We continue to support Armed Force country visits with the largest Force Protection Detachment contingent in the Department of Defense. This behind-the-scenes work is often unknown but critically important. We are also now involved with missions much closer to our borders, supporting the Department of Homeland Security as well as our new partners, Northern Command and Army North. The brigade staff, like David of David and Goliath fame, though small, always finds a way to achieve the desired end state while maintaining the most positive climate and morale. At times faced with the most impossible task, the brigade staff collaborates and synchronizes to overcome and ultimately succeed.

Of vital importance are those families that are the true unsung heroes of our team. Through lengthy deployments, long hours and training events, the families of our Soldiers and Civilians provide over-watch on their own home fronts. Their mission is never ending and can be froth with challenges, yet through it all they manage to provide solace and safety for those who support and defend our

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nation. It is important that we, as leaders, continue to take care of our Soldiers and Civilians and their families. General of the Army Douglas MacArthur said, "A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the quality of his actions and integrity of his intent." This leads me to my second point – mission command.

FM 3-0 defines *mission command* as "the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in conduct of unified land operations." It is amplified as the Art of Command and the Science of Control through decentralization of mission type orders to the lowest level. Within mission command are the various Warfighter functions, but unique to this brigade is the Intelligence Warfighter function, defined as "related tasks and systems that facilitate understanding the enemy, terrain and civil considerations. It includes synchronization of collection requirements with the execution of tactical tasks such as reconnaissance, surveillance and related intelligence operations."

It is vitally important that, as Intelligence Warfighters, we master our core tasks: collect, report, analyze and disseminate. This allows us to provide decision-makers with the product they require to be successful. In truth, decision-makers have no "brand" loyalty; they simply want timely, accurate, and relevant information. This means that, as intelligence professionals, we must constantly assess and evaluate our products and ensure that they meet those expectations. Anything less is simply unacceptable. To reinforce this cyclical assessment and evaluation we must follow these standard rules:

- Did we get the question right?
- Did we gather all the stakeholders; and
- Did we collaborate – effectively?

Army Chief of Staff Gen. Martin Dempsey described the Profession of Arms by suggesting that, though our can

acquire the requisite equipment to deploy and train, there are three items we cannot procure: trust, discipline and fitness. Uniquely, a key component of mission command is trust. Col. Tom Guthrie, in the most recent issue of ARMY Magazine, published by the Association of the United States Army, says, "Words like agility, initiative, intent, empowerment, mission orders and adaptability all point to the condition of decentralization under a most important umbrella – trust. Without trust, mission command – as a routine practice and Warfighting function, in home station and in combat – has little hope." So how does this link to Army and Intel 2020?

The Army's 38th chief of staff published an article in January 2012 titled "America's Force of Decisive Action." In it he describes his priorities: "Our Army must be prepared to fight and win our nation's wars; be responsive to Combatant Commanders, be capable of rapidly

dominating any operational environment; be interoperable with Joint/Combined partners; prevent – maintain credibility – readiness, capacity, modernization; shape – by sustaining strong relationships with other armies; and win – by applying combined arms capabilities to dominate/win."

Assistant Chief of Staff G2 (Intelligence) Lt. Gen. Mary Legere, in line with our chief of staff, describes Intel 2020 as "enabling decisive operations while transforming in the breach." Key to this strategy is that we must strive to provide the best trained, equipped and ready intelligence forces to enable decisive action to win the current fight while responding to future contingencies. We

must build the MI force of the future, Army 2020, with a versatile mix of capabilities, formations and equipment. We must integrate advanced fusion and F3EAD capabilities into Army formations. We must provide the programs, resources, facilities to ensure, "No MI Soldier at Rest ... No Cold Starts." Last, we must sustain a high-quality MI force – Soldiers, Civilians – active component/reserve component – ARFORGENable.

At all levels, the Griffin TEAM is a very complex organization with a unique mission, and the perspectives all differ depending on your location and position. However, as you can see from the articles, the critical link between each of these concepts and our new vision remains our Soldiers, Civilians, and their families. Enjoy *The Griffin Chronicles*. Truth, Security, Loyalty. Hooah!

*It is vitally important that, as Intelligence Warfighters, we master our core tasks: collect, report, analyze and disseminate.*

# Recipe for success

**By Command Sgt. Maj. Charles Totoris**  
470th Military Intelligence Brigade  
Command Sergeant Major



**D**uring the last quarter, the brigade commander and I traveled and visited Soldiers and civilians around the world. Each location we visited provided us an opportunity to formally and informally address them all. These moments allowed us to stress the importance of individual responsibility, what it takes to be a professional in the “Profession of Arms,” and what we feel is most important: being a member of a team.

Early in the year, our command teams sat down to define the basic tenets for the success of the Griffin Team. Through much discussion and debate, we agreed on “The Griffin Four”: *Teamwork, Effective Communicators, Always Professional* and *More Heart*. Our vision for success starts and ends with daily employment of these principles. This is not a stand-alone solution, however, because success requires all individuals working together to reach a common goal. Much like the ingredients to a favorite recipe, success depends on the perfect blend to achieve a magnificent product.

As with all recipes, the basic ingredient is the most important, and in relation to our Profession of Arms, it begins when Soldiers and civilians take their oaths. The first ingredient is freely agreeing to support and defend the Constitution of the United States against all enemies foreign and domestic, to obey all orders, and adhere to regulations and the Uniform Code of Military Justice. By taking the oath, we all accepted the inherent responsibility of ensuring the safety of our nation and our way of life.

The next ingredient comes through initial training, where we learn and abide by the Soldier’s Creed and the Army Values: Loyalty, Duty, Respect, Selfless-service, Honor, Integrity and Personal Courage form the acronym

LDRSHIP and are the key to individual development in this profession. Like the start of any good recipe, the ingredients are slowly mixed, and with time, a good foundation sets. With more experience and confidence, additional responsibilities are added, and in our analogy this is the NCO Creed, Officer Creed, and the U.S. Army Civilian Corps Creed. Gen. Colin T. Powell once said, “Honor – your word is your bond. Trust, honesty, and character are your watchwords never to be forgotten.” This alone concludes the final ingredient in our Recipe for Success. Through this process we continue to evaluate and assess our progress, adding appropriate developmental processes such as “The Griffin Four.” The uniqueness of this recipe is that we never get a finished product because we learn and constantly develop it.

In the end, a solid mix and constant evaluation of individual and team ingredients will define your success. Individual responsibility, committing to and living the Army Values both on and off duty, enforcing standards and discipline in ourselves and others, and upholding the tenets of the creeds of office are the key. The conclusion of the Profession of Arms states that “competence, character and ethics” create the right blend for success. Along with “The Griffin Four,” these are powerful ingredients in becoming a professional Soldier or Civilian. The manual also concludes that status as a professional is not automatic, but earned. Remember to incorporate these into your Recipe for Success.

I could not be more pleased or prouder of the work the brigade’s Soldiers and Civilians conduct on a daily basis. Your tireless efforts continue to make the Griffin TEAM the best brigade in the Intelligence and Security Command.

# Rear Det. activities support deployed Soldiers' families

By Staff Sgt. Valentina Davis

14th Military Intelligence Battalion Rear Detachment

February, March and April were busy months for the families of the 14th Military Intelligence Battalion Rear Detachment. Whether it was celebrating Valentine's Day with deployed Soldiers, planning for Spring Break trips, or enjoying an Easter egg hunt with other units of the brigade, our families were busily enjoying the coming of spring.

February is of course littered with red hearts and roses. As such, spouses from the rear detachment came up with a fundraising idea titled "Sweets for Treats." On Feb. 14, members of the rear detachment, Family Readiness Group (FRG) leaders and spouses

hosted a fundraiser full of flowers, candies and baked goods, This gave Soldiers at work the opportunity to take something special home for their "someone special."

The event far exceeded expectations, causing several trips to the nearby florists to restock on roses. The proceeds raised funds for the 14th MI Battalion FRG program to sponsor events for the families while the battalion is deployed to Afghanistan.

In all, the fundraiser sold more than eight-dozen flowers countless treats and baked goods, which raised nearly \$1,000. Also for Valentine's Day, the rear detachment hosted two video teleconferences that provided spouses and family members an opportunity to talk directly to their Soldier. The teleconference systems have a great picture and sound and provide a great venue for families to communicate. Because Valentine's Day fell on a weekday this year, we hosted one teleconference on a Saturday that allowed children to attend. The second opportunity was Valentine's Day itself for any family members who could make it that day. Overall, it was a fun-filled day for the Soldiers and their families.

After enjoying March with Spring Break trips to visit various other family members, the battalion's FRG leaders and families reunited at the end of the month to plan for and participate in the brigade's Easter Egg Hunt. The event was a lot of fun with Easter egg hunts for multiple age groups, bouncy castles, cake walks, craft tables and even a petting zoo. Family members who made the event really enjoyed themselves and went home with smiles.

In summary, the three-month period was a time of cheer and reflection as our families continue to keep the home fires burning while their Soldiers are deployed. Over the next few months, the FRG and the detachment will begin preparing for the much anticipated return of the unit. While all deployments are difficult, the opportunity to socialize and relax with other brigade families helps our families maintain the balance necessary to cope with the deployment, and also offers the opportunity to have a bit of fun.





# Deployed officer receives prestigious intelligence award

By Gregory Rippes  
470th Military Intelligence Battalion  
Public Affairs

The Department of the Army selected Capt. Matthew Barry as the 2012 recipient of the National Military Intelligence Association's Lt. Col. Arthur D. Nicholson Award.

Barry commands A Company of the 14th Military Intelligence Battalion, which is deployed to Afghanistan in support of Operation Enduring Freedom.

The award recognizes Barry for excellence in the performance of duties in his role as battalion assistant S3, A Company commander, and Interrogation and Control Element officer in charge in support of Operation Enduring Freedom during the period of March 19, 2011, to March 18, 2012. The accompanying citation further stated that the award testifies to the "professional excellence, the exceptional dedication to duty, and the contributions to Army intelligence" that Barry has demonstrated.

The plaque said he was "responsible for training and preparation for his battalion's deployment to Afghanistan and then as commander of the Interrogation and Control Element, he ensured the unit was the most capable interrogation organization to ever deploy to U.S. Central Command's Theater of Operations."

The National Military Intelligence Association (NMIA) and the National Military Intelligence Foundation informed Barry of the honor in a letter dated May 4.

"You can be justly proud of the



Capt. Matthew Barry addresses fellow Soldiers during a recognition assembly while on station. (Courtesy photo)

achievements that are recognized by the Army in nominating you for this award," said retired Air Force Col. William R. Arnold, awards programs director for the NMIA Board of Directors.

According to information provided by NMIA, the organization presents the award each year to the Army active duty intelligence professional whose contributions to the Army best exemplify the dedication to duty and the unique accomplishments of Nicholson, who gave his life in the course of exercising his profession. While on an intelligence

collection mission in East Germany in 1985, Nicholson was shot by a Soviet guard and left to die. The Department of Defense officially regards Nicholson as the final U.S. victim of the Cold War.

NMIA invited Barry to attend an awards banquet on May 20 in McLean, Va. However, he was unable to attend, and Maj. Susan Galich accepted the Nicholson award on his behalf.

As a 2012 NMIA award winner, Barry will also receive a free pass to one of the next two NMIA symposiums, either in the fall of 2012 or the spring of 2013.

## Hometown News

Soldiers who receive an award or promotion are encouraged to submit a Hometown News Release (Defense Department Form 2266). The Hometown News Program can be used for such events as decorations and awards (achievement medals and higher), reenlistments and retirements, and promotions.

Soldiers assigned to Fort Sam Houston can fill out the Hometown News Release online at: <http://www.samhouston.army.mil/pao/hometown.aspx>.

Or you can fill out the attached Form 2266 and turn it in to me. Either way, your information will be submitted electronically to Hometown News, which will format the information into a short news release and send it to print media serving the localities identified on the form. A photo image can also be submitted.

If you have transferred to an organization outside the 470th MI Brigade, please contact the public affairs office that serves that organization.

# NCOs step up training with vision of success

By Staff Sgt. Jose Martinez

A Company, 201st Military Intelligence Battalion

**A** Company, 201st Military Intelligence Battalion, has a focus, an undeniable vision for success that is leading the Lancers down the warpath. With another deployment for the Lancers looming over the horizon, the noncommissioned officers of the company have stepped up to ensure that every facet of training is met with the high level of tenacity that is expected of every A Company Soldier.

April was busy for the Lancers and the rest of the battalion. Beginning with a range week at the Known Distance Range and ending with back-to-back certification exercises (CERTEXes) for A Company and B Company.

Chief Warrant Officer 4 Bill Lux, the battalion's senior interrogator, compared the training cycle of A Company's CERTEX to that of a marathon runner's interval training; long, sustained sprints with a cool-down period prior to another sprint. By the end of the CERTEX, the look of the interrogators and analysts showed exactly that; it had been a sprint.

Pablo Picasso once said, "Action is the foundational key to all success." However, action in and of itself will not lead the company through its vision of success. Using "The Griffin Four" was instrumental in the Lancers' success. *Teamwork*, along with *Effective Communicators* within the teams and throughout the company, was well established from the moment the exercise kicked off and only improved with each passing day. Despite every curve ball thrown the Lancers' way, as expected, you could scan the

main floor of the Intelligence and Security Command Detention Training Facility and find a room full of professional interrogators and analysts problem-solving together and refocusing on their mission at hand, and ultimately succeeding well above and beyond the established and expected standards. Finally, with each passing day, the heart of every individual Lancer led to the successful completion of the company's CERTEX.

As the weeks roll along, the day until "boots on the ground" comes closer. Through the upcoming 201st MI Battalion Training Exercises, NCOs of A Company guarantee to build upon, refine and execute the company's Vision for Success by continuing to utilize the tenets of "The Griffin Four."

Chief Warrant Officer 4 William Lux (right), after role-playing a detainee, offers pointers on interrogation based on his experience. (Photo by Gregory Rippes)







# Black Knights relive chamber experience

**By Staff Sgt. Jose Martinez**  
A Company, 201st Military Intelligence Battalion

Seeing it on the training schedule is one thing, remembering that day during Basic Combat Training is another: the day that you actually step into a room full of CS gas (2-chlorobenzalmalononitrile). For some Soldiers, it brings back fond memories of that feeling of burning skin and bodily fluids secreting from what appeared to be every orifice. In February, the 201st Military Intelligence Battalion “Black Knights” had the opportunity to relive that experience once again.

Heading out to Camp Bullis in the early morning hours, during the last day of an exciting and successful range week, each company of the battalion convoyed out to Camp Bullis to conduct Chemical, Biological, Radiological, Nuclear and Enhanced Conventional Weapons (CBRNE) training. Just like zeroing and qualifying on an individual or crew-served weapon system, it is necessary to instill confidence and increase proficiency using the M40 Gas Mask, a critical Warrior Task. The ultimate way to pre-combat check and inspect a piece of equipment is to put it through

its paces with tough training.

