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Strategic NCOs

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Conquers the Mountain

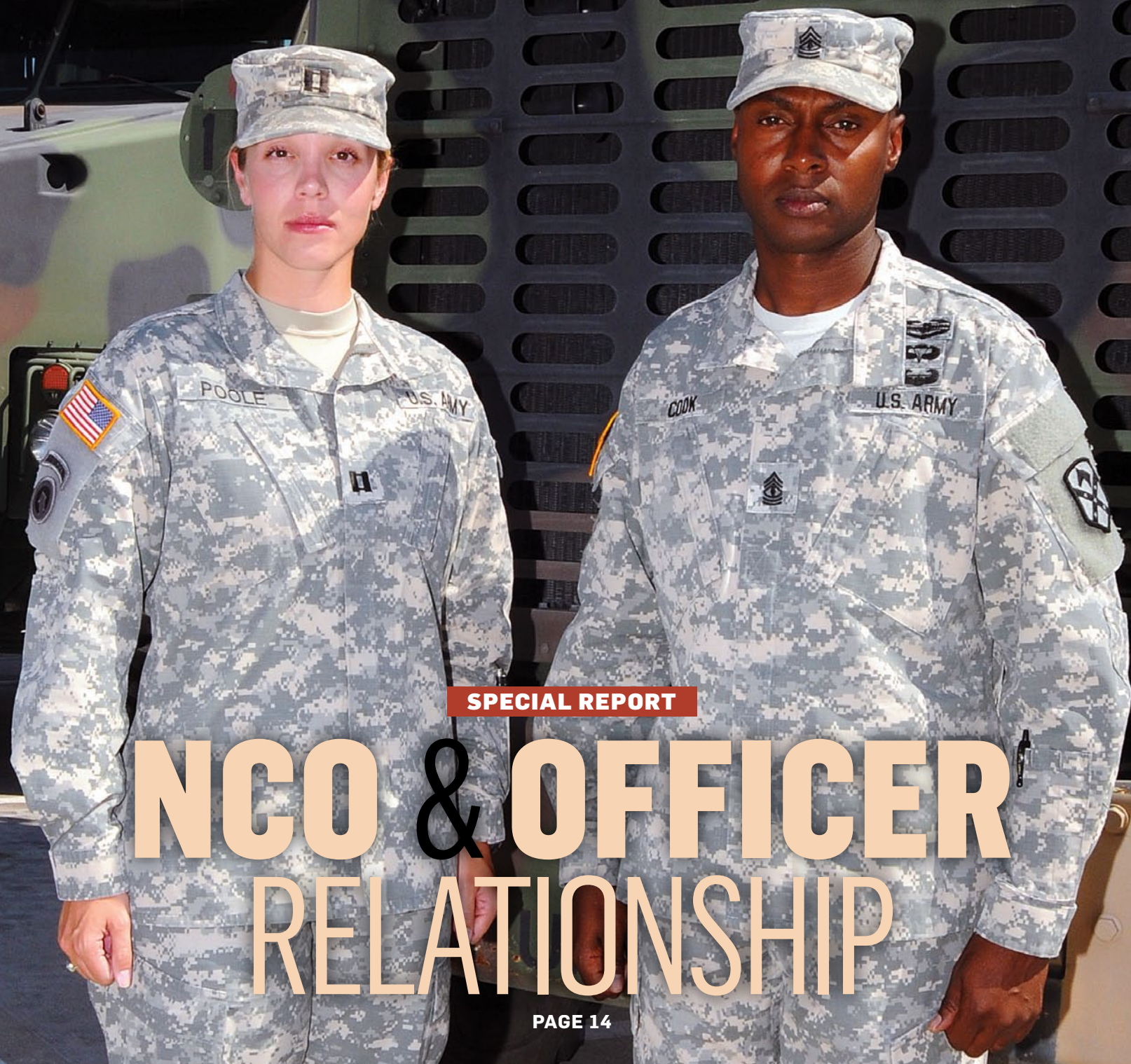
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**ON THE COVER:** Capt. Emily S. Poole and First Sgt. Derek Cook are the command team for 377th Transportation Company, 142nd Combat Sustainment Support Battalion, 15th Sustainment Brigade, at Fort Bliss, Texas. PHOTO BY STAFF SGT. JASON STADEL

## NCO JOURNAL

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# Mission command needs strategic NCOs

FROM THE SGM

BY SGT. MAJ. NATHAN E. BUCKNER U.S. Army Sergeants Major Academy

There are definable differences between leading organizations in conventional and irregular warfare, and leading in decisive-action operations. Yet, some cannot adapt and don't decentralize or don't empower NCOs to think and act strategically. Trapped in a bygone era, they refuse to change their maladaptive leadership approaches to match today's contemporary operational environment.

The keys to success in the operational environment of today are strategic leadership and mission command. And though it may sound simple, do not underestimate the amount of complexity and mental agility associated with implementing the Strategic Leadership Model in decisive-action operations. I'd say the task is analogous to clearing a weapon's malfunction during an ambush.

Nonetheless, strategic leadership is the most logical approach to leading in mission command. The very words conjure up the NCO Creed and NCOs being the "backbone of the Army," where NCOs at all levels instill discipline throughout the operations process.

The essence of strategic leadership is this: Know the capabilities of your Soldiers, your commander's intent and your environment. Then decide on a course of action while continuously assessing the situation and allowing your leaders to use their own initiative and discernment to solve complex problems. The same concepts apply to leading organizations in decisive-action operations.

The Strategic Leadership Model encourages adaptability and agility by acting as a driver for critical thinking. It thus eliminates many self-serving biases and thinking traps. As such, strategic NCOs do not rest on their laurels, and they understand they must lead by example. Their sense of resolve and understanding of the commander's intent in mission command is the driving force of disciplined initiative, motivating them to seek solutions to ill-structured problems that traditionally minded NCOs may dismiss as unsolvable.

For some NCOs, mission command defies conventional wisdom. So they often become irresolute in their decisions and settle for solving every simple problem. Subsequently, they become overwhelmed because decisive-action operations are too complex to micromanage.

Strategic NCOs, however, are constantly monitoring and assessing the operational environment. They understand that their influence resides within the principles of mission command. They know that empowerment and situational awareness are the instigators of change. They

know that strategic leadership is an art of choosing — choosing to change, choosing to treat others with dignity and respect, and choosing to live the profession of arms 100 percent every single day. They view strategic leadership as a principled duty, not as an additional task.

As they have in the past, senior NCOs today will adapt to the challenges of a new age. They will accomplish this by finding creative ways to apply time-honored principles through continuous assessment of the mission command warfighting function. That innovative approach is strategic



Sgt. Maj. Nathan E. Buckner instructs a leadership class Oct. 3 at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas. PHOTO BY SPC. ASHLEY ARNETT

leadership. It is a natural fit for mission command because it fosters empowerment and understanding, and necessitates collaboration.

By living a lifestyle of excellence and exhibiting a strong moral character with a resolute mindset, strategic NCOs will continue to inspire Soldiers and lead their organizations to success in decisive-action operations. ♡

Sgt. Maj. Nathan E. Buckner is a leadership instructor at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas, and was previously the command sergeant major of the National Training Center and Fort Irwin, Calif.



News and  
information  
NCOs need to

**BE,  
KNOW,  
DO**

NCO JOURNAL



## ‘A fitter Army with your help’

First of new Master Fitness Trainers graduate

BY DAVID VERGUN Army News Service

**T**he 31 students of the Master Fitness Trainer pilot program at Fort Jackson, S.C., were told at their graduation Sept. 21 that they would “play a pivotal role in influencing Soldier fitness and health throughout their lifespan.”

“We’re looking for great outcomes and we’re going to have a fitter Army with your help,” said Command Sgt. Maj. Donna Brock, senior enlisted adviser to the Army surgeon general.

Brock, a Master Fitness Trainer herself before the program was discontinued in 2001, defined “lifespace” as the amount of time Soldiers are not in contact with a healthcare provider, which is the majority of the time.

“If you see a doctor twice a year for 20 minutes a visit, the rest of the year you’re on your own,” she said. “Master Fitness Trainers will decrease the time Soldiers are on their own by providing them with proper physical fitness training, advice on nutrition and sleep management and overall wellness.”

The goal of the program is to train about

4,000 MFT Soldiers over the next two years and about 2,000 per year thereafter, according to Maj. David Feltwell, an MFT instructor. He said the trainers will first advise battalion commanders, and as their numbers grow, they will fan out to the company level.

“The benefits Master Fitness Trainers can bring to their units is enormous,” Feltwell said. “[They] will consult with their commanders, sergeants major and first sergeants to plan training programs customized to the needs of their unit and mission.”

Brock said the month-long MFT program was brought back because it will increase unit readiness and it dovetails with “the Army’s strategic imperative: ‘prevent, shape, win.’” She said the trainers will consult and advise their commanders on creating a sound physical fitness program, tailored to mission outcomes, that will “increase stamina, resilience and endurance, as well as reduce injuries.”

▲ Sgt. 1st Class Floston Arthur and Staff Sgt. Jamie Wall get some hands-on training with skeleton models Sept. 21 during the Master Fitness Trainer pilot at Fort Jackson, S.C. PHOTO

BY DAVID VERGUN



The medical community will be a huge supporter of the MFT program, said Brock, herself a 26-year medic.

"Master Fitness Trainers will consult with health care providers, nutritionists and dietitians on an ongoing basis and will closely monitor their Soldiers, who may need medical advice beyond their capabilities."

"Master Fitness Trainers know what to look for to prevent injuries as well as correct body positioning during exercises, posture, balance, the right number of repetitions," said Sgt. 1st Class Raymond Bentley, an MFT instructor. He predicted a noticeable increase in physical fitness test scores as a byproduct of the program.

"The purpose of the program is not to raise physical fitness scores," Feltwell said. "But higher scores will be one of the expected outcomes. And we predict that with fewer injuries, more Soldiers will be able to take the [Army Physical Fitness Test], raising individual and unit average scores."

During their month of training at Fort Jackson, MFT students studied physiology, nutrition and kinesiology; learned hundreds of exercises; and even studied behavioral psychology and how it all relates to measurable fitness outcomes, Feltwell said.

Bentley said though there may be skeptics, he believes the program really works.

"My own run time has improved since being here (in training) and my abs are back," said Bentley, who is 45 years old. "The [Army Physical Readiness Training] program has gotten me back to the shape I want to be in."

"There are two questions people have been asking me about the program," said MFT graduate Sgt. Rachel Cunningham. "What have you learned?" and 'Do you really believe in it?' I really believe in it, and I believe the instructors do. You've got to really believe in it to sell it to your command. I have the knowledge now to back the program 100 percent."

"Reading and understanding the training circular on your own can be difficult," said MFT graduate Staff Sgt. Samad Green, referring to TC 3-22.20, *Army Physical Readiness Training*, the physical fitness guide used by Soldiers and the program. "The exercise doctrine takes away

the guesswork. I believe I can help make it more understandable when I get to a [Forces Command] unit."

Green said he's seen plenty of examples where proper training could have helped reduce injuries.

"I've been to units where they don't understand how the human body works; where they just make stuff up, leading to overtraining and Soldiers who get hurt," Green said.

"PRT is linked to warrior tasks and battle drills," said MFT instructor Sgt. 1st Class Melissa Solomon. "Soldiers will perform their missions better with proper training. I believe Master Fitness Trainers will be able to go out and articulate this to their commanders and Soldiers and sell the program."

Brock imparted final words of advice to the graduates.

"Your leaders will look to you for expertise," she said. "You'll have successes and perhaps some failures too. But if you work hard and strive to take care of your Soldiers, they will have higher stamina, resilience and endurance."

"You're not alone in this endeavor. Your leaders want this. Your Soldiers need this." ♡

## VERBATIM

**“To march long distances in fighting load through rugged country and to fight effectively upon arriving at the area of combat; to drive fast-moving tanks and motor vehicles over rough terrain; to assault; to run and crawl for long distances; to jump in and out of craters and trenches; and to jump over obstacles; to lift and carry heavy objects; to keep going for many hours without sleep or rest — all these activities of warfare and many others require superb physical conditioning.”**

— TRAINING CIRCULAR 3-22.20, *Army Physical Readiness Training*, Chapter 1

## Army designing tastier meats for field rations

The Army is teaming up with industry to develop a tastier, healthier meat product that uses an innovative dehydrating process. The meat is ground, then dehydrated, or cured, in a "continuous osmotic dehydration" process that is less expensive than producing beef jerky and that has more health benefits. The U.S. Army Natick Soldier Research, Development and Engineering Center, along with the Department of Defense Combat Feeding Directorate, is working with a commercial industry partner to develop the product. Tom Yang, a senior food scientist at the Combat Feeding Directorate, said the meat "tastes very good and will be available in a variety of flavors."

## Patients advised about ban on meds-by-mail

A German law that prohibits importing medications into the country is changing the way the TRICARE mail-order pharmacy does business, said a TRICARE Management Activity official today. TRICARE officials said the change is expected to take effect Jan. 1. On that date, the U.S. Postal Service must stop delivery to FPO and APO addresses of imported pharmaceuticals and other prohibited items into Germany and the European Union. The German government passed the importation ruling in 2006, but it is just now enforcing the legal restrictions that are expected to affect more than 2,000 prescriptions.

## Chemical battalion returns to 2ID in Korea

The Army announced Sept. 4 the relocation of the 23rd Chemical Battalion from Joint Base Lewis-McChord, Wash., to Camp Stanley in Uijeongbu, South Korea. The battalion was previously stationed in South Korea, but transitioned to the U.S.

**BRIEFS CONT. ON PAGE 7 →**

# Standdown kicks off anti-suicide campaign

Army to step up resilience training to save Soldiers' lives

BY J.D. LEIPOLD Army News Service

Chief of Staff of the Army Gen. Raymond T. Odierno opened the servicewide suicide prevention stand-down Sept. 27 by announcing that as many as 237 Soldiers had taken their lives in 2012 and that the Army will step up its resilience training to combat the problem.

"I think one of the most important things we want to do is to start thinking about how we build Soldier and family resilience. So we're going to establish a 'Ready and Resilient' campaign plan to build the capabilities within our Soldiers to solve problems on their own and to help families deal with numerous stresses that are put upon them," Odierno said.

Addressing 150 senior Army leaders at Joint Base Myer-Henderson Hall, Va., Odierno said the Army lost 283 Soldiers to suicide in 2011, but the rate in 2012 is higher than at this time last year.

"I equate that to a whole bunch of infantry squads. That's what I think about: How many infantry squads is that? A lot ... a lot," he said. "These are 283 Soldiers who raised their hands, who wanted to join an institution that is greater than themselves, and they probably joined to prove themselves — maybe to move forward with their lives or maybe they just wanted to fight for their country.

[Those] 283 are too many, and the loss of one Soldier is one too many, no matter what the cause may be."

Odierno said that before solutions to the suicide problem can be found, the Army needs to answer why the suicides are happening and whether suicide is symptomatic of a larger problem.

"In my mind, that's what we have to think about every day," he said.

He said Army Vice Chief of Staff Gen. Lloyd J. Austin III, who is leading the effort on behalf of the Army to drive the trend in suicides down, traveled to installations Army-wide to meet with commanders, leaders, Soldiers, families and behavioral health experts. Odierno said that though he is very encouraged by the efforts underway and the best practices found at different installations, there is still more work to be done.

"We will not stop, because this is about the lives and the well-being of our most important asset: our people," he explained.

One of those best practices is the Comprehensive Soldier and Family Fitness program, or CSF2, launched three years ago. The program teaches Soldiers how to build resilience and develop life-coping skills, and enhance their performance by learning to be more self-aware, optimistic and empathetic. It also teaches how to develop strengths of character and connection.

Odierno went on to say, "Secondly, I want to figure out how we can improve what I call command climate with regard to taking care of our Soldiers."

He added that he was confident senior leaders down to battalion commanders understood the "fear problem."

"They want to create a command climate where people can come forward and admit they have problems looking to get help. But we still have a cultural problem down to the lowest level where people fear retaliation. They fear, 'What are the impacts on my career if I come forward and admit I have a problem?'"

◀ Gen. Raymond T. Odierno, chief of staff of the Army, talks with Soldiers on Sept. 20, at Camp Lemonnier, Djibouti. Odierno announced during the Armywide stand-down Sept. 27 a new focus on resiliency to combat Soldier suicides. PHOTO BY AIR FORCE STAFF SGT. CHRISTOPHER RUANO





Odierno said the third thing he wants to look at is the way society communicates today through social media outlets and the Internet in general, because he believes those methods cause isolation. Isolation means Soldiers lose the face-to-face contact that is so essential to the job they do, he said.

After Odierno's opening remarks, the senior leaders were taken through an overview of CSF2 by its director, Col. Ken Riddle, to better acquaint them with how the program works and its future plans.

Karen Reivich, co-director of the University of Pennsylvania Resiliency Project, which teaches about 180 Soldiers every other month to become Master Resilience Trainers, followed with a synopsis of MRT training and how skills are learned to gain mental toughness and build stronger relationships.

Austin concluded the four hour senior leader stand-down training session by adding his thoughts on the importance of leader

involvement in solving the suicide problem.

"This is an American issue and not just a military issue," Austin said, adding that almost 38,000 people took their own lives in 2010, the most recent year of statistics available from the Centers for Disease Control and Prevention.

"That's a lot of people," he said. "We have to drive the trend in the other direction, and we have to work together with the rest of the great minds in the country to figure out what's going on not only in the military, but in society at large."

Austin said the Army wants to continue to partner with academic institutions and the scientific community to understand the phenomena better.

