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GLOBAL DEFENDER

Official Publication of 32d Army Air and Missile Defense Command



11th Bde. Family honored as AUSA's
Outstanding Volunteers for 2013





Global Defender

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On the cover: First Sgt. Tommy F. Flores, Charlie Battery, 2nd Battalion, 43rd Air Defense Artillery Regiment, 11th ADA Brigade, along with his wife Laura, and their two children, Carlos and Zanayah, were recently chosen as the National Volunteer Family of the Year by the Association of the United States Army.

On this page: The second of two Terminal High Altitude Area Defense interceptors is launched during a successful intercept test. The test, conducted by Missile Defense Agency, Ballistic Missile Defense System (BMDS) Operational Test Agency, Joint Functional Component Command for Integrated Missile Defense, and U.S. Pacific Command, in conjunction with U.S. Army Soldiers from Alpha Battery, 2nd Air Defense Artillery Regiment, U.S. Navy sailors aboard the guided missile destroyer USS Decatur, and U.S. Air Force airmen from the 613th Air and Operations Center, resulted in the intercept of one medium-range ballistic missile target by THAAD, and one medium-range ballistic missile target by Aegis Ballistic Missile Defense. The second THAAD interceptor was launched at the target destroyed by Aegis BMD as a contingency in the event the SM-3 did not achieve an intercept. The test, designated Flight Test Operational-01, stressed the ability of the Aegis BMD and THAAD weapon systems to function in a layered defense architecture and defeat a raid of two near-simultaneous ballistic missile targets.

Blackjack 6



This edition of the *Global Defender* focuses on the third of my command priorities – Soldier and Family Readiness. On the cover of this edition is 1st Sgt. Tommy Flores, from 11th ADA Brigade, along with his wife Laura, and their two children who were recently chosen as the National Volunteer Family of the Year by the Association of the United States Army. The Flores Family regularly contributes 30 or more hours each month to the Miracle League of El Paso, a baseball league created to assist children with disabilities. Their amazing story demonstrates contributions Soldiers and their Families make to enrich their community through volunteerism and service.

Soldiers and their Families are this command's MOST precious resource. Our ability to create a positive climate in which Soldiers are able to prepare themselves and their Families for the separations they will endure is the ultimate measure of our combat readiness. We have tremendously resilient Soldiers and Families in this command that not only endure but thrive during deployments. Over the past 30 years, air defenders have selflessly answered our nation's call to serve overseas and we represent, as a branch, one of the most deployed forces in the Army today. We are able to sustain this high operational tempo through the selfless sacrifice of both our Soldiers and their great Families.

But preparing for these separations is hard work and takes commitment by the leadership to ensure the proper resources, training and time are available to provide Soldiers the opportunity to prepare their Families for deployment. The goal for ALL Soldiers must be to prepare our Families to meet any

challenge in our extended absence. The ability for our Families to know where to seek assistance, who to ask if they have an issue, is critical in developing their resilience. To get to this level takes time and caring leadership. We cannot build resiliency quickly, it takes time, so I encourage our Families to take advantage of the extensive family support resources available at their installation and to leverage their Family Readiness Groups long before their Soldier deploys. This will allow them the time needed to establish a relationship with the unit leadership and support groups that will assist them throughout the deployment. It is the trust established during this period prior to the deployment between the FRG and Families that will generate the resiliency needed to meet the many challenges during separations.

An environment where Soldiers and Families can build and sustain trust and resiliency is created by a positive command climate from the battery to the 32d AAMDC. A climate generated by a professional team of disciplined winners who are morally grounded in Army values and focused on the principles of mission command. Soldier and Family resiliency is the foundation of our collective combat readiness that allows the 32d AAMDC to meet our air and missile defense missions worldwide.

“Swift and Sure”

BG James Dickinson
Blackjack 6

Blackjack 9



The theme of this issue of the *Global Defender* is Soldier and Family Readiness. For this issue I will discuss not only preparing our Soldiers and Families for the missions we undertake, but caring for them before, during and after the mission.

As we all know, the last 12 years has been a period of unprecedented activity for our Army. Units and personnel are deploying -- many several times -- in support of the War on Terror. Air Defense Artillery, as much as any branch in the Army, continues to experience one of the highest Op Tempos in our history. Combatant Commanders understand the important role ADA plays in protecting their Areas of Operation, and the global demand for our units has never been higher.

As a result, the strain on our Soldiers and their Families is perhaps greater than ever. Seeking qualified help is vital to the wellness of the Soldiers and Families in our units and must be a priority for all leaders.

The Army recognized this and has taken a vested interest in the Master Resilience Training program, the Combined Soldier and Family Fitness program, and the Ready and Resilient Campaign. These programs work to build resilience and enhance performance in individuals.

Through these programs, the Army can attempt to decrease the number of suicides in its ranks and the number of individuals who suffer from depression and PTSD. In addition to these programs (available on all installations) many of our units have Family Readiness Support Assistants who are trained to recognize, understand and address the needs of Soldiers and Families. These are valuable assets we must leverage to care for our people.

As leaders, the mental and emotional health of our Soldiers must be as high a priority as their physical health, and their technical and tactical proficiency. Just as we ensure they take part in physical training and perform their daily duties to standard, we must be aware of their emotional needs and mindset.

A Soldier who is suffering from depression or PTSD needs care and professional attention as much as someone with a physical injury. Unfortunately, mental and emotional issues are not as easy to spot as a physical injury. Because of this, leaders at every level of our organization must truly know their Soldiers, and must understand and recognize the signs of depression, suicidal thoughts, PTSD. Leaders must also know the assets available to combat these problems.

We must know our Soldiers well enough that we recognize when they are suffering, and we must be concerned enough, and confident in our knowledge of the situation, to step in and provide guidance and assistance.

Lastly, we must not limit our concern to those in uniform. Our units need to engage family members whenever possible. Including families in unit activities will help build a support system for our spouses and children. It will introduce them to others who are going through similar circumstances, and with whom they can talk and share their concerns. And it will educate them as to the resources and assistance that are available.

As leaders, Soldiers and Family members, if we all work together we can not only increase our readiness for the deployments and missions we will face, we can ensure each person in our organization has the support, training and assistance necessary to succeed on the battlefield and on the homefront.

CSM Darrin Jefferies
Blackjack 9



Soldiers with Battery B, 2nd Battalion, 44th Air Defense Artillery Regiment, and a civilian contractor reload the Counter Rocket, Artillery, Mortar and Land-based Phalanx Weapons System to ensure it is ready to counter threats on Forward Operating Base Shank, eastern Afghanistan, July 12.

2-44 Soldiers increase defense measures on FOB Shank, eastern Afghanistan

By Sgt. Bob Yarbrough,
4th IBCT, 3rd ID Public Affairs

Coalition forces and civilians living on Forward Operating Base Shank, Afghanistan, have an added layer of security in the form of the Counter Rocket, Artillery, and Mortar System and the Land-based Phalanx Weapons System, or the C-RAM and the LPWS, two systems that work together for base defense.

The C-RAM is an early warning detection system and the Phalanx is designed to engage rockets, artillery shells and mortars - which are common weapons used by the enemies of Afghanistan to attack coalition forces and Afghan security bases.

"This is one of the only systems that is strictly defensive," said 1st Lt. Geoff Utter, a platoon leader with Battery B, 2nd Battalion, 44th Air Defense Artillery Regiment.

"It takes the round, the rocket, artillery, or mortar out of the sky so it doesn't fall on the protected area."

said Utter, an Omaha, Neb., native. "It definitely gives the feeling to the soldiers that live on the FOB and work there, a sense of security. I would hope they can sleep at night knowing that we have this system up and running."

The system has been adapted from a similar naval system used to defend aircraft carriers and large ships on the open seas. It is now being deployed on a trailer platform, and has recently been brought to FOB Shank in Logar province, Afghanistan.

The defense systems are the first to be deployed to this area. First Lt. Robert Holbrook, the executive officer for Battery B, 2-44 ADA, and a native of Lexington, Ky., said, "It's an honor to bring the system into a new area; it's never been done at this altitude, in this theater."

When the C-RAM detects incoming rockets, artillery, or mortars, the 2-44 ADA's engagement operations cell determines if the round will threaten personnel or materiel. If the threat is credible, the Phalanx fires a burst of

See C-RAM, Page 24

11th Bde.'s Flores Family named AUSA Outstanding Volunteers

By Staff Sgt. Norman Llamas,
11th ADA Bde. Public Affairs

First Sgt. Tommy F. Flores, first sergeant, Charlie Battery, 2nd Battalion, 43rd Air Defense Artillery Regiment, 11th ADA Brigade, along with his wife Laura, and his two children, Carlos and Zanayah, were recently chosen as the National Volunteer Family of the year by the Association of the United States Army.

Stationed at Fort Bliss, the Flores family was originally nominated for the AUSA Volunteer Family of the Year award for the local chapter, the Omar N. Bradley Chapter of AUSA, in El Paso. The Flores' won the local award and were then nominated by AUSA to compete for the national award. AUSA announced Aug. 13 that the Floreses were chosen as the organization's Volunteer Family of the Year award for their exemplary volunteer service to the Fort Bliss, Texas, and Fort Sill, Okla., military and civilian communities.

The awards will be presented at the opening session of the association's Annual Meeting and Exposition, Oct. 21, in the main ballroom of the Walter E. Washington Convention Center in the nation's capital.

"The Flores family's commitment to volunteering is inspiring and displays extraordinary compassion and leadership," said Gus Rodriguez, AUSA Omar N. Bradley Chapter president, to a reporter with the *El Paso Times*. "First Sgt. Tommy and Laura Flores serve as role models and mentors to other military and civilian families who have children with disabilities, connecting those families with resources in the community and providing support through friendship and guidance."



First Sgt. Tommy Flores, Battery C, 2nd Battalion, 43rd Air Defense Artillery, his wife Laura and his children, Carlos and Zanayah, attend the Fort Bliss Army Community Services awards ceremony.