Every Soldier of the 201st MI Battalion walked into the CS Gas Chamber and proceeded to perform a series of exercises and movements as commands were given by Sgt. 1st Class Larry Coleman, the battalion’s CBRNE NCO. After establishing that everyone had a good seal on their mask, it was time to go through the task most Soldiers are glad to have to perform only once a year. It was time to take off your mask and recite your last name and last four prior to walking what seemed like a very long 10 feet across the chamber and out the door. With arms flapping as the Soldiers breathed in fresh air, relief was evident on most of their faces. More important, what could not be immediately seen was the success of the training; every Soldier now having the confidence in their personal equipment and themselves to get through a task as daunting as the CS Gas Chamber.



# Tiger team concept hinges on intensive communication

By Staff Sgt. Christopher J. Lister  
B Company, 201st Military Intelligence Battalion

Soldiers of B Company, 201st Military Intelligence Battalion, are currently in a training cycle at the Intelligence and Security Command (INSCOM) Training Detention Facility (IDTF). With the mission of conducting human intelligence (HUMINT) collection, Bravo Company consists of HUMINT collectors, better known as HUMINTers, and intelligence analysts. The company is broken down into teams of HUMINTers supported by analysts into what are known as tiger teams. The tiger teams concept hinges upon intensive communication between team members and capitalizes on information dominance during interrogation.

The tiger teams concept is not new for the Army. They are generally introduced into a situation where the tasks at hand are too great or too numerous for available manpower to handle. A tiger team is created from available resources and injected to overpower the problem. In interrogation, the information available on detainees can overwhelm an individual HUMINTer and requires analytical support. By placing an analyst in the seat next to the interrogator, the time required to answer requests for information and to exploit vulnerabilities is greatly reduced, often to the point where interrogators in the booth can adjust during interrogations. Prior to interrogation, the analyst will produce support packets that prepare the “battlefield” for the interrogator, laying out a framework for success during the interrogation.

The application of the tiger team concept in the 201st MI Battalion is quickly proving to be effective. Analysts and

HUMINTers have always had a symbiotic professional relationship, but the tiger team brings analysts directly to the point of collection, the HUMINTer. The teams have their own workspace where members are able to quickly share information person to person. This is a far cry from the traditional setup, when analysts worked across the forward operating base or in a different country than that of the HUMINTer. The analyst requires the HUMINTer to collect information to complete their overall picture, and the HUMINTer requires the analyst’s area expertise to effectively collect information. Feedback is reciprocal and allows the team to produce finished intelligence products as opposed to putting out limited reports requiring follow-on analytical support.

Communication is the key to success in this arrangement. Soldiers must be able to quickly communicate with team members and leaders. Bravo Company’s HUMINTers and analysts are able to collaborate on information through the use of digital chat systems while the HUMINTers are engaged in actual interrogations. The chat system enables Soldiers to receive up-to-date information and continue to conduct the mission. The veracity of the information can be confirmed or denied during the interrogation and provides the HUMINTer with important details that would otherwise not be known until after the interrogation.

“Jibber Jabber, the nickname coined for the chat system, is an efficient way to pass information from an outside observer to the HUMINTer to assist in the interrogation process,” said Sgt. Douglas Lewis, one of B Company’s noncommissioned officers.

The tool has improved the situational awareness of the analyst, allowing them to provide better analytical input and research to their HUMINTers. Senior HUMINTers are also able to mentor junior HUMINTers in questioning and approach strategies “on the fly” while they are in the booth.

“Our tiger teams are able to interrogate as a unit, effectively outnumbering the detainee,”

(Continued on next page)





# How would you define success?

By Sgt. Katherine Smith

B Company, 201st Military Intelligence Battalion

**H**ave you ever asked yourself how you would define success? Soldiers and leaders of the 201st Military Intelligence Battalion have a clear vision of their success as they train and prepare for deployment by encompassing the traits of “The Griffin Four.” They utilize “The Griffin Four,” *Teamwork, Effective Communicators, Always Professional and More Heart*, in order to successfully accomplish each and every mission they receive.

In April, the 201st Military Intelligence Battalion ran a Known Distance (KD) range in order for battalion members to zero and qualify on their M4 rifles. A KD range allows Soldiers to zero and qualify with their weapons on 100-meter, 200-meter and 300-meter targets. It is conducted with a single target at a known distance. This allows Soldiers to establish a comfortable position and point of aim on a single target. The firers have a coach or trainer who assists them in adjusting their sights. The targets are manually controlled by the members of the pit crew, whose roles include marking the firers’ hits and misses as well as raising and lowering the targets. All personnel participating in the range exercised their abilities to work as a team and to communicate with one another.

The first trait that was needed to run a KD range correctly, safely and successfully was *Teamwork*. There are many moving parts in order to run this range, and battalion members were able to come together and work as one. At any given time, there were up to 90 personnel on the range actively doing the tasks they needed to accomplish the mission and achieve the

battalion goal. There are high levels of loyalty, trust and commitment within the 201st MI Battalion team that give us the ability to visualize the purpose of the mission and always strive for success.

The second trait that added to our unit’s success at the KD range was *Effective Communicators*. In order to accomplish anything in life as a team, it is essential that all members know their roles. To ensure that all personnel were informed of their roles, the battalion held multiple In-Process Reviews (IPR). The various roles (firers, trainers, pit crew, combat life safer, and ammunition point), working simultaneously, all played a part in the unit’s overall success. Any questions were answered on the spot, and everyone was aware of his or her role during this range.

Success means so many different things to different people. For battalion Soldiers and leaders, success means giving everything they have and working as a team to accomplish the mission. We strive each day to replicate the image set forth by “The Griffin 4,” knowing that each and every person is a valued member of the 201st MI Battalion *TEAM*



(Continued from previous page)

said Capt. Michael Little, B Company commander.

No longer do HUMINTers conduct their mission with merely a notebook and a pen. The reliability and availability of computer systems, mapping software, data bases and message systems has greatly streamlined the access to information the HUMINTers need to conduct their mission. Much akin to phasing out paper map-books in favor of the ease of Global Positioning System-guided mapping systems, HUMINTers now use digital maps similar to Google Earth in place of paper maps to quickly and precisely locate dispositions. HUMINTers, as well as intelligence analysts, use these mapping systems while conducting missions at the IDTF. The Detainee Information Management System-Fusion (DIMS-Fusion) is a data-base system which has improved the productivity of HUMINTers.

“I like using DIMS-Fusion because it is a one-stop shop for all the information I need,” said Pvt. 2 Jordan Clay, one team-member. “All of the reports I produced or previous Soldiers have produced are on DIMS-Fusion, and it aids my preparation so an interrogation can go smoothly.” Those tools allow more time for

the tiger team to prepare.

DIMS-Fusion is a tool for all detention center personnel to manage and track detainee movements, reports and statistics. Any collaboration necessary between security personnel and tiger teams is faster and easier because the information is resident on the system. Interrogation plans are also entered into the system, enabling leaders at all levels to have visibility on interrogations. Accountability, situational awareness and communication are enhanced for all involved.

“It’s a one-stop shop for detainee operations,” said Sgt. 1st Class Christina Burgess, B Company’s NCO in charge of operations.

The combination of an effective team, as well as robust information systems tailor made for the unit’s mission, all but guarantee success during contingency operations. The current tiger teams will deploy as they are, and will utilize the same systems they are training on in the IDTF when they arrive in theater. The last piece of the puzzle is to exercise the systems and teams in realistic and demanding training exercises, something the 201st MI Battalion has accomplished.



# Warhawks employ 'Griffin Four' leading up to change of command

By Capt. Matthew Paladino  
D Company, 204th MI Battalion

I first encountered “The Griffin Four” during the fiscal 2012 second quarter Quarterly Training Brief. During the lead-up to my change of command, I gained a deeper appreciation for each aspect as I went through each stage of the process. From inventories to seating arrangements, I reflected upon every trait and how each applied to the particular task I accomplished. I share with you my experiences and how I applied “The Griffin Four” to set the stage for a successful command.

Tailoring teams to complete complex tasks improves efficiencies. Leveraging the best skills from each team member ensures decisive results. My change of command required a dedicated team effort that spanned the entire battalion organization. My initial guidance was given by Capt. Mike Meador, the battalion S4 (logistics officer). Captain Meador had taken a supply and logistics staff path while I had maintained an operational staff path. His knowledge of the supply system, regulations, and tactics, techniques and procedures for success ultimately led to a successful change of command inventory resulting in all lines of property accounted for. I also want to mention the hard efforts of Sgt. 1st Class Carlos Harrison (battalion S4 noncommissioned officer in charge), whose mentorship also served me well; he covered the gaps in knowledge from Captain Meador.

*Effective Communicators* can mean the difference between a successful mission and complete failure. During the change of command, I found myself having to communicate more effectively than at any previous point in my career. Timing and sequencing events throughout the process required issuing guidance and directives as well as ensuring clear understanding. I spent long hours reviewing seating charts and invitations with the company executive



Capt. Matthew Paladino and the rest of D Company at the unit's change of command ceremony March 23. (Photo courtesy Fort Bliss Public Affairs Office)

officer. The property book officer, Chief Warrant Officer 2 Natalie Williams, spent nearly every afternoon reviewing the property accountability progress. Every week I sat down with Lt. Col. Glenn Lapoint, the battalion commander, to update him on the completion status. Each one of these interactions required the use of *Effective Communicators*.

The medium of choice for communication makes a difference. Phone calls for time-sensitive correspondence, e-mails tying together separate parties, body language during conversation, or even an Excel spreadsheet with vast information in a concise presentation, all have their appropriate uses. The key to success lies in dissemination throughout the chain of command and ensuring receipt of the message at all levels is paramount. Col. Pierre Gervais, 470th MI Brigade commander, talked about securing an edge over our adversaries. In this fight, my enemy was the madness surrounding a change of command encompassing three continents. Capitalizing on *Effective Communicators*, we defeated the enemy.

Professional appearance sets the standard. I refer to the old adage, “You get

only one chance to make a first impression.” As an incoming commander, my first impression to my Soldiers and command team began with a professional appearance. I ensured my future formation would know we are professional Soldiers demonstrating the highest standards in formal exchanges. We opened the technical manuals to ensure inventories were complete and thorough. We reviewed the seating charts, ensured they were correct with protocol, and laid them out for the guests. We held several change of command ceremony rehearsals, practicing until each Soldier knew their roles and cues. All of these efforts resulted in the Soldiers of D Company displaying pride and professionalism from planning, to inventories, to looking our best during the change of command ceremony.

D Company Warhawks show *More Heart*. Our battalion has an incredibly high operational tempo. The Soldiers I now command gave their best effort for many years before my arrival. We can always dig a little deeper for the extra bit of heart to complete the task at hand and improve the unit. The Soldiers of D Company never let me down throughout the entire change of

(See **Warhawks** on next page)

An Air Reconnaissance Low aircraft is hoisted down after Chief Warrant Officer 4 Kevin Kuyl's final flight as an Army aviator. (Photo by Lt. Col. Glenn Lapoint)



# Safety enhances mission

By Chief Warrant Officer 4 Thomas Bain  
204th Military Intelligence Battalion safety officer

As Army professionals, we should never perceive safety as a roadblock to mission accomplishment. If that has been your experience with the safety program, I would ask you to evaluate why that is. From my perspective, effective safety programs are the result of *Teamwork* between the safety officer and the commander, the experience level and professionalism of the safety officer, and dispelling the notion that everything will run fine without safety measures in place.

Let's look at the interaction between safety officers and commanders first. A good example of *Teamwork* is when the safety officer has the commander's ear on all safety issues. Military professionals are proactive and identify risk and take deliberate measures to mitigate it. If the commander's door is shut to the safety officer, then meaningful discussion of the effective use of the safety program cannot occur. In that case, all the command may hear from the safety officer is reasons why a mission may pose too high of a risk to be conducted, the "can't do" attitude. Discussion between commanders and safety officers is essential in finding ways to effectively communicate each risk and develop solutions to safely accomplish the mission. Risk mitigation is always the professional way to look at safety.

(Warhawks continued from previous page)

command. They stayed late, arrived early, and maintained an atmosphere of excellence while conducting multiple operations simultaneously throughout the world. Whether it was early morning or late at night, the effort never ceased. Warhawks show *More Heart* by taking care of their families and setting the standard for both the battalion and brigade.

I am truly honored to lead, train and fight with the best Soldier's in the Army. We have a dynamic team that exemplifies the highest standards of the Military Intelligence Corps and Army Aviation. The officers, NCOs and Soldiers of D Company continue to apply "The Griffin Four" as a useful guide to successfully manage operations at home station and all over the world.

The experience level of the safety officer is another key factor to the effectiveness of the safety program. Many units assign a new noncommissioned officer or a junior officer to cover their safety program requirements. We let them click through the hurdles of a three-hour online training program and then expect them to know everything about safety.



Commanders with experience need to shape the safety program to their unit's needs and share their experience of how successful programs work when developing safety officers. Senior safety officers should mentor and teach the new crop on lessons learned and how to interact with the command. Mentorship is an important part of developing good safety professionals. Individual safety officers should seek out these learning opportunities and, as professionals, continue to grow and mature within their professions. These steps lead to a more productive and useful safety programs.

It takes *More Heart* to make safety part of what you do. The last bullet I made referred to how safety measures are considered unnecessary, and that the mission would run fine without them. I liken that philosophy to playing Russian roulette. You may get lucky five times out of six, but that sixth time brings the world down around you. Safety measures placed into risk assessments are steps taken to mitigate the chance of a loss of life, loss of equipment, or serious damage to either. To gamble with mission success is never a good practice. Vigilance is required to identify risks and mitigate those risks both on and off duty.

Using "The Griffin Four" as it applies to safety programs provides a road map to success. Command teams work to employ risk mitigation in all activities; risk and mitigation factors are effectively communicated up and down the chain of command; safety awareness is part of everyone's professional development; and the TEAM demonstrates *More Heart* by taking the extra time to deliberately reduce risk to the lowest level while achieving mission results.



# Sunday Chaplain's Dinner puts new twist on Soldier fitness

By Chaplain (Capt.) Michael Jones  
204th Military Intelligence Battalion chaplain

It's 6 a.m. and, although you're not completely awake, somehow you've managed to roll out of bed, wash up, find your physical training uniform and make it to the morning accountability formation. As Top begins the daily routine, you hear something about some kind of training – *Comprehensive Soldier Fitness Training*. The first thing that passes through your mind is, "You've got to be kidding.... Comprehensive what? I don't remember what it is and I don't care at this hour."

If you can relate to this, you're not alone. We have all heard about Comprehensive Soldier Fitness (CSF), and some have been trained extensively on the techniques to incorporate the principles of CSF into our ranks. But before we get too far is it OK if I ask a question? You know the one: What exactly *is* Comprehensive Soldier Fitness? CSF can be summed up in one word, **R-E-S-I-L-I-E-N-C-Y**, and is defined as follows: "**resilient** [ri'ziliənt] *adj* 1. (Physics/Humanities) (of an object or person) capable of regaining its optimal shape or position after bending, stretching, compression, or other deformation; elastic."