"We have a window of opportunity here to make our Army better and stronger if we focus on the right things, and resiliency is one of the right things that will make the Army stronger and more effective," he said. ♡

## Dempsey: Leadership, trust essential to battling suicide

BY CLAUDETTE ROULO American Forces Press Service

Military leaders have changed the way they approach suicide prevention, the chairman of the Joint Chiefs of Staff said recently. Driven by awareness of the cumulative effects of 10 years of war, leaders are working to build resilience in the force from the moment a service member enters the military, Gen. Martin E. Dempsey said.

"This is not something we can switch on and off like a light switch," Dempsey said. "These programs have to be enduring, they have to be pervasive and we have to have leaders committed to it."

Ultimately, he said, leaders in the chain of command have to be as attuned as possible to troops' needs and commit to helping service members deal with the stresses in their lives.

Suicide prevention is a significant challenge, Dempsey said, and solving the challenge will require awareness, commitment and understanding from leaders, service members and veterans. Trust is the foundation upon which the military profession is built, he said, and developing and maintaining that trust is crucial to making progress against the military's suicide problem.

This demands time and dedication from leaders and might mean simply being present in the barracks at certain times of the day or night, stopping by the motor pool to talk with a young mechanic or whatever else it takes to be visible and supportive, he said.

"If we get to the point — and we're trying — where young men and women trust each other enough that if they feel these impulses, that they will approach a battle buddy or wingman or shipmate — whatever we happen to call them — with their fears, their anxieties, their stresses, and that the battle buddy cares enough about them to trust the chain of command to deal with them, then I think we'll make a difference," Dempsey said. ♡

← **BRIEFS CONT. FROM PAGE 5**  
during a realignment of forces in 2004. This relocation, scheduled to be complete by March 2013, will provide nuclear, biological and chemical reconnaissance, equipment decontamination and consequence management assistance to support U.S. and South Korean military forces.

### Guard unit takes over disaster coordination

The Texas National Guard's 36th Infantry Division, headquartered at Camp Mabry in Austin, Texas, assumed command and control of the National Guard's Domestic All-Hazards Response Mission-West in early October. The new mission will require the division to synchronize the National Guard response to major hurricanes, earthquakes and wildfires, should such a catastrophic event occur west of the Mississippi River. There are two primary Domestic All-Hazards, or DAR, headquarters, DAR-East and DAR-West. Traditionally, command of each headquarters rotates annually between Army National Guard divisions. However, the 36th Infantry Division has been selected to lead DAR-West for the next two years.

### Sustainment Command gains new DOL mission

The transfer of Directorate of Logistics operations from the U.S. Army Installation Management Command to the U.S. Army Materiel Command formally took effect on Oct. 1. The U.S. Army Sustainment Command, headquartered at Rock Island Arsenal, Ill., and a subordinate command of AMC, will now manage DOL operations at 73 locations — 49 in the United States and 24 overseas — and comes after 24 months of detailed planning. The Directorate of Logistics provides supply, equipment maintenance, transportation, ammunition management, laundry, bulk fuel, property book, and food services at Army installations. ♡

# Training leaders key to fighting sex assault

**BY KAREN PARRISH**  
American Forces Press Service

Defense Department measures announced Sept. 25 focus on military commanders, senior enlisted and frontline leaders as key in the battle to prevent and respond to sexual assault, a senior defense official said.

Maj. Gen. Gary S. Patton, director of the Defense Department's sexual assault prevention and response office, said the department will strengthen pre-command and senior enlisted training, and will assess initial officer and enlisted training across the services.

"We're doing an ongoing assessment of multiple training venues, but the first one the secretary wanted to hit was the pre-command course," Patton said. He noted commanders are responsible for enforcing DoD policies on sexual assault and for creating a unit cli-

mate that supports victims, holds offenders accountable and encourages all to prevent unsafe behavior.

"We think such a culture starts with leaders and permeates down to the lowest levels," Patton said.

In January, Defense Secretary Leon E. Panetta directed Patton's office to review sexual assault prevention and response training received by officers and senior NCOs before they assume unit command or senior enlisted positions. In a parallel effort, Panetta directed the services to examine the training environments where new service members — officer and enlisted — begin their military careers.

Safe, secure learning environments are critical to young service members, Patton said.

"We know that those youngest and newest service members are the ones most likely to experience a sexual assault," he said. ♡

# Insect-repelling ACUs will now be available to all Soldiers

**BY DAVID VERGUN & J.D. LEIPOLD**  
Army News Service

**F**actory-treated, insect-repelling Army Combat Uniforms that, until now, were issued only to Soldiers deploying to Iraq, Afghanistan and some other overseas locations, will now be available to all Soldiers.

The new ACU-P uses the chemical permethrin to ward off insects such as ticks, mosquitoes, fleas and chiggers. Permethrin has been extensively tested and found to be safe by the Environmental Protection Agency, U.S. Department of Agriculture, and Food and Drug Administration, Army officials said.

"Battlefield experience shows that EPA-approved permethrin ... protects the Soldier from diseases transmitted by a variety of pests, including fleas, ticks and mosquitoes," said Lt. Col. Eugene Wallace, product manager for clothing and individual equipment at Program Executive Office Soldier. "It is also proven safe to wear. This is not just the Army saying this; the Centers for Disease Control and Prevention and the World Health Organization both advocate the use of permethrin-treated clothing for people who may be exposed to insect-borne diseases."

Wallace said that 25,000 Soldiers were

surveyed about the uniform's effectiveness at repelling insects, and 85 percent of those surveyed said it works. The treatment helps stave off insect-borne illnesses such as Lyme disease and the West Nile Virus.

Permethrin has been used by the Army for decades in a liquid or spray. According to Col. Shawn Lucas, a program manager with PEO Soldier, the problem with those was that Soldiers sometimes either forgot to apply them or applied excessive amounts, which caused rashes in a few cases. With the factory-treated ACU, the permethrin is applied consistently, and Soldiers no longer need to remember to apply a bug repellant, Lucas said.

All new ACUs will be treated with permethrin. For Soldiers with a medical reason to not have the permethrin treatment, such as pregnancy, there is a special-order option to get ACUs without the treatment.

ACU-Ps are good for about 50 launderings — the same as regular ACUs. The uniforms can be washed with normal laundry detergent, but should be washed separately from other clothing.

Though the permethrin treatment increases the ACU's cost by about \$8, Lucas said the uniform allowance has been increased to incorporate those production costs. ♡





# Credentialing a top priority for TRADOC

## Initiatives will give Soldiers more civilian-world opportunities

U.S. Army Training and Doctrine Command staff report

In June, President Barack Obama announced an initiative to help service members obtain civilian credentials and licenses for manufacturing and other high-demand skills they received from attending military schools.

“Our economy needs their outstanding talent,” Obama said in his June 1 address in Golden Valley, Minn.

Under the president’s direction, the Department of Defense established the Military Credentialing and Licensing Task Force. The task force’s goal is to identify military occupational specialties that readily transfer to high-demand jobs; work with civilian credentialing and licensing associations to address gaps between military training programs and credentialing and licensing requirements; and to provide service members with greater access to necessary certification and licensing exams.

U.S. Army Training and Doctrine Command’s Training Integration Directorate is leading the Army’s efforts to ensure Soldiers earn legitimate qualification in their respective military jobs and are competitive in the civilian workforce once they leave the military.

“Quite simply, we have a huge opportunity here to leverage the skills taught by TRADOC’s world-class schools to help our service members and veterans,” said Maj. Neil Wahab, TRADOC training staff officer.

TRADOC is responsible for teaching roughly 140 MOSs to enlisted Soldiers in 14 schools at eight locations. Each year, the schools provide nearly 200,000 Army professionals with opportunities to become experts in their field.

One example of a partnership between the military and manufacturing professionals is the U.S. Army Engineer School at Fort Leonard Wood, Mo. The school is collaborating with the Society of Manufacturing Engineers to expand testing on SME’s Certified Manufacturing Technologist, or Lean Bronze Certification.

“The Army’s Engineer School was asked to partner with the Society of Manufacturing Engineers,” said Sgt. Maj. Michael W. Dobbs of the Engineer School’s directorate of training and leader development. “We have been charged to run a one-year pilot program to assess the potential of engineers to meet SME’s credentials.”

A similar effort is underway between the Army’s Transportation Corps and the U.S. Department of Transportation. The two met Sept. 10 at the primary 88M motor transport operator training facility at Fort Leonard Wood. This meeting helped to identify and bridge the

gaps between military training and the testing required to receive a commercial driver’s license, or CDL.

In addition to the White House initiative, TRADOC is also implementing credentialing pilot programs spelled out in the fiscal 2012 National Defense Authorization Act. On Sept. 28, the U.S. Army Ordnance School at Fort Lee, Va., began offering Automotive Service Excellence credentialing opportunities for 91B wheeled vehicle mechanics. The U.S. Army Quartermaster School at Fort Lee, Va., will also offer Certified Logistics Associate opportunities for 92A automated logistics specialists and 92Y unit supply specialists.

Future credentialing efforts will focus on allied trades specialists and information technology-related MOSs.

The Army currently has 58 military occupations with operational credentialing programs. Additionally, TRADOC is spearheading the development of credentialing programs for an additional 18 military occupations.

“In-service credentialing would be a definite asset to the Army and Soldiers,” Dobbs said. “A Soldier possessing verifiable credentials that are readily recognized by industry will improve our profession and lead to a smoother transition along the continuum of service.”

► Read more about the Transportation School’s program to provide CDLs to 88Ms on page 43.



▲ Current and future credentialing initiatives being spearheaded by the U.S. Army Training and Doctrine Command will help Soldiers like Spc. William Stevens, an interior electrician, earn civilian credentials for military training. PHOTO

COURTESY OF TRADOC

# Virtual suite helps troops train for IEDs

Fort Leonard Wood is third installation to get new equipment

BY AMY NEWCOMB Fort Leonard Wood Guidon

Soldiers preparing to encounter improvised explosive devices downrange have a new tool for training. In August, the Virtual Clearance Training Suite arrived at Fort Leonard Wood, Mo., the third Army installation to gain the new equipment.

The VCTS is designed to train Soldiers for route clearance missions as well as counter-IED and mounted maneuver operations. Its virtual environment contains simulators for the Buffalo mine-protected clearance vehicle, Husky vehicle-mounted mine detector, RG-31 or RG-33 Panther medium mine-protected vehicle, and the man-transportable robotic system.

Soldiers with the 235th Engineer (Sapper) Company from Petaluma, Calif., and the 848th Engineer (Sapper) Company from Garden City, Ga., were the first Soldiers to

benefit from the new equipment at Fort Leonard Wood.

Spc. Wayne Preciado of the 848th Engineer Co., said it was his second time using the VCTS equipment to prepare for a deployment.

"I think this training is very beneficial, especially going back the second time. We are getting more details," Preciado said. "I have been on the Buffalo, and I told the guys, 'I am waiting to hear something new. I want to learn something I didn't catch the first time.' And I did."

Staff Sgt. Otis Petty, NCO in charge of the Route Reconnaissance and Clearance Course, has deployed four times, and said, based on his deployment experience and his knowledge of the VCTS, he thinks this training is imperative for new Soldiers.

"They need to understand: This is what they might see; this is what they might encounter," Petty said. "These are the vehicles you might be riding in and, sometimes, the day and missions are going to be long. You just have to be mentally prepared because route clearance is not a process where you can drive on the road like you are on I-44 going to St. Louis. It takes time. It's a long tedious process."

Preciado agreed.

"Getting this type of training, especially if you are a new Soldier, is going to open up your eyes and imagination and thoughts," he said. "You are young and fresh, and you want to see stuff before you get downrange. You want to put your hands on it and touch it. If you don't practice it, it won't become natural, and then you are going to have a bad day downrange."

Joseph Clarke, the VCTS site lead and training facilitator, said he believes the suite will save Soldiers' lives because it allows them to train and become familiar with the equipment they will be operating downrange.

"It gets the Soldiers familiar with the inside of the vehicle," Clarke said. "These simulators are exactly replicated to the real vehicle down to the buttons; everything is functional. So, if something says spotlight, you will be able to see a spotlight through your window. It's familiarity."

Additionally, Clarke said it gives Soldier's the ability to work out their standard operating procedures they will use downrange.

"It is much harder to work in a 2-D area, like a simulator is, than a 3-D area," Clarke said. "If they can be suc-

◀ Pvt. Emmitt Kauffman (left) and Pvt. Cristopal Reyes, both with the 235th Engineer (Sapper) Company from Petaluma, Calif., train on the simulated Buffalo mine-protected clearance vehicle Sept. 18 at the Virtual Clearance Training Suite at Fort Leonard Wood, Mo. PHOTO BY AMY NEWCOMB





► A Husky vehicle-mounted mine detector scans an area for mines and improvised explosive devices March 25, 2011, during a route clearance mission in Zabul province, Afghanistan. The Virtual Clearance Training Suite allows Soldiers to train to use equipment like the Husky safely. PHOTO BY AIR FORCE STAFF SGT. STEPHEN D. SCHESTER



cessful in here, they will be unbelievably successful out there.”

Sgt. 1st Class Jawn Downing, a VCTS training developer, said the VCTS creates virtual scenarios that replicate contemporary operating environments with the intent of challenging Soldiers during training, rather than overseas in combat.

“This system gives Soldiers the time and ability to train on what they need to be proficient in — clearance or convoy missions,” Downing said. “If a Soldier is having trouble working the arm of the Buffalo, this system will assist them in getting proficient. The same thing goes for the Husky, the RG-31, the Panther, the Talon IIIB [robot] and even the 50-cal. [machine gun] training.”

The VCTS allows leaders to train Soldiers again and again until they become a well-oiled team, Downing said.

“Leaders can start small with individual scenarios, and then move into collective scenarios,” he said. “The sce-

narios that they choose can help them with positioning the weapons in your fire team, ... as well as figure out the correct [tactics, techniques and procedures] that they would like to run when they are out on missions.”

Two other VCTSs are located at Fort Bliss, Texas, and Fort Carson, Colo., with more soon, Downing said.

“There are a total of 28 systems that will be integrated throughout various installations Armywide,” he said. “A couple of our next spots are Fort Hood, Texas; Fort Bragg, N.C.; Joint Base Lewis-McChord, Wash.; Fort Drum, N.Y.; and then off to Hawaii and Germany.” ❧

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# Congress told IEDs will remain ‘weapon of choice’ for decades

BY A.J. BOSKER

Joint Improvised Explosive Device Defeat Organization

Improvised explosive devices and the networks that use the asymmetric weapons will remain an enduring threat to U.S. forces for decades to come, the Defense Department’s top counter-IED official told lawmakers Sept. 20.

“The IED is the weapon of choice for threat networks because they are cheap, made from readily available off-the-shelf components, easy to construct, lethal and accurate,” said Lt. Gen. Michael D. Barbero, director of the Joint IED Defeat Organization, or JIEDDO, during testimony to the House Appropriations Committee’s subcommittee on Defense. This trend is apparent in Afghanistan, where IED events continue to rise, Barbero said.

“In the past two years, IED events have increased 42 percent, from 9,300 in 2009 to 16,000 in 2011,” he said. “This year, we’re on track to meet or exceed the number of events we saw last year. In fact, this July we saw the highest number of monthly IED events ever recorded.”

A major factor is the use of fertilizer-based homemade explosives. Nearly 87 percent of IEDs employed against coalition forces in Afghanistan are made with homemade explosives, and of those, 74 percent are made with ammonium nitrate derived from a common fertilizer.

“While the overall number of IED events is high, our ability to find and neutralize them before detonation has improved steadily, helping to reduce U.S. casualties by more than 40 percent since last year,” Barbero said.

Barbero attributes this success to several factors: applying lessons learned in theater to pre-deployment training, fielding increased numbers of counter-IED capabilities, and commanders and warfighters on the ground who continuously refine their tactics, techniques and procedures to tailor them specifically for the Afghan threat.

Yet as coalition forces transition out of combat operations in Afghanistan, the threat of IEDs will not disappear, Barbero said. “Since 2007, IED incidents outside of Iraq and Afghanistan have increased to more than 500 events per month,” Barbero said. ❧

## TOOLKIT

# Barracks inspections

BY JENNIFER MATTSON NCO Journal

As commanders begin to sign for barracks in an effort to instill greater accountability in their Soldiers, NCOs will be required to conduct more barracks inspections. This in-garrison leadership trait has fallen by the wayside as deployments, the 2005 Base Realignment and Closure Act and less dwell time all contributed to a more lax garrison environment, Army officials have said.

Barracks inspections are important to enhancing the leader-Soldier relationship, said Command Sgt. Maj. Larry Parks, command sergeant major of the 15th Sustainment Brigade at Fort Bliss, Texas.

"It all boils down to standards and discipline, accountability, safety, and resiliency," Parks said. "The barracks inspection is a forcing function for the unit's NCOs and leaders. It forces them to look at their Soldiers and ask, 'How well do I know my Soldiers?' It also

provides the Soldier with the opportunity to learn about their junior leaders."

Barracks inspections, which by regulation should be done every day, allow NCOs to build familiarity and rapport with their Soldiers. The everyday inspections aren't intended to be a full check on the barracks, but rather a three- to five-minute window where the NCO briefly talks with the junior Soldier, Parks said.

"It opens up a two-way communication, rather than a one-way communication," Parks said. "The Soldier shouldn't always be on the receiving mode; they should be in the give mode too."

By seeing how the Soldiers live, NCOs can develop a deeper appreciation of and connection with their Soldiers. They can also see things in Soldiers' rooms that allow them to head off safety issues before they become a problem, Parks said.

"I know my Soldiers,' is part of our creed," Parks said. "Yet I see over and over again junior noncommissioned officers missing things because they don't know their Soldiers."

Fighting in two wars during the past 12 years has degraded in-garrison leadership, Parks said. Because of the necessary focus on combat, many NCOs have taken an approach similar to that of Lord Wellington at the Battle of Waterloo.

