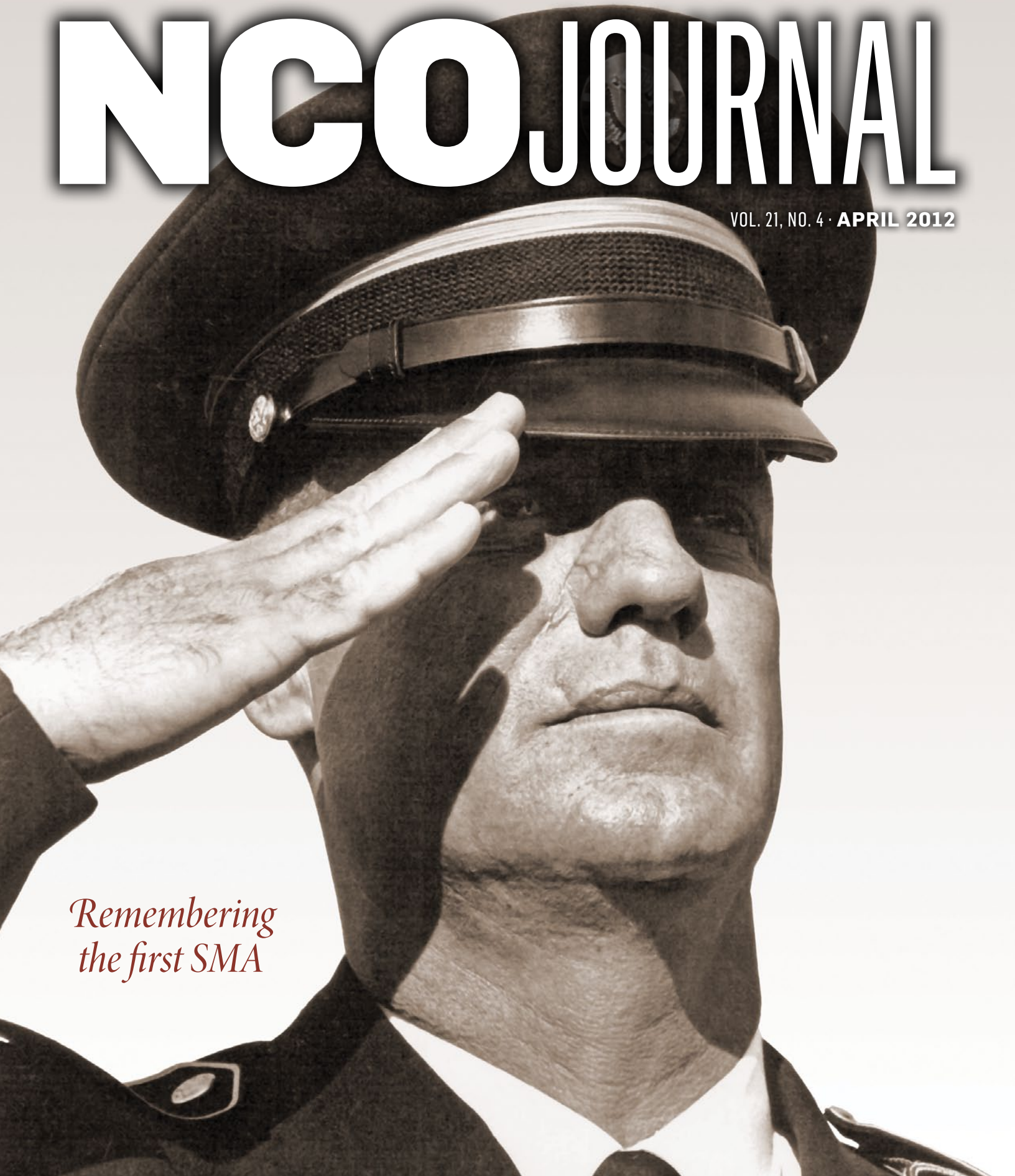
NCO JOURNAL

VOL. 21, NO. 4 · **APRIL 2012**



Remembering the first SMA

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April 2012

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ON THE COVER: William O. Wooldridge renders a salute July 11, 1966, during his swearing-in ceremony as the first sergeant major of the Army. PHOTO COURTESY OF THE U.S. ARMY MUSEUM OF THE NONCOMMISSIONED OFFICER

NCO JOURNAL

The Official Magazine of NCO Professional Development

VOLUME 21, NUMBER 4

Published monthly at the United States Army Sergeants Major Academy

The NCO Journal (ISSN 1058-9058) is published monthly by the U.S. Army Sergeants Major Academy to provide a forum for the open exchange of ideas and information pertinent to the Noncommissioned Officer Corps; to support training, education and development of the NCO Corps; and to foster a closer bond among its members. Views expressed by individual authors are not necessarily the official views of or endorsed by the U.S. Government or the Department of the Army.

The secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by the law of the department. Funds for printing this publication were approved by the secretary of the Army in accordance with the provisions of Army Regulation 25-30.

Periodicals postage paid at Fort Bliss, Texas, and additional mailing offices.

The NCO Journal
U.S. Army Sergeants Major Academy
Attn.: ATSS-SCN, 11268 SSG Sims St.
Fort Bliss, Texas 79918-8004
(915) 744-1046 · DSN: 621-1046
http://www.facebook.com/NCOJournal

Wooldridge realized our potential as NCOs

BY SGT. MAJ. OF THE ARMY RAYMOND F. CHANDLER III

EDITOR'S NOTE: *The following is an excerpt of remarks delivered by Sgt. Maj. of the Army Raymond F. Chandler III at the funeral of the first sergeant major of the Army, William O. Wooldridge, March 13 at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.*

Our Army is a magnificent thing, and one of the things we should remember is those who have come before us.

My first experience with Sgt. Maj. Wooldridge was during an office call when I became the command sergeant major of the Sergeants Major Academy. He kept looking at me in a way that I found a little disconcerting. Some of you have probably felt that gaze. He said, "We're glad that you're here, sergeant major, and you'll do some good things. But you need a haircut."

I'm not sure all of you realize just how it feels, as a sergeant major, to be corrected by a sergeant major. But I learned a valuable lesson that day — to never be too full of yourself. I realized that there are other people who are watching you and who have something to tell you.

People have asked me what the sergeant major's legacy is. I believe it was to establish the office of the sergeant major of the Army and the position therein. There have been 13 other sergeants major of the Army since him, and each one of those men has basically followed the same guidelines and principles laid down to Sgt. Maj. Wooldridge: to be involved, to be the advocate for enlisted Solders and their families, to focus on noncommissioned officer education and the training of our Army, and to be a concerned advocate for family programs and quality of life.

We've all generally done that over each of our tenures as sergeants major of the Army, but he set the principle and the guideline for how it was to be.

The second story I want to share is of a day a couple of years ago when the Army saw fit to transition the commandant position at USASMA from an officer position to a sergeant major position. On that day, I noticed Sgt. Maj. Wooldridge was visibly moved.

He said, "This is the proudest day of my life." I said, "Why? You were the first sergeant major of the Army. You have a wonderful family. Why is this day the proudest?" He said, "Because this truly signifies everything I tried to do, starting in 1966, to realize the potential of noncommissioned officers."

That's always stuck with me that this man saw, in 2009, his dream and vision from 1966 manifest itself. I'm not sure many of us could say that we would be able to see, some decades later, the fruits of our labor.

He didn't tell me I needed a haircut that day. But the fact that he made the effort, so many years later, to be a part of the Army he loved is truly a testament that each and every person who wears the uniform should try to emulate. It is, as he said, about the Soldier. It's not a tank or an aircraft, it's people. And Sgt. Maj. Wooldridge was all about the people.

From left, William O. Wooldridge, the first sergeant major of the Army; his wife, Patty; Raymond F. Chandler III, then the command sergeant major of the U.S. Army Sergeants Major Academy and now the 14th sergeant major of the Army; and then-Sgt. Maj. of the Army Kenneth O. Preston join other Soldiers and family members in singing "The Army Song" during the opening ceremonies of the Sergeants Major Course Class 59 on Aug. 8, 2008, at the academy at Fort Bliss, Texas. PHOTO BY STAFF SGT. MARY E. FERGUSON

Although we are laying to rest one of our greatest, I think each of us in uniform will see him on Fiddler's Green one day. And you must be prepared for inspection and ensure that you are squared away as he was by the example he set.

Thank you, Sgt. Maj. Wooldridge. We'll see you on the high ground.

News and information NCOs need to

BE, KNOW, DO

NCO JOURNAL

Congress told troops' concerns

Top NCOs explain their main worry: budget cuts

BY C. TODD LOPEZ
Army News Service

The senior enlisted advisors for the four military services met on Capitol Hill Feb. 17 to discuss with lawmakers the top issues on service members' minds.

It turns out that for many, it's the same as what's on lawmakers' minds: the budget.

"I was asked questions, beginning in April all the way to September — 'What do you mean the Army can't pay me?'" said Sgt. Maj. of the Army Raymond F. Chandler III, relaying the words of Soldiers who had been concerned about Congress' continuing resolution last year. Without an approved Defense Appropriations Act, some Soldiers mistakenly believed that they might not get paid.

Chandler joined Master Chief Petty Officer of the Navy Rick D. West, Sgt. Maj. of the Marine Corps Micheal P. Barrett and Chief Master Sgt. of the Air Force James A. Roy at a hearing of the House Appropriations Committee's subcommittee on military construction, veterans affairs and related agencies.

Budget concerns still weigh on service members' minds as lawmakers try to find a way to balance the federal budget. Lawmakers who were part of the "super committee" last year were looking to find $1.2 trillion in savings within the budget, and were unable to reach a compromise. Now, as much as half of that amount could automatically be cut from the Defense Department through "sequestration," and service members are concerned what that will mean for them.

"It's a very eye-opening experience," Chandler said. "I think the concerns raised in media about the impact of the election year and whether or not there will be an appropriations and authorization bill signed is on people's minds. The last thing we want to have is for some Soldier, sailor, airman or Marine deployed in harm's way being concerned about whether or not they are going to be paid. That's something we don't need these young people to be concerned about."

Barrett said that when he had talked to

◀ **Sgt. Maj. of the Army Raymond F. Chandler III speaks with students Aug. 13 at the Fort Bragg, N.C., NCO Academy. In February, Chandler relayed to lawmakers on Capitol Hill the questions and concerns of the Soldiers he's spoken with during forums like this one.** PHOTO BY SGT. JESSICA KUHN

Marines about the effects of a continuing resolution, some of them had considered visiting "the snakes" to make ends meet — a term Barrett said they use to refer to the predatory loan industry prominent outside military installations. "They are still finding a way to put 400 percent on top of a loan for you to pay it back," he said.

Service members also are concerned about their retirements with rumors of changes being considered as part of budget-trimming efforts. The senior enlisted advisors said retirement is not something that should be on the minds of young people in uniform.

"It is a distractor," Roy said. "I don't need young airmen focused on retirement. I need young airmen focused on upgrade training. I need young airmen focused on mission. I don't need them to be worried on their retirement and compensation.

"That is the No. 1 thing I hear from airmen and from families," he added. "There is uncertainty out there and we are trying to keep focus on the mission."

Service members who want to stay in uniform also are going to find it harder to do so. The Army and the Marine Corps, for instance, are cutting personnel. That means fewer fresh faces coming in the front door, service members possibly retiring before they expected, and service members in the middle of their careers finding it tougher to meet re-enlistment standards.

"They want to know who we are going to go fight next," Barrett said. "They want to know about advancements in full-spectrum battle equipment, [and] they want to know what they need to do to stay in the corps."

Retention, Barrett said, is going well; the service is meeting its goals. But, he said now "the best get to stay. We get to be choosey — very choosey."

The Marine Corps is operating on a tiered rating system, he explained, with tier I through tier IV. "We're only keeping tier I and tier II," and that, he said, means having the best fitness scores, performing well in the martial arts program, having education in order, and shooting well on the range.

What they will do after military life is also on service members' minds. Chandler said there are "tremendous concerns" among Soldiers leaving the Army given the state of the economy and the job market. The services are working to make the transition smooth for service members, he said.

"A major focus for me personally and the rest of the Army this year is to really refine our transition assistance program with the help of [the Veterans Affairs and Labor departments], and to put our kids in the best place we can to make sure they have a dignified transition out of the service and back into the rest of American society," he said.

Barrett said the Marine Corps is developing a program in which Marines, from the moment they enter the corps, are prepared for an eventual return to civilian life — as either college students, vocational students, entrepreneurs or employees.

"You're going to be taught along the way … which path do you want to take when it comes time for you to leave?" he said. "From the second you join to the time you want to leave, you're being educated on what pathway that you want to take. So when it comes time to leave, you are better prepared." ⩔

VERBATIM

"We are committed to accomplishing these [personnel] cuts in a controlled and responsible manner. But I want to stress — even though we are in a transition, our mission has not decisively changed. It's to prevent war by our capacity, readiness and modernization; shape the environment in which we operate; and when called to combat, fight and win our nation's wars decisively."

— SGT. MAJ. OF THE ARMY RAYMOND F. CHANDLER III Feb. 23 during a roundtable discussion on Soldier professionalism.

Army Emergency Relief kicks off 2012 campaign

Army Emergency Relief announced March 1 the start of its annual AER Campaign, which runs through May 15 with the theme of "A Strong Tradition of Soldiers Helping Soldiers." Established during World War II to ensure there was an agency available that could provide prompt financial assistance for Soldiers and their families, AER provides emergency financial assistance in the form of no-interest loans or grants. In addition, AER provides scholarships to children and spouses as well as financial support to widows and wounded warriors. More: http://j.mp/ap12aer

Changes to strengthen military health systems

A new governance structure will make the military health system more effective and produce savings, and the system's 9.8 million beneficiaries will never miss an appointment, said Dr. Jonathan Woodson, the assistant secretary of defense for health affairs and director of the TRICARE Management Activity. "Our defense health program budget was about $19 billion in 2001, [and] this year's budget is about $53 billion," he said Feb. 24. "So we clearly need to not only focus on accessing quality care, but [also on] producing value for the … money we're spending." More: http://j.mp/ap12health

Troops, vets to benefit from bank settlement

Thousands of service members and veterans whose homes were wrongfully foreclosed on, or who were improperly denied lower mortgage interest rates in the national housing crisis can receive "significant relief," President Barack Obama announced March 6. "It is unconscionable that members of our armed forces and their families are among those who were most susceptible to losing their homes due to the

BRIEFS CONT. ON PAGE 7 →

Brigades to be matched to regions

ARFORGEN cycles will be tailored to combatant commands

BY C. TODD LOPEZ
Army News Service

The Army's chief of staff, Gen. Raymond T. Odierno, has already said the Army will attempt to provide better support to combatant commanders — the Department of Defense-level commands responsible for U.S. military interests across the globe. Now, the Army may assign units within the Army Force Generation model's reset, train and available phases to specific combatant commanders

"We will adjust the process where active-duty and reserve-component units advance through a reset phase, a training phase and an available phase, and prioritize their training and planning in support of a specific combatant command and mission sets," Odierno said Feb. 24 during the Association of the U.S. Army's Institute of Land Warfare Winter Symposium and Exposition in Fort Lauderdale, Fla.

Odierno said the concept gives combatant commanders the ability to reach out to units, to include them in planning and "to include them in what they are trying to do in order to shape their region."

The process would also allow associated brigades to become familiar with particular regions, he said. More brigades will understand what's going on in the Pacific, for instance, or there could be brigades associated with the Middle East or doing exercises with NATO partners.

"It's the ability for us to project our capabilities across all the combatant commands," Odierno said. "It'll be for the development of our leaders; it'll be good for establishing strong relationships."

By the end of fiscal year 2017, the active-duty Army will decrease its end strength from 570,000 to 490,000. The Army National Guard will reduce from 358,000 to 353,000, and the Army Reserve has reduced to 205,000.

Decreased end strength will result in at least eight fewer active-duty brigade combat teams, Odierno said, and the Army will go from 45 BCTs to 37. The first two reductions will happen in Europe. There, the 170th Infantry BCT will inactivate in fiscal year 2013, and the 172nd Infantry BCT will inactivate in fiscal year 2014.

Remaining decisions on who will deactivate have not yet been made, he said.

Odierno asked the Army's Training and Doctrine Command to lead an analysis of BCT design.

"Modularity has served our Army very well, and we will not walk away from it," he said. But "we now have the time and opportunity to study and recommend changes to our BCT organization."

> **"We can fight two Desert Storms if we have to. What we can't fight right now is two Iraqs that go on for eight years."**
>
> **— GEN. RAYMOND T. ODIERNO**

Early feedback from that analysis indicates "that significant flexibility and capability would be gained by adding a third maneuver battalion and more engineers to our brigade combat teams," he said.

If a decision is made to do that, he said, it could cause the Army to reduce further the number of brigade combat teams, from what is planned at 37 to possibly 32 or 33. "Such a reduction represents an investment in the overall number of battalions in combat formations, while reducing overhead with brigade-level headquarters," he said.

Even with troop cuts and brigade combat team cuts, Odierno said he believes the Army can still be an effective fighting force.

"From a combat perspective, I believe with 490,000 [Soldiers], and 32 brigades or 37 brigades, with 20 brigades of aviation and with the amount of engineers we have, I do believe we could fight two simultaneous wars," Odierno said. "My concern is if they become [extended], that would be a problem. We can fight two Desert Storms if we have to. What we can't fight right now is two Iraqs that go on for eight years."

To handle a counterinsurgency like in Iraq, Odierno said, the Army will need to get more nations involved. "It can't be just the U.S."

BY THE NUMBERS

8 Minimum number of brigade combat teams expected to be inactivated Armywide

The first two announced to be inactivated:

170TH INFANTRY BRIGADE COMBAT TEAM, Baumholder, Germany; to inactivate in fiscal 2013

172ND INFANTRY BRIGADE COMBAT TEAM, Grafenwöhr, Germany; to inactivate in fiscal 2014

SOURCE: ARMY.MIL

ASK NCO NET

‘Broadening’ one’s career

*Each day, NCOs share their knowledge and experience on NCO Net (*https://nconet.army.mil*) the official forum for NCOs. Summarized here are some recent exchanges:*

What are your thoughts on “broadening” assignments like drill sergeant, NCO Education System course instructor, Warrior Training Unit squad leader and recruiter? They are supposed to make you a better candidate for promotion. How can the Army advertise these opportunities and maximize participation?

- “There needs to be better communication down the chain to maximize participation. The problem is many in higher leadership positions are so busy playing politics and looking out for their careers, they drop the ball on letting other career Soldiers know what is available or just inform their friends. There needs to be a better way of identifying those who are using and playing the system. That way, those who are deserving get the chance to really move up and shine.”
  — MASTER SGT. DONICE SMITH, *Community-Based Warrior Transition Unit, Sacramento, Calif.*

- “The term ‘broadening assignments’ is simply how the Army tries to lure NCOs into more demanding jobs, but with no real way to see how these assignments actually help you get promoted. The issue isn’t that people don’t know about them, it’s that they don’t *want* to hold them. I’m not saying NCOs are selfish, just that few, if any, of us will actually say, ‘Yes, give me longer hours and more work, take me away from my family longer, and I don’t care that you can’t really show me how this is going to help my career.’”
  — SGT. 1ST CLASS PAUL BERGMAN, *platoon sergeant, 529th Regimental Support Company, 4th Battalion, 3rd U.S. Infantry Regiment (The Old Guard), Joint Base Myer-Henderson Hall, Va.*

- “Many view certain broadening assignments as career-ending. What NCO is willing to leave a key leadership position to work at a school, knowing they will be passed over for promotion? Few will argue that broadening assignments aren’t valuable to a well-rounded leader. But there must be a process that helps break down the stigma associated with those who step outside the operating force.”
  — COMMAND SGT. MAJ. JOE PARSON, *command sergeant major, School for Command Preparation, U.S. Army Command and General Staff College, Fort Leavenworth, Kan.*

AR 600-9, *The Army Weight Control Program*, is undergoing a comprehensive policy review. Do you think the Army Weight Control Program is being enforced? Are the current body fat standards too lenient or too restrictive?