It is my estimation that by human nature we have resilient traits and through practice we positively reinforce and strengthen resiliency. The Army CSF Program consists of five pillars of resiliency: emotional, social, physical, spiritual and family. Intellectually, most understand how each of these relate to CSF. But the million dollar question is how well do we strengthen these pillars?

Part of my job is talking with Soldiers about CSF and resiliency. Numerous studies have been done, and the evidence is overwhelmingly convincing about the positive impact of CSF on Soldiers and families. The command team and chaplain of the 204th Military Intelligence Battalion knew this and wanted to act.

So what does Sunday, a chaplain and dinner have to do with resiliency? I'm glad you asked. In the '70s a band called *The Doobie Brothers* recorded a smash hit titled, "Takin' It to the Streets." CSF needed to get out of the class and training environment and onto the streets of life. The Sunday Chaplain's Dinner allows Soldiers and families of the 204th MI Battalion to do just that. It's an opportunity for us to strengthen the relational ties that are commonly challenged through difficulty. The 204th is a small unit with large impact. The operations tempo is high, the learning curve is steep, and responsibilities are never ending. It's a great place to work on resiliency.

The Jones Family has opened up its home for a few hours on Sundays for Soldiers and families to go and enjoy resiliency. One of the mottoes of this regular gathering is, "Anything more



Chaplain (Capt.) Michael Jones holds Silas Jankowski, son of Maj. Eric Jankowski, at the inaugural Sunday Chaplain's Dinner at his home in El Paso. (Photo by Lt. Col. Glenn Lapoint)

than shorts, flip flops and a T-shirt and you're over dressed." The Sunday dinner is meant to be a place to bring your family, relax, talk with friends and co-workers, enjoy great food and leave feeling refreshed and renewed to face the challenges tomorrow may bring.

When thinking about the five pillars of CSF, the battalion wanted something to tie it all together. **Physical** – great food to strengthen the body. **Emotional** – conversation and validation to strengthen the mind and emotions. **Social** – family, friends and co-workers in a relaxed, non-threatening environment to strengthen relationships. **Spiritual** – the chaplain bringing Soldiers to God and God to where Soldiers are to strengthen the spirit. **Family** – taking time to be with your family, for singles your Army family and families interacting with families to strengthen family ties.

The Soldiers and families of the 204th MI Battalion experience the hardships of military life daily, depleting the ability to "regain optimal shape." There is no greater feeling than seeing resiliency in action at a Sunday Chaplain's Dinner. Watching spouses share stories, children laughing and playing, Soldiers talking about life; all while in a home environment over a fantastic meal is absolutely "takin' resiliency to the streets."

Additionally, the Sunday Chaplain's Dinner contributes directly to the success of the 470th MI Brigade by encapsulating in a single event "The Griffin Four" TEAM acrostic. It is only through strengthening the CSF pillars that *Teamwork, Effective Communicators, Always Professional* and *More Heart* can be exemplified. The Sunday Chaplain's Dinner strengthens the pillars of Comprehensive Soldier Fitness, which make strong Soldiers and families that are ready to face whatever mission the Army throws their way. Strong families and Soldiers in turn allow the battalion to accomplish brigade directives that allow the Army to keep rolling. Strong Soldiers and families are the Army's greatest assets, and the Sunday Chaplain's Dinner is all about keeping them strong.



# Mentorship program will expose young female Soldiers to support network

By Sgt. 1st Class Althea Redman  
and Capt. Maribel Cisneros  
204th Military Intelligence Battalion

According to the Department of Defense, since Sept. 30, 2011, there have been 76,694 women serving on active duty in the Army. The active Army consists of 565,463 Soldiers. Females only make up only 13.6 percent of the Army's active force. It is not a surprise; we know the Army is a male-dominated culture. The 204th Military Intelligence Battalion (Aerial Reconnaissance) is in line with the Army's statistics, with a 15 percent female population, only one female pilot, and similar ratio of deployed females at each location. Considering these facts, senior female leaders within the battalion have decided to stand up a female mentorship program.

Female Soldiers are an integral part of our team and are often placed under increased scrutiny because both males and females have pre-conceived ideas about the way females are supposed to behave. Some of these stereotypes suggest females in the Army are instinctively overly aggressive because they have something to prove, extremely kind because of a mother instinct, or overly provocative because they want to use their gender to advance their careers. Oftentimes, the barrier to accomplishment is other females or even the Soldier's own feelings of relative worth; recognizing these obstacles and having the necessary tools to overcome them gives females a greater opportunity to excel. In addition, being a professional Soldier in every way, at all times, no matter the situation in which one finds oneself, is often harder for females. The female mentorship program will focus on challenging these pre-conceived notions about females from within the Battalion in order to grow more professional, increase competence, and strengthen females within our formation.

We will expose our young female Soldiers to a support network that consists of successful female Soldiers within our battalion who have different backgrounds and achieved senior ranks respectively. Our team of mentors consists of a diverse group of senior noncommissioned officers, warrant officers and commissioned officers from varying commissioning sources. These female mentors will share their experiences and foster a healthy environment that gives young female Soldiers the opportunity to see the Army from multiple perspectives and expose them to the various career opportunities. The female mentorship program will help shape the bearing, the professionalism, and the way females interact with both men and women in the Army. Working together as a team will be paramount in the process of identifying and finding solutions to issues or situations routinely faced by female Soldiers and help the professional advancement of young female Soldiers. "The Griffin Four" will help frame the traits that the female mentors will strive towards until those four traits are



204th MI Battalion Female Mentorship Program leaders include (from left) Warrant Officer 1 Natalie Williams, 1st Lt. Jennyfer King, Sgt. 1st Class Althea Redman, Capt. Maribel Cisneros and 1st Lt. Ashley Bain. (Photo by Spc. Gustavo Ruiz)

embodied collectively within the battalion's female population.

During the first workshop, the focus will be the total Soldier concept, incorporating "The Griffin Four" into the overall model for success. The mentorship program will give young female Soldiers a clear and concise understanding of what they need to do to in order to accomplish a rewarding and successful career. Female Soldiers will set goals for themselves and through applying *More Heart* they will overcome obstacles and achieve those goals. The mentors will stress the importance of maintaining a professional image as a female Soldier. Mentors will aid in strengthening each female's personality by identify her strengths and ways to take advantage of those strengths without compromising her identity and morals. Once these young female Soldiers are given the tools for success and have been exposed to various paths to success, they will be more likely to go the distance to make our team and the overall Army a better organization.

The mission of this program is to give female Soldiers the tools needed to thrive in an environment naturally bent towards a male bias due to the overwhelming gender disparity in the Army's population. This program is not intended to undermine the importance or contributions of male Soldiers, to circumvent the chain of command, or to take the place of regular counseling between seniors and subordinates. Its purpose is to provide an opportunity for female Soldiers to learn from the experience of senior female leaders and help them to overcome the unique challenges of having to balance demanding roles as women leaders, parents, and/or homemakers. Mentorship will provide every female in our team an avenue to foster successful and rewarding careers and contribute greatly to mission success.

# Vision for success mandates vital training continuity



By 1st Lt. Paraic Mulgrew  
ODIN Training Detachment

**T**ask Force ODIN (Observe, Detect, Identify and Neutralize) is among the Army's most unorthodox battalions, chartered in August 2006 specifically to conduct Reconnaissance, Surveillance, Targeting and Acquisition (RSTA) operations in support of the Counter-Improvised Explosive Device (C-IED) fight in Operation Iraqi Freedom. Rapidly organized, manned and then deployed from Fort Hood, Texas, in October 2007, TF ODIN is a high-priority initiative of the Army Vice Chief of Staff, driven by the critical requirement to "win back the roads" using Army aviation assets to maintain a persistent stare over demonstrated at-risk areas for IEDs. With the war in Afghanistan still requiring real-time battlefield intelligence support, the TF ODIN mission has endured and grown in the last six years.

This unique aviation/military intelligence task force, which is now operating under Intelligence and Security Command and attached to the 470th Military Intelligence Brigade, brings together several technologies and non-standard airframes to create synergy in the C-IED fight throughout Afghanistan battle space. Alpha Company flies the Warrior Alpha unmanned aircraft system. The Warrior Alpha is capable of flying sorties up to 24 hours with versatile Electro-Optical/Infrared or Synthetic Aperture Radar payloads, and carrying both Laser Range-Finder Designator and Laser Target Marker, and they are armed with Hellfire missiles.

Bravo Company is a manned U.S. Army National Guard aviation unit comprised of C-12 platforms and pilots from throughout the Army National Guard Aviation structure. These C-12 airplanes have been retrofitted as either Aerial Reconnaissance Multi-Sensor (ARMS) or Medium Altitude Reconnaissance and Surveillance System (MARSS-II) RSTA platforms, needed to perform the C-IED mission. ARMS and MARSS-II aircraft carry an air crew of four: two pilots and as many as two onboard analysts, who provide real-time imagery analysis for the warfighter on the ground.

The TF ODIN Aerial Reconnaissance Support Team (ARST) provides a unique, dedicated company of imagery and multi-

source analysts for both real-time and after-action analysis of TF ODIN-provided imagery. During and after each air mission, TF ODIN analysts provide feedback to supported units throughout their area of operations with a focus on named areas of interest or particular requests for information. With certain platforms, the ARST can even provide forensic backtracking from identified significant events.

The task of integrating 23 non-standard aircraft, six exploitation systems and 300 civilian contractors while performing management and oversight for the contracts in place for TF ODIN is incredibly challenging for a unit deployed in combat supporting brigade combat teams (BCTs) in the daily fight. Needless to say, the challenge to pass on the most efficient means to do this from rotation to rotation is daunting. The answer to this problem can be found in the ODIN Training Detachment.

The ODIN Training Detachment was vital in ensuring that lessons learned; tactics, techniques and procedures; and standard operating procedures are successfully passed from previous TF ODIN rotations and integrated in the training of the deploying unit. The training detachment also needed to facilitate training the rapidly-formed task force weeks before deployment. With the recent permanent unit status of 206th and 306th MI Battalions, the function of the ODIN training detachment has somewhat lessened, but its worth was proven recently with the mission readiness exercise (MRE) for deploying the 306th MI Battalion to Afghanistan.

The MRE incorporates all of the Army personnel in a 72-hour simulation of specific scenarios that they will encounter downrange. Examples of battle drills are Red Cross messages, downed aircraft, power outages, and incoming fire. To portray these events in a realistic light, a staff of role-players was tasked to portray various personnel, namely BCT commanders, who ramped up the tension and demanded TF products even with added complications. To evaluate, coach and coordinate these scenarios, the ODIN Training Detachment provided experienced observer/controllers/trainers who have recently returned from their own deployments as TF ODIN Soldiers.

Facilitated by Maj. Brad Fenske, ODIN Training Detachment

## 206th/306th MI Battalions



commander, and his chosen staff of trainers, role-players and observer/controllers, the exercise focused on forming strong communication protocols throughout the unit and building trusting *Teamwork* among the vastly different sections that comprise TF ODIN.

“Previous training cycles had not had a focus on the all-source analyst or the SIGINT [signals intelligence] training,” explained Sgt. 1st Class Mark Melbourne. “This year’s training was designed to utilize foundry [an INSCOM-assigned asset that teaches only intelligence courses] to its max potential in assisting TF ODIN in training Soldiers in order for them to bring fresh and current skill-sets to the TF ODIN tool bag.”

The 306th unit grew visibly more confident, coordinated and controlled as the exercise continued.

“The additional training increased by 40 percent compared to the previous year’s training,” Melbourne continued. “Yet the 206th and 306th MI (Aerial Exploitation) Battalions had one less month to accomplish their training and MRE.”

Lt. Col. Kevin Counts, commander of TF ODIN’s fourth rotation in Afghanistan, said, “After observing the TF ODIN Tactical Operation Center/ARST during our pre-deployment site survey, I was impressed with the MRE [mission readiness exercise] cadre’s

ability to replicate functions to the degree of accuracy they did in a training environment. I know there’s been some discussion about limiting the next MRE, but I definitely recommend sustaining the current MRE model for the next rotation.”

Melbourne added, “Congratulations to both units [206th and 306th] and the ODIN Training Detachment for a job well done.”

By the end of the week, the various sections were excited to put the newfound tempo to good use down range. They will not have to reinvent the wheel when they arrive, for the ODIN Training Detachment effectively served as the continuity that guaranteed the unit’s success as they hit the ground running.

Maj. Brad Fenske, ODIN Training Detachment commander, summarized the exercise:

“The MRE was a great success as a result of a true team effort from Soldiers and civilians across Fort Hood. Members from 1st Cavalry Division, 21st Cavalry Brigade, Mission Command Training Center, 206th MI Battalion, ODIN Training Detachment, Radiance Technology, early redeployers from 306th MI Battalion from Afghanistan and others came together to provide realistic, complex training scenarios to help build the 306th MI Battalion team, exercise battle drills, and conduct mission command. A job truly well done by all.”



# Blood drive sustains vision for success

By Catherine Tharpe  
Armed Service Blood Program  
donor recruiter

The 306th Military Intelligence Battalion recently used smart timing to ensure members could donate before their upcoming deployment and still be outside the 365-day deferral window.

With the constant deployment cycles at Fort Hood, Texas, sometimes becoming a regular blood donor at Robertson Blood Center can be difficult. After a deployment to Iraq or Afghanistan, many service members must wait one year before they are eligible to donate again. With the 306th MI Battalion's deployment date approaching, many of the unit members understood the need to donate, and 60 eligible donors flooded the reception room to donate whole blood or platelets.

Because the battalion's members have a high deployment rotation to theater, many of them were not new to the idea of deploying, making them eager for the chance to roll up their sleeves and support the Armed Services Blood Program (ASBP) before they left.

"Donating blood is important because, currently, there is no substitute for whole blood or platelets for the human body to nourish its cells once there is a large amount of blood loss due to injury or some type of disease process," said Jerrick Alexander, an ASBP donor recruiter at the Pentagon Blood Donor Center.

With the help of Sgt. 1st Class John Hernandez and 1st Sgt. Luis Rivera, the



Sgt. 1st Class John Hernandez, blood drive organizer for the 306th Military Intelligence Battalion, donates a pint of blood to the Armed Services Blood Program. (Unit photos)

blood drive was organized in only two weeks and was the largest blood drive from one unit this fiscal year.

While speaking to the battalion formation, Rivera revealed why donating blood was important to him personally. On Nov. 5, 2009, his cousin was among the service members wounded in the Fort Hood shooting. She survived an additional day because of the blood products she received in emergency treatment; unfortunately, she passed away shortly after because the

injuries were too severe.

"Blood donations are so important because you never know if you or one of your loved ones will ever need some [blood products]," said Rivera.

The staff at Robertson Blood Center was delighted to have a unit with so many reasons to donate and the smarts to fit it into their busy schedule. The center looks forward to other units scheduling to donate as their year waiting period comes to an end.



Soldiers from the 306th Military Intelligence Battalion eagerly await their chance to donate to the Armed Services Blood Program. Because the battalion has a high deployment rotation to theater, many were eager to get in their donation before they leave.