There, as Lord Wellington was reviewing his troops, he wasn't once saluted. When a junior officer pressed him about it, Wellington said that he wasn't concerned with pomp and circumstance because, as he looked around, he saw sergeants tending to the guns, cannons with no rust and horses that were well taken care of. The only type of discipline Lord Wellington was concerned with was

◀ **Command Sgt. Maj. John Simmons, command sergeant major of the 142nd Combat Sustainment Support Battalion, 15th Sustainment Brigade, conducts a barracks inspection Aug. 1 at Fort Bliss, Texas.** PHOTO BY STAFF SGT. CASEY MCGEORGE





## NCOs' responsibilities in the barracks

Through U.S. Army Installation Management Command's new First Sergeant's Barracks Program 2020, unit leadership:

- ▶ Has command and control of the barracks
- ▶ Decides who will move off-post with a certificate of non-availability and receive basic allowance for housing when a brigade's barracks become more than 95 percent occupied.
- ▶ Decides where soldiers will live in the barracks
- ▶ Performs health and welfare inspections
- ▶ Enforces living standards in the barracks, including quiet time, cleanliness, drinking, smoking and guests
- ▶ Maintains cleanliness of common areas including: hallways, laundry rooms, dayrooms and stairwells
- ▶ Responsible for grass mowing or grounds upkeep
- ▶ Police around the building
- ▶ Appoints a fire marshal
- ▶ Performs lockout assistance

SOURCE: IMCOM

battlefield discipline.

But as U.S. troops depart operations overseas, NCOs need to re-tool and refocus their efforts on connecting with their Soldiers in the garrison environment, Parks said. Because of the pace of deployments, that leadership style hasn't been emphasized of late, he said, and many NCOs focused only on the immediate problems at hand, not on mitigating future ones. Barracks inspections are a tool to assist NCOs in being proactive to address their Soldiers' issues and needs, he said.

"That's not happening now, not to the extent that it should be," Parks said. "That is, until we have a problem. That's the wrong time to reach a Soldier; you have to reach the Soldier before the problem exists."

Soldiers want to be treated with dignity and respect. They want an NCO to train them and to treat them like a person, Parks said.

"They aren't just a uniform walking around; there's a person in there," Parks said. "Barracks inspections give us the opportunity to know our Soldiers on a different level than we do in the motor pool or in the office."

Ultimately, barracks inspections should be focused on

## Inspection checklist

Below are a few things NCOs should look for when conducting an individual room inspection in the barracks:

- ✓ **CUPBOARDS** should be well-maintained
- ✓ **FURNITURE** should be in good working order
- ✓ **PERISHABLE ITEMS** should be self-contained, have no holes and don't signal unhealthy habits.
- ✓ **NO SMOKING** should be evident
- ✓ **DRUGS AND ALCOHOL** should not be present if illegal or if the Soldier is underage
- ✓ **PRESCRIPTION MEDICATIONS** should be checked to ensure they aren't expired, they have been prescribed by the same doctor and the Soldier has given a reason to have them
- ✓ **STOVES AND OVEN** should be clean and free of dirt, dust or food particles
- ✓ **CLOTHES** should be neat and orderly
- ✓ **MOLD OR DUST** should not be present
- ✓ **TOILET PAPER** should be available
- ✓ **FLOORS** should have been dusted, vacuumed or mopped
- ✓ **SHOWER** should be clean and dry
- ✓ **COMMODOES** should be clean — inside and out — with the seats up
- ✓ **MIRRORS** should be clean without streaks
- ✓ **TRASH CANS** should be empty and lined with a bag
- ✓ **BEDS** should have been made properly
- ✓ **PERSONAL EFFECTS** should be displayed in a neat and orderly fashion
- ✓ **LAUNDRY** should have been neatly put away
- ✓ **WINDOWS** should be clean and streak-free
- ✓ **PETS** should not be present

providing for the good of the Soldier, and giving the Soldier the opportunity to learn more about his or her junior leaders, Parks said.

"It's about standards, discipline and safety," Parks said. "But it's also about, 'Do I know my Soldier?' The more time we spend with our Soldiers, the better iron warriors they'll be." ♡

▶ **NEXT MONTH: BRIDGING GENERATIONAL GAPS**



# NCO & OFFICER RELATION

## TIME TESTED, EVER EVOLVING

### SPECIAL REPORT

BY JONATHAN (JAY) KOESTER

Command Sgt. Maj. Dana Mason receives the 1st Armored Division's headquarters battalion colors from Lt. Col. Karen Rancher in May 2011 at Fort Bliss, Texas.

PHOTO BY JENNIFER MATTSON





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## On NCOs, officers

"A major factor for success is how you **GET ALONG WITH OTHERS**, and this permeates every rank Armywide. ... This emphasizes the need for mutual respect, mutual professional competence and reciprocal good will — and for both sides to take into consideration that the problem requires special efforts when young officers are inexperienced. ... The sergeants in your unit can be a new lieutenant's best professional friends — while both you and they observe proper military courtesy with mutual respect for each other."

— MAJ. GEN. AUBREY S. NEWMAN,  
FOLLOW ME II, 1992

"Respect your first sergeant. Do not hang around his office, do not lean on his desk and do not sit in his chair. Remember, **THE FIRST SERGEANT** is the top noncommissioned officer in your company and **DESERVES YOUR RESPECT**. Listen to him. He can teach you much."

— MAJ. GEN. CLAY T. BUCKINGHAM IN  
"TO SECOND LIEUTENANTS ... AND TO ALL," *ENGINEER*, SPRING 1981.

"The officer-NCO relationship benefits officers at all levels, but especially junior officers. The young officer gets the benefit of 10 to 15 hard-earned years of experience. If we all had to climb the same promotion ladder, it would take too long to develop senior officers. But a lieutenant assigned as a platoon leader is given an experienced sergeant to help him. And **ALL THE WISDOM AND EXPERIENCE OF THAT SERGEANT** helps the lieutenant become an effective leader much faster than any other way."

— MAJ. C.I. YAMAMOTO IN *A TREASURY OF NCO QUOTATIONS*, 1997.



**A** lot has been written about the relationship between officers and noncommissioned officers since America's NCO Corps first came into being during the Revolutionary War. The Baron Friedrich Wilhelm von Steuben first established the structure of the NCO Corps in 1779 with his *Regulations for the Order and Discipline of the Troops of the United States*. Although the fundamentals of the officer-NCO relationship haven't changed drastically since that time, that relationship is constantly evolving.

The wars in Iraq and Afghanistan, along with NCOs attaining increased levels of education, have again sparked the beginnings of an evolution in the relationship between commissioned and noncommissioned officers. And though NCOs and officers say the combination of factors has improved the relationship, they both say areas for improvement remain.

### COMBAT

The more than 10 years of combat that began after the attacks of 9/11 have

brought officers and NCOs closer together, said Command Sgt. Maj. Rory L. Malloy, commandant of the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.

"During the past 10 years, I think the NCO-officer relationship and the way they work together has drastically improved," Malloy said. "Sometimes we find ourselves in certain missions where, simply, good leadership kicks in. It's not really associated with 'NCO business' or 'officer business'; we just call it 'leader business' to make sure the mission is accomplished."





Maj. Michael Soyka, tactical officer of the Corps of Cadets' F Company, 4th Battalion, 4th Regiment, at the U.S. Military Academy at West Point, N.Y., looks on as Sgt. 1st Class Edmund Saldarini, the company's instructor and tactical NCO, gives 2nd Lt. Jason Steimel his first salute. Steimel's family and 2nd Lt. Brandon Ward attended the ceremony. PHOTO BY COLIN MANSFIELD

look like from the start.”

Working together on the battlefield has led to a higher level of trust between officers and NCOs, said Command Sgt. Maj. Noe Salinas, command sergeant major of the 4th Brigade Combat Team, 10th Mountain Division, at Fort Polk, La.

“With the wars, we trust junior NCOs to be the strategic Soldiers on the battlefield,” Salinas said, “so the trust part has gotten a lot better. We’re not doing stuff at battalion or company level all the time when we do missions. Sometimes we are sending platoons out there, and if a platoon is out there, they have a lieutenant and a sergeant first class, hopefully. So there is a great bond, especially in-theater. We went through ‘the suck’ together. The trust part is there.

“It’s only going to get better as we continue to show the officer community that we really know what we are doing,” Salinas said. “The NCO Corps continues to evolve.”

## EDUCATION

Increasing the education level of NCOs has been a focus of the Army in recent years. That education helps NCOs in the Army and better prepares them for life outside the Army, but how does it affect the officer-NCO relationship? It can make communication easier, but some officers worry the changes could blur the roles officers and NCOs have.

Maj. Aaron Francis, plans officer at the leader development and education department at the U.S. Army Combined Arms Center at Fort Leavenworth, Kan., said “education inflation” could cause NCOs to lose focus on their roles as trainers.

“Traditionally, the officers were the managers of the chaos and they were focused on the cranial aspects; the executors were the NCOs,” Francis said. “Training was an NCO’s center of gravity. That’s what they were focused on. I think as education inflation happens, good training can be forgotten. It used to be that the top NCOs were really good executors and then,

## On NCOs, officers

**“Most NCOs accept, as an unwritten duty, the responsibility to instruct novice second lieutenants. But they do so ONLY WHEN THE STUDENT IS WILLING.”**

— COL. GRIFFIN N. DODGE IN “LESSONS FROM A MESS SERGEANT,” *ARMY*, JANUARY 1986.

**“Gentlemen (officers), you don’t accept us. We were here first. We accept you, and when we do, you’ll know. We won’t beat drums, wave flags or carry you off the drill field on our shoulders. But, maybe at a company party, we’ll raise a canteen cup of beer and say, ‘LIEUTENANT, YOU’RE OK.’ Just like that. ... You do not wear leadership on your sleeves, on your shoulders, on your caps or on your calling cards. Be you lieutenants or generals, we’re the guys you’ve got to convince, and we’ll meet you more than halfway.”**

— SGT. MAJ. JOHN G. STEPANEK IN “AS A SENIOR NCO SEES IT,” *ARMY DIGEST*, AUGUST 1967.

**“It is the job of the senior NCO to mold, guide, and educate the officer to the subtleties of Army life. [Do this right and there will be] fewer problems in the future. THE NCO SHOULD SHOW THE OFFICER HOW EACH JOB COMPLEMENTS THE OTHER. He should be shown propriety and the unwritten laws of professional Soldiers. These are things that aren’t taught in any school — except the one in which the NCO lives.”**

— CAPT. DAVID M. DACUS IN “OFFICERS AND NCO’S: A WORKING RELATIONSHIP THAT MUST ENDURE,” *INFANTRY*, NOVEMBER/DECEMBER 1972.

**“Let [a CSM] do his job, and YOUR JOB WILL BE MUCH EASIER.”**

— LT. COL. JERRY H. HOGAN IN “ONCE YOU ASSUME COMMAND, COMMAND!” *ARMY*, JAN 1979.

“A lot of the change in relationship comes from the close proximity of the way we’ve operated on the battlefield,” Malloy said. “What you find now is that some of the duties have merged a little bit and are more closely related. But at the end of the day, when you look at what the overall responsibilities of each one are, it really hasn’t changed the big picture. Officers are still responsible for the training-management piece, resourcing — really the whole planning aspect of the larger picture. And the day-to-day execution, the way missions take place, noncommissioned officers still really lead that.

“Where it really has blended is in a tactical environment,” Malloy said. “In combat, officers are developing the orders in close proximity and in conjunction with NCOs. Also, we can’t forget that the squad leader is the first person in the chain of command. With a lot of our missions on the battlefield being squad- and platoon-level missions, I think what you see are a lot of the functions being closely connected, which can blur, or make one think that the roles have changed a lot in the past 10 years. But really it’s what it’s designed to

## On NCOs, officers

**"A new lieutenant is a precious thing. ... Don't take advantage of him, but train him, correct him when he needs it (remembering that diplomacy is part of your job description), and be ready to tell the world proudly that he's yours. If you are ashamed of him, maybe it's because you've neglected him or failed to train him properly. DO SOMETHING ABOUT IT. Show a genuine concern that he's learning the right way instead of the easy way. But be careful not to undermine his authority or destroy his credibility. Remember that order and counter-order create disorder."**

— 1ST SGT. JEFFREY J. MELLINGER IN "OPEN LETTERS TO THREE NCOs," *INFANTRY*, MAY/JUNE 1989.

**"Treat the new young officer like a freshly forged piece of steel. A skilled craftsman, who cares about his work and takes pride in it, can hone that metal, sharpen the edges and polish the blade into a quality, long-lasting sabre that will serve the Army and its Soldiers well. ... DEVELOPING JUNIOR OFFICERS IS OUR JOB. Senior officers in the unit will mentor young officers. Peers will also provide advice and guidance. However, only senior NCOs can guide them through the maze of motor sergeants, supply sergeants, first sergeants and Soldiers."**

— SGT. 1ST CLASS MICHAEL D. WHYTE IN "DEVELOPING JUNIOR OFFICERS IS OUR BUSINESS," *NCO JOURNAL*, FALL 1994.

**"I wanted the officers lying awake at night trying to figure out how to fight better. ... [NOT SPENDING] THEIR TIME ON THE THINGS THAT SERGEANTS OUGHT TO DO."**

— GEN. WILLIAM E. DEPUY IN AN ADDRESS TO THE TRADOC COMMANDER'S CONFERENCE, DEC. 10-11, 1975.

as an afterthought, they might have had some education that set them above their peers. Now that education has become the standard, and I don't know if that's really a good thing, because it's an education focus instead of, 'Is this NCO an excellent executor and an excellent trainer?' If that degree just gets him promoted, versus making him a better trainer as an NCO, maybe you're getting it for the wrong reasons."

With increased education levels, senior NCOs need to step into new responsibilities, something Maj. Dale Destefano of the leader development and education department's visits and ceremonies office said he didn't see enough of during his time on a G-4 staff.

"What I didn't see is the follow-through," Destefano said. "It's almost the standard now where NCOs have degrees and are even getting advanced degrees. But they weren't taking the next step and assuming those leads. I won't say leadership, because in a lot of ways they still did their NCO leadership. But the lead on projects didn't happen. We had a weekly meeting in the G-4, and the officers did all the talking. As the deputy G-4, I ran the meeting. It was like pulling teeth to get the NCOs to say anything."

"Even as the education level increases across the board, there is still not that interaction where the NCOs and officers sit down and talk about stuff," Destefano said. "There is talking one-on-one, but not as a group."

Malloy said he talks to students at USASMA about the feedback role and how to make sure an NCO's voice and feedback are heeded and respected.

"One of the things I stress to those sergeants major at the academy is that you won't always be invited to have a seat at the table," Malloy said. "You have to fight to get that seat. And then, when you get it, you have to be value-added. You have to be a productive member of that team. You have to contribute. You can't sit back and be a naysayer. You can't always find the negative in things and identify why things can't be

**2nd Lt. Megan Donahue packs parachutes under the watchful eye of Sgt. Jessie L. Jaworsky, rigger NCO with Headquarters and Headquarters Company, 173rd Airborne Brigade, on July 28, 2010, during Donahue's two-week summer clerkship with U.S. Army Africa in Vicenza, Italy. PHOTO COURTESY OF U.S. ARMY AFRICA**

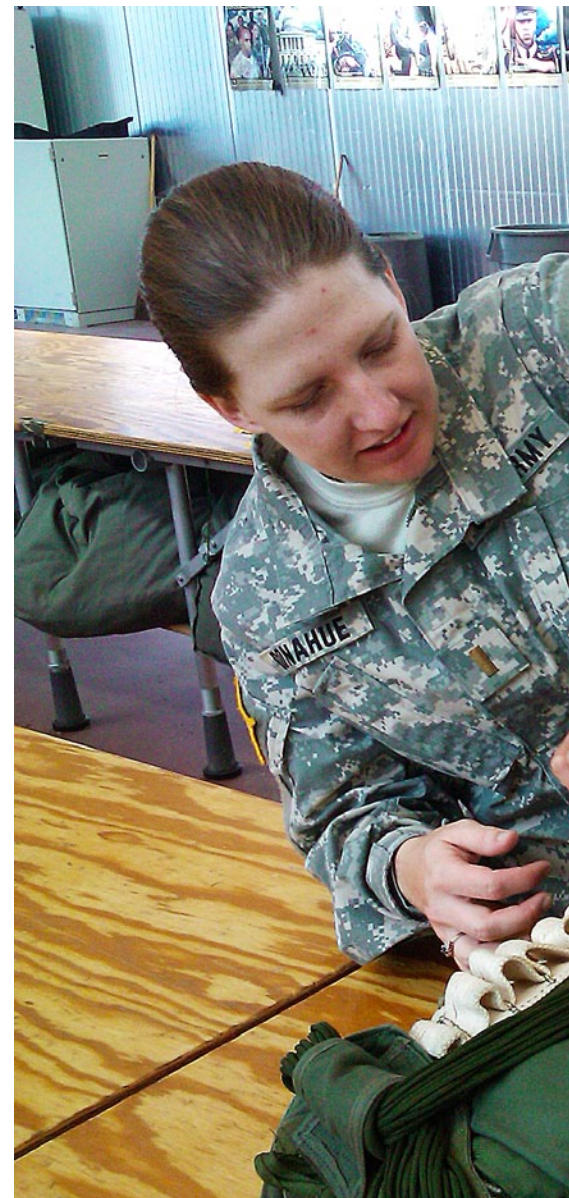
## Have your say

Do you have your own words of wisdom about the officer-NCO relationship? Send your thoughts to *NCO Journal* Director Master Sgt. Antony M.C. Joseph by email at [antony.m.joseph.mil@mail.mil](mailto:antony.m.joseph.mil@mail.mil) or let us know on Facebook or Twitter.

done. You have to enable them to accomplish the mission."

