The NCO Journal

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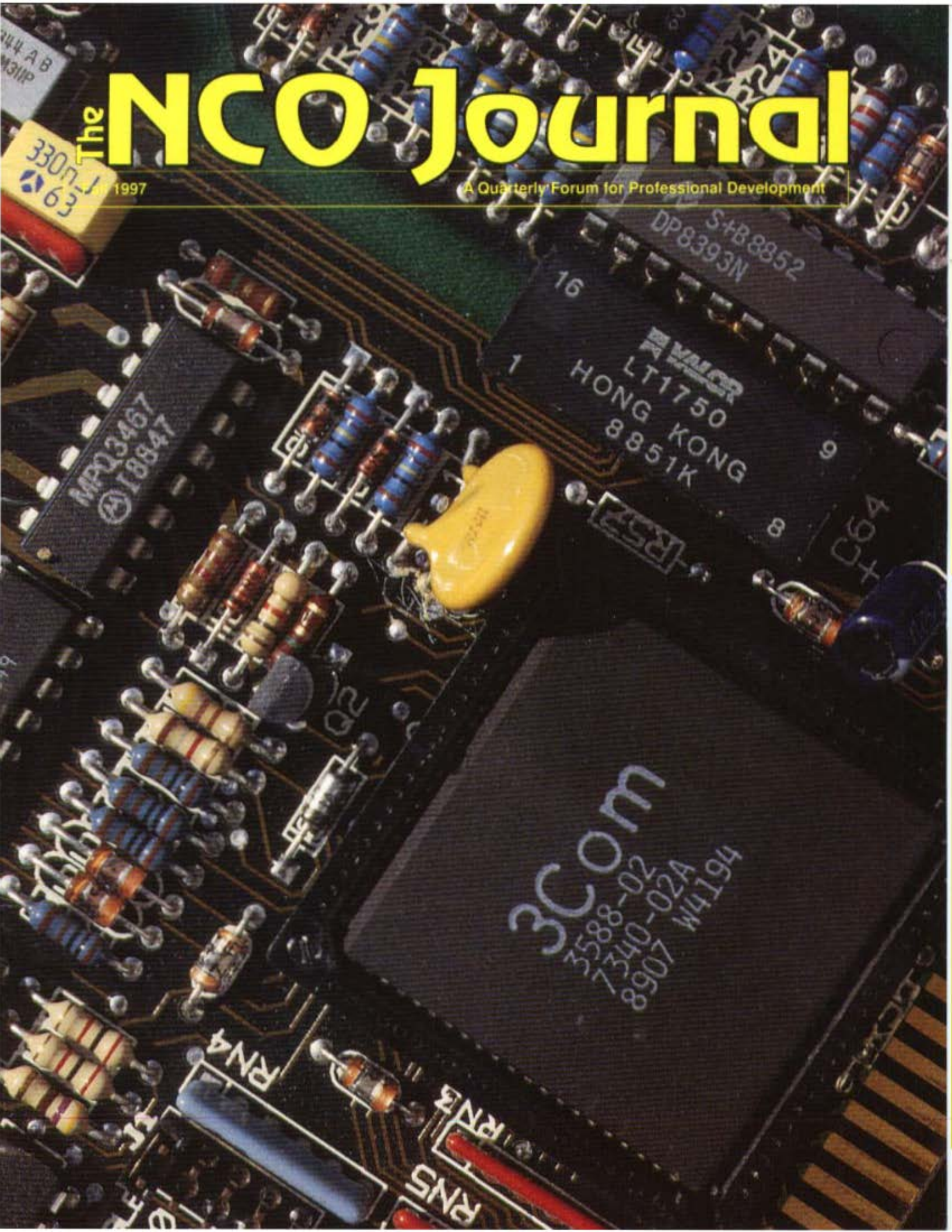
A Quarterly Forum for Professional Development