- “I myself have been in the overweight program and did what was necessary to lose the weight and to maintain the standard. I normally get checked every few months to keep me in check. Maybe that is what needs to be done, not every six months when you take the Army Physical Fitness Test.”
  — SGT. PATRICK SKAARUP, *191st Infantry Brigade, First Army Division West, Joint Base Lewis-McChord, Wash.*

- “The tape test is not perfect. No two people tape the same nor does anyone do it perfectly. A Soldier being flagged should have one of the more accurate methods performed so we are not making decisions based on inaccurate practices.”
  — SGT. 1ST CLASS DAVID WALTERS, *operations sergeant, Headquarters and Headquarters Company, 1st Maneuver Enhancement Brigade, Fort Polk, La.*

— COMPILED AND EDITED BY MICHAEL L. LEWIS & JONATHAN (JAY) KOESTER

← BRIEFS CONT. FROM PAGE 5

unscrupulous acts of banks and mortgage lenders,” he said. At least $20 billion will be returned to homeowners by the nation’s five largest mortgage lenders. “If you are a member of the armed forces whose home was wrongfully foreclosed, you will be substantially compensated,” Obama said.
More: http://j.mp/ap12mort

Army to field more double-V-hull Strykers

The Army expects final delivery of additional Stryker double-V-hull vehicles, the Stryker DVH, by year’s end and expects to then have a total of about 760. The vehicle has been effective, Army officials said March 2. “To hear from the field … about the value of the double-V hull, it is truly remarkable,” said Lt. Gen. Bill Phillips, principal military deputy to the assistant secretary of the Army for acquisition, logistics and technology. He said there have been about 40 incidents in which the DVH encountered an improvised explosive device and, excluding two incidents, all Soldiers walked away with just minor injuries. More: http://j.mp/ap12dvh

285 to be offered new opinion on psych evals

The Army will offer 285 service members a chance to have their mental health diagnoses re-evaluated a second time. About 1,600 service members who received care at Madigan Army Medical Center at Joint Base Lewis-McChord, Wash., and were diagnosed with behavioral health problems also had their records evaluated by the hospital’s forensic psychiatry department. The department changed the diagnosis for 285 patients to something other than post-traumatic stress disorder. Now, the Army will offer them the opportunity to have their records evaluated again, possibly undoing the changes made by the forensic psychiatric unit. More: http://j.mp/ap12eval

White House pays tribute to Iraq vets

Dinner honors troops' and families' service and sacrifice

BY SGT. 1ST CLASS TYRONE C. MARSHALL JR.
Armed Forces Press Service

President Barack Obama and the first lady, Michelle Obama, hosted a White House tribute to veterans of the Iraq war and their families Feb. 29 to honor them for their service, sacrifice and commitment to the nation.

Vice President Joe Biden and his wife, Dr. Jill Biden; Defense Secretary Leon E. Panetta; Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff; and senior officials from all branches of service joined the president and the first lady at an event dubbed "A Nation's Gratitude: Honoring Those Who Served in Operation Iraqi Freedom and Operation New Dawn."

"In one of our nation's longest wars, you wrote one of the most extraordinary chapters in American military history," Obama told the more than five dozen Iraq veterans and their guests. "Now, the Iraqi people have a chance to forge their own destiny, and every one of you who served there can take pride in knowing you gave the Iraqis that opportunity — that you succeeded in your mission."

The vice president lauded service members for their ability to adapt to challenges, for capturing Saddam Hussein and for the opportunity they gave the people of Iraq to have a self-governing, self-sufficient nation.

"You're incredible. You adapted, you succeeded and you defeated," Biden said. "You defeated a tyrant, [and] you beat back violent extremists. And the most remarkable thing you did, because of the breadth of your capability, you enabled a country that had not been governed in any reasonable way for over four decades. You actually helped them set up institutions and train a military and a civilian corps that gives them a real fighting chance."

Panetta expressed his gratitude to all in attendance as well as the million-plus service members they represented for fulfilling their duties, for their dedication and for their service to the nation.

"To all who fought in Iraq, we thank you for your service," he said. "You've earned our nation's everlasting gratitude. We are indebted to you for your willingness to fight [and] your willingness to sacrifice for your country."

The defense secretary called the veterans part of the new "greatest generation of Americans," responding to the nation's call of duty.

"Deployment after deployment, you've been willing to serve this nation," Panetta said. "You've been willing to put your lives on the line, and you've been willing to die in order to protect this country. You have done everything this country asked you to do."

▲ **President Barack Obama leads a toast to Iraq veterans being honored during "A Nation's Gratitude Dinner" Feb. 29, hosted by Obama and the first lady, Michelle Obama, at the White House.** PHOTO BY MARINE CORPS SGT. MARK FAYLOGA

Dempsey noted the Iraq war could, in a sense, be considered a "family affair," as the families of service members also made profound sacrifices.

"Some of us sent our sons and daughters into this conflict over the past 20 years," he explained. "All of us left our families behind and, tour after tour, they served and supported every bit as much as we did."

Dempsey said that, although the road in Iraq was "very tough," the military learned the power of relationships —

▶ **Michelle Obama visits with service members and their guests at a White House dinner she and President Obama hosted to honor veterans of the Iraq war.** WHITE HOUSE PHOTO BY PETE SOUZA

"relationships rooted in trust and respect within ourselves, but also with our Iraqi brothers and sisters."

"And we saw just how profoundly impressive America's fighting force is — the armed forces of the United States … and family members like all of you here tonight," Dempsey said.

Obama emphasized how proud he is of the U.S. military for working together to achieve success in Iraq.

"As your commander in chief, I could not be more proud of you," Obama said. "As an American, as a husband and father of two daughters, I could not be more grateful for your example [of] the kind of country we can be, [and] for what we can achieve when we stick together."

Obama paid tribute to "courageous" troops who served despite the likelihood of being sent into harm's way and to fallen service members and their families.

"You taught us about sacrifice — a love of country so deep, so profound, you're willing to give your life for it," he said. "Tonight, we pay solemn tribute to all who did."

Obama recalled five service members who were the first casualties of the Iraq war, and the last U.S. casualty there, who was killed Nov. 14.

"Separated by nearly nine years, they are bound for all time among the nearly 4,500 American patriots who gave all that they had to give," Obama said. ⩔

Odierno: Good NCOs and their knowledge must be retained

BY JIM GARAMONE
American Forces Press Service

Army leaders are aware of the differences between field forces and garrison forces and are looking to minimize the differences, the Army chief of staff, Gen. Raymond T. Odierno, told reporters Feb. 21. He wants to ensure Soldiers "stay excited" about being in the Army and is looking at ways to ensure that.

"What I'm trying to do is excite our young men and women about developing a future," he said. "They will help us all develop what the Army is going to look like and how we might fight in the future."

During the course of 10 years of war, younger Soldiers have assumed a great deal of responsibility in Iraq and Afghanistan, he said. Yet when they get back to their home stations, they often find multiple levels of supervision where there was just one during their deployments.

As the Army drops in numbers, Odierno said, the new budget looks to build "reversibility" into the service. This means the service will retain more NCOs and officers to be able to rebuild the force if the strategy isn't correct and the nation needs more land power. These NCOs and officers do not necessarily need to be in line units, he added.

"Over the last eight years, we've created holes in our Army," Odierno said. For example, the Army's Training and Doctrine Command used to be full of NCOs and officers. "We significantly reduced that over the last seven to eight years to fill the ranks for Iraq and Afghanistan," he said, noting that civilians and contractors filled jobs within TRADOC instead.

Odierno said he wants to reduce that trend and put experienced NCOs and officers back into those slots, taking advantage of their combat experience to improve future strategies, techniques and doctrine.

In the past, "we always had small group leaders — captains, majors and NCOs — and that has gone away," he said. "We want to reinvigorate that and put officers and NCOs in those places."

The general said he does not want Soldiers to panic over the upcoming drawdown. Odierno said the measured, careful and slow reduction in numbers will allow the service to take advantage of natural attrition.

"There's still lots of opportunity to make a career out of the Army," he said. "We have a great Army, and I want to keep the experience. I want to keep the best. We want to ensure that those who are doing very, very well have a chance to continue to succeed in the Army." ⩔

‘Combat underpants’ protect groin, help prevent amputations

BY C. TODD LOPEZ Army News Service

For dismounted Soldiers patrolling Afghanistan roads, IEDs can be even more devastating than for those in armored vehicles. But a new line of protection may help.

“A few years ago, in certain areas of Afghanistan, we started to notice the dismounted improvised explosive device threat becoming more prevalent,” said Lt. Col. Frank J. Lozano of Program Executive Office Soldier’s protective equipment section. “There were a lot of significant injuries and very traumatic injuries occurring to Soldiers in the lower extremity area.

“It’s very traumatic, very heartbreaking, when Soldiers go through those types of events, and they are very young, and then they come home and they are not able to have children,” he said. “It’s one of the harsh realities of this type of warfare when you have dismounted IEDs.”

Taking a cue from British forces, which had already found a material solution to the problem, the Army developed the Pelvic Protection System. It consists of two layers of protection — a protective undergarment, the “PUG,” and a protective outer-garment, the “POG.”

Both components of the system are worn like shorts. The PUG, worn under a Soldier’s combat uniform pants, can be worn in place of underwear or over the top of a Soldier’s underwear. Some Soldiers have called them “Kevlar boxers” or “combat underpants.”

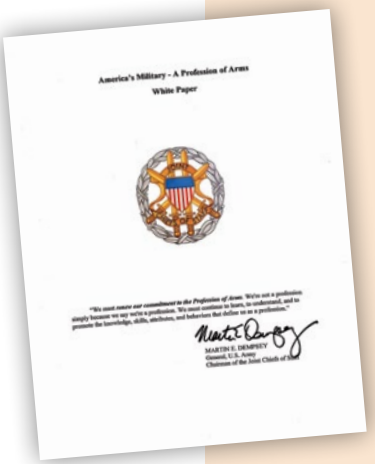
The system has been fielded to 15,000 Soldiers, who have reported back their experience, informing changes made to the system, Lozano said.

“We’ve worked with the Soldiers in-theater to redesign the system,” he said. “We’re getting now to an optimized system where Soldiers are seeing their feedback codified in a material solution and it’s more comfortable and breathable. Soldiers are more willing and apt to wear it.” ⩔

◀ The protective undergarment shown here on a mannequin is one of the pelvic protection systems developed by Program Executive Office Soldier.
PHOTO COURTESY OF PEO SOLDIER

Dempsey: Leaders key to profession of arms

BY GEN. MARTIN E. DEMPSEY
Chairman, Joint Chiefs of Staff


America's Military - A Profession of Arms
White Paper

The profession of arms has been an important subject to me since I led the U.S. Army Training and Doctrine Command. Now as the chairman of the Joint Chiefs of Staff, it remains one of my focus areas. Understanding who we are and what we do as volunteers and experts who defend our nation is something we must do as a joint force.

We have an opportunity to assess how 10 years of conflict have affected us as we conduct transitions in our current wars, face resource constraints and get leaner as a force. Based firmly on our history and values, we must be stewards of our profession. We must institutionalize what we’ve learned. We must continue to think, adapt and promote those attributes and behaviors necessary to our military profession to defend the nation and provide options to our leaders in a competitive security environment.

So on Feb. 23, I released “America’s Military – A Profession of Arms.” The white paper includes thoughts on leadership, mission command, strength from diversity and the way ahead — advancing the profession of arms.

With that said, I want to stress that leadership is the foundation of the profession of arms. Our profession depends on our ability to develop future leaders. They will build and maintain trust, inspire others, teach and mentor, and uphold and enforce our ethical and moral standards. These leaders will see us through this time of notable transitions.

I hope you read the paper and continue this conversation online and within your units. ⩔

▶ **Read the full white paper:** http://j.mp/dempseywp

Testing the heat ray

Non-lethal millimeter-wave technology causes hot, tingling sensation, but those who get hit by it suffer no lasting damage

BY CHERYL PELLERIN
Armed Forces Press Service

A state-of-the-art millimeter-wave system developed by the Joint Non-Lethal Weapons Directorate gives warfighters something more persuasive than shouting but less harmful than shooting when dealing with potentially hostile crowds, Defense Department experts said during a recent demonstration.

Members of the media gathered March 9 at Marine Corps Base Quantico, Va., to watch two prototype active-denial systems — one built onto a heavy expanded-mobility tactical truck, the other onto a humvee — deliver a man-sized heat beam to officials and experts, then to service members pretending to be angry protestors, then to fearless volunteers.

The beam, from the same millimeter-wave technology used in airport body scanners, penetrates only 1/64th of an inch into a person's skin and cornea, heating water molecules in the tissue and generating an instinctive and irresistible urge to run from the effect.

"For our forces out there operating in uncertain situations, what it gives them is decision time — time to decide if there's a real threat without using lethal means," said Marine Corps Col. Tracy Tafolla, director of the Joint Non-Lethal Weapons Directorate.

"You're not going to hear it, you're not going to smell it, you're going to feel it, and that provides us with some advantages we can use," he said.

Stephanie Miller, chief of the radio frequency bioeffects branch for the Air Force Research Laboratory, said the system is designed to deter, not cause injuries to those who are on the receiving end of the beam.

"Our lab has studied … how much energy it takes to produce the repel response of running away from the beam; how much energy to produce a blink response, which protects the eye; and then on the flip side of that, how much energy would it take to produce some form of injury, whether that's eye irritation or a skin blister," she said. "We understand what the safety margins are, and in fact, these systems have been designed so that you can't put enough energy on the surface of the eye in the time it takes a person to blink to cause damage to the eye."

Miller's group also worked with scientists at the University of Texas MD Anderson Cancer Center to make sure the beam doesn't initiate skin cancer or make an existing cancer worse. And effects from the beam are temporary, she said.

"If you open a hot oven and you get a blast of heat, your skin may feel a little tingly, a little tender," Miller said, explaining the sensation people feel for 10 to 15 minutes.

The technology may be state-of-the-art, but it's not new. Tafolla said that it's nearly 18 years old, and Diana Loree, assistant chief scientist for the Air Force Research Laboratory's directed-energy directorate at Kirtland Air Force Base, N.M., explained how it works.

Each truck carries all the electrical generators and thermal systems the transmitters need — operator station included — independent of any grid, Loree said, calling it "a very simple piece of equipment."

The beam goes in the direction that the operator is pointing, she said, adding that the operators have a simple set of controls. "They have several day/night cameras that look through the middle of the invisible beam so they know what they're targeting," she said. "And there's a simple touch-screen operation."

The transmitter, Loree said, is 100 times the power of a standard microwave oven. "I can't pop a bag of popcorn with that 100-times-the-power transmitter, because the radio frequency is not penetrating deep enough to internally heat the material."

Military utility assessments have been conducted at Creech Air Force Base, Nev., for entry control point scenarios; Fort Benning, Ga., for more urban scenarios; and Eglin Air Force Base, Fla., firing from the beach on personnel on a Coast Guard vessel to show maritime applications.

▲ **"Active denial" technology, like this prototype of a millimeter-wave heat ray, gives warfighters something more persuasive than shouting but less harmful than shooting when dealing with potentially hostile crowds.** PHOTO COURTESY OF THE DEPARTMENT OF DEFENSE

TOOLKIT

Doctrine strategy

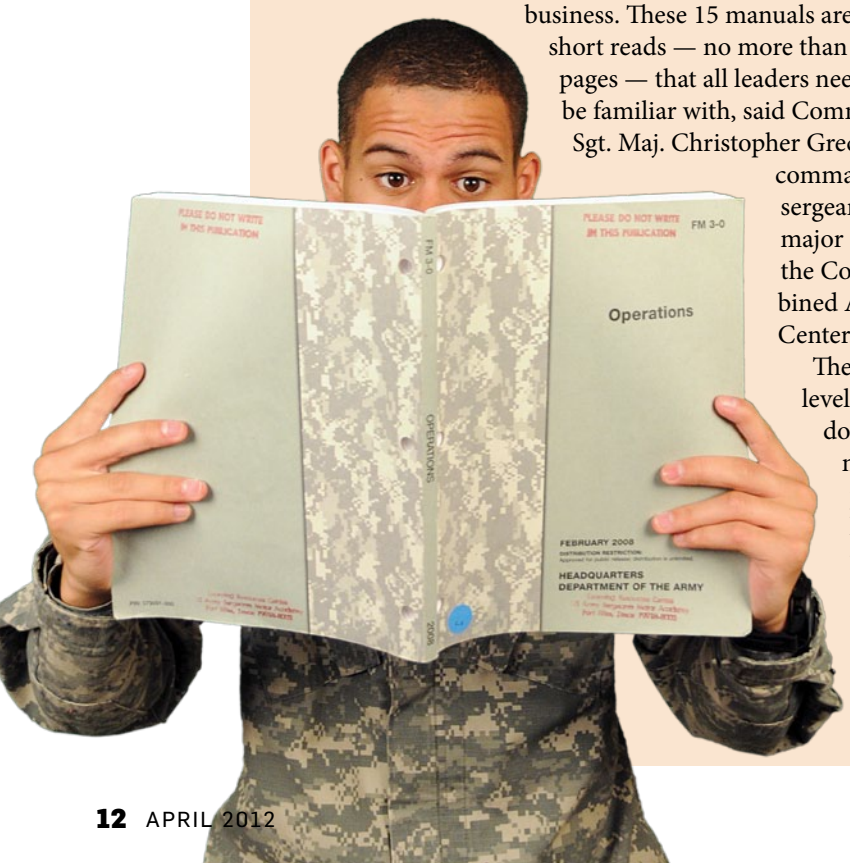
BY JENNIFER MATTSON NCO Journal

Since 1905, doctrine, the fundamental principles behind Soldiers' actions, has officially been a part of overall Army strategy. In the past 107 years, it has changed to match the way the Army fought as America battled in two world wars, Korea, Vietnam, the Cold War, Afghanistan and Iraq.

Starting last December and going through 2015, the Army is seeking to simplify the complex world of Army doctrine. In "Doctrine Update 1-12," released in December by the U.S. Army Combined Arms Center at Fort Leavenworth, Kan., the Army is striving to give leaders a better understanding of the Army's fundamental principles, simplify field manuals and allow more and better feedback from the field on how doctrine impacts the squad, platoon or company.

Fundamental principles

The new doctrinal publications are structured hierarchically to provide Soldiers with a broad overview of the Army's fundamental guiding principles when implemented through tactics and procedures. Already being written, "Army Doctrine Publications" are set to cover the overarching principles of how the Army does business. These 15 manuals are short reads — no more than 15 pages — that all leaders need to be familiar with, said Command Sgt. Maj. Christopher Greca, command sergeant major of the Combined Arms Center.



The next level of doctrinal publications NCOs need to be familiar with are the "Army Doctrine Reference Publications," which dive deeper into the principles of ADPs and explain the reasoning behind the Army's fundamentals.

"It's really a hierarchy structure in terms of how you drive your information," Greca said. "Not every [publication] is necessarily applicable to all. All leaders need to be grounded in the ADPs. However, depending upon your MOS or career field, you're going to need to deep dive a little bit further and extract a little more information, depending on what your job is."

Simplifying FMs

Previously, 550 Army field manuals were available, covering topics as varied as how to write a memo and how to operate a tank. To simplify that, the Army is consolidating them to 50 field manuals, Greca said.

"There was so much information that was flowing out there — potentially information overload — that we needed to make it simpler and streamline it," Greca said. "After the past 10 years of war, we've been asking our leaders to do a lot — our noncommissioned officers to do a lot — in terms of showing flexibility out there to the field. What were formerly fairly prescriptive ways of doing business, internal to FMs, we took a look at that system, and through Army Doctrinal Publications, in those 15 manuals, we're going to talk about the way the Army should do business fundamentally in accordance with our principles. That gives our leaders a lot of latitude in terms of operating within those parameters."