Command Sgt. Maj. Jimmy Sellers, the commandant of the 7th Army NCO Academy in Grafenwöhr, Germany, said he's seen the value that increased NCO education brings and has seen it help the NCO Corps' relationship with officers.

"I think officers rely on us a lot more than they did before, because they feel confident in our ability to handle a lot of different things because of our education," Sellers said. "Prior to 9/11, there wasn't a lot





of emphasis being placed on the development of NCOs. So the officers, depending on what they had seen, didn't always have a lot of confidence to put a lot of responsibility on the NCOs. But as we've proved ourselves in the past 10 years, and increased our education, the relationship between officers and NCOs has grown."

## TEAMWORK

Through all the years, changes and wars, one thing has stayed constant: the need for teamwork to be the cornerstone of the officer-NCO relationship. A strong command team is the basis for any successful Army mission, Malloy said.

"The biggest thing I advise [sergeants major at USASMA] is that you really have to appreciate and understand what each one's roles are," Malloy said. "Then, you can never segregate the two. If you take something and say, 'This is NCO business, and you have no business looking at it,' you're probably going to fail, because it really

takes a team. That's the reason they put two together, to really execute the mission. They need to embrace that, realize it's 'leader business' and be enablers to help each other. It's never one or the other, because NCOs are assisting officers in the planning and officers are assisting in the execution. It has to be a good tradeoff. If you try to alienate yourself and protect your world, then what you'll find is you'll struggle and there will be relationship issues. It really is a command team that you enter into as you continue to go through your career."

Maj. Michael Soyka, tactical officer of F Company, 4th Battalion, 4th Regiment, at the U.S. Military Academy, at West Point, N.Y., said he makes sure cadets — future officers — see that the relationships he has with NCOs are important to accomplishing the Army mission. Soyka said he would fail at his job without the support of Sgt. 1st Class Edmund Saldarini, his tactical NCO instructor.

"I could not do this job without Sgt.



## On NCOs, officers

**"The Soldier, having acquired that degree of confidence of his officers as to be appointed first sergeant of the company, should **CONSIDER THE IMPORTANCE OF HIS OFFICE** — that the discipline of the company, the conduct of the men, their exactness in obeying orders and the regularity of their manners will, in a great measure, depend on his vigilance."**

— MAJ. GEN. FREDERICK WILHELM VON STEUBEN, *REGULATIONS FOR THE ORDER AND DISCIPLINE OF THE TROOPS OF THE UNITED STATES*, 1779.

**"It is imperative that the company commander and the first sergeant work as a close-knit team and that they also include the executive officer in the team. **THESE THREE MUST STICK TOGETHER** through thick and thin, even if they don't like each other."**

— SGT. 1ST CLASS PAUL H. JOHNSON IN "BRIGADE FIRST SERGEANT," *INFANTRY*, NOVEMBER/DECEMBER 1986.

**"[Company commanders:] Talk with your battalion CSM. ... Develop a rapport with the battalion CSM to last throughout your command tour. If you're having problems with your 1SG, seek the battalion CSM's advice. **MAYBE YOUR FIRST SERGEANT'S OK AND YOU'RE DOING SOMETHING WRONG.**"**

— BRIG. GEN. JOHN G. MEYER IN *COMPANY COMMAND: THE BOTTOM LINE*, 1990.

**"My many years in the army have demonstrated that **WHEREVER CONFIDENCE IN NCOS IS LACKING** and wherever they are continuously bossed by the officers, you have no real NCOs and no really combat-worthy units."**

— MARSHAL OF THE SOVIET UNION G. ZHUKOV IN *REMINISCENCES AND REFLECTIONS*, VOL. 1, 1974.



## On NCOs, officers

**"There is nobody who wants you to succeed more than your command sergeant major. But YOU HAVE TO LET HIM INSIDE TO MAKE THAT HAPPEN. ... He is the first individual you ought to see. I have not taken command of any job, to include having been the chief of staff of the Army, that the first individual I did not spend time with was my command sergeant major."**

— GEN. CARL E. VUONO IN AN ADDRESS TO THE PRECOMMAND COURSE IN COLLECTED WORKS, 1991.

**"Develop a good relationship with your command sergeant major, one of open confidence between the two of you. Share your views; listen to what he has to say. HE PROBABLY KNOWS MORE ABOUT THE ARMY THAN YOU DO. He clearly knows more about Soldiers than you do. And he clearly knows a lot more about how to get things done through the NCO chain than you or I do. Harness his talent in support of what you're trying to do. The whole NCO Corps in your unit will feel enthusiastic about that relationship and they'll see it as one of strength."**

— GEN. JOHN A. WICKHAM IN REMARKS TO THE PRECOMMAND COURSE IN COLLECTED WORKS, 1987.

**"You must tell your commander the truth — the good, the bad, and the ugly. THE GOOD NCO WHO IS LISTENED TO WILL ALWAYS LEVEL WITH THE COMMANDER. Then it is up to the commander to take heed or ignore it, remembering that he or she has to live with the outcome. There is a lot of material on what should be done, reference leadership. But it takes intestinal fortitude to do what is right."**

— SGT. MAJ. OF THE ARMY GLEN E. MORRELL IN A LETTER, AUG. 26, 1997.

The 4th Financial Management Company's command team, Maj. Davien Heyward and 1st Sgt. Jessica Taylor, discuss a coming brief during a meeting Oct. 10 in Heyward's office at Fort Bliss, Texas. The company provided financial support during operations in Afghanistan and Iraq. It also supports the Fort Bliss Defense Military Pay Office. PHOTO BY STAFF SGT. JASON STADEL, NCO JOURNAL

Saldarini. There's no doubt in my mind," Soyka said. "To do this job right and to give the cadets the right picture of the Army and how it works, it can't be done as a solo officer. There's no place in the Army where that could be done. I think we would set the cadet up with a totally wrong view of what the Army is if I did not have Sgt. Saldarini here by my side. Our relationship is paramount.

"We try to model for our cadets what it's supposed to look like," Soyka said. "We do occasionally disagree about things, but the cadets do not see that. When we disagree, we will sit and talk about it. But when we leave the office, we go out with one voice. We go out and execute what needs to be done, and we have a great time doing it."

Part of making the command team work the way it should is providing feedback when needed, Saldarini said.

"Maj. Soyka and I are always talking to each other," Saldarini said. "We are always checking in with each other to make sure that what we are doing is right. I call it the sanity check."

As the war drawdown progresses, NCOs must continue to provide good feedback to the officers, Francis said.

"That's a crucial role for NCOs that I want to see survive the return to garrison," Francis said. "They have to provide that feedback loop. We need to hear, 'Hey, this officer is full of great ideas, but this is reality. This is what it looks like from the execution.' That professional, tactful feedback from the executor is crucial for an officer to do his job, even if he doesn't want to hear it sometimes."

1st Lt. Robert Anderson of the leader development and education department's visits and ceremonies office said he saw the officer-NCO relationship work like it should while he was deployed.

"I come from a military intelligence background, and we have to rely a lot on the specialist and the PFC to go get the intel. Then the officer would go and brief the senior officers," Anderson said. "My experience was we were using the NCOs to write the reports, get the intel and explain



everything to us. They were doing a lot of the work, and then the officer would be the one compiling the reports. We had the understanding that the NCOs were in charge of the troops. They were the ones getting the information and providing that to the officers so we could write the orders and get those decisions made.

"It's necessary for those senior NCOs to bring up, 'Hey, this is going to have this kind of effect on the troops,' because as officers, that's not our main focus," Anderson said. "Our focus is we need to accomplish this, and this is the plan to do it. Then the sergeants major or first sergeants, those senior NCOs, need to say, 'Did you think of this effect on the troops?' That's something we really need from the senior enlisted folks."

"When you are sitting there, it's not us against them," Malloy said. "It's all of us, working together to put together the best mission possible."

## SPECIAL ROLE

In most armies around the globe, enlisted Soldiers who get a college degree





would, almost as a matter of course, switch over and join the officer corps. The U.S. Army NCO Corps is special in that, even after getting a higher education, many NCOs wouldn't dream of leaving behind the special role they're entrusted with.

One of the reasons NCOs say they stay is that they enjoy the close contact with Soldiers and the pride that comes with helping Soldiers succeed, said Command Sgt. Maj. Joe Parson, the command sergeant major for the leader development and education department at the Combined Arms Center.

"They stay NCOs because they recognize the difference they can make day-to-day and understand the impact they can have on young men and women in their formation," Parson said.

Pure enjoyment of the job is a factor, as well, Malloy said.

"When it comes to a lot of the duties of officers have, the planning aspect, it's not the fun stuff," Malloy said. "So if you ask me, would I rather go sit in a meeting or go to a rifle range? I'd rather go to the rifle range every day.

"A lot of our NCOs enjoy the role of

a noncommissioned officer and being a Soldier," Malloy said. "If it was really about the money, they would all switch. But they enjoy what a noncommissioned officer does. I have a master's degree, but my entire career I've spent on the line as a team leader, a squad leader, a platoon sergeant, a drill sergeant, a first sergeant, then a command sergeant major for the past 11 years. Somebody asked me, 'You could perhaps be a colonel or a brigadier general right now and they make a lot more money. Wouldn't you have rather done that?' I look back at it and think, well, that would have meant being a platoon leader and a company commander, then a whole lot of staff time, doing the things I don't really enjoy doing. ... So I think there is a difference, and that's something that attracts people to stay on the enlisted side and be a noncommissioned officer, because we're out there executing the training. And it is a lot of fun." ♡

*To contact Jonathan (Jay) Koester, email [jonathan.a.koester.ctr@mail.mil](mailto:jonathan.a.koester.ctr@mail.mil)*

*NCO Journal reporter Christy Lattimore-Staple contributed to this story.*

## On NCOs, officers

"It is not enough that you and the CSM understand your relationship. Your staff and most particularly your subordinate commanders must also understand it. While he is first and foremost your CSM, **HE IS ALSO THEIR BATTALION CSM.** Encourage them to use his advice and counsel. A healthy open relationship between your CSM and your key officers will make them more effective. The ultimate payoff will be stronger companies and, correspondingly, a more combat-ready battalion."

— COMMAND SGT. MAJ. JOHN W. GILLIS, "THE COMMAND SERGEANT MAJOR." *ARMOR*, MAR-APR 1979.

"When someone once asked me how I plan to use my sergeant major in combat, my answer boiled down to this: **THE SAME AS I USE HIM IN PEACETIME — TO SHOW THE WAY.** ... There is no substitute for the influence he exerts, which in itself is as much of a combat multiplier as a minefield or a good intelligence network."

— LT. GEN. ROBERT L. WETZEL, "THE SERGEANT MAJOR'S ROLE — LEADERSHIP TO SHOW THE WAY." *ARMY*, MAY 1986.

"One of [the CSM's] most effective ways for advising me was to **SCHEDULE ITEMS ON MY CALENDAR.** If he found a weak area in the battalion that needed my attention, he advised me, through my calendar, on when and where to visit that unit or section. Invariably, he was correct in focusing me into that area."

— COL. GLENN A. SMITH, *BATTALION COMMANDERS SPEAK OUT*, 1977.

**"DON'T BYPASS YOUR NON-COMMISSIONED OFFICER to demonstrate how busy you're being by doing his job."**

— GEN. BRUCE C. CLARKE, 1954, *CLARKE OF ST. VITH.*



Command Sgt. Maj. Jeffrey Huggins, center, program manager for the brigade-level Command Sergeant Major Development Program, works with a group of participants in the program in August at Fort Leavenworth, Kan. During this exercise, the command sergeants major were discussing difficult Army questions and seeing if they could come to a consensus solution. PHOTO BY JONATHAN (JAY) KOESTER

# CSM program prepares NCOs for new challenges

BY JONATHAN (JAY) KOESTER  
NCO Journal

**A**s the Army's noncommissioned officers become more educated and professional, they are being thrown into new roles that require a new mode of thinking.

Stepping up to help senior NCOs ease into those new roles — and ease communication with their officer counterparts — is the two-week Command Sergeants Major Development Program for brigade- and battalion-level command sergeants major at the School for Command Preparation at Fort Leavenworth, Kan.

Command Sgt. Maj. Jimmy Sellers, the commandant of the 7th Army NCO Academy in Grafenwöhr, Germany, said the course helped him take on the challenges that come with being a senior NCO.

"When you first go into one of those

courses, especially after being in the Army for a substantial amount of time, you really don't think that you can experience a lot that will be beneficial to you," Sellers said. "But from that course, having spent two productive weeks in it, I got a lot out of it that I can use to better myself and my organization. The biggest thing I took away from the course was being able to understand a problem or issue better."

The development program is needed as sergeants major become more important to the big-picture planning of the Army, said Sgt. Maj. John Womble, program manager for the battalion-level CSMDP.

"We are broadening the sergeants major's intellectual base, which in the past was unheard of," Womble said. "But now, because of the new dimensions of command sergeants major, we are not just being involved in the execution phase, we're planners. We're in the discussion of the

planning process. We're in the big picture."

Sergeants major being involved in planning means more interactions and conversations with their officer counterparts. Learning how to navigate that relationship is an important part of the CSMDP, Womble said. Part of the program includes working through problems with officers.

"Their (command sergeants major's) integration with officers is probably the biggest takeaway from this," Womble said. "Without any concern for a report card, the command sergeants major have the opportunity to see officers think. They get to see what processes are important to them and where NCOs can interject into those processes to make it more complete. Command sergeants major take theory and make it reality.

"Everybody's got to understand: Sergeants major are evolving," Womble said. "We're not evolving into a new sergeant



major, we're just evolving into making that whole leadership process complete. So instead of having a command sergeant major and a colonel, we have a 'command team.'"

Command Sgt. Maj. Joe Parson, previous program manager for the battalion-level CSMDP and now the command sergeant major for Combined Arms Center – Leader Development and Education, agreed that learning to communicate with officers is a critical part of the program.

"Sergeants major walk out of here being able to speak in the same language as their officer counterparts," Parson said. "If nothing else, that's the focus. They feel better equipped."

In addition, command sergeants major in the program get a close-up look at how the commander's intent is created and how to follow through to make sure the commander's intent is filtered down correctly through the ranks, Womble said.

"The job of the sergeant major is not to overshadow the commander; it's to enhance the commander," Womble said. "It's to make the commander look complete, fair, unbiased and an advocate for the organization. Your job is always to tell the commander's story through the commander's intent. Your power as a command sergeant major comes from the commander. It's authority granted to you by the commander. As a sergeant major,

**“We’re like BASF. We don’t make the sergeant major, we just make them better. We’re not telling you what to think, we’re teaching you how to think.”**

**— COMMAND SGT. MAJ. JOE PARSON**

you have to understand that.”

Parson echoed those thoughts: “At the end of the day, sergeants major are charged solely with giving a recommendation to the commander. There’s only one commander, and it’s not any of us.”

Though the participants in the battalion- and brigade-level courses mingle in some exercises, they are mostly separate because they have different focuses, said Command Sgt. Maj. Jeffrey Huggins, program manager for the brigade-level CSMDP.

“The focus at the battalion level is really down into the unit, how to affect your company,” Huggins said. “At brigade level, it’s very much the other way around. The thing people remember about brigade leaders and higher is what kind of team players they were. So we work a lot on team relationships and how to manage up-

and-out, versus down.”

Combining team-building exercises with officers, workshops on creative thinking and ethics, and sessions on emotional intelligence and leadership, the brigade-level program is important in teaching senior NCOs to lead in a way they never have had to before, Huggins said. For probably the first time in their careers, these NCOs will have to spend a majority of their effort working with those above and equal to them, instead of making sure the Soldiers beneath them are on point.

The exercises are designed to make sure the command sergeants major see things differently than when they arrived. An individual command sergeant major doesn’t have all the answers, Huggins teaches, so senior leaders need to be open to other perspectives, ideas and teamwork.

“Everybody who graduates is pretty happy with the program and shocked at what it is,” Huggins said. “There is nothing that you can tie it back to in your career, because the intent is to think broader. It’s not just tied to your brigade, it’s tied to your first nominative position.”

Command Sgt. Maj. Noe Salinas, command sergeant major of the 4th Brigade Combat Team, 10th Mountain Division at Fort Polk, La., had attended the battalion-level course, but said the brigade-level course was opening his mind to the new ideas and knowledge he needs.

“The information and briefings that we are getting are very relevant,” Salinas said. “It’s different than the battalion pre-command course, which I took back in 2007. That’s a great course, also. But we are getting exposed to some new stuff here. Every command sergeant major needs to come to this, regardless of what position they are in, whether it’s tactical, support, training, whatever.”

The goal of the program is to help command sergeants major think creatively about problems and their solutions, sending them back to their jobs with some new tools to help the Army.

“We’re like BASF,” Parson said of the chemical company that used to brag of not making products but of making “a lot of the products you buy better.” “We don’t make the sergeant major, we just make them better. We’re not telling you what to think, we’re teaching you how to think.”



