

The NCO Journal

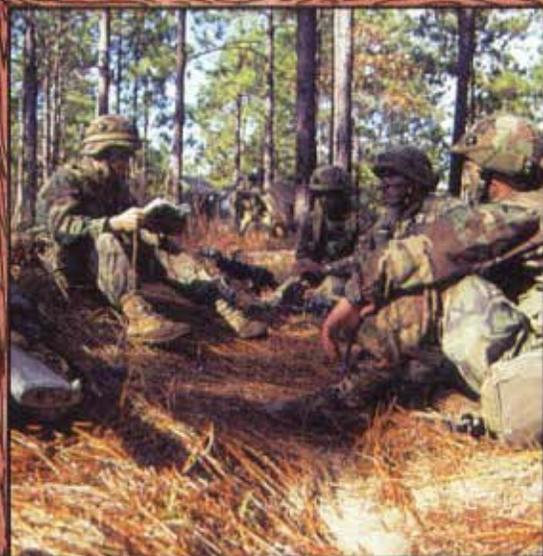
Winter 93-94

A Quarterly Forum for Professional Development

Promotions



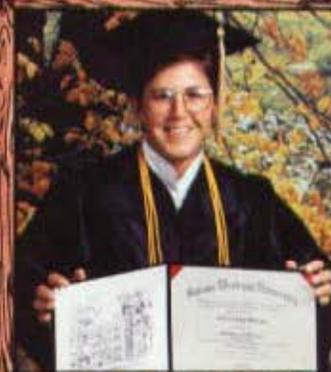
"No matter how smart and clever you are, at a certain point, you cannot do more with less."



Drawdown



Education



Leadership Challenges

The NCO Journal

Vol. 4 No. 1

Winter 93-94

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by the U.S. Army
Sergeants Major Academy

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The *NCO Journal* is a professional publication for Noncommissioned Officers of the U.S. Army. Views expressed herein are those of the authors. Views and contents do not necessarily reflect the official Army or Department of Defense positions and do not change or supersede information in other official publications.

Our mission is to provide a forum for the open exchange of ideas and information, to support training, education and development of the NCO Corps and to foster a closer bond among its members.

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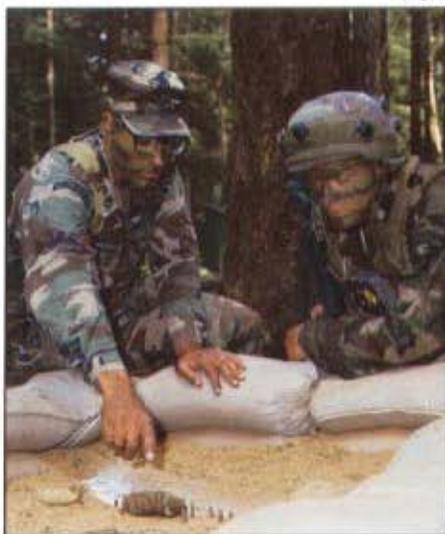
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Letters: Letters to the editor must be signed and include the writer's full name and rank, city and state (or city and country) and mailing address. Letters should be brief and are subject to editing.

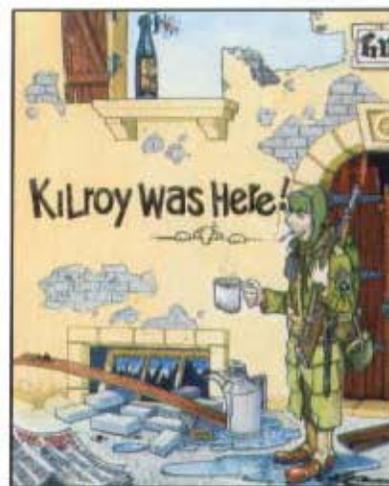
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page 9



inside back cover



page 12



“Soldiers compete against all other eligible soldiers in their primary MOS and zone of consideration.”

Centralized Selection Board data for SFC/ANCO, 7 JUN-1 JUL 94

page 12

Inside this issue

| | |
|---|-----------|
| News and Issues..... | 1 |
| Education...and a matter of degrees..... | 3 |
| Why Can't MSG(P) Johnny Read..... | 4 |
| NCO Leadership Challenges..... | 6 |
| Leadership/Followership..... | 9 |
| What to Do to Become Competitive..... | 10 |
| Focus on Centralized Promotion Boards..... | 12 |
| To Close a Unit: ORGANIZE..... | 15 |
| First Formation Formula..... | 16 |
| Distributed Training..... | 17 |
| Lasting First Impressions..... | 18 |
| First Sergeant/Standard Bearer..... | 19 |
| The Staff Ride Mission in the Huertgen Forest..... | 20 |
| Letters to the Editor..... | 21 |
| Book Reviews..... | 24 |

On the covers

Front cover design by SFC Gabe Vega, *NCO Journal* staff. Inside back cover by El Paso, TX artist Dennis Kurtz. Back cover photo by SPC Michael P. Tolzmann.

"Prepared and Proud," Essay Contest Topic

The Freedoms Foundation at Valley Forge 1994 military essay contest, open to all servicemen and women, has been announced. Deadline for entries is May 1, 1994.

If you're on Active duty, serve with the Reserve, ROTC or JROTC components, you're encouraged to think about and write about freedom. This year the topic is "Prepared & Proud."

Awards for winners include framed George Washington Honor Medals and \$100 and \$50 U.S. Savings Bonds.

Contact E. Katherine Wood-Jacobs, vice president and director of awards at (215) 933-0522, FAX (215) 935-0522 for details on length, address and other information required.

*Freedoms Foundation
Valley Forge, PA*

Equal Opportunity Course Offered to Senior NCOs

Senior NCOs who wish to enhance their knowledge in the field of equal opportunity have the chance to attend a one-week workshop developed by the Department of Defense Equal Opportunity Management Institute.

Courses, designed to examine EO problems that could impact mission readiness, are scheduled for April 25-29 and August 8-12, 1994. Make applications through your respective command channels.

*SFC Rebecca J. Marcum, DEOMI PAO NCO
Patrick AFB, FL*

NCO Selection Boards

Within the next 12 months, eight selection boards will meet at Ft. Benjamin Harrison, IN and St. Louis, MO to recommend senior NCOs of the Active and Reserve Army for promotions and advance schooling.

Board dates are:

Feb. 8-Mar. 4 — (St. Louis) master sergeant and sergeant major selections for Army Reserve component of the Active Guard and Reserve Program.

Feb. 22-Mar. 26 — (Ft. Benjamin

Harrison) master sergeant selections for the Active Army.

Apr. 12-29 — (St. Louis) sergeant first class selections for Army Reserve Component of Active Guard and Reserve.

Jun. 6-22 — (St. Louis) staff sergeant selections for Army Reserve component of Active Guard and Reserve.

Jun. 7-July 3 — (Ft. Benjamin Harrison) sergeant first class and Advanced Noncommissioned Officer Course selections for Active Army.

Sept. 12-23 — (St. Louis) command sergeant major selections for the Army Reserve.

Sept. 13-Oct. 14 — (Fort Benjamin Harrison) command sergeant major and sergeant major selections for Active Army.

Army Times

Conditional Promotions

The Army has approved conditional promotions for promotable staff sergeants who haven't attended ANCOC through no fault of their own and promotable master sergeants who haven't completed the Sergeants Major Academy.

Promotions in FY 94 were to be held until NCOs completed the appropriate NCOES course. However, effective October 1, NCOs whose sequence numbers were reached for promotion to SFC and SGM were promoted "conditional" upon completion of their respective course.

NCOs conditionally promoted will return to their prior grade if they're denied enrollment, become academic failures or don't meet graduation requirements, become "no shows," or fail to attend during the fiscal year for which they're selected for school.

Call your local personnel office for more information on this topic.

Army Times

Have a Question About Hazardous Materials?

If you have a question about managing or handling hazardous materials, there's a source. It's Hazardous Techni-

cal Information Services (HTIS).

HTIS focuses on preventing occupational illness/injury and on protecting the environment by providing information on the management of hazardous materials. A technical support function operated by the Defense Logistics Agency (DLA), HTIS provides free, professional consultation world-wide to DoD personnel. In addition, other federal agencies may use HTIS if an item in question was formerly owned or managed by DoD.

Specifically, HTIS answers questions about safety, health, transportation, storage, handling, regulation, disposal and environmental considerations of hazardous materials and wastes.

You can call HTIS at DSN 695-5168, COM (804) 279-5168 or 1-800-848-HTIS. A professional in chemistry, chemical engineering, industrial hygiene or environmental science will respond. HTIS also publishes a quarterly bulletin to keep DoD personnel up to date on current development as well as education and training related to hazardous materials and waste.

*Leonard S. Lambert
DLA, Richmond, VA*

Enlisted Opportunities For Military Academy

The United States Military Academy Preparatory School offers enlisted soldiers an opportunity to qualify for attendance at West Point. You qualify for the program if you're 17 through 21 years of age, an American citizen (or able to become one before entering the Academy); single with no legal obligation to support a child or children; are a high school graduate or have a GED equivalent; medically qualified for admission, with vision correctable to 20/20 with glasses; of high moral character, with no military or felony conviction or history of drug or alcohol abuse.

This educational opportunity compares to Officer Candidate School, Warrant Officer Candidate School and the Green-to-Gold program, but without any previous college work requirements. The program has provided enlisted

men and women. Its distinguished graduates include 64 general officers, Rhodes Scholars and decorated veterans of four wars.

Troop level leaders who know a quality young soldier need to make him or her aware of the opportunity. You may obtain further information by writing: Commandant, USMAPS, Fort Monmouth, NJ 07703, or by calling DSN 992-1807/1808 or COM (908) 532-1807/1808.

SGT Jim Blazevic
USMAPS

Outstanding Army Cooks Receive Connelly Awards

The Army's best cooks from 10 installations around the world were recognized recently in Maui, Hawaii. The Philip A. Connelly awards were given out for the 25th time during the International Food Service Executives' Association's (IFSEA) annual convention.

Winners and runnersup, respectively, are:

Small Dining Facility: 17th Area Support Group, Camp Zama, Japan and 3d US Infantry (Old Guard), Washington, DC.

Large Dining Facility: 177th Forward Support Battalion, 177th Armored Brigade, Ft. Irwin, CA and Special Troops Battalion, Consolidated Dining Facility, Wiesbaden, Germany.

Active Army Field Kitchen: IHHC, 2d Battalion, 72d Armor, Second Infantry Division, Camp Casey, Korea and A Company, 307th Signal Battalion, 1st Signal Brigade, Camp Carroll, Korea.

National Guard Field Kitchen: Company A, 1092d Engineer Battalion, Gasaway, WV and 12th Personnel Service Company, Oahu, HI.

Army Reserve Field Kitchen: HHC, 412th Engineer Command, Vicksburg, MS and HQ, 82nd Field Hospital, Omaha, NE.

The facilities were evaluated by representatives from IFSEA and the U.S. Army Quartermaster School.

Ann Harrison
Public Affairs, Ft. Lee, VA

FY 94-95 Courses (Tentative) at USASMA, Ft. Bliss, TX

Sergeants Major Course (SMC) (1-250-C5)

| | |
|-----------|-----------|
| Class #44 | |
| Reports | 11 JUL 94 |
| Starts | 25 JUL 94 |
| Graduates | 12 JAN 95 |

Non-Resident Course (SMC) (1-250-C5 ACCP)

| | |
|-----------------|-----------|
| Class of JUL 94 | |
| Reports | 10 JUL 94 |
| Starts | 11 JUL 94 |
| Graduates | 22 JUL 94 |

First Sergeant Course

| Class # | Starts | Graduates |
|---------|-----------|-----------|
| 03-94 | 02 MAR 94 | 02 MAR 94 |
| 04-94 | 20 APR 94 | 24 MAY 94 |
| 05-94 | 20 JUL 94 | 23 AUG 94 |
| 06-94 | 07 SEP 94 | 12 OCT 94 |

Battle Staff Course

| Class # | Starts | Graduates |
|---------|-----------|-----------|
| 02-94 | 02 MAR 94 | 12 APR 94 |
| 03-94 | 19 APR 94 | 01 JUN 94 |
| 04-94 | 20 JUN 94 | 02 AUG 94 |
| 06-94 | 28 SEP 94 | 10 NOV 94 |

TRADOC Moves Into Space Business

Training and Doctrine Command has taken the lead to ensure that space-based military systems serve today's force-projection Army with the creation of a new agency at TRADOC headquarters.

The Space and Electronic Combat Directorate (SECD) will perform the same mission for space operations that TRADOC does for the Army, according to COL Michal Robinson, SECD director.

"We will operate in our domains of doctrine, organization development, leader development, training, materiel development and soldier support," Robinson said.

What we want to do is normalize space so that the use of space-based

systems becomes everyday actions."

The directorate is also developing doctrine for space operations, to be published as FM 100-18, *Space Support to Army Operations*.

Jim Caldwell
TRADOC News Service

Correction! On USASMA Bulletin Board System Phone

An incorrect phone number (DSN 978-8621) was inadvertently printed in the fall 93 issue (page 17) of the *NCO Journal*. The correct number to contact the "Systems Operator" for information on the NCO Education System is DSN 978-8261, or COM (915) 568-8261.

Darned gremlins!

The new system, announced during the 1993 Worldwide NCOES Conference, aims to enhance communications between the USASMA Directorate of Training Course Development Division and those units it supports in the Active and Reserve Components. It provides a means of disseminating information on new NCOES developments, changes in course materials and a message system to facilitate communications between not only USASMA and the users of the system, but also between all users of the system.