The NCO Journal

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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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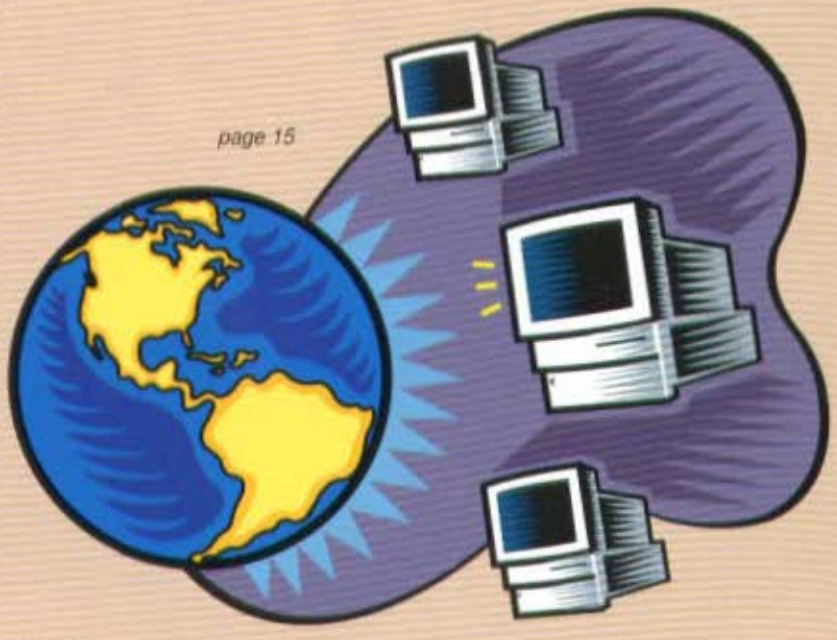

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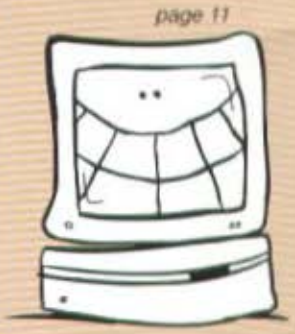

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Credits

Front cover photo by MSG Don Hurlbert.

Army Central Reservation Center Program Expands, Improves

Traveling soon? Going on TDY? PCSing with leave enroute? Whether you're stationed in the U.S. or overseas, on official or unofficial travel, booking your rooms is as easy as dialing 1-800-GO-ARMY-1.

That number connects you to the Army Central Reservation Center (ACRC) at Redstone Arsenal, AL, operated by Army Lodging, a division of the U.S. Army Community and Family Support Center Hospitality Directorate.

How it works—when you call the toll-free number you'll hear two choices:

• To make reservations for on-post lodging while in a temporary duty or permanant change of station status, to make Lodging Success Program reservations, to obtain information about on-post leisure accommodations, or to make reservations for Armed Forces Recreation Center Hotel in Europe, press 1 for the Army Central Reservation Center.

• To make leisure travel (vacation) reservations at commercial hotels off post anywhere in the U.S., press 2 to be connected to Carlson Wagonlit Travel. While ACRC staff doesn't make hotel reservations at the Armed Forces Recreation Center Shades of Green at Walt Disney World Resort, the recorded message gives the Shades of Green reservation telephone number in Orlando, FL.

Once you make your choice, you'll be connected to a living, breathing, friendly, professional reservation agent ready to help you book your rooms. The helpful staff can provide you with room rates, directions, a list of amenities, room-type availability as well as answer other general lodging questions.

ACRC is not a new service, but it has been expanded and improved. Rooms contracted under the Lodging Success Program (LSP) cost travelers on average 35 percent less than the local per diem allows. Additional LSP commercial destinations will bring the total number of hotels in the program to 15.

While the 800 number also served travelers' needs for official travel, now the toll-free reservations service also connects callers to CFSC's commercial travel partner, Carlson Wagonlit Travel. CWT reserves rooms at the most popular commercial hotels and motels in the U.S. A percentage of the sales commission from CWT is returned to Army Morale, Welfare and Recreation for reinvestment in soldier and family programs.

Who can use this toll-free reservation service?

• Military personnel and DoD civilians on official or unofficial travel.

• Soldiers and families on permanent change of station orders.

• Soldiers and families traveling space available to Army installations.

• Members of the Reserve Component and their families.

• Military retirees and families.

Agents are on duty Mondays through Fridays from 6 a.m. to 9 p.m.; Saturdays, Sundays and holidays, 8 a.m. to 6 p.m. Eastern Standard or Daylight Savings Time.

From outside the continental U.S., dial DSN 897-2790. Reservation requests may also be faxed to (205) 876-6870 or DSN 746-6870.■

Army Link News

Army Housing Officials Move To Privatize

Army officials faced with a large annual budget shortfall, aging quarters and supporting infrastructure, are recommending family housing operations be turned over to private contractors or government-run business operations.

Under family housing privatization and business proposals, soldiers and their families would be provided "quality housing, which is safe, affordable and convenient," said Dean Stefanides, chief of Army Housing within the Office of the Assistant Chief of Staff for Installation Management, Headquarters, Department of the Army.