The 50 FMs will focus on tactics and procedures that the Army uses to train and conduct operations, and that are consistent with the principles found in the ADPs and ADRPs. Extra information will go into Army Techniques Publications, training circulars and technical manuals, Greca said.

"TMs deal with those 'shoot, move and communicate' pieces and [specifications of] equipment," Greca said. "They certainly sustain and maintain the force in formation. But a lot of those TMs are just applicable to a generator mechanic or a mechanic in a particular career field."

A living, breathing document

NCOs will be asked to give their feedback on doctrine through online resources, including milWiki, Greca said. MilWiki is an online collaboration available

PHOTO BY SGT. RUSSEL C. SCHNAARE

Understanding the new doctrine hierarchy

This streamlined, ordered approach will recategorize doctrinal publications, reduce their length and number, and enhance collaboration and accessibility through technology. All can be found at *www.apd.army.mil*.

▼ 15 ARMY DOCTRINE PUBLICATIONS contain the core enduring principles that will guide the way the Army does business. They will be small in size (6 × 9 inches) and short in length (fewer than 15 pages).

▲ 14 ARMY DOCTRINE REFERENCE PUBLICATIONS elaborate on the fundamental principles found in corresponding ADPs. Except for ADP 1, every ADP will have a corresponding ADRP. They will be regular-sized (8½ × 11 inches) and longer (fewer than 100 pages) than ADPs. Each ADRP will be accompanied by an interactive app that will guide readers and test their knowledge through graphics, videos and quizzes. ADPs and ADRPs are planned to be completed by the end of August.

▲ 50 FIELD MANUALS describe how the Army executes operations described in the ADPs. An FM's body primarily contains tactics — the ordered arrangement and employment of forces. Appendices will contain procedures — prescriptive ways of doing things that must be standardized across the Army. These are regular-sized publications (8½ × 11 inches) with fewer than 200 pages. All new FMs are planned to be completed by the end of December 2013.

▲ ARMY TECHNIQUES PUBLICATIONS contain non-prescriptive ways to perform missions, functions, or tasks. Each authenticated version of an ATP will have a version on MilWiki open to input from Soldiers in the field. As such, the ATP's proponent can rapidly incorporate proposed changes from the wiki into the authenticated version. All ATPs are planned to be completed by the end of December 2015.

▲ MULTIMEDIA including apps, podcasts and MilWiki (*https://www.milsuite.mil/wiki/Portal:Army_Doctrine*) will allow NCOs to learn about and shape doctrine.

to discuss ways of conducting Army business.

"NCOs are going to be a part of the process," Greca said. "We're seeing those friction points that currently exist out there. These living, breathing documents are going to be open for all noncommissioned officers and leaders to provide their input into these techniques and procedures."

When NCOs encounter problems and devise ways to solve them, they can share information quickly with the force online, which does not require updating FMs or TCs, Greca said.

"This system is going to allow Soldiers to not only pull this information from online, but also be part of the solution in terms of identifying those things that might not necessarily be working and making the appropriate changes," Greca said.

The changes signal a dramatic shift in how the Army looks at doctrine and are based on what the Army has learned in terms of efficiency and ways of doing business, Greca said.

"This has been progressive, through our creation of doctrine 107 years ago," Greca said. "As we've systematically made our profession and our Army better, we've made some subtle changes based off the environment that we find ourselves in. In order to remain relevant, you've got to read and understand the doctrine." ⩔

▶ **NEXT MONTH: INDUCTION CEREMONIES**


WOOLDRIDGE

Remembering the FIRST SMA

BY MICHAEL L. LEWIS NCO Journal

Perhaps no one else could have become the first sergeant major of the Army. A battle-hardened Soldier — with a scar on his face to prove it and two Silver Stars earned two months apart — William O. Wooldridge had fought in North Africa, invaded Sicily and Normandy, and was serving in Vietnam when he was told in 1966 that he'd be the Army's new top NCO. They didn't even have insignia for that job then, and the position itself was controversial. But any discussion of such concerns quickly came to a halt once his booming baritone entered the fray. The job, he said, was all about Soldiers, not about him.

During his 32 years in the Army, and indeed for the entirety of his 89 years on earth before his death on March 5 in El Paso, Texas, Wooldridge was all about the enlisted Soldier. He was born a warrior, he said, the descendant of Soldiers who fought in the Revolutionary War, the Confederate infantry and the Union Navy. Though too young, he tried to join the Army at age 16 as the United States watched the beginning of World War II unfold. Rebuffed, he tried again two years later, this time enlisting on

Sgt. Maj. of the Army William O. Wooldridge stands in the threshold to his office at the Pentagon in February 1967. Because neither the insignia of command sergeant major or sergeant major of the Army had been created yet, Wooldridge wore the insignia of a sergeant major. PHOTO BY FRED WARD COURTESY OF THE U.S. ARMY MUSEUM OF THE NONCOMMISSIONED OFFICER

Wooldridge talks with Spc. Daniel V. Hudson, a radio operator with A Company, 1st Battalion, 8th Infantry Regiment, 4th Infantry Division, March 29, 1967, in Vietnam. Hudson was the only survivor when his squad was ambushed by the Viet Cong. PHOTO BY STAFF SGT. HOWARD C. BREEDLOVE COURTESY OF THE U.S. ARMY MUSEUM OF THE NONCOMMISSIONED OFFICER

the anniversary of the armistice of World War I before he would be formed by a drill sergeant who was one of its vets. There was but one branch suited for him, and infantry blue and Army green became his favorite colors.

When the United States could no longer sit on the sidelines after the attack on Pearl Harbor, Wooldridge volunteered to give up the corporal stripes he had earned so that he could deploy overseas. He was assigned to the 1st Infantry Division, the "Big Red One." As a young private facing the enemy in the deserts of North Africa, the beaches of Normandy and the forests of the Argonne, he couldn't have known that one day he would lead the division as its sergeant major. But the lessons he learned then became the foundation, the inspiration and the motivation for the initiatives he fought for as the first SMA.

"Pvt. Bill Wooldridge was there at the start of World War II," Kenneth O. Preston, the 13th sergeant major of the Army, said at Wooldridge's memorial service March 13. "He told me we were an Army that was not well-armed and not well-equipped: He was issued a rifle of World War I vintage. He was given one magazine of ammunition. … When they got to shore, his organization went in the wrong direction."

After being sworn in as sergeant major of the Army himself, Preston said, "I made a promise that our Army would not fail. We would ensure our Soldiers were and would remain the centerpiece of our formation."

Wooldridge beat out 20 other finalists selected from more than 4,700 eligible sergeants major to become that first top NCO. Though tasked by his chief of staff with representing enlisted Soldiers' interests within the highest levels of the Pentagon, he did far more than that, becoming a tenacious and relentless advocate of the Noncommissioned Officer Corps as the undeniable backbone of the Army. He understood too well that without NCOs, the Army would cease to function. And without well-trained NCOs to care for, train and lead Soldiers, the Army would be in disarray, especially in combat. "It's training that beats the enemy and saves lives," he said.

With the same determination and conviction he had while deployed, Wooldridge fought for NCOs to be recognized as professionals. Not shy about speaking uncomfortable truths, even to the president of the United States, he sometimes butted heads with those representing the Army bureaucracy. But his goal was noble and his mission clear: to achieve nothing less than deserved respect for the sergeant's stripes.

The command sergeant major rank was his initiative. The beginnings of the NCO Education System were conceived by him. Indeed, he originated the whole framework that trains Soldiers to this day to become professionals, noncommissioned officers, leaders.

"Of his many accomplishments, Sgt. Maj. Wooldridge felt most proud of the reforms adopted by the Army for selection of our most senior noncommissioned officers," said Gen. Raymond T. Odierno, chief of staff of the Army, in a March 12 message to the force. "This move to a centralized promotion selection system was a more equitable and uniform procedure for selection and promotion to master

"Take care of each man as though he were your brother. He is."

— Sgt. Maj. of the Army William O. Wooldridge in April 1967

sergeant and sergeant major. Wooldridge considered this reform, along with centralized assignments, one of the greatest Army accomplishments during his tenure 'because it broke up the old unit promotion system, opening up vacancies in the Army for all eligible NCOs.'"

"He loved being a Soldier, and he loved being a noncommissioned officer," Preston said. "We are grateful for the tens of thousands of Soldiers he touched while in uniform, and of course the thousands of Soldiers and noncommissioned officers he touched out of uniform."

After his retirement, he was a frequent visitor to the pinnacle school of the NCOES, and it was here he chose to have his farewell. On a balmy spring day March 13 at the U.S. Army Sergeants Major Academy, the place where he believed NCOs realized the fullness of their potential, the first sergeant major of the Army was remembered as a Soldier and as a family man.

"I really can think of few individuals who have made such a visible and lasting impact on our modern Army," said Maj. Gen. Dana Pittard, the commander of the 1st Armored Division and Fort Bliss. "We are certainly honored today to have the Fort Bliss National Cemetery serve as his final resting place, a mere two miles from this great educational institution that he helped create." To honor him, Pittard announced the USASMA commandant's home would soon be named "Wooldridge House."

But the most poignant remembrance was given by Wooldridge's devoted wife, Patty, whom he met while serving in Vietnam.

"He lived his life volume-high and fast-speed," she said. "As he would say, 'I should have died at North Africa, Sicily or Normandy or any of those other places. And after that, I figured that life was on the house.'"

During his countless trips to USASMA, in his stories shared and in his advice freely given, he left his fingerprints on the next generation of NCOs, she said.

"In his visits with students here at the academy, he constantly reminded his noncommissioned officers — and he did consider all noncommissioned officers in the Army as his — that they must be diligent in their actions and speech, [so] the role of the noncommissioned officer not be diminished," she recalled. "He would caution them to 'keep fighting; defend your position as noncommissioned officers or you will lose the ground we've gained.'"

Precisely how much NCOs have gained by having William O. Wooldridge serve as the first sergeant major of the Army can never be measured. But without a doubt, NCOs are able to convincingly say, "No one is more professional than I," thanks to the legacy he leaves behind.

To contact Michael L. Lewis, email michael.lewis73@us.army.mil.

Wooldridge's journey from Texas to the Pentagon

BY DAVID CROZIER NCO Journal

Born in Shawnee, Okla., in 1922, William O. Wooldridge grew up on a ranch in Brown County, Texas, before enlisting in the Army in November 1940. In a Center of Military History interview in 2001 with then-Sgt. Maj. Dan Elder, Wooldridge said that his father turned him down the first time he wanted to enlist, saying, "You're not ready." His father later relented and accompanied him to the recruiting station.

Asked why he wanted to join the Army, Wooldridge said, "I wanted to wear a Soldier uniform. I wanted to be a Soldier, and I wanted to get the hell out of Brown County, Texas."

He quickly found Army life challenging and drew from his childhood experiences to keep focused.

"I was probably the most aggressive guy on the football team, and I liked to do well in whatever I was doing," Wooldridge said. "Competition was a real challenge to me and I loved it. Maybe that is one of the reasons I wanted to be a Soldier. I like discipline; I like control; I like somebody to be in charge; I like responsibility; and I like people who have to prove their worth. The Army gave me all those things."

He excelled in his duties following his initial entry

Wooldridge meets with Gen. Harold K. Johnson, the Army chief of staff, in February 1967 at Johnson's office in the Pentagon. "When you need to see me, you will use the private entrance to my office," Johnson told Wooldridge. "The only other person who uses that entrance is the secretary of the Army." PHOTO BY FRED WARD COURTESY OF THE U.S. ARMY MUSEUM OF THE NON-COMMISSIONED OFFICER

> **"Doing things the right way is more important than luck in coming through a battle alive. And training teaches you to do things the right way."**
>
> — Sgt. Maj. of the Army William O. Wooldridge in January 1968

into the military, making corporal within six months and attending the regimental squad leader course. But Wooldridge said he needed to be overseas serving the war effort. So he requested to do just that. His platoon sergeant thanked him for his willingness to serve overseas, but informed him that because he was volunteering to leave the unit, he would lose his corporal stripes. Stripes back then, Wooldridge noted, were awarded by the company and belonged to the company. If a you were placed on orders to go overseas with the company, you got to keep your stripes. But if you left voluntarily, you had to give the stripes back.

"I didn't know that, and [it] was somewhat of a shock. And I said, 'I need to think about that because I kind of like my corporal stripes,'" he said. "I thought about it and I said, 'I'm going anyway.'"

His request was approved; he turned in his stripes and made his way to Fort Hamilton, N.Y. to deploy. What Wooldridge didn't know was where he would end up or what job he would be doing. All he knew was that he was a trained infantry Soldier who wanted to get into the war.

He shipped out Dec. 11, 1941, and to his surprise, ended up attached to a British Army unit in Reykjavik, Iceland. The assignment prompted a lifelong respect for an enlisted corps led by regimental sergeants major.

"The regimental sergeant major was a marvelous person," he said. "That's where the control and everything was generated — with the sergeant major. That's where I got the first idea of being a sergeant major. I think the thing that impressed me was [he was] with his unit. He was everywhere. Every time you turned around, you saw the sergeant major. He was constantly giving somebody instructions or doing this or doing that. When I left that unit later on, I left convinced that he was the most outstanding leader that I knew."

Wooldridge said he enjoyed his tour with the British and admired their leadership and discipline — something he didn't see in his own Army.

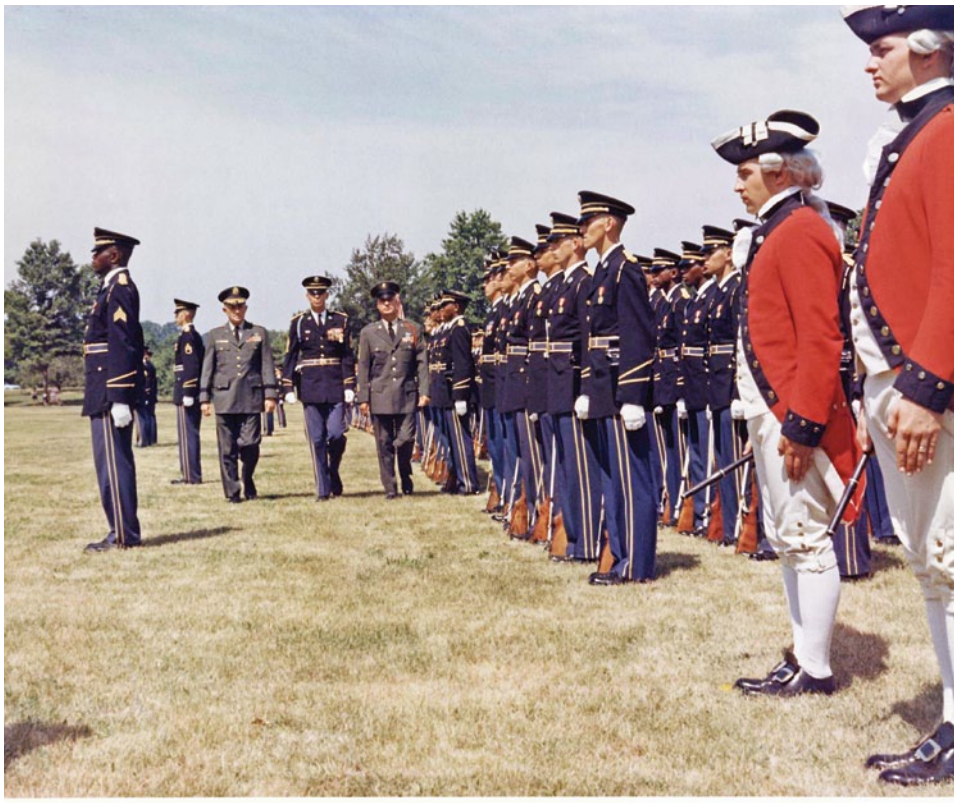
"You know the American Soldier is quite a rascal," he said. "He doesn't take easy to discipline, and by and large, he's prone to think he knows more than you do. And in a lot of cases, he's not afraid to say so. So American Soldiers are not easy to lead. … The thing that always struck me about the American Soldier, in order to lead him successfully, you had to know him, and every damn one of them was as different as day and night."

This impression stayed with Wooldridge for the rest of his Army career, and as he increased in rank, he said he tried to approach his NCOs in the same manner that he saw that regimental sergeant major approach his. This established his philosophy: The commander commands the unit, the NCOs run it. It is the NCOs' unit and they follow the commander's orders, but NCOs make the orders work, he said.

After his stint with the British, Wooldridge found himself assigned to K Company, 26th Infantry Regiment, 1st Infantry Division, a move that would be his eventual springboard to the highest enlisted position in the Army.

While with the 1st Infantry Division, Wooldridge was a part of three invasions. The first was Operation Torch, the invasion of French North Africa on Nov. 8, 1942. Later, he would fight during the invasion of Sicily in July 1943 and in Operation Overlord and the landings in Normandy, France, on D-Day, June 6, 1944. He also fought at the Battle of Aachen in October 1944, where he was wounded and earned his first Silver Star

Wooldridge (center), in 1958 the sergeant major of the 2nd Battle Group, 28th Infantry Regiment, 1st Infantry Division, conducts an NCO review at Fort Riley, Kan.
PHOTO COURTESY OF THE WOOLDRIDGE FAMILY



Johnson (third from left) and Wooldridge (fifth from left) troop the line June 11, 1966, following Wooldridge's swearing in as the first sergeant major of the Army.
PHOTO COURTESY OF THE WOOLDRIDGE FAMILY

Medal. The injuries, however, did not keep him out for long as he quickly found himself back with his unit fighting in the Battle of the Bulge.

During a lull in action there, Soldiers were allowed to go by truck into the nearby town of Verviers, Belgium, on a six-hour pass. On Dec. 16, Wooldridge took five Soldiers there only to be called back shortly after their arrival.

"I get my truck loaded with people back to the company, and the company was gone. The only thing sitting there is the mess truck. The mess sergeant and the cook [were] loading the mess truck. I said, 'What the hell happened?' He said, 'I don't know. Something went wrong up front, and the company pulled out about an hour and a half ago.' I said, 'Were they walking?' He said, 'No, some truck unit came in and picked them up and was supposed to dump them off [at the staging area].' So I said, 'Well, I'm going to have to ride with you.' So I entered the Battle of the Bulge riding a ring-mount [.50-caliber machine gun] on the company mess truck. I was the gunner."

Rejoining his unit, he proved his mettle once again, meriting a second Silver Star for actions under fire.

After 37 months serving in overseas assignments, Wooldridge began processing to go home to Texas with the intent of staying in the Army. Upon his return, however, he found out the Army did not have any regulations covering re-enlistment. So after he came back from leave, he found himself doing guard duty and other miscellaneous tasks until he was called to re-enlist. From there, he was given orders to go to Japan, but ended up being assigned to Schofield Barracks, Hawaii. Wooldridge had been selected to attend a newly created leadership course for the top three noncommissioned officer ranks.

"It was a pretty good school because they taught us generally the same stuff they taught officers, just with more emphasis on the NCO duties and responsibilities as opposed to command," he said. "But I enjoyed it."

When he made it to Japan, he was attached to the Eighth U.S. Army provost marshal's office in Yokohama. It was a time in his career when he would not perform duties as an infantryman, but rather as a platoon sergeant for a military police company.

The whole experience was an unpleasant one, he said, and when asked if he wanted to re-enlist in 1949, he said no; he wanted to go back stateside. Little did they know this was just his ploy to find a way to be an infantryman again.

