

Happy  
New Year!

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# REDLEG Update

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The United States Army Field Artillery Branch's Newsletter

01-12:January 2014



## From the Command Sergeant Major's desk

As we begin the New Year, I'd like to open this edition of the *Redleg Update* by welcoming everyone back from their holiday vacation, and by offering congratulations to this year's Knox, Hamilton, and Gruber award winners {Please see Page 3}.

Beginning with this edition, we will feature a guest writer (a senior NCO) who will address different topic areas. This article, as well as those printed in the future, will be found under the heading of "Top Line." {Please see Page 5}. This month's article focuses on leadership and was written by 1SG Alan J. Muilenburg from the Cornerstone Brigade.

In addition, throughout the past few weeks I've received a great deal of feedback and questions regarding the possible mergers of certain MOSs within CMF-13. I want to ensure everyone is tracking the intent behind modernizing these MOSs as it relates to the Modernization of Field Artillery

Fires, particularly as we transform the enlisted force into the Field Artillery Soldier of 2020. In the previous edition, I said I would address specific enlisted initiatives, and I spoke of possible mergers, redesigns, and the future of several of our MOSs.

To keep pace with the new ARSTRUC, the downsizing of the Army, and modernization of Field Artillery Fires, the Commandant and I are in the process of starting some initiatives to help transform and sustain our enlisted force. The first, in progress, is the 13F redesign. The intent of the 13F redesign is to provide a methodology that will facilitate an integrated, sequential, and progressive life-long learning for Soldiers from AIT to Senior level (using the Army learning model and leader development strategy). The second, in progress, is the 13D/P (Fire Control Specialist) merger. The intent of the merger is to build a better model for professional development,

eliminate course redundancy, build a sustainable MOS for the future, and more importantly build a more diverse Field Artillery NCO.

These two initiatives will culminate under Modernizing Field Artillery Fires for 2020 within the enlisted force. The end result being four MOSs instead of the current seven. As the Army continues to downsize, we have to ensure our MOSs are sustainable, the best training is provided, and Soldiers are offered the best assignment/promotion opportunities to ensure we produce the most capable and well-trained Field Artillery NCO.

Our plan moving forward is: 1) follow through with the 13D/P merger and the 13F redesign (continuum of learning); 2) merge the 13B and 13M MOSs (Fires crewman); and 3) set the stage for elimination of the 13T MOS.

We're in the initial phase of designing the MOS specifications



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## From the CSM's Desk ...continued

**Purpose:** Founded in 2011, the *Redleg Update* provides past and present Field Artillery leaders with a monthly update of informational highlights to assist in their individual, collective and professional training efforts, as well as report on activities occurring throughout the Field Artillery community.

**Official Distribution:** The *Redleg Update* is distributed by the Commandant of the U.S. Army Field Artillery to key members of the Field Artillery chain of command across the U.S. Army. Past and current editions are also archived on FKN @

<https://www.us.army.mil/suite/files/34549741>

*Daniel Moriarty*

CSM Daniel Moriarty  
Command Sergeant Major of the  
Field Artillery

**RFIs, Notes, and Notices:** To submit a Request for Information (RFI), please email the POC listed below. The FA Commandant's Office will acknowledge receipt of RFIs within 24 hours and will attempt to provide an answer within 72 hours.

**Points of Contact:** We appreciate those who have provided announcements, notices, articles and lessons learned.

Additionally, if you have a story of interest or wish to initiate a discussion on any topic or issue facing the Field Artillery community, contact Mr. John Folland, (580) 558-0831, or the editor of the *Redleg Update*, Ms. Sharon McBride, Field Artillery STRATCOM officer, (580) 558-0836.

Hot Link Legend:

Green = Open Source on WWW

Red = CAC Card enabled  
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for 13B/M (Fires Crewman), once drafted, we will then identify the critical tasks for this new MOS. The current PMAD (personnel management and authorization document) and the UAD (updated authorization document) have made it clear there is no growth in the 13T MOS for the foreseeable future. Based on that and the fact the metro portion of the MOS is accomplished through the profiler (digitally), we've decided it's time to look seriously at an elimination. We've been presented with three COAs, which include

a possible ASI for survey, a material solution, or a possible merger). There will be much more to follow on these initiatives and we welcome any thoughts or concerns. We are confident these initiatives will allow us as Field Artillerymen, to stay relevant and to set the conditions for the future our branch.