The Floreses are a family committed to volunteer service. First Sgt. Flores, while taking college courses online at the University of Maryland University College and holding down the demanding position of battery first sergeant for Btry. A, 2-43 ADA (until June of this year and from then to now with Btry. C, 2-43 ADA), volunteers with the Miracle League of El Paso, in which his daughter Zanayah, plays non-competitive baseball for children with disabilities. He coaches the team, assists the children with hitting, fielding and running the bases. He also attends regular coaches meetings and drafts the game and snack schedules.

During the season, the Flores family regularly contributes 30 or more hours each month to the Miracle League, with which they have been involved since their arrival to Fort Bliss in the summer of 2012. Laura holds the position of "Team Mom."

As such, she acts as the assistant coach and coordinates for fundraising, uniforms, and recruits more volunteers. Carlos serves as an "Angel in the Outfield," assisting his sister and other players with catching, running the bases, and playing at games and practices.

To assist with the Miracle League's funding, the Flores Family regularly helps conduct fundraisers, such as manning concession stands at the University of Texas El Paso events, including UTEP football games and the annual Sun Bowl. The volunteer sessions usually entail an eight- to 12-hour day in which they set up the concession stand, inventory all the goods that will be sold, prepare all the food and beverages, re-inventory after the event, count the money, and turn in the proceeds.

The Miracle League's continued

See Flores, Page 24



Photos by Sgt. Maria Kappel

Having a battle buddy is an important part of being resilient. Resilient Soldiers count on others to help them problem solve, rejuvenate, or even just vent about issues they may be having.

Resilience builds stronger units, Soldiers, Families

By Sgt. Maria Kappel,
69th ADA Bde. Public Affairs

An increase in depression, Post-Traumatic Stress Disorder, and suicide the past several years has caused the Army to look for new ways to proactively combat these life-altering situations. Statistics from the website Operationward57.org state that between the years of 2000 to 2011, 76,176 Soldiers were diagnosed with PTSD.

The site also states that a report released by the Defense Department's Parmacoeconomic Center in Fort Sam Houston shows that approximately 20 percent of the troops on active duty take prescribed medication to manage psychological conditions or disorders. That is one out of every five Soldiers. Building resiliency in our Soldiers and Families is one key way to tackle these

challenges.

Over the past few years, the Army has taken a vested interest in the Master Resilience Training (MRT) program and the Combined Soldier and Family Fitness (CSF2) program. These programs work to build resilience and to enhance performance in individuals. Through these programs, the Army can attempt to decrease the number of suicides in its ranks and the number of individuals who suffer from depression and PTSD.

"MRT provides more than just a small dose of coping and dealing with daily situations," said Sgt. 1st Class Amilcar Fernandes, a master resilience trainer in the 69th Air Defense Artillery Brigade.

The resilience programs are a great tool to help Soldiers to combat PTSD, suicide and depression. The programs will not completely eliminate these

problems, but they can help Soldiers better deal with these problems, Fernandes added.

The idea that resilience is teachable is a fairly new concept, but the article *Master Resilience Training in the U.S. Army* states that "psychologists have been studying resilience since the 1970s, and research has demonstrated that there are many aspects of resilience that are teachable." This idea could be vital to the mental health of Soldiers who are dealing with depression issues now, or who may be exposed to situations that could cause them mental distress in the future. The building of resilience helps Soldiers bounce back from adverse situations, making them better than they were when they encountered the situation in the first place. Resilience is built in Soldiers by giving them the tools to

more effectively deal with damaging situations.

One of the positive aspects of a resilient Soldier is that he or she may better recognize when to ask for help when dealing with issues that could present problems, said Chaplain (Maj.) Lyle Shackelford, the 69th ADA Brigade chaplain. "Resilient Soldiers are problem solvers and most are proactive in shaping their lives for success," Shackelford added.

Similar to biological and therapy treatment, building resilience also takes time. An article taken from the journal *American Psychologist*, "Comprehensive Soldier Fitness: Building Resilience in a Challenging Institutional Context," states "just as physical fitness is not achieved by a single visit to the gym, psychological strength is not achieved by a single class or lecture." Although Soldiers are being educated on how to improve their own resiliency, they need to implement these ideas and knowledge into every facet of their personal and professional lives. As the old adage says, practice makes perfect.

While the Army's MRT program focuses on self awareness, self regulation, optimism, mental agility, character



Connections and relationships with Family are an important piece of the resilience puzzle, especially for Soldiers in units that deploy often. Families and Soldiers who possess resilient qualities may find it easier to go through deployments and come back stronger and still cohesive.



Training is another aspect of being a resilient Soldier. When a Soldier is confident in his or her abilities, it creates an environment where mission success is easily attainable. Through training, Soldiers learn character strengths and leadership techniques that make the unit better as a whole.

strengths, and connection, spiritual fitness is another aspect of life that can build resilience in a person.

"On two of my deployments, I was assigned to a transportation battalion allowing me to drive 8-10 days per month to provide pastoral care and support to our Task Force Soldiers and Airmen," Shackelford said. "We prayed for God's protection and safety each evening before going on mission, and each collective prayer decreased the anxiety of the Soldiers and Airmen after the mission was complete."

Being able to build and keep connections with others can be an important aspect of being a resilient individual. MRT can provide Families and Soldiers with techniques and skills to learn how to share thoughts and feelings without being a destructive to one another, Fernandes said.

Proper communication is fundamental in any successful relationship. Practicing the skills MRT provides, such as active-constructive responding, problem-solving, and assertive communication, will help strengthen the relationships

a person already has or build new ones altogether.

An article from the *Nordic Journal Of Psychiatry* states that nearly 85 percent of people who come out of an episode of depression will experience another episode in their lives. Building resilience can help lower the risk of returning to a depressive state, and can help people -- especially those who have never had to deal with depression -- appropriately cope with adversity.

"I believe the Army has taken steps already to provide the Soldiers and Families with programs to make them resilient. There are programs for Soldiers and Families here on Fort Hood, along with many other bases, that provide people with training to ensure resilience is being taught," Fernandes said.

The MRT program is not simply about being resilient, but also about being self aware and able to handle challenging situations with minimal negative impact on Soldiers and those around them. Practicing and embedding MRT skills in everyday life creates leaders who have strong character, are more resilient, and capable and confident to train our junior Soldiers. Resiliency is a leader's business.

STAY ARMY!

Soldiers must take initiative, set themselves apart to reenlist in face of force drawdown

By Sgt. Maj. Patrick Hickok
32d AAMDC Command Career Counselor

If we think of the Army as if it were a football team, the Army is going to cut their roster and only keep the best players.

We have seen the implementation of the Qualitative Selection Program which includes the Qualitative Management Program, Over-Strength Qualitative Service Program, and the Promotion Stagnation Qualitative Service Program.

We can assume that other initiatives will be implemented in the future to get our roster down to 490,000. With the pending personnel reductions looming, now is the time for Soldiers to take control of their careers and set themselves apart to ensure they keep their place on the roster.

Requiring a Soldier to reenlist into a new Military Occupational Specialty is not a negative constraint but an avenue for increased promotion potential. Promotion opportunities are extremely limited if a Soldier is serving in an over-strength MOS. I would discourage any Soldier to reenlist to remain in an over-strength MOS and to research a new (under-strength) MOS. If a Soldier reenlists into an MOS that is under-strength as a sergeant, their chances for promotion are greatly increased, as there are more available vacancies.

Soldiers who are eligible and request reenlistment are evaluated by their unit commander under what is called the "whole person concept." The areas that are evaluated are listed in Army Regulation 601-280 and include:

- Recent nonjudicial punishment
- Repetitive nonjudicial punishment
- Low aptitude area scores
- Low education achievement in combination with a pattern of disciplinary incidents
- Low evaluation reports
- Slow rank progression resulting from a pattern of mar-

ginal conduct or performance

- Potential for further service

Soldiers who desire to reenlist after their current term of service must ensure that they have done everything possible to ensure they are afforded the privilege of reenlisting. There are two areas that I believe Soldiers must embrace in order to ensure their place on the roster. They are initiative and embracing the Army and its way of life.

The most important facet of performance is initiative.

With initiative, superior performance is guaranteed whether it is in regards to work, physical fitness or self development.

For instance, a Soldier with initiative understands that they need to score higher on their Army Physical Fitness Test, so they train in the evening to ensure they achieve this goal. A Soldier with initiative realizes that they should study for and attend the Soldier of the Month Board in order to prepare themselves for the

promotion board. A Soldier with initiative realizes that their Armed Services Vocational Battery (ASVAB) scores are low and enrolls in a Functional Academic Skills Training (FAST) class at the Education Center.

Each Soldier must embrace the idea that he or she is a part of something larger than themselves. This requires true selfless service and commitment to the unit and the Army. A committed Soldier sacrifices his or her time to attend the unit's softball games, or carves out an hour to attend a fellow Soldier's Warrior Leader Course graduation.

This type of commitment requires a Soldier to make a conscious decision to be a true member of the team. The sooner a Soldier makes the commitment to embrace the Army, the faster and further they will progress.

In the words of President Teddy Roosevelt, "It is not often that a man can make opportunities for himself. But he can put himself in such shape that when or if the opportunities come he is ready." Soldiers must make their opportunities and earn the right to reenlist.



Mission command principles aid in improving readiness

By Capt. Jason Koontz
11th ADA Bde. Public Affairs

The 11th Air Defense Artillery Brigade is the largest and most deployed ADA brigade in the world. The "Imperial Brigade" currently has units deployed in three countries, with at least one full battalion deployed to Southwest Asia for the past seven years. The task of keeping such a large group of Soldiers, Family members and civilian contractors ready to deploy at a moment's notice can be daunting.

The solid application of the principles of mission command can aid any commander in accomplishing this herculean task. Col. Clement S. Coward, the commander of the 11th ADA, sees his role in achieving readiness as that of a mentor and a coach. His command philosophy has always been based around selecting solid leaders and empowering them to build their teams. In fact, "Build a winning team" and "it's about we and us not I, me, mine or they" and "establish a positive environment" are actually written into his command philosophy.