Upon making his way back to the States, Wooldridge quickly informed the officer in charge of the Fort Walton, N.Y., processing center that he wanted to stay in the Army, be shipped back to Europe and join an infantry unit. He got shipped to Fort Lawton, Okla., instead, where he was assigned to an infantry demonstration battalion. His stay there was short-lived as friends in the general-officer ranks who knew his record while serving with the 1st Infantry Division helped him get right back where he started — serving as the first sergeant with his old rifle company, K Company, 26th Infantry Regiment.

With the exception of a stint as the first sergeant of G Company, 3rd U.S. Infantry Regiment (The Old Guard), and tours with the 2nd Battle Group, 28th Infantry Regiment, and the 24th Infantry Division, Wooldridge's home was with the Big Red One.

In January 1965, Wooldridge was assigned as the sergeant

> **"When people talk together, most of what appear to be problems have a way of shrinking to manageable size or of vanishing altogether."**
>
> — Sgt. Maj. of the Army William O. Wooldridge in January 1968

Left: Wooldridge gamely participates in training during a February 1967 visit to Fort Gordon, Ga. PHOTO BY FRED WARD COURTESY OF THE U.S. ARMY MUSEUM OF THE NONCOMMISSIONED OFFICER

major of 1st Brigade, 1st Infantry Division, before being selected as the division sergeant major serving under Maj. Gen. Jonathan O. Seaman, the man who would eventually put his name in the running for sergeant major of the Army

SMA was a job, Wooldridge said, he never wanted. "It was not something that interested me or that I paid any attention to," he said. "I'm the sergeant major of the 1st Division, and I've got my own thing."

He was eventually selected for the job and was summoned to the Pentagon while he was serving in Vietnam.

"The next thing I heard about it, I'm working attack-forward on an operation up against the Cambodian border," Wooldridge said. "The call came in from the commanding general, 'Danger Six,' and he said, 'Have the sergeant major meet me at my helicopter." At the helicopter, Gen. William E. DePuy informed him that he had a message from the Army chief of staff, which read, "Please make Sgt. Maj. Wooldridge available to me no later than 5 July."

Wooldridge flew to Washington, D.C., the next day with just his ditty bag and the set of jungle fatigues he was wearing. Seeing them, Gen. Harold K. Johnson, the chief of staff of the Army and Wooldridge's new boss, quipped, "I like your uniform." Johnson then told him that he would be sworn in as the first sergeant major of the Army on July 11.

Wooldridge later found out that there was a lot of resentment about the newly created position; it was not well received by the Army staff at the time. The establishment of the office, Wooldridge recalled, was worked through the chief's personal staff and not the Army staff.

Wooldridge said that Johnson confided that he had run into so much opposition for the position — even from the vice chief of staff — that he decided to cut them out of the process altogether. That caused some problems in the early going, Wooldridge noted. But he soon found himself doing the things he felt a sergeant major of the Army should do.

He started by telling the force, "I didn't come here to replace the first sergeant, the platoon sergeant or the sergeant major. I've come here to represent them and serve as their representative at this level. And in my position, I am able to make recommendations to the chief of staff of the Army on their behalf if we discover a need to do so."

In Wooldridge's term as the first sergeant major of the Army, he was credited with the establishment of a gathering of senior sergeants major that became the precursor to today's Nominative Command Sergeants Major Conference. At the inaugural meeting, 16 recommendations garnered immediate approval from the chief of staff, including the establishment of the command sergeants major program, the move to one grade insignia for enlisted personnel instead of two separate E-5 ranks such as specialist 5 and sergeant, a senior noncommissioned officer school (which later became the U.S. Army Sergeants Major Academy), the centralization of senior enlisted-grade promotions and assignments, and an increase in the basic clothing allowance.

Wooldridge was also involved in the recommendation and creation of the NCO Candidate School, the 12-week school that trained squad leaders to replace an ever-shrinking force of NCOs fighting in Vietnam. Graduates were affectionately called "Shake-and-Bake NCOs."

As the sergeant major of the Army, Wooldridge felt it was his job to travel to wherever Soldiers were to obtain firsthand their concerns and bring them to the Pentagon for resolution and recommendations. He loved being around Soldiers, listening to their stories and telling them his.

Wooldridge was the only sergeant major of the Army to return to duty after his stint as the Army's top NCO, serv-

"From taps to reveille, from reveille to taps, wherever the cooking fires of our bivouacs burn, you will find the American Soldier on the job, because he has a job to do."

— Sgt. Maj. of the Army William O. Wooldridge in October 1967

Above: Wooldridge's casket arrives on a caisson at his final resting place at the Fort Bliss (Texas) National Cemetery. PHOTO BY SGT. RUSSEL C. SCHNAARE

Right: Wooldridge's sergeant major of the Army collar insignia was hand-soldered by Col. Jasper J. Wilson, the Army chief of staff's special projects officer. PHOTO BY MICHAEL L. LEWIS

ing as the command sergeant major of Military Assistance Command-Vietnam, and of Range Command at White Sands Missile Range, N.M. He retired four years later on Feb. 1, 1972, at Fort MacArthur, Calif.

Upon his retirement, Wooldridge settled in Southern California for 25 years, supporting his wife's work in the aerospace industry before settling in Santa Teresa, N.M., outside of El Paso, Texas. There, he continued to keep in touch with his military roots and spent many afternoons visiting the U.S. Army Sergeants Major Academy at Fort Bliss, addressing the senior NCOs studying there.

Looking back over his career and seeing the type of Soldiers the Army has today, Wooldridge was proud.

"When I judge them from the levels I had during my day, I think they are 100 percent better, and I tell Soldiers, 'You don't realize how far you have come and how much better you are than in my time,'" he said. As for advice to NCOs today, he said, "Listen to your NCOs and watch how they get it done. Learn by listening and watching."

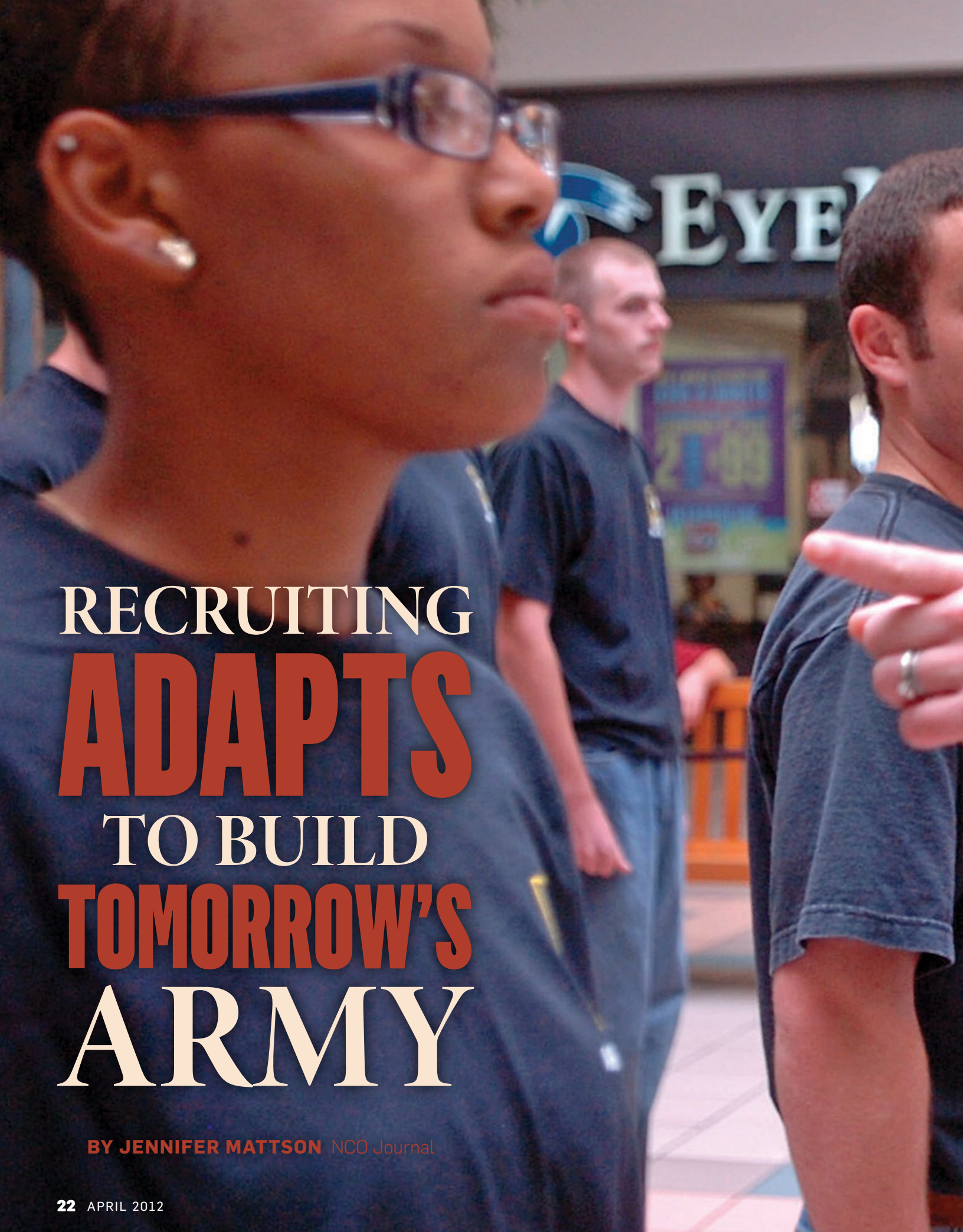
Taking a little poke at himself, he said, "I always laughed and told stories about myself. [I would tell people] I probably would have liked doing something else. But evidently, I wasn't bright enough to be an engineer or to build a bridge or something like that. I didn't have any moxie, so I was an infantryman." ⩔

To contact David Crozier, e-mail david.b.crozier.civ@mail.mil

AT A GLANCE

William O. Wooldridge served as the first sergeant major of the Army July 11, 1966–August 1968. A highly decorated Soldier, he served in Iceland, North Africa, Normandy and Germany during World War II and in Japan, Hawaii, Germany, Kansas and Vietnam afterward. His awards and decorations include:

- **Silver Star** with oak leaf cluster
- **Legion of Merit** with oak leaf cluster
- **Bronze Star Medal**
- **Purple Heart**
- **Air Medal** with oak leaf cluster
- **Asiatic-Pacific Campaign Medal**
- **European-African-Middle Eastern Theater Medal**
- **World War II Victory Medal**
- **Army of Occupation Medal** with Germany and Japan clasps
- **Vietnam Service Medal**
- **Vietnam Campaign Medal**
- **Combat Infantryman Badge**, 2 awards



RECRUITING ADAPTS TO BUILD TOMORROW'S ARMY

BY JENNIFER MATTSON NCO Journal

Staff Sgt. Heather Hathaway, a recruiter at the Temple, Texas, recruiting station, tells future Soldiers how to properly align themselves in a platoon formation Sept. 9, 2010, before an Oath of Enlistment ceremony.
PHOTO BY SPC. KIM BROWNE

While the Army is undergoing its transformation, Recruiting Command is adapting as well — seeking new, quality Soldiers to fill the ranks while simultaneously transforming its operations to small-unit recruiting in which recruiters work as a team to accomplish the same goals.

Last year, 9,200 NCOs recruited almost 82,000 young men and women to serve in the Army's active and reserve components. Seven out of every 10 of those NCOs were Department of the Army-selected, meaning they were "volun-told" to go on recruiting detail.

Sgt. 1st Class Philip Jones of the Milwaukee Recruiting Battalion explains the features of March2Success, a free online exam preparation program, to students at Fond du Lac High School in Fond du Lac, Wisc. PHOTO BY JORGE GOMEZ

First Sgt. Latosha Bowens was DA-selected 12 years ago to serve an initial three-year assignment with the U.S. Army Recruiting Command. Since then, she changed her primary military occupational specialty to 79R recruiter and has served in a variety of capacities within Recruiting Command, including station commander, company trainer, instructor and at USAREC's headquarters at Fort Knox, Ky.

"NCOs, no matter what, are the backbone of the Army, and within USAREC, this is readily apparent because the success or failure of our mission lies directly on our shoulders," Bowens said. "We are the strength of our Army, and our nation rests on what we do every day."

Recruiting stations are staffed entirely by NCOs. Though a captain is the recruiting company's commander and some junior enlisted Soldiers are detailed to serve as hometown recruiters, NCOs are the ones who provide stability and conduct the majority of USAREC's operations.

The NCOs of USAREC work together to accomplish the recruiting mission, bring in a more professional force and represent the Army in their local communities, Bowens said. While some choose to stay in recruiting and change their MOSs, the others will return to line units more prepared, more educated and with greater leadership potential.

Missions and team work

One of the common misperceptions about recruiting detail is that recruiters will be faced with tough new enlistment quotas and will be expected to accomplish those missions alone. Sgt. 1st Class Jeff White, a recruiter with the 1st Cavalry Division, said USAREC has become more collaborative in the past three years.

"There's no individual recruiting mission anymore," White said. "It goes down to the station level, and that's it. The station works as a team to make that mission, so that takes some of the pressure off the individual recruiters, especially the brand new recruiters."

Command Sgt. Maj. Todd Moore, command sergeant major of USAREC, said the command successfully accomplished its mission when it had individual goals. But the command group wanted to change its operations to be more like how the rest of the Army operates, he said.

"We wanted to look at our practices to see how we could do things better and more efficiently," Moore said. "At the same time, the idea was to create an environment — to create an organization — that better develops its leaders, where people want to serve, and not be forced to detail or serve. In order to do that, we had to look at some of our processes and figure out why people didn't want to come to Recruiting Command other than that it was 'hard.'

"[People] would come from the Army — our Army — where the day you got to basic training, you operated in

small units, in teams; you had battle buddies, squads and platoons. When you came to United States Army Recruiting Command, you had to do everything, and you had to do everything on your own. Everyone had to be able to do every critical task of recruiting and had to perform it above standard. It really didn't make sense."

There are six brigades within Recruiting Command, and each has six to eight battalions. Those battalions have about five companies within them. USAREC units are designated based on the regions where they recruit.

Small-unit recruiting focuses on teamwork by assigning each individual a "working cell" within the recruiting station's team.

The recruiter support cell conducts prospecting activities — making phone calls, sending emails and processing qualified applicants who agree to enlist in the Army.

The engagement cell conducts the official Army entrance interview, tells the Army story to applicants and works mostly away from the recruiting center as it networks with potential contacts at high schools and colleges.

The "future Soldier leader," an NCO who directs future recruits, prepares applicants who have taken the enlistment oath and are awaiting approval or those who are in the delayed-entry program for basic training.

"Instead of being a top-down-driven process, small-unit recruiting empowers those first-line supervisors to employ every member of their team according to their strengths in support of the overall station's mission," Moore said. "It's very similar to what an operational Army unit does. Small-unit leaders know the skills, knowledge and attributes of their folks. Each leader can organize their team to get after the mission based on their individual strengths while simultaneously identifying their weaknesses and developing individual training programs to enhance those areas. Ultimately, they can function in any area or any critical tasks of recruiting, but we try to get them in where their best skills are initially. This is completely different from what we've done in the past. We exploit those natural abilities of the NCO while developing those other skills that they may not have completely mastered so they can perform them to standard at some point during their three-year tour."

Sgt. 1st Class Chad Momerak volunteered and was assigned to Recruiting Command in July 2009. A reservist on active duty, he was looking for a change of pace from his previous assignment in Fargo, N.D., and volunteered to be a recruiter in St. George, Utah. He said the mission of finding qualified men and women who want to serve in the Army is challenging, but it's a challenge that all NCOs can strive to overcome.

"Never before in history has the Army ever fought two major wars without the use of a draft. The recruiters who helped provide the strength for those years, I think, deserve as much credit for what the Army achieved as those Soldiers whom they recruited to join the fight."

— SGT. 1ST CLASS JEFF WHITE

"USAREC has one of the biggest missions in the Army as a whole," Momerak said. "Our job ultimately is to find quality men and women to join the Army — to put people in boots. Without USAREC, there would be no Army; we're an all-volunteer force."

USAREC is also working to consolidate its recruiting efforts where it makes sense. USAREC leaders determine which stations will relocate or merge with bigger ones based on the Army's Program Assessment and Evaluation process and human intelligence analysis, Moore said. By consolidating these centers, NCOs have the opportunity to work as a team of eight to 15 NCOs, where previously they would've worked a solo operation.

The day-to-day operations are varied — networking with potential future Soldiers, attending community events and representing the Army.

NCOs accomplish these tasks through volunteer work, school outreach and coordination with influential people in the community to tell the Army story.

One of the more challenging missions in recent history was recruiting during the surge of U.S. troops in Iraq in 2005, White said.

Sgt. 1st Class Troy Ramsey (right) marches future Soldiers to an event Sept. 17 in Selinsgrove, Pa. About 30 enlisted at the event. PHOTO BY STEVE WILLIAMS

Above: Sgt. 1st Class Jeff White, the 1st Cavalry Division's recruiting outreach NCO, gives a presentation at the hospital on Bagram Air Field in Afghanistan. PHOTO COURTESY OF U.S. ARMY RECRUITING COMMAND

Right: Raul Mas, an investment company executive and South Florida Army Advisory Board member, shoots with the U.S. Army Marksmanship Unit during a marksmanship clinic. Recruiters use these interactions to build rapport with community leaders PHOTO COURTESY OF 2ND RECRUITING BRIGADE

"While Soldiers were fighting the ground war in Iraq, USAREC was conducting its own surge operations back in the states," White said. "Those were rough times in Recruiting Command; we were working some long hours. But never before in history has the Army ever fought two major wars without the use of a draft. The recruiters who helped provide the strength for those years, I think, deserve as much credit for what the Army achieved as those Soldiers whom they recruited to join the fight."

Leadership challenges

NCOs within Recruiting Command experience leadership challenges as they pave the way for future Soldiers.

"NCOs in USAREC really are kind of the same as they are in the regular Army," White said. "NCOs are the backbone of Recruiting Command. They're the ones putting people in the Army. They are the subject-matter experts. Officers still play a vital role in it, but it's the NCOs who fill the ranks."

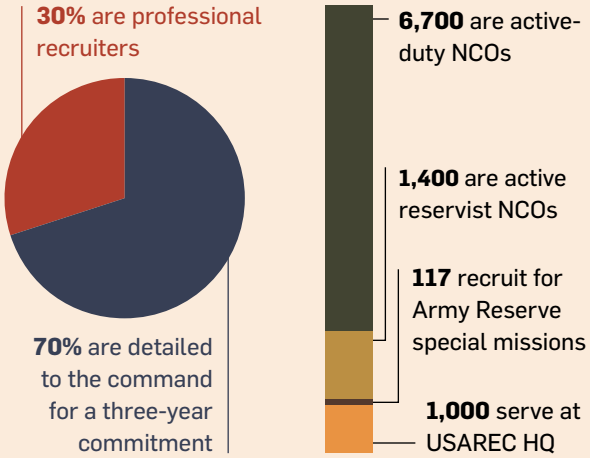
NCOs must rise to these leadership challenges, Momerak said, and provide realistic expectations to future Soldiers because they are the first Army experience those new Soldiers are going to have.

"NCOs play the most critical role; we're where the rubber meets the road," Momerak said. "There are no privates or specialists in Recruiting Command; it's all noncommissioned officers. It's our job from the get-go to be the face of the Army, to work directly with civilians, get them to join the Army and help them through that process. We recruit, mentor, counsel and lead future Soldiers prior to them ever meeting their first drill sergeant."

USAREC by the numbers

U.S. Army Recruiting Command recruits just about everyone in the Army, except lawyers. It recruits both within the Army and those without prior service. Its missions include recruiting for Officer Candidate School, Special Operations, civil affairs, technical and flight warrant officers, band members and medical professionals, including dentists, nurses and doctors.

WHO THE RECRUITERS ARE



THEIR RECRUITING GOALS THIS YEAR

58,000 new, active-duty Soldiers

16,000 new reservists

Community involvement

USAREC NCOs are often the only face of the Army in the communities they serve. That means they must act as professionals every time they're in public, Momerak said.