ED° U° CA° TION°

and a matter of degrees

As the education advisor for the U.S. Army Sergeants Major Academy, SGM Weiske encounters recurring education-related problems with students attending the Sergeants Major Course (SMC).

This article speaks to all NCOs, but in particular to those preparing to attend the SMC. Weiske provides information to steer senior NCOs toward focusing their efforts to prepare themselves to earn their college degree.

By SGM John R. Weiske

Many senior NCOs arrive at USA-SMA with their education records and their education profile in disarray. In the present class (class 42) of 460 students, 55 percent have had some college in their careers and 18 percent have associate degrees. An overwhelming majority aren't working toward any specific associate or bachelor degree.

The key element in preparing yourself for completing your college degree is to establish academic residency with a specific college. This is normally 15 semester credit hours for an associates in arts or science degree, or 24 semester credit hours for a bachelor of arts or science degree.

The next step is to enter into a Service Members Opportunity College (SOC) agreement with a college in the SOC system. The SOC organization began in the early 70s as a civilian-military partnership to expand and improve post secondary educational opportunities for active military personnel and veterans. Basically, it provides for a home college which is willing to accept transferred credits from other SOC institutions and issue a college degree upon completion of predetermined requirements. All on-post college programs are in conjunction with SOC institutions and any Army education counselor can verify the SOC status of any college you might have attended.

A SOC agreement provides you with an official evaluation from the college

and a degree plan for a specific degree. You'll then know exactly where you stand toward completing your degree and be able to tell what specific courses you need to meet all graduation requirements. Consequently, you could attend any SOC college as you are reassigned throughout your career and enroll in college classes that are guaranteed to meet the curriculum requirements of your home college degree plan.

Now is the time to *STOP* and review your college transcripts and grade slips and refocus your college efforts towards a degree-seeking program.

In most cases, senior NCOs, who've completed over 30 semester hours of classroom studies have met the requirements of an associates degree once their military training has been evaluated.

As tuition assistance funds become slim across the Army community, it becomes more important to have a SOC agreement and a degree plan. If you plan to use your Veterans Administration (VA) benefits, you must have a valid degree plan and an educational goal. Your home college must verify that the classes you're planning to enroll in meet your degree plan requirements. Once requirements are verified then the VA will cover the cost of the tuition.

To in-process and effectively meet all student college enrollment needs it will become increasingly important to know quickly and effectively what students need to complete their degree. Only a valid degree plan will present a complete picture of degree requirements remaining to be completed. With the expansion

of the SMC curriculum to 39 weeks, USASMA plans to conduct four semesters for college extension studies.

To in-process students and enroll them in four college classes over a period of nine months becomes a monstrous task. The Academy must quickly determine what college courses the student requires. If enough students need a course the institution doesn't offer, then the courses can be programmed and added within the extension studies curriculum.

Additional classes can be offered and geared toward the upper division level to target those students seeking bachelors degrees. However, funding then becomes an individual responsibility. To use VA benefits, students must have a valid degree plan and tuition assistance cannot be used during duty hours.

Once you have academic residency, a SOC agreement, an official evaluation and a valid degree plan, you'll be well on your way toward completing your degree. Be aware that the time it takes from evaluation to degree plan varies from school to school. All the opportunities are present for you to significantly improve your college standing while attending the SMC. But, you have to take the initiative to arrive here prepared in order to ensure success.

Call SGM Weiske at DSN 978-8776 or COM (915) 568-8776 if you have questions. ■

Weiske is the education advisor for the U.S. Army Sergeants Major Academy, Ft. Bliss, TX.

Why Can't MSG

By SGM Miles C. Pitman

One of the many leadership challenges for today's NCO is self-development. We are often too busy taking care of our soldiers and the mission to recognize our own professional development needs. After all, that's a quality of great leaders. Right?

Here's a true story about MSG (P) Johnny (not his real name). This senior NCO dedicated so much time to soldiers and the mission that he neglected his own needs. Just recently that selfless service caught up with him.

MSG Johnny spent the last 18 years training soldiers and developing officers. He loved his job and cared for his soldiers and unit. As a result, he was promoted ahead of his peers throughout his career.

The many officers he mentored and worked for respected him. Unfortunately, they overlooked his "shortcomings" too. As did the "shadow clerk" who refined and typed the counseling statements, NCOERs, awards and other administrative correspondence.

"What shortcomings?" you say. Simple. MSG JOHNNY CAN'T READ !!!!!

His inability to read and write effectively was overlooked by the "shadow clerk." After all, should that junior soldier be the one to point out his weakness?

Besides, no one ever told him, firmly, that he was weak in the communication skills area. His platoon sergeant talked with him when he was a young sergeant and suggested he attend the Basic Skills Education Program (BSEP) to sharpen his skills. But, he passed PNCOC and BNCOC, even though he had to work harder than his peers. Then came ANCOG and a "mandatory" English course. How "mandatory" could it be if he didn't have to do well or pass?

When Johnny got back to his unit and served as a new platoon sergeant, his first sergeant talked to him about the new Advanced Skills Education Program (ASEP), similar to BSEP. It sounded good, but he was too busy and didn't want to embarrass himself in front of his soldiers.

Now he's a promotable master sergeant with 18 years of service and marching off to the U.S. Army Sergeants Major Academy. He had to take the "mandatory" Test of Adult Basic Education (TABE) prior to leaving his post. He scored below the "mandatory" minimum of 12.0 in reading and 10.2 in English (language). His CSM expressed concern over his 8.9 in reading and 7.6 in English, but MSG Johnny was one of his best first sergeants, whose correspondence was always well written and on time. Why hold him back?

MSG Johnny didn't make it past the first exam on leadership. Four weeks into the Sergeants Major Course he was disenrolled. And not because he didn't know how to lead but because he couldn't READ. He's no longer promotable. He's humiliated and at the end of his career.

Who will be the next MSG Johnny? Will it be you?

Let's consider a few things here. First, it was the senior NCO's responsibility to work on his own professional development. Not having the time wasn't and isn't an excuse. Second, his senior leaders failed him by overlooking his "shortcomings" and allowing him to side-step the needed training.

Third, and to me the biggest issue, is the word "mandatory" in the above story. If the TABE is mandatory with mandatory minimum scores in reading and English, why are NCOs allowed to come to the Sergeants Major Course who do not meet these scores. There's

nothing mandatory about that.

Granted, those with lower scores are enrolled in remedial courses. However, this is a little late, don't you think? After all, with the course load and other requirements, learning how to read at this level, and at this late date, is a bit much and obviously not effective.

Yes, MSG Johnny made it this far without BSEP, ASEP and any other education programs that might have assisted him. However, there comes a point in our careers when we must face

statistics show that

Reading, writing and arithmetic were the courses many of us disliked in school. However, we are now finding how valuable these skills are in adulthood and our military careers.

The Test of Adult Basic Education (TABE) is designed to test our grade levels in reading and English (language) usage. It's mandatory to take the TABE before attending the Sergeants Major Academy. The recommended grade levels are 12.0 for reading and 10.2 for English. However, NCOs are accepted into the Academy even though they score below these levels.

The past six classes, including No. 42, which graduates January 12, had 23 percent of enrolled students with low TABE scores. (See chart for breakout by class.) That may seem small to some, but it isn't, considering that today's NCOs are supposed to be smarter and better educated, and better able to communicate with their soldiers through the written as well as the spoken word.

Granted, not all NCOs with low TABE scores flunk out of the Academy. However, the statistics show that one of every 27 students with low TABE scores will fail.

The *Journal* interviewed five Class 42 students who had low TABE scores in one or both areas. Each one had failed at least one exam the first time. Some admitted that a reading and vocabulary weakness

(P) Johnny Read?

the music. We must be able to communicate to our soldiers, not only verbally, but in writing. We must be able to read about military history, and current events, for example, to relate past experiences and lessons learned to future confrontations. NCOs who can't read and write can't do this effectively. It doesn't matter how much they love soldiers, the unit or the Army. They will never be able to be the best leader they can be.

What's the bottom line? If a test

is mandatory, then enforce the mandatory requirements. Also, let's test our NCOs early in their careers and set guidelines that are enforced. A TABE should be taken prior to PLDC and enforced mandatory minimum levels should be set for that level and so on through to attendance at USASMA. Soldiers who don't meet those requirements must attend the remedial programs available, then retest. If the scores improve they move on to the selected NCOES course.

We must all take ownership for our careers. In addition, we senior leaders must also take on the challenge of knowing our soldiers and NCOs. While it might be embarrassing for some to admit they can't read or write, others will thank you later for CARING. And, so will I—because I have to look into the faces of NCOs just like MSG Johnny as their career ends. You don't. ■

Pitman is an instructor for the Sergeants Major Course, USASMA, Ft. Bliss, TX.

one out of every 27 NCOs with low TABE scores will fail

made them have to work harder and spend more time studying. However, a few commented that NCOs shouldn't be kept out of the course just because of the low TABE scores.

"Everyone is different," said a 20-year-infantry-turned-supply-NCO. "The TABE test is a one-time thing that doesn't measure everything about that NCO. Most of us know we'll have to work harder to keep up, so why not let us accept that challenge? However, I do think the TABE should be given at least a year out to give NCOs a chance to improve deficient skills before attending NCOES courses."

One aviation soldier said, "I feel the most responsible for my low scores. We must make more time to improve our weaknesses. I made time for my soldiers to attend BSEP, ASEP, etc., but not for myself. I sold myself short. When I finish here, I'm going back to school to improve in my English and reading

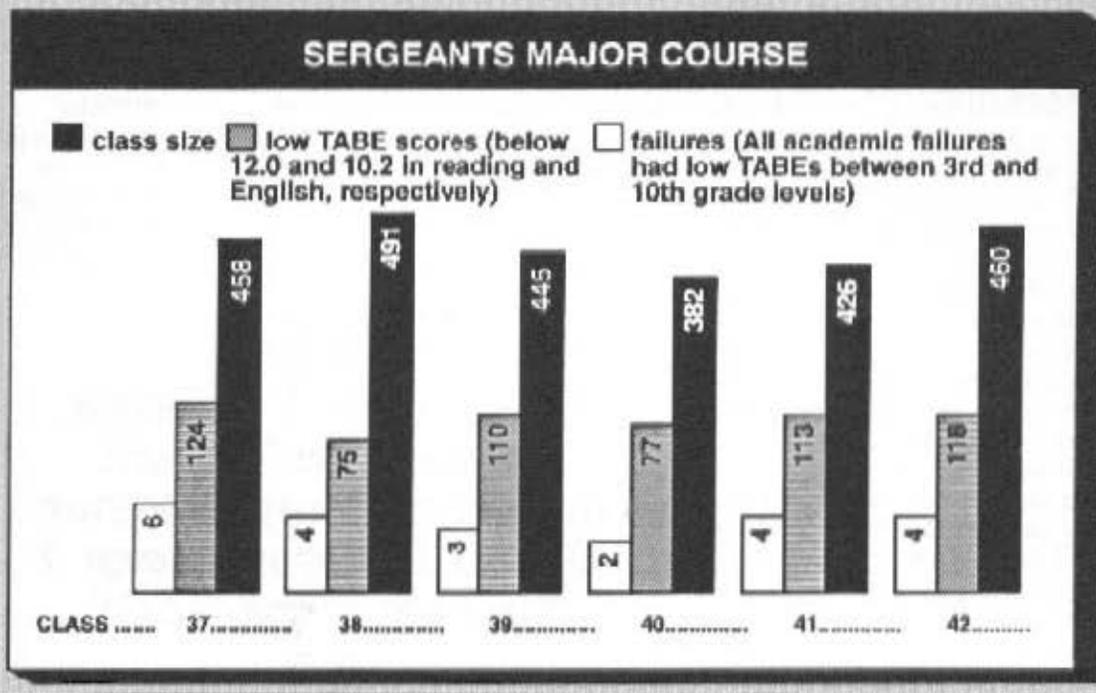
skills, most definitely."

"I met the recommended reading level," said a practical nurse. "I didn't have a problem in my area of expertise. My trouble came when I had to write papers or read or research in subject areas that were foreign to me."

There's no doubt that the sergeants major course was twice as difficult for these NCOs compared to their peers.

However, they all agreed that NCOs must quit making excuses, recognize their deficiencies and fix what's broken early in their careers. They also believe more command emphasis should be placed on the TABE earlier in a soldier's career. The consensus is, if it's mandatory, it must be done and standards enforced.

Then, there will be no excuses. ■



The Chief's view of...

NCO Leader

Editor's note: The following is the major portion of a speech given by GEN Sullivan at the AUSA sergeants major luncheon in Washington, DC, Oct. 18, 1993.

By GEN Gordon R. Sullivan
Chief of Staff, United States Army

Some say that with the fall of the Soviet Union we no longer need the best Army in the world.

Those folks are entitled to their opinion, but events every day suggest that they are wrong. The demands of peace, the burdens of peace are enormous.

Look at the world around us. You read the newspapers. You watch television. True, the Soviet Union may be gone. But Secretary of Defense Les Aspin said it best: "The new world order seems to be long on new and short on order." He's exactly right. Consider these cases: Somalia, the former Yugoslavia, North Korea, Iraq, the Sinai, possibly the Golan Heights.

America has a lot of work for us and the Army must ask much of its' NCO Corps. Even though the Cold War ended, peace has not broken out all over. There are less soldiers and less dollars, but plenty of missions.

Our pace of operations (OPTEMPO) is running higher than it did during most of the Cold War. We have some 20-25,000 soldiers overseas on contingencies in 70-75 countries, and that's in addition to the 125,000 forward based in Europe, Asia and elsewhere. You know, we have more soldiers getting

shot at right now than at any time during the Cold War except the hottest stretches of the Korean, Vietnam and Gulf wars. That's the reality of today's Army.