As always, I encourage and welcome any feedback or questions you may have. If you have not done so already, I encourage you and your Soldiers to visit my Facebook page @

<https://www.facebook.com/pages/CSM-of-the-Field-Artillery/418766494912364>

## Warfighting Forums

The Field Artillery Warfighting Forums offer an opportunity for communication, collaboration, and coordination of the Army's Fires Brigades, SBCT, ABCT and IBCT Fires Battalions, Div/Corps Chiefs of Fires and the CTCs.

SBCT WfF - 13JAN14 11:00-12:30 (SIPR)

<https://connect.dco.dod.mil/ssxviiigrp3>

IBCT WfF - 14JAN14 10:00-11:30 (SIPR)

<https://connect.dco.dod.mil/ibctfabnwff>

SBCT WfF - (FA Breakout session) - 16JAN14 11:00 - 13:00 (NIPR)

<https://connect.dco.dod.mil/ssxviiigrp3>

ABCT WfF - JAN/FEB 13:30-15:00 (SIPR)

<https://connect.dco.dod.mil/hbctfabnwff>

FiB WfF - TBD 16:00-17:30 (NIPR)

<https://connect.dco.dod.mil/fibwff>

IBCT WfF - (FA Breakout session) - TBD 10:00 - 11:30 (NIPR)

<https://connect.dco.dod.mil/ibctfabnwff>

ABCT WfF - (FA Breakout session) TBD 10:00 - 11:30 (NIPR)

<https://connect.dco.dod.mil/hbctfabnwff>

## 2013 Field Artillery Henry A. Knox Award

**Alpha Battery, 2nd Battalion, 15th Field Artillery, 2nd Brigade Combat team,  
10th Mountain Division, Fort Drum, NY**

While deployed to Paktika Province in Afghanistan, A Battery operated three firing platoons from five different firing points and a Security Force Advise and Assist Team (SFAAT). The battery fired over 2,600 rounds in support of combat operations with superior results, to include a consistent counterfire battle plan from their forward operating base. They are also the first unit in Regional Command-East to achieve confirmed effects on target with Excalibur – a precision-guided cannon artillery munition. In addition, they developed and executed a superb safety



program that was recognized by the National Training Center and Army Safety Office and achieved second

place for battery/company reenlistment goals within the 10th Mountain Division.

## 2013 Field Artillery Alexander Hamilton Award

**Bravo Battery, 1st Battalion, 121st Field Artillery with the Wisconsin ARNG**

Bravo Battery had the distinct honor of being the first National Guard unit in the nation to assume the mission of firing the M142 High Mobility Artillery Rocket System (HIMARS) in combat. Historically, the HIMARS mission has been accomplished exclusively by active component battalions.

Bravo Battery's training plan paved the way for any National Guard Field Artillery units that will mobilize and deploy in the future. They set the standard by having a very deliberate, aggressive and resourceful pre-deployment training program, leveraging expertise and experience from active component HIMARS battalions. While deployed, Bravo Battery conducted

their mission with a level of professional and expertise that quickly earned them the respect and trust of the Special Operations Task Force that they supported.

In addition to a stellar mobilization and deployment, Bravo Battery also distinguished themselves with notable acts of selfless service. While traveling along the New Mexico Highway between training sites, three Bravo Battery Soldiers came upon a civilian traffic accident. With little regard for their personal safety, these Soldiers rendered life saving aide and maintained control of the scene



until medical personnel arrived. All three, for their heroic efforts, will receive awards at the next year's National Guard Association of the United States Convention.

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# 2013 Field Artillery Edmund L. Gruber Award

## SFC Christopher R. Schuerger and 1LT Nathaniel Holcomb

Based on accomplishments toward innovation in Field Artillery doctrine and training, development techniques, tactics and procedures, and mission accomplishment – there was a tie for this year’s winner.

This award recognizes an outstanding Field Artillery Soldier for superb individual thought, innovation and overall excellence that results in significant contributions to or the enhancement of the Field Artillery’s war fighting capabilities.

**SFC Christopher R. Schuerger (3rd Squadron, 2nd Cavalry Regiment)** – currently serves as Fires Advisor on Security Force Assistance Team (SFAT) in 3/2 CR. Even though he serves as a cannon crewmember in Military Occupation Specialty (MOS) 13B, he performed duties outside of his military field of expertise.