**A group of command sergeants major work out a problem during the Command Sergeant Major Development Program in August at Fort Leavenworth, Kan. The group was discussing community solutions to persistent Army problems. PHOTO BY JONATHAN (JAY) KOESTER**

*To contact Jonathan (Jay) Koester, e-mail [jonathan.a.koester.ctr@mail.mil](mailto:jonathan.a.koester.ctr@mail.mil)*







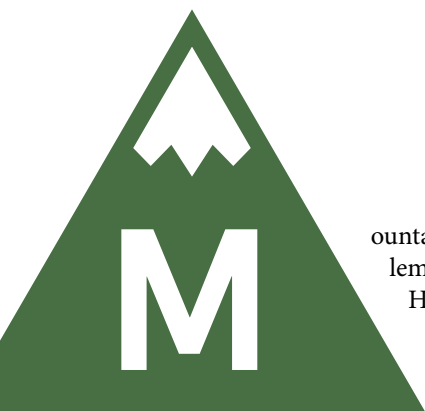


# CONQUERING THE MOUNTAIN

**For Special Forces NCOs,  
those who know the mountain,  
win the mountain —  
in Afghanistan and elsewhere**

**BY JENNIFER MATTSON** NCO Journal





Mountains present a problem in Afghanistan. High altitudes and steep inclines make it difficult for helicopters to find decent landing

zones, and helicopters that do land often leave troops working at about 50 percent as they struggle with the rarefied air. Approximately 15 percent of medical evacuations in Afghanistan are of troops suffering from altitude sickness.

How to operate in this extreme environment, including how to scale mountains, select routes, deal with avalanches, tie the right knots and identify acute mountain sickness are all topics covered at the Special Forces Advanced Mountain Operations School at Fort Carson, Colo. The techniques and procedures SF NCOs learn in the course help the Army navigate, train and win in Afghanistan.

First Sgt. Mike Duncanson, the first sergeant of A Company, 2nd Battalion, 1st Special Warfare Training Group (Airborne), the SFAMOS's unit, was a young support medic when the course stood up in 1996. In 2010, Duncanson returned to the course as the company first sergeant as it was transitioning to the John F. Kennedy Special Warfare Center and School. He said the course instills mountaineering skills vital in mountainous regions, including how to avoid deadly avalanches.

"In places like Afghanistan, the risk of avalanche is extremely high," Duncanson said. "After coming to the course, they'll be able to forecast avalanches as well as the weather, and advise the commander on the routes. They'll be able to do things more efficiently and smarter in a mountain environment."

### Standardized training

The SFAMOS conducts two courses at Fort Carson — the senior mountaineering course and the master mountaineering course — in which 88 students train annually. Conducting the courses in a centralized location allows Special Forces groups across the Army to have consistent training, school officials said. All instructors are themselves graduates of the courses and of the Special Opera-



tions Instructor Course taught at Fort Bragg, N.C. Instructors also attend civilian mountaineering schools, including the Colorado Mountain School Alpine Leaders Course at Rocky Mountain National Park, the Avalanche Education Course, ski courses and courses with the American Mountain Guide Association.

"It's standardized mountaineering," Duncanson said. "So a mountaineer from 10th (Special Forces) Group, 5th Group, 7th Group all have the same baseline training; the commander will know what the guys are capable of. We all get the same basic training. Military mountaineering isn't quite as much fun as civilian mountaineering, because it's a little more work."

Master Sgt. Wilfred Gienger, SFAMOS' master trainer, has served on three mountain detachments during his Special Forces career. He said the course continues to adapt to new techniques as it relies on combat-tested ones.





**Left:** A student at the Special Forces Advanced Mountain Operations School at Fort Carson, Colo., uses a zip line he built to move people and cargo through mountainous terrain.

**Above:** Students learn how to properly load and secure heavy equipment for transport on a zip line.

PHOTOS BY STAFF SGT. RUSSELL KLIKA



## LEVELS OF MOUNTAINEERING SKILL

Special Forces Soldiers are experts in different critical areas; one of those is mountaineering. There are three levels of skill:

**BASIC** Basic mountaineering skills are taught at the local unit level. Soldiers must master these skills before moving on to the Senior Mountaineering Course. Master mountaineers teach the basic skills at this level, including knot work, belaying, rappelling and basic maintenance of mountaineering equipment.

**SENIOR** Senior mountaineering skills are taught at the Special Forces Advanced Mountain Operations School at Fort Carson, Colo. This six-week course teaches how to plan a military

mountain operation, perform guide techniques, use pack animals, haul equipment and ski. The course is conducted during the summer so students can become familiar with techniques before operating in a more dangerous winter climate.

**MASTER** Master mountaineering skills are taught in a five-week course at the SFAMOS. This course is designed to build on the skills learned in the Senior Mountaineering Course. Once completed, master mountaineers are able to conduct basic mountaineering training for their units. Master mountaineers know how to conduct an avalanche rescue, maneuver on a mountain in a winter climate and build a snow trench.





## ANIMAL PACKING

One week of the senior mountaineering course is dedicated to learning horsemanship and how to use pack mules.

"We find ourselves in increasingly austere environments, and mobility is a big issue," said Chief Warrant Officer 3 Steve Valencia, the chief in charge of the SFAMOS. "Animal packing is a mobility skill set. You can find yourself using horses in a mountainous environment, as we saw when the war first came to Afghanistan."

The animal-packing portion of the course has proven valuable in the current combat environment, Valencia said.

"A lot of times in Afghanistan, helicopters aren't feasible," Valencia said. "So finding the animals and packing your equipment on them are important skill sets."

"We embrace technology, but we're still practicing old techniques and systems that people were using in World War II," Gienger said. "We maintain some of the traditional techniques, but we also embrace the future and new equipment coming out."

### 'Conquer any terrain'

Chief Warrant Officer 3 Steve Valencia, the chief in charge of the courses' doctrine and a former NCO, said the course's skills are invaluable on the battlefield.

"The benefit of having this skill is that there's no terrain that is denied to us," Valencia said. "We have the skills to go through terrain that other people can't go through. We can conquer any terrain."

The courses include 400- to 500-meter climbs, alpine climbs and summiting a 14,000-foot peak. However, the focus isn't solely on clipping in and climbing up a mountain; it's about looking at the terrain and gauging how the terrain can be used tactically, Gienger said.

"We ally with the mountain to overcome the enemy, and sometimes you don't need to defeat the enemy yourself," Gienger said. "You take the high ground, and you own and dominate the mountains, and your





**Left:** SFAMOS students learn how to scale a mountain at Fort Carson in May.

**Above:** Soldiers learn how to use available resources to build an A-frame that will help them move a load up the mountain.

PHOTOS BY JENNIFER MATTSON

enemy falls to you because you live with the mountain and survive it. But they can't. They're the ones found weak and wanting in the mountains, because you're the one who is strong in the mountains."

Though the course is geared toward future combat missions in mountainous areas, the course also focuses heavily on basic leadership skills, Gienger said.

"A lot of the skills and tasks they do here, they aren't just mountaineering-related, they're leadership-related, like guiding Soldiers through the mountains and watching out for the welfare of Soldiers in cold weather," he said.

### Useful in and out of combat

Sgt. 1st Class Eric Carpenter, an instructor at the SFAMOS since April 2011, has been a mountain climber since he was 16. He said the course is taught by NCOs who have climbing experience in combat zones and who help Soldiers think through problems critically.

"For the special operations community, this is important; we operate in all types of terrain," Carpenter said. "We have three lightning bolts that represent sea, air and land. You have to be able to operate in the full spectrum [of terrains], the mountain being one of them. The moun-

tain presents its own problems. We teach the nuances of how to deal with those solutions to those problems."

One of those problems is how to guide inexperienced troops and gear through the mountains, Carpenter said.

"Not only are they learning how to put these systems in place, they're learning how to guide other people through, so they can take nontrained troops and move them through a mountainous environment," Carpenter said. "A major mission in Special Forces is teaching other countries how to fight for themselves. They potentially could move a company- or battalion-sized element through mountainous terrain with minimal equipment."

Though mountain-centric, skills a Soldier learns in the course can be just as useful in an urban environment, Duncanson said.

"Rappelling is rappelling whether it's off the side of a mountain cliff or in an urban environment," Duncanson said. "Hauling weapons systems to the tops of buildings or to the tops of mountains — it's the same principles, just a different environment." ❖

*To contact Jennifer Mattson, email [jennifer.mattson@us.army.mil](mailto:jennifer.mattson@us.army.mil).*



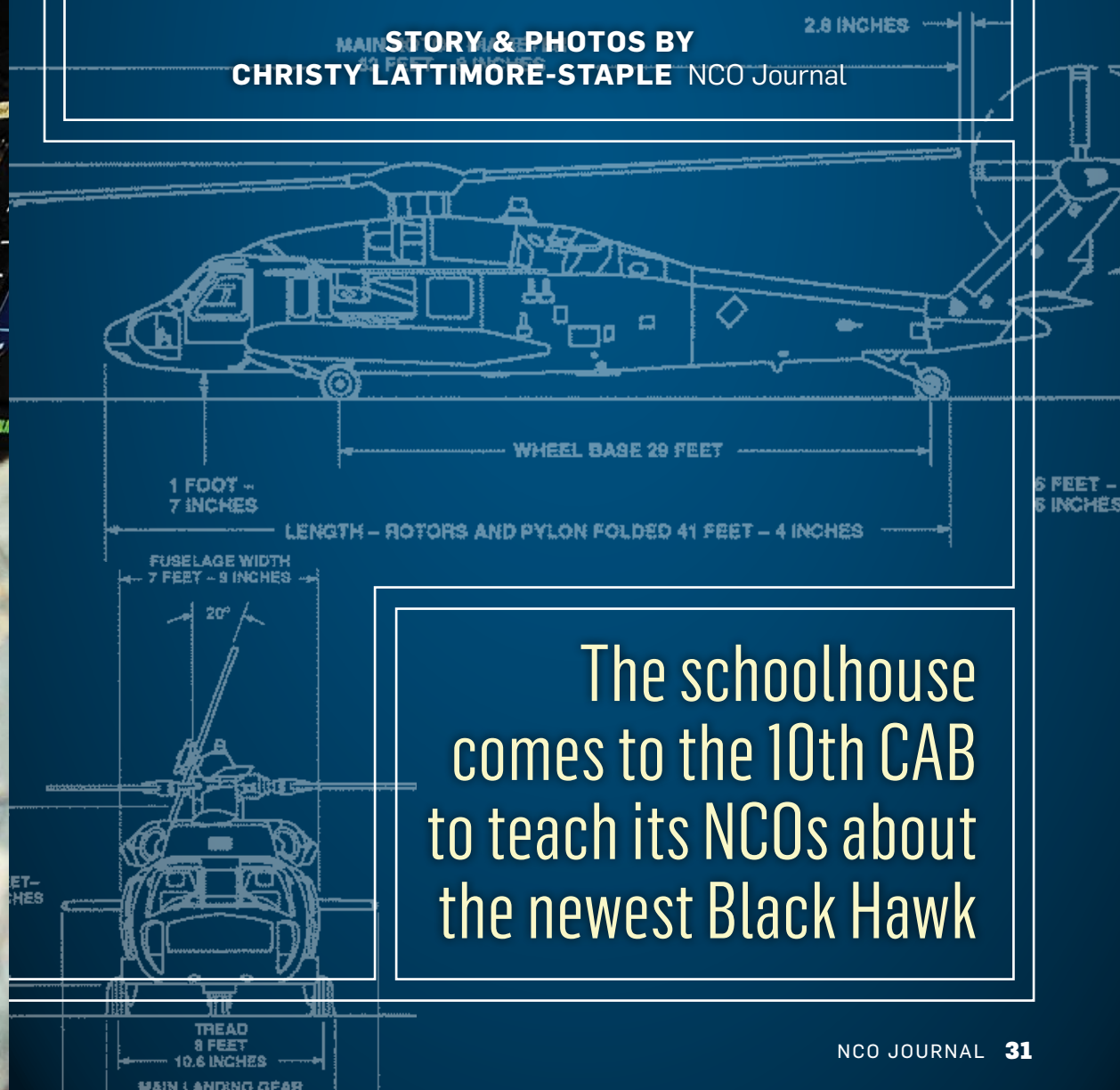


During the electrical portion of the UH-60M course, 10th Combat Aviation Brigade Soldiers practice using the multifunction display screen in the cockpit of a UH-60M Black Hawk helicopter Aug. 16 at Fort Drum, N.Y.



# TRAINING WITHOUT LEAVING HOME

STORY & PHOTOS BY  
CHRISTY LATTIMORE-STAPLE NCO Journal



The schoolhouse comes to the 10th CAB to teach its NCOs about the newest Black Hawk





**T**he 10th Mountain Division at Fort Drum, N.Y., is said to be the most rapidly deployable division in the Army — by air, land or sea. To ensure readiness for rapid deployment, the division's 10th Combat Aviation Brigade is training on the new UH-60M helicopter at its home station rather than at the U.S. Army Aviation Logistics School at Joint Base Langley-Eustis, Va. Remaining at home allows Soldiers to receive required training without leaving their families, and it gives the Army Soldiers who are proficient at keeping their aircrafts flying with little downtime.

The seven-day UH-60M Course is facilitated by the UH-60M Alpha 9 identifier Mobile

Training Team from Fort Eustis, Va., and is designed to give students a basic understanding of the new aircraft.

"The more these students know the easier it will be for them to troubleshoot and keep the aircraft in a flyable condition," said Sgt. 1st Class Christopher Bond, the NCO in charge of the MTT. "Right now, our main goal for the students is to receive the proper UH-60M training so when they leave this course, they'll have the basic understanding

to facilitate their missions," he said.

The Mike model replaces the Lima and Alpha Black Hawk models and adds many upgrades.

"The differences are great: the blades, the size, the weight, the force generators," Bond said. "One of the biggest differences for the pilots is the glass cockpit. Everything inside the glass cockpit is like a huge computer with multifunction display screens. Before, it was a lot of analog stuff; now everything is digital."

### Training at home

Though the home-training experience allows Soldiers to stay home with their families, it also benefits the command group, giving it control over the Soldiers' training, Bond said. Training

10th CAB Soldiers at home reduces the downtime of their aircrafts, he added.

"When we conduct an MTT, I think it gives the divisions or the brigade better control over its Soldiers' training than when they go to Fort Eustis, or Fort Campbell (Ky.) or wherever they may be going," Bond said.

Some disengagement occurs between students and their brigade when Soldiers leave for training, he said.

**“Our main goal for the students is to receive the proper UH-60M training so when they leave this course, they’ll have the basic understanding to facilitate their missions.”**

**— SGT. 1ST CLASS CHRISTOPHER BOND**



**Soldiers work with an instructor aviation representative from the U.S. Army UH-60M Alpha 9 identifier school as they learn how to lock the new Black Hawk's blades in place.**

"Having an MTT here at the Soldiers' home station gives their brigade a better opportunity to say, 'I want these Soldiers to attend the training now,'" Bond said.

Also divisions and brigades can swap students in and out as needed.

"The MTT is a little bit of a shorter class, so the units actually get their Soldiers right back."

## The course

The UH-60M Course at Fort Drum is all-new, for both the students and the instructors, said Sgt. 1st Class Jason Grimmer, an instructor with the MTT.

"There is the resident course at Fort Eustis, and that course is 12 days long. The course here was shortened to seven days," Grimmer said. "It's the same information they get at Fort Eustis, but the course is condensed to push more of the CAB through."

Students begin with 15 hours on the differences between the Alpha, Lima and Mike models.

"Once those 15 hours are completed, the students are tested on the differences," he said. "Then we start our maintenance portion of the course, which is five days long. We start again with about 16 hours of conference on the maintenance portion. Then we do the practical exercises, which covers several critical tasks: the force generators; folding, unfolding and removal of the blades; the stabilator drive shaft, the main rotor lead blade stop; and the main rotor brake assembly, which are all new on the Mike model."

The cockpit's components are the biggest difference on the new model, said Staff Sgt. Charles M. Ferrell, an instructor with the MTT.

"Where we used to have analog instruments, now the Mike model has computer screens."

Ferrell says some components were totally removed.

"We are showing the students how to troubleshoot with the new digital equipment and where it's located," he said. "It's easier to troubleshoot with the new digital equipment than with the old analog system. The way the digital system is designed, the [aircraft] will conduct a lot of self-test, and the system will display on the screen what to replace in most cases."

Going digital will require perseverance, Ferrell said.

"Students have to be able to cycle through the pages on the menu screens," he said. "It takes a lot of patience and time. We give the students all the knowledge they need to know, but to be functional, everything still will come from experience. The more times they use the systems, the better they will be in operating and troubleshooting this aircraft."

Teaching the written doctrine when the hands-on training outpaces the manual poses a few challenges. The training manual for the new model is not out yet.

**Staff Sgt. Charles M. Ferrell, an instructor with the mobile training team, demonstrates how to troubleshoot problems in the Black Hawk's cockpit.**

"That's where the challenges come in," Bond said. "We are telling the students 'don't do this,' then we are trying to explain, even though the technical manual says to do that. For us, as instructors, we have to be careful not to go completely out of the book, which means teaching the students to push the right buttons at the right time and making sure students are giving 30- to 40-second delays between those breaks. The paperwork to have those things changed has been filed, so soon, the Aviation and Missile Command can say, 'This is the right way to do this.'"

## Course testing

After being trained on the changes to the Black Hawk, students are tested on their knowledge of the new model.

"The first test is on the differences between the Mike and the Alpha and Lima models," Bond said. "The second test is maintenance. We don't do a hands-on test here or at Fort Eustis, but the students still have to have an understanding of how to change out the rotor brake or the No. 1 drive shaft."

Only Soldiers who are trained on the Mike model will be able to work on the aircraft.

"Soldiers will only be certified if they attend the course," Grimmer said. "Every single Soldier in an aviation unit who is a 15T (Black Hawk helicopter repairer) will have to







## What's new on the UH-60M

The **force generator** is a new system for the cabin on the aircraft. It reduces vibration. "When the IV-HUM system picks up a vibration it turns around and gathers information into the electronic unit and sends out that vibration to the particular force generator and cancels the vibration," said Sgt. 1st Class Jason Grimmer, an instructor with the MTT.