The Army must pay a price to do all of these operations. Higher OPTEMPO demands more from all of us, especially the quality NCOs who are the lifeblood of our Army.

You are all aware of what higher OPTEMPO really means. Consider a battalion task force ordered to go to the Sinai. As experienced NCOs you realize that we are really talking about three battalions—one getting ready, one there and one refitting, retraining and taking care of families. When we get missions, you must consider this multiplier effect.

The number may not be three. Some day it's four or even five and does vary based on the situation. But it's real. No matter how smart and clever you are, at a certain point, you cannot do more with less. To keep the edge, there must be time to train, time to take care of people and time to get heads on straight. You cannot simply throw the same folks into the fire time after time.

The old soldiers in this room know exactly what I'm taking about.

In Vietnam, we let OPTEMPO eat us alive. We sent the same sergeants back to the jungles every other year. In between, we ground them down as drill sergeants, or in Korea, or along the Fulda Gap. Good men and women left the service rather than endure more of that. We nearly broke our NCO Corps and our Army. That will not happen again.

We have a good plan to prevent repeating the mistakes of the Vietnam era. We are executing that plan and refining it as we go. But nothing is preordained or guaranteed. All of us must keep our heads in this game.

We will continue to grow a quality NCO Corps by careful attention to the right balance among six imperatives:

- quality people
- leader development
- doctrine
- training
- modern equipment
- force mix

The Army must control the pace of change to keep these six vital aspects in balance. That's how we built this great

Army—that is how we will keep it. The result will be an Army trained and ready for today's missions and for the missions of the 21st century.

This year, we recruited 95 percent high school graduates and we will exceed that next year; seventy percent of recruits tested in

“
**Active, Guard, Reserve,
civilians, we've built
America's Army together.
Quality NCOs will keep it
the best in the world.**
”

ship Challenges

mental categories I through IIIA. These are bright young men and women. Only two percent came from Category IV, and they were carefully selected. You can be comfortable with that, I am.

**“
No matter how smart and
clever you are, at a certain
point, you cannot do more
with less.
”**

Retention of quality soldiers looks good. We're keeping the best and brightest. Those forced out by downsizing leave with dignity and respect. Make no mistake about it—civilian employers really want the young men and women you trained and inspired.

Leader development is closely linked to quality people. NCOs are leaders by choice and being a leader is hard work, as you all know. It's technically demanding, tactically demanding and of course, demanding in terms of an understanding of people. We're putting great emphasis here.

Our Noncommissioned Officer Education System (NCOES) educates leaders for today's Army and the 21st century. This year, the Sergeants Major Academy class includes the first soldiers to have completed NCOES from bottom to top: PLDC, BNCO, ANCO and now the Academy. That's the wave of the future. These are future

first sergeants, sergeants major and even future sergeants major of the Army working through PLDC right now. Promotion opportunities continue to be bright. In some specialties, they're actually a little ahead of Cold

War rates. We remain committed to advancing our good NCOs. We reward quality and hard work. The new Self Development Test (SDT) is part of this. Doctrine, what we say, explains how we fight. Our new FM 100-5 *Operations*, the capstone manual, emphasizes joint

operations other than war (like Somalia and Bosnia) and force projection. We have doctrine for a 21st century Army.

Speaking of 21st century warfare, look at Panama. We put some 300 aircraft into the night sky and attacked 27 targets in a few hours. We took down that whole country in one blow. That's the simultaneous application of complementary capabilities. It's war at the graduate level.

These sorts of rapid, high-technology, decentralized operations require expert leadership from superb NCOs.

Initiative remains a core tenet. Mission orders and NCO leadership will be vital in every tank duel, every bridge demolition and every rapid refueling. We will always plan, rehearse and refine but when push comes to shove, we will rely on our sergeants. Our doctrine reflects that.

Training, what we do, keeps our edge. Forces not already committed to an operation or between tasks on a particular mission, keep busy by training. During Desert Shield, our forces trained. Being prepared does not just happen. Practice makes perfect. And we practice hard.

The NCO Corps forms the rock on which we build our Army. Napoleon, one of the greatest generals of all time, understood the importance of good NCOs. He observed: "As a rule it is easy to find officers, but it is sometimes very difficult to find NCOs."

Napoleon, himself a former corporal and sergeant, knew what he was saying. NCOs are not ordinary people. They

**“
The whole Army looks
to its sergeants, and
well we should. When
in charge, take charge—
that's the creed of the
American NCO.
”**

“
**When everything went to hell,
they did as they had been
trained. They knew who to
trust. They looked to their
sergeants**
”

are men and women who stand apart from the crowd, who seek responsibility, take charge and get the job done. They were the front line leaders in Napoleon's time. They are the front line leaders today.

Since its founding on June 14 1775, our Army has been blessed with quality sergeants. A strong vibrant NCO Corps characterizes the American Army. Often, we call NCOs the “backbone” of the force and they are that. But they are more. NCOs are the fighting heart, the warrior soul of our Army. General of the Army and later President, Dwight D. Eisenhower summarized it very simply and succinctly: “The sergeant is the Army.”

The sergeant is the Army. Our NCOs have established a record of excellence that marks the triumphs of our Army from Lexington to Mogadishu. America's Army has followed its sergeants to hell and back. Look at what history tells us.

Valor and sacrifice—of all Army Medal of Honor winners, more than half wore NCO chevrons. If only 20th century conflicts are considered, the proportion approaches two-thirds. This reflects a truth about modern combat. We fight by squads and crews. We follow our sergeants.

Initiative—in battle after battle, when officers went down, Americans counted on a corporal or sergeant to take charge. It happened at Concord, where Minuteman NCO Amos Barrett of the Massachusetts Militia took charge after his lieutenant fell wounded. It happened at Utah Beach, where Staff Sergeant Harrison Summers led a small group of paratroopers to clear a vital beach exit.

It happened at Landing Zone X-Ray in Vietnam, when Sergeant Ernie Savage assumed command of a trapped platoon—he got them out. It was happening recently in Mogadishu. On Sunday, October 9, with Rangers pinned down under

fire, SGT Bob Jackson led a relief force forward. “Those are my guys,” he said, “and I've got to be helping them.”

Let me tell you about our great sergeants. I had the chance to visit the wounded soldiers from Somalia at Fort Benning and Walter Reed. They are great young soldiers—real warriors. Many of them told me about their fight in Mogadishu. When everything went to hell, they did as they had been trained. They knew who to trust. They looked to their sergeants.

The whole Army looks to its sergeants, and well we should. When in charge, take charge—that's the creed of the American NCO.

Competence—every soldier's Army life starts with the drill sergeant. Every officer's Army life starts with that first

platoon sergeant. Discipline, respect, love, and duty—always duty—those are the lessons that our drill sergeants and platoon sergeants teach us. The sergeant is the Army.

The Army, the public and even the kids know that the sergeant is the Army. That's why when a battalion, brigade, division or corps changes command, the command sergeant major hands the colors to the outgoing commander and accepts them back from the new commander. The colors stand for the traditions of that unit and the Army. It is fitting that the command sergeant major, representing all of his NCOs and soldiers, is the true keeper of those traditions.

Our vision is clear. We see America's Army, trained and ready, a strategic force, serving the nation at home and abroad, capable of achieving decisive victory...into the 21st century. It's a journey, not a destination. And we're on the way, every day, following our colors, following our sergeants.

Remember, though, nothing is pre-ordained. History tells us that we have sometimes lost sight of our purpose. In other eras, we neglected our craft and paid the price in blood.

This time, though, we've broken the usual mold. ■

It Takes Character to be a Leader

Leaders are first soldiers; they must know and understand their subordinates. They must share their soldier's concerns, feel their pain, understand their pride. They must act with courage, conviction and tenacity in the uncertainty and confusion of battle. Through example, leaders must imbue their soldiers with a sense of higher purpose and a commitment to the values of military service. Leaders build trust and teamwork. When the going is tough, a respected leader—one who is recognized as an individual of high ethical standards, courage, compassion and conviction—can carry the unit and its soldiers on to victory. That distinction in the eyes of soldiers must be earned; it cannot be superficial. Soldiers will invariably take the measure of their leaders and allow themselves to be led accordingly. Leaders must provide the example that fosters the trust and confidence necessary for success on the battlefield. ■

Battle Command Battle Laboratory, Ft. Leavenworth, KS

Leadership/Followership Followership/Leadership

By CSM Kurt G. Bensch

The Army has numerous field manuals on the subject of "Leadership." This topic has been researched, defined, dissected, and developed in depth. And rightfully so. The success of a military force is directly proportional to the quality of its leaders and of their leadership abilities.

But what about "Followership?" Not one FM, TM, or even a DA Circular addresses the principles or tenets of followership. What is followership? Webster defines followership as "the ability to follow a leader." This doesn't sound that difficult or complex, but try it for awhile. We NCOs think of ourselves as good leaders and followers.

What makes a good follower? How much pride or how big of an ego can a follower have? Let's look at the 11 basic principles of followership:

- Know yourself and seek self improvement
- Be technically and tactically proficient
- Seek responsibility and take responsibility for your actions
- Make sound and timely decisions
- Set the example
- Know yourself and look out for the well being of your peers and your leader
- Keep your peers and your leader informed
- Develop a sense of responsibility for your leader
- Ensure the task is understood, supervised, and accomplished
- Help build the team
- Employ yourself in accordance with your capability

Do these 11 principles sound familiar? They should, they're listed in FM 22-100, **Military Leadership**. I made some adjustments to fit, but as you can see, followership is just a step away from leadership.

What does it take to be a good follower and to practice followership in its highest form?

- First and foremost...patience
- A sense of humor
- Loyalty
- Honesty
- A willing sense of obedience
- Physical and mental toughness
- A willingness to learn
- Finally, and one more time...patience

Being a good follower takes more from the individual than does being a good leader. Leaders have learned and endured, while followers are learning and enduring.

What separates a good follower from a bad one? The primary criteria would seem to be how successful you are as a leader. Other criteria for being a good follower might be:

- Does not talk about the boss in derogatory terms
- Knows the difference between flattery and deserved praise
- Obeys orders quickly and willingly
- Feels responsible for the leader
- Tells the truth
- Is patient

Once again we see that the skills and characteristics of followers and leaders are closely related. A good follower is a good leader in training, undergoing an apprenticeship of sorts. And like all apprenticeships, to be successful, the craftsmen training you must be skilled, because, like all craftsmen, they were once apprentices themselves.

What are the hallmarks of poor followership and a weak apprenticeship program? A poor follower:

- Is often late for work
- Complains about everything (even pay raises and awards)
- Has trouble completing tasks

- Talks badly about everyone
- Is a discipline problem

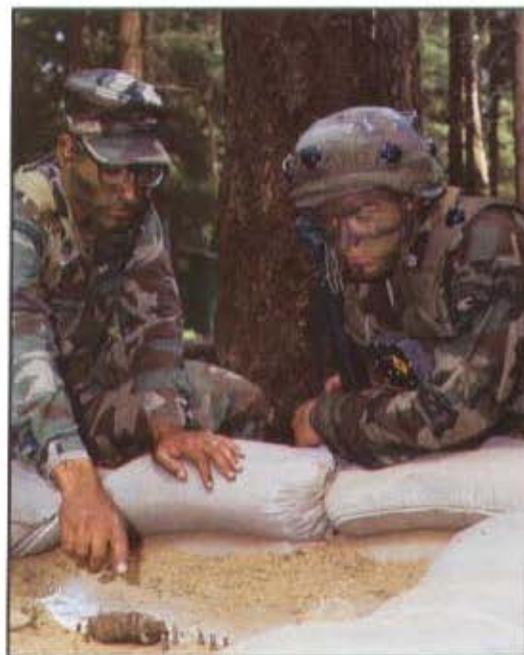


Photo by SP4 Gregory Smith

Notice how the correlations between a poor follower and a poor leader grow even stronger. By now it should be very clear. There really is no difference between the skills of a follower and the skills of a leader. My point is that we are all followers and leaders and we all need to be familiar with the strengths and weaknesses of followers and leaders.

How can we learn and practice the skills of followers and leaders? Try these three ways: education, experience and practice. If you progress through these three stages, you will become a good follower and with time, a good leader. The graduation from apprentice to craftsman is difficult to mark with a clear line. In the Army we're constantly slipping to one side of the line or the other. Sometimes a follower, sometimes a leader. The one constant truth is that all great leaders were once great followers. ■

Bensch is command sergeant major, 6th Cav Bde, Ft. Hood, TX.

Here's What to Do to be Competitive

By CSM J. D. Pendry

If you've spent enough time in the Army and actually read professional journals, then you've also pondered the question: How does a person make it from staff sergeant to command sergeant major? You've seen all the formulas for success and still wondered what it really takes. Is there some magical formula for success that only a tiny percentage of enlisted soldiers (those fortunate enough to make CSM) are privy to?

I was fortunate to be appointed to CSM and have often asked myself what I did that was different from others. And, quite frankly, I've often been puzzled. Especially when I know some real professionals (an opinion derived from first hand knowledge of their performance) who didn't get selected.

"I've done everything I'm supposed to do. Why wasn't I promoted?"

Young soldiers with a background similar to mine have asked, "How did you get there from here?" I gave them all of the standard answers. Go get the tough jobs, do well in your professional development schools, be a drill sergeant, be a platoon sergeant, first sergeant, blah, blah.

"We know all of that, sergeant major, but what does it really take?"

I held the opinion that all a person had to do to get promoted was to successfully pass all the gates. (That's 90's lingo for getting your ticket successfully punched at all the right stops.) Then I discovered that many NCOs were making these "gates" along the way and failing to progress beyond staff sergeant. These were, and still are, NCOs that can be categorized as good, solid, dependable performers.