His extra effort and focus on maintenance and clearance of fires procedures resulted in the successful employment of his partnered Afghanistan National Army (ANA) Field Artillery Battalion. He facilitated and led his ANA counterparts through a Live Fire Exercise and then mentored other SFAT trainers supporting other ANA battalions.

Through his active role, he established a common operation picture for the deconfliction of fires, maintenance and training between the International Security Assistance Force (ISAF) and the Afghan National Security Force (ANSF). His efforts resulted in multinational training with no safety violations and a record number of ANA sol-

diers trained to standard.

**1LT Nathaniel Holcomb (B Battery, 1-41 FA)** – while serving as cannon platoon leader in Afghanistan, his platoon fired more than 300 rounds in support of combat operations. As a platoon Fire Direction Officer, Holcomb and his platoon received a firing mission, but the range was too great for the automated system to compute a firing solution to engage the target. Rather than simply reporting that the target was out of range, 1LT Holcomb found an alternate firing location that would allow his howitzers to range the target, repositioned his platoon and destroyed the target. Through his perseverance and dedication to mission accomplishment, his platoon was able to engage and destroy the enemy.



**1LT Nathaniel Holcomb**  
(B Battery, 1-41 FA)



**SFC Christopher R. Schuerger (3rd Squadron, 2nd Cavalry Regiment)**

**IT'S A TIE!**

# TOP LINE

**stan•dard** noun \ 'stan-dərd \ : a level of quality, achievement, etc., that is considered acceptable or desirable

**dis•ci•pline** noun \ 'di-sə-plən \ : a way of behaving that shows a willingness to obey rules or orders

## From One Leader to Another *Standards and Discipline*

By ISG Alan J. Muilenburg

Dating all the way back to the birth of the Nation until Valley Forge in 1778 the Revolutionary Forces were little more than civilians fighting against a highly disciplined British Army. General Washington's men had endured many hardships and losses at the hands of the British. General Washington recognized the need for a more disciplined force in order to defeat the British and enlisted the aid of Baron Friedrich von Steuben. Von Steuben wrote drill movements and regulations at night and taught them the following day. He clearly outlined the standards in writing the movements and regulations governing company drill. In his teaching the very next day he instilled discipline by training the men to respond without hesitation. The history of standards and discipline and the relationship with The Army Profession were forever joined in the first Army Field Manual The Regulations for the Order and Discipline of the Troops of the United States, also known as the "Blue Book."

As The Army Profession and the NCO Corps moves toward the year 2020 the importance of standards and discipline will be paramount. The ability of the NCO Corps to quickly digest new doctrinal manuals and terms and teach them to their subordinates in a timely manner will allow the entire force to speak the same language regardless of their specialty. This will require the discipline of the NCO Corps to spend the time reading these new manuals and having the discipline to enforce the standards outlined by our senior leaders. Far too often, in today's force, you will hear the term used by junior leaders "that is how we have always done it" setting a standard that cannot be referenced in any regulation. Leading the next generation down the path of "we do it that way just because we were told to." We as leaders should not tolerate our peers or subordinates conducting any activity without the appropriate reference on hand. All training must be conducted in accordance with the regulations. This

requires a little more time. However, you can rest assured, when your Soldiers know you have prepared to train them to a provable standard and they are expected to perform to that standard every time, even if left to perform the task on their own. Be present to certify them on accomplishing the task no matter how small. Letting your subordinates know they have met the standard is a stepping stone for them to pass along the standard to their subordinates. A great example of this is PMCS of equipment. Without the manual how do we ensure the equipment we use to fight and win our Nation's wars is capable of executing when called upon? Disciplined Soldiers know the standard and adhere to it even when no one is watching. These Soldiers have had leaders in their career who have given a task and made the time to check to ensure the standard was met.