# Go, TEAM!

By Sgt. Chris Justino

A Co., 338th Military Intelligence Battalion  
Shoreham, N.Y.

I would like each of you to look up the definition of leadership. If you utilize a search engine to define leadership, you will see that there are many ways to define the term. The reason for this is the definition of leadership lies in the person who intends to define it. When I try and define the term to my employees or subordinates, I use the acronym TEAM, which stands for *Teamwork, Effective Communicators, Always Professional and More Heart*. These four principles are also known as “The Griffin Four.”

These four traits have been designated by brigade leaders as the essence of leadership and continued success within the brigade. As a Soldier, it is easy to understand what our senior leaders are implying when they speak of *Teamwork*. This concept is constantly taught to us throughout our military careers. The fact is that the majority of individual accomplishments are just small instances within a larger spectrum of our organizational accomplishments. Thus, each individual needs to apply his or her own skill set within the team environment in order to better the organization.

Within this team environment, each Soldier needs to keep the atmosphere “professional.” Professionalism creates a sense of ideological equality between all parties, as well as establishes a level of mutual respect. When the trait of professionalism prevails over the differences of individuals, it creates a smooth, friendly and positive team-working environment. As I tell my Soldiers, professionalism needs to be the defining point of who you are and what you represent at all times.

With these two aspects of TEAM, we seem to think that only a positive atmosphere will project us to great heights and allow for our brigade or organization to prosper and achieve. However, it takes *More Heart* to progress through the toughest of times, in order to rise above challenges and create a strong enduring positive environment. I like to think of the “Greatest Generation” to ever live when I think of *More Heart*. Not too far into the Depression, World War II began and placed more pressure on already suffering families. Rather than wallowing and withering away from severe economic hardships and intense war, all of our country’s citizens worked for a common cause.

The World War II generation decided that it was time to fight for their lives. That generation said, “Today will not be the day the United States falls.” It was the World War II generation that ended the hardship and took its fate into its own hands. The words “United we stand, divided we fall” were never more true than in



1941. The same principle needs to be established and practiced within every team.

The truth is that we do not need to allow challenges to prevent us from becoming great in our achievements. Building on this fact, we need to understand that challenges should be welcomed as they not only build character but also can foster a positive team environment where people learn to work cohesively together. Only through adversity does the human spirit truly captivate and overcome. Defeating the Great Depression, bringing home Apollo 13, overcoming the events of 9/11 or completing the current

missions in the War on Terror, all involve *More Heart, Effective Communicators* and being *Always Professional*. When times are toughest, *More Heart* is most crucial.

If you like sequence and order, then you have probably realized that I have not fully addressed one of the traits. I did this for a very specific purpose. I believe *Effective Communicators* is the most important trait in TEAM. I

say this because, as a noncommissioned officer, I know this trait is the simplest to achieve but not always used. We are all leaders and should lead by example. We have to remember that it is not easy for a subordinate to come to us and communicate, and this is why it is important to always have open lines of communication.

*Teamwork* allows us to compensate for our misgivings by working together and utilizing each individual’s strengths. By utilizing *Effective Communicators*, I can identify my fellow Soldiers’ strengths and weaknesses and ensure that I do everything I can to help them achieve their goals. Remaining *Always Professional*, I can help establish a foundation for a mutual respect among Soldiers from all walks of life so that they can excel. Last but not least, by using *More Heart*, I know that I can continue to serve through tough times and help my Soldiers succeed at the common goal. By utilizing each trait in TEAM, I know that I have performed my job as a leader, my Soldiers have done their job, and we have maximized the total effectiveness for the brigade.

***“Leadership is solving problems. The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.”***

– Former Secretary of State Colin Powell



# Reintegration program continues

By Maj. J.M. Sarabia

A Company, 377th Military Intelligence Battalion

A Company, 377th Military Intelligence Battalion, held phase 3 of the four-phase Yellow Ribbon Reintegration (YRR) program at the Double Tree Hilton Hotel in downtown Orlando, Fla., March 2-4. Focus of the program was to inform, train, counsel and sustain the families of A Company Soldiers deployed to Afghanistan, Kuwait and Qatar and the 373rd MI Battalion (Blue Man Group), which just returned from Iraq.

The YRR program tries to ensure that families have knowledge of and access to programs that deployed Soldiers are entitled to when they return home. The training and counseling opportunities were geared toward personal sustenance and reset.

Families had the opportunity to socialize, bond and share experiences on the “home front” while their Soldier is forward deployed. They also had free time for mingling and off-site entertainment at the end of the day. The central location of the

hotel in Orlando made access to restaurants and theme parks easy. The Military Intelligence Readiness Command (MIRC) Family Readiness Programs provided child care in the form of a supervised game room for kids during the event.

The YRR agenda included an array of guest speakers from several organizations that included TRICARE, Employer Support of Guard and Reserve, Veterans Affairs, Military One Source, Military Family Life

Consultants, Family Readiness Groups (FRGs) and Child Youth Services.

Chaplain (1st Lt.) James Kerr spoke on resiliency, suicide awareness and reintegration.

The event succeeded because of the tireless efforts of Rose Mitchell, MIRC family readiness support assistant. Her work behind the scenes with A Company FRG volunteer

callers – Carmen Moncada, Sue Macchiarelli, Helen Schmal and Sonya Colon – who made certain that each family member of a deployed Soldier received a personal phone call. In addition, she planned and coordinated the event’s agenda along with Annette Ellis.



## B Co. Soldier wins MIRC Best Warrior Competition

The 99th Reserve Support Command, in conjunction with the Military Intelligence Readiness Command, hosted the MIRC Best Warrior Competition 2012 at Fort Dix, N.J., from April 29 through May 4.

Competitors spent the week on a variety of both physical and mental challenges. They endured the Army Physical Fitness Test, consisting of push-ups, sit-ups and a two-mile run in pouring rain; completed a timed road march; completed a written examination and an essay on general military topics; fired the M16 rifle and M9 pistol on both the qualification range and the shoot-and-move range; negotiated a daytime urban terrain event; performed both day and night land navigation; proved their mettle in other tests of skill such as hand-to-hand combatives, first aid and a mystery event; and wrapped up the week before an Army appearance board.

Staff Sgt. Phillip S. Elliott, who represented B Company, 377th Military Intelligence Battalion, won the MIRC Best Warrior Competition. Elliott has belonged to the Army for six years and serves as a Spanish linguist. During his time in service he has been operationally deployed for two years supporting the 470th MI Brigade, Army South and the Defense Intelligence Agency on various missions within the Southern Command area of responsibility. Elliott recently returned from back-to-back deployments to Afghanistan, where he was the liaison between Pakistani border officials and the United States in the Serkani District. Elliott was awarded the Bronze Star with Valor during Operation Enduring Freedom.

Elliott will represent the Military Intelligence Readiness Command at the Army Reserve Command Best Warrior Competition in July 2012.



# Nine 377th Soldiers compete in 2012 All-Army Small Arms Championships

By **Spc. Daphne Reuter**

Company C, 377th Military Intelligence Battalion  
unit public affairs representative

**N**ine Soldiers from the 377th MI Battalion recently competed in the largest shooting competition of its kind in the U.S. Army.

The 2012 All-Army Small Arms Championships, an annual event hosted by the U.S. Army Marksmanship Unit and the Maneuver Center of Excellence at Fort Benning, was attended by more than 320 Soldiers. This year's competition was held March 1-10 and had the largest attendance of the event in 19 years.

"Marksmanship is probably the most important Soldier skill we train on," said Sgt. Eric Nystrom, one of this year's participants. "And not only is this a competition, but it's the best marksmanship training experience I've ever had."

Active, Reserve and National Guard Soldiers from as far away as Germany competed in three rifle matches, five pistol matches and a four-scenario multi-gun match. Competitors were divided into separate Cadet, Novice, Open and Pro classes based on each Soldier's competition experience.



Spc. Michael Muse engages targets during the pistol portion of the 2012 All-Army Small Arms Championships. (Courtesy photo)



The weapons used and scenarios Soldiers compete in are designed to test the full range of a Soldier's marksman skills. Soldiers are required to change weapons quickly, to move while shooting and to do so with precision while under the stress of competition.

The rifle matches included shooting from ranges of 25 yards to 500 yards with iron sights, in standing, kneeling, and prone positions. One match included a 1.5-mile run in full field gear before shooting. Other events involved 25- and 100-yard assaults.

"This was a really great learning experience, because I was given the opportunity to shoot and move," said Spc. Michael Muse.

The pistol matches included shooting from ranges of 10 yards to 35 yards in standing, kneeling and prone positions.

Each stage of the four-stage multi-gun match required Soldiers to acquire multiple targets, both steel and paper. Soldiers were also required to run thru the stage, because not all targets were visible from one location. The rifle scenario of the multi-gun matches required soldiers to high crawl under a barbed wire obstacle before engaging 18 targets.

"The rifle scenario [of the multi-gun match] was challenging because I haven't high crawled with my weapon since basic training," said Spc. Fabian Medrano.

The pistol scenarios of the multi-gun matches required Soldiers to engage 17-20 different paper and steel targets.

One of the draws of the competition is the opportunity to earn points toward a Distinguished Rifleman Badge or a Distinguished Pistol Shot Badge. These are the highest individual awards authorized by the U.S. government for excellence in marksmanship competition and can be worn on uniforms. The Distinguished Rifleman Badge was approved by the Secretary of War in General Order 1 dated Jan. 3, 1887, and the Distinguished Pistol Shot Badge was approved in General Order 65 dated April 29, 1903. Only about 1,600 service members have ever been awarded either of them.

The 2012 U.S. Army Small Arms Championships provide a unique opportunity for novice competitors to refine and learn marksmanship skills while challenging the most seasoned shooters.

"This was my first time shooting competitively," said Medrano. "I really enjoyed the training and the shooting. All of it was high-speed! The AMU [Army marksmanship unit] guys set up some awesome matches that allowed me to move and shoot with my rifle and pistol.

"I had never had any training like this before. It was the most realistic hands on combat training I have ever done. I hope I can compete next year."

# Intent, vision, philosophy synch with ‘Griffin Four’

By Lt. Col. Joseph Kushner

717th Military Intelligence Battalion commander

The 717th Military Intelligence Battalion follows eight straight-forward, easily understood tenets representing the battalion command team’s intent, vision and philosophy. These tenets, explained below, are emblematic of how our unit is run and why it is successful. They are also in keeping with the brigade’s “Griffin Four”: *Teamwork*, *Effective Communicators*, *Always Professional* and *More Heart*. Together, these concepts combine to provide both our Soldiers and our civilians a guiding set of tactics, techniques and procedures for mission accomplishment.

### “Know your operational environment.”

Regardless of where you go, whether professional or personal in nature, knowledge of your surroundings is essential. For the 717th Military Intelligence Battalion to operate effectively as part of the complex joint-interagency team, comprehension of our unique mission set is the proverbial cornerstone for success. We therefore focus on two key concepts: (1) leader development and (2) Reception, Staging, Onward Movement and Integration (RSO&I).

True development comes not by solely receiving a brief or issuing an order; but by what comes next; defending your decisions in the court of your subordinates, peers and superiors. By educating, challenging and subsequently keeping our leaders actively engaged, we enable them to execute our intent in the absence of specific orders by utilizing mission command.

Understanding a unit’s mission, role and function starts with the day Soldiers receive orders to the unit and how they are subsequently sponsored, received and in-processed. Was someone on duty when they came in that night? Were we able to obtain them housing right away? Did we take care of their family throughout? That level of detailed consideration is the premise for conducting RSO&I. For our battalion, this is executed by a dedicated platoon in the Headquarters and Headquarters Company. This R&I or “Green Platoon” receives full-time NCO-led sponsorship and is guided through all Department of the Army, National Security Agency, Intelligence and Security Command (INSCOM), brigade and battalion-required training. Our Soldiers also receive both the battalion and brigade newcomer’s brief on the same day, in order to reinforce the vision of both organizations.

### “Quality is more important than quantity.”

Nowhere is this more evident in the battalion right now than with our retention and language training programs. The mantra of “the best and the brightest” must remain at the forefront of our efforts in both of these categories and is conveyed with the most effective form of communication – face to face.

With regards to retention, proper education and utilization of flags, bars and the Uniform Code of Military Justice (UCMJ) have become not only necessary but also decisive as the force draws down and tough decisions are made on who gets to stay and who must depart. There never is a substitute for direct leader engagement; the future of our formations is too important to be left to “command by PowerPoint.” Leaders at all levels must know the intricacies of their subordinates, understand their motivations and desires, and then work to see where they best fit within the larger Army construct.

In the language realm, we have coined the phrase, “Language as

a weapon system.” It is incumbent upon us to ensure our personnel are capable of operating independently or as part of a small team in a forward area. The pace and complexities of numerous dialects, slang and colloquialisms dictate that being a 2/2 simply will not work. Soldiers cannot engage in *Effective Communicators* if they must constantly interrupt the mission to refer to a book for words and phrases.

With the notion that competition produces the best a unit can offer, and in an effort to increase awareness of the importance in language mastery, the battalion is planning to host the first Site Joint Language Competition. This event, to be held in the fall of 2012, is already receiving input and accolades from our interagency partners and sister service component commanders; this initiative should also give us an edge in competing for the best language program in INSCOM.

### “We are ambassadors of this profession; do not embarrass yourself, our unit or the uniform.”

As a Soldier, we are on duty 24/7, regardless of whether we are wearing civilian clothes or a uniform. When we go out with friends and family, we are on display for all those around us. How we conduct ourselves leads to public perception of us, our unit and our nation’s military. There are multiple ways to get after this; yes, discipline and standards must be enforced, that is common practice; but there are other techniques available that invoke a sense of pride and always being professional. One technique we utilize is Class A / Army Service Uniform inspections as part of our monthly payday activities. These “first Friday” events, coupled with a battalion award ceremony, ensure our Soldiers look right, represent us well, and are publicly recognized for their accomplishments.

Another venue is via community outreach programs. In our case, we have teamed up with a local elementary school in a disadvantaged part of San Antonio; partaking in their field day, career day and Veterans Day activities. Our unit’s color guard opens and closes each event, while simultaneously demonstrating to the faculty and children alike what is possible through practice, motivation and attention to detail. Additional events in which the battalion is represented in the local community include our participation in the American Cancer Society’s Relay for Life and the San Antonio Autism Walk.

### “Taking care of our people is the most important thing we do.”

Our unit is decisively engaged in real-world, national-level missions seven days a week; additionally, we have individuals and small teams deployed around the world supporting conventional forces and Special Operations Forces. In a high operation tempo environment such as this, it is easy to forget the person and focus solely on the mission. In an effort to take care of our Soldiers and their families, whether deployed or not, we utilize a variety of tools. One primary but often overlooked tool is the Unit Readiness Team – commonly referred to as the Family Readiness Group and Better Opportunities for Single Soldiers. By combining these two formerly disparate elements, both married and single unit members partake in shared events. This helps the units consolidate resources and operate more efficiently with regards to fundraising, event planning and expenditures.