Building Cohesive Teams

"One of the reasons that I am involved in the selection of commanders down to the battery level is that I need to be sure that the people selected for command have the mental, moral and physical ability to lead our Soldiers and civilians," said Coward. "The Imperial Brigade has a long tradition of supporting our Soldiers and their Families, and that tradition will only continue to grow stronger."

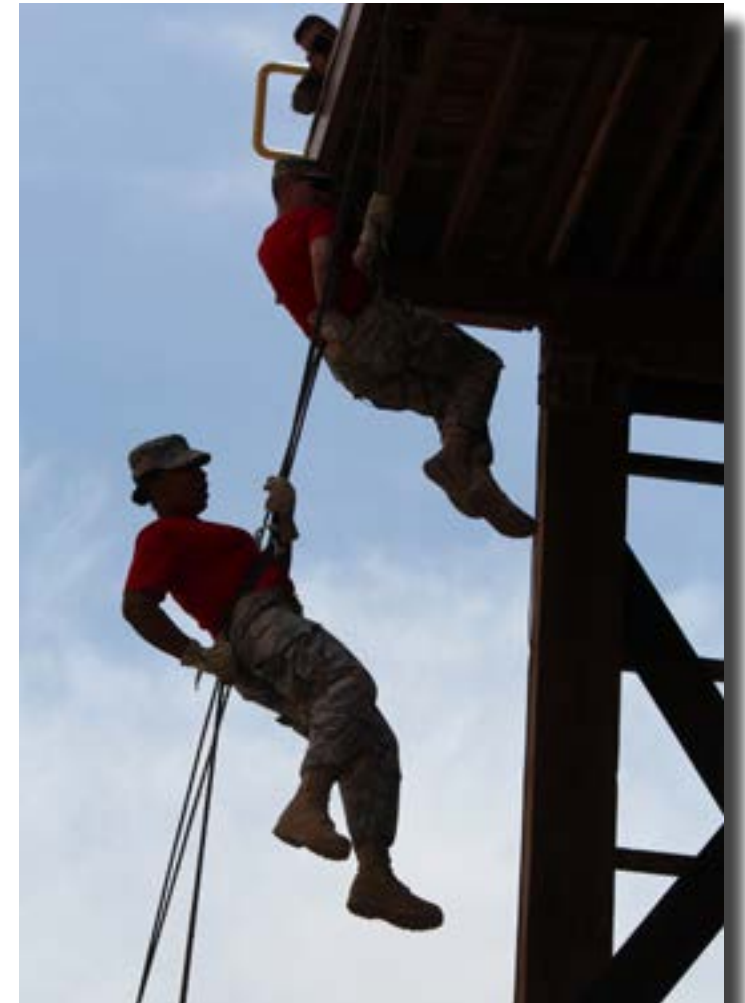
Once a commander has established a positive, team-oriented environment, they can begin to delve into the hard work of ensuring that every member of the brigade -- including Family members -- understands the mission and the intent; thereby creating mutual understanding between unit members and leaders.

Create Shared Understanding

The Imperial Brigade is extremely fortunate in that it has two dedicated civilian Family Readiness Support Assistants in K. Robyn Keel and Laurice Gaither. Keel described the FRSA's role as, "liaisons between the Soldiers and Family members and the various agencies, both on and off post, which can be utilized in order to keep our Soldiers and Families capable of focusing on their missions."

For any commander, having a team that is dedicated to Family readiness is invaluable. In the 11th Brigade, the FRSA's do everything from briefing newcomers to the unit to coordinating deployment events and Family bonding experiences. They are members of the Brigade Special Staff and they report directly to the commander and deputy commander. By having civilian specialists who are empowered directly by the commander, 11th Bde. leverages these assets to ensure that Family members not only feel that they are wanted and respected, but also that they are active members of the Imperial team.

For any person to feel that they are a valued part of an organi-



U.S. Army Photo

First Sgt. Alice Bauknight and Capt. Jason Welch, the 1st Battalion, 43rd Air Defense Artillery's Rear Detachment command team, rappel off of the 60-foot Fort Bliss Air Assault Course tower during 1-43's Spouses Boot Camp. The camp was a team-building event designed to bring the Families of 1-43 together.

zation, they must understand the common goals that the group is working toward, said Keel.

Provide a clear commander's intent

The Commander of the 5-52 ADA Battalion, Lt. Col. Javier Soria, has written Soldier and Family readiness directly into his own command philosophy.

"We will execute, maintain and care for Soldiers and their Families based on our mission, the battalion's supporting Mission Essential Task List (METL), and the Family Readiness Group (FRG). Our success depends basically on how we care for our Soldiers and our Families. Our Soldiers are our best resource. Everything we do must be directed to improve our Soldiers' way of life. This applies to our Families as well, for their care is abso-

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A Taste of Training

4-5 Battalion Families get a feel for Army challenges through junior obstacle course

By Sgt. Maria Kappell,
69th ADA Bde. Public Affairs

The kids and spouses of 4th Battalion, 5th Air Defense Artillery Families got a taste of the training their parents go through with a fun twist Aug. 23, as they made their way through a Junior and Family Obstacle Course at 69th ADA Brigade's Soldier Field at Fort Hood, Texas.

The event consisted of a series of obstacle courses that were meant to simulate Soldier skills, but on an easier level so the children of the unit would be able to participate. The

kids, some with the help of parents, low-crawled through a combatives pit under an entanglement of yarn, practiced their marksmanship by squirting water guns and throwing plastic balls at targets, navigated through "hot-lava" to carry an object from one spot to another, and worked in teams to accomplish a mission.

"Children learned teamwork. Adults learned teamwork. Everyone was working together," said Lt. Col. Bill Dowling, 4-5 ADA commander.

Children of all ages were able to participate, and each obstacle could be made easier or more difficult depending upon the age of the child. Colored yarn tied on the wrists of the children told scorers of each event what age group the child was in, and the children were given points based on how well they executed the event. Prizes were given to the top three children in each age group after everyone was done navigating all of the obstacles.

"The kids were running around and laughing; you could tell it was a success," said 1st Lt. Kevin Correa, the officer in charge of the event.

Spc. David Alvarez, an Avenger repair specialist from the 1st Battalion, 44th Air Defense Artillery Regiment, had his two young girls, Diana and Victoria, participate in the morning's activities.

"They were exhausted the entire time, but they were loving it," Alvarez said.

It was also a great experience for the children to see the similarities in what they were doing and how their parents train to learn certain skills, Alvarez added.



The Soldiers of 4-5 ADA Battalion help their children navigate the junior obstacle course Aug. 23, correcting their aim at the water gun event.



Maj. John Brock and his wife help their children navigate through the "hot lava" challenge during the junior obstacle course. Kids had to carry an "ammo can" across the field, stepping only on "safe" spots.



Photos by Sgt. Maria Kappell
Spc. David Alvarez helps his blindfolded daughters aim and throw a plastic ball at a target during the junior obstacle course at Fort Hood's Soldier Field Aug. 23.



U.S. Army Photo

Soldiers of 31st Air Defense Artillery Brigade perform system checks on a Patriot missile launcher. Mission success depends on each member of a unit knowing their job and trusting their fellow Soldiers' ability to work at a high level.

Professionalism key to unit success

By Capt. Corey Robertson,
31st ADA Bde. Public Affairs

Former General of the Army Omar Bradley once said, "The American Soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties ... The American Soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers."

Leaders of the 31st Air Defense Artillery Brigade believe these words to be just as true today as they were back then. The Army Profession is vital to ensuring the leaders in today's Army stay faithful and true to their duties as leaders and continues to foster relationships with their Soldiers.

As stated in the Army Profession Booklet produced by the Center for the Army Profession and Ethic, "The Army as a professional institution certifies its members as Professionals, leaders and stewards of the Army Profession, and must create and maintain its own expert knowledge, its ethic, its culture and its identity."

"We serve something greater than ourselves in order to support and defend the Constitution against all enemies foreign and domestic," added the 31st Brigade Deputy Commanding Officer, Lt. Col. Jeffrey Rothermel. "We truly believe in the Army values and ensure our organization retains its ethos."

The Brigade Command Sergeant Major, Command Sgt. Maj. Gerardo Dominguez, added, "Being a Soldier requires discipline and truly revolves around trust between Soldier, Leaders, Families

and the American people. As leaders we must set the example and never bring discredit upon our organization.

"The message I would like to send to Soldiers when talking about the Army Profession is, as a senior leader, I lead through the eyes of the Soldiers, having gone through every enlisted rank and experienced what the Soldiers are going through. Our credibility is crucial to our success of the mission," added Dominguez.

Lt. Col Charles Matallana, the brigade forward deputy commanding officer, said, "To me, being part of a profession means belonging to a skilled group who abide by certain characteristics or values that shape and define that organization. The Army Values and Soldier's Creed aren't just words on paper. They define the United States Army as an institution.

"From being physically and mentally fit, sustainment of equipment to training proficiency, these ideals cover all aspects of what is expected of a Soldier. I believe being a leader in the Army profession means upholding these values and standards that define us as the greatest military in the world. Without leaders who are proactively engaged in all facets mission and Soldier readiness, the Army as a whole will begin to lose its identity and slowly erode the trust the American People have in us to accomplish the mission."

"The Army Profession to me means volunteering to accept the calling of serving the nation," concluded Mattana. "Belonging to a select group who hone their skills while living up to a set of values befitting of the responsibility bestowed upon us by the American People to fight and win our nation's wars."

NCOs seek challenges through OCS

By Sgt. 1st Class Mark Porter
32d AAMDC Public Affairs

When most sergeants think about promotion they likely imagine adding "rockers" to their stripes, progressing from staff sergeant to sergeant first class -- perhaps someday reaching the rank of command sergeant major.

Two E5s from Headquarters and Headquarters Battery, 32d Army Air and Missile Defense Command, aimed higher when they sought advancement, attending the Army's Officer Candidate School in pursuit of a commission and the gold bars of a second lieutenant.

Lawrence Forde and Jacoby Davis were both sergeants in HHB, 32d AAMDC, in April 2013. Both were seeking a challenge and decided they might find it as Army officers.