If we as NCO's continue the lessons learned from your basic training days where the task, condition, and standards were clearly outlined and taught, and every Soldier knew exactly what was required to achieve excellence, then the next generation of NCO will not be questioned on being technically and tactically proficient. If you use this thinking in the execution of all of your daily activities you will become more proficient and doctrinally sound leader for your Soldiers. Reference before you speak it is okay even if it takes you time to get the right answer. Better to be correct than to face the consequences of going back and having to start from the beginning. Skirting the standard with your initial effort will only create more work for you and all involved in the long run. There is a set of directions for everything you will encounter in the Army. As a leader these directions are the regulations and they cover things as simple as how to put a uniform



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## Top Line...continued

together to how to write an NCOER. All you have to do is reference. How many times do we as leaders have to “red ink” the work of our subordinates but fail to follow through with mentoring them on what the standard is, and enforcing them to have the discipline to execute correctly after they understand the standard?

The most difficult person to enforce standards on is you. From making those on the spot corrections in the PX, when all you want to do is eat your lunch. The on the spot correction is the most basic way to enforce standards and discipline. To execute, you must first know the standard. The Soldier you are correcting may be of a higher rank than you and having knowledge of the regulation will demonstrate your professionalism. Take responsibility for when you as a leader fall short of the standard. Learn from your seniors, peers and subordinates. Everyone has something to bring to the table and you may learn from another perspective on the regulation.

NCO's at all levels need to accept the responsibility for developing the officers in standards and discipline. There are many ways we as an NCO corps can do this. In-ranks inspections, conducting counseling, performing long weekend checks, and visiting Soldiers in their living space all demonstrate enforcing the standard and the discipline to conduct these tasks in accordance with regulation and guidance. Young officers will long remember the NCO who took the time to sit and explain the task, condition, standards. They will soon forget those who take short cuts just to get the task off the plate. Your professionalism starts at first call and continues long after retreat. Being a bearer of standards and an enforcer of discipline is not easy but it starts with one and permeates through a unit.

A good experience that reinforced the importance of standards and discipline came during a rotation to the National Training Center (NTC) in March of 2012. I was serving as a 1SG in an MLRS firing battery with support attachments to provide general support artillery fires to the 3rd BCT, 3ID. My Battery Commander had been in command for less than 90 days and quickly identified and communicated to every Soldier in the unit his intent. The platoon leaders were fresh out of BOLC and had only received minimal training on the employment of the MLRS weapon system. The platoon sergeants were seasoned Staff Sergeants, competent in the employment of the weapon system and eager to perform at the next level of leadership. As a newly promoted First Sergeant, having two years

as the First Sergeant of this unit, I sought the guidance of my Battalion and Brigade Command Sergeants Major on the challenges my unit was facing with a new leadership team. In concert, they both told me to be successful at the NTC it takes strict adherence to standards and discipline. Units go to a training center to identify their training weaknesses but if the unit has a solid grasp on standards and discipline they can focus on their combat skills. Control the tasks you can control and you will be successful. Daily leadership tasks such as accountability of sensitive items, keeping Soldiers in uniform, maintaining perimeter security, providing for health and welfare, and placing the proper emphasis on safety during convoy briefings demonstrated the discipline of the unit. My commander laid out what he wanted to accomplish during the rotation before we departed home station. I added in standards and discipline in line to support the Commander's intent which defined a path to success. We had complete buy in throughout the Battery leadership of our defined standards from our home station. We integrated the standards from the unit we were in support of by gathering this information during a leadership exercise the Battery Command team attended prior to the rotation. At the end of the rotation, we were the only Company sized element not to lose a sensitive item, have a safety incident or an injury to a Soldier during the entire rotation. The entire junior leadership of the Battery held up the standard placed before them and had the discipline to self police while achieving or exceeding the Commander's intent.

“Back to the Basics” to me as a leader means back to standards and discipline. In the Army's Surveys conducted in 2012, we as a force asked for the return of standards and discipline. As leaders we need to ensure our subordinates have defined standards that are measurable and achievable. Our subordinates must have the discipline to achieve and enforce these standards and regain our place with the people we defend as a profession of expertise and trust.

If you would like to learn more about this topic it is recommended that you read the following publications and references: *ADP 6-22 Army Leadership, 1 August 2012*; *ADP 1 The Army September 2012*; *FM 3-21-5 Drill and Ceremonies*; *Center for Army Profession and Ethic: Standards and Discipline Handout*; *Center for Army Profession and Ethic: Senior Leader Guide Standards and Discipline*; *Army Times: Soldiers seek return to traditions, discipline April 3 2012* by Michelle Tan.