"There's a big burden on USAREC to hold up to the high standards of the Army and the Army Values," Momerak said. "[We have to] be the face of the Army to the community members because that commercial that they see every once in a while on TV is nothing compared to actually watching a Soldier in uniform talk to a group of high school seniors or to a city councilman, discussing the pros of being in the military."

Their impact is not only on the future Soldiers they recruit, but also on the influential people they network with.

"People will join the Army because of who you are in the community," Bowens said. "Within Recruiting Command, we are very diverse. We're all coming from different areas,

and we're working as a team in the community. That's why most of the people join — because of who we are."

USAREC also brings a variety of resources to local communities to showcase the Army.

It works with the Accessions Support Brigade, which oversees the Golden Knights parachute demonstration team, the Army Marksmanship Unit and the Drill Sergeant Exhibitor Program, to bring these programs to the communities USAREC serves. Though the Accessions Support Brigade assists with recruiting efforts, it is up to local recruiting NCOs to tie all of these Army programs together to tell their communities the Army story.

"Nothing beats an American Soldier with real-life experience who looks good, who's motivated out on the streets of America," Moore said. "All those other assets — the All-American Bowl, the [National Hot Rod Association show], we have all those events. But nothing beats a sharp-looking, highly motivated American Soldier who can influence the American people."

Lessons to bring back to line units

All recruiting NCOs serve an initial tour of three years, which starts once they reach their station, not once they start the recruiter training course. At the end of their tours, if they no longer want to serve in USAREC, they are sent to a conventional Army unit. The lessons they learn in Recruiting Command, though, allow them to be better leaders, motivators and NCOs, White said.

"In the conventional Army, you have the benefit of rank. So even if I fail to inspire or motivate a Soldier, if I outrank him, he's going to do it," White said. "In Recruiting Command, you don't have that. You can tell a 17-year-old high school student that he needs to be in your office by 1700 hours. But first of all, he probably doesn't know what '1700 hours' is, and second of all, if you don't provide him some reason to be there, he's not going to show up. You've got to learn to truly inspire and motivate people, which makes for a better leader when you leave Recruiting Command."

> **"Nothing beats an American Soldier with real-life experience who looks good, who's motivated out on the streets of America."**
>
> **— COMMAND SGT. MAJ. TODD MOORE**

One of the most valuable experiences for NCOs is learning about the Army and what programs and MOSs it offers, Momerak said.

"I've been in the Army for 13 years now, and I've learned more about the Army in the 2½ years I've been in Recruiting Command than my years combined before I came to Recruiting Command," Momerak said. "I had the opportunity to work with NCOs of all different branches, which is something you don't do (in an operational unit). I was an engineer before I came here to Recruiting Command, and I mostly spent my time working with other engineers. Now I'm able to work with and learn from combat arms, band members, medical people. It's interesting to see what the rest of the Army is like and learn from those NCOs."

Recruiting individuals to serve in the Army also helps NCOs hone their counseling skills, which are easily transferable once they return to their primary MOSs, Moore said.

"The process by which we go about recruiting an individual into the Army is extremely valuable to the competencies

Recruiting Command courses

These courses are taught at the Soldier Support Institute's Recruiting and Retention School at Fort Jackson, S.C., to help new 79R recruiters learn about their duties and prepare them for their stations. The courses are blended, meaning new station commanders will work alongside new station first sergeants. This allows students to learn through the experiences of others.

ARMY RECRUITING COURSE teaches interpersonal, conceptual, technical and tactical skills to help conduct operations in recruiting.

STATION COMMANDER COURSE provides instruction on developing, implementing and managing the station's training plan.

GUIDANCE COUNSELOR OPERATIONS COURSE trains NCOs about computer system resources, interviewing techniques, interpretation of Army regulations, suitability procedures and enlistment options and programs.

HEADQUARTERS, U.S. ARMY RECRUITING COMMAND COURSE teaches students what will be expected of them at USAREC headquarters at Fort Knox, Ky.

RECRUITING COMPANY LEADER COURSE provides insight into what USAREC first sergeants need to know to conduct company operations.

SERGEANT MAJOR OPERATION COURSE teaches sergeants major how to conduct battalion-level operations.

Right: A recruiter with the Phoenix Recruiting Battalion leads future Soldiers by preparing them in the Army's customs and courtesies Feb. 9 at a recruiting station in El Paso. PHOTO BY JENNIFER MATTSON

Below: Sgt. Samual Atkins, a 21Y geospacial engineer, talks with students at an exposition in Philadelphia, Pa. He attended the conference to showcase to qualified applicants the many high tech careers available within the Army. PHOTO BY SGT. 1ST CLASS SCOTT D. TURNER

of an NCO," Moore said. "As an example, the Army interview is counseling done correctly in accordance with FM 6-22. It's essentially the ability to assess the issue, to provide solutions, to develop the goals and desires of a person, and to develop solutions and present opportunities. When you start telling NCOs that, they say, 'This does have value.'"

"They can't rely on 'Do it because I said so.' Now they provide purpose, directions and motivation through the development they've gotten out here in Recruiting Command," Moore said. "That young private is going to go attack that mission with a much different intent because now they understand the why."

Staying on recruiting detail

Some NCOs decide to make 79R their primary MOS. Those NCOs have the opportunity to serve the Army in a variety of positions, including training new 79Rs at the Soldier Support Institute's Recruiting and Retention School at Fort Jackson, S.C., and serving at USAREC headquarters.

"For those who aspire to convert and stay here, they go through a lengthy assessment and counseling, and a recommendation for a full conversion to 79R," Moore said. "The majority of that is based on their leadership ability, not on how many people they've put in the Army."

White, previously a 19K armored crewman, chose to stay in Recruiting Command because he believed it would provide him with more opportunities in the Army. He now serves as the 1st Cavalry Division's recruiter outreach

NCO. To the Soldiers of the 1st Cav, he *is* USAREC and is currently deployed to Afghanistan with them. While downrange, he provides briefings, offers NCO professional development, and tells Soldiers tapped to be recruiters about what they can expect once they get to Fort Jackson.

"When I looked long-term, finishing my career in Recruiting Command was going to give me a more marketable skill set than being a tank commander would have," White said. "But what influenced my decision the most was, as a recruiter, I was able to help others realize their goals and dreams in life.

"That's what I like most about Recruiting Command. You get to take that high school senior, or recent high school grad, or maybe a college student who is going through life and going through the motions and doesn't have any real direction and help them achieve whatever their long-term or short-term goals are."

Recruiting is often compared with drill-sergeant duty because both are special assignments that offer NCOs similar opportunities during their military career. Though, White said, more rumors are circulated about the horrors of recruiting.

"Recruiting Command is kind of a victim of its own success," White said. "If somebody goes out on drill-sergeant status, they're going to go out for 24 months. They can apply for a third year and do 36 months, but all of them are going to go back to the conventional Army when they're done. So people that loved it, people that hated it, people that were indifferent to it, they all come back to the conventional Army, and you hear about all of it.

"USAREC allows us to be better leaders, to be able to be very diverse, to be articulate, to tell our story."

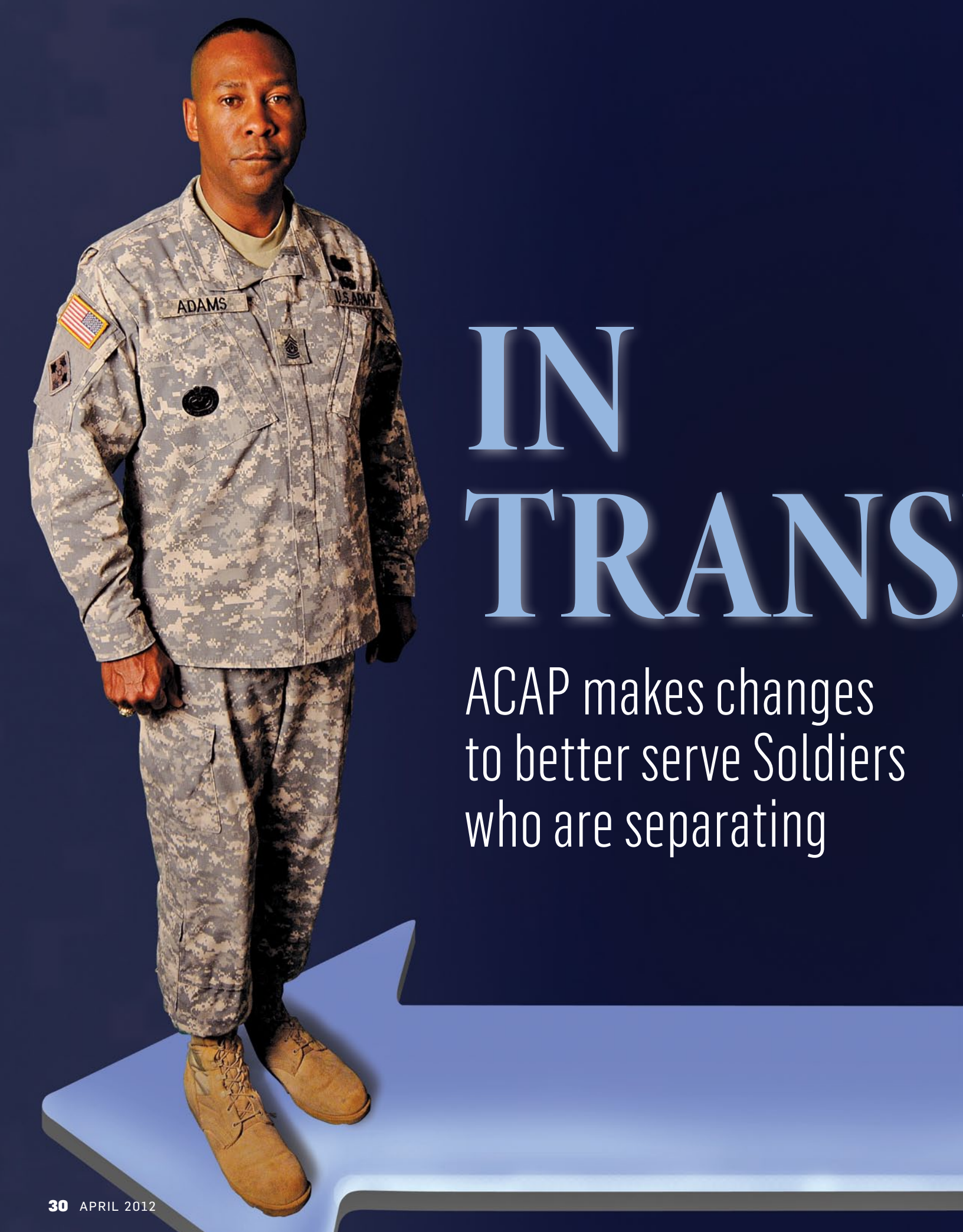
— 1ST SGT. LATOSHA BOWENS

"With Recruiting Command, you do 36 months of being a detailed recruiter. But you have the option — assuming you were successful and enjoyed recruiting — to re-class and change your MOS to stay in recruiting. Unfortunately, the conventional Army doesn't always hear about the people who really liked recruiting, because we stayed in recruiting."

Regardless of whether NCOs stay in USAREC or return to the rest of the Army after their three-year obligation, they will be more prepared to meet the challenges ahead after serving in Recruiting Command, Bowens said.

"USAREC allows us to be better leaders, to be able to be very diverse, to be articulate, to tell our story," Bowens said. "We lead from the front, lead by example, extend our influence beyond the chain of command. But most importantly, we are the epitome of the Army and of the Noncommissioned Officer Corps." ⩔

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



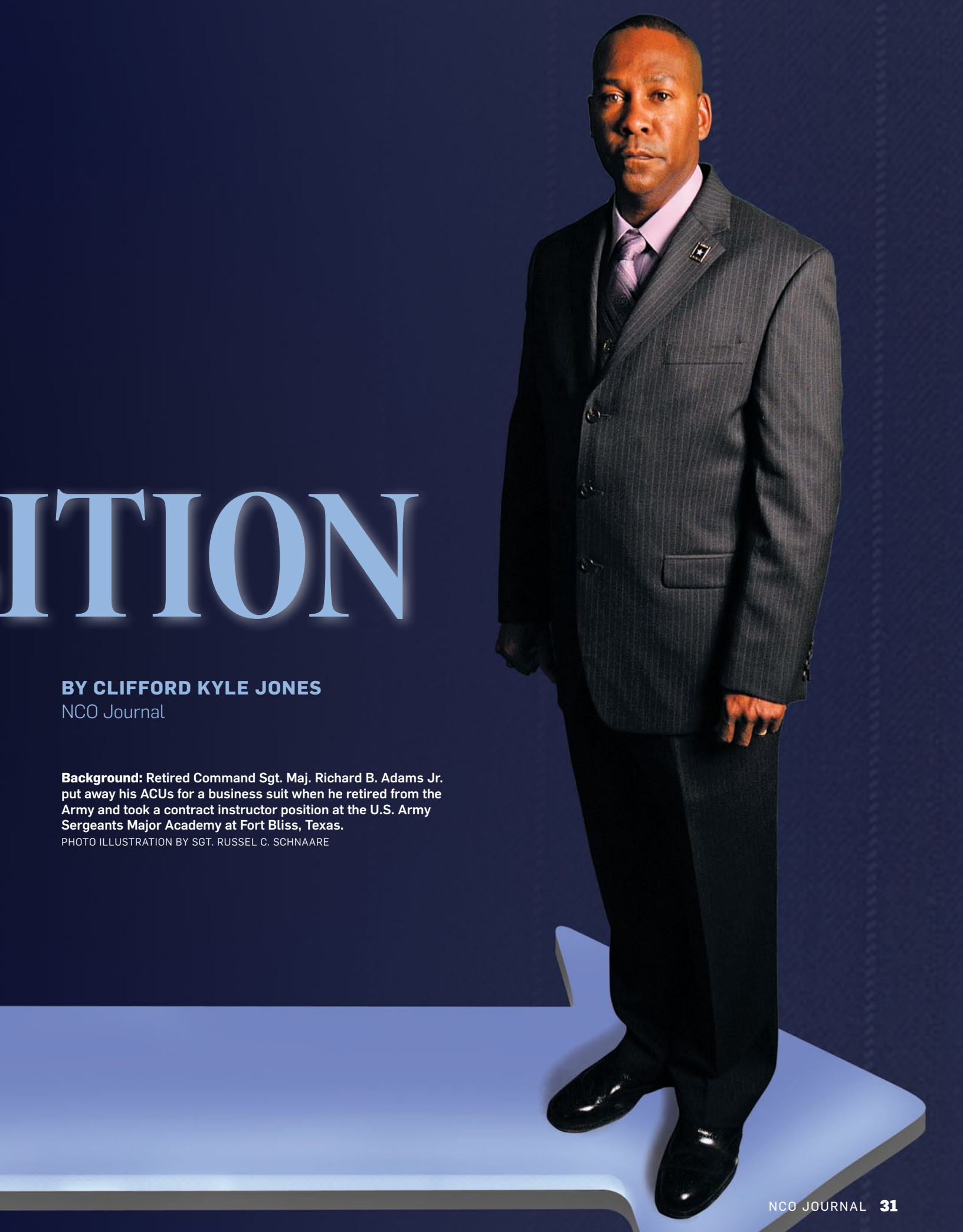
IN TRANS

ACAP makes changes to better serve Soldiers who are separating

ITION

BY CLIFFORD KYLE JONES
NCO Journal

Background: Retired Command Sgt. Maj. Richard B. Adams Jr. put away his ACUs for a business suit when he retired from the Army and took a contract instructor position at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.
PHOTO ILLUSTRATION BY SGT. RUSSEL C. SCHNAARE



Sgts. Rebecca Manda and Preston Miller of the Fort Bragg, N.C., Warrior Transition Battalion receive information from recruiters at the Army Career and Alumni Program's spring job fair. More than 100 companies were represented at the fair. PHOTO BY TINA RAY/FORT BRAGG PARAGLIDE

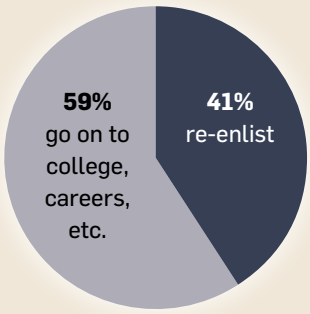
The Army Career and Alumni Program is undergoing some of the biggest changes in its 20-year history, and Soldiers at all levels and in all components will soon experience the differences — and the benefits.

An execution order and new legislation have created a much more responsive and thorough separation process. The order, signed Dec. 29, requires that all Soldiers begin their pre-separation counseling at least 12 months before the date of their ETS, or expiration of term of service. The congressionally mandated time had been 90 days before a Soldier's ETS.

The extra time "allows Soldiers to do a couple of things — to prepare for a successful transition and to network for their new and transitioned lives," said Walter Herd, director of the Army Transition Program, which is based at Fort Knox, Ky.

And if they can, Herd said, Soldiers should begin working with ACAP even earlier than 12 months before their ETS date.

"Earlier is better," Herd said. "18 months is even better."



ACAP services

137,000 Soldiers initiated ACAP services in fiscal year 2011. Of the active-duty Soldiers who used the service, more than four in 10 decided to re-enlist, remaining on active duty or joining the National Guard or Army Reserve.

But the execution order's effects aren't limited to Soldiers who are separating. Commanders and NCOs will now be responsible — and graded on — their separating Soldiers' participation in ACAP.

The order "changes the transition program from a staff function to a leadership responsibility," Herd said. "In the year or so prior to the execution order, the Army conducted a significant study of all the transition centers and the entire process, and the number one comment they got from Soldiers was, 'This is a great program, but my leaders don't give me the time to go.' [The new requirement] gives the leaders some responsibility, and more importantly, it gives leaders some information … on how their Soldiers are doing in the transition program."

The VOW (or Veterans Opportunity to Work) to Hire Heroes Act was signed by President Barack Obama in November. The bipartisan legislation has a number of provisions intended to help Soldiers find work after leaving

the Army and to encourage companies to hire veterans. But one key element of the act affects how all Soldiers use ACAP.

"That law changes the transition process from voluntary to mandatory," Herd said. "A year ago, in most cases, Soldiers could kind of pick and choose how much of the ACAP program they wanted to attend. Starting one year after signature [this November], the bulk of the program is going to be mandatory — all Soldiers, all ranks, all components, all situations.

"So the execution order gives Soldiers the time to begin early and gives commanders the information to manage it," Herd said. "And then the VOW act requires the Soldiers to go to more transition services — because the correlation between early and frequent attendance and a successful transition is very high."

12 months out

Before the execution order was signed, elements of the new ACAP requirements were piloted at Joint Base Lewis-McChord, Wash. JBLM Soldiers were encouraged to get their initial pre-separation briefing and counseling 12 months before their ETS date or earlier. The JBLM pilot also created a series of tracks for separating Soldiers to choose and encouraged a different set of actions depending on which track the Soldiers selected.

For instance, a Soldier who selected the education track would have his or her education benefits explained thoroughly and would be given assistance applying to colleges and universities. A Soldier who planned to join the workforce would be given assistance networking with potential employers and be encouraged to leave ACAP with a résumé months before his or her ETS date. A Soldier who planned to start a small business would be assisted in developing a business plan.

Perhaps surprisingly, one of the most popular tracks is re-enlistment. According to an ACAP study of its clients in fiscal year 2010, 41 percent of active duty Soldiers who initiated ACAP services decided to re-enlist, either staying on active-duty or joining the National Guard or Army Reserve.