"It was a chance to do something different and something that let me contribute," said Davis, who was a public affairs NCO with 32d AAMDC prior to commissioning. "I had dreamed of being an officer when I was young and I felt like now was the right time to pursue that goal."

Davis attended and graduated from The Citadel, The Military College of South Carolina, before enlisting in the Air Force in 2006. After three years of service he left the military. In 2011 he decided to rejoin.

He enlisted in the Army and was assigned to 32d AAMDC. After earning the rank of sergeant, Davis started thinking about his early goal of becoming an officer. He was married in 2012 and after discussing it with wife Caitlin -- a specialist in the 32d AAMDC G6 -- he decided to submit an OCS packet.

For Forde, the seeds of service were planted Sept. 11, 2001. He was a university student in Sierra Leone in West Africa, and was at work when the Al-Qaida attacks in New York occurred.

"My boss came into the office and said, 'Stop what you are doing. Let's turn on the TV and see the news. America is under attack,'" said Forde.

"One thing that moved me the most was the sight of someone at the top of the building and they couldn't hold on and let go.



U.S. Army Photo

Second Lt. Lawrence Forde discusses the challenges facing Army officers with Brig. Gen. James Dickinson, commanding general, 32d Army Air and Missile Defense Command. Forde, who was an NCO with Headquarters and Headquarters Battery, 32d AAMDC, met with Dickinson after completing Officer Candidate School.

"I don't know how to express how I felt," he said. "I felt more angry when I saw that sight. I decided I needed to do whatever I can to put an end to ... terrorism in the world."

Over the next 10 years Forde continued his education, both in Sierra Leone and in the United States. In 2010 he moved to the U.S. to stay. He joined the Army the following year.

Forde, who was a supply NCO before OCS, sees his new role as an Army officer not only as a way to do good, but to provide for his family (his wife Didi, and daughters Gracious, 7, and Lawdisha, 2).

"I grew up in very difficult circumstances," he explained. "My mother and I shared a single room. We had nothing.

"At age seven, after school I would come home and hopefully eat something before I head out again to sell fruits in the market in order to raise income. If I did not sell any fruit, we wouldn't have money to buy food."

When he was 12, civil war broke out in Sierra Leone. When rebels entered his town to force young men into their cause, Forde fled and ended up hiding in the jungle for nine days. He spent that time not knowing if his mother was alive or dead. The two were eventually reunited.

He said that the unrest and poverty in his country gave him a desire for a better life and instilled in him the

“**... Officers can help shape the mission and make sure your Soldiers are prepared should they be called to deploy ...**”

See OCS, Page 26

‘LETHAL STRIKE’

3-2 Air Defenders use team principles to succeed during Turkey deployment

By 1st Lt. Mary E. Jocelyn,
3rd Bn., 2nd ADA

The Army has a vast arsenal to defend the United States against many potential threats. Patriot is a defense system designed to combat an aerial or missile attack. In order to operate the Patriot weapon system, a Battery of 72 Soldiers must function as a cohesive team to properly provide Theater Ballistic Missile Defense to the asset it is assigned to protect.

Eleven vehicles towing six different components of the complex weapon system deploy to posture a unit for engagement operations. This mobile defense system also requires a team of supporting elements to provide all the logistical needs of the equipment and personnel. Officers and NCOs work alongside their Soldiers to accomplish the mission. This unique characteristic introduces new variables into developing a team ready to deploy worldwide

to provide ballistic missile defense. A battery’s success is determined by how well tactical crews and the platoons can function as a team. In order to best increase the odds of success, leaders must understand the importance of building an environment that fosters teamwork and camaraderie.

A Patriot battery from 3rd Battalion, 2nd Air Defense Artillery Regiment, has demonstrated what is required to exceed standards by building a cohesive team of Air Defenders. The desire to succeed is contagious and the willingness to assist each other in achieving a common goal is overwhelming throughout the unit.

The commander and first sergeant instilled these traits in every lieutenant, warrant officer and NCO, unifying the battery’s leadership. The unit defines Family, whether in garrison, in a training area at Fort Sill or deployed. Yet, it was in the field

environment where Soldiers faced the greatest simulated adversity and challenged the principles established by the command team.

Following the unit’s redeployment from Southwest Asia in 2011, the battery was comprised of new leaders and Soldiers. In addition to the many newly promoted NCOs, there were many recent Advanced Individual Training and Basic Officer Leadership Course graduates. Together, the officers, NCOs and Soldiers confronted the uphill battle of mastering Patriot operations.

This common trait allowed the unit to learn MOS proficiency together; always pushing each other to become better, adding to the camaraderie shared across the battery. Field Training Exercises (FTXs) allowed the platoons to establish their identities and grow closer together.

This resulted in increasing individual and crew proficiency that built Team Bravo. Also, the field is where the Soldiers of the battery established the trust required to build an exceptional team.

No matter how many new Soldiers the battery received, it always seemed like there was a shortage of personnel. However, this minor difficulty contributed to the battery achieving trust and teamwork. Nearly every Soldier, from the supply sergeant to the commander and first sergeant, was a member of a mobility crew at some point during training in order to ensure the battery was able to accomplish each mission. Working together not only encouraged each Soldier to keep striv-

ing for excellence but demonstrated to everyone the willingness that each individual -- regardless of rank or position -- had to make the team successful.

This battery is proof that a common challenge builds teamwork and trust. FTXs in preparation for certifications provided that challenge. One of the greatest lessons that these Soldiers learned is that you can have fun in spite of how difficult the circumstances have become. FTXs allowed the unit to bond as a

team, sharing stressful and fun memories at the same time. From football games in the field when the equipment was non-mission capable, to war paint on faces during gunnery certifications, Bravo Battery always overcame difficult situations with a smile.

Strangely enough, many of the best stories they can share are centered on tents falling down in the Oklahoma wind and rain storms or late nights working on equipment faults. Knowing that the Soldier standing next to you holding up the tent in the pouring rain in the middle of the night was the same Soldier you had raced earlier in the day to pull power cables during emplacement drills. This gave every Soldier the comfort that they were a team and that each individual is in this together.

As with any team, there are always some individuals that contribute more than others. However, the best teams always celebrate together and share in the team victory. This was the tradition of 3-2 and ensured that each Sol-



Photos by Air Force Master Sgt. Sean M. Worrell

Soldiers with the 3rd Battalion, 2nd Air Defense Artillery Regiment, prepare to perform a routine inspection of a Patriot missile battery at a Turkish military base in Turkey, Feb. 27.

dier understood the importance of his or her contribution the battery’s victory. The battery’s leadership demonstrated this to all the Soldiers following the December 2012 Table VIII certification. Every Soldier received a Battery Pride shirt during a formal ceremony recognizing the individual’s contributions to the Battery. This group celebration highlighted the “Blackjack” achievement and enhanced the team’s camaraderie, as it was a true team victory.

While the heart of the team was born in the Training Areas of Fort Sill, Oklahoma, it followed the Battery half way around the world to Gaziantep, Turkey. Immediately following Table VIII certifications in December 2012, the battery was selected to perform a ballistic missile deterrence mission for its NATO ally.

The bonds and trust built amongst the “Blackjack” Soldiers allowed them to deploy into a new and unknown environment, and establish Patriot tactical operations just 45 days after returning from a field training exercise.

Maintaining continuous operations almost 7,000 miles away from friends and Family is stressful. Fortunately for the Soldiers of 3-2, the family built at Fort Sill still remains and provides each deployed Soldier the support needed to deliver a phenomenal Patriot performance in the defense of Turkey.

Teamwork is essential to any successful organization, but it is absolutely required for a Patriot deployment. The hard work and stress placed on this 3-2 battery during the months of training taught each Soldier how to perform their job well. It was the adversity overcome together and the common desire to be the best that built that trust and dependency required to function as a team.

The Family environment fostered by the battery command team encouraged everyone to support each other. This combination allowed the Soldiers of the battery to successfully deploy one of the most complex weapon systems of the United States military, relying on the teamwork and skills developed prior.



Spc. Justin Nunnelee, a fire control operator with the 3rd Battalion, 2nd Air Defense Artillery Regiment at Fort Sill, Okla., adjusts a power generator for a Patriot missile battery Feb. 27, 2013, in Turkey. U.S. and NATO Patriot missile batteries and personnel deployed to Turkey in support of NATO’s commitment to defending Turkey’s security during a period of regional instability.

Island Thunder

The first of two Terminal High Altitude Area Defense interceptors is launched during a successful intercept test. The test, conducted by Missile Defense Agency, Ballistic Missile Defense System Operational Test Agency, Joint Functional Component Command for Integrated Missile Defense, and U.S. Pacific Command, in conjunction with U.S. Army Soldiers from Alpha Battery, 2nd Air Defense Artillery Regiment; U.S. Navy sailors aboard the guided missile destroyer USS Decatur, and; U.S. Air Force airmen from the 613th Air and Operations Center resulted in the intercept of one medium-range ballistic missile target by THAAD, and one medium-range ballistic missile target by Aegis Ballistic Missile Defense. The test, designated Flight Test Operational-01, stressed the ability of the Aegis BMD and THAAD weapon systems to function in a layered defense architecture and to defeat a raid of two near-simultaneous ballistic missile targets.



PRINCIPLES, from Page 10

lutely essential to our success”

By building Soldier and Family care directly into his command philosophy and intent, Soria reinforces to his commanders and leaders that readiness is not only a concern but a priority. Chaplain Jasmine Johnson, the 5-52 battalion chaplain, has taken this priority and made it her own. Fort Bliss participated in the Annual Feds Feed Families Food Drive in 2013. In total the post collected more than 40,000 pounds of food to help feed Soldiers’ Families, as well as families in the El Paso area. Under Johnson’s direction, 5-52 collected more than 23,000 pounds of food by itself. The unit’s contribution accounted for more than 60% of the post’s total food collected.

“We knew we weren’t going to feed just one family – we were going to feed as many families as possible.” said Johnson.