As a CSM, I have NCOs come to me for an answer to the toughest question in the Army: "Why wasn't I promoted. I've done everything I'm supposed to. I've been to all the schools. I'm not fat. I passed my SQT and my SDT and I've never failed an APFT. Shouldn't I reasonably expect to be promoted?"

The answer has been that they should expect to be promoted.

Reviewing the records of these soldiers without having the benefit of a comparison with the records of those selected, I was able to detect some similarities. These NCOs have successfully completed the appropriate professional development courses—PLDC, BNCOC and ANCOC, have no non-judicial punishment, no reprimands and no adverse evaluations. They had stayed qualified in their MOS, never been fat, never failed an APFT and had some college. So, why hadn't they been promoted?

I really was unable to come up with an acceptable answer. Records were

clean, pictures taken, etc. Then why?

I hadn't a clue. However, we conducted our search for answers together. We began by looking at the letter of instruction given the board members and concluded by reviewing the statistical profile of those selected. This search turned into an educational process for them and me.

We learned the promotion board members were instructed to pay close attention to the manner of performance of NCOs in certain duties. These jobs included ROTC and Reserve Component duty, recruiting, drill sergeant, etc. In other words, special duty assignments.

The board was also task-

ed to pay special attention to an NCO's performance in leadership positions or in jobs with increasing levels of responsibility. Our review of NCO records showed they were really lacking in these types of assignments since the last time they were promoted. Realizing that not every NCO gets the opportunity to perform in these jobs, I knew it was not enough to disqualify them for promotion. There had to be other reasons.

The first thing we discovered during our review of the statistical profile for selectees was the low percentage overall of soldiers selected. *Don't* misinterpret. The percentage selected is no lower than it usually is. However, it's a small number just the same. The particular list we were looking at was the 1993 sergeant first class selection list. The first significant statistic we discovered was that 18.1 percent of those considered were selected for promotion. Putting that into proper perspective, we realized that only 18 out of every 100 considered for promotion made it.

The next task for them was how could they apply that bit of information to themselves. This required them to make an *honest* self-assessment. They asked themselves: "Am I in the top 18 of 100 of today's typical staff sergeants competing for sergeant first class?"

Their response to me was, "How do

"Only 18 out of 100 considered for promotion made it. Were you in the top 18 of 100 of today's typical staff sergeants competing for sergeant first class? How do you determine if you're in the top 18 percent?"

I determine if I'm in the top 18 percent?"

There's no rock solid formula to determine where you stand, but there are some obvious measuring sticks or indicators. I told them to start their assessment by comparing themselves to others in their unit. Did they score higher or lower than the top 18 percent of the staff sergeants in their unit on the APFT? Did they qualify higher on their assigned weapon than the top 18 percent of the staff sergeants in their unit? Did they lead physical training or other training exercises more frequently than the top 18 percent of staff sergeants in their unit? Were they asked by the leadership of their unit to lead or conduct training, or organize and participate in special projects more often than the top 18 percent of the staff sergeants in their unit?

"For the particular career management field we were looking at (CMF 92), the selection rate was only 13.7 percent of those considered."

To be competitive, affirmative responses are needed. You can expand the list of questions, but the point is made.

The next question to me was, "Well, how does a centralized board know all of this?" Quite simply, they read your NCO-ERs. It only takes an honest self-assessment. You know, or should, that scoring 181 on an APFT and coming down with an attack of the turtle syndrome when it's time to get out front and lead, for example, isn't going to get you rated higher than 82 percent of the staff sergeants who are competing for relatively few stripes.

We continued to narrow it down even more. For the particular career management field we were looking at, the selection rate was only 13.7 percent of those considered. For the sake of simplicity, we'll say that 14 out of 100 were selected. The odds were getting smaller and the

competition increasingly tougher. Again, another honest assessment proved to be informative.

We examined all the questions asked before making the comparison with soldiers in the same CMF. We then considered a few more questions.

How often have you exceeded course standards in professional development schools (top 20 percent of the class)?

How often has your SQT/SDT results stated that you scored higher than 86 percent of the soldiers in your rank and MOS?

These questions drew a direct comparison with others holding the same MOS and rank that were also competing for promotion. This outfit we're in is very competitive.

We continued our search by examining the next category on the profile analysis—average time in service—certainly not something that would disqualify them from promotion unless they had reached a retention control point, but interesting all the same.

For the CMF we were looking at, the average time in service was 13.8 years for those selected for promotion. Keep in mind that this rate was based on a range from less than eight years and up to 19 years time in service.

Interesting numbers. Two out of

"How often has your SQT/SDT results stated that you scored higher than 86 percent of the soldiers in your rank and MOS."

three considered with less than eight years time in service were selected for promotion. That's 66 percent. On the other end of the spectrum, 16 to 19 years, 22 of 726 considered were selected (.03 percent!?).

The point is—if you wait, all you get is older. If you don't take steps to improve

"After analysis and an honest self assessment they know where they stand, and more importantly, know what they need to do to become competitive."

your standing based on an honest assessment *this* year, then you're not likely to fare any better next year or in following years. When considering time in grade, we applied the same logic.

We looked at education next. Is it a requirement for promotion? Do you need more than high school? Regulations say nothing about education. However, the average education level for the selectees in our CMF was 13.8 years.

That average was taken from a range of high school through college graduate (four or more years). Seventeen high school graduates were selected out of 625 considered, another whopping .03 percent. Fifteen college graduates out of 45 considered were selected. That's 33 percent. Is any further discussion necessary?

By the time we finished our analysis we had a good explanation as to why these fully qualified, dependable NCOs weren't selected. They simply weren't the best qualified of those considered for promotion this time. These soldiers are dependable performers and can be counted on to do their jobs well. But, after an analysis and an honest self assessment they know where they stand, and more importantly, they know what they need to do to become competitive. ■

Pendry is CSM of the 284th Support Battalion, Heidelberg, Germany.

Editor's note: Although the information used in this article came from a statistical profile of CMF 92, the principles and procedures can easily be applied to other career fields. Pendry developed this story in an attempt to answer NCOs' questions about why they weren't selected for SFC by the 1993 Selection Board.

Editor's Note: Look for an article on decentralized and semi-centralized promotion systems in the spring 94 issue.

Focus on Centralized Promotion

BOA

By SGM Robert A. Wagner

There's really no mystery to the Army's centralized promotion system. It's been around for years. Yet many NCOs don't know how the process works. The guidance on the board process, personnel records and how to prepare for the board is available to all soldiers.

Instead of whining about an "unfair system," NCOs should take a look at the process, come to understand it and then educate their junior NCOs.

Senior NCO promotions are determined through an Enlisted Centralized Selection Board. The boards meet at pre-determined times throughout the year for each grade and school selection, as well as for QMP (Qualitative Management Program) determination. The boards are convened by Headquarters, Department of the Army, at the Enlisted Records and Evaluation Center (USAEREC), Ft. Benjamin Harrison, IN. USAEREC is a subordinate command to the U.S. Total Army Personnel Command (PERSCOM).

Zones of consideration are announced about four months prior to convening each selection board. These zones define date of rank (DOR) requirements for consideration by the selection board in the primary zone (PZ) or the secondary zone (SZ), as well as a basic active service date (BASD) cutoff.

The PZ consists of all soldiers whose DOR falls within the announced zone of consideration and who meet the requirements of AR 600-8-19, Chapter 4. The SZ provides outstanding soldiers with later DOR to compete for advancement ahead of their contemporaries. However, it's important to stress that soldiers compete against all other eligible soldiers in their primary MOS and zone of consideration. In other words,

SZ NCOs aren't competing with PZ NCOs and vice versa.

The number of NCOs selected for promotion in both zones is based on the Army's projected requirements in each MOS and grade. These requirements are determined by PERSCOM and approved by the Office of the Deputy Chief of Staff for Personnel (ODCSPER).

The Board Process. Officers and NCOs serve as board members and are nominated by PERSCOM and approved by ODCSPER. A general officer serves as the Board President. These members serve on panels which are organized by CMF. There are nine to 11 panels with at least four members per panel. However, the panel size varies in proportion to the number of records it must consider.

Each panel has a non-voting administrative NCO who controls the flow of the records.

A Memorandum of Instruction (MOI), issued by ODCSPER, prescribes the oath each board member must take. It also provides board members administrative guidance to follow while reviewing soldiers' records. PERSCOM publishes this guidance again as an enclosure to the selection list. NCOs should review a previously published MOI to better prepare themselves for an upcoming board.

Board members consider the soldier's entire career during the selection board process. This process ensures that no one success or failure, by itself, would be an overriding factor in determining the soldier's standing in relation to his/her peers.

Three board members vote each file using a numerical score. Scores range from 1 to 6, with a "+" or "-" used to further rank the files.

A vote sheet is used by each voting panel member. The other two voting panel members don't see that sheet. However, board members may request additional information pertaining to the individual soldier before casting their independent vote.

The board identifies all primary zone soldiers who they believe are "fully qualified." (those who meet the basic prerequisites for promotion to the next higher



Centralized Selection Board date for SFC/AN-COC, 7 JUN-1 JUL 94

“Soldiers compete eligible soldiers MOS and zone

R D S

Scoring System With a Typical Word Picture

| SCORE | (WORD PICTURE/EXAMPLE) |
|-------|--------------------------------|
| 6 +/- | Exceptional Performer |
| 5 +/- | Strong Performer |
| 4 +/- | Solid Performer |
| 3 +/- | Fully Qualified Performer |
| ----- | |
| 2 +/- | Weak Performer—retain in grade |
| 1 +/- | Poor Performer—refer for QMP |

(*Fully qualified line)

grade or attendance to a particular school) The fully qualified soldiers in each MOS are rank ordered by order of merit based on the voters numerical scores. The panel selects those receiving the highest score as "best qualified" based on the needs of the Army.

Secondary zone selections are made following the same procedure. Again, many NCOs don't understand that they are competing with their peers in that zone. If a SZ NCO isn't selected it's because (1) there weren't any SZ promotion objectives for that MOS or (2) other SZ NCOs, if selected, were voted more qualified.

The board also does a qualitative screening of soldiers whose overall records are unsatisfactory and warrant a bar to reenlistment. Soldiers identified and selected as unsatisfactory performers under the provisions of the Qualitative Management Program (QMP) receive a HQDA "Bar to Reenlistment."

The Record Speaks For Itself At DA Selection Boards

Let the record speak for itself. And, that's just what happens during the selection process. An NCO's record is a reflection of the total soldier. What a board member sees in a file is what they

vote on. For that reason, NCOs must personally ensure their file is current and accurate before the board reviews it. And, NCOs should go about preparing their records with the same attention to detail they would give if appearing in person.

Board members rely on NCOs' Official Military Personnel File (OMPF) microfiche, official photograph, Personnel Qualification Records (PQR), which includes the DA Forms 2A and 2-1, to give them a picture of the NCOs being considered. They also review correspondence to the board president. The PQR, photo and microfiche contain 95 percent of the information which board members use to decide whether or not to select an NCO for promotion, school or

QMP. Let's take a closer look at some of these documents.

The performance fiche of the OMPF contains photos filed before April 2, 1984, evaluation reports, awards and decorations, Articles 15, courts-martial, letters of reprimand, course completion certificates/transcripts, etc.

NCOs should request a copy of and thoroughly review their P-fiche at least six months before their record appears before the board. Are all evaluations there? What about commendatory and disciplinary data? Memorandums of appreciation and commendation are no longer authorized for filing in the OMPF.

The reviewing process may reveal erroneous or misfiled documents, successfully appealed evaluation reports or an Article 15 that was wholly set aside. The local Personnel Service Center will advise NCOs on the steps to take to correct the record.

The PQR (DA Form 2-1) gives the board members a quick glance at the NCO's history of assignments, military schooling, promotions, etc. The computer printout Form 2A shows more current essential information. Both forms have similar information so NCOs should check them carefully. PQRs don't have to be retyped. They can have line-outs and changes, but the information must be accurate and readable. Once the PQR is reviewed, the NCO's signature verifies it's accuracy.

A Personnel Data Sheet (PDS) is a computer-generated summary of information taken from DA personnel databases, SIDPERS, EER/NCO-ER and the submitted PQR. This form is produced by EREC for board use only. A similar form, USAEREC Form 10B, is provided to NCOs before selection boards meet. However, the best way to ensure accurate PDS information is to



Centralized Selection Board date for MSG/
SGT QMP, 23 FEB-23 MAR 94

against all other
in their primary
of consideration.”

carefully verify PQR data and ensure all evaluations are filed on the OMPF.

Photographs are no longer part of the performance fiche. However, all boards see hardcopy photos, if available. It represents the soldier and is used in the board members voting process. Many members have said the photo is the NCO's personal statement of professionalism to the board.

Photos may be up to five years old. However, there's no rule against having one done sooner. NCOs will want to take another photo if they've lost weight, been promoted, have several new awards and/or decorations, or have a better fitting uniform since the last photo was taken. A missing photo may mislead board members to believe the NCO is apathetic or trying to hide a problem (overweight?). The supporting PSC forwards two copies of the photo to EREC. Make sure they don't send them to PERSCOM.

Some common OMPF discrepancies found by board members are: missing/outdated photos; missing PQR and/or NCO-ERs; height and weight differences (getting taller with weight gain); inconsistent profiles (compare DA 2-1 info with DA 2A info); P3 profiles with no military medical review board; blank or incorrect military/civilian education entries or PMOS/SMOS/BASD/BASD/DOR; illegible copies of 2A and 2-1 and wearing unauthorized badges, tabs, awards/decorations.