"If you give Soldiers that realistic view of what it's like out there, a lot of times the Army looks pretty good after that," said Robin Baker, JBLM's ACAP program manager. "When they do their budget and they realize, 'I'm going to have to pay for health care; I'm going to have to pay for housing,' and they look at what they can make in the civilian sector, 40 percent of them say, 'Shoot, I need to re-enlist.' That's a win-win for everybody. It's helping them make that informed decision. But you have to give them time. Because if you don't send them to ACAP until 90 days out, re-enlistment dates are shifting so far left, they're out of options at that point."

Victor Mercado, a retired command sergeant major, officially separated from the Army in January 2010. He started the process much earlier than required, but he was glad he gave himself the extra time.

"I started pursuing ACAP about a year and a half prior to my retirement," he said. "I recommend everybody get to ACAP as soon as possible and to get the things that ACAP offers."

Mercado found ACAP's résumé-writing workshops and tips on interviewing particularly helpful. ACAP was able to help translate his skills as the command sergeant major of the Western Region of U.S. Army Cadet Command — where he helped lead the Army's ROTC, or Reserve Officers' Training Corps, program — into items on his résumé that civilian employers could understand. He eventually was hired in a contract position in the JBLM area as a military analyst with the Mission Command Training Capability center, where he works in the leader development department.

Starting the separation process so early helped Mercado ensure that he was able to attend as many ACAP workshops, counseling sessions and job fairs as possible.

The VOW to Hire Heroes Act

Provisions of the VOW (Veterans Opportunity to Work) to Hire Heroes Act, from the offices of the act's co-authors, Sen. Patty Murray of Washington and U.S. Rep. Jeff Miller of Florida, the chairs of their chambers' committees on veterans affairs:

IMPROVES THE TRANSITION ASSISTANCE PROGRAM: The VOW to Hire Heroes act makes TAP mandatory for most service members transitioning to civilian status, upgrades career counseling options and job hunting skills, and ensures the program is tailored to individuals and the 21st-century job market. ACAP is the Army piece of TAP.

FACILITATES SEAMLESS TRANSITION: Getting a civil service job can often take months, and frequently that forces veterans to seek unemployment benefits. To shorten the time to start a federal job after being discharged, the act allows service members to begin the federal employment process by acquiring veterans preference status before separation. This facilitates a more seamless transition to civil service jobs at Veterans Affairs, Homeland Security or the many other federal agencies that would benefit from hiring veterans.

TRANSLATES MILITARY SKILLS AND TRAINING: This act requires the Department of Labor to take a hard look at how to translate military skills and training to civilian sector jobs, and will work to make it easier to get the licenses and certifications veterans need.

EXPANDS EDUCATION AND TRAINING: The act provides nearly 100,000 unemployed veterans of past eras and wars with up to one year of additional Montgomery GI Bill benefits to qualify for jobs in high-demand sectors as varied as trucking and technology. It also provides disabled veterans who have exhausted their unemployment benefits up to one year of additional VA Vocational Rehabilitation and Employment benefits.

PROVIDES VETERANS TAX CREDITS: The act provides tax credits for hiring veterans and disabled veterans who are out of work.

"As command sergeants major, as busy as we are and as demanding as our jobs are, sometimes the time is not there," he said. "But the website helped me, too, so I was able to do some things and get smart about ACAP itself. The extra time [also] helped me confidence-wise. I was able to build the confidence I needed when I went into the civilian world. In 30 years, [the Army] was only the second job I had. I only had one job before, and that was with my uncle, cleaning tables in a restaurant."

Leadership responsibilities

Although Mercado was able to give himself enough time to transition out of the Army successfully, he acknowledged that he knew several Soldiers who didn't get the support they needed from their leaders to take full advantage of ACAP's services. Baker says this has been one of the toughest challenges ACAP offices have to face. However, with plans under way to reduce the size of the Army by about 80,000 Soldiers, the old Army mindset of trying to retain every Soldier needs to be overhauled, ACAP and enlisted leaders agree.

Command Sgt. Maj. Daniel Verbecke, the I Corps rear detachment command sergeant major, has worked with JBLM's ACAP office to try to get Soldiers to start the separation process earlier and to evaluate ACAP's services. Indeed, he has begun his own separation process as he prepares to retire in about 15 months. As the reduction in force gets under way, he sees a need to change the Army's "retention culture."

"We have to change the way a squad leader, a platoon sergeant, a first sergeant, company commander, platoon leader think," he said. "Instead of focusing on 'We have the next mission,' we have to focus on 'We have this group of people that is not going to stay.' We need to get them the best-equipped and the best-trained to get out, just like we do to get them the best-equipped and -trained to go to war.

"It's an extreme culture shift on our part, and I think it's going to take a little while to figure out how to do that, to change that, because you have guys like me," Verbecke said. "I've done this for 30 years. All I've known for 30 years is stay, stay, stay, stay, stay. I can sell the Army to you in a heartbeat to help you to stay. I know all the good reasons.

"I don't know the reasons to get out. I have no good reason to get out, unless it's retirement. But [if you've] served three or four years? [It has been] 'Dude, you need to stay.' … I don't know what the outside is, so it's kind of hard to sell that," he said. "But I can sell ACAP. 'Dude, you need to go talk to those guys, because they know what they're talking about.' That's easy. But I have to change the NCOs' way of thinking. That's the hard part."

Pfc. Akiliah M. Richardson, a motor transport operator with the 21st Cargo Transfer Company, 57th Transportation Battalion, 593rd Sustainment Brigade, uses a computer Feb. 2 at the Army Career and Alumni Program center at Joint Base Lewis-McChord, Wash., to research financial aid for college. PHOTO COURTESY OF ARMY TRANSITION PROGRAM

Baker has a two-pronged attack to encourage commanders and other leaders to help their Soldiers use ACAP's services. The first is to convince them that Soldiers who are separating still deserve their leaders' best efforts. As a major in the reserve component who just returned from a deployment late last year, Baker is well aware of the day-to-day concerns that sometimes cause leaders to believe they can't spare Soldiers for any length of time.

"I know. I was in that unit [until last year], so I know there's a mission," Baker said. "They all have a mission, and they're focused on the mission. That's what they've been trained to do. But as the Army draws down, my job now, in this position, is to explain to them, 'Look, some of your Soldiers who thought they were going to be able to stay in 20 years are going to find out they can't. They've served you. They've done it honorably. You owe this to them to make sure that now they're capable of transitioning smoothly and functioning in society.'"

The execution order's shift in responsibilities gives Baker her second tool in fostering leadership's help.

"So it's, 'This is what we need be doing for our Soldiers and educating them,' and it's also, 'OK, this is why you really need to do this: Because your boss is going to be graded on this," she said.

Herd sees that the Army's culture needs to change, and he hopes Army leaders will remember "everybody transitions," he said.

"You may do it at two years, you may do it at 32 years. But at some point, you take the uniform off. So this program supports everybody. And that's one of the driving forces.

"As we adjust the Army, this is something that we want commanders and Soldiers to think about: There's no negative connotation, because 100 percent [of Soldiers will] transition. The only question is: Are you going to be prepared and think about it?"

More changes to come

The execution order has had far-reaching effects on the program. But Herd said the improvements at ACAP are far from finished. Herd called the VOW to Hire Heroes Act's provision that ACAP services are now mandatory for separating Soldiers "a game-changer." He said the Army is working on new policies to outline exactly how it will implement the act's requirements, and those will be unveiled in the next few months.

Currently, only the pre-separation briefing is required. The VOW to Hire Heroes Act will mean Soldiers will have to participate in ACAP briefings that can be a benefit to all Soldiers, such as the Department of Labor's employment briefing and the Veterans Affairs Department's benefits briefing. ACAP will still offer several other optional briefings depending on a Soldier's individual transition plan developed with a counselor.

In the meantime, ACAP also has a series of initiatives that have just launched and a number of pilot programs being tested that are intended to help Soldiers even more.

The program recently launched the ACAP Virtual Center on its website, *www.acap.army.mil.* The avatar-based online environment lets Soldiers visit with a counselor anywhere and at any time, in addition to using any of the other transition or education services available at a physical ACAP center.

"We put that in for all our Soldiers," Herd said. "But I think it will be particularly useful for the Soldier who doesn't happen to live near a big installation," such as reservists or those who are deployed.

ACAP has also launched a 24-hour toll free line to help Soldiers at 1-800-325-4715.

In addition to providing added access to its services, ACAP is working with its partners at the departments of Labor and Veterans Affairs to improve the briefings and sessions provided to transitioning Soldiers. Last month, the Labor Department tried out a new employment briefing at several installations across the Army.

"That's taking the old DoL employment workshop that they've done for a decade, and they've revamped it significantly, and they're piloting it now," Herd said. "Similarly, the Department of Veterans Affairs is re-engineering its seminar."

The recently launched ACAP Virtual Center gives Soldiers 24-hour access to ACAP counselors and services. It is available at *www.acap.army.mil.* ACAP also offers a 24-hour toll free line at 1-800-325-4715. IMAGE COURTESY OF ARMY TRANSITION PROGRAM

The new sessions will include the latest information and tools, such as social networking, to help Soldiers find jobs and make the most of their benefits. "That's the kind of thing we're trying to put in there, to bring [the training] into the 21st century," Herd said.

The Army also recently decided to endorse a single jobs website, so that Soldiers and companies that want to hire veterans will be able to connect more reliably and consistently. In March, the Army G-1 selected H2H (for "Hero 2 Hired"), at *https://h2h.jobs/dashboard,* to be that site.

Things at ACAP are changing, and services and options are only likely to improve. It's important, however, for separating Soldiers to remember that the earlier they get started, the better their odds of success are going to be.

Julian Chivington was a staff sergeant in the 3rd Stryker Brigade Combat Team, 2nd Infantry Division, at Fort Lewis, Wash., (now JBLM) when he was medically discharged in late 2008 because of injuries he received during a deployment to Iraq.

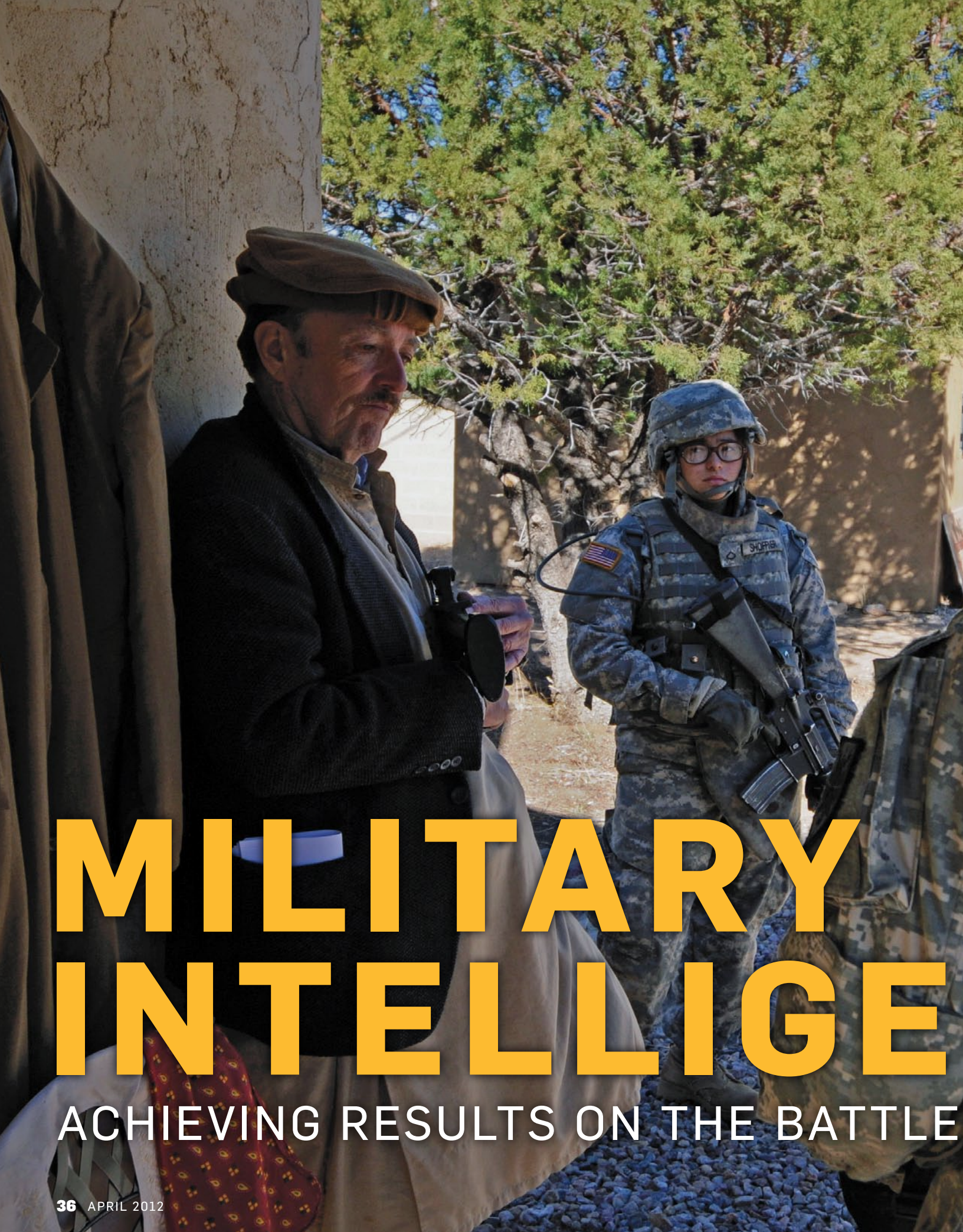
"I came into the Army when I was 17, and I had no clue what the real world was like," Chivington said. "I was petrified of getting out, absolutely petrified. I didn't want to do it, but I didn't have any other choice. I'd probably still be in if I hadn't been hurt."

He only had about nine months to use ACAP's services before he was discharged. But a counselor at the JBLM office helped him achieve his plan B: a career in law enforcement.

He's now a sheriff's deputy with the King County Sheriff's Office in Washington. He's also an advocate for Soldiers and tries to help them separate successfully.

"When the sheriff's office does recruiting at ACAP at Fort Lewis, I always go. I can help out the Soldiers and tell them, 'Hey, I was just there a few years ago,'" he said. "You have to start now. The hardest part is just getting started. A lot of those guys are in the same boat that I was — really not sure what to do. I tell them it is a different world, but you have to have a plan. And once you get started, it's easy. They have all the qualifications that everybody wants. You just have to transition from a military mindset over to civilian mindset. Once you do that, you're a great asset to everybody." ⩔

To contact Clifford Kyle Jones, email clifford.k.jones.ctr@mail.mil.



MILITARY INTELLIGE

ACHIEVING RESULTS ON THE BATTLE

NCE

FIELD

◀ Training NCOs from the 309th Military Intelligence Battalion, 111th MI Brigade, at Fort Huachuca, Ariz., put 35M human intelligence collectors and 09L linguists through a day of training in January at a mock Afghan village. "Afghan locals," who speak Farsi, Dari and Arabic, are part of the training. The Soldiers go through the village attempting to get useful information from the locals.

STORY AND PHOTOS BY JONATHAN (JAY) KOESTER
NCO Journal

The NCOs at the U.S. Army Intelligence Center of Excellence at Fort Huachuca, Ariz., know their work hasn't always been viewed favorably.

They know, for example, intelligence experts didn't predict the attacks of Sept. 11, 2001; no weapons of mass destruction were found in Iraq despite early intel reports; and when the wars in Iraq and Afghanistan began, military intelligence Soldiers didn't seem to have a large role.

But the U.S. Army's military intelligence NCOs also know that view has changed in the past 10 years. Osama bin Laden would never have been found without good intelligence on his whereabouts, and U.S. military commanders now rely heavily on MI Soldiers to help plan missions.

Professional NCOs have turned things around in the MI field, said Command Sgt. Major Todd Holiday, the command sergeant major of the USAICoE and the Military Intelligence Corps.

"I think when the war in Iraq started, MI didn't have a lot of credibility," Holiday said. "They blamed a lot on intelligence people for misinformation that was given to leaders to make decisions on whether to go into Iraq. … So we went through a transition period of trying to regain our credibility. As the war continued and the fighting intensified in Afghanistan, combat leaders have figured out that intelligence is very relevant to what they are doing.

"We have reinstated ourselves as being the dominant proponent when it comes to armed forces," Holiday said. "Intelligence leads to the battlefield, there's no doubt about it. You can't kill something if you can't find it. We've been fighting a counterinsurgency war, where you have the enemy embedded into the local populace. We have to come up with creative and innovative ways to find those guys."

The increasing importance of MI Soldiers and NCOs can be seen in their increasing numbers and new understanding of how MI Soldiers can help the mission, said Sgt. 1st Class Misty Glass, the NCOIC of the 35M human intelligence collector AIT course taught by the 309th MI Battalion, 111th MI Brigade, at Fort Huachuca.

"I've seen that change; you can see it in the numbers, how much [the Army has] increased our MOS field," Glass said. "No one really knew what we did for a long time. I remember hitting the ground in Iraq, and the MI people knew what 35Ms do and how to use them. But a lot of the other units had not worked with that MOS and didn't understand the capabilities, the limitations. By the time we left, everybody was tracking. It was beautiful how all the different pieces worked together."

Those in the 35M field of MI, often called "humint" for short, are trained to work the local populace to gain intelligence. They need to learn the language and, perhaps more importantly, be able to relate to and gain the confidence of people.

"We're really the ones who get information from human beings," Glass said. "Not everyone and not every Soldier has the people skills to be able to do that effectively. What I've seen working here, what makes a good huminter is, they're not just a good huminter when they're deployed or when they're talking to a detainee. It's how you react with all people, understanding what makes them tick. You have to be able to read people and find out what they need to feel important or included. That's going to make them want to tell you what you want to know."

> "That word 'further' is really important to us and to me because what it means is that we take the experiences of our students and we value them."
>
> — COMMAND SGT. MAJ. WILLIAM HUNTER

However, those humint skills can be found in a surprising number of Soldiers and NCOs, said Sgt. 1st Class Douglas Hegyi, AIT platoon sergeant with E Company, 309th MI Battalion, 111th MI Brigade. Hegyi also teaches the 35M course and said he's been surprised by some of the successes he's witnessed.

"There are people [entering AIT] you would have said, 'There's just no way. That guy or that girl doesn't have what it takes. I don't think they are going to make it,'" Hegyi said. "Then six months down the line — wow, they made it through; they really have what it takes. When they first come to you, they have such a vast array of traits — different walks of life, from all over the place. So I can't say anymore they need to have this trait or that trait, other than being a hard worker and being willing to learn the necessary skills to become a military intelligence professional."

The NCO Academy

In addition to the 111th MI Brigade training Soldiers, the Military Intelligence Corps NCO Academy at Fort Huachuca continues the professional development of MI NCOs. In 2011, 909 NCOs graduated from the Advanced Leader Course at the academy, with another 540 graduating from the Senior Leader Course. The academy teaches the NCOs of nine MOSs.

Its mission statement begins, "Execute resident training to educate NCOs in order to further develop leadership and technical skills so they emerge as confident and competent warriors."

Command Sgt. Major William Hunter, the NCO Academy's commandant, said the key word to him in that opening is "further."

"That word 'further' is really important to us and to me because what it means is that we take the experiences of our students and we value them," Hunter said. "We encourage them to have discussions

THE MOSs OF MILITARY INTELLIGENCE

09L	Interpreter/translator
35F	All-source intelligence analyst
35G	Geospatial intelligence imagery analyst
35L	Counterintelligence agent
35M	Human intelligence collector
35N	Signals intelligence analyst
35P	Cryptologic linguist
35S	Signals collector/analyst
35T	Military intelligence systems maintainer/integrator
35X	Intelligence senior sergeant/chief intelligence sergeant
35Y	Chief counter intelligence/human intelligence sergeant
35Z	Signals intelligence (electronic warfare)/senior sergeant/chief

COMING SOON

35Q	Cyber network warfare specialist

As one of the culminating exercises of Advanced Initial Training, military intelligence Soldiers being trained by the 309th MI Battalion, 111th MI Brigade, at Fort Huachuca, walk a mock Afghan village, speaking with the "Afghan locals" and trying to extract helpful information.

about their experiences as they apply to the lessons that we're teaching. They mentor and coach each other as they go."