When a commander provides his subordinates with a clear intent that is disseminated to everyone in the command, subordinates are then able to take the ball and run with it. In other words, this gives the subordinate units the ability to exercise disciplined initiative.

Exercise Disciplined Initiative

Taking initiative is a trait that is inherent to most commanders. In the 11th Brigade, this is also true of the military spouses. When the command is philosophically rooted in solid command principles, everyone has the opportunity to add to the unit’s success. This is true of Soldiers and Family members alike.

Recently, the 3-43 Air Defense Artillery Battalion held a father and daughter dance that was open to all Fort Bliss fathers and their daughters. The event was the brainchild of Christine Moon, the wife of 3-43’s Commander, Lt. Col. Joshua Moon. Lt. Col. Moon attended a similar dance with his daughters while stationed at Marine Corps Base Hawaii. When they arrived at Fort Bliss they knew that they wanted to do something similar here.

Mrs. Moon worked with the 11th Bde. Family Readiness Support assistants, Laurice Gaither and Kimmery Robyn Keel, to create an event that would be special to both the girls and their dads. “There is a lot of planning that goes into putting on a dance for small princesses,” said Mrs. Moon. She started the ball rolling on this event more than five months ago.

Mrs. Moon said she hoped to provide an opportunity for fathers and daughters to share uninterrupted time together without the distractions of everyday life. She stressed that this is particularly important during a time when units are still deploying, as is the case with the 3-43 ADA.

At a typical dance, most people dance a few dances and then sit and talk. This was not the case with this event. Most of the fathers and daughters danced to pretty much every song.

“When your little girl wants to dance with her dad, you seize the opportunity. You don’t miss that!” said Lt. Col. Moon.

“
... the strength of our
Army is our Soldiers, the
strength of our Soldiers
is our Families ...
”

The Imperial Brigade is proud that their civilian family members feel empowered to take their ideas and run with them. Sometimes, however, an event requires the extra level of planning and coordination that can only be achieved through the use of formal mission orders.

Use Mission Orders

The 11th Brigade uses a weekly “FRAGO” system to disseminate orders down through the ranks. The subordinate commands also use this system. In order to facilitate movement and to coordinate planning FRAGOs are sent out even for morale building events. This serves two purposes. First it allows the lower units to coordinate for any needed personnel and equipment. Second, it creates documentation that aids in accountability if a lower unit fails to prepare for the event.

Recently, 2-43 ADA used this system to prepare for the upcoming football season. They held a unit cohesion run on the opening day of the National Football League regular season, during which Soldiers were allowed to wear their favorite team’s jersey. This may sound like a small event to generate formal orders for, however, by using the FRAGO system to formally announce the event 2-43 ensured maximum participation in the run. So much so that the brigade commander

and the command sergeant major wanted in on the action.

Events like these are generally low on stress and high on fun. However, in the 11th Bde., there are times when the command prefers to push the envelope a little bit. Imperial Brigade leaders have learned to embrace risk through planning and risk management.

Accept Prudent Risk

Why would an air defense artillery battalion train its Soldiers and Families how to rappel off of a 60 foot tower? Team building of course. Capt. Jason Welch, the 1-43 ADA Rear Detachment commander, explained his reasoning behind conducting an exercise that has such a high amount of inherent risk built into it.

“Simply put, the reward outweighed the risk,” said Welch. “By allowing Soldiers and Family members to train together towards a fun objective, we strengthened the bond between the Soldiers, the Families and the unit. We were able to mitigate the risks through the use of solid planning and risk mitigation. It was definitely a worthwhile event.”

Accepting risk is a part of life for any combat unit. By utilizing the principles of command and utilizing the Army planning process, 11th ADA creates opportunities that exceed the standard when it comes to Soldier and Family readiness.

The brigade prides itself on its ability to integrate and care for Soldiers and Families. While the application of the command principles may not always be overt, the principles are always in the minds of unit commanders. Through the use of these principles the 11th Brigade team is capable of embodying The Chief of Staff of the Army, Gen. Raymond Odierno’s favorite slogan: The strength of our Nation is our Army; the strength of our Army is our Soldiers; the strength of our Soldiers is our Families. This is what makes our Army strong.

FOCUS ON THE FIELD

U.S. Army Pacific Commander Gen. Vincent Brooks speaks with Soldiers of the A4 Terminal High Altitude Area Defense about numerous personnel and operational issues during his visit to the unit at Andersen Air Force Base, Guam, Aug. 18. The A4 THAAD deployed to Guam in April as part of the 94th AAMDC Task Force Talon mission.



U.S. Army Pacific Commander Gen. Vincent Brooks receives a technical briefing from Soldiers of A4 THAAD, deployed to Guam from Fort Bliss.



U.S. Army Pacific Commander Gen. Vincent Brooks takes a photo with Soldiers of the A4 Terminal High Altitude Air Defense during his visit to the unit Aug. 18. A4 THAAD is currently deployed to Guam as part of 94th AAMDC's Task Force Talon.



U.S. Army Pacific Commander Gen. Vincent Brooks speaks with A4 THAAD Soldiers.

3-2 TEAM EXCELS IN TURKEY

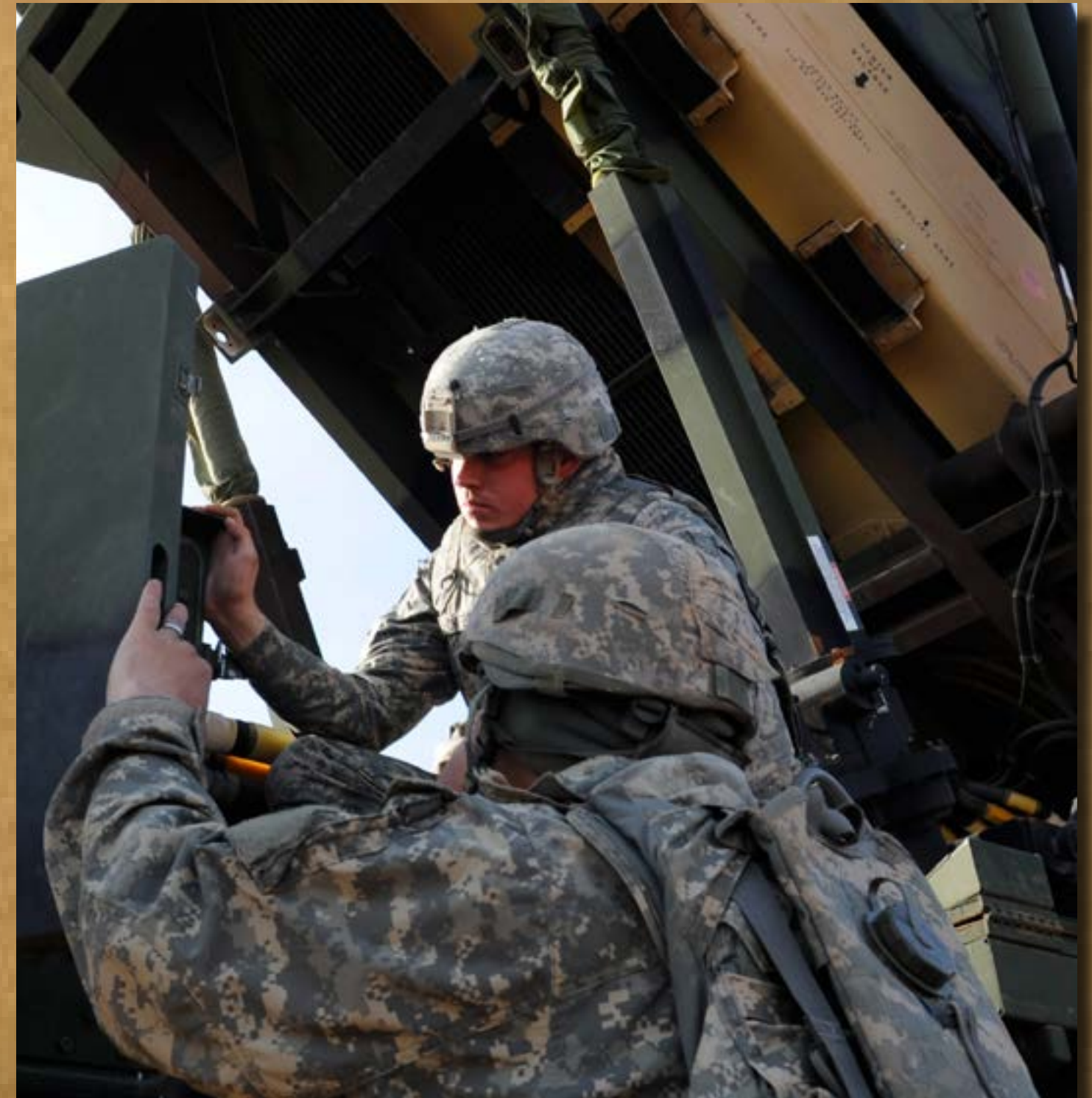


Above: Spc. Peter Ferrer, 3rd Battalion, 2nd Air Defense Artillery, participates in a force protection night exercise in Turkey, Sept. 12. The unit deployed in support of NATO operations, designed to help protect Turkish citizens and other NATO interests from outside ballistic missile threats.



At Left: Soldiers of 3rd Battalion, 2nd Air Defense Artillery, convoy to their unit area of operation in Turkey as part of NATO operations to help ensure the safety of the nation and its citizens. The 3-2 Bn. Patriot unit was one of six Patriot batteries from the United States, Germany and the Netherlands deployed to the region.

Bottom Left: A Soldier from the 3rd Battalion, 2nd Air Defense Artillery, helps load Patriot missiles onto a launcher Jan. 30, at Incirlik Air Base, Turkey.



Photos by Air Force Tech Sgt. Charles Larkin Sr.

Soldiers of 3rd Battalion, 2nd Air Defense Artillery, perform operational checks on a Patriot missile launcher in Turkey. The 3-2 Bn. battery was one of six Patriot missile batteries from the United States, Germany and the Netherlands deployed to Turkey as part of a NATO-led coalition to augment Turkey's air defense capabilities.