Soldiers who live on post would use their housing allowances to pay a private-sector or business organization "rent," Stefanides said. Total housing costs would be capped at the soldiers' housing allowances with utility costs covered in the "rent" payment, by the Army or the contractor—but not the family.

By implementing privatization and business initiatives, which are envisioned to be completed during the first decade of the next century, the Army would avoid having to spend billions to upgrade its family housing worldwide, Stefanides said. This upgrading is necessary, because more than 80 percent of family housing does not meet contemporary standards.

"What we have today is a very aggressive plan to try to privatize all family housing in the U.S. areas by FY 2005. Five to 10 years after that, we would expect that all of our stateside family housing would be fixed," he said.

In foreign areas, the Army is proposing to transition family housing operations into a government business operation. The Army hopes to fix its foreign-area family housing during the same time frame as its U.S. housing.■

Gerry J. Gilmore
Army News Service

Feedback Improves U.S. Army Sergeants Major Course

A recent study shows the communication feedback process between students and staff and faculty at the U.S. Army Sergeants Major course does provide results.

Communication feedback, viewed as the process of sharing ideas and the flow of information from student to staff, is used to evaluate the effectiveness of the course.

There were nine feedback instruments used during the course:

1. The Initial Student Questionnaire, which addresses pre-arrival and in-processing information.

2. The Guest Speaker Critique, which evaluates the relevance of the information presented and the effectiveness of the speaker.

3. The Lesson Critique, which addresses what went well, what needs improvement and recommendations for each lesson.

4. The On-Site Comment addresses major problems within the course, which must be forwarded through the chain of command to the company commander.

5. The End of Seminar Questionnaire, which is completed by spouses, concerning the Family Seminar.

6. The End of Group Life Instructor Assessment, which addresses the effectiveness of the instructors.

7. The End of Group Life Questionnaire, which collects information on the conduct of the ending group life.

8. The End of Block Questionnaire, which collects information on the ending block of instruction.

9. The End of Course Questionnaire, which collects information on the entire course.

During Class 47, which graduated in May, there were 182 lessons that went through the lesson critique cycle. From these, there were 108 lesson changes and 25 lesson rewrites. A significant percentage of these changes was because of student input. ■

Sergeants Major Freddie G. Bugg, Billy C. Roach and James T. Ryan
USASMA, Ft. Bliss, TX

Military Pet Owners Can Cut Pet Quarantine Time

Military families moving to Hawaii will have a shorter separation from their dogs and cats, thanks to a new agreement negotiated between the state government, Pacific Regional Veterinary Command and U.S. Army Veterinary Command Headquarters.

Quarantine for dogs and cats entering Hawaii can now be limited to 30 days rather than 120 days required previously. This can be a significant cost savings for service members, as quarantine costs $7 per day for dogs and $6.50 per day for cats, in addition to a registration fee of $25 and health record fee of $10.

Stringent pre-shipment requirements must be met to qualify for the 30-day quarantine. These include at least two rabies vaccinations no more than six months apart and with the second no less than 90 days nor more than 12 months before arrival.

Pet owners expecting to move to Hawaii should obtain order forms for a required microchip as soon as possible from the Hawaii Division of Animal Industry, 99-941 Halawa Valley Street, Aiea, HI 96701; 483-7100; FAX (808) 483-7100. Pets that do not meet all qualifications for the 30 day quarantine will be quarantined for 120 days. Regardless of quarantine time, all dogs and cats entering Hawaii must be vaccinated for common infectious agents, must be free of parasites, must have the implanted microchip and must have a health certificate in English issued by a veterinarian no more than 14 days before arrival. Call your local military veterinary office to learn about other qualifications that are required. ■

Army Link News

New International Strategy Sends SF Soldiers To Africa

About 60 Special Forces soldiers from two battalions of 3rd Special Forces Group (Airborne) at Ft. Bragg, NC, left Pope Air Force Base for Senegal and Uganda in August as part of a new humanitarian and peacekeeping strategy.

They were accompanied by about 60 soldiers from 96th Civil Affairs Bn (A), 4th Psychological Operations Group (A) and support elements from XVIII Airborne Corps. Only 60 U.S. soldiers will be deployed to each African nation. The international strategy, called the African Crisis Response Initiative (ACRI), anticipates a partnership between African and non-African countries to build and improve crisis response capabilities, according to a DoD statement.

In an effort to promote stability in the region, ACRI provides a unique opportunity to improve capabilities of African militaries, making them better prepared to conduct limited humanitarian or peacekeeping operations. The State Department and the DoD coordinated the ACRI strategy with African nations.