We all have forces deployed forward in some capacity; having

said that, it is absolutely critical to have a robust and accurate tracking mechanism for each Soldier upon return to the unit. A viable option we use is a comprehensive reintegration checklist that tracks every Soldier by name showing a green, amber or red status for each of six detailed reintegration phases. Starting with a simple low-profile command team greeting at the airport, mandatory one-on-one chaplain visits within 24 hours, and block leave, all the way through the commander's verification signature six months later; this process ensures all Soldiers receive the proper level of attention, recognition and assistance as they transition between two very distinct environments.

Due to the aforementioned non-stop mission cycle, we can't take advantage of most training holidays or Days of No Scheduled Activities (DONSA's). In an effort to afford our Soldiers some of those benefits, we have instituted a half-day schedule once a quarter managed at the company level. This may not seem like a significant amount of down time, but when creatively combined with the use of our master resiliency trainers and unit ministry team, it goes a long way in enabling our troops to take care of personal issues.

No matter what programs or techniques are utilized, part of taking care of Soldiers always includes safety. One technique we have leveraged with our safety program was appointing a warrant officer as the commander's representative. By having an officer in this role, it demonstrates the unit's interest and importance placed on the commander's program. It is through this safety officer we enable our semi-annual motorcycle check rides, our coordination with Brigade and interagency safety representatives for the sharing of best practices and the proper employment of the Army Safety Center's "REPORT IT" program.

**"Look out for and protect one another; if you see or hear something that is not right, then do something about it."**

How many times have we had an opportunity to help someone in need, yet for one reason or another choose not to? And of those times, how often did we realize too late we could have had a positive impact on someone's situation. It is with this mind-set that our battalion leaders set about their weekly rounds of "touching" every work area, visiting as many Soldiers on as many shifts as possible.

This "leadership by walking around" concept is practiced regularly by the battalion command team, company command teams and even the unit ministry team; allowing unit leadership to get out in front of problems before they have time to develop into larger issues. In addition to regularly scheduled unit training in suicide prevention, sexual harassment and rape prevention, and equal opportunity; we found it advantageous to exceed the requisite number of representatives in each area above in order to ensure robust coverage of both the split-based as well as the 24/7 operations.

**"The fundamentals win every time."**

There is a never-ending stream of highly complex ideas, plans and events circulating around us every day; it is critical that we take a tactical pause and ask ourselves some prudent questions: How does this tie into my unit's Mission Essential Task List? How will this improve my Soldiers' ability to conduct unified land operations? What is the opportunity cost if I do event X vs. event Y? For the 717<sup>th</sup> MI Battalion, our focus is on those fundamental building blocks of physical training, drill and ceremony, language, basic rifle marksmanship, combatives, sergeants' time training (particularly Army Warrior Task and Battle Drills), combat lifesaver and command supply discipline. These are what are needed to provide units a solid foundation upon which to build their individuals and small teams into a cohesive element.

Some of the fundamentals whose timeless aspects make units

effective are: The Nine Principles of War (mass, objective, security, surprise, maneuver, offensive, unity of command, simplicity, economy of force), The 1/3 – 2/3 Planning Method (take one-third of the time for your planning and give two-thirds to your subordinate units) and The Eight Troop Leading Procedures (receive the mission, issue a warning order, make a tentative plan, start movement, conduct reconnaissance, complete the plan, issue the operation order, supervise / rehearse / inspect). This baseline focus is what enables our 363-person split-based battalion to consistently meet and exceed the standards set forth by brigade and the interagency.

We have inculcated this belief with the semi-annual execution of the battalion's Junior Leader Development Course, a unique, one-week NCO-led event at Camp Bullis. Here our Soldiers receive both classroom and hands-on practical experience ranging from personnel actions to drill and ceremony, land navigation, leading physical training sessions and small unit maneuver as well as weapons confidence and reflexive fire.

**"Cross-training is the key to mission accomplishment."**

With the looming prospect of decreased personnel and resources, economy of force becomes critical. Utilizing the "P2 / P3" integration initiative as a banner program for this tenet, we are gaining efficiencies while at the same time meeting the intent of "no signals intelligence Soldier at rest." Drawing upon trained personnel from the active force (401st MI Company and 204th MI Battalion) as well as Reservists and National Guardsmen, the battalion continues to successfully integrate multi-composition forces adapting to the ever-changing global intelligence environment. As demonstrated time and again, we have seen the longer Soldiers are away from their core competencies, the more they will experience "Military Occupation Specialty atrophy." And like all perishable skills, once lost, they will require an even greater investment of effort, time, resources and training to recover it.

Cross-training is also essential for ensuring continuity of mission. It is said that the mark of a good unit is one that can function without its leaders, so when we fail to teach others our duties, we inevitably create single points of failure. However, by instituting a cross-training initiative focused on having teammates able to effectively execute each other's role and function, the friction caused by temporarily missing personnel can be at least mitigated, if not overcome.

**"The pain of discipline and training, or the pain of embarrassment and defeat – take your pick."**

Military service is inherently arduous and at times stressful; a certain amount of "pain" can be expected regardless of mission, unit, role or function. The only question is what type of pain do you want to endure? If your training resonates with the Soldiers, is mission focused and improves unit cohesion, then it is not only bearable but also enhancing. On the other hand, if you choose to be lax in your discipline and refuse to set and enforce standards, then you will endure the embarrassment of PT failures, being on weight control, or suffering through Uniform Code of Military Justice actions. An example of this disciplined training that typifies having *More Heart* is unit participation in such events as adventure races, sprint triathlons and the Bataan Memorial Death March. This version of shared pain, typified by extensive train-ups and time spent together, foster esprit de corps and a sense of *Teamwork*.

When viewed in the aggregate, we see the imperative of having multiple echelons synchronized or "nested" with each other's intent, vision and philosophy. The greater the depth of this synchronization, the easier overall unit and individual success is to come by.



# Professional development takes officers to El Paso

By Capt. David Gervais

A Company, 717th Military Intelligence Battalion

“Know your operational environment.” -- From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

The officers of the 717th Military Intelligence Battalion recently conducted their latest iteration of the newly instituted Officer Professional Development (OPD) program. This curriculum consists not only of professional reading, but involves off-site travel to sister units and intelligence partner agencies; it is all tied together with local quarterly physical training events and team-building breakfasts. These unique opportunities allow battalion leadership to see firsthand the terrain, personnel and missions they support.

This quarter’s OPD took place in El Paso, Texas, and featured operational briefings and exchanges by the El Paso Intelligence Center (EPIC), Joint Task Force-North (JTF-N), Customs and Border Patrol (CBP) and the 717th’s sister battalion, the 204th MI (Aerial Exploitation) Battalion.

Upon arrival in El Paso, the officers were greeted by border patrol agents who conducted an area familiarization, including a detailed terrain walk along the actual border fence. This event highlighted the border area and how CBP conducts operations

and utilizes intelligence in order to prevent, detect and cease illegal border crossings. After the border orientation, participants got a rare glimpse of the commercial and public vehicle crossing, in order to

see how customs agents prevent and detect illegal crossings by monitoring commercial shipping trucks and the everyday public making routine crossings. Then a tour of the local sector detention facility allowed the officers to view the system for processing and interviewing people apprehended for illegal border-crossing.

The following day focused on a visit to the EPIC and JTF-N where the unit received a detailed overview and walking tour of the watch center. The 717th MI Battalion conducts intelligence operations 24/7 to support intelligence community partners. Some of those intelligence community partners are in law enforcement or work for JTF-N and depend on the EPIC for their intelligence support. Investing face-to-face time, the EPIC and JTF-N not only provided a glimpse of how battalion customers operate and conduct operations but also engendered a greater sense of shared purpose.

Although separated by 600 miles of Texas terrain, the 204th and 717th MI Battalions are inextricably linked. The 204th

MI Battalion mission provides personnel support as part of its aerial exploitation mission set. Staff rides of former battlefields allow officers to see the weapons that were utilized by friendly or enemy forces. Similarly, visiting the 204th MI Battalion allowed 717th MI Battalion officers to view the current systems that fellow brigade Soldiers are utilizing in the modern day fight for homeland defense. Upon completion of the professional exchange, a team-building dinner hosted by the battalion commander provided an excellent opportunity to reiterate the *Teamwork* concept and conduct an after-action review.

This, like other Battalion OPD opportunities, provided 717th MI Battalion officers a tangible sense of lessons learned and highlight the applicability of current tactics, techniques and procedures. Given the unique operational environment from which the 717th MI Battalion operates, the event allowed its officers to see how current efforts are playing out in support of national-level missions.



# RSO&I at battalion level – TEAM effort

By Capt. Michelle Cutts

Headquarters and Headquarters Company commander

“**Know your operational environment.**” – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

While 470th Military Intelligence Brigade leaders have identified four traits (“The Griffin Four”) essential to continued success, one unit in particular has clearly inculcated this concept – the Reception and Integration (R&I) Platoon or “Green Platoon” of the Headquarters and Headquarters Company (HHC), 717th MI Battalion. This element is solely dedicated to the “reception, staging, onward movement and integration” of newly arrived Soldiers. It is the cornerstone that enables the entire battalion to perform its primary mission of supporting its interagency partner as well as deploying individuals and small teams in support of conventional and Special Operations Forces.

The R&I Platoon starts with having Soldiers complete a detailed in-processing checklist and subsequently aligning them to work sections. What makes this unit unique and successful is that it pays attention to all details to ensure mission goals are fully achieved. The R&I Platoon focuses on ensuring that all Soldiers are 100 percent trained in all their battalion, brigade, Intelligence and Security Command, Department of the Army and National Security Agency requirements prior to being assigned to a section or mission. When Soldiers are described as 100 percent trained, it means they are trained to standard. They have completed all Army online training; they have a current Army Physical Fitness Test scorecard and a current weapons qualification card; all of which is entered into Digital Training Management System. If designated

as a linguist, a Soldier will not leave the Platoon until he or she meets or exceeds the standards of scoring a 2/2 on the Defense Language Proficiency Test. The unit also ensures all arriving personnel meet the stringent security requirements to work on site by assisting with polygraphs, background checks when necessary, and facilitating the agency’s indoctrination process.

As time permits and through *Effective Communicators* with the two operations companies (Alpha and Bravo), the R&I Platoon further ensure that each Soldier is afforded the opportunity to attend other training such as Combatives Level I and II (trained by the battalion’s in-house Level IV instructors), drivers training (held at the brigade motor pool), HMMWV licensing opportunities and the Combat Lifesaver Course.

The R&I Platoon utilizes three noncommissioned officers to supervise the in-processing troops. These three are focused solely on how to get each individual trained to standard and affording them every training opportunity possible before being signed off by the commander and moving on to their respective company. Their collaboration coupled with the *Teamwork* and *Effective Communicators* with HHC’s sister companies ensure only those meeting the standard are cleared from R&I status.



The key thread that flows throughout all the steps of processing R&I Platoon Soldiers is the Griffin Four. Early on, Soldiers are taught they’re only as strong as their weakest link (*Teamwork*). A clear statement, in both written and oral forms, of platoon expectations ensures all Soldiers are “singing from the same sheet of music” (*Effective Communicators*). Supporting and undergirding all R&I operations is the notion that the battalion’s Soldiers are *Always Professional*. Stressing the importance of these three qualities ensures that R&I Soldiers all embody the fourth of the Griffin Four – *More Heart* – firmly establishing the TEAM envisioned by our brigade leaders.



# Relay for Life demonstrates *Teamwork, More Heart*

By Sgt. Kelsey Curtis  
717th Military Intelligence Battalion

**“We are ambassadors of this profession; do not embarrass yourself, our unit or the uniform.”** – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

The 717th Military Intelligence Battalion has become synonymous with representing the Army in community outreach events in and around the San Antonio area. Aside from partaking in the annual Autism Walk, numerous honor guard demonstrations and partnering with Columbia Heights Elementary School, the unit also participates in The American Cancer Society’s Relay for Life. As part of the battalion’s overall community outreach plan; this annual event is a life-changing experience that gives communities a chance to celebrate the lives of people who have battled cancer or to remember the loved ones lost in the struggle.

In this year’s Helotes Relay for Life, teams of enthusiastic and inspired people camped out at Brandeis High School and took turns walking or running around the track. The only hard requirement was all teams were to have a representative on the

track at all times during the 12-hour event to symbolize that cancer never sleeps.

The relay started with “The Survivors Lap,” an inspirational time when survivors are invited to circle the track together as a team to highlight victories achieved over cancer. The Luminaria Ceremony starts after dark to honor people who have been touched by cancer and to remember loved ones who were lost to the disease. Candles are lit inside bags filled with sand, with each bearing the name of a person touched by cancer. The Fight Back Ceremony elicits personal commitments to save lives by taking up the fight against cancer.

When thinking about how people come together to fight for a cause, I am reminded of the traits of *Teamwork* and *More Heart*. Soldiers from the 717th MI Battalion, their dependents and intelligence agency civilians contributed to the Alamo Station team, raising nearly \$300 while completing 415 laps around the quarter-mile track, equivalent to 103.75 miles, in a 12-hour window.

Every company within the 717th MI Battalion was represented. Half way through the event, Staff Sgt. Eric Neal grilled the team hot dogs and burgers, and Sgt. Justin Phillips brought out the infamous battalion 40-pound rucksack for an added challenge. Twenty of the battalion teams’ 103.75 miles were completed wearing “the ruck.” Just by the number of laps and miles completed, I know every individual put forth their best effort, clearly demonstrating the concept of *More Heart*.

These Soldiers came out and relayed for a purpose, a family member and themselves. For some of these Soldiers, cancer has hit close to home; for me, being one of those Soldiers, it meant a lot that my battle buddies and their family members came out and supported this event. We were a team during this event, we are a team in the battalion, and we are a team in the U.S. Army.

The following participants made this happen for the battalion: Staff Sgt. Eric Neal, Melissa Beally, Staff Sgt. Jason Alvarado, Staff Sgt. Gregory Haley, Sgt. Edward Gribbins, Sgt. Justin Phillips, Sgt. Douglas Blisard, Sgt. Kelsey Curtis, Chiokee Hines, Spc. William Choe, Spc. Christina Schaetzle and Pfc. Kelsey Clark.







Children hunt plastic eggs (left) and dye real eggs (above) at the 470th Military Intelligence Brigade's Easter event, organized this year by the 717th MI Battalion.

# Finding balance between Army and family

**By Capt. Don Sheppard**  
717th Military Intelligence Battalion  
incoming B Company commander

**“Taking care of our people is the most important thing we do.”** — From the 717th Military Intelligence Battalion commander's intent, vision and philosophy statement

April was the Month of the Military Child, a time to recognize the sacrifices made by military families and their children. This celebration is the legacy of former Defense Secretary Caspar Weinberger, who established it in 1986 to underscore the important role children play in the armed forces community. On the first Sunday of April, Soldiers and their families gathered in Salado Park on Fort Sam Houston to partake in the 470th Military Intelligence Brigade Easter Extravaganza. Keeping with the 717th MI Battalion's tradition of taking care of Soldiers and families, children were given the opportunity to find Easter eggs hidden in various places throughout the park.