Use the Interactive Voice Response System (IVRS) to check info on file such as photo date, NCO-ER end dates, request a copy of microfiche and upcoming selection board data. Use a push-button phone only and dial DSN 699-3714, or COM (317)542-3714. You may

| Centralized Promotion Board | SFC | MSG | SGM |
|---|--|---|-------------|
| | Time in service (Active & Federal) | six years | eight years |
| Enlisted service | | eight years | 10 years |
| Time in grade | Determined annually by DCSPER | | |
| Security clearance | Appropriate for MOS or final secret | Favorable NAC or final secret | |
| SQT/SDT | *Considered under whole person concept | | |
| Physically qualified | *Considered under whole person concept | | |
| Military education | ANCOC | ANCOC graduate if SFC DOR later than 1 APR 91 | SMC |
| Civilian education | High school diploma or GED equivalent | | |
| Board recommendation | Best qualified | | |
| Service remaining | Two years before voluntary retirement | | |
| *AR 600-8-2, not under suspension of favorable personnel actions to include overweight at time of promotion | | | |
| *AR 600-8-19, Chapter One, precludes consideration or promotion of soldiers barred from reenlistment. | | | |



Centralized Selection Board for CSM/SGM, 13 SEP-30 SEP 94

request a copy of your P-fiche by writing: Commander, USAEREC, ATTN: PCRE-F, Fort Benjamin Harrison, IN 46249-5301. Sign the request and include your Social Security number.

Official photos should be sent by your PSC to USAEREC, ATTN: PCRE-BA, Ft. Benjamin Harrison, IN 46249-5301.

Submit an appeal for missing evaluations for which you have a personal copy to USAEREC, IAW AR 623-205, Chapter Four, and Appendix F, to have the report added to your OMPF.

Memorandums to the board president should call attention to matters that you feel are important to your consideration. The memo should not include information already in your file. It should be well written, brief and carefully proof-read. Send memorandums to: President, (The particular board), c/o Cdr, USAEREC, ATTN: PCRE-BA, Ft. Benjamin Harrison, IN 46249-5301. The cutoff date for board correspondence varies. Check with your PSC for date. ■

Wagner is DA secretariat sergeant major, EREC, Ft. Benjamin Harrison, IN.

To Close a Unit: Organize, Organize, ORGANIZE

By MSG Garry J. Grilley

Non-commissioned officers face many leadership challenges in today's Army. Among them are unit inactivations. Having gone through a "drawdown" experience myself, I decided I might be able to help my fellow NCOs meet such a challenge by sharing what I learned.

There's no question about it, closing a unit out means doing many tasks at once. Generally, unit leaders receive notification about 180 days out from the effective date (E-date). This really isn't a lot of time when considering the people, equipment and paperwork involved in such a process.

The first thing to do is organize the unit into three platoons. One for out-processing, one for preparation and one for equipment turn in. Give careful thought to each platoon's mission then decide on its leadership.

The out-processing platoon consists of soldiers with less than 30 days remaining in the unit. Their mission is to out-process while you continue to move people into this platoon as they become 30-day losses.

Cleaning, inventorying and other necessary measures for preparing equipment for turn-in will be done by the equipment preparation platoon. The turn-in platoon has the duty of moving equipment to the turn-in points when you receive disposition instructions.

It is important to identify leaders who will remain with the unit until E-date. They become the leadership for your three platoons and some special projects. You then can determine your movement dates for the rest of the unit. Once you have movement dates you can put all 30-day losses in the out-processing platoon. Divide the remaining soldiers into the other two platoons. Keep in mind that soldiers in the turn-in platoon need a license to operate your equipment.

Placing key leaders at important out-

processing stations such as housing, finance, transportation, port calls, etc., is important to meeting this challenge. Their assistance in these areas makes it a smooth transition for everyone.

Setting out-processing milestones for all soldiers based on their movement date is also important. Some of our milestones were: E minus 145 days, receive orders; E minus 100, qualify with weapon; and E minus 50, complete APFT. We also set milestones for scheduling such things as household goods shipments, turn-in of TA-50 and receiving port calls. Once you establish milestones, make sure everyone understands they must be met.

Do it right the first time. That's the key to equipment turn-in. Most of your equipment will go to other units, so make sure it's clean, serviceable and complete. Otherwise you'll be embarrassed trying to force unserviceable equipment to another unit. You also don't have time to move equipment back and forth because it wasn't serviceable.

Once you get disposition instructions prepare milestones just like you did for out-process personnel. It's also helpful to schedule turn-ins by location or unit. If you have three trucks, 40 radios and 50 weapons going to the same unit, make one trip, not three. Remember to keep track of all paperwork.



Keep a copy of all turn-in documents until your E-date. The Property Book office might lose a turn-in document and it will be helpful if you have a copy. When equipment turn-in is completed, forward copies of all paperwork to the next higher headquarters. This will help

if questions arise after the inactivation. Most importantly, keep enough soldiers to turn in the equipment.

It's important to synchronize the milestones you set for personnel with the milestones for equipment. If you let soldiers go too fast, you'll run short on people before you run short on equipment. On the other hand, if you keep too many soldiers, you won't be able to move them before your E-date.

The challenge here is to maintain a balance between the remaining soldiers and equipment. You can do this by setting percentage goals. Ours were: Equipment - E minus 120=50% gone; E minus 90=75% gone and E minus 60=100% gone. Your personnel goals should coincide with these equipment goals. You should have no more than 10 percent of your personnel remaining at E minus 30 days.

Maintaining communication between key leaders is critical. Have daily meetings to discuss progress. Keep meetings short, but remember, feedback is also essential. Everyone must understand their role and how it relates to the overall mission. Conduct weekly briefings that show progress toward the goals and any changes. Resolve problems quickly and monitor frustration levels.

Soldier morale is imperative because inactivating means a team (the unit) is going away. This is frustrating and stressful. Your soldiers and their families need your support. Talk with them often, individually and as a group. Don't forget your family support group's questions. Inform them of the unit goals and ensure they understand their role in meeting these goals.

Remember, if you show frustration your soldiers will soon follow. View your mission to inactivate this unit as your leadership exam. Sound communication skills ensure all goals and tasks are clearly understood. Developing contingency plans for all the "what ifs" is helpful. Practice effective listening when talking with soldiers and their families. Remember to lead by example: soldiers do what they see their leaders do. It will take all these leadership principles and experiences to complete this mission in a timely and efficient manner. Good luck. ■

Grilley is a member of Class 42, USAS-MA, Ft. Bliss, TX.

First Formation Formula

By CSM(Ret) John Gillis

I was assigned as the Command Sergeant Major of the 3d Squadron, 8th United States Cavalry, Coleman Barracks, Mannheim, Germany in August 1975.

Soon after, I held my initial meeting with the unit's five first sergeants. As they sat around my desk waiting to hear the first "words of wisdom" from the "new guy on the block," I handed each a copy of FM 22-5, *Drill and Ceremonies*, with the advice to become familiar with it (if they were not already) as starting the next day, all first formations would be conducted "by the book," including an inspection of each soldier.

Shortly thereafter, the squadron commander initiated a written policy wherein I would inspect, unannounced, at the first formation, a troop of my choice at least once every 30 days. He would do the same at least once every 60 days.

What did this first formation accomplish? Everything you would expect. The "gathering of soldiers" in one place first thing in the morning, just so they could go to duty somewhere else, changed into a productive military formation. The 15 minutes on the training schedule for the first formation was used for exactly that. Soldiers no longer wandered into the formation after the first sergeant ordered, "Fall in." All the soldiers were there. All were inspected. None went to their duty sections or the next scheduled training until their deficiencies were corrected. Training took place as the entire leadership of the troop had to learn how to do it, "according to the book." Discipline was reinforced. The soldiers' appearance improved. Self pride and unit pride were further developed. There was a sense of order at the beginning of the duty day that helped to establish a stable and or-

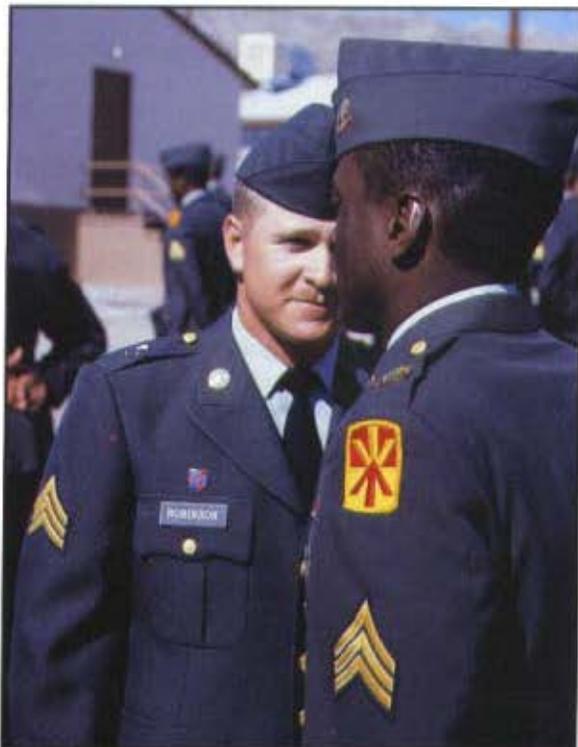


Photo by SFC Wm. S. Horner

ganized climate of command. All of this and much more occurred simply because the decision was made to start each duty day with an Army standard. That's what FM 22-5 is, an Army standard.

There are a couple of interesting points about this. Nothing I've stated could be called new and while most would agree with all the benefits derived from properly conducting the first formation, most units still don't take the time to do so. The first formation without the company commander and platoon leaders, with the first sergeant not doing much more than giving the order, "Fall in," closely followed by, "Take charge of your platoons," has become the Army's routine.

It's rather amazing that while appearance of soldiers still is important in the Army, and the hue and cry to make on-the-spot corrections is still heard, the first formation, which would have the greatest positive impact in both of these areas, is relegated to a position of unimportance.

The other point of interest is how far we've drifted away from the standards in FM 22-5. From the loss of interest in properly conducting the first formation grew the loss of the standard in our ceremonies. Without going into great detail,

let me suggest that you discover for yourselves just how far we've drifted from the ceremony standards found in the manual.

Watch what the platoon sergeant without a platoon leader does when the first sergeant turns the company over to the commander at the next company change of command you attend.

Will he take three steps forward? Probably not. While all participants are supposed to be in the same uniform, observe the color guard and reviewing party at the next battalion or brigade change of command you attend. There is at least a 50/50 chance that one or the other will be in a different uniform. The color guard will probably be shoulder to

shoulder, despite the standard being "formed and marched at close interval." Watch the command sergeant major when he passes the colors to the outgoing commander. It's a good bet that he will do it prior to the completion of the reading of the assumption of command order. There are many other examples.

The question that now must be asked is: Why did this all occur? How did FM 22-5, *Drill and Ceremonies*, become the forgotten manual? I guess we could fall back on the phrase, "A commander is responsible for everything his unit does or fails to do," and thus blame the commander. But that's not the answer. The fact of the matter is that the Noncommissioned officers have the responsibility to be the experts in drill and ceremonies. We're supposed to train and to demand the standard for formations. We're supposed to be the experts on the ceremony practice field. The commander may choose to be an expert in drill and ceremonies, but it's the NCO's duty to be that expert.

My experience has been that commanders listen to the NCOs who take this duty seriously and see that standards are upheld. ■

Gillis is retired and now lives in Yuma, AZ. This article reprinted from ARMOR.

Distributed Training

Close, convenient, cost-effective

By Jim Caldwell

The Army's ability to provide standardized training to Active and Reserve Component soldiers has been dramatically enhanced through an often misunderstood strategy called distributed training (DT), according to Frank Goodwin, action officer for Training and Doctrine Command's deputy chief of staff for training.

Goodwin said that one of the biggest complaints with resident instruction is that so much time is spent reviewing lower level skills. When DT is used properly, students will arrive at schools with the proper knowledge level to participate effectively. That means the resident phase will focus solely on tasks appropriate for the rank and experience of the students.

"In short, at the advanced NCO course, sergeants first class and staff sergeants will learn skills to make them better platoon sergeants, not relearn how to be a squad leader," he said.

Training will be more effective, but NCOES course lengths will not be reduced. "Technology has evolved so that the method of instruction can be enhanced, learning made more interesting and retention improved," Goodwin said.

GEN Frederick M. Franks Jr., TRADOC commander, said distributed training ought to assist leader development and has great application in the Reserve Component where units are geographically separated.

"The RC has used this type of instruction for years," Goodwin said. "What's new are the improvements in multimedia technologies to deliver instruction for resident, sustainment, self-development, mobilization and pre-resident courses.

"One potentially powerful advantage of this technology is that it gives the Army the capability to create one program of instruction for America's Army in selected MOSes in the NCO Education System," he said.

The Armor School at Ft. Knox, KY, recently completed its first DT course

for the RC. About 50 soldiers from Pennsylvania, Idaho and Oregon participated in an advanced NCO course (AN-COC) in December 1992. The final two weeks were during the soldiers' annual active duty training at Gowan Field, ID, in July and August 1993.

The Armor School used all available media to deliver the training. The course previously took two years to complete, but these RC soldiers did it in eight months.

"DT permitted the Armor School to train NCOs at their home stations and helped the school meet the needs of the RC units," Goodwin said.

A multimedia learning center (MLC) concept is being developed at Ft. Sill, OK, by the Field Artillery School. Educational media and training technologies will be targeted at RC field artillery

units in Oklahoma, Kansas, Arkansas and Texas. It's the beginning of a program to address near-term training needs of the RC and standardize training for Active and RC artillery soldiers. DT will be a key ingredient in efforts to create a Total Army School System (TASS). The objective will be to combine AC and RC training where practical and train AC and RC soldiers to the same standard on the same tasks, but under different conditions.