Learn to ‘hunt the good stuff’

Spouse Master Resiliency Trainer urges Soldiers, Families to work through challenges of Army life

By April Catlaw,
2-44 ADA Bn. Spouse Master Resilience Trainer

Soldiers in the Army today are faced with greater challenges than ever before. The Army has seen a dramatic rise in suicide attempts as well as a rise in mental health abnormalities. There has also been a rise in sexual assault and harassment as well as domestic assault and violence.

Many of these challenges can be directly attributed to the significant contributions made by Soldiers for more than 11 years in the current War on Terrorism. One way to combat these challenges is through the use of resiliency training. Resiliency training gives individuals the ability to grow and thrive in the face of challenges and to bounce back from adversity.

The Army has adopted a resiliency training method known as Comprehensive Soldier and Family Fitness to ensure that all Soldiers and their Families are prepared to face the everyday challenges of a demanding lifestyle.

One component of the CSF2 is Master Resilience Trainers. MRTs serve as the commander’s advisor for resilience training. MRTs are Soldiers who have successfully attended and graduated from a 10 day resiliency training course developed by the University of Pennsylvania. Despite these efforts, the Army continues to struggle with behavioral health and

suicide attempts. As a result, the Army has looked into spouses assisting with teaching resiliency training. I was chosen, along with 32 other spouses, as part of a pilot program here at Fort Campbell to become a certified MRT instructor. We are known around post as Spouse Master Resiliency Trainers.

As an instructor, my main purpose is to take the CSF2 resilience modules and the six core competencies to build a stronger Army Family unit. The six core competencies are self awareness, self regulation, optimism, mental agility, strength of character, and connections. MRT also teaches how to solve problems using the Activation, Thoughts and Consequences Model. Find and avoid your thinking traps and icebergs, as well as put it in perspective, play mental games, and real-time resilience.

All of these help build one’s mental toughness. SMRTs may teach both Soldiers and Families, and I personally have

trained more than 500 Soldiers and spouses since I graduated this course. When a Soldier comes with their spouse to the training, they appear more relaxed; resulting in greater and more open participation. When teaching just spouses, the relationships we all share with our Soldiers create a greater connection, resulting in increased self awareness. I really enjoy teaching both Soldiers and their spouses these skills. I feel that it enables them to share more and have a greater mutual understanding of the things we encounter being a part of the Army community.

My personal favorite is “Hunt the Good Stuff.” It is a great tool that teaches you how to find the “good” in any situation that might arise. You allow yourself to combat the negative bias that is naturally there by hunting for what is good. You are finding what is good when nothing seems to be going great or as planned.

If you slow down and take time to think, many good things are happening all around you. It’s your job to notice them even on your darkest days. I like to challenge all the spouses to keep a journal and, each night before going to sleep, to write down at least two good things that happened to them that day. The next morning before starting their day, re-read what they wrote the night before. Doing this allows them to start their day on a positive note and helps them to have a better day.

“
... I understand that challenges will come my way, however it’s up to me to stay positive and realize that I am not in control of everything ...”

I have learned a lot about myself by being a part of the SMRT program. Some of the things I learned weren’t that pretty; however I have gained valuable skills and tools that make me a better person, wife and mom. I know that it’s OK to ask for help from others as well as professionals. I used to think that I could just do everything on my own regardless of whether my spouse was deployed or home. Now I find myself being more open and honest with myself; and seeking help from others when needed.

Taking this course was life changing for me. How? By allowing me to see who I really am. I understand that challenges will come my way, however it’s up to me to stay positive and realize that I am not in control of everything. Being resilient is about figuring out what is controllable and what is not. When it’s something you can’t control, how will you handle that? When it is controllable, how can you do things differently next time to have a more positive outcome?

I am no longer the wife who stands in the shadows behind my husband; I am the wife standing right beside him. Together, we are a united front. I try to teach and live by the skills that I have learned. While some days are easier than others, I know that being resilient is not something that I just take a class on and forget about. Being resilient is about growing and learning more every day.

C-RAM, from Page 5

20 mm, self detonating rounds. These rounds are designed to knock the incoming weapon off course and disable it, so even if rocket, shell or mortar impacts on the base, it does not explode.

Sgt. 1st Class Eric Torres, a native of Temecula, Calif., and the platoon sergeant for the engagement operations cell of Battery B, 2-44 ADA, has been working with the C-RAM since 2005 in Iraq, during its initial fielding on land.

“The 20 millimeter rounds self detonate after a certain distance to minimize civcas [civilian casualties],” he said. “There were zero cases of civcas after nearly 200 engagements in Iraq.”

The C-RAM system uses multiple types of radar and cameras as part of its “sense and warn” capabilities. The system sounds an alarm to alert personnel, regardless if the Phalanx will fire or not. The warning allows service members and civilians to react, giving them a higher survivability rate in case rounds impact in the area.

C-RAM’s automated systems also allow it to feed information, based on the trajectory of an incoming round, to artillery personnel. This aids in counterfire, giving artillerymen the necessary coordinates to return fire to the location the round came from, much sooner than previous methods.



Photo by Sgt. Bob Yarbrough

The Counter Rocket, Artillery, Mortar and Land-based Phalanx Weapon System fires a burst of self-detonating 20 mm rounds during a test fire on Forward Operating Base Shank, eastern Afghanistan, July 12, 2013. Soldiers with Battery B, 2nd Battalion, 44th Air Defense Artillery Regiment, provided base defense to ensure the safety of the service members and civilians residing and working on FOB Shank.

FLORES, from Page 6

success requires dedicated volunteers. The expensive requirement for child care often prevents enough families from participating. The Flores family fills this gap by encouraging Soldiers and other military families to volunteer, making it possible for these exceptional athletes to continue to participate in this valuable program.

The Flores family’s commitment to the Miracle League extends beyond coaching and into all phases of planning and fundraising, enabling the league to branch out into other sports, such as golf. Moreover, and just as importantly, Tommy and Laura Flores try to serve as role models and mentors to other families who have children with disabilities, connecting those families with resources in the community and providing support through friendship and guidance.

In 2012, the Flores family volunteered at the El Paso Rescue Mission once a week for six weeks during the fall, helping provide veterans and other less fortunate adults and children with a hot meal. They prepared and served the food, washed the dishes, cleaned the tables, served the beverages, and cleaned the kitchen when the meals were over. Other members of their unit joined them and, from this experience, five Soldiers became regular volunteers during the months of September and October 2012.

For the last two years, in the months of November and January, First Sgt. Flores and his wife volunteered with an organization known as Christmas Street, which is an auxiliary to Paso Del Norte Children’s Development Center. They loaded and unloaded Christmas trees and decorations that the organization raffles off to benefit the Paso Del Norte Children’s Development Center.

The Flores family also stays actively involved in their unit’s Family Readiness Group. Not only does First Sgt. Flores support his battery’s FRG, but he involves his entire family. Laura served as the battery’s FRG leader from May 2012 to January 2013. Carlos does his part by helping his parents with set up and clean up before and after meetings and fundraisers.

During her tenure as FRG leader, Laura planned and organized multiple fundraisers and battery-level events, including a Concert in the Canyon for Alpha Battery’s Soldiers, a bowling night, two motor pool bake sales, and a battery holiday party. Moreover, she improved the quality of Soldiers’ and families’ lives by conducting financial management classes, suicide prevention classes, and coordinating for Soldier volunteers to serve food at the El Paso Rescue Mission.

Just recently, her efforts were instrumental to the overwhelming success of the bake sale fundraiser conducted for the February 2013 Senior Leader Planning Conference.

Positive command climate key to productive unit, good morale

By Sgt. 1st Class Kenneth S. Paul
HHB, 108th ADA Bde.

With today's ever-increasing operational tempo for air defense artillery units, command climate is one tenet that can at times be overlooked. We have all been a part of, or have seen, units that exude poor morale or esprit de corps. Something just isn't right.

When a unit fails to build on its command climate, leaders and Soldiers are setting conditions for failure. Building a team takes a lot of work and can, at times, require putting the greater good before all else.

Any size element or unit can build a positive command climate by focusing on three general areas: communication, strong leadership, and common expectations. Focusing on these three areas gives everyone on the team a chance to succeed.

Picture a situation where members of a unit's formation are in three different uniforms. This usually means more than one Soldier didn't receive the message about the proper uniform. The common theme that comes up in any discussion I have concerning command climate is communication. A unit's morale, effectiveness and success hinges greatly upon this one factor.

Lt. Col. Timothy Shaffer, commander of Fort Campbell's 2nd Battalion, 4th Air Defense Artillery, 108th Air Defense Artillery Brigade, said, "Communications -- both subordinate to leadership interpersonal communication and vice versa -- are the basis for the ability to assess a command climate, to focus on areas that need improvement, and to determine the needs of an organization. Morale, leadership, standards-based rewards and corrective actions are all rooted in the leader's ability to effectively communicate his or her vision, intent



Photos Courtesy 108th ADA Bde. Public Affairs
Sgt. Maj. Michael L. Leach, 108th Air Defense Artillery Brigade sergeant major, spends time with troops during decontamination training Aug. 6. During the training Soldiers were taught how to use various equipment and methods to decontaminate all the equipment that they will use during daily overseas operations.

and expectations."

Without communication a commander loses the ability to provide guidance and intent to the unit, and Soldiers lose the ability to communicate problems that hinder the execution of the mission. A breakdown in communication is easily spotted within a unit and can easily be fixed. With a good line of communication from top to bottom and vice versa, any mission can be accomplished no matter what obstacles a unit encounters.

It is up to good leaders to ensure every member of the team receives timely, accurate and easily understood information. Communication is considered to be the cornerstone of building an effective unit. The next step is ensuring the right leaders are in the right position.

When it comes to the 108th ADA Bde. at Fort Bragg, N.C., Col. Edward O'Neill holds his leaders responsible for the overall climate of the unit. O'Neill, the brigade commander, believes that

putting strong leaders in the right position -- from the team chief to the battalion commander -- is a critical factor in building a unit. "Leaders must constantly challenge their subordinates with realistic training, provide recognition to deserving Soldiers, and foster a positive environment," he said.