Easter egg hunting began in America when German immigrants brought their *Osterhase* tradition to Pennsylvania in the 1700s. The concept soon spread across the nation, and baskets quickly replaced the original use of bird nests. Eventually, the game transformed into a treasure hunt, and the prizes expanded from just hard-boiled eggs to things such as candy, toys and small gifts.

The Soldiers and families of the 717th MI Battalion planned, resourced and executed the multiple egg hunts in which approximately 60 children were divided into four age groups ranging from ages 0-12. In 10-minute increments, children searched for hundreds of candy-filled Easter eggs hidden throughout their designated areas with the intent of finding as many

eggs as they could. In addition to the regular plastic colored eggs, a “golden egg,” which yielded a special prize when found by a child, was hidden for each age group to find. Anticipation and anxiousness ran through the children's bodies as they scurried through the green grass and around the scattered oak trees hoping to find as many eggs as they could. Parents helped younger children not as experienced in finding Easter eggs during the younger age group hunts. As a part the craft table station, Capt. David Gervais and his



Alpha Company Soldiers provided a unique if not edible activity of cookie decorating complete with sprinkles and frosting.

The *Teamwork* of the battalion's Alpha, Bravo and Headquarters and Headquarters Companies facilitated a successful afternoon and helped to make the 2012 Easter Extravaganza a resounding success among Soldiers and their families.

Support for military families has been a source of inspiration to men and women in uniform. Soldiers have faced the daunting long deployments and family separations with great courage and resolve throughout their careers. As leaders, we must continue to stress and focus Soldiers on balancing daily work requirements with family and fun activities.



# Course develops junior leaders

By Gregory Ripps  
470th Military Intelligence Brigade Public Affairs

**“The fundamentals win every time.”** — From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

As the sun starts to slip behind the conifer trees on Camp Bullis March 28, eight junior enlisted Soldiers of the 717th Military Intelligence Battalion begin trudging down one of the dusty, winding roads in the middle of Camp Bullis. Normally engaged in a 24/7, global, strategic intelligence mission, today they are equipped with helmets, tactical vests, hydration systems, assault rifles and blank ammunition – every bit like a squad ready for combat.

This is their fourth day on the installation and their third full day of training in the 717th Military Intelligence Battalion’s week-long Junior Leader Development Course (JLDC). Their days begin early and last well into the evening. By the third full day of the course they had performed convoy simulator training, completed the Leader reaction course, rehearsed numerous Army Warrior Tasks and Battle Drills, conducted basic and advanced rifle marksmanship and spent time on the firing range engaged in advanced reflexive fire (close-quarters combat) shooting techniques taught by 1st Sgt. Billy Budd.

All day they executed battle drills and situational training exercises along the very road they now ruck-march along toward the vehicles that will carry them to the cantonment area and hot chow. Another training segment completed ... or so they think.

Just after the lead Soldiers pass over a rise in the road, shots ring out, shouts go up and Soldiers scramble for cover. Basic clock direction and distance is shouted along the line to focus the squad on their attackers. Suppressive fire begins as the current squad leader shouts commands to maneuver his fire teams to engage and defeat the ambush.

One Soldier points out a couple of figures barely visible behind a small island of trees nearby. It turns out to be two of the five-member, all-noncommissioned officer training cadre. One of the pair is Sgt. Eric Neal, the NCO who planned, resourced and executed today’s lane training exercises.

“Leader roles are rotated throughout the course,” Neal explained. “This affords every Soldier the opportunity to experience the mantle of leadership and the decision-making process and then to demonstrate what they’ve learned. It also, from that perspective, gives them pause and reflection on how important it is to be a good follower when you are not leading.

“If I was taking this course, I would have felt cheated if I hadn’t been ambushed at least one more time before this training day was over,” said Neal.

As the action proceeded, the Soldiers suffered “casualties,” but so did the attackers, played by five other, seasoned NCOs of the battalion. After the exercise abruptly halts and the students gather to conduct an after-action review, one of the role-players admitted the young Soldiers reacted audaciously, causing the ambush not to go as originally planned.

These Soldiers are fast learners who came here to develop their leadership potential with an eye toward becoming NCOs.

“This is my third battalion command sergeant major position, and as far as I know, this program is unique,” said Command Sgt. Maj. Mark Sinnard. “It is the only one of its kind in the 470th MI Brigade, and one of only a few in the Intelligence and Security Command. Quite simply, I haven’t seen another one like it.

“It is not designed to replicate or duplicate Warrior Leader Course [WLC] but to augment that experience when it comes,” Sinnard continued. “We focus on situation-based, hands-on leadership events rather than classroom instruction. This forces the Soldier to understand the burden of leadership, the Military Decision Making Process and the aspects of *Teamwork* when not in a leadership position.

The course is run by the battalion’s most experienced NCOs, all with deployment experience under their belts and most with Special Operations Forces (SOF) backgrounds. Sinnard noted that the 717th MI Battalions JLDC is open to any Soldier in the 470th MI Brigade, of any rank, who has not yet attended WLC.

“Although extremely resource-intensive, we run this course for several reasons,” said Sinnard. “The first reason is that it’s ‘the right thing to do.’ Most of these Soldiers come to us straight out of the training pipeline and will serve here in a strategic environment for about three years. On completion of this tour, the majority



of them will receive orders to tactical units after attaining NCO promotions. Providing this level of training now prevents future problems later when they find themselves in leadership roles within those tactical units.

“Second, it pays dividends to both the unit and the strategic enterprise we support by producing more capable and confident Soldiers within our formations and on the mission floor.

“And finally, we do it for the Soldier,” Sinnard asserted. “We see a very high percentage of JLDC graduates go on to WLC and graduate with recognition on the commandant’s list, as leadership award winners or as honor graduates.”

The command sergeant major explained that since such recognition directly translates into promotion points for Soldiers under the new promotion points calculation process, the JLDC gives Soldiers a competitive advantage over their peers at WLC.

Sgt. 1st Class Darrell Hudson, the NCOIC and overall JLDC coordinator, further explained that the goal of the course is to identify those privates and specialists on their way to becoming sergeants and to provide them with an introduction to, and basic grounding in, Army leadership both in the field as well as in garrison. He said that the unit saw a need for more tactical training, especially for its youngest Soldiers who reported to the unit straight from Advanced Individual Training or from the Defense Language Institute. This course supplements the Skills for Stripes program and sets the Soldiers up for success at the WLC.

“This is the battalion’s investment in junior leadership development,” Hudson said, noting that the 717th MI Battalion uses the Army’s eight-step training model but constantly adapting to changes and making the most of available resources and facilities. Hudson said the battalion traditionally conducts the course twice a year but is looking to resource a third iteration while continuing to offer other units in the 470th MI Brigade an opportunity to participate.

“These Soldiers were recognized as performers ahead of their peers,” said Hudson of the latest participants. “They were nominated through their companies by their first sergeants and screened both medically and administratively.”

Spc. Gerald Lott, one of the participants, said the course far exceeded his expectations.

“The NCOs have our best interests in mind,” said Lott. “They correct us so that next time we can do better.”

He said one important aspect of the training was regular peer assessments, wherein each Soldier identifies one thing each other Soldier did well and one thing each other Soldier needs to improve.

“The hardest part of the course was assuming a leadership role in combat scenarios,” said Lott, who transferred to the 717th MI Battalion last November. “We have not been through combat. ... The course built up our confidence.”

Pfc. Matthew Miller, another relative newcomer to the battalion, had no doubt the course prepared him for leadership and what lies ahead at WLC.

“We received a lot of tactical and classroom training to get us ready to be NCOs,” said Miller. “The hardest part was the high operations tempo when we were in the field. From the peer assessments I learned what I need to work on.

“I learned so much,” Miller concluded. “It’s really good training.”

Before the week of training ended, the Soldiers combined a

( See **Leaders** on page 31)

## 717th MI Battalion





# Soldiers march in Bataan memorial

By Maj. Scott D. Linker

717th Military Intelligence Battalion S3 (Operations and Training)

**“The pain of discipline and training, or the pain of embarrassment and defeat – take your pick.”** – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

High desert terrain, sore and blistering feet, searing heat, thin air, heavy rucksacks, loose sand, rocks and uneven terrain. These are just a few of the challenges Soldiers of the 717th Military Intelligence Battalion dealt with during their participation in the 23rd Annual Bataan Memorial Death March at White Sands Missile Range, N.M., March 25.

A rigorous four-month training plan, mental toughness, physical preparedness, and intestinal fortitude are just some of the aspects that facilitated 11 Soldiers of the Alamo Station starting and completing this grueling event.

It is called a memorial death march because it commemorates a tragic event occurring in the Pacific Theater late in World War II. In April 1942, tens of thousands of U.S. Soldiers and their Filipino allies surrendered after the three-month battle of Bataan/Corregidor, near Manila in the Philippines. These prisoners were marched more than 80 miles in four days through the Philippine jungle under extremely harsh conditions, including minimal food, water, sleep and medical care, which caused the death of thousands. Many prisoners who could not endure the conditions were executed on the side of the road where they fell out or simply died of injuries.

The Japanese army had not been prepared for the prisoners and placed them in overcrowded and unsanitary camps where many more would die before their liberation in early 1945.



The 2012 Bataan Memorial Death March participants from the 717th Military Intelligence Battalion included Sgt. Sydney Chilson, 1st Lt. Josh Harris, Staff Sgt. Jonathan Hoon, Spc. Eric Kelley, Sgt. William Klos, Lt. Col. Joseph Kushner, Staff Sgt. Jesse Lamphere, Maj. Scott Linker, Staff Sgt. Eric Neal and Spc. Taylor Shultz. (Photo by Staff Sgt. Eric Neal)

Others perished when U.S. dive bombers sunk transport ships moving prisoners to work camps in Japan.

To commemorate these resilient American and Filipino prisoners, the Army ROTC Department at New Mexico State University began sponsoring a marathon distance (26.2-mile) road march at White Sands Missile Range in 1989. This year, a 717th MI Battalion Team was among the more than 7,000 military personnel and civilians who participated.

One of the key tenets for the success for the battalion was the training plan developed by Staff Sgt. Jesse Lamphere, noncommissioned officer in charge of the team. Starting back in December, members of the team began sacrificing Saturday mornings, working up from training distances of six miles; culminating with a 20-22-mile road march three weeks before the main event. All 717th MI Battalion participants enrolled in the heavy category, which entailed carrying a 35-pound rucksack. During the train-up, marchers were instructed on proper hydration, nutrition and foot care as well as rucksack load-out considerations.

On the morning of the race, the marchers arrived at the start line at 5 a.m. After an introduction ceremony that included Bataan survivors as well as a parachute demonstration from the United States Army Special Operations Command parachute team, the marchers were off.

This year’s race was even more challenging than previous ones because temperatures were well into the upper 80s by mid morning. The unshaded course challenged marchers with constant elevation changes including a seven-mile stretch that climbed some 1,500 feet to an altitude of over a mile. Stretches of the march took place over loose sand and included the infamous “sand pit” around mile 22 where the sand was ankle deep for the next mile. After nine to 11 hours of marching, the nine battalion members had crossed the finish line.

The biggest mental challenge was the last few miles where the marchers could see the White Sands cantonment area, the location of the finish line. One of the marchers, Sgt. William Klos, of A Company, said a gentleman came up to him when he was marching along the stone wall near the end of the march.

“The man said, ‘Just follow the wall all the way to the finish; it seems never ending but you are almost done,’” Klos related. “I don’t know how this was going to be reassuring, but I figured the wall would end sometime, and I did finish.”

Many marchers commented that this was one of the hardest events they have completed. However, a robust training plan, mental toughness, physical preparedness, intestinal fortitude and the belief in the pain of discipline and training enabled the 717th MI Battalion team to overcome the obstacles on the grueling 26.2-mile course.



# Proper shoes keep feet fit

By Spc. Christina Kranz

A Company, 717th Military Intelligence Battalion

**“Taking care of our people is the most important thing we do.”** – From the 717th Military Intelligence Battalion commander’s intent, vision and philosophy statement

**A**s Soldiers, we make every effort to be one TEAM. The acronym consists of the four traits known as “The Griffin Four,” which are *Teamwork, Effective Communicators, Always Professional* and *More Heart*. Combined with the Army Values, they make brigade Soldiers more effective, physically and professionally. Being ready and able to deploy requires maintaining physical fitness, and proper footwear plays a significant role

As part of the battalion’s semi-annual battle rhythm and in order to ensure that the Soldiers of the 717th are wearing the proper physical training footwear, a training/information session with the commercial company Fleet Feet Sports was arranged. Angel Whitley, the manager, and two of her colleagues visited the battalion over the course of two days in order to provide Soldiers with training on individual foot types and running styles. They conducted a gait test to determine the type of foot support Soldiers need as well as shoe and insert fittings.

Along with the shoe fitting and gait test, Fleet Feet also gave a presentation during a Noncommissioned Officer Development Program. Whitley outlined the types of injuries that frequently arise from improper foot wear and support. The training for the NCOs allows them to conduct proper shoe checks and what to identify when a Soldier needs assistance in finding the right running shoe. NCOs fielded questions about the new minimalist shoe and the Vibrams “five-finger” toe shoe. They asked if these two types of shoes are good for runners, even though they are not authorized for wear with the Army Physical Fitness Uniform. Whitley explained

that because people’s feet are as unique as their fingerprints, these types of footwear may work well for one person but not for another. She did caution individuals who switch from the traditional running/cross-training shoe should do so cautiously and carefully.

Running in a traditional shoe and a minimalist are quite different; the latter engages more muscles than the traditional style. Avid runners who normally work out in a traditional shoe would have slight difficulty running their normal eight-mile route in the minimalist version. Additionally, it is important to note that many injuries take place when switching shoe types, especially when a runner is accustomed to that traditional shoe and goes with the minimalist or “five-finger” toe shoe.

At the end of the training session, the unit’s NCOs received a copy of the PowerPoint slides to keep as a reference. First-line leaders are now better able to provide assistance to Soldiers about the purpose and utilization of running shoes. This newfound knowledge of noticing and preventing potential injuries is beneficial not only to the NCOs but also to the Soldiers they lead.

Proper and updated footwear keeps Soldiers literally “on the right path” and prevents unnecessary injuries from occurring. The training and assistance provided by Fleet Feet, in conjunction with direct leader involvement and checks, assist Soldiers in maintaining proper footwear. With the knowledge of correct running shoes, the Soldiers of the 717th will be able to develop themselves as effective members of the multiple teams this battalion supports.



(Leaders continued from page 29)

multitude of what they had reviewed or learned into a “capstone exercise.” Provided with a training mission scenario to acquire intelligence, they put their land navigation, first aid, communications and combat skills together with their newly honed leadership skills into an all-afternoon exercise that involved not only maneuvers in the natural areas of Camp Bullis but also infiltrating a mock village and clearing a building of “snipers.”