"GEN Franks has said that we must retain the excellent leadership training that has been so successful for NCOs and officers. DT will help us do that," Goodwin said. ■

Caldwell works in the Command Information Branch, TRADOC Public Affairs Office, Ft. Monroe, VA.

T-NET Training Program Supplements DT

Distributed training isn't supposed to cut resident phase classroom instruction time. However, there are many questions about this training process and not enough answers. The *NCO Journal* talked with SGM David Wick of the Battle Staff NCO Course, USASMA, about how his training program supplements the distributed training process.

T-NET, or Teleconference Network Training allows commanders and senior NCOs to get their soldiers refresher training on critical battle tasks.

Over 100 soldiers from the 24th Infantry and 82d Airborne Divisions received battle staff critical task training through T-Net between August and December, 1993. Wick said, "Units must request the training by their critical tasks. We adjust our time to their needs and teach what they want, based on their training assessment. Training is totally based on unit capabilities and experience levels.

"What makes this training so effective is that it costs units nothing except soldiers' time. There's no TDY and classes are broadcast using military satellite time," he said. "The unit can send as many soldiers as the local facility can accommodate."

USASMA provides one primary instructor while the home facility provides two to five assistant instructors (AIs) at their facility. These AIs are graduates of the battle staff course. Soldiers can question instructors at any time during T-NET training. In addition, homework is assigned and must be completed before the next session.

The Reserve Components may also get help from T-Net. Wick said they can get doctrinal changes much faster. And, because six to eight locations can be taught at one time, the RC can 'train the trainer' from various locations and develop their training programs to meet their IDT/ADT requirements.

"T-NET should supplement and enhance DT. It's interactive multimedia network allows the schoolhouse and the organization to better support unit training needs," Wick said.

For more information on how to access T-NET, contact MSG Hall at DSN 978-8799 or COM (915) 568-8799. ■

Lasting First Impressions

By COL Fredrick Van Horn

Leaders reporting to new units should think how they're going to make that first impression work for them instead of against them. Although true for everyone, this can be especially important to platoon sergeants, first sergeants and command sergeants major.

By the time you get to your new unit you should have corresponded with old friends and acquaintances already in the unit. You should also have talked with the leader you're taking over from. Come away from this exchange knowing something about the unit's policies and procedures, schedule, strengths and weaknesses and the expectations of the chain of command. Don't go in blind. Give yourself a break in the early going.

It's a good idea to answer those letters from your sponsor because word gets around the unit—especially when you don't answer. Send an introductory letter to your new first sergeant and command sergeant major as well. Give them some insight into your background without overdoing it. Focus on what you're bringing to the new job in terms of experience, training and education. If they know something about you before you get there, other than what others tell them, they'll feel less anxiety over your expected arrival. There's truth in that old saying "...there is nothing worse than working for a nervous boss; especially, if you are the one making him nervous."

The best I've ever seen this done was by CSM Southern Hewitt when he reported into the 2d Battalion, 42d Field Artillery as the new battalion CSM. I was the battalion commander and had been the commander for about three months. The CSM who was there when I took command left after about 30 days. He wasn't very effective and so I breathed something of a sigh of relief when each of the four replacements failed to show up.

Then CSM Hewitt arrived. I heard a knock on my office door and asked CSM Hewitt to come in. He moved professionally to the front of my desk, saluted smartly and said: "Sir, CSM Southern Hewitt reports for duty." He was dressed in Class A uniform. The uniform was perfect, from the highly shined shoes to the brightly polished brass on his lapels. He was slim, looked hard as nails, was clearly physically fit, and had a haircut better than mine.

In those first few seconds I knew beyond the shadow of a doubt that our battalion now had a CSM who knew what high standards were all about.

In the next few seconds, and before I could say anything, the CSM said: "Sir, my family's waiting in the car; but, don't worry, as soon as I'm finished here I'll take care of them." We were less than 30 seconds into our first meeting and he had signaled high standards and a concern for family that I knew would be invaluable assets to the battalion.

Still under one minute in this first meeting, the CSM asked me what the

The next morning the new CSM met us at the start line. Details in hand, he was ready to run. We ran side by side for the entire 26-plus miles. In fact we almost killed each other. I hadn't intended to run the whole distance. My plan was to come up lame at the first beer tent and call it a day. The CSM called my bluff and we went the whole distance together. In later years he told me that he hadn't intended to run the whole distance either. His plan was to wait until I dropped out and follow suit just as "a courtesy."

We bonded solidly, and together, in the year that followed, we had a great time running a great battalion.

All of this happened because this great NCO made sure the first meeting with his new commander was done right. Other people told him about the battalion and the battalion commander. He knew standards needed some serious work in the unit and he knew the battalion commander liked to run. With all of that intelligence in hand, he readied himself for success in that first meeting.

By the time Monday (Hewitt's first duty day with the troops) rolled around, the entire battalion knew the story of the marathon. Every soldier in the battalion knew the new CSM and the "old man" were tight. Once that fact was established, (thanks to the foresight of the CSM) we didn't have to go through any of that mess most command teams go through where members of the unit try to turn the commander and the CSM against each other. The whole team knew that would have been energy wasted and certain death at the hands of the battalion commander, the CSM, or both of us. CSM Hewitt went

on to become the CSM of the 56th Pershing Command, and later CSM of the 10th Mountain Division (light). He's retired now. But, he knows he can call on me for anything. All of the friendship, respect and admiration I have for that great soldier dates from our first meeting—a meeting he orchestrated masterfully. ■

Van Horn is commandant, the U.S. Army Sergeants Major Academy, Ft. Bliss, TX.



Photo by SFC Wm. S. Homer

battalion was doing tomorrow, Saturday. With that, I knew we had a 24-hour-a-day, seven-day-a-week, 365-day-a-year leader in our unit.

At this point I finally got to say something. "CSM, it so happens we're running the Crailsheim International Marathon tomorrow morning; but, don't worry about that. Get your family settled and report for duty Monday morning." His response was: "Sir, what time does the marathon start? Where do we meet? What's the uniform?"

First Sergeant/Standard Bearer

An Historical Perspective

By CSM John S. Acock

Prior to Roman times the military world of the private was plunged in darkness. First sergeants didn't exist and chaos and discipline ruled. However, by 16 B.C. the Roman Army under Emperor Augustus created the logical position, the right arm of the centurion or company commander. They called the soldier who held this position the signifer or standard bearer. He was responsible not only for guarding and caring for the Vexillum or guidon, but also for the administration of the company.

The signifer wore lion or bear skins over their armor, to highlight the importance of their position. Thanks to the signifer the Roman Army moved from success to success until, like all empires, the Romans grew lazy and were conquered by their neighbors.

Once again the world of the private soldier grew shadowy as the dark ages rolled over the known world and the first sergeant was forgotten.

Then, in 1630, Gustavus Adolphus became King of Sweden and joined the 30-year War raging in Central Europe. He swiftly reorganized his army and gave authority and responsibility back to the NCO, especially to the senior NCO in each company. He also introduced standard uniforms and badges of rank that allowed the senior sergeant or first sergeant to stand out as he had done in Roman times. Seeing how good the Swedish army was, others rushed to copy it and to the great joy of privates in all successful armies the position of first sergeant endures to this day.

Yes, every successful army had them—the Prussians and later Germans called the Hauptfeldwebel, the French called them sergeant major, the British called them company sergeant major and the U.S. Army called them first sergeant. Their duties in every army were almost identical—administrators, trainers, enforcers of standards and discipline. But what do we know about these vital soldiers of earlier times?

Libraries are full of the memoirs of generals, colonels and occasionally cap-

tains. But first sergeants served and faded away—no one thinking that what they'd done was worth writing about. They'd just done their duty, so, to understand more we must turn to the works of fiction, which, after all, are generally anchored in reality.

In German military novels the Feldwebel is again and again referred to as the father or mother of the company—the provider, disciplinarian, counselor and example setter. And perhaps nowhere is this better illustrated than in the character of Feldwebel Steiner in Willi Heinrichs' novel, "Cross of Iron," where Steiner repeatedly leads his soldiers through the horrors of the eastern front with wisdom, courage and rough, yet caring, discipline.

His professional skills coupled with his ability to set the example are the keys to his success.

For the French view we turn to the immortal novel of the Foreign Legion, "Beau Geste," by P.C. Wren. The subject here is Sergeant Major LeJaune, described as "A fierce looking thick-set dark man with the face and figure of a prize fighter—glaring of eye and immaculately uniformed." Though feared by his soldiers, he quickly earns their confidence and respect when he takes command of the company upon the commanding officer's death and subsequent attack by hostile arms.

The main character says of LeJaune: "There was no doubt that he knew his job. I admired his military skill and ability as a commander and I began to understand how soldiers love a good leader."

For the British viewpoint, the novels of George MacDonald Fraser describe life in a Highland Regiment during WW II. The author repeatedly shows his respect for Company Sergeant Major MacKintosh, who he describes as "six and a quarter feet of kilted, polished splendor whose long experience and depth of character made him a subject of admiration for all ranks.

"CSM MacKintosh was the guardian of company tradition, the organizer of all ceremonies who was sought after by all those needing advice in matters of drill

or military custom. He was chiefly a father-figure, calm yet at times frightening when driven to anger by the failings of a subordinate or a senior."

Last, but not least, the American view of the first sergeant may be seen in the novel "From Here to Eternity," by James Jones.

He writes: "First Sergeant Milton Anthony Warden came out from the orderly room of G Company to watch the company line up for drill. He stood erect. In his tight shirt the round bunches of muscle bulged at the tips of his shoulders, his uniform was neatly pressed despite the heat and his boots glistened. Milton Anthony Warden was 34 years old. In the eight months he'd been topkicker of G Company he'd wrapped that outfit around his waist like a money belt and buttoned his shirt over it. He had pulled this slovenly organization out of the pitfalls of lax administration. In fact, he was amazed at how adept he was at anything he put his hand to. He was proud of himself and knew that the men both feared and respected him."

After examining these famous first sergeants of fiction, I've now extracted what I consider the major common traits and abilities evident in all of them:

- They were all highly competent in their profession and therefore able to care for their soldiers by helping them survive even the worst situations.

- They all had *superb* bearing and the ability to set the example for their soldiers to emulate.

- They all displayed courage, either in combat or in the daily standing up for what is right in Army life.

- They each had the ability, if and when needed, to instill fear, thereby enforcing discipline in their soldiers.

- The sum of these qualities resulted in their being deeply respected by subordinates and superiors alike.

Every first sergeant and first sergeant-to-be should think of these qualities as they join that long line that leads back to the Roman Signifer and make that line proud. ■

Acock is CSM, 3d Sig Bde, Ft. Hood, TX.

The Staff Ride Mission in the Huertgen Forest

By CSM (Ret) James M. McDonald

The mission of the staff ride in the Huertgen Forest, as stated by SGM Ken Caudle, was to "get an on-the-ground feel for what took place in the Huertgen Forest in November 1944." Walking the Kall Trail gives one a darn good idea of the terrain makeup, a portion of the battlefield.

Carrying a student casualty up the Kall Trail to the aid station was an exhausting experience for the four United States Army Sergeants Major Academy students. The goal—to make the student aware of how the decision making process is affected by physical, mental and spiritual fitness—was attained.

The Kall Trail is brutal, to say the least. On an earlier staff ride there were senior officers and NCOs who could not make the climb without frequent rest stops. So much for present physical conditioning.

The 9th Division got chewed up in the Huertgen after more than 30 days of fighting. The 28th Division comes along and attempts the same thing. Why were no lessons learned by higher command? The Germans I've talked to could not believe we attempted this attack in this place.

The American NCO of 1944 did what he was told. The orders of the 28th Division were to attack and when the attack stalled, to hold at all costs. That is exactly what they did.

They followed orders of those appointed over them. The senior commanders, division, corps, Army, had no idea of the conditions of the battlefield. Battalion and company, both officer and NCO, fought bravely and were involved firsthand.

The story of the battlefield was reported by LTC Peterson to GEN Cota when Peterson was evacuated as a casualty on Nov. 7, 1944. On Nov. 9, 1944, GEN Cota briefed generals Eisenhower, Bradley,

Huertgen Forest Article Draws Fire From 28th

The Journal received too many letters to print in their entirety—from members of the Pennsylvania National Guard taking issue with an article on the battle of Huertgen Forest (summer 93). Excerpts from some of those letters follow:

"How can five wahoos, fresh from a plane ride, walk 2-3 miles up a trail in peacetime, have the audacity and effrontery to comment on the two weeks of HELL my Division went thru in November of 1944?"

"Your/their article sucks!"

SFC James Kapp
Proud NCO of the 28th Inf Div

"...these writers missed key points...and focus the blame [wrongly]..."

CSM Richard L. Fonner
HQ, 28th Inf Div, Penn. Army NG

"Leadership, and failure to care for soldiers are cited as keys to failure in this well studied battle. Leadership certainly played a major part in the battles successes and its failures...the 28th Division Noncommissioned Officer was heroic in his deeds and kept with the proud tradition of the NCO Corps and the 28th Infantry Division."

"...The proud deeds of our fathers...cannot be tarnished. Nor can a writer imply the Noncommissioned Officer leadership of the 28th Infantry Division was...not up to the task."

COL Walter Pudlowski
Chief of Staff, Penn. Army NG
Harrisburg, PA

Hodges and Gerow, GEN Eisenhower sent a report to GEN Marshall, saying that morale was better than thought possible, troops comfortable, signs of exhaustion absent. This optimistic report was not the case in the 28th Division, which was one of the divisions he visited.