**Folding, unfolding and removal of the blades**, is normally done when an aircraft is shipped or stored. The training shows the students how to use ropes to guide the blades when they are folded or unfolded and when the blades are removed. "On the old Lima aircraft, it was real easy to fold those blades," said Staff Sgt. Michael Barns, an instructor with the MTT. "On these new Mike models, when the students hold the blades about three-quarters out, those blades can swing. So we want those students holding those ropes to know they have to be holding on to that blade. The students holding the pole have to be holding on as well. ... Once students actually get a general idea of how the process works it will help those units facilitate the folding and unfolding of that aircraft faster when they get

deployed. It's a lot faster."

The **stabilator** is the tail component of the UH-60M. It's moveable and is controlled by the pilot's control stick. "The stabilator has been around for a long time. It's derived from the FH-60 in the Navy and the Mike model was designed with it, but it's nothing really new. It's new to the Army, but not new to military aviation," Grimmer said.

"The **drive shaft** extends to the top of the helicopter, where it connects to the rotor head, which comprises the rotor hub and four rotor blades. It's shorter than the Alpha's and Lima's," Grimmer said. "Now we have a little brake. It's an inch shorter, nothing new, just a little different. The brake has four flexible cuff links on there, before it had two, but it's trimmed the same way."

The **main rotor blade lead stop** is attached to the last numeric bearings end plate. When the little brake is applied, should the pilot have to stop in an emergency situation, the lead stop prevents the blade from bleeding on the leading side and damaging equipment. The spindle tie rod rests against the lead stop, keeping it from further damage. The manual brake assembly, which is the rotor brake, is also nothing new to military aviation but it's new to the Army, Grimmer said.





**Left:** Two Soldiers hold the end of the rope to keep the blade of a Black Hawk in place during a lesson on unfolding the blades.

**Top:** Meanwhile, Staff Sgt. Michael Barns, an MTT instructor (far right), observes his students during the leading and lagging task.

**Bottom:** First Sgt. Scott Newhart (right) of the 10th Combat Aviation Brigade's 3rd General Support Battalion, holds a blade with another Soldier during the exercise.

attend the Mike model training at some point," to obtain the A9 skill identifier.

After the course, students will return to their units to train other Soldiers in the intricacies of the UH-60M.

"When Soldiers who attended the course start getting the Mike models into their units, they can show what they have learned," Bond said. "This way, the brigades are facilitated a lot better for training."

"We are used to working on the Alpha and Lima models, so this program will get us up to speed on the newest improvements to the Mike model," said Sgt. Robert L. White Jr. of 3rd General Support Aviation Battalion, 10th Aviation Regiment, at Fort Drum. "I am the crew chief. We prep the aircraft for flight, mind our systems and back the pilots up if they need help. When we land, we perform all the maintenance on the aircraft. As an NCO, the training I am learning here will help me in my everyday duties. It

will help me oversee my maintainers when they are out working on an aircraft. I can go behind them and make sure they are doing procedures correctly.

"The training is pretty extensive as far as the operations of the equipment, how to best use it, how to best work on it," he said. "So it's pretty in-depth, which impacts the Army by making sure everyone is competent in their jobs, that no one has to second-guess the maintenance that is being performed on the aircraft."

Most Soldiers welcome the changes to the aircraft despite having to relearn what was once second nature.

"The challenges for me have been trying to get more familiar with the systems changes, how they are integrated and how they are supposed to be operated correctly," said Staff Sgt. Robert Garcia of the 1106th Theater Aviation Sustainment Maintenance Group, California National Guard, in Fresno. "On the new Mike model, everything is compacted into a multifunction digital screen, where the old models would have multiple switches. I prefer the digital monitors. Upgrades and improvements are always good."

First Sgt. Scott Newhart of 3rd General Support Aviation Battalion called the training comprehensive.

"The biggest challenge is learning the new systems," he said. "The maintenance procedures are complicated, and you know that saying about old dogs and new tricks. I think it's important for us to go through the training even if we're not going to be the ones out there doing the maintenance."

"As a first sergeant, I am not always out on the aircraft performing maintenance. I am out supervising troops," Newhart said. "But if I do not know what the maintenance entails, if I do not know how long it takes to change a rotor brake, I can't say, 'I need you guys back in hour, when the maintenance takes three hours.'"

NCOs staying technically and tactically proficient is important to leading and teaching their Soldiers, Newhart said.

"The training here is very important," he said. "We have to be proficient on these aircrafts so as we get fielded these new models, we can start operating and doing any maintenance that may be needed. We can start flying and start using them in missions. The more people the Army has trained and qualified to operate these aircrafts, the more seamless that transition will be."

## Motivation

The ability to train more Soldiers in a shorter time span and give them the needed skills to operate, troubleshoot and fix any maintenance issues on the new model is ample reason for the Army to keep sending MTTs to units for training, Bond said.

"It shortens the course; it's a whole lot cheaper for the Army; students are home with their families every day," Bond said. "But the bigger picture is I can push through 240 15Ts in six months of training, which would never happen in that same time frame if sending Soldiers to Fort Eustis."

Having Soldiers who rapidly deploy prepared for their mission's tasks affects the overall Army.

"The overall mission of readiness is great for the commanders," Grimmer said.

"The impact to the Army is making sure that the Soldiers and NCOs get the understanding of the new Mike model before the models are actually fielded to everyone. ... There are so many new systems on this aircraft. Without this training, Soldiers would not know how to operate or understand or what the system is used for.

"This is where the Army is going in the future on air frames," he said. "We as an Army are going to keep evolving. We have to be able to roll with the punches and be able to grasp it." ❧

To contact Christy Lattimore-Staple, email [christy.c.lattimorestaple.ctr@us.army.mil](mailto:christy.c.lattimorestaple.ctr@us.army.mil)





# ACTION

*Stories of NCOs*  
**LEADING,  
TRAINING,  
MAINTAINING,  
& CARING**

**NCO JOURNAL**



## Combat medic is top AIT sergeant

Sgt. 1st Class Delroy Barnett looking forward to helping improve Army's training program

### NCO JOURNAL REPORT

**S**gt. 1st Class Delroy Barnett never knew what to expect next during the 2012 Advanced Individual Training Platoon Sergeant of the Year competition at Fort Eustis, Va. Not even Sept. 28, when he was named the winner by Initial Military Training, U.S. Army Training and Doctrine Command.

Barnett, an AIT platoon sergeant assigned to the 32nd Medical Brigade, at Fort Sam Houston, represented the Army Medical Department School and Center. He beat out eight other AIT platoon sergeants in the week-long crucible, which saw the Soldiers navigate obstacle courses, participate in combatives, stand before review boards, qualify on weapons firing, complete an Army physical fitness test and execute long-distance road marches.

"Throughout the competition we were

caught off guard," Barnett said. "We didn't get a schedule, so everything was spur of the moment. Every event was a mystery to us. Nobody knew what was coming next."

Or even first. Organizers surprised the AIT platoon sergeants by opening the competition with review boards.

"Normally, when you go to a competition, the board is the last thing that you do," Barnett said. "But this time ... We were ready to do a PT test on the first day, but they said, 'Nope, go get dressed in ACUs.'"

Sgt. 1st Class Paul Gahl, the 2011 AIT PSOY winner who led the group of nine through this year's competition, said the Soldiers were not evaluated as much on how they executed each task, but more on how they trained Soldiers to execute said tasks — the core of what platoon sergeants do.

Barnett did just that, compartmentalizing the facets of the competition and "taking it one step at a time."



◀ Sgt. 1st Class Delroy Barnett, who represented the 32nd Medical Brigade, reports intelligence after assembling a radio Sept. 25 during the 2012 Advanced Individual Training Platoon Sergeant of the Year competition at Fort Eustis, Va. Barnett was named the winner Sept. 28. PHOTO BY STEPHANIE SLATER

“I had to get through three levels of competitions to get to this point, so I’ve found a way that works for me,” he said. “I focus on one task at a time.”

As a result of his win, Barnett will serve a one-year tour at IMT as an enlisted adviser, where he will provide ground-level experience and insight into the Army’s initial entry training. Gahl, who will turn the reins over to Barnett, said this role is extremely important, as it gives the adviser “a voice to be heard across the Army,” and allows them make an impact Army-wide to AIT programs.

Barnett is looking forward to being able to effect changes to the AIT programs.

“Big Army [often] does not know too much about the AIT platoon sergeant program, so if I can be of some kind of influence or try to make the program better, I think that would be great. I’m coming from the ground floor of everything, so I know what needs to be done, what Soldiers need, what platoon sergeants need, so I hope I can make some recommendations to change the program.”

The AIT platoon sergeants are top-performing professional noncommissioned officers from virtually all branches of the Army who play a critical role in the success of AIT training. After basic combat training, new Soldiers attend AIT, where they become experts in their specific military occupational specialties.

“The AIT platoon sergeant program is a great program,” Barnett said. “To be a platoon sergeant is an honor because we are an integral part of the Army regiments, and we are entrusted with these young Soldiers to prepare them for future indoctrination into the regular Army so they can fight and win the next war. Platoon sergeants, we instill Army values, we instill discipline, we take care of Soldiers, we give them realistic training. It’s all in the process of transforming them into the regular Army. And it’s an honor to be part of such a great program.”

*NCO Journal reporter Clifford Kyle Jones and Air Force Senior Airman Jason Brown contributed to this article.*

# Sergeants moved to help after shots fired on FOB

BY MAJ. DAVID MATTOX U.S. Army Alaska

Sgt. Stephen Stoops, assigned to 1st Battalion, 24th Infantry Regiment, 1st Stryker Brigade Combat Team, 25th Infantry Division, at Fort Wainwright, Alaska, was awarded the Bronze Star Medal with “V” device for valor July 23 for his selfless actions on a base in southern Afghanistan in January after two Soldiers were shot.

On Jan. 8, Stoops was playing football during some downtime with a group of other Soldiers when a hail of gunfire interrupted their game.

“The first thought that went through my head was to find cover,” he said.

In the first seconds of the shooting, Stoops tried to make sense of what was happening and discovered that two of his fellow Soldiers, Pfc. John Bolan and Pfc. Dustin Napier, were wounded and lying on the ground. Stoops then saw the assailant, dressed in an Afghan army uniform, shooting in his direction.

“I ran back toward the [entry control point] when I saw Sgt. [Jacob] Lewis pushing back onto the soccer field with a weapon he had taken from one of the [entry control point] guards,” Stoops said.

Though Lewis was first to respond to the attack, he did not have to wait long for support as Stoops was quick to find a weapon and join in the defense.

“I couldn’t let him go back out there by himself not knowing what else was out there,” Stoops said. “When we linked up, we decided to flank the enemy and bound toward our wounded Soldiers.”

Stoops and Lewis were able to kill the enemy gunman and move to the wounded Soldiers. Napier died from his injuries in that attack and Bolan is still receiving treatment for his injuries.

“I want people to remember that [Dustin Napier] was an outstanding Soldier, husband, brother, son, and friend who paid the ultimate sacrifice,” Stoops said. “He was kindhearted and always had a smile on his face.”

Stoops is one of 92 Soldiers of the 1st Stryker BCT to earn medals for valor during its recent deployment. Lewis was recommended for the Silver Star. ♡



▲ Col. Brian J. Reed presents the Bronze Star with “V” device to Sgt. Stephen Stoops on July 23 at Fort Wainwright, Alaska. PHOTO BY SGT. MICHAEL BLALACK



# Actions ‘nothing short of heroic’

## Flight medic extracted 11 Soldiers despite her own injuries

BY STAFF SGT. TODD L. POULIOT  
10th CAB, 10th Mountain Division

During a ceremony Sept. 7 at Wheeler-Sack Army Airfield at Fort Drum, N.Y., 10 aviators from the 10th Combat Aviation Brigade received medals for valor for their actions in Afghanistan.

Awardees included two members of a medevac crew — a pilot and a flight medic — who earned Distinguished Flying Crosses for their extraordinary actions while evacuating 11 wounded personnel over a three-day operation.

On April 26, 2011, Chief Warrant Officer 4 Kenneth G. Brodhead, the unit’s standardization pilot, Sgt. Julia A. Bringloe, the flight medic, and their crew received a call to evacuate several wounded Soldiers in the Watapur Valley in eastern Afghanistan. The mission involved holding the aircraft in a steady hover so Bringloe could be lowered by hoist, which was operated by Spc. David Capps, the crew chief. All are members of C Company Dustoff, 3rd General Support Aviation Battalion, 10th Aviation Regiment.

“After reaching the ground, I did a rapid assessment of the patient with leg shrapnel [and] deemed him stable,” Bringloe said.

Soon after dropping their patient off at a nearby forward surgical team facility, the crew received another call.

They flew back to the valley with another medevac helicopter in the lead. But as the lead aircraft was making a one-wheeled landing on a *qalat*, it began taking fire and was forced to return to base.

As Bringloe’s crew waited for enemy fire to be suppressed, they received a call to pick up a Soldier suffering from severe dehydration. The extraction would prove to be one of the most difficult Bringloe said she’s encountered.

“One, it was dusk and any daylight was disappearing fast, but it was still too bright to utilize our [night-vision goggles],” she said. “Two, they were in a very steep draw surrounded by 80-to-100-foot trees.”

Bringloe was lowered to the ground, where she assessed the patient and secured him to the jungle penetrator. But as they were being hoisted, about halfway up, Bringloe and her patient began to swing toward a tree.

“I stuck my leg out to cushion the blow, and my calf smashed between the metal [jungle penetrator] and the tree,” Bringloe said. “I pushed off the tree to swing in the opposite direction to avoid getting tangled in the branches, and soon we cleared the tree tops to start forward flight.”

After the patient was taken to a nearby medical facility, Bringloe took a look at her leg and washed out the gash on her shin. The crew then headed back to the valley, where ground troops were still taking fire. AH-64 Apaches provided suppressive fire for another medevac extraction.

With Bringloe and Capps guiding him in, Brodhead executed a one-wheeled landing on the *qalat*. As soon as the left wheel touched the roof Bringloe opened the cabin door and motioned for the casualties, loaded them, and closed the door so they could egress as fast as possible.

“For this entire mission, the ground troops and gunships were providing heavy and effective suppressive fire,” Brodhead said. “We later learned that one of the casualties likely would have died if he had not been evacuated when he was.”

On the final day of the operation, the crew returned to a *qalat* on which they had made a one-wheel landing two days earlier.

“The *qalat* was taking effective fire, and weather was moving in with thick cloud layers,” she said.

**MEDIC CONTINUES ON PAGE 40 →**



◀ Maj. Gen. Mark A. Milley, commander of the 10th Mountain Division and Fort Drum, N.Y., presents the Distinguished Flying Cross to Sgt. Julia A. Bringloe during a Sept. 7 ceremony at Fort Drum. Her pilot, Chief Warrant Officer 4 Kenneth G. Brodhead (left), also received the award. PHOTO BY STAFF SGT. TODD L. POULIOT



## BY EXAMPLE

# Becoming selfless

Master Sgt. William Haddon strives to be a servant leader as he guides air traffic and his Soldiers' development

*Master Sgt. William Haddon is an aviation operations specialist with the 12th Aviation Battalion, U.S. Army Air Operations Group, Military District of Washington. He currently serves as the president of the local Sgt. Audie Murphy Club, helping coordinate events that honor World War II and Korean veterans, help the local USOs and support the Paralympics. He has deployed three times to Iraq and Afghanistan.*

### Why did you join the Army?

Initially I joined the Army to get my GI Bill to go to culinary school and become a chef. So I joined the Army as a cook. I also wanted to travel around, get out of Lancaster County, Pa., learn job skills and earn money for school.

### Why have you continued to serve as an NCO?

I enjoy what I am doing. I no longer wanted to be a cook after my first enlistment, and air traffic control seemed pretty intriguing. Once I became an air traffic controller, I went to Korea and Fort Rucker, Ala., and really enjoyed it, so I chose to stay in.

### What role have NCOs played in your professional development?

I had some good NCOs who really pushed me. They told me what was out there through counseling and mentorship. They let me know what my options were to better myself and better serve the Army.

### How do you set the example for your Soldiers?

I set the example through hard work, pushing them to be the best — like good leaders had done with me. I tell them there aren't always good examples of leadership, so take what you can get from the good leaders. The bad things from bad leadership — remember those things and never do that to your Soldiers.

### What should junior NCOs know about career progression in the Army?

You have to be open-minded and you can't be pessimistic about assignments. You aren't always going to get the exact job that you want, but you can learn something out of every assignment you get.

### What would you'd like to see more NCOs be doing?

I'd like to see leaders be more selfless. A lot of times, leaders are focused on themselves and just what they can do to progress themselves. What they don't realize is when your Soldiers are successful,



you're successful as a leader. It's not all about what schools you can attend or what your NCO Evaluation Report looks like. It's about how well you train your Soldiers and how well you perform that really speaks multitudes about your leadership accomplishments.

### What advice do you have for other NCOs?

Always lead from the front; it's hard to push wet spaghetti up a hill. You have to get up front, and sometimes people aren't going to do what you want them to do unless you show them how it needs to be done.

### What is your leadership style?

My own leadership style is participative; I like to get my hands dirty as much as I can. I like to be involved — not just stand back and supervise, but actually be involved in the tasks if I'm able to. I think that means a lot to Soldiers.

### What would you recommend to Army leaders?

I would recommend reading *The Servant* by James C. Hunter. I try to live as a servant leader to my subordinates and take care of their needs, since they are the ones accomplishing the mission "where the rubber meets the road." It is a good book to help you become selfless and better support your troops.

— INTERVIEW BY JENNIFER MATTSON

▲ Master Sgt. William Haddon (left) leads his troops in formation during a recent deployment to Afghanistan.

PHOTO COURTESY OF MASTER SGT. WILLIAM HADDON



← MEDIC CONTINUED FROM PAGE 38

After AH-64 Apache helicopters were able to suppress enemy fire, Bringloe was lowered down to the *qalat*, where she was able to successfully evacuate the casualty. As she prepared to be hoisted back to her aircraft, the troops on the roof with her started yelling and waving her away.