“Some are natural leaders, others are capable of becoming leaders with the proper development,” said Sinnard about the course participants. “In most cases it is ‘in there’; we just help bring it to the surface. ... We expose them to opportunities to develop their unique leadership styles.”

Sinnard said that promotion to sergeant, in which a junior

enlisted Soldier first joins the NCO Corps, is easily the most important milestone in what will be the rest of his or her military career.

“This is their first transition from ‘average Soldier’ in the rank and file to leader,” said Sinnard. “The hardest transition troops face is moving from being a specialist (E4) to being an NCO (E5) and shouldering the responsibilities that come from being a leader.

“That move is a game changer. Some make it while others struggle, it is incumbent upon the current NCO Corps to prepare them for that transition” said Sinnard. “They should never forget the hard fact that the Army promotes them to NCOs and continues to promote them based on trust in their demonstrated leadership and continued leadership potential.”

(Command Sgt. Maj. Mark Sinnard, Sgt. 1st Class Darrell Hudson and Staff Sgt. Eric Neal contributed to this article.)



# Company epitomizes 'Griffin Four'

By Sgt. Fharrida Moore

All-Source Collection Element Signals Intelligence  
Fusion Team leader

**"The achievements of an organization are the results of the combined effort of each individual."** – *Vince Lombardi*

Everyone in my section is an integral part of performing our mission. I have seen young minds from all over the United States come together to create some of the most compelling work. They use their differences to bring fresh thoughts and different avenues of approach to help better whatever it is that we are tasked to accomplish. Essentially, everyone is used to being an individual, but when working in a team setting as we are, we are challenged to open up and accept the views of others. As a leader, I have to properly facilitate working as a team. To do this, I lead by example, by coming together with my peers, working as a group to accomplish a common goal, and accepting different views to make that happen. Helen Keller once said "Alone we can do so little; together we can do so much." Together, with respect and communication, we can accomplish any task put before us.

Everyone can communicate, but not everyone can grasp what you are trying to say, and not everyone can sit and listen to what it is that someone else is saying. *Effective Communicators* is a two-way street. As a leader you will have to learn how to effectively communicate your thoughts to your Soldiers, peers and superiors, and be able in return to listen without casting judgment. There is more to communication that just expressing your thoughts, feelings or wants.

To effectively communicate with anyone, you have to be direct and assertive in what it is you're trying to say. You have to make sure your dialogue is clear and concise, and you have to be able to listen to what someone is saying without prejudice if they say something that goes against what you think. Asking direct questions and making sure you have a correct understanding of what is being said can alleviate a lot of misperceptions, is a way to effectively communicate, and shows your level of professionalism.

Always remaining professional in situations where you don't

quite agree is something that everyone should do. You may not agree with someone, you may not always like someone, but remaining professional shows maturity and is a respected quality. In the military, *Always Professional* falls into the Army concept of maintaining military bearing. With these two phrases, I associate the word *tact*. They fall hand in hand. As a leader, I may not like those appointed over me, may not agree with how they are addressing situations, and at times I am faced with issues that will require me to speak up. But as long as I am *Always Professional*, maintain military bearing and have tact, I can respectfully voice my opinions. Doing this shows discipline, which leaders respect.

Many traits combine to contribute to the success of a unit, a company, a nation. But I believe that the "Griffin Four" are an indestructible set. *Teamwork, Effective Communicators, Always Professional and More Heart* make up the ethos of our unit. As a leader, fresh into the unit, I was faced with the possible death of a Soldier. I had to undergo investigations, questioning, and a look into who I was as a leader. Did I do all that I could to prevent the accident? Were the rest of my Soldiers being taken care of adequately? These were questions that I posed to myself. But I had to face the rest of my Soldiers and be the leader they needed me to be during that time. I had to dedicate my personal time to make sure that they were taken care of.

During this time, my peers, my leaders and I came together as a team to make sure that the injured Soldier as well as the remaining Soldiers were cared for. I had to effectively communicate with my Soldiers and leaders what was happening, and make sure we had a mutual understanding. Despite our section having a gaping hole at the time, we remained strong in our bond; we gave our all, we remained dedicated and performed with heart. We never gave up. We are the epitome of the "Griffin Four," and for that I am proud.



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## SIGINT section trains member of sister service

By Staff Sgt. Andrew Sellars

Remote Operations Facility signals intelligence platoon sergeant

Air Force Staff Sgt Benjamin Goldsberry from Offut Air Force Base, Neb., recently came to Fort Sam Houston on temporary duty to receive training over a week-long period for an upcoming deployment to the 470th Military Intelligence Brigade area of responsibility (AOR). His equipment-specific training was led by Army Sgt. Nicholas Hicks from the 401st MI Company, who stepped away from his primary mission as noncommissioned officer in charge of collection management

at the Lackland Air Force Base Annex to ensure that Goldsberry received the training necessary to complete a successful deployment.

Following his equipment training, Goldsberry was transferred into the hands of the 401st MI Co. Remote Operations Facility signals intelligence section, where he received mission briefs about the Southern Command AOR, primary targets and essential intelligence components. This training, led by Sgt. Sergio Mendez and Sgt. Theo van Lieshout, was conducted over a two-day period, ensuring reach-back viability, which is essential to mission success.

( See SIGINT on page 33)

# 'Griffin Four' makes outstanding leaders

By Staff Sgt. Angela Valtierra  
S2 (Intelligence)

During a Noncommissioned Officer Professional Development (NCOPD) session in April, Command Sgt. Maj. Totoris sat down with all the senior NCOs down to discuss "The Griffin Four" and how the Army as a whole will be changing within the next year. He also discussed what it takes to be an outstanding leader in this changing Army.

The Army must now return to professional discipline, he stated. Soldiers know discipline, but standards will be reinforced. The past decade's rapid deployment cycles are primarily responsible for the dulling of professional discipline such as physical appearance requirements. The focus was on training up, getting to, and winning the fight, but as combat operations decline, there will be renewed emphasis on the profession of arms.

In discussing "The Griffin Four," the command sergeant major emphasized key points on shaping a great leader. In developing leaders of all levels, the first key to great leadership is *Effective Communicators*. Without communication there is nothing. Keep the lines of communication open to your Soldiers, especially on a personal level and relate to them in a way that they will place their trust in you as a leader.

Leaders need to establish relationships with their Soldiers on an individual level. *Effective Communicators* has always been an issue in the military. Senior NCOs need to give tools and guidance to junior NCOs in order to mold them so they can develop the leadership skills required to be effective leaders. One of the individual responsibilities of NCOs and Soldiers is to be aware of situations could arise and affect operations.

Soldiers should be able to address issues with their leaders, and NCOs need to demonstrate that, as leaders, they can effectively tackle issues that their subordinates identify. We need to teach, coach and mentor our Soldiers for today so they can be great Soldiers and leaders for tomorrow, and improve the Army of 2020. When we mentor, teach and coach Soldiers to make them better for the brigade, we also assist them in succeeding elsewhere, as when they make a permanent change of station to another unit. We all need to remember *More Heart* and be willing to go above and beyond the standard, and not just "get by" or maintain.

*Teamwork* also plays a key role in great leadership and mentorship because there is no "I" in the Army and all of us must work as a team in order to accomplish the mission at hand. The work that each Soldier accomplishes everyday is just a small piece of the big puzzle for the brigade, but put all the pieces together and you have a complete puzzle. Part of a leader's job is helping his or her subordinates understand the significance of their contributions.

The backbone of leadership is the ability to effectively lead any group of persons toward the accomplishment of a goal, vision

or objective. It is imperative that leaders integrate "The Griffin Four" (*Teamwork, Effective Communicators, Always Professional and More Heart*) into their daily operations, especially as the Army shifts focus from combat operations to home-station operations. As leaders we have an inherent responsibility to the American people to maintain a well-trained, cohesive and professional organization capable of accomplishing mission requirements. To achieve this goal, today's leaders must ensure that they are confident, competent, lead by example, and strive to develop tomorrow's leaders.



(SIGINT continued from page 32)

Goldsberry returned to Offut AFB to finalize all of his preparations prior to deployment for a projected 90 days. When he returns, he will begin the train-up of the next person to deploy. The 401st MI Co. will continue to provide reach-back support and long-term training to Goldsberry and his successors.

Ultimately, mission success will not be determined by the number of cuts processed, nor the number of targets captured. What guarantees long-term success is the outstanding communication and teamwork that all personnel showed in preparing a sister service member to deploy to an area that we identify as our own.



By Robert Rendon  
senior adviser

**T**he 470th Military Intelligence Brigade Force Protection Detachments (FPDs) are located throughout the Southern Command Area of Responsibility, specifically Colombia, Brazil, Honduras, Guatemala, El Salvador, Nicaragua, Paraguay and the Dominican Republic. Additionally, personnel are assigned to other service FPDs in Curacao and Peru.

Their mission is to provide counterintelligence support to the force protection of Department of Defense personnel transiting through their respective countries, meaning they conduct overt liaison with host nation authorities to determine whether there is a threat to DoD personnel and they then advise and assist commanders in developing strategies and measures to mitigate those threats. Often they are required or requested to support other U.S. government visits to the area. These requests are due largely to the area familiarization, technical expertise, and language proficiency practiced by each FPD agent.

The accompanying articles from Brazil, Colombia, Honduras and Nicaragua highlight but a few of the recent VIP visits and events supported by the FPDs to great effect. These are not the first instances of FPD participation in visits by the president or other U.S. dignitaries, to include the Secretary of State, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff. FPD personnel interact with many U.S. government officials daily, serving a tour of duty at any given U.S. embassy that requires that, in addition to the aforementioned skills, they must be practiced diplomats as well, all the more important when cooperating and participating with cabinet-level dignitaries.

# FPD Brazil supports DoD secretary, JCS chairman

By Martin I. Reyes

Force Protection Detachment Brazil special agent in charge

**I**n less than one month, Force Protection Detachment (FPD) Brazil provided direct counterintelligence/force protection (CI/FP) support to the U.S. military's two highest ranking officials – the Secretary of Defense and the Chairman of the Joint Chiefs of Staff – who both visited several sites in Brazil.

These two visits were supported in a time period during which the FPD was also supporting a significant number of other VIPs and Department of Defense (DoD) in-transit personnel. As a consequence, the FPD was operating in a critical and demanding operational period mission-wise with simultaneous and competing missions.

For example, during the week prior to the chairman's visit, the secretaries of State and Interior were on official visits in Brasilia.



Secretary of Defense Leon Panetta shakes hands with Capt. Kathryn Hillegass, 308th Military Intelligence Battalion, 902nd MI Group, assigned for temporary duty with Force Protection Detachment Brazil. (Courtesy photos)

Even while the FPD was in direct support to the chairman's advance personal security officer, the office also provided three members of the FPD team to support full time those two important visitors as Embassy staff required FPD augmentation.

While the actual collaboration to DoD VIPs security is standardized as to support, FPD Brazil takes those responsibilities with a great deal of seriousness. FPD Brazil, in coordination with the Defense Attaché Office, was in direct contact with those VIPs' personal security details months prior to their arrival. In addition to providing those details – hospital, hotel and defense threat assessments – the FPD also provided route reconnaissance

## FPD Columbia supports U.S. VIPs at summit

By Keith Hafner

Force Protection Detachment Colombia  
special agent in charge

**F**orce Protection Detachment Colombia conducted counterintelligence (CI) support to the President of the United States, Secretary of Defense, Secretary of Defense, Chairman of the Joint Chief of Staff and other high-ranking U.S. dignitaries attending the 6th Summit of the Americas in Cartagena, Colombia, April 14 and 15.

FPD Colombia, based in Bogota, provided direct protective service operations (PSO) and threat briefings for the VIPs, which also included the Commandant of the Coast Guard, Commander of Navy South/4th Fleet, Commander of Marine South, and other senior-ranking U.S. military and cabinet-level representatives.

Highlights included assisting the Secretary of State's advance team with PSO support and providing daily unclassified and classified updates on threat information to the White House Military Office Force Protection officer.

information and obtained weapons permits for the PSO detail.

When those details arrived at each site up to a week before the principal arrived, the FPD picked them up at the airport and began supporting the needs of that detail. Those tasks included running the routes to be traveled, assisting in doing detailed visits of hospitals, hotels and sites to be visited to discuss and ascertain capabilities and a number of security issues at each location.

Further, the FPD was the lead in taking the advance PSO team to meet with host nation security personnel to ensure that convoys, vehicles, motorcycle escorts and site-specific security issues were all positively addressed. Since the PSO agents were not Portuguese speakers, FPD members displayed strong diplomatic skills and a linguistic capability that allowed the security issues to be addressed to mutually acceptable solutions.

During the chairman's visit to Brazil March 28 and 29, the FPD provided two members at Manaus and two in Brasilia to support PSO mission requirements before and during the visit. During the Brasilia part of the visit, the FPD's special agent in charge, at the behest of the SDO/DATT, briefed the chairman one-on-one on the CI/FP posture in Brazil, the high level of military-to-military engagement, and of FPD operations in support of DoD in-transit forces. The chairman thanked the special agent in charge for his service to the nation and for the office's support to DoD forces.

The secretary visited both Brasilia and Rio de Janeiro April 24-26. The FPD supported this visit with three personnel in Brasilia and four personnel in Rio de Janeiro for almost a week before the secretary's arrival. His security lauded the support that Army Counter intelligence Special Agent Stan Raborn and Naval Criminal Investigative Service Special Agent Ben Giese provided in Rio de Janeiro.

A number of critical security issues were reported to the FPD

## Force Protection



Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, converses with Martin Reyes, special agent in charge of Force Protection Detachment Brazil, during the general's visit to Brazil. (Courtesy photo)

special agent in charge as being resolved only because of those two special agents' familiarity with the Rio Consulate, the sites, and the Brazilian police at the local, state and federal level that they had as vital and current contacts.

In the end, both visits elicited high praise for the support that the FPD provided to the PSO and the principal and, most importantly, there were "No" security incidents that arose during those two significant visits.

## FPD Nicaragua supports maritime security conference

**By Timothy Scarboro**

Force Protection Detachment Nicaragua  
special agent in charge

**F**orce Protection Detachment (FPD) Nicaragua served as the U.S. Embassy Managua Department of Defense focal point to provide force protection, coordination, administrative and logistical support to U.S. Naval Forces South/4th Fleet at the Maritime Liaison Unit-Latin America (MARLU-LATAM) Maritime Security Conference 2012.

The FPD assisted MARLU-LATAM with in-country coordination to ensure the April 25 event was a success. MARLU-LATAM hosted the conference in cooperation with the Central American Security Commission (SICA), Central American Commission for Maritime Transport (COCATRAM) and Nicaragua's National Maritime Authority. The theme of the conference was "Central American Maritime Safety and Security Challenges: A Cooperative Response."

More than 120 maritime and security professionals attended the seminar, which was intended to promote increased maritime security awareness among the regional participants, to exchange perspectives on regional challenges and threats, and to foster greater public-private cooperation between the shipping industry and regional maritime forces. The agenda included

senior leaders providing focused presentations on common threats to maritime trade facilitation, specifically threats from transnational organized crime and natural disasters.