Although 3rd SFG supported 30 missions in Africa in the last year, some SF soldiers say this is, indeed, a unique opportunity.

"For us, it's the size. We usually deploy as a detachment of eight to 12 men," said SFC Jeffrey Wright, who recently returned from Senegal. "This one has 60 soldiers going. You have support elements in place. And, you also have a battalion's worth of Senegalese."

Wright is the operations sergeant with Co A, 1st Bn. "There's not so much difference as far as what we do on a day-to-day basis; it's on a grander scale."

Using the train the trainer concept, SF soldiers will work with a cadre of soldiers, who will in turn train their own nations' military. Eight to 10 battalions of African soldiers will learn skills to enhance African states' capabilities to operate together in humanitarian or peacekeeping operations.

"We're shooting for getting several countries in the African continent trained up on peacekeeping and humanitarian relief," Wright said. "So if some crisis does happen there, we can get several battalions, if need be, to work off the same sheet of music with defined standards of tasks that need to be done.

"We're taking a lot of the events that took place in Somalia and Bosnia and using lessons learned from that as background for some of our training," Wright said. Research materials from the United Nations, other manuals and peacekeeping doctrine are sources used by the SF soldiers for in-depth peacekeeping training.

Each African nation participating in ACRI conducted either peacekeeping or humanitarian assistance operations within the last five years on the continent. About 5,000 African military members from seven nations will be trained, according to information released by the DoD. The strategy has strong U.S. government support because enhancement of African peacekeeping capabilities contributes to the overall stability and improves interoperability between African units. ■

Army Link News

Training Device Extends Life Of Circuit Cards, Connectors

Tobyhanna Army Depot, in cooperation with Enlogex Inc., is making it easier for soldier-technicians to avoid accidentally damaging circuit cards and connectors.

Officials saw a need for a training device that would introduce the soldier to the various critical components and static-sensitive procedures encountered in

the field.

Enlogex partnered with Tobyhanna to build "Teach-Quick Advantage," a device soldiers can use to learn proper handling techniques to avoid static electricity damage in circuit cards and other electronic devices.■

Tobyhanna Army Depot PAO
Tobyhanna, PA

Pilot Test of Drill Sergeant Hopefuls Begins at Benning

A pilot program for psychological screening of Army drill sergeant candidates has begun at the U.S. Army Infantry Center's drill sergeant school at Ft. Benning, GA.

"These NCOs affect so many trainees and influence their lives that we need to look at ways in which we can really select the best NCOs for the job," said CPT Mark Baggett, a clinical psychologist with the Infantry Center.

Army leadership has studied the drill sergeant selection process and training program following a series of incidents of sexual misconduct involving male drill sergeants and female trainees at Aberdeen Proving Ground, MD, and other Army training centers.

"I think there are probably some changes that are necessary in how we select all instructors," said GEN William W. Hartzog, commander of the Training and Doctrine Command (TRADOC).

"We have very high standards for selecting people to be drill sergeants, but the standards may not be good enough. We may need to do some sort of psychological testing to determine whether there's a base line of personal skills that makes people amenable to this kind of work," he said.

The Army has three schools to train Active-duty drill sergeants. They are at Ft. Benning, Ft. Jackson, SC, and Ft. Leonard Wood, MO. The responsibility for the program of instruction (POI) at the schools comes under COL Sam Barlotta, the director of plans, training and mobilization for the U.S. Army Training Center at Ft. Jackson.

"Psychological testing is part of a bigger picture," Barlotta said. "There is a task force reviewing the POI and requirements of drill sergeant training. We will review several courses of action and psychological testing is one of them."

The pilot program is based on psychological testing already being done in the Army, Baggett said. The Special Forces Assessment and Selection program at Ft. Bragg, NC, uses a psychological test, as does the Ranger Assessment and Selection Program for all officers and all NCO leadership positions in the 75th Ranger Regiment at Ft. Benning.

"These tests are also the type of evaluations that almost every police officer in every major police force has to go through to become a police officer," Baggett said.

The evaluation consists of a three-part written test and individual interviews.

"The results are discussed with the candidates," Baggett said. "They're given a chance to respond to all the questions and are certainly interviewed in depth."

There is no mandatory set of desired personality traits for drill sergeants, Baggett said. Psychological testing will reveal strengths and possible weaknesses of drill sergeant candidates.

The decision to eliminate a person from training will be made by a board of noncommissioned officers and the commandant of the drill sergeants school. Board members will base their decisions on summaries of the results of the written tests and the interview.