"I heard gunfire coming from the east," she said. "I was taking fire as Spc. Capps cabled me up."

Brodhead, who has served in the Army for 26 years, spoke very highly of his crew.

"Without them, you wouldn't be talking to me right now," he said. "Eleven hoists were performed, and three platoons were supplied with desperately needed water and IV fluids. The crew was engaged [by enemy fire] twice.

"Sgt. Bringloe's accomplishments ... were nothing short of heroic. She rode the hoist over and over again without hesitation. She was slammed into a tree and had her leg gouged. She was hurt worse than some of the patients who we were evacuating," Brodhead said.

Although the number of women in aviation continues to grow, Bringloe acknowledges it remains a predominantly male field.

"I always try to conduct myself as a Soldier, not a female Soldier," Bringloe said. "I hope my efforts show other female Soldiers that if you work hard, you can accomplish great things."

Col. David Francis, the 10th Combat Aviation Brigade's commander, called the actions of the awardees shining examples of what it means to live the Warrior Ethos.

"What we didn't hear about is that every one of these Soldiers got up the next day and did it again," Francis said. "And they got up the day after that, and almost every day until the end of their rotation. ... It's an honor to recognize them today."

Eight aviators were also presented Air Medals with "V" devices for valor during the ceremony, including Sgt. Philip K. Vaughn, Sgt. Jason R. Leaders and Sgt. Jonathan L. Stretch. ♡

## NCO abandons goal, helps hurt Soldier

BY MARK HEETER U.S. Army Garrison Kaiserslautern

One hundred isn't such a big number.

"Until you actually start walking and feel it in your feet," said Spc. Nathaniel Stager, referring to the 100 miles that make up the military category of the Nijmegen March, a grueling four-day event held each summer in the Netherlands.

Stager, a satellite communications specialist assigned to C Company, 53rd Signal Battalion, 1st Space Brigade, at Landstuhl, Germany, joined Sgt. Matthew Felker, also of C Company, and others from their unit for the march July 19-23.

"Trying to finish that — the experience of fighting through the pain for Nijmegen — was difficult," Felker said. "Being able to complete that is something that I really feel accomplished doing. Well, almost completed."

On the third day of the march, at about mile 65, something went wrong, Stager said.

"I was just going and felt a pop in my knee," he said. "I thought I was going to be alright. I didn't feel any initial pain at first. [I said], 'I can do this, I can keep going, I can finish this.' But the pain just spread, and I just couldn't take it anymore. [I] just collapsed."

"Once he dropped out, and we realized he was going to be unable to finish, I personally stepped forward and said, 'I'm going to stop now and stay with him,'" Felker said. "[I wasn't] going to leave him in a foreign country by himself, going to the hospital, without somebody there."

For Felker, the medal chance was gone. The right to say he finally did it was gone.

"I personally felt that I should not leave him," Felker recalled. "There was a medal at stake. There was all the pushing yourself to try to complete the experience of saying, 'Hey, I finished all 100 miles.' But at that point, I couldn't care less."

Though Felker returned the next day to finish, he had to carve 11 miles out of his march total and would not have an opportunity to make it up.

"He knew exactly what to do. It was instinctual for him," said Capt. Jeffrey Keenan, the Soldiers' commander, adding that the incident illustrated the caliber of leadership that surrounds him in his unit.

"It's there every day," Keenan said. "It's just so rewarding to have sergeants like [Felker] in my formation." ♡

◀ Sgt. Matthew Felker (right) stopped short of his long-held goal to finish the 100-mile Nijmegen March in the Netherlands so he could assist Spc. Nathaniel Stager (left), who suffered a knee injury on day three of the four-day event.

PHOTO BY MARK HEETER







## Flood evacuation

▲ Sgt. Lee Savoy, a Soldier with the 256th Brigade Special Troops Battalion, Louisiana National Guard, evacuates a child Aug. 30 in La Place, La., from flood waters caused by Hurricane Isaac. PHOTO BY SGT. RASHAWN D. PRICE

# MSG breaks U.S. 24-hour running record

BY MASTER SGT. FREDERICK ZIMMERMAN  
U.S. Special Operations Command

Less than two months after winning the 135-mile Badwater Ultramarathon in Death Valley, Calif., Master Sgt. Mike Morton traveled to Europe where he not only won the 24-hour world championship, but also shattered the United States record.

Morton, a U.S. Army Special Operations Command liaison officer, placed first in the individual category at the International Association of Ultrarunners Ninth Annual 24-Hour World and 18th European Championships, Sept. 8–9 in Katowice, Poland. He led during the entire 24 hours and broke the U.S. record by running 172.457 miles. The old record was 165.705 miles set by Scott Jurek in 2010.

Morton's record-breaking run helped the U.S. men's team place third in the team championship; the U.S. women's team placed first in the team competition. A total of 254 athletes from 34 nations competed in this year's event.

The course route was a one-mile loop through a park and was designed to be a "good, fast course," Morton said.

"Mike's performance was simply astounding," said Mike Spinnler, assistant U.S. team leader and Morton's "crew chief," in an email. "I've been serving on the staffs of U.S. national teams since 1992 and Mike's performance was, without a doubt, the individual greatest effort I have ever personally witnessed by a U.S. runner in international competition. ... The fact that he wrenched 172.45 miles out of his body was more an end result of his desire to help his teammates and country than seeking personal glory." ♡

## THIS MONTH IN NCO HISTORY

# November 5, 1950

Mitchell Red Cloud Jr., a member of the Ho-Chunk tribe from Hatfield, Wisc., joined the Marine Corps the month after his 17th birthday so he could fight in World War II. He saw action in Guadalcanal and Okinawa before the war's end, after which he was discharged as a sergeant.

Though he was not allowed to keep his sergeant rank, he enlisted in the Army two years later and was sent to Korea to serve with the 25th Infantry Division. There, his combat experience proved useful, and he was promoted to corporal.

On Nov. 5, 1950, Chinese troops were preparing a surprise attack on Red Cloud's unit, which was holding a position just north of the Ch'ongch'on River. From his forward listening post, Red Cloud heard suspicious noises in the middle of the night and was the first to spot the advancing troops.

After raising the alarm, Red Cloud began firing on the enemy with his Browning automatic rifle, inflict-

ing significant casualties before he was shot himself. Propping himself against a tree, he continued firing, eventually ordering his troops to withdraw. His final order to them was to tie him to a tree so he could continue firing.

Red Cloud's warning prevented an ambush and allowed his company to successfully repel the attack. The next morning, troops reportedly found Red Cloud's body surrounded by a large number of Chinese troops whom he had killed.

Gen. of the Army Omar Bradley awarded Red Cloud the Medal of Honor posthumously the following spring, and Camp Red Cloud, South Korea, was renamed after him in 1957.



Red Cloud as a Marine

— COMPILED BY MICHAEL L. LEWIS

# NCO rescues toddler from coyote

BY ANDREA SUTHERLAND Fort Carson Mountaineer

When Staff Sgt. John R. Muldowney saw Maddox Gonzales playing with a dog Sept. 24 at the Mountain Post Car Wash at Fort Carson, Colo., he didn't think much of it. But when he saw the dog bite the 3-year-old and drag him away from his parents, Muldowney was quick to react.

"I looked closer and I realized, no he's not playing and that's no dog. That's a coyote," he said.

Muldowney said though he jumped in his car and tried to scare the animal, the coyote still had a hold of Maddox. So Muldowney got out of his car to help the child.

"I jumped out and barked," he said.

The coyote let go of Maddox and ran away.

The event happened so fast, Maddox's parents said they barely had time to react.

"We were confused," said Amanda Gonzales, Maddox's mother. "We were at the car wash on post washing our car. Maddox was about 5 to 10 feet away. ... Then we heard him screaming."

"He was trying to take me away," said Maddox, revealing tiny scratches on his right arm where the animal bit him.

"Sgt. Muldowney saw the coyote come up and grab Maddox," said Spc. Carwin Gonzales, Maddox's father, who is with the 247th Quartermaster Company, 68th Combat Sustainment Support Battalion, 43rd Sustainment Brigade. After the rescue, he said he and his wife took Maddox to the emergency room where the boy was treated for the bite.

"It was scary and it could have been a lot worse," Amanda Gonzales said.

For his heroic actions, Muldowney, a Soldier with the Alaska National Guard living in Colorado Springs, was awarded an Army Commendation Medal, presented by Col. David Grosso, Fort Carson's garrison commander.

"People are placed on this earth to do certain things at certain times," Grosso said. "Sgt. Muldowney was in the right place at the right time, and he did the right thing. It's important to recognize our true heroes when it happens. ♡"



◀ Staff Sgt. John R. Muldowney rescued Maddox Gonzales, 3, from a coyote Sept. 24 at Fort Carson, Colo. PHOTO BY ANDREA SUTHERLAND



# Training helps NCOs drive past retirement

## Transitioning Soldiers pilot course to earn commercial license

BY AMY PERRY Fort Lee

To help veterans who are transitioning out of the military but can't locate work, many organizations in the Army are focusing on how to provide credentials that can transfer to the civilian job market. In early August, the U.S. Army Transportation School at Fort Lee, Va., conducted a pilot of a program it believes will prepare its Soldiers for the next step.

"Several military occupational specialties that had the highest unemployment rate were looked at, and one of them identified was 88Ms [motor transport operators]," said Jeffrey E. Skinner, chief of the Army Drivers Standardization Office at the Transportation School. "The Virginia governor asked how he could help those veterans get their civilian driver's license to transfer easier. He asked his Department of Motor Vehicles commissioner to work with us to find a solution."

One of the most common things that stops a military truck driver from transitioning into the civilian world is not having a CDL, Skinner said.

"So we had a meeting with the DMV and coordinated a waiver for our 88Ms," he said. "Virginia is now one of 22 states that offer the waiver to allow 88Ms to receive their CDL through this program."

Though the waiver allows any Soldier with more than two years of documented military driving experience on a particular vehicle to test for the CDL, the Virginia DMV wanted to do more. Some Soldiers may have a lot of driving experience, but not enough for the waiver, for example. So, the Transportation Corps is piloting a program that gives transitioning Soldiers a condensed course in commercial driving to assist them with earning a commercial driving license.

"This program helps our fellow logisticians — our quartermaster or ordnance Soldiers," Skinner said. "We are assisting Fort Lee with training Soldiers who need to get over that training hump so they can earn a CDL. This is for transitioning Soldiers who are looking for a job in that field or for a job that may require a CDL."

Fort Lee is the first in the state to push this new pilot program. Marine Corps Base Quantico and Fort Pickett, a Virginia Army National Guard installation near Blackstone, are also working to get the program started.

The program begins with several days spent learning the rules and regulations for the CDL's written exam. Since the program requires some documented driving experience with large vehicles, the Soldiers then get more than a

week of driver refresher training. Afterwards, they practice parking maneuvers and then highway driving on I-95.

When their training is complete, Andrew Williams, the senior licensing instructor manager of the 508th Transportation Company, 262nd Quartermaster Battalion, 23rd QM Brigade, gives the students a driving exam that is accepted by the Virginia DMV.

Two Soldiers who participated in the pilot are mortuary affairs NCOs who plan on retiring later this year. Sgt. 1st



Class Matthew Caster and Sgt. 1st Class Bertram Council both serve in the 111th Quartermaster Company, 530th Combat Sustainment Support Battalion, 49th QM Group, at Fort Lee.

"This course was a great opportunity to add a CDL to my resume," Caster said. "Before I heard about the course, others suggested to me to get a CDL permit at least for my transition into the civilian sector, and now I'll have the opportunity to get an license." ♡

▲ Sgt. 1st Class Matthew Caster listens to instructions from William Kurth, a contract instructor, about how to properly parallel-park a large truck Aug. 2 as part of a commercial driver's license pilot program for transportation Soldiers at Fort Lee, Va. PHOTO BY AMY PERRY

# 'One of those things you don't forget'

Rangers remember four who died in tragic training accident

BY LAUREN SAGE REINLIE  
Northwest Florida Daily News

On the bank of a slough winding off the Yellow River on Eglin Air Force Base, Fla., Army Ranger instructors took a moment Oct. 4 to remember one of the worst training accidents in the group's history.

On Feb. 16, 1995, four young men training to become a part of the elite military force died of hypothermia after a river rose rapidly and flooded a swamp they were training in during a mission.

A modest wooden cross marks the spot where on that day, as the sun began to set, 80 to 100 men climbed out of their rubber rowboats with the slushy swamp water lapping at their ankles.

It wasn't long before the water rose to their waists, chests and then their necks. Soon they were swimming tree to tree in the dark, searching in vain for higher ground. Three men died in the water. Another died later at the hospital.

"We come here every year, because this is something we don't ever want to happen again," said Lt. Col. Michael Acord, commander of the 6th Ranger Training Battalion at Camp James Rudder. "As you get farther away from the accident your memory starts to fade. You've got to do things like this periodically to remember."

The instructors attended courses in the morning to refresh them on safety procedures that have been put in place since the accident. Then about 60 men climbed into Zodiac boats to make a similar trek down the river as instructor and students made in 1995.

Thousands of men come to Camp Rudder on Eglin Air Force Base each year to spend days training in the sprawling woods and swamps to become Rangers.

In 1995, the platoon was several days into training when students set out on the water. They had developed a reputation for lacking teamwork and discipline, and as the situation quickly became treacherous that lapse of cohesion came through.

The river began to flood unexpectedly, and instructors had to find an alternative spot to disembark and make their way through the swamp to higher ground.

Dan Matuoizzi, now a civilian instructor for the training battalion, was a Ranger instructor with C Company at the time of the accident. He remembers how rapidly danger set in.

"We knew quickly that we needed to (leave)," he said as he stood on the bank near where they had disembarked more than 17 years ago. "We thought we've got to move on, push forward, and the water will eventually get shallower."

But, it didn't. Because the river was flooding, the water got deeper as the men moved farther into the swamp.

The men dropped all their equipment in the water. Matuoizzi remembers holding on to trees to fight against a current that was flowing as strong as in the river.

Matuoizzi's company made it out of the water first. B Company, following behind and about 100 meters to the east, was in more danger, he said.

Most of the men did not want to move at all. They had leg cramps and were growing extremely cold as the sun set. Rangers said instructors were literally beating students toward higher ground.

Second Lt. Curt Sansoucic and 2nd Lt. Spencer Dodge succumbed to hypothermia first.

◀ Ranger students march to an assembly area to receive a briefing on rope bridge, small boat and swamp training Feb. 15, 2011, at Camp Rudder on Eglin Air Force Base, Fla. PHOTO BY JOHN D. HELMS







The last man to see Dodge alive left him behind. His body was found the next morning about 75 meters from high ground. He had tried to crawl out.

Sgt. Norman Tillman started thrashing in the water before he succumbed to hypothermia. During the struggle, he knocked a radio into the water and the group lost communication. The men began to splinter off in the dark.

"That's a big no-no," Matuoizzi said. "Never break up your platoon."

He said as soon as some instructors made it out, they immediately went back in to try to get everyone to safety.

Four of them carried Capt. Milton Palmer out on a stretcher with a medic on top performing CPR. He died later at Fort Walton Beach Medical Center.

Matuoizzi said he's seen a lot in combat and training over the years, but the incident on the Yellow River stands out. He has visited the memorial every year since 1997.

"It's one of those things you don't forget," he said.

The Rangers describe a series of miscalculations and environmental factors that led to the disaster, including the decision to go ahead with the training even though the river had risen almost 18 inches since the previous day.

"It's humbling," said Command Sgt. Maj. Lawrence Elder, command sergeant major of the RTB, after leaving the memorial site. "It shows that no one really big mistake was made, but a series of small ones became catastrophic."

**“It's humbling. It shows that no one really big mistake was made, but a series of small ones became catastrophic.”**

**— COMMAND SGT. MAJ. LAWRENCE ELDER**

Everybody needs to know what your small piece is and how that can affect everything else.”

During the ceremony, leaders also focused on the importance of a group's ability to work and stay together, something instructors try hard to instill in their students.

"They started thinking of themselves and not as a platoon," Elder said.

Acord said that can be one of the most challenging aspects of training new Rangers. He said he's seen men quit, walk off, fall down or start crying. "You get to a certain point when you are broken down so much it takes everything to keep going," he said. "When the chips go down, when they're in danger, the ones who stay together survive. We need to train them how to maintain morale and cohesion despite the circumstances. That's what keeps people alive in combat."

At the ceremony the instructors placed new markers on the worn cross. Though the printed names of the victims had faded with time, but the solemnity of the events was fresh in instructors' minds as Chaplain (Capt.) Kevin Murcher led them in prayer.

"We are tasked with taking men to the breaking point," he said. "But not to break them." ❧

**▲ Ranger students make the final push in a rubber boat across a lake Feb. 15, 2011, during the swamp training phase at Camp Rudder. PHOTO BY JOHN D. HELMS**



# 'I had to dig deep ... but it had to be done'

MP teams battle to crown winner at 16th annual competition

BY SGT. 1ST CLASS CLINTON WOOD  
200th Military Police Command

For the first time in the competition's 16-year history, a military corrections specialist was part of the top team at the Military Police Warfighter Challenge held Sept. 15–19 at Fort Leonard Wood, Mo. The team of active-duty and Reserve Soldiers from the 525th MP Battalion at Guantanamo Bay, Cuba, took first place.

In all, 32 three-Soldier teams from around the world competed in the annual challenge, which brought the best military policemen to the home of the Military Police Corps and the U.S. Army Military Police School. Competitors rarely slept and overcame difficult obstacles like multiple road marches, mounted-route reconnaissance and a combatives tournament, which pushed competitors to their physical and mental limits.