That kind of coordination and teamwork with the students is important because the military intelligence field changes so rapidly. Enemies adjust, new technology comes along, and all those lessons and tools need to quickly get to the schoolhouse. Often, it's the students who have the most current information, most having just returned from a deployment.

"We spend a lot of effort and energy and time in finding out what is important today for our NCOs to know. What are the tasks that we need them to be proficient in?" Hunter said. "We get a lot of that information, ideas and direction from our discussions and talks with our corps' senior leaders. But we also get a lot of that stuff from our current students."

When the NCOES transformation occurred in 2009, and the Advanced NCO Course became SLC, it wasn't just a name change to the NCOs at the academy. They spent a year rewriting the course to make sure senior MI NCOs would get the correct professional development.

Sgt. 1st Class Peter Marchiony, the SLC chief instructor at the academy, said the work NCOs did on the course was impressive and the changes have been beneficial.

"This is a much more challenging course," Marchiony said. "It concentrates on the core competencies of all the 35 [career management field MOSs]. The schoolhouse has done some amazing things since I went through as a student.

"With our [operational tempo], the way that we've been for the past 10 years, training has been paramount to our success," Marchiony said. "That success came because we've had great NCOs, NCOs who have taken the time to not just train doctrine but to get involved with lessons learned and bring that to the training. You couldn't do this without NCOs."

Real-world training

The MI NCOs at Fort Huachuca are proud of the work they are doing, and they are also proud of their post. Tucked into the Huachuca Mountains at an elevation of about 4,600 feet, the mountain atmosphere makes it a great place to train and prepare for missions in Afghanistan, where the terrain is very similar.

Soldiers train in mock Afghan villages on the post. The villages include "Afghan locals" who speak Farsi, Dari and Arabic so the 09L translators/interpreters can practice. The 35M humint collectors practice going on patrol in the town, talking to people to see what they need and attempting to collect information.

The NCOs leading the training attempt to use realistic elements. Soldiers dressed in red sweatshirts, for example, pretend to be Afghan children, kicking soccer balls into the middle of conversations and asking for gum and candy.

Adding to the lifelike Afghan villages are real-world scenarios. Command Sgt. Major Christopher Richardson, the command sergeant major of the 111th MI Brigade, said the NCOs who run the training take real-life stories and after-action reviews from Soldiers downrange and

Staff Sgt. Chailem Cham, a 09L Advanced Leader Course senior instructor at the Military Intelligence Corps NCO Academy at Fort Huachuca, works on the training of linguist NCOs during a January course.

CREED OF THE MILITARY INTELLIGENCE CORPS

I am a Soldier first,
but an intelligence professional
second to none.
With pride in my heritage,
but focused on the future,
Performing the first task
of an Army:
To find, know, and
never lose the enemy.
With a sense of urgency and of
tenacity, professional
and physical fitness,
and above all, integrity,
for in truth lies victory.
Always at silent war,
while ready for a shooting war,
The silent warrior
of the Army team.

incorporate those into the scenarios.

"Our training is current," Richardson said. "When I came through, we were never using real-world scenarios; we were always using something that was made up. Now a Soldier is training in a real-world scenario, so when he gets into the fight, he's already tracking. He's already targeting a person he was targeting in training. So that gets him right into the fight, doing what he needs to do."

That training transforms young adults into Soldiers the nation can count on, said Sgt. 1st Class Jonathon Graziano, the operations NCO in charge for the 309th MI Battalion.

"I was an instructor at the 35M course, and saw that transformation from an 18-year-old high school kid coming in the military," he said. "By the time they have finished their training, the Army has taken them from being responsible young adults into being a Soldier who is ready to go out and do a job as an 18-year-old in harm's way, providing for the security of our nation. There's no other country on earth that provides that same training, and here is where we do it best, at Fort Huachuca."

A large part of that real-world training is learning how to work with the entire MI team, including doing those parts of the job that may not seem as exciting to the outside world. Sgt. Maj. Michael Dodson, the operations sergeant major for the USAICoE, said that after MI Soldiers walk through an Afghan village, there is still hours of work to do.

"The mock villages are pretty active, and it looks cool," he said. "[The MI Soldiers] are out there walking. They're out there talking to people and questioning people. But the part you don't see is when they finish that, they have to come back to the forward operating base and spend hours putting all the information together.

"So you do have a side of it, like with any MOS, that's a sexy side, but you also have the side that's analytical — sitting down and putting the puzzle pieces together," Dodson said. "You may have one piece of the puzzle, the humint guy has another piece of the puzzle, your imagery person may have another, your person who is listening to the communications may have another. You can't just rely on one piece of information. With MI, it's really a team effort: One team, one fight."

The importance of NCOs

Holding together that team effort is the NCO, said Command Sgt. Maj. James Ramsey, the command sergeant major of the 304th MI Battalion.

"The NCO is really where the intelligence is fused for the first time, where you're bringing in the different 'ints,'" he said. "It's really the NCO where, for the

first time, it comes together to start creating that picture. I think that's where the key is, being able to fuse that intelligence The more intelligence disciplines you can fuse together, the better off you are in being able to help operational forces."

"A lot of people outside the intel community think that it is very passive the way we collect information, that we sit back and wait for information to trickle into us and that we find things out by happenstance," Graziano said. "But that's not the truth at all, and if it wasn't for the NCOs out there leading the charge in MI, a lot of that information would just fall by the wayside, and we wouldn't know about it."

The future of MI

The Army's MI professionals have proven their worth to the fight in Iraq and Afghanistan. Commanders routinely seek out MI NCOs and Soldiers, Graziano said.

"There's nowhere on the battlefield where I can go where military intelligence Soldiers aren't executing the mission, providing information, collecting information, getting it to the battlefield commanders, analyzing it and using it to predict future attacks, save Soldiers' lives, and further the mission for the United States," he said. "It's at the forefront now. It's what every commander wants. They want MI; they want collection; they want analysis; they want to know what's going on. MI has definitely become the tip of the spear.

"There are a lot of outstanding NCOs and Soldiers in the Army who are making a huge difference right now even as we're speaking, finding people who are legitimately trying to kill U.S. citizens and Soldiers," Graziano continued. "They deserve a lot more credit than they can be given because of the sensitivity of the information. MI Soldiers carry a lot of responsibility. I know that if I don't do my job as an MI Soldier, if I don't collect the intelligence, and especially if I don't articulate it and disseminate it properly, it could lead to other service members — my brothers and sisters — being in harm's way."

> **"There are a lot of outstanding NCOs and Soldiers in the Army who are making a huge difference right now even as we're speaking, finding people who are legitimately trying to kill U.S. citizens and Soldiers."**
>
> **— SGT. 1ST CLASS JONATHON GRAZIANO**

But what about the next fight? With the U.S. Army out of Iraq and the war in Afghanistan nearing its end, the Army's MI professionals need to be prepared for whatever comes next, whether that's another counterinsurgency or a conventional battle. Richardson says the MI corps is ready.

"The Army and the MI corps, that's one thing we are good at, going from one fight to the other kind of fight," he said. "Our Cold War training was focused more on a conventional threat. It was all conventional, conventional, conventional. But we switched, based on what happened on 9/11, to a counterinsurgency focus. But we haven't forgotten about countries that pose a conventional threat; we're watching those guys. I think we'd be immediately prepared to switch back to a conventional fight."

MI is a diverse field, and one that is staying relevant in changing times, Richardson said. It's a field in which NCOs and Soldiers can know they are making a difference for the country and the Army.

"MI is a great field," Richardson said. "You can work anywhere from a tactical level, to a strategic and operational level. I can be walking through the woods with a humint team today, and tomorrow I can be working on the White House communication team. You can't say that about most MOSs."

Holiday said NCOs who want to be at the front edge of the battlefield should consider MI.

"You can see the results of what we do," he said. "When you capture or kill that enemy, extract information from them, or you see the results of products that MI Soldiers put together to rid a village of bad guys ... you see MI is where it's at."

To contact Jonathan (Jay) Koester, email jonathan.a.koester.ctr@mail.mil

HISTORY OF MILITARY INTELLIGENCE

In 2012, the NCOs of military intelligence celebrate the 50th anniversary of the military intelligence branch and the 25th anniversary of the Military Intelligence Corps.

Although MI has been a part of every American conflict, the effort was not sustained as wars ended, leading the Army to have to start over for each conflict. It took World War I for MI to become a permanent part of the Army, with several wartime intelligence organizations surviving past the end of the war, including the Military Intelligence Division and the Corps of Intelligence Police. The success of MI during the war also led to the formation of the MI Officers' Reserve Corps in 1921.

During World War II, the range and professional nature of MI Soldiers continued to increase. However, MI functions were scattered among different agencies, including the Military Intelligence Service, the Intelligence Corps, the Signal Intelligence Service and the Army Security Agency.

On July 1, 1962, the Army created the Intelligence and Security Branch, composed of the Army Security Agency, the Intelligence Corps, and strategic and combat intelligence officers, to provide guidance to the increasing number of officers in the intelligence field. In 1967, the branch was redesignated the Military Intelligence Branch.

In 1971, the U.S. Army Intelligence Center and School was established at Fort Huachuca, Ariz. On July 1, 1987, the Military Intelligence Corps activated under the U.S. Army Regimental System. All Army intelligence personnel became part of a regiment headed by the commanding general of the U.S. Army Intelligence Center.

— MILITARY INTELLIGENCE HERITAGE HANDBOOK

Living off the jungle in Belize

Army South medics train counterparts in Central America, bring valuable knowledge back home

BY ERIC R. LUCERO
U.S. Army South

Deep in the jungle of Belize, five U.S. Army Soldiers, accompanied by soldiers from the Belize Defense Force, moved through unfamiliar terrain with their casualty. The ability to move their casualty more than 200 yards was strenuous due to the tropical climate and terrain. Time was a factor for their casualty, and they knew it.

Sensing they were running out of time, the medics chopped their way through thick vegetation, rappelled down steep cliffs, crossed rapid rivers, and made their way through dark caves. Once they reached their objective, the unusual happened — their patient stood up, smiled and praised them for a job well done.

The Army medics were participating in a two-week, U.S. Army South-sponsored Subject-Matter Expert Exchange, or SMEE, with the Belize Defense Force and the Belize Coast Guard Service. The exchange required the U.S. Soldiers to step outside their comfort zones and slither through the jungle and rivers of Belize, all while staying focused on properly executing their skills.

During the two-week exchange, the Belizeans trained the U.S. Soldiers in various elements of high-difficulty casualty evacuations. Whether it was rappelling down sheer cliffs, using ropes to cross swift rivers, or crawling into confined spaces during cave rescues, the scenarios and terrain provided by the Belizean soldiers offered their U.S. counterparts an unparalleled training opportunity.

"As medics, we may find ourselves in a jungle or cave environment, and it's our duty to be able to go in there and extract that patient safely," said Sgt. Eric Chappell, a medic assigned to the 228th Combat Support Hospital in San Antonio. "Any U.S. Soldier who comes through this program will be able

◀ **Sgt. 1st Class Efrem Dicochea (right), a medical operations NCO assigned to U.S. Army South, listens to last-minute instructions from Cpl. Wendy Garcia, a combat medic in the Belize Defense Force, prior to him strapping in and working his way across a river during a high-river crossing casualty-evacuation simulation Feb. 11 near Belmopan, Belize.** PHOTO BY ERIC R. LUCERO

to take this training back with them and use it effectively. There's no question in my mind that this course has been tough."

Sgt. Matthew Archilla, a medic also assigned to the 228th Combat Support Hospital, believes the training he received in Belize has the ability to pay immediate dividends.

"A lot of the rappel training they gave us is really relevant," Archilla said. "Our current situation in Afghanistan has us operating in a lot of mountainous terrain. Allowing a medic to get in there and learn how to package a patient in that type of terrain is extremely beneficial."

While the Belize Defense Force is a relatively small military — it consists of about 1,000 troops — the experience its service members have operating in a jungle environment makes its training invaluable to partner nations seeking to improve their own capabilities.

"It's good to see how other armies handle different situations," said Spc. Marco Borrego, a health care specialist in Army South's Headquarters and Headquarters Battalion. "We can learn from them just as much as they can learn from us."

After successfully making their way through the jungle, the U.S. Soldiers reciprocated the training by providing the Belizeans with medical-care classes designed to improve their ability to effectively treat casualties in hostile situations.

"We taught them trauma casualty care, a step above the Combat Lifesaver Course," said Sgt. 1st Class Efrem Dicochea, a medical operations NCO assigned to Army South. "This will assist the Belizeans in developing the skills needed to be able to treat and evacuate casualties in a combat environment. It's important because it gives the host nation confidence in its medics so they can operate in an austere environment away from definitive care."

Since the Belizean soldiers participating already had basic medical skills, the U.S. medics provided medical training to the host-nation soldiers in how to treat casualties under fire.

MEDICS CONTINUED ON NEXT PAGE →

45 years later, Vietnam vet awarded Silver Star

BY STAFF SGT. TRISH MCMURPHY U.S. Army Alaska

Maj. Gen. Raymond Palumbo, the commander of U.S. Army Alaska, recognized the heroism of a Vietnam veteran Feb. 4 at Fort Wainwright, Alaska, when he awarded Dr. Paul Taylor of Fairbanks a long-overdue Silver Star for his heroism in battle.

An officer in Taylor's unit had recommended him for the award in 1967 but was medically evacuated; the paperwork was lost in the shuffle.

Taylor's former commander resubmitted the award recently, but learned that it would require approval from a member of Congress because so many years had elapsed. After Taylor's friends and family appealed to Alaska Sen. Mark Begich, the senator's office contacted military officials and learned that Taylor would finally receive the Silver Star.

Taylor

Taylor was no ordinary Soldier, Palumbo noted in his remarks.

"In 1967, 'Dr. Paul Taylor' was 'Buck Sgt. Paul Taylor,'" Palumbo said. "He was part of a relatively new group of elite Soldiers trained in something called unconventional warfare."

Palumbo read from a statement written 45 years ago by Taylor's former executive officer.

"As the 2nd Company Reconnaissance Platoon leader, Sgt. Taylor held one of the most difficult and demanding positions a young man could hold," Palumbo read. "All U.S. members of the recon platoon were volunteers — even though the draft was going on, this unit was [all] volunteers because of the danger."

"On Sgt. Taylor's last operation, he was needed to temporarily take command of 2nd Company and lead it against a battalion of Viet Cong," Palumbo continued to read. "During a four hour period, Sgt. Taylor's company made contact with the enemy six times; and each time, because of their aggressive actions, routed the numerically superior Viet Cong forces from their positions."

Taylor was seriously wounded in the fight, but continued to lead his element until contact with the enemy had broken off.

Palumbo described Taylor as "the real deal — an honest to goodness American hero."

"You might say you were just doing your job," Palumbo said, "but I think I can speak on behalf of all [attending the ceremony], that your actions were, without question, heroic, and it's only right and proper to recognize and to celebrate that fact."

One of Taylor's former officers, retired Col. Tom Myerchin, described the significance of Taylor's role during the Vietnam War.

"The Mike Force — Mobile Strike Force — only took volunteers," he said. "You had to be a three-time volunteer: a parachutist, Green Beret and finally a Mike Forcer. There were only five Mike Forces in the country, and they were the core tactical strategic reserve for all the camps."

"Paul is one of our most cherished members and he gets my hearty congratulations and the congratulations of the whole team for the presentation he is getting today," Myerchin said. ⩔

← MEDICS CONTINUED FROM PREVIOUS PAGE

"The majority of the rescuers and military here already have the rescue side down," said Cpl. Wendy Garcia, a combat medic with the Belize Defense Force. "The medical training is what we really needed to help us expand more on our medical knowledge. An exchange like this really helps us stay up-to-date on real-world changes in the medical world."

"This is very important for us," said Capt. Elfryn Reyes, the force medical officer for the Belize Defense Force. "We are always very happy when we get support from partner countries like the U.S. It is very important to keep this relationship because we complement each other. We hope this relationship can continue and grow."

In addition to the formal training, both groups spent some time enjoying the intricacies of the jungle during a 24-hour jungle immersion exercise.

"It was awesome living off the jungle," Chappell said. "You just had to go into the jungle, chop your way in and build a hut, and live in that with absolutely nothing except some bread and water. We even ate termites."

"This has been a great experience," said Sgt. Christopher Pizano, the NCO in charge for the medical section of Army South's headquarters battalion. "Everyone brings their own expertise to the group and it's been a great experience working with them. They have taught us a lot about how to survive in the jungle. There has been no other training that I have seen that has been able to replicate something like this."

Though the U.S. medics and their Belizean counterparts have parted ways, the experience and training each group received will prove crucial when working side-by-side on any future operations or exercises, Archilla said.

"If I'm out there working on a rescue and there is a Belizean soldier working alongside me, we both know the same information," he said. "We're both tying the same knots; we're doing the same battlefield tactical combat casualty care. It just allows for a continuity and better cohesion."

▲ Sgt. Matthew Archilla (left), a medic assigned to the 228th Combat Support Hospital in San Antonio, works with a Belize Defense Force soldier Feb. 11 as they rappel down the side of a cliff during a simulated high-angle casualty evacuation near Belmopan, Belize. PHOTO BY ERIC R. LUCERO

THIS MONTH IN NCO HISTORY

April 24, 1951

On this night, Cpl. Hiroshi H. "Hershey" Miyamura, a machine-gun squad leader with H Company, 7th Infantry Regiment, 3rd Infantry Division, was occupying a defensive position near the Korean village of Taejon-ni when Chinese troops attacked.

"After I heard the bugles and saw a flare or two going off, that's when the firing commenced," Miyamura told *Korus* magazine in 2000. "I was positioned between two other machine gunners. I had two cases of grenades, an M-1, a carbine and a pistol. I don't recall how long the guns were firing, but pretty soon, the first gunner came by and said it was getting 'too hot.' I fired as long as I could until it (the machine gun) jammed on me, then both gunners were gone. I was there by myself."

Using his bayonet to fight through a wave of enemy soldiers, he arrived at a second gun emplacement. When the attack there became too intense, he ordered his men to fall back while he remained to cover them, killing 10 enemy Soldiers in hand-to-hand combat before getting captured as a prisoner of war. He was held for 28 months before being released in August 1953. For his "magnificent stand," he received the Medal of Honor two months later from President Dwight D. Eisenhower, though it was originally awarded in secret two years earlier.

Miyamura

"If the Reds knew what he had done to a good number of their soldiers just before he was taken prisoner, they might have taken revenge on this young man," Brig. Gen. Ralph Osborne explained to reporters.

Now aged 86, Miyamura lives with his family in his hometown of Gallup, N.M., where a school was named after him in 2007. — COMPILED BY MICHAEL L. LEWIS

BY EXAMPLE

Civilian education a must

1st Sgt. Jeremy Mondick strives for higher standards, advocates continued learning for Soldiers and NCOs

1st Sgt. Jeremy Mondick is a UH-60 Black Hawk mechanic crew chief at Davidson Army Air Field, Fort Belvoir, Va. In his 16 years of service, Mondick has been assigned in Hawaii; Fort Irwin, Calif.; Korea; Fort Campbell, Ky.; and Fort Eustis, Va. Originally from Sidmon, Pa., Mondick joined the Army with a GED and aspirations to get out of his small town. He now has a bachelor's degree in business administration from Concordia College-New York.

Why have you stayed in the Army?

I've seen how successful someone can be in what the Army has to offer. I'm a huge advocate of the Army since I've been in this long and seen the things you can do and how successful you can be. I just found my niche in it and decided to stay.