"Poor leadership is the greatest hindrance [to a positive command climate]," O'Neill continued. "Poor leaders hide behind excuses; good leaders accept the conditions and adapt to achieve success. The Army has developed countless tools to assess and build on a unit's command climate. Leaders should use them.

"Time is often wasted on trying to reinvent the wheel when there are many tried and true methods at the disposal of all leaders."

O'Neill also offered this last bit of advice for leaders who are afraid of failure. "It's going to happen," he said.

"Be willing to take on acceptable risk and learn from failure."

Command teams from the platoon up must be active listeners and genuinely show they care for their subordinates. They must promote an environment where Soldiers trust their leaders. Leaders must place the needs of the Soldiers before their own, and above all be approachable and receptive to the needs and concerns of Soldiers. All leaders, from the most junior to the most senior, are responsible for the morale of the unit. Leaders must meet the expectations of their subordinates and communicate their expectations to subordinates.

Standards should be clearly defined and understood by everyone in the unit. The best tool to present and set standards hasn't changed within the Army since its inception; performance counseling. Whether formal or informal, counseling sessions should be conducted as often as possible giving leaders and Soldiers time to ensure standards and expectations are being met.

If Soldiers feel that their basic expectations aren't being met, they will not push themselves to achieve success. Leaders must also meet the Soldiers' expectations and standards; this doesn't mean being super human or letting Soldiers off easy. It means that leaders are clearly defining standards, achieving and enforcing standards, and treating Soldiers fairly and with respect. Without clearly defined standards and expectations, a unit will not be



Col. Edward J. O'Neill, commander, 108th Air Defense Artillery Brigade, leads his Soldiers in an esprit de corps run at Fort Bragg, N.C., Sept. 6. The goal of the four-mile run was to build brigade morale and unit cohesion, as well as to challenge and motivate all participants.

successful.

You will often hear senior leaders refer to small groups or even individual Soldiers as "Team." This means that these leaders have learned enough to know that the team is the most important aspect of the unit. It's not how high the unit's APFT average is, or how many expert marksmen, or even how the unit performed in an inspection. It is how your unit operates as an effective organization.

Effective communication, good leadership, clearly defined expectations and standards all contribute to a unit's command climate.

Shaffer summed it up saying, "we

are all charged with the responsibility of treating others as we ourselves want to be treated. A leader must place those that they have the privilege of leading above themselves. Share challenges and hardships. Communicate intent and vision with our teams and effectively listen to their concerns and needs."

Positive command climate enhances a unit's ability to perform exceptionally. Leaders must ensure they promote an environment where Soldiers can achieve excellence personally and professionally; thereby creating conditions for self-perpetuating positive command climate.

OCS, from Page 14

belief that education was the key to that life.

"I realized at a young age that education was the difference between those who had nothing and the people who had what they needed," said Forde, who received an accounting degree from The University of Sierra Leone. "What I experienced, I don't want my kids to go through, and I will do whatever it takes for them not to go through what I've been through."

Like Davis, Forde saw a commission as a chance to contribute and to

do more.

"I wanted to become an officer so I could have a bigger role in planning what Soldiers do," he said. "I felt like I had more to offer and as an officer I think I can."

"Being an NCO is great because you get to work with Soldiers and you are making sure things get done," added Davis. "But as an officer you can decide what training and tasks are important to the unit.

"Officers can help shape the mission and make sure your Soldiers are prepared should they be called to deploy."

The two new lieutenants are

currently attending the Basic Officer Leadership Course for their newly assigned branch -- Field Artillery for Davis, Armor for Forde. After that, they will receive their first assignment as Army officers.

Both are anxious to begin their new careers.

"It's an exciting time," said Davis. "To realize a dream I had so long ago is rewarding and I am excited to serve and learn to be the best officer I can be."

"I am proud of what I've done," added Forde. "I said in 2001 that I wanted to make a difference and I believe I have."

Spiritual readiness is key to overcoming challenging times

By Sgt. 1st Class David Townsend,
32d AAMDC Chaplain Assistant

Running is a big part of my life. I enjoy it for many reasons; the time alone, the time surrounded by nature, the great mental boost, and the pure joy of running. But it is not easy.

Any time you run, it can involve a great deal of pain. I embrace that part of running as something to overcome. Pain is part of the challenge so I prepare myself for physical pain; the despair I feel on long runs when it gets really rough and the fatigue that just makes me wonder why in the world I started in the first place. But even when times were the toughest I never quit.

Army life is very similar to long distance running. My wife and I often talk about where we would be if I hadn't joined the Army. How small our lives would be if we had just stayed back in Kentucky.

We would have never met such great people while serving with 101st Airborne Division. We both made friends there we still keep in contact with eight years later.

We would have never lived in Naples, Italy, and traveled throughout the country seeing so much beauty and history. We would have never lived at Fort Jackson, S.C., where we traveled around the state, and where our oldest son would make his first lifelong friends.

We wouldn't have the financial and job security that we have had during one of the worst economic downturns in our country's history.

But by no stretch of the imagination has Army life been easy.

Deployments during my time with the 101st, my wife being gone during the summers in Italy, and the heart-break my son experienced leaving his friends in South Carolina have all been times of great stress and sacrifice.

Just like in running, though, these experiences were painful times to be overcome and not a time for us to quit. Quitting would have been easy. But we didn't quit because we knew it was going to hurt at times. We prepared, expected it, and were ready.

Part of being ready for those difficult times is being Spiritually Ready. In John 16:33 Jesus tells the disciples, "In this world you will have trouble. But take Heart! I have overcome the World."

We need to expect that tough times will come. If we realize that tough times are coming, we have begun preparing our minds to expect it and we won't be surprised.

When I am running I know eventually I am going to run headlong into a "wall" so I prepare my mind to figure out how I am going to get through it.

We know in the air defense community that we are going to deploy and, now with increased threats, those deployments have become rapid so it is even more important to fix our minds and accept the fact that tough times are coming.

Once we accept the reality that trying times will come, we need to prepare. In Philippians 4:6 Paul writes, "Do not be anxious about anything, but in everything, by prayer and petition, with thanksgiving, present your requests to God."

When we are worried about an upcoming deployment or other trying times, we are told we should pray and offer up our worries and concerns to place them in God's hands. I often find myself in prayer before runs asking God to help me do my best and turn to him when things get tough.

In addition, we need to fellowship with others. Going to church in the local community or at a post chapel; finding people who share our beliefs and will be there for us during those tough times is incredibly important.

Had I not had a close-knit group of Christian friends while I was deployed to Iraq that I could turn to, I don't know how I would have made it. And had my wife not had the local church and its congregation she may not have made it through.

The last step for us is to have faith. Psalms 121 tells us that, "The Lord will keep you from harm – he will watch over your life; the Lord will watch over your coming and going both now and forever." Faith is the key to spiritual readiness.

Having faith is knowing no matter how bleak things look at the time that God is with you and watching over you and your Family will give you the strength to carry on.

The faith that knowing because you trained your mind to expect this hardship, because you prepared through prayer and by being part of a religious community, will help you have the faith to know that God is with you and that with him you can make it through.

SHARP vital to resilience, well-being

Combatting sexual assault/harassment promotes order, discipline

By Sgt. 1st Class Ricky L. Walters,
108th ADA Bde. SHARP-VA

The Sexual Harassment/Assault Response and Prevention program is principal in maintaining the well-being and resiliency in the Army and our military as a whole.

The program helps in keeping with the good order and discipline instilled within all of our ranks. SHARP is tailored to combat a serious problem that, for several years now our military has dealt with.

"Eliminating sexual harassment and sexual assault, not only from the Army but the Armed Forces, should be everyone's top priority," said the President of the United States. As members of the Army team, we are committed to providing a safe environment where all service members and civilians are free from threats of sexual assault and harassment. These actions violate everything that the Army stands for, to include the Army Values and Warrior Ethos.

Leaders must empower their Soldiers to report these offenses, and to work diligently to reduce the stigma that is associated with sexual violence of any kind. Educating everyone on the difference between Restricted and Unrestricted Reporting when dealing with sexual assault is a key factor, while also targeting the difference between Informal and Formal Complaints when dealing with sexual harassment. Once an incident is reported, the focus reverts to the caring for the victims, and ensuring thorough investigation is conducted to hold offenders accountable.

The Army continually assesses the effectiveness of its Sexual Harassment/Assault Response and Prevention program in efforts to ensure the needs of all service members, civilians and family members are being met. The Army is aggressively addressing sexual harassment

and sexual assault by focusing on prevention through education and training. The I. A.M. Strong campaign is one of the many tools used to educate Soldiers and civilians in the prevention of these types of incidents. We want everyone to have the courage to Intervene, take Action, and stay Motivated to keep their fellow Soldiers safe.

The goal is to ensure that everyone assumes the mindset of "I am the force behind the fight." If this is achieved, then the goal of prevention will hold strong in the minds of all service members, civilians and Family members. We are one team and need to be one in this fight.

To align with the Department of Defense Sexual Assault Prevention and Response Strategy, the Chief of Staff of the Army put out five imperatives that will drive Army actions. In addition to being familiar with the "10 Sex Rules" and ensuring that they are being implemented, all personnel in leadership positions benefit from being familiar with the following five imperatives:

- Prevent offenders from committing crimes, provide compassionate care for victims, and protect the rights and privacy of survivors;

- Report every allegation and ensure it is thoroughly and professionally investigated. Take appropriate action based on the investigation;
- Create a positive climate and an environment of trust and respect in which every person can thrive and achieve their full potential;
- Hold every individual, every unit and organization, and every commander appropriately accountable for their behavior, actions and inactions;
- The chain of command must remain fully engaged because they are centrally responsible and accountable for solving the problems of sexual assault and harassment within our ranks, and for restoring the trust of our Soldiers, civilians and Families.

Everyone should be sure to know who the SHARP personnel within each units are. If unit SHARP personnel are doing their jobs to ensure that all of the tools needed to combat these issues are readily available, we can further prevent these actions together. Be sure to keep the communication lines open and keep the training ongoing. As long as we all do our part through continuing education and open communication, this threat can be stopped.