The American soldiers of 1944 who fought in the Huertgen Forest were deprived of mobility, tactical air support and were fighting the Germans on a piece of terrain the senior commanders never looked at. These commanders chose to fight their soldiers in areas most advantageous to the enemy. Many of these soldiers, honed to physical and mental readiness, served under GEN Bradley two years earlier when he was division commander.

There's no question that if the soldiers' mental and physical problems had been reduced, at some point the morale and esprit de corps would have followed. I can't see the NCO of 1944 telling his captain he was taking troops off the line after the captain was told by the colonel to put them there. Neither can I see GEN Cota telling his distinguished visitors the objective they gave him was unattainable, that his division was shot up and needed relief.

As the veterans of the 28th Division gathered for their reunion at Fort Indiantown Gap, PA, Sept. 16-19, 1993, "the Bloody Hell of Huertgen Forest" was a hot topic. These soldiers did sweat in peace and then bled in war, needlessly. ■

McDonald, a retired CSM of the Penn. Army NG, accompanied the authors of "The Bloody Hell of Huertgen Forest," on their staff ride in Germany.

Promotion Counseling for Junior Enlisted and NCOs

In my talks with fellow NCOs and by the large number of letters *The NCO Journal* has printed lately, the way NCOs get promoted is not being carried out very professionally. As a team leader, squad leader, platoon sergeant or first sergeant, if I don't counsel my enlisted soldiers as to what they need to be promoted, or counsel them as to why they did not get promoted, then I would be remiss. We (NCOs) should be counseled the same for our promotions.

When soldiers go before a local promotion board for SGT and SSG they get the results of their standing vs the other soldiers that went before the same board. We deserve the same from DA promotion boards.

I work in a joint service office and have watched the Air Force TSGT receive his Weighted Airman Promotion System (WAPS) score notice that explains to him exactly where he stood in the last promotion cycle. Listed on the WAPS are points that explain where they are on the standing list or his/her standing among other non-selectees. At least he knows how close or far away he was from the score required for selection. (I have no idea where I stand.)

I keep improving myself in both the military and civilian areas because I want to do the best I can for my soldiers and myself. I will keep enhancing myself between promotions while I'm in the Army because I want to be a professional NCO. There's no better job! All we NCOs ask is for some professionalism from the top down. Let us know where we stand and as NCOs we'll complete the mission, both for the U.S. Army and for ourselves. ■

*SSG Dennis R. Murphy
Pretoria, South Africa*

SDT Leader Portion Should Test Results, Not Vocabulary

I'm disappointed with the leadership portion of the 1993 Self Development Test, which seems to measure how much an NCO remembers from the 22-series

FM, but not how much he or she knows about leadership. I have spoken with NCOs who took other skill level tests, and the problem occurs there as well.

Only about a third of the questions really measure leadership. These questions ask NCOs to select good or bad leadership actions in a given situation. The rest of the questions only measure how well the NCO knows "buzz words" and expressions from manuals.

Asking an NCO to select an example of the participative leadership style measures term recognition more than leadership ability.

A better question on participative style might require an NCO to choose which answer best shows how to lead when subordinates have some competence and support the leader's goals. This requires understanding style, not merely recognizing its name.

I strongly support leadership and training questions in the SDT, but let's measure results, not vocabulary. ■

*SFC John M. Duerabou
Dillon, MT*

Officers Read, Heed, Listen to *The NCO Journal*

I just wanted to let you know your magazine is of great service to me and I'm sure many young officers just starting their careers.

As a newly commissioned officer with seven years of enlisted time, your magazine keeps me in touch with the needs and concerns of the enlisted soldier. It (*the Journal*) informs me of what my soldiers may have on their minds and can give me a heads up on taking care of my soldiers.

A big concern and sometimes gripe is the fact that some officers tend to disregard the welfare of the enlisted soldier. Your magazine is a good reminder that the NCOs can "Make or Break" an officer.

To *The NCO Journal* and all the enlisted, keep the ideas and information coming. We're listening. ■

*2LT Paul B. Lannom
Nashville, TN*

Reduce APFT Standards for Reserve Components—NOT

This is in response to SFC James Cole's letter in the fall 93 issue reference reducing the APFT standards for the NG and Reserve soldiers.

SFC Coles' suggestion to reduce current APFT standards is both ludicrous and a slap in the face of the NCOs who fought so hard for the current "One Army" concept. I'm currently the first sergeant for a cavalry scout training unit in the 5th Bde and I'm proud of the soldiers in my unit. We walk in and take over a platoon or troop at Fort Knox, KY every year and train these soldiers in cavalry tactics. We must be tactically, technically and physically proficient. We train to the current standards and nothing less.

Saying that part-time soldiers don't have as much time to train as full-time soldiers is ridiculous. There are many Active duty soldiers that will tell you they don't do PT as a unit and must train on their own to meet the standards.

If SFC Cole thinks his commander isn't abiding by the regulation then it's his job to advise his commander of the regulation and make sure that it's followed.

I've seen several soldiers in my unit transferred to the IRR for not meeting the APFT standards. I don't feel bad for these soldiers as they knew what the standard was when they signed on the dotted line.

I only want the best in my unit. Not soldiers who expect special treatment because they're Reservists. We're NCOs and as such must abide by and enforce the present standard lest we go back to the days of being called weekend warriors. Respect isn't taken, it's earned.

The current standards must be strictly adhered to and anything less is unacceptable. NCOs must ensure this is being done across the board. When the balloon goes up you won't be given the time to become physically fit; you had better already meet or exceed the standard. ■

*1SG John C. Ellison
Great Bend, KS*

CSM Woodyard's Counsel, Influence Touched Many Lives

A frequent contributor to *The NCO Journal*, CSM John D. Woodyard tragically died in a recent automobile accident. His last article, found in your Summer 93 edition, "As Iron sharpens Iron," was indicative of his professionalism.

CSM Woodyard believed that mentorship was a fulltime responsibility. We found out, after his untimely death, that nearly 30 NCOs from previous assignments routinely corresponded with him seeking advice, support and to discuss successes and failures. In every case, CSM Woodyard responded with the thoughts of a caring and untiring mentor. Obviously, he made a positive impression on his fellow NCOs from years gone by and his counsel withstood the test of time.

My battalion lost their command sergeant major. I lost a neighbor and friend. However, every day I see the results of his efforts in the NCOs and soldiers who were touched and influenced by him. There can be no greater legacy for a professional soldier. ■

LTC Gary J. Molske
APO AE 09089

Centralized Promotion System "Broke"—Fixes Suggested

I read the letters in your Summer 93 edition concerning the DA centralized promotion system. I agree with most and disagree with some of what was written. But most of all, I agree that the system is "broke."

Being in an administrative MOS, I see many of the "Quota" promotions. I feel there are a number of ways to "fix" the system.

First, eliminate the DA photo as a selection tool. Second, cross out the NCO's name and SSN on all documents reviewed. Do the same to the names of the NCO's rater and of the officials who approve awards. Next, assign each file a number in order to keep track of that file as it makes its way through the long chain of review.

These steps would all but eliminate 1)

the "Good ole boy" system, 2) prejudice due to sexism or racism, 3) a board member giving a soldier an unfair look because of a possible disagreement earlier in the NCO's career, 4) quotas designed to prevent the first two.

There are an infinite number of reasons to take the steps I prescribe. The best reason is to promote the most qualified NCO for the job. And, with a force that is getting smaller by the day, that is just what we need. The best of the best to carry out the missions of today and tomorrow. ■

SSG Martin E. Moroney
Salt Lake City, UT

"Thanks for the Mentoring"

I read the articles in the Spring 93 issue of the *NCO Journal* that reference promotions. They give a negative impression that promotions depend on who you know and not what you know or whether or not you're qualified.

I've been in the Army for 11 years and should be a staff sergeant, but can blame no one but myself. Since I've been stationed at Fitzsimons Army Medical Center (FAMC) I've had the pleasure of being preached to about promotions from two senior NCOs and a civilian employee that aren't in my direct chain of command.

Our post command sergeant major, CSM Harry Stanfield, is constantly stressing education to the soldiers during our monthly NCO development program, (NCOED). He even started a program called NCO Self Development Course that is sponsored by one of the local community colleges.

If I hadn't volunteered and been selected for the program I probably wouldn't be back in college and would still be farther away from making staff sergeant. There are two other people that have been a great help to me, SFC Willa Chandler, chief, Strength Management, and Mr. Mike Redgate, Military Personnel Promotions. Mr. Redgate always had an answer for me no matter what the problem was and SFC Chandler would always find time to discuss issues with me. She even volunteered to

help me get prepared for my APFT on her own time.

I'd just like to say thanks to them. By the way, I graduated from the NCO Self Development Course with 31 more promotion points. ■

SGT Trudy Y. Britt
Fitzsimons AMC, Aurora, CO

Adjust Fitness Standards? Not an Option

Apparently many Reserve Component soldiers have misconceptions about physical fitness requirements. Policies and procedures for the Army physical fitness program can be found in AR 350-41, chapter 9, "Physical Fitness," dated 19 March 1993. AR 350-15, *The Army Physical Fitness Program*, dated 3 November 1989, referenced in SFC Cole's letter [*fall 93 NCO Journal*, p. 27] is obsolete and should not be used.

Physical fitness policy applies Army-wide. It encompasses all soldiers, all functional branches, all units and all operating agencies. Physical fitness provides the foundation for combat readiness and must be an integral part of every soldier's life. Unit operational readiness begins with the physical fitness of soldiers' and the NCOs and officers who lead them. The bottom line is that physical fitness is an individual responsibility and one of the basic tenets of soldiering [Editor's emphasis]. Individual fitness and physical fitness training should be one of the professional ethics of all soldiers.

Physical fitness policy specifies that all personnel in the Active Army, Army National Guard and US Army Reserve take part in either collective or individual physical fitness training programs year-round. The regulation further specifies that in certain duty assignments and in the ARNG and USAR, highly structured, collective programs aren't always practical. Therefore, individually scheduled personal fitness programs should be emphasized and time during the duty day authorized for workouts.

For the "citizen soldier" this is extremely difficult. Often, civilian employment doesn't allow for physical training

time as part of the normal workday. The requirement remains to train and maintain a *minimum* level of fitness—30 minutes of training three times a week or 12 training periods a month.

SFC Cole's recommendation to lower the APFT standards to those required of BCT soldiers is not the answer. Since when does lowering any standard become an option? This mindset allows for mediocrity and sets the force up for failure. It isn't unrealistic to expect RC soldiers to attain the standards required of full-time soldiers. After all, there is only one standard. Either you meet it or you don't. Low APFT ORE (Operational Readiness Evaluation) pass rates suggest only one thing—soldiers aren't training to standard.

As citizen soldiers we're committed to true professionalism and excellence. Physical fitness isn't a requirement but a responsibility. When you wear the uniform, you also accept the standards you swore to uphold. After all, when we talk force multipliers—fitness is the key. ■

Frank A. Palkoska
IRR Soldier and chief of doctrine,
USA Physical Fitness School,
 Ft. Benning, GA

If You're Training Soldiers, Meet the Standards

"The soldier's heart, the soldier's spirit, the soldier's soul are everything. Unless the soldier's soul sustains him, he cannot be relied upon and will fail himself and his commander and his country in the end." Remarkable words by one of the truly great American leaders, GEN George C. Marshall.

I wonder how many of today's leaders read this and thought of the real essence of these words as it related to your many great articles about physical fitness. I wonder how many of them failed to look closely at your cover where it plainly pointed out that it required physical, mental and spiritual fitness to win on the battlefield. It all ties into preparing soldiers for the ultimate—and that's WAR.

This isn't an indictment against every person out there who gives an APFT. It's

an indictment against those that will give just a little on any event or perhaps think it's okay to be within two or three pounds of weight standards. The ultimate is the soldier's heart, his spirit and his soul. Sooner or later he or she will attend NCOES where that heart, spirit and soul is put to the test using one criteria—"Army standards." If you think you're doing anyone a great favor by cheating just a little you will find that you and not the soldier will have failed his commander and his country in the end.

There's a possibility that changes coming in the near future will mandate APFT testing at all Reserve Component academies. It may mean you have to make some tough decisions in the near future about a soldier's career. I think it's better that you do it rather than me. I can assure you that we will use only one set of standards, and that's Army standards. This is your wake-up call before soldiers are enrolled because of your failure to enforce standards. Our common goal and mandate must be what is best for soldiers.

I'm not in the business of questioning integrity, I'm in the business of training soldiers. Train them to Army standards and no one will be forced to question anyone's integrity. The soldiers we train today are your replacements tomorrow. Who do *you* want to do that job? ■

CSM John E. Rucynski
Annville, PA

Different Jobs Require Different Physical Abilities

In response to SFC Cole's letter [Fall 93] calling for a lower APFT standard for Reserve soldiers than Active soldiers, I say *absolutely not*. When mobilization day comes, the Reserve and National Guard soldier must perform every bit as well as the Active soldier. Consequently, standards must remain the same. In many respects Reserve soldiers must be much more committed and dedicated than their Active compatriots because so much has to be accomplished on the Reservists' own time, with no time or monetary compensation.

However, I do believe the system

could use some reworking.

First, since all soldiers must be able to defend themselves, no matter what the MOS/AOC, a base physical fitness standard is necessary. This standard should be based upon the endurance and agility realistically required by anyone (18F-71L) in a time of crisis. (Does our current, three-event APFT measure agility? The old five-event is probably a better measurement.)

Second, since most jobs demand different physical capabilities, each MOS/AOC should have physical fitness requirements. Some MOS qualifications requirements address physical fitness qualifications (e.g., Special Forces), but not most. Passing a job-related APFT should be as mandatory for a specific MOS/AOC as the color vision, PULHES, or aptitude score requirement. The job-related portion of the APFT should be listed in ARs 611-101, 611-112 and 611-201 and tested along with SDT and any job-specific school (e.g. AIT, BNCOC, OBC, OAC).