Noteworthy speakers included Rear Admiral Roger Gonzalez, commander of the Nicaraguan army's naval forces; Brig. Gen. Mario Perezcassar, Nicaragua's civil defense force chief; Pablo Martinez, Nicaragua's minister of transportation and infrastructure; retired Maj. Gen. Francisco Bermudez, former defense minister of Guatemala; Honduran army Col. Roger Turcios, secretary of the Armed Forces Conference of Central America; Juan Daniel Aleman, SICA secretary general; Otto Noack, COCATRAM executive director; and Manuel Mora, director of Nicaragua's national maritime authority.

Expertise was provided by the Coordination Center for Natural Disaster Prevention in Central America, Nicaragua's chamber of commerce, and executive-level personnel from various international maritime organizations and agencies.

Noteworthy attendees included: Antonio Castellanos Lopez, Guatemalan ambassador to Nicaragua; Juan Jose Figueroa Tenas, El Salvadorian ambassador to Nicaragua; Gabriela Arosemena de Roux, Panamanian ambassador to Nicaragua; Hernan Mena, Chilean ambassador to Nicaragua; and Eliezer Trillos Pantoja, vice president of the Nicaraguan chamber of commerce.





Melody Haase



Victoria Sinclair



Crystal Pettay



Renee Sanchez

# Volunteers receive recognition

By Gregory Ripps

470th Military Intelligence Brigade Public Affairs

**F**our volunteers with the 470th Military Intelligence Brigade Family Readiness Group (FRG) received individual awards at the Fort Sam Houston Volunteer Recognition Ceremony May 2.

The brigade family's award recipients were Melody Haase, 201st MI Battalion; Renee Sanchez, 717th MI Battalion; Victoria Sinclair, 401st MI Company; and Crystal Pettay, Headquarters and Headquarters Company.

"I enjoy volunteering ... and jumped at the opportunity to help support my husband," said Haase, who is married to Staff Sgt. Kenton Haase, a member of the 201st MI Battalion since 2009 and currently a platoon sergeant in A Company. The couple has a teenager, a toddler and a baby on the way.

Her FRG activities have included planning, set-up, take-down, child care and food serving. During the battalion's last deployment, she served as a key caller.

"I am currently A Company FRG leader," Haase said. "I plan to continue as long as I am needed."

Besides FRG activities, Haase serves as special events coordinator and pre-school children's pastor at church and actively supports her older daughter's band booster club and Air Force Junior ROTC booster club at school. Sadly, she and her family are still dealing with tragedy. Three of her daughters were killed in an automobile accident five years ago, and the family is still healing.

"This makes up a huge part of who we are and why we like to help others," Haase explained. "Life is short, and it's better to be a part of the solution."

Sanchez first became involved with FRG activities as a key caller while her husband deployed with the 201st MI Battalion in 2009. However, after the deployment, he transferred to the 717th

MI Battalion, and she was not active with an FRG until a call for volunteers went out at a unit town hall meeting. She jumped in and became the Headquarters and Headquarters Company FRG leader.

"The first event I put together was a Thanksgiving dinner for the single Soldiers," she related. "I arranged for it to be held at the barracks so they wouldn't have to travel far and so they would be able to get a homemade meal."

Sanchez has also put together several other morale-boosting events for the unit in addition to being the full-time mother of four children and a volunteer at her church's nursery. Unfortunately for the unit, her spouse received orders to report to Fort Huachuca, Ariz., in May, so the battalion lost this volunteer.

Sinclair has supported FRG activities in other units where her husband, Capt. David Sinclair, was assigned, but first became an FRG leader when he assumed command of the 401st MI Company in June 2011 and the company FRG leadership position became vacant. At that point she decided to dedicate herself to helping the Soldiers and their families.

"With the help of the brigade family readiness support assistant, Andrea Greene, and Soldiers of the 401st, we have set up events such as a Thanksgiving dinner, Christmas party and multiple fundraisers," she said.

Like the other awardees, Sinclair is a full-time mother, having a boy, 7, and a girl, 3. She belongs to the PTA and helps with her son's school and Cub Scout activities.

At the May 2 ceremony, all four volunteers received awards presented by Lt. Gen. William B. Caldwell IV, Fort Sam Houston and Camp Bullis senior commander, and Col. John P. Lamoureux, 502nd Mission Support Group commander. The theme for the Sam Houston Community Center was "Volunteers ... the Force behind the Force."

*(No response was received from Crystal Pettay by press time.)*

(Photos by Gregory Ripps)



470th Military Intelligence Brigade Command Sgt. Maj. Charles Totoris presents certificates to Sgt. Javaris Cooper (left) as Soldier of the Year and Staff Sgt. Matthew McGinn as Noncommissioned Officer of the Year.

# Soldier, NCO of year announced

By Gregory Ripps

470th Military Intelligence Brigade Public Affairs

After four days of physical and mental exertions, two members of the 470th Military Intelligence Brigade have emerged as their unit's Soldier of the Year and Noncommissioned Officer of the Year.

The brigade named Sgt. Javaris Cooper, of the brigade's 401st MI Company, as Soldier of the Year, and Staff Sgt. Matthew McGinn, of the brigade's 204th MI Battalion, as NCO of the Year.

"The scores were all pretty close," said brigade Command Sgt. Maj. Charles Totoris before announcing the competition results April 13. "It was neck and neck until the very end."

A variety of events filled the week for the six contestants. Staff Sgt. Michael Robinson, who set up and ran the competition, said each event was worth 500 points. The competition began with the Army physical fitness test and included land navigation, five different "warrior training tasks," an essay question, an oral board, a written examination, and a "surprise event" selected by the sergeant major. Announced only minutes before it was to begin,

the surprise turned out to be a six-mile ruck march.

"This was the hardest event because I hadn't expected it," said McGinn, whose battalion is based on Fort Bliss, El Paso. He acknowledged he did well in the quick-paced challenge, in which contestants were scored according to their order of finishing, but he felt his strong points were in the written events and his board appearance.

"I had an idea of what would be asked," he explained. "I have a few years on these other guys."

Cooper, in contrast, said he began to feel good about his overall score when he completed the ruck march. However, he didn't let complacency set in.

"The close competition kept up the tension," he said. "It gave me the incentive to keep doing my best."

Cooper, who became an NCO after attaining Soldier of the Quarter honors, encouraged other Soldiers to enter the quarterly and ultimately the yearly competitions. "Even if you don't win, you earn the recognition of your peers," said Cooper.

McGinn advised Soldiers to find out as much as they can about the competition beforehand and then to study as hard as they can.

## Cooper wins Army South Best Warrior Competition

As *The Griffin Chronicles* prepared to go to press, Army South announced that Sgt. Javaris Cooper has won its Best Warrior Competition in the Soldier category.

The competition, which took place on Fort Sam Houston and Camp Bullis June 10-16, included an Army physical fitness test, land navigation exercise, weapons qualification on the M4 and M9, various warrior tasks, written examination, drill and ceremony, and face-to-face time with a formal military board

consisting of sergeants major.

Cooper was presented with the Army Commendation Medal, a trophy to commemorate the victory, and a commemorative knife.

Sgt. Edward Gribbins of the 717th MI Battalion also participated in the competition. Cooper will go on to represent Army South during the U.S. Army Force Command Soldier of the Year Best Warrior competition.

*(Adapted from an Army South news release by Sgt. Tamika Exom)*



# Ceremony inducts 12 into NCO Corps

By Sgt. Qaasim Jenkins

470th Military Intelligence Brigade Public Affairs

A dozen Soldiers of the 201st Military Intelligence Battalion were inducted into the Army's noncommissioned officer corps in an April 13 ceremony that not only celebrated a milestone in their careers but also held significance for their battalion. The ceremony, rich in Army tradition and symbolism, took place in the Fort Sam Houston Teen Center with family and other senior NCOs witnessing the induction.

Staff Sgt. William Sellars related the history of the ceremony, tracing the roots of the NCO as part of American military culture to the first colonial militia and George Washington's Continental Army. He highlighted the historical importance of those who have held the sergeant major's rank and its role in the Army.

Battalion Command Sgt. Maj. Earl Jacobs spoke next and spoke highly of the NCO Corps, his Soldiers and the 470th MI Brigade, to which his battalion is subordinate. He then introduced the guest speaker, Command Sgt. Maj. Matildo Coppi, currently assigned to the brigade's S3 (operations and training). Within his speech, Coppi talked to the inductees about the importance of inspiration to their roles as NCOs.

"NCOs don't have to bark at Soldiers or resort to the classic mistake of saying, 'That's an order,'" said Coppi, a 22-year veteran of the Army and former command sergeant major of the 717th MI Battalion. "NCOs can accomplish any mission without raising their voice and without getting resistance from their soldiers."

Coppi defined influence as "the act or power of producing an effect without an apparent exertion of force or exercise of command." He then discussed the influence of an NCO as legitimate authority. While conceding there are times when their



The lighting of candles by Soldiers attired in three different Army uniforms highlights the 201st Military Intelligence Battalion's April 13 ceremony for the induction of 12 noncommissioned officers.

will be one-way conversations, he said that that style should not be the only style an NCO uses.

"Positive influence requires respect, trust and rapport between the NCO and the Soldier," Coppi explained. "Negative influence is the waste product of lazy, incompetent NCOs that don't exhibit any sense of standards."

Coppi described influence as the unseen force that stays with a Soldier when the NCO isn't around -- choosing the harder right over the easier wrong when no one is watching. He wanted the inductees to remember that their top priority is the health and welfare of their Soldiers. He said that if the NCO takes care of his or her Soldiers, they will take care of the NCO.

"So today you will step over the line, the line that symbolizes the crossing of the line of authority and increased responsibility," said Coppi to the new NCOs.

The induction came as the 201st MI Battalion anticipates deployment later this year. As these NCOs cross over into newfound responsibility, Coppi said, they will need to cultivate those skills as NCOs with a heightened sense of urgency. Their decision-making, leadership and many other skills will be put to the test as they develop their own individual leadership styles.

Coppi assured the new inductees that their command sergeant major and all the other senior NCOs of the 201st MI Battalion will be there to mentor them.



Command Sgt. Maj. Matildo Coppi (left) congratulates a brand new sergeant while Command Sgt. Maj. Earl Jacobs signs a certificate recognizing those Soldiers newly inducted into the Army's Noncommissioned Officer Corps. (Photos by Sgt. Qaasim Jenkins)



## Single Soldiers retreat

Chaplain (Maj.) Gregory Jackson leads a discussion during the 470th Military Intelligence Brigade Singles Retreat, held at the downtown San Antonio Marriott Rivercenter Hotel May 18 through 20. The brigade chaplain was joined by Chaplain (Capt.) Charles Mallory, 201st MI Battalion chaplain, and Sgt. Qaasim Jenkins in making presentations. (Photo by Sgt. Qaasim Jenkins)



## Map reading

Staff Sgt. Dwayne Meyers (center) goes over some points on a map with other Soldiers during land navigation training on Fort Sam Houston March 15. The Soldiers belong to the 470th Military Intelligence Brigade Headquarters and Headquarters Company. (Photo by Gregory Ripps)

## Action photos

The *Griffin Chronicles* likes to publish “action shots” and other photographic images that are out of the ordinary. Please contact the editor by calling (210) 295-6458 or e-mailing [470mipao@mi.army.mil](mailto:470mipao@mi.army.mil) for photo image guidelines.

Also, check out the brigade’s Facebook page. If you have your own Facebook page, you can find “470th Military Intelligence Brigade” through your page. You will see the latest articles about and of interest to the brigade as well as photos that won’t be published elsewhere.



## Newest civilian

Maj. Mark Campbell, S1 (human resources manager) for the 470th Military Intelligence Brigade, swears in the organization’s newest civilian, Rene Melendez, May 21. Formerly a noncommissioned officer in the brigade, Melendez now works for the 717th MI Battalion on Lackland Air Force Base. (Photo by Gregory Ripps)





## Women's History Month

"When we celebrate this month, we can celebrate our own daughters and granddaughters.... When women work at it, they can achieve it."

- Texas State Sen. Leticia Van de Putte  
(Photo by Gregory Rippes)

## Days of Remembrance

"All people ... have a tendency to do evil or to do good. ... For the sake of survival, some will give in to evil, but others will resist.:"

- Holocaust Survivor Dr. William Samelson  
(Photo by Sgt. Qaasim Jenkins)



## Water polo

An early morning game of water polo is among the physical training events that have been scheduled for 470th Military Intelligence Brigade officers and warrant officers to "enhance esprit de corps and improve unit morale." This event took place at the Jimmy Brought Fitness Center April 12. (Photo by Sgt. Qaasim Jenkins)





470th MI Brigade  
Military  
Intelligence  
Ball  
April 5



(Photos by Gregory Rippes)





## News in Photos



### Microscope for Honduras

Anthony Fors (left), Force Protection Detachment-Honduras chief, joins Dr. Rony Flores, of the health clinic in San Luis, Honduras, and Ivan Santos, the village's major, in showing off a microscope upon its arrival from the United States. Members of the 470th Military Intelligence Brigade arranged to have the microscope donated to the Honduran clinic. (Courtesy photo)



### Congressional staff visit

Thomas Perkowski (second from left), on the staff of U.S. Rep. Sylvestre Reyes, stands with members of the 204th Military Intelligence Battalion before a static display of an A-M4 aircraft. Battalion members are (from left) Warrant Officer Marshall Stewart, signals intelligence technician; Lt. Col. Glenn Lapoint, battalion commander; and David Torres, deputy S3 (operations and training) officer. During Perkowski's April 20 visit to the battalion at Fort Bliss, Texas, he received a briefing on the battalion's overall operations. (Photo by Chief Warrant Officer 4 Wilkie Pietri)



### Southern Command office call

Col. Pierre Gervais, 470th Military Intelligence Brigade commander, welcomes members of the U.S. Southern Command Headquarters J2 (intelligence) staff at brigade headquarters May 9. Standing with the commander are Juan Pons-Lugo (on his right), Col. Jon Rice and Scott Duarte. The three SOUTHCOM visitors received briefing on current brigade missions and operations. (U.S. Army photo by Gregory Ripps)

### Safety first

A Soldier goes down his checklist prior to "saddling up" for a safety ride into the Texas Hill Country March 30. (Photo by Sgt. Qaasim Jenkins)







## Golf tournament

Members of the 470th Military Intelligence Brigade organized a golf tournament held at the Willow Springs Golf Course May 4. The brigade's motto, "Truth, Security, Loyalty" inspired the naming of the entry levels. The tournament benefitted the Griffin Fund, which enables brigade members to fund unofficial unit functions and community outreach activities.



(Photos by Sgt. Qaasim Jenkins and Gregory Ripps)





(Photo by Sgt. Qaasim Jenkins)



(Photo by Sgt. Qaasim Jenkins)



(Photo by Gregory Ripps)

# Squad Training Exercise

Headquarters and Headquarters Company  
Salado Park  
March 29

(Photo by Gregory Ripps)



(Photo by Gregory Ripps)