10 Rules to Prevent Misconduct

Another way to instill that sexual assault and sexual harassment go against each Army Value, is to inform the service members, civilians and Family members about the 10 Sex Rules. It's an effective deterrent to sexual misconduct. The 10 Sex Rules are:

- Sexual Assault is a crime. (Integrity: Do what's right, legally and morally.)
- No always means no. (Loyalty: Remain true to your fellow Soldiers.)
- Without consent, it is Sexual Assault. (Honor: Live up to the Army Values with every choice you make.)
- Unwanted physical contact is wrong. (Respect: Treat others with dignity.)
- Sexually offensive remarks are Sexual Harassment. (Duty: Act in the best interest of your unit.)
- Silence doesn't mean consent. (Respect: Clarify, ask before acting.)
- Assess, discern and mitigate risk. (Selfless Service: Ensure your Battle Buddy's safety.)
- Set the standard of conduct. (Duty: Be and hold others accountable.)
- Stop sexual hazing, bullying and assault. (Integrity: You are a Soldier, lead by example.)
- Be a leader, not a passive bystander. (Personal Courage: Intervene, Act and Motivate.)

32D AAMDC Lineage & Honors

(Editor's Note: The following is a reprinting of an article that appeared in Fort Bliss' installation newspaper The Monitor, Oct. 29, 1998. It covers the arrival of 32d Army Air and Missile Defense Command to the post. The original story was compiled by Spc. Lindsay Pike.)

The 32nd Army Air and Missile Defense Command was formally activated at Fort Bliss during a ceremony on Noel Field yesterday with Gen. Thomas A. Schwartz, commander U.S. Army Training and Doctrine Command, and Maj. Gen. Dennis D. Cavin, post commanding general officiating.

Post Deputy Commanding General, Col. (P) Kevin T. Campbell is the 32nd AAMDC commander and Col. Berry Cardwell is the 32nd AAMDC chief of staff.

In November 1994, the "concept" of a theater air and missile defense organization was presented to the then Chief of Staff of the Army, Gen. Gordon R. Sullivan, for his approval. Sullivan endorsed the concept, and a two-step process was developed to further study the organizational concept.

For the first step, the Army equipped and manned a prototype Army Theatre Missile Defense Element under the auspices of the Army Space and Strategic Defense Command, and exercised this element during joint exercises.

Step two incorporated the lessons learned from previous exercises and developed an objective organization to carry forward through the Force Design Update and compete for Army resourcing.

In December 1996, Chief of Staff of the Army Gen. Dennis J. Reimer approved the multi-component AAMDC concept. This concept was comprised of 69 active component and 112 reserve component personnel, Florida and South Carolina Army National Guard, with an active component/reserve component mixed headquarters. The AAMDC was designed in consonance

with an evolving "Total Force" concept. Reimer directed the fielding of a provisional organization, the continuation of the Force Design Update process and the follow-on refinement of tactics, techniques and procedures.

The AAMDC fulfilled this charter over the following months, validated its critical TAMDC mission and conducted extensive training during numerous joint and combined exercises. These exercises included Roving Sands 1997, Ulchi Focus Lens 1997, Coherent Defense 1997 and the United States/Russian TAMDC Exercise, Jan. 1998.

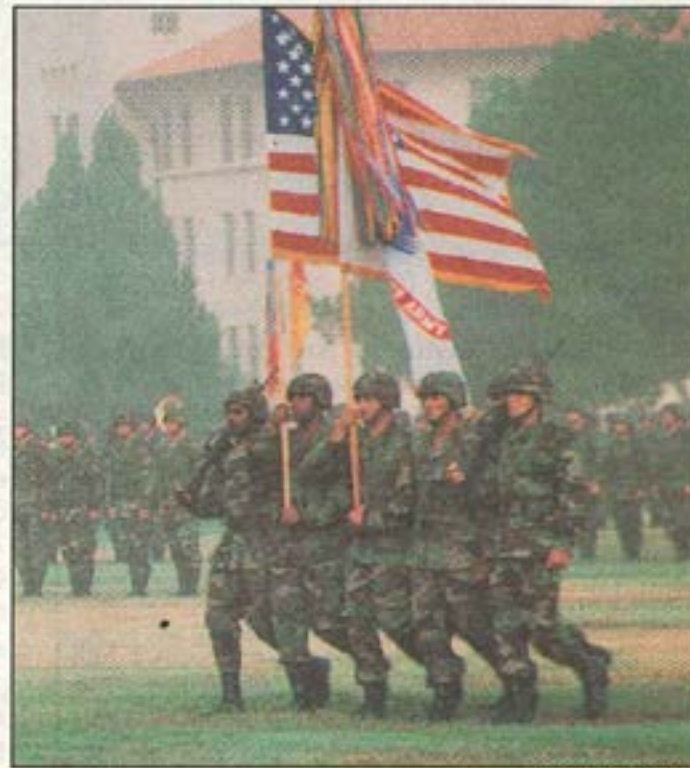
The 32nd AAMDC sent a 98 personnel unit to Kuwait to participate in the build-up of forces in Southwest Asia and to oversee the planning and execution of air and missile defense operations there.

"This was the first time the 32nd AAMDC has deployed to an actual combat zone," said Post Command General, Maj. Gen. Dennis D. Cavin, former 32nd AAMDC commander.

During the deployment, the unit conducted five coalition training events with the Kuwaitis, Cavin added.

The AAMDC is not just an ADA headquarters. It is an air and missile defense headquarters staffed by personnel from multiple branches and relies heavily on their functional area of expertise to execute the four functions of TAMDC. In addition to air defense specialties, the AAMDC staff consists of field artillery, aviation, special operations, intelligence, signal and chemical personnel melded into an effective TAMDC team.

The AAMDC provides the staff expertise and latest technology to plan, coordinate, deconflict and monitor the execution of the Army Forces and Joint Forces Land component Commanders' theater air and missile defense plans during force protection operations. The AAMDC liaison officers deploy to all major theater command and control elements including the Air Component Commander, Land Component Commander, Joint Special Operations Task Force and Maritime Component Commander. The liaison also provides coordination/deconfliction in the execution of integrated operations.



Command Sgt. Maj. Reginald Ficklin, 32nd AAMDC command sergeant major, led the color guard during the pass in review.

BLACKJACK SPOTLIGHT

Spc. David Sumpter, D. Battery, 3rd Battalion, 2nd Air Defense Artillery Regiment, showed he has what it takes to be the best by winning the Fires Center of Excellence Soldier of the Quarter competition.

Sumpter said while he has a huge sense of accomplishment, he is thankful for the support and mentorship of his leaders.

"People were pushing me to do this," said Sumpter. "I never thought that I would have been able to compete for this. The first sergeant and commander, along with my platoon sergeant really helped push me to do it."

First Sgt. Kevin McConkey, Delta Battery, 3-2 ADA, said Sumpter's motivation is the reason he won the competition.

"It was him that did all studying," said McConkey. "We helped out with pre-boards, and every now and then we would be down in the motor pool and ask him a question, but every time he'd spit out an answer with no delay."

We are all very proud of him," said McConkey. "His hard work and dedication shows everyone what Delta Battery is all about."

When 69th Brigade deployed forward in support of Operation Ensuring Freedom, Spc. Daniel Heath Wheeler said his goodbyes to his wife and son, knowing it would be at least nine months before he would see them again. After arriving in the area of operations, Wheeler became the tactical operations center radio telephone operator and a part of the daily brigade 'battle crew.' Working seven days a week ensured the 'Lightning Strike' brigade had full situational awareness.



battle captain and noncommissioned officers while on shift.

Wheeler did not just look to improve himself in his duties, but also sought to improve his physical fitness while deployed. Only a month into the deployment, he recognized the need to push himself and knew that he couldn't do it alone. He went to 1st Lt.



Caleb Martin, the brigade assistant S-2 at the time, and asked for his help. Martin, a certified Crossfit instructor and co-owner of his own gym back in Texas, agreed to help Wheeler reach the next level of physical fitness. Over the following months, Wheeler put in hundreds of hours in the gym during his off time.

In just five short months, Wheeler had proven himself to not just his fellow Soldiers, but to his leadership as well. Staff Sgt. Joseph Michael Erwin, his first line supervisor, recommended him for promotion in May.

He completed the promotion board and, two months later, was promoted to sergeant in front of the brigade command team, his senior NCOs and his peers. Most importantly, his wife and son were able to watch the promotion via Video-Teleconference.

Sgt. Desiree Dessus, 22, is an air defender from Bravo Battery, 4th Battalion, 5th Air Defense Artillery Regiment, 69th ADA Brigade. She was born at the Carl R. Darnall Army Medical Center on Fort Hood and was raised in Killeen by her parents, who were both active duty Army.

Dessus joined the Army in August of 2010. After attending advanced individual training at Fort Sill, Okla., she was assigned to the personnel shop of 4-5 ADA. She was later moved to a line battery, Bravo Battery, to better learn the art of being a tactical operations center enhanced operator maintainer.

During her first deployment to Kuwait, her crew won the best crew award in the battery in June of 2012. The crew proved their excellence in mission and equipment knowledge by participating in air battles that increased in difficulty as the levels of the competition elevated.

Upon returning from deployment, Dessus went to the promotion board in May of 2013 and was promoted to sergeant in July of the same year.

During that time, Dessus also competed in the brigade's Lightning Warrior Week Competition, where she earned the title of the brigade Soldier of the Quarter for the third quarter of fiscal year 2013.

In addition to her military service, Dessus also spends her free time volunteering at local community agencies. She has spent over 20 hours volunteering at the local soup kitchen, as well as volunteering with the organization Mothers Against Drunk Driving.



A Soldier from the 1st Battalion, 62nd Air Defense Artillery Regiment, says goodbye to his wife and son before leaving Fort Hood on a year-long deployment to the Central Command area of operations in June 2013.

Photo by Sgt. Maria Kappell