Being dropped from drill sergeant training because of the psychological testing process will not negatively affect a soldier's career, according to Baggett. Results will not be made part of a soldier's personnel or medical files.

"It's an important distinction that we have a board process so that I am not the ultimate authority over who stays or goes," he said.

The screening program will be administered to approximately 400 candidates attending Ft. Benning's Drill Sergeant School during fiscal year 1998. There will be about 40 students in each of 10 classes.

Classes 9-97 and 10-97 began psychological testing and evaluation during the weekend of August 9-10.

"The ultimate goal is to have the screening process before the school starts," Baggett said. "But the training schedule is so tight that the only time we have are the weekends."

He views the psychological evaluation as similar to other requirements candidates must pass to complete drill sergeant school. Failing any of the tests could result in elimination from the program.

"If the pilot is successful, one of the major issues will be allocating the resources and manpower to conduct the program at all three drill sergeant schools," Baggett said.

"We're looking right now at outcome measures," he said. "I think the best outcome is just going to be seeing the quality of people that we produce."■

Army Link News
TRADOC News Service

87th Div (Exercise) Has Openings For Qualified Soldiers

Qualified, experienced soldiers for TPU membership in several locations are being actively recruited by the 87th Div (Exercise). The primary need now is combat arms (SFC) personnel, although the 87th will consider training the right person if not qualified for a vacant position.

Following are unit phone numbers, by state, to contact for more information:

AL-HHC, 87th Div (Ex), 1st Bde, 87th Div (Ex), 313th Army Band, (205) 987-3987 or 1-800-260-1337.

KY-2nd Bde, 87th Div, (Ex), (502) 454-2919.

MS-3rd Bde, 87th Div (Ex), (601) 554-3054.

GA-4th Bde, 87th Div (Ex), (404) 363-5231.

PR-6th Bde, 87th Div (Ex), (787) 277-2414 or (787) 273-3978.

Interested soldiers may call units directly or MAJ Bunch or MSG Logsdon at (205) 987-3987/85 or 1-800-260-1337, extension 985/7.■

MAJ Thomas H. Bunch
87th Div (Ex), Birmingham, AL

Tobyhanna Soldier Named Best In Command Headquarters

SPC Janet Juliana, a communications security systems technician, competed with two other Industrial Operations Command soldiers on June 11 to be named IOC's Soldier of the Year. She is the first Tobyhanna soldier to earn the title.

SPC Janet Juliana is the first Tobyhanna soldier to earn Army Industrial Operations Command Soldier of the Year.

IOC, located at Rock Island, IL, is Tobyhanna's headquarters command.

The competition consisted of answering questions by a panel of noncommissioned officers.

"We were questioned individually by three sergeants major and a sergeant first class, Army Materiel Command-Europe's command sergeant major observed as president of the board," said the Roswell, NM, native. "They tested us for 30 minutes on military knowledge, customs and courtesies, protocol for visitors and other events, even what type of flag to use for a specific event."

Army Materiel Command, located in Alexandria, VA, is Tobyhanna's parent command. ■

Tobyhanna Army Depot Public Affairs Office
Tobyhanna, PA

Army Recruiter Turns Football Coach

"We don't call him sergeant," one of the guys said on the football field, "we call him coach." And ISG (Ret) **Charles G. Watkins Jr.**, who worked in the Army Greenville Recruiting Company, couldn't be happier.

The 10-year recruiting veteran said there were two things he wanted to do when he retired—teach and coach football. He laid the groundwork for the first one by becoming a licensed minister and now works as an assistant football coach at Pendleton High School in Pendleton, SC. Watkins retired from the Army in September.

"I have coached (at every high school) at every recruiting station I have been assigned," Watkins said.

"This is just as much face-to-face prospecting as anything else we do," Watkins said about his time spent on the football field. "This is where the kids are. They are doing something positive; they are staying out of trouble, and they have to maintain their grades to stay on the team."

Watkins says becoming a part of the community is the best move a recruiter can make. "You are representing the Army in one of the best ways because you are a role model." ■

Leslie Ann Sully
U.S. Army Recruiting Bn, Columbia, SC

Sergeant Audie Murphy Club Inducts Ft. McPherson Law Enforcement Soldiers

An active supporter and advocate of the Forces Command (FORSCOM) Sergeant Audie Murphy Club, the Law Enforcement Activity (LEA) has extended congratulations to four of its newest inductees—**SFC John W. Baker (1), SSG Lisa Jefferson (2), SSG Thomas A. Hagler (3)**, and **SGT Cy Gillespie (4)**.