What role have NCOs played in your professional development?

I was very fortunate to have some NCOs along the way who pointed me in the right direction and let me know what I needed to do to be successful. Whether it was mentoring, teaching me how to do my job, or teaching me how to be an effective leader or how to be an effective NCO, I've had several NCOs who have taken me under their wing and show me their ways.

How do you set the example for your Soldiers?

The main way is by letting them see that I fall under the same standards that they do — I follow the same standards that I expect them to follow. It's in everything I do, not just doing my job.

How has the Army made an impact in your personal or professional life?

I'm pretty proud of the fact that, though I didn't graduate high school, here I am in the Army and have a bachelor's degree, am a first sergeant and made E-8 in 15 years. It goes to show that if someone in my position can do that, then just about anybody who comes in the Army and tries to do their best, who tries to do the standards and succeeds, can also.

How have you benefited from Army training?

The good thing about the NCO Education System is they start you out at the level you need to be. With [the Warrior Leader Course], you learn the basics of being an NCO. As you go to the Advanced Leader Course, you learn a little more, then in [the Senior Leaders Course] you learn what's expected of a senior noncommissioned officer and their role — the standards, the regulations, everything like that. They teach what you need in your current position.

▲ **Then-Sgt. 1st Class Jeremy Mondick (center) discusses a mission with other Soldiers during his 2010 deployment to Afghanistan.** PHOTO COURTESY OF 1ST SGT. JEREMY MONDICK

What advice do you have for junior NCOs?

Never settle for the standard, and always try to improve and achieve a higher standard than the Army standard, because that's what's going to set them apart from their peers — always striving to do better in a PT test, to attend schools, not just meet the minimum. Also, civilian education is almost a must these days for junior NCOs. It's one of the hugest things that sets you apart from your peers when you get looked at for promotion. So you should constantly strive to get that civilian education.

How does your role impact the Army?

We fly a lot of high-ranking officers and NCOs in the Army. We make sure senior officials can conduct their business and do their mission. We're not impacting anyone downrange directly, but we are making sure those senior leaders meet their mission stateside.

— INTERVIEW BY JENNIFER MATTSON

'True courage'

NCO battles cancer while studying to be a sergeant major

BY JENNIFER MATTSON NCO Journal

Soldiers routinely exemplify personal courage, one of the seven core Army Values, when they deploy to war zones, when they help fellow Soldiers and when they face great obstacles downrange. But courage can manifest itself in other ways, said the commandant of the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.

"It's a lot easier to identify courage on the battlefield," said Command Sgt. Maj. Rory Malloy. "What we don't always recognize is the excellence in people and the courage that's not so easily identifiable or in the headlines. Someone displays a great deal of courage in combat and is awarded a high level medal, but true courage is like Master Sgt. Robert Bowman, who has gone through cancer.

"His attitude and his wife's and his children's attitudes are so moving. They are examples of courage that are displayed on a daily basis."

Before his diagnosis, Bowman was one of those Soldiers who avoided going to the hospital so as not to appear weak. Then, after being selected to attend the Sergeants Major Course at USASMA, he discovered he had liver cancer.

"The fear of the unknown is what scares Soldiers the most," Bowman said. "But I'll tell you, the sooner you catch it, the better chance you have of survival."

Bowman joined the Army in December 1990 for the chance to see the world and gain an education. As an 11B infantryman, he deployed twice to Iraq, and his second deployment lasted 15 months. After that, he became an ROTC instructor at Texas Tech University in Lubbock, and while there was notified he was going to USASMA.

"To get into the Sergeants Major Academy, you have to have a clean bill of health. You have to have a full physical," Bowman said. "I went and passed with flying colors. The doc said there was some trouble or some issues with my liver, but that it wasn't serious."

▲ Though currently being treated for liver cancer, Master Sgt. Robert Bowman plans to serve as a command sergeant major one day after his studies in the nonresident Sergeants Major Course are complete. PHOTO COURTESY OF MASTER SGT. ROBERT BOWMAN

However, during the first week in June, two months before classes at USASMA started, Bowman said he didn't feel like himself. He had night sweats, had a low-grade fever and felt weak. Bowman, who consistently scored at least 290 on his Army Physical Fitness Test, was reluctant to go to the hospital for something he thought was trivial.

"I did what every Army guy does," Bowman said. "I sloughed it off; I played it off in hopes that in four, five, six days, it would go away. Well it never went away. We got closer and closer to start time at the academy."

He said he didn't want to go to USASMA feeling like he had a flu, so he went for a checkup at William Beaumont Army Medical Center at Fort Bliss. He hoped they would give him something to take care of the fever. But after a week of testing for infectious diseases, the doctors decided to run a series of other tests for cancer. On June 15, he was diagnosed with cholangiocarcinoma, a cancer of the liver.

"They saw spots on my liver," he said. "That day, they took me in, admitted me in the hospital and put a port in my chest; that's how they administer the chemotherapy."

Bowman, who started his treatment immediately, sought a second opinion as the "chemo cocktail" made him tired and drained him of his energy.

"Right now, the best cancer treatment facility is the University of Texas MD Anderson Cancer Center in Houston, so we went down to MD Anderson," Bowman said. "Dr. Alexander (Bowman's doctor at William Beaumont) was very supportive of us getting a second opinion. He set up the travel for us, and set up everything for us.

"We were there for three days, and they did everything that Dr. Alexander and the team at William Beaumont had done. They came back … and the doctor said, 'You've got cancer.' She said, 'This style of cancer is very aggressive, and you will be lucky if you can stop it where it's at.'"

However, since the start of treatment, Bowman said, his doctors have actually shrunk the cancer in half.

To continue his treatment, Bowman returned to William Beaumont. Though there are nurses on staff to help him, it is his wife who takes care of him the most, he said.

"I've been married for 19 years to Coleen," Bowman said. "She is by far my bright and shining light throughout all of this. The people who suffer the most throughout all of this aren't the cancer patients, it's the family members who daily support that cancer patient.

"She's been a trooper throughout all of this. I love her to death, and I don't know what I'd do without her. … Home health care administers IVs and antibiotics. But she does all that when the nurse doesn't come. She's the reason why I'm still here."

Though he lives three blocks away from USASMA, the academy's staff arranged for Bowman to take the nonresident Sergeants Major Course.

"What saved my life was the Sergeants Major Academy and the worry that something physical was going to keep me from doing what I was supposed to do," he said. "If you let it go, some cancers will kill you in 30 days.

The Army has access to life-saving drugs that oftentimes private insurance money isn't willing to pay, Bowman said. "I guess if you have to have cancer, being in the Army is a pretty dang good place to have it."

Bowman said he was fortunate to check himself in at the onset of feeling sick. Many people wait until it gets much worse and, oftentimes, it's their family members who push them to go to the hospital.

"Most Soldiers won't go in because they're Soldiers. They aren't going to go in for flu-like symptoms. They won't go; they're hard-headed. I'm not saying to go in for … every muscle pain you have or every cough. But most people know their body, and you know when it's not right."

"Cancer doesn't hurt," Bowman said. "My liver doesn't hurt. But you're not supposed to be able to feel your liver, either. And I can feel my liver."

When he heard the news that he had cancer, he thought it was hereditary, and worried about his four daughters.

"If you do get cancer, figure out where it came from and how you got it," Bowman said. "I thought for sure mine was gene-related; it's not, it's environmental. Somehow, some way, the environment that I was in throughout my life is what caused my cancer. I'm not saying it was the military; I'm not saying it wasn't the military, either."

Throughout his treatment, Bowman has displayed a positive attitude, and his family has supported him constantly, Malloy said.

"His biggest concern isn't dying," Malloy said. "His biggest concern is he wants to be a sergeant major and go back to the line as a command sergeant major. When you look at his military records, he has valorous awards on the field of battle. He has been decorated as a war hero and has been recognized for his courage in battle. But what he's going through now, on his personal side, is way more impressive. Not to take away from his military record, but his whole attitude is really amazing."

Already, Bowman has surpassed the median survival duration of less than six months for people with inoperable liver cancer like his.

"The goal is to beat it," Bowman said, "and we have high hopes to beat it." ⩔

High-five

▲ Sgt. David Brown of the 1186th Military Police Company, Oregon National Guard, shares a high-five with an Afghan boy Feb. 9 during a presence patrol in Kabul, Afghanistan. PHOTO BY SGT. CATHERINE THREAT

Training to use culture strategically

Center teaches how awareness can help accomplish missions

BY COMMAND SGT. MAJ. TODD S. HOLIDAY
U.S. Army Intelligence Center of Excellence

After 10 years of conflict, the U.S. war machine appears to be coming to a halt and a new focus and a new direction is being laid out by our military's most brilliant and dedicated minds.

A select few in the highest echelons are looking back over the war efforts of the past years and are posing important and challenging questions about what exactly has been accomplished and how we should go about quantifying those efforts. They are asking questions such as, what does our nation have to show for all of the hard work, due diligence and sacrifice that many of our service members have made over the years? What have we learned as a force, not only about our enemies, but also about ourselves? And what media can we incorporate into the training of our Soldiers that will give them a fighting edge?

The ancient Chinese general and philosopher Sun Tzu wrote in his memoirs, *The Art of War*, that to "know thy enemy was to inherently know thyself." He wrote that true mastery of warfare comes from understanding not only how to annihilate your enemy through the use of force and knowledge of his own weaknesses, but ultimately how to recognize the discrepancies of your own force to strengthen them and secure victory in the future.

In the spring of 2003, the Army fielded its first Culture Training Team at the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz. Within months of launching the pilot, the Army Culture Awareness Center opened its doors and conducted the first culture training for Soldiers supporting Operation Enduring Freedom.

The training focused on how to acquire cultural understanding in the current theater of operations. The training laid out base-level knowledge of Islam, a synopsis of the history of terrorism and its role on the global spectrum, and the role and organization of the world's most dangerous and prevalent threat, al-Qaida.

Most Soldiers can clearly recall the cultural awareness training they received prior to deploying in the past: It is rude to greet with your left hand. It is considered disrespect to reveal the sole of your shoes in the presence of elders. And do not touch or stare at the local women, as this is considered a challenge to the husband. Though the training was meant to present a snapshot into the minds of locals and provide the service member with a glimpse into certain aspects of their culture, it only provided a rudimentary knowledge of the attitudes of the society, not insight into the inner workings of that society.

Until the escalation of violence in Afghanistan, the Army had not considered strongly the importance of understanding culture

◀ Using cultural engagement skills to accomplish the Army's strategic mission, Staff Sgt. Robert Ott with the 1st Battalion, 133rd Infantry Regiment, 2nd Brigade Combat Team, 34th Infantry Division, talks with village elder Khir Mohammed on Dec. 26, 2010, in the village of Ghaziabad, Afghanistan. PHOTO BY STAFF SGT. RYAN C. MATSON

▶ **Spc. Michael Ronk, an infantryman with C Company, 3rd Battalion, 509th Infantry Regiment, 4th Brigade Combat Team, 25th Infantry Division, discusses concerns with a village elder Sept. 17, 2009, in the Gomal district of Paktika province, Afghanistan.** PHOTO BY PFC. ANDRYA HILL

and how it pertained to the ongoing war effort. Thus, by the end of 2003, the Culture Center's focus evolved significantly from providing basic levels of instruction to providing comprehensive cultural awareness training with emphasis on Islam, the comparison and contrast of Arab and American cultures, cross- and bilateral-cultural communication, early to present Middle Eastern history, and an acute understanding of tribalism and its relevance in the history of the Middle East, Saudi Arabia, Pakistan, Iraq and Afghanistan.

With the escalation of violence and conflict in these areas, significant changes continued to evolve the Culture Center for both trainers and students alike. Under the supervision of the U.S. Army Intelligence Center of Excellence at Fort Huachuca, the Culture Center was tasked with developing and conducting awareness training for all deploying units. Toward the end of 2004, the entire pilot effort was re-tasked with instructing culture training for Southwest Asia in addition to the Middle East. Then in May 2005, the U.S. Army Combined Arms Center at Fort Leavenworth, Kan., made the Culture Center the lead for common-core cultural awareness training throughout the professional military education system — from Initial Military Training to the Captain's Career Course. By the end of 2005, U.S. Army Training and Doctrine Command made the Culture Center of Excellence the TRADOC Culture Center.

Today, the Culture Center provides training tailored to the needs of deploying units. The training is mission-centric and factors in the experience levels of those deploying. Culture Center instructors emphasize that simply knowing information is not enough and stress the importance of putting the Soldier's knowledge to the test through exercises and scenarios before they deploy into theater.

> **"Instructors emphasize that simply knowing information is not enough and stress the importance of putting the Soldier's knowledge to the test … before they deploy."**
>
> **— COMMAND SGT. MAJ. TODD S. HOLIDAY**

The goal of the center has been to ensure that, given any scenario, Soldiers are equipped to take culture into consideration along with their basic battle skills as they foster relationships necessary to accomplish the overall mission.

The operational spectrum for the nation's military is ever-evolving. Amid that evolution, the Culture Center is developing knowledge-based products that have proven valuable in meeting units' needs.

The demand for information that covers the operational environment has greatly increased during the past 10 years. And as a medium to help Soldiers accomplish the mission, the Culture Center is providing products that deliver that information. Whether the theater is Iraq, Bosnia or Libya, the center's materials — from smart cards to smart books — ensure the proper training of tomorrow's Soldiers.

As the Army reverts back to a garrison focus, the TRADOC Culture Center is continuing to work with proponents to incorporate more cross-cultural competency, or 3C, education and training into the professional military education system. The implementation of 3C for Soldiers and NCOs will progress from basic training to the Advanced Leader Course, the Senior Leader Course and beyond. The goal is to institute this competency as an enduring skill.

Ten years' experience has proven the relevance of culture, and its incorporation into the training of our Soldiers stands without question. The Army's initiative to address this relevance and train our Soldiers to employ this skill will give us the fighting edge needed to secure victory in future endeavors. The indoctrination of cross-cultural competency education will ensure the Army maintains this vital awareness as an enduring capability. ⩔

Command Sgt. Maj. Todd S. Holiday is the command sergeant major of the U.S. Army Intelligence Center of Excellence at Fort Huachuca, Ariz., and of the Military Intelligence Corps.

Earning their spurs

Cav squadron's event tests mental and physical skills Soldiers are likely to use when deployed

BY STAFF SGT. DAVID CHAPMAN
5th Mobile Public Affairs Detachment

A heavy rain poured down on 126 motivated Soldiers Feb. 13 at Joint Base Lewis-McChord, Wash., as the 8th Squadron, 1st Cavalry Regiment, 2nd Stryker Brigade Combat Team, 2nd Infantry Division, began its Spur Ride. It was the start of a strenuous journey through 18 hours of mental and physical events that tested the Soldiers' technical and tactical proficiencies.

"We had three major events," said Capt. Brett Bambacorta, commander of Headquarters and Headquarters Troop. "We started out the morning with three hours of grueling physical training. Then the afternoon consisted of spur lanes. We completed the day with the spur quiz, followed by the final, 6-mile foot march."

Cavalry regiments have been conducting spur rides for more than a hundred years. Early in their history, the rides were used to train new Soldiers on their horse riding and soldiering skills before they were considered true cavalrymen.

Now spur rides are conducted to give Soldiers of a cavalry unit the opportunity to earn their spurs and be able to wear them at formal events. But earning the spurs is not just limited to cavalry scouts; it is open to all members of the unit, regardless of military occupational specialty.

"What is unique about this event is the same thing that makes the cavalry unique," said Sgt. Maj. John Hegadush, operations sergeant major. "This unit is a combined arms team; every member of the squadron wears the crossed sabers."

Unit leaders said it was important that the spur ride be conducted before it deployed this month to Afghanistan.

"This is about esprit de corps and pride in the identity of the organization," said Lt. Col. Patrick R. Michaelis, the squadron commander. "This event also builds an understanding between the team, showing people's strengths and weaknesses. It is a shortcut to engaging in each other's lives before we go downrange.

"Now as we are going into a deployment, I have a bank of Soldiers who understand what it is to be a cavalryman. Now I have a defensive measure against the trials that come with a deployment."

As one of the few female Soldiers to earn her spurs, Sgt. Maria Davila, an intelligence analyst in the 572nd Military Intelligence Company, said she was happy to take part.

"It feels good to be out here and to work as hard as the males," she said. "I wanted to see if I could do this, and I made it. I didn't know what I was getting myself into, but it is going to make me tougher for the deployment."

Despite the exhaustion, 117 of the 126 Soldiers who began the journey received their spurs in the end. And after the muscle aches and pains have faded, Hegadush said he expects those who completed the challenge will treasure the memories of what they accomplished.

"I hope the biggest take away for these Soldiers today will be, whenever they put on their spurs, they have a funny story they can drum up to remember what they went through today to earn them."

◀ **Staff Sgt. Chad Eddy, a mechanic with 8th Squadron, 1st Cavalry Regiment, inserts a nasopharyngeal tube into the nose of Staff Sgt. Jason Marshall, an intelligence analyst, as part of the cavalry unit's spur ride Feb. 13 at Joint Base Lewis-McChord, Wash.** PHOTO BY STAFF SGT. DAVID CHAPMAN

Roll Call OF THE FALLEN

Operation Iraqi Freedom

Staff Sgt. Ahmed K. Altaie
Ann Arbor, Mich.,
missing in action Oct. 23, 2006
remains identified Feb. 25, 2012

Operation Enduring Freedom

Spc. Edward J. Acosta, 21
Hesperia, Calif., March 5, 2012

Staff Sgt. Jordan L. Bear, 25
Denver, Colo., March 1, 2012

Pfc. Cesar Cortez, 24
Oceanside, Calif., Feb. 11, 2012

Pfc. Payton A. Jones, 19
Marble Falls, Texas, March 1, 2012

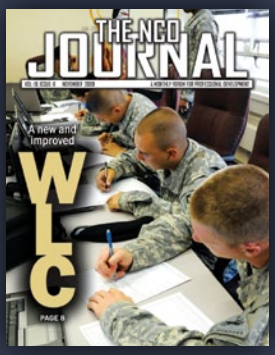
Maj. Robert J. Marchanti II, 48
Baltimore, Md., Feb. 25, 2012

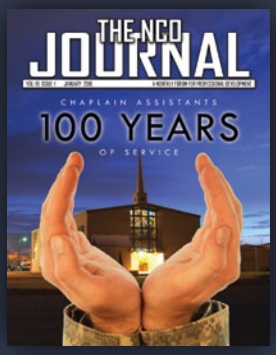
Sgt. Allen R. McKenna Jr., 28
Noble, Okla., Feb. 21, 2012

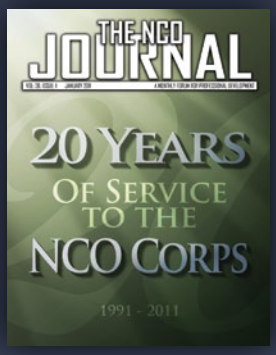
Sgt. Jerry D. Reed II, 30
Russellville, Ark., Feb. 16, 2012

YOU ARE NOT FORGOTTEN

This is a continuation of a list that began in the October 2003 issue of The NCO Journal *and contains names released by the Department of Defense between Feb. 11, 2012 and March 9, 2012.*







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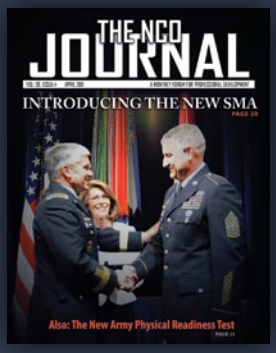

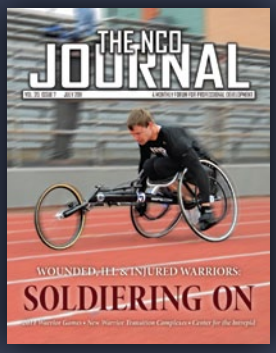

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