The bottom line, given a system change or not, is that we all (Active and Reserve) know what the standards are and that the standards are theoretically based upon "go-to-war" requirements. If I want the privilege of wearing the funny green clothes, I must meet the Army standards. I must always be prepared for combat. ■

CPT Dale J. Clark
Oklahoma City, OK

Can't Believe Senior NCO Cries About Army Fitness Standard

I read [SFC Cole's letter, fall 93 NCO Journal] and can't believe a senior NCO crying about the Army Fitness Standard.

We make too many excuses for not being able to meet standards. The option is to meet the standards or get out. When we go into combat, we go in as a Total Force. Instead of trying to find an easy way out, we should work together to help our soldiers meet the standards. ■

SFC Wilbur L. Colbert
Readiness Group, Ft. McCoy, WI

We Were Soldiers Once... And Young

By
LTG Harold G. Moore (Ret)
and Joseph L. Galloway

Random House, 1992
412 pages, \$25 (HB)

This is a difficult book for the thoughtful soldier. You will frequently find yourself reading it through misty eyes. The authors write to us from where soldiers live—on the ground and in their hearts.

"We Were Soldiers Once...And Young," begins with a list of those who died in the Pleiku campaign in Vietnam. It ends with a partial accounting of those who survived and how they've led their lives since. In between is a moving account of the battle of the Ia Drang Valley and the two battalions that fought at landing zones X-Ray and Albany. Moore, the commander who fought at X-Ray, and Galloway, a war correspondent who was there from the beginning,

tell their story through the words of the soldiers and junior officers who fought the battle.

The reader hears in this book from the entire chain of command, from the privates in the jungle to GEN Westmoreland in Saigon. The story is brought full circle when Moore travels to Vietnam after the war to get the perspective from the Vietnamese commander at the battle, LTG Nguyen Huu An.

There are two aspects of this book that will leave an impression on the NCO—the courage of those wounded and cut off from friends during the battle and the bravery of those left behind.

Any NCO who reads this should draw strength from the stories of the lost platoon at LZ X-Ray or of SP4 Jack P. Smith, PFC Toby Braveboy and platoon SGT Fred J. Kluge at LZ Albany.

The other aspect is the story of the bravery of those left behind. In chapter 25, "The Secretary of the Army Regrets...", the authors skillfully weave the tapestry of strength and faith that is the hallmark of the military family. A reading of this chapter will enhance the NCO's appreciation for his own family and that of his soldiers. ■

MSG James H. Clifford

Brave Black Regiment

By
Luis F. Emilio

Ayer Company, Inc., 1990
544 pages, \$19.90 (PB)

This book is an historical account of the creation of the Massachusetts 54th Regiment, which grew from the need to fill the ranks of the Union Army. Intelligence reports had revealed a Confederate Army growing in size and ready for action.

States loyal to the Federal government recruited free Negroes to increase

the manpower needs of the Union Army. The Federal government approved this practice. The Emancipation Proclamation issued on January 1 1863, further assisted this recruiting effort.

Massachusetts became the first northern state to organize free Negroes for action against the Confederacy, following an order issued by Governor Andrew to form such a regiment. Recruiting for this regiment took place throughout the United States. Negroes from Canada and the Caribbean Islands also took part in the formation of the Massachusetts 54th Regiment.

Negro soldiers endured many hardships, including lack of pay and constant racial discrimination. With training completed, the Massachusetts 54th Regiment got its first real test at Ft. Wagner, SC. Outnumbered ten to one, the 54th attacked. Although the battle proved to be a major defeat, northern newspapers

Band of Brothers

E Company,
506th Regiment,
101st Airborne
from Normandy to
Hitler's Eagle Nest

By
Stephen E. Ambrose

Simon & Schuster, 1992
320 pages \$25 (HB)

I highly recommend this book for those NCOs who prefer reading about war "through the eyes of the men that were there." Not only is this a riveting account of men at war, it is a useful professional development tool in experiencing aspects of troop leadership in and out of combat.

Ambrose uses personal interviews of numerous E Company veterans to tell their story, from Camp Toccoa in 1942, through the end of the war. There were officers like MAJ Winters who led the company as its commander from Normandy to Market-Garden. His leadership was inspirational to both the men of E Company as well as to this soldier. Soldiers like sergeants Lipton and McCreeary and PFC Webster all provide an in-depth insight into combat in the European Theater of Operations.

Ambrose also brings to light the negative aspects of some of the key individuals of E Company, the 2d Battalion and the 506th Regiment. In fact, what makes this book so important as a leadership tool is the depth in which he covers some of the "less flattering" aspects of several members at company, battalion, regiment and division levels.

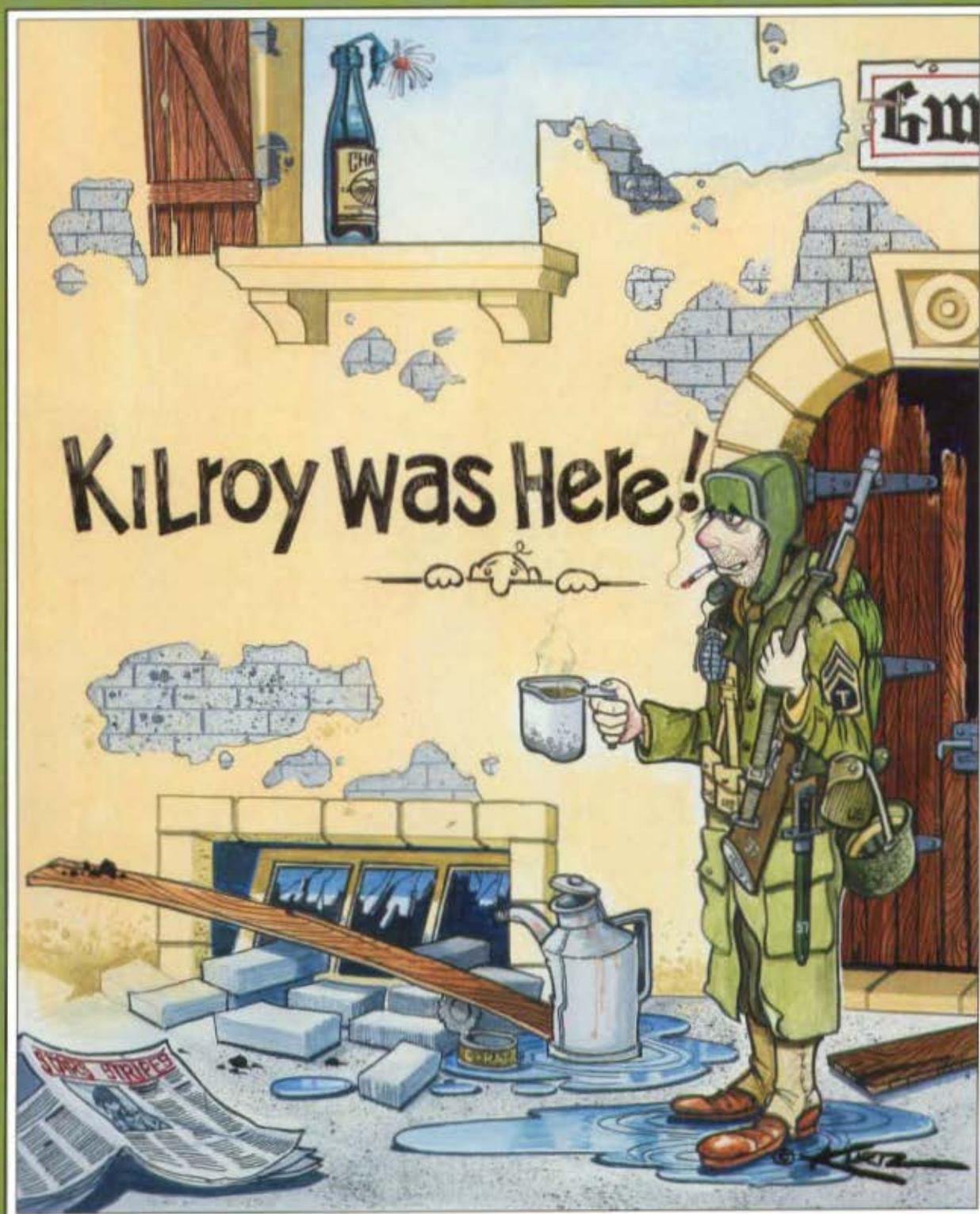
I recommend this book to any NCO who enjoys eyewitness accounts of war—up close and personal. ■

SSG Timothy J. Marcus

lauded the courage of the Negro soldiers. SGT William H. Carney became the first Negro to earn the Medal of Honor. These soldiers, accomplished the mission, despite racial prejudice. ■

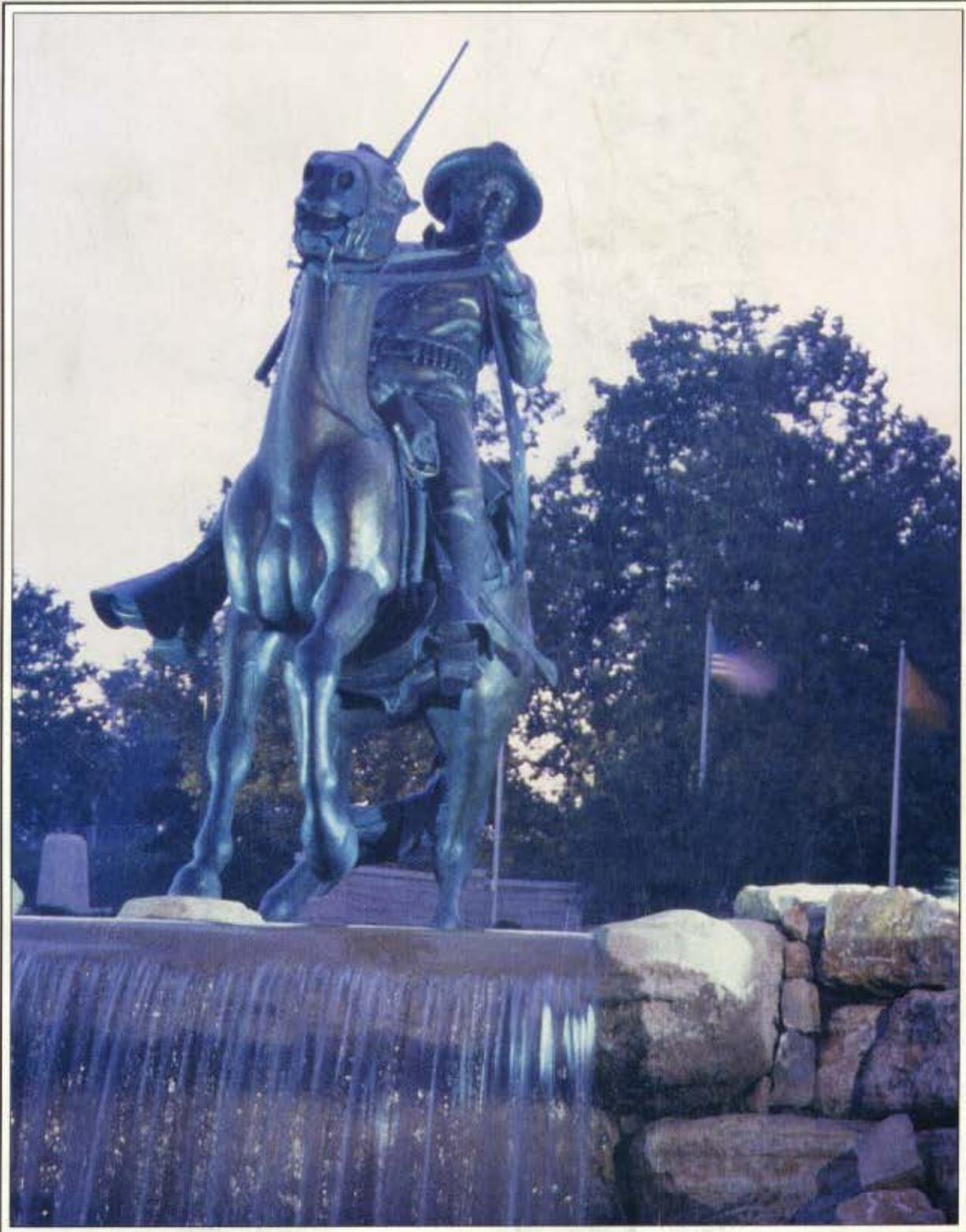
MSG Johnny Troutman

Where Hasn't Kilroy Been?



The birth of "Kilroy," that unique GI gift to the world of art, lies hidden in the mists of memories long since erased. Although the true origin of the "Kilroy was here!" icon may never be known, graphic traces have been seen from the Aleutians to Zanzibar. Kilroy materialized during World War

II wherever there was an American serviceman and an available paintbrush, piece of chalk or anything else with which to draw or write. Dennis Kurtz, an El Paso artist and Vietnam veteran, creates in his own unique style yet another way for Kilroy to visit NCOs all over the world.



Remembering 'The Buffalo Soldier'

The Buffalo Soldier Monument was dedicated July 25, 1992 at Ft. Leavenworth, KS. It memorializes those soldiers who volunteered to serve in an Army that gave them less rank, poorer living conditions and shoddier equipment than that provided white soldiers. Sculptor Eddie Dixon, a native of Lubbock, TX, created the statue over an eight-month period. Dixon said: "This piece is...for the generations to follow...for the generations to know that we all contributed something to the development of America...."