SFC Baker serves as platoon sergeant for the Military Police Company's 80 soldier Honor Guard Platoon. He not only provides soldiers to perform the law enforcement mission on two geographically separate military installations, he also provides the Honor Guard marching elements, Color Guard and Salute Battery that support all FORSCOM and U.S. Army Garrison ceremonies in the Atlanta, GA, area.

SSG Jefferson has the distinct privilege of serving as the PMO platoon sergeant, responsible for 42 soldiers who keep the LEA's mission on the straight and narrow. Since her assignment as platoon sergeant, the PMO Platoon has witnessed significant improvements in their overall administrative and training support. Additionally, SSG Jefferson provides military police augmentation to the Honor Guard Platoon in support of all ceremonial activities.

SSG Hagler, as the LEA Administrative and Operational Support NCO, keeps a close hold on the administrative affairs

of the I EA. Responsible for the accurate preparation, distribution and status tracking of hundreds of military police reports, blotters, journals and related documents, he accomplishes this vital and complex task aided only by two civilian employees. Additionally, he serves as a squad leader providing administrative oversight, supervision and guidance to 15 soldiers in four operational sections.

SGT Gillespie serves as a squad leader in the Honor Guard Platoon and as the NCOIC of the FORSCOM Salute Battery. With 18 soldiers under his wing, SGT Gillespie demonstrates his professional leadership competencies over and over again. He is a trusted leader, dedicated to helping others succeed. In addition to his squad leader duties, SGT Gillespie serves as the president of the Ft. McPherson, GA, Sergeant Audie Murphy Club.■

SGM Steven G. Bollinger
Provost Marshal Office, Ft. McPherson, GA

AMEDD NCO Academy Names Leadership and Commandant's Physical Fitness Awardee

SFC Kelvin C. Fletcher, B Co, 61st ASMB, 1st MED GRP, 13th COSCOM, was honored as the recipient of both the Leadership and Commandant's Physical Fitness Awards (APFT score of 296) at the Army Medical Department NCO Academy, Ft. Sam Houston, TX.■

CSM Alfred L. Colvin
Ft. Sam Houston, TX

Ft. Greely and Ft. Wainwright MPs Honored

SGT Joseph Gaucher, Ft. Greely, AK, Military Police Detachment, won the Arctic Law Enforcement Command NCO of the Year competition. The competition consisted of first sergeant's recommendation, a board, hands-on testing and APFT. SGT Gaucher was awarded an Army Achievement Medal along with being recognized by the commanding general of U.S. Army Alaska, who presented a commander's coin. The main prize for the winner was to be the opportunity to attend the Alaska State Trooper's Academy. Since Gaucher was scheduled for BNCOC, **SGT Brian Kenny**, the second place winner, Ft. Wainwright Military Police Co, was selected instead. Kenny graduated first in his class from the Alaska State Troopers Academy at Sitka.

SPC Christopher Jones, Ft. Wainwright Military Police Co, won the Arctic Law Enforcement Command Soldier of the Year competition. The competition consisted of first sergeant's recommendation, a board, hands-on testing and APFT. Jones was awarded an Army Achievement Medal along with being recognized by the commanding general of U.S. Army Alaska, who presented a commander's coin. He was also given the opportunity to attend the Anchorage Police Academy, graduating in June.■

SGM Kenneth M. Masoner
Ft. Greely, AK

NCO Reaps What She Sews

When BG Wayne D. Marty visited 40 Houston-based members of the Texas National Guard's 136th Signal Battalion slated for a nine-month Operation JOINT GUARD deployment in early August, he "coined" just one.

SGT Rebecca Foreman, a Co C transmission systems operator and Houston native, was standing near her sewing machine when Marty, the assistant adjutant general for the Texas Army National Guard, rewarded her for going the extra mile for her soldiers.

"I guess I've sewn about 100 uniforms," Foreman said late Saturday as she positioned a nametag on the last uniform — her own—from a pile that had been dwindling all day. "So many of our soldiers got new uniforms, and it costs so much to sew all the patches and tags on ... I just didn't think it was something they needed to worry about right now."

From 7 a.m. Friday until 2 a.m. Saturday, and all that day until her daughter's wedding in the evening, Foreman sewed. Never mind she also had to finish packing her own duffel bags, and, like every other soldier being deployed to Europe, had last-minute paperwork to take care of and briefings to attend. The soldiers came first.