On the final day, the team of Sgt. Brandon L. Walker, Spc. Danny Aoun and Pfc. Roman Gutierrez were found to have the winning formula.

"Winning the challenge was the most amazing feeling ever, and nothing compares to it," said Walker, a corrections specialist and the team's leader.

Before the events started, Command Sgt. Maj. John F. McNeirney, the regimental sergeant major of the Military Police Corps, reminded competitors the challenge was a team event.

"The best of the best came here to compete," he said. "At the end, there will be only one team that will stand as the best. Raise your hands if you think it will be you."

Every competitor raised his or her hand.

Over the next 79 hours, competitors battled the cold rain and one another as they walked more than 30 miles while carrying a 60-pound rucksack; were exhausted by a rigorous physical endurance test that included flipping a 220-pound tire for nearly 100 feet; and fired shotguns, M4 carbines and M2 semiautomatic pistols to test their marksmanship prowess. The competition's quick pace and variety of events were designed to test the MPs' ability to think and act quickly, organizers said.

"As military police, we must be able to make the decisions that could mean the difference between life or death of our warfighters," said Sgt. 1st Class Shon Dodson, the NCO in charge of the competition. "We want our warfighters to experience realistic scenarios and take what they have learned here and go back to their units and mentor their Soldiers."

Twists were sprinkled throughout the competition. At the end of the first day, for example, competition organizers quickly divided the NCOs from their team members as they returned from the weapons qualification range.

"If you are a driver or gunner, stand over here in a mass formation," Sgt. 1st Class John Cannon shouted. "NCOs, stand by!"

Junior enlisted team members were quickly herded to a nearby building to take a surprise 100-question written exam that covered every conceivable topic on military police operations. Meanwhile, as the aroma of cooks preparing a chicken dinner nearby filled the air, NCOs were told they had 30 minutes to prepare for an oral board.

"I know your team members aren't here, but don't let my food go to waste," Dodson said, pointing to the Soldiers preparing the late-night meal on a makeshift table. "They will eat when they get done with their test."

Still, the NCOs barely glanced at the food, knowing



▲ Sgt. Joshua Jewell of the 342nd Military Police Company, 391st MP Battalion, 300th MP Brigade, struggles to flip a 220-pound tire in the physical endurance test Sept. 16 during the 2012 Military Police Warfighter Challenge at Fort Leonard Wood, Mo. PHOTO BY SGT. 1ST CLASS CLINTON WOOD



► Competitors from the 94th MP Battalion at Camp Carroll, South Korea, attempt a rope climb to rescue a “casualty” Sept. 16 on the second day of the competition. PHOTO BY SPC. AARON WHITECOTTON

their team members always eat first.

The second day featured the five-event physical endurance test that included alternating-grip pull-ups, squats using a 25-pound kettle bell and a 220-pound tire flip event that was the talk of the early morning.

In that final event, two team members had to flip the tire several yards within two minutes. In the remaining seconds, a third team member struck the tire using a sledgehammer. The team only received points for each strike they were able to make before the time expired.

Staff Sgt. Jason Wisenwski of the 211th Military Police Battalion, Massachusetts National Guard, based in Lexington, Mass., said he was “pretty smoked” after flipping the tire, which was nearly five-feet tall.

“I had to dig deep to flip it over, but it had to be done,” Wisenwski said.

The next event was an unknown-distance run.

“Warfighters, keep running. You’ll know when to turn or stop,” yelled one of the event organizers.

What the exhausted competitors didn’t know was that their 40-pound rucksacks were waiting for them more than three miles away. After strapping them on, the competitors would march another seven miles to the route-reconnaissance event, which was quickly followed by day and night land navigation courses.

On the morning of the third day, competitors’ looks of exhaustion were complemented by blisters and cuts covered with makeshift bandages. Still, competitors’ morale seemed high as they arrived at the installation’s confidence and team-development courses.

“If we had a fun day, today was it,” Cannon said. “We tested their abilities to work together as a team, which is paramount for military police.”

The night ended with the popular combatives tournament, which lasted more than four hours. Though he had no wrestling or combatives experience, Aoun said playing safety and running back on his high school football team helped him overcome his opponent.

“I pretty much wore him out,” Aoun said. “I told myself I was going to win no matter what.”

For breakfast on the final day, competitors faced a 16-mile endurance march through some of central Missouri’s toughest terrain. After 3 hours and 46 minutes, the team



from the 503rd Military Police Battalion at Fort Bragg, N.C., was the first to cross the finish line.

“You have to disconnect your brain from legs and keep going,” said Sgt. Ethan Kirwin, who was competing in his second MP Warfighter Challenge.

Though the competition pushed him and his Soldiers to their limits, Sgt. Douglas Widmann, who is deploying this fall to Afghanistan with the 320th Military Police Company, 11th Military Police Brigade, said it also provided new tools to take back to his unit.

“These competitions make me a better Soldier.” ♡

▲ Competitors from the 91st MP Battalion at Fort Drum, N.Y., consult a map during the land navigation event Sept. 16.

PHOTO BY SPC. AARON WHITECOTTON

# Developing the next generation of leaders

NCOs must adapt to meet the needs of the Army of 2020

**BY COMMAND SGT. MAJ. DANIEL A. DAILEY**  
U.S. Army Training and Doctrine Command

Since 9/11, our Noncommissioned Officer Corps has truly lived by the NCO Creed. During more than a decade of combat operations in Afghanistan and Iraq, NCOs demonstrated time and again that they are the backbone of our Army. In countless small-unit actions, we proved our technical and tactical proficiency while executing our two primary responsibilities: accomplishing the mission and taking care of Soldiers. We can rightfully be proud as NCOs, leaders and American Soldiers.

Yet, there are many challenges ahead. We concluded our combat mission in Iraq and began drawing down our forces in Afghanistan while transitioning the mission to NCOs in the Afghan National Security Forces. Our nation's leaders published a new strategy, one focused on preparedness for a wide range of military operations potentially anywhere in the world.

We must be prepared to lead Soldiers and teams for humanitarian assistance missions at home or abroad. And we must be equally prepared to lead them to deter and defeat enemy forces in the Asia-Pacific Region, the Middle East or wherever else conflict erupts. The requirement to deploy almost anywhere and execute the full range of military operations is a significantly different challenge than that of counterinsurgency in Iraq and Afghanistan — not a harder or easier challenge, just a different one.

In order to meet the challenges of the Army of 2020, we are adapting doctrine, organizations, training and leader development. We are leveraging technology for both warfighting and training, and we are evolving our procedures for readiness, deployment and operations. As we transition to the Army of 2020, we are leaning forward to prepare the NCO Corps to lead that Army. Here are some of the initiatives the Army's NCO leaders are taking to ensure that you remain the leaders our nation and our Army needs.

## The NCO development timeline

To prepare our NCO Corps to lead the Army of 2020, we structured our NCO development timeline so that each NCO is proficient in the competencies necessary for the four NCO roles of leading, training, maintaining standards, and caring for Soldiers and equipment at the skill level they are entering, the leadership position they will hold and the organization they will lead. This timeline is a synchronized relationship between professional military education, promotions and assignments in a way that is deliberate, continuous, sequential and progressive. During their careers, all NCOs will progress successively through NCO Education System courses, developmental assignments, and Structured Self-Development.

The NCO development timeline is designed to ensure that each NCO is prepared for new challenges and increasing responsibilities. While it assists NCOs to understand their role in their own career progression, it more importantly signals to leaders their roles in developing subordinates.

For example, for a number of reasons during the last decade of combat operations in Iraq and Afghanistan, we could not always ensure our subordinates attended the next NCOES course when scheduled. But, as the pressure of short dwell time and manning deploying units eases, each leader should ensure subordinate NCOs are scheduled for NCOES courses on time and are able and prepared to attend. We must reduce our backlog of NCOs who have not yet attended the courses they need to be pro-



◀ Warrior Leader Course students at the Fort Drum, N.Y., NCO Academy march during a demonstration of drill and ceremony movements May 10, 2011. PHOTO BY MICHELLE KENNEDY





moted and assume positions of greater responsibility. As leaders, that is our responsibility in taking care of Soldiers and our Army.

### Warrior Leader Course

Shortly after the invasions of Iraq and Afghanistan, our Army recognized that the NCO Education System was not meeting the needs of our leaders in the challenging environment of warfare in the 21st Century, when any unit could be required without warning to transition to active combat against smart, capable enemy forces. One of our key initiatives was transitioning our initial NCOES course, the Primary Leader Development Course, to the Warrior Leader Course. The focus of the Warrior Leader Course was just that — preparing NCOs from every branch to be warriors leading warriors.

WLC has served us well, as for a decade our NCOs have successfully built cohesive and effective teams and led our Soldiers to victory in combat in every imaginable situation. We continue to improve the WLC to meet the needs of our NCO Corps and our Army.

Over the past year we gathered feedback on NCOES and the WLC from units downrange, from NCO leaders, from schoolhouses and from Soldiers. Based on that

feedback, we have piloted an improved course. Slightly longer, the course will add more land navigation, more physical fitness and the Army Physical Fitness Test, and will increase education in counseling and assessing subordinates. The new WLC will provide our newest and youngest NCOs the education they need to develop and lead Soldiers and teams for new missions in new locations under a variety of conditions.

### Developing NCO Instructors

“Competence is my watchword,” the NCO Creed states, and we achieve such competence through quality, effective instruction. Each of us as NCOs has a responsibility as an instructor — whether in NCOES courses, in organizational training, or in individually coaching and mentoring our subordinates.

As NCOs we develop our subordinates in six major areas: the Army as a profession, comprehensive fitness, professional competence, adaptability, team building and life-long learning. Yet, the environment in which NCOs instruct and Soldiers learn has changed considerably in recent years. Formal and informal simulations, social networks, and learning communities affect how we conduct instruction and achieve learning. Each of us as NCOs must master these instructional tools.

To improve these capabilities, we proposed developing a cadre of expert instructors through an Instructor Development Program. We will formally select NCOs for par-

**DEVELOPMENT CONTINUES ON NEXT PAGE →**

▲ Cpl. Lane B. Tucker of the 202nd Military Police Group (Criminal Investigation) readies to recite the Oath of the Non-commissioned Officer during his WLC graduation ceremony May 24 at the 7th Army NCO Academy in Grafenwöhr, Germany. PHOTO BY PFC. CHALON HUTSON

← **DEVELOPMENT CONT. FROM PREV. PAGE**

ticipation; develop those selected to achievement at three levels: instructor, senior instructor and master instructor; continuously assess instructor abilities; and manage our instructor cadre to ensure the Army's instructional needs are met in both the institutional and operational force.

### Army Career Tracker

The Army Career Tracker enables Soldiers, NCOs, officers, and Department of the Army civilians to understand and map out their individual career path, and helps supervisors to assist subordinate's self-development.

The ACT supports individual NCO development by providing a framework for the creation and management of an Individual Development Plan. The system allows leaders, supervisors and mentors to make recommendations for the next step in each Soldier or NCO's career. The ACT supports planning and managing individual training, both mandatory and suggested training opportunities.

Beyond training, the ACT supports each individual's management of their education and life-long learning, to include transition to civilian life without loss of educational credits. The ACT truly is one-stop shopping for each Soldier and NCO to manage their own training, education and development throughout their career.

### Structured Self-Development

The NCO development domain in which we have made the greatest progress is that of self-development. Though improvements have been made to NCOES in the institutional domain, and our NCOs are gaining incredible depth of experience as leaders in the organizational domain, it is the self-development domain where our NCOs can broaden their knowledge base and competencies.

The first initiative I'd like to address is Structured Self-Development. We've known for a long time that there were gaps or delays in our individual development — primarily the years spent in between schools, such as the gap between completion of One Station Unit Training or Advanced Individual Training and attendance at the Warrior Leader Course. SSD enables us to fill those gaps while developing knowledge and competencies that build the confidence of our Soldiers to lead at the next higher level.

Soldiers and NCOs conduct SSD entirely online. It is self-paced to account for different schedules based on MOS, duty position, rank and unit schedules. We deliver SSD to each individual through interactive multimedia instruction, accessed via the Army Learning Management System. SSD topics range from combat operations to administration and logistics to training and leadership.

For example, SSD-1 for Soldiers preparing for WLC,

consists of 36 distinct distance learning packages totaling 80 hours of instruction. We fielded SSD-1 in October 2010 and SSD-3 in May 2011 for NCOs who have completed the Advanced Leader Course and are preparing for the Senior Leader Course.

Thus far, over 21,000 Soldiers have completed SSD. Our current rate of completion is over 2,000 Soldiers and NCOs per month. But we can and must do better.

SSD is self-paced, but it must be completed in order to attend the next level NCOES course. Online instruction at first may seem challenging, but those who have completed SSD demonstrate for all of us that it can be done. For further information on SSD contact the Institute for Non-Commissioned Officer Professional Development at (757) 501-5637/5446 or [www.tradoc.army.mil/INCOPD/contact.html](http://www.tradoc.army.mil/INCOPD/contact.html).

### College of the American Soldier

A second initiative in the self-development domain is the College of the American Soldier. It provides the opportunity for virtually all training and education in an NCO's career to be translated into college credits at colleges across the nation. Examples of training and education

that can be converted into college credits include Initial Military Training, NCOES courses, Army correspondence courses, functional courses, self-development and, under certain circumstances, experience in operational units.

Today, almost 40 civilian colleges and universities are integrated into CAS, and NCOs can earn degrees in management, business administration, organizational development, human resources management and organizational leadership. CAS provides opportunities to earn college degrees despite the incredibly busy schedule our NCOs encounter, whether deployed or at their home stations.

### Conclusion

NCOs have achieved much during the past decade, accomplishing missions and taking care of Soldiers. Yet, our job is never done. We must continue to adapt ourselves and our teams for new challenges in new environments.

As we transition to the Army of 2020, the initiatives discussed above represent our path to strengthening and adapting our NCO Corps. Each of us must continuously strive to develop ourselves and our subordinates in the three domains of organizational experience, professional military education, and individual self-development. I look forward to serving and working with you as we provide outstanding leadership to each and every Soldier. ♡

**“As the pressure of short dwell time and manning deploying units eases, each leader should ensure subordinate NCOs are scheduled for NCOES courses on time and are able and prepared to attend.”**

— **COMMAND SGT. MAJ. DANIEL A. DAILEY**

**Command Sgt. Maj. Daniel A. Dailey is the command sergeant major of the U.S. Army Training and Doctrine Command at Fort Eustis, Va.**



# Roll Call OF THE FALLEN

FINAL SALUTES

**PFC. GENERA BODY, 20**

*Amarillo, Texas, Sept. 16, 2012*

**SGT. THOMAS J. BUTLER IV, 25**

*Wilmington, N.C., Oct. 1, 2012*

**SGT. JONATHAN A. GOLLNITZ, 28**

*Lakehurst, N.J., Sept. 26, 2012*

**SGT. JEREMY F. HARDISON, 23**

*Maysville, N.C., Oct. 1, 2012*

**SGT. 1ST CLASS AARON A. HENDERSON, 33**

*Houlton, Maine, Oct. 2, 2012*

**SGT. DONNA R. JOHNSON, 29**

*Raeford, N.C., Oct. 1, 2012*

**SGT. 1ST CLASS DANIEL T. METCALFE, 29**

*Liverpool, N.Y., Sept. 29, 2012*

**CHIEF WARRANT OFFICER 2 JOSE L. MONTENEGRO JR., 31**

*Houston, Texas, Sept. 5, 2012*

**SPC. JOSHUA N. NELSON, 22**

*Greenville, N.C., Sept. 16, 2012*

**SGT. SAPURA B. NINA, 25**

*Honolulu, Hawaii, Sept. 16, 2012*

**SGT. KYLE B. OSBORN, 26**

*Lafayette, Ind., Sept. 13, 2012*

**CHIEF WARRANT OFFICER 2 TALIA S. RAMIREZ, 28**

*San Antonio, Texas, Sept. 5, 2012*

**STAFF SGT. ORION N. SPARKS, 29**

*Tucson, Ariz., Sept. 26, 2012*

**SGT. 1ST CLASS RILEY G. STEPHENS, 39**

*Tolar, Texas, Sept. 28, 2012*

**SGT. JASON M. SWINDLE, 24**

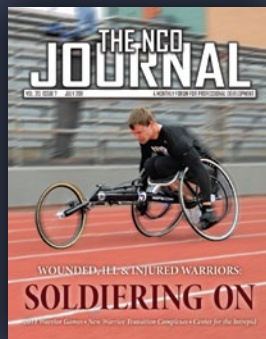
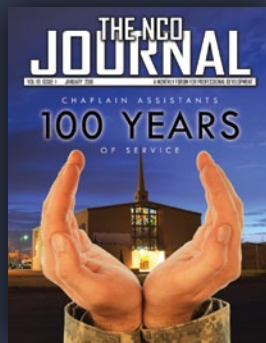
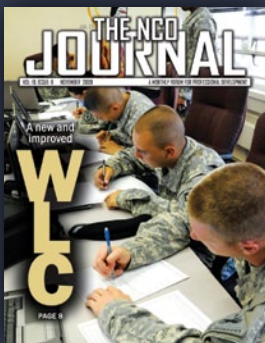
*Cabot, Ark., Sept. 20, 2012*

**PFC. JON R. TOWNSEND, 19**

*Claremore, Okla., Sept. 16, 2012*

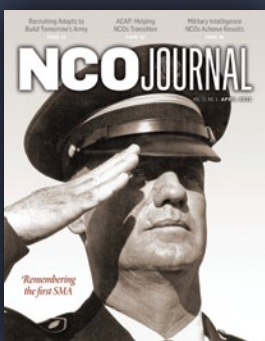
## YOU ARE NOT FORGOTTEN

*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 September 7, 2012, and October 5, 2012.*



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