"This is what being an NCO is all about," said Texas National Guard CSM Clyde W. Worrell. "Sergeant Foreman's selflessness and her willingness to put the soldiers first, is a great example to everyone in the 136th Signal Battalion and the Texas Army National Guard."■

SPC Aaron Reed
Texas National Guard Public Affairs Office

SSG Waldroup Is Army and Armed Forces Male Athlete of the Year for 1996

Army **SSG Derrick Waldroup**, was selected as the 1996 Army and Armed Forces Male Athlete of the Year. Waldroup (along with Female Athlete of the Year, Army SGT Theresa DeWitt, featured in the Summer *NCO Journal*) was honored last January at several functions, including the U.S. Military Sports Association "Pride of the Nation" Awards Banquet at the National Press Club and the 62nd annual Touchdown Club of Washington Awards Dinner.

Waldroup, whose Army job is in communication systems, Ft. Benning, GA, participated in Greco-Roman wrestling in the 198-pound class, finishing seventh in the 1996 Olympics in Atlanta. He holds six national titles and 15 armed forces titles.

The Chicago native was inducted into the Illinois Wrestling Hall of Fame and was featured in *Sports Illustrated* and *Soldiers* magazines in 1996. He has coordinated and conducted youth clinics on behalf of the U.S. Recruiting Command in high schools across the United States. Waldroup was selected to coach the Army wrestling team, replacing SFC Anthony Thomas.■

Army Fitness and Sports
Alexandria, VA

Army Marksmanship Unit NCO Wins National Service Rifle Championship

SGT Barry L. Coleman, a service shooter with the U.S. Army Marksmanship Unit of Ft. Benning, GA, went head-to-head with more than 1,000 of America's best military and civilian competitive high-powered rifle shooters at the 1997 National Rifle Matches Aug. 4-17 at Camp Perry, OH, and came out on top.

Coleman won the prestigious National Service Rifle Championship and also captured the Erdman, Rattlesnake and Pershing trophies and the Navy Cup.

"The National Matches are the most important competition for service rifle shooters," Coleman said. "The matches are held once a year and determine who the best of the best are in America."

Coleman, shooting an accurized M16A2 rifle, beat **Marine Gunnery Sgt. Nelson Ocasio**, who was shooting an M-14, by three points. USAMU's **SGT Grant L. Singley**, last year's National Service Rifle Champion, came in third, two points behind Ocasio.

"I didn't know I was going to win," Coleman said. "I just shot day-to-day and didn't let the pressure get to me."

As a matter of fact, Coleman said he didn't know he had won until Singley came over to congratulate him, just minutes after they finished shooting the match.

"He (Singley) said, 'You won it!' and I said, 'No way!' At first I couldn't believe it," Coleman said. "I kept telling myself all these years that someday I'd do it. The camaraderie of the Service Rifle Team carried me through; they are the best bunch of guys I've ever been around. I'd like to thank the team and the Marksmanship Unit for their support."■

Paula J. Randall Pagan
US Army Marksmanship Unit PAO

NCO Wins Silver In Women's Amateur National Boxing Competition

Boxing—the manliest of men's sports. Except, of course, when the boxers are women.

One woman breaking new ground in this traditionally male sport is SSG Brenda E. Derby, Active Guard Reserve Maintenance NCO for the 231st Transportation Company, St. Petersburg, FL. In July, Derby took home the silver medal for her weight class after competing in the first-ever United States Amateur Boxing Women's National Championships held in Augusta, GA.

Derby began boxing three years ago when she was stationed in Baltimore, MD. Derby became a member of U.S. Amateur Boxing when she started boxing. However, her first fight did not take place until September 1996.

"It's really hard to get a fight because there are so few women," Derby said. "But more women are getting into it."

According to Derby, there is currently a committee petitioning to enter the sport of women's boxing in the Olympics. They expect it to become an Olympic sport in either 2000 or 2004. The sport already has an international following, with countries such as Canada, Egypt, Turkey, and Cuba beginning to hold competitions.

Derby competes in the 165-pound weight class. After winning her first fight in Baltimore, she won the honor of "Boxer of the Night" at the end of the evening. Another highlight of her boxing career occurred during a fight in Bradenton, FL, sponsored by the Police Athletic League.

"The referee gave my opponent three standing eight counts in the third round, and they had to stop the fight," Derby said. The fight was stopped in the third round on a technical knock out.

She described the sport as "great exercise," with safety being a top priority.

"In the amateurs, you're really protected," she said. "The referees really make sure no one gets hurt. I wear a chest protector, head gear, groin protector, and a mouthpiece."

She usually works out four to five times a week. Her typical workout consists of running three miles a day, sit-ups and other concentrated abdominal work, a minimum of three rounds of jump-roping, three rounds of shadow boxing, numerous rounds on various punching bags (such as the heavy bag, double-end bag, and speed bag), and weight training. A round during training time is three minutes, with a 30-second break in between.

As an NCO in the Army, much of Derby's boxing career has been connected to the military. When she was attending BNCOC at Ft. Eustis, VA, she competed at Ft. Story, VA, during the base's annual boxing competition on January 30. The main event of the evening was Derby's fight, which was the first female fight in the competition's history.

"I don't want to turn pro, but I want to be on the All Army Boxing Team," she said. Although the All Army team is currently limited to males only, Derby hopes that will change.■

1LT Melissa L. Lott
32nd Transportation Group, St. Petersburg, FL

OOPS! *We misspelled SFC Cornell J. Swanier's name in the Summer 97 issue (inside back cover). Our apologies, SFC Swanier. We also retired a sergeant major before his time...SGM Robert S. Rush, whose article on maxing PT was published in the Summer 97 issue, is active and doing well in the senior Army advisor's office, Ohio National Guard. Editor.*

We're All Knowledge Workers

By LTC Mary Fuller

Knowledge Worker. This is the latest among many new phrases in the computer world. Although you may not know it, we are all Knowledge Workers, but some of us are better equipped than others.

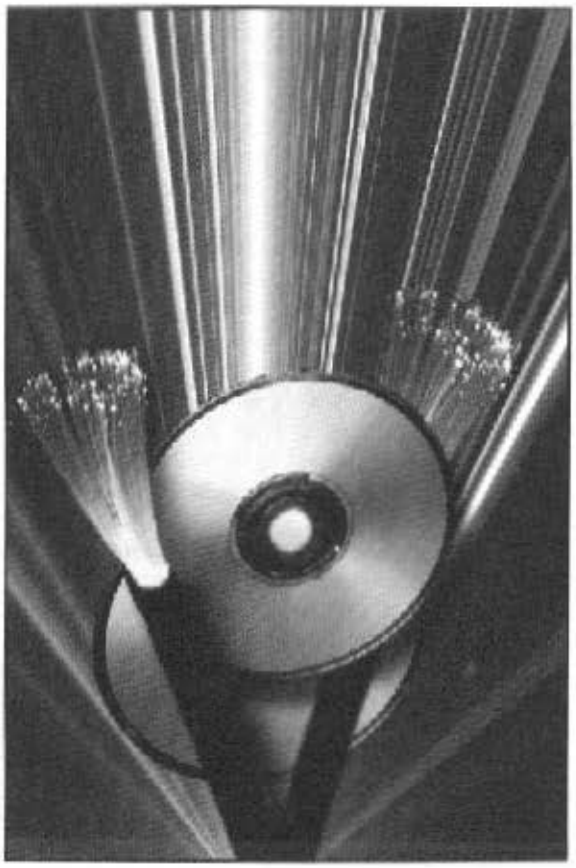
What is a Knowledge Worker? Someone who is given, as we say in the Army, the right tools for the right job. In the information technology world, this means access to the Internet, e-mail access to communicate within and outside of your organization, computer software and hardware to match the job requirements, and an environment that fosters the idea of providing those tools that allow each employee to excel at their assigned duties. This means embracing reengineering processes, thinking outside the box and encouraging everyone to try that which hasn't been tried before.

If you are a supervisor, it is your responsibility to identify and understand what your Knowledge Workers need to be successful at their jobs. You need to provide the proper training for using the tools provided. All too often we give employees equipment such as personal computers, network connectivity, and Internet access, yet we don't show them how to make optimum use of these tools. So instead of being productive, our employees are spending excessive amounts of time trying to learn to use these new tools and wasting productive time. Or worse yet, they get so frustrated, they never try to learn how to use the new equipment and therefore never gain the full abilities of the equipment.

It has been said that only about 10 percent of available computing ability is used by the average worker. How terrible. Our cubicles and desks are now loaded with technology way beyond our wildest dreams of as little as 10 years ago. We must learn to use what we have to its fullest and make it work for us instead of vice versa.

So, who has the time for all this training? Well, whether we have the time or not is really immaterial. We have to make time for the training or all the equipment in the world will not help us. As the Army continues to downsize and do the infamous "more with less," we must be trained to make maximum use of the tools we have in our toolkits. We have to set priorities, and training will have to be one of them.

I'm not advocating sending everyone in the office away for days at a time for training in some far-off classroom. I am looking at on site training. We need to follow the example our NCOs have developed over the years. Take every opportunity to perform training, no matter where or when. An hour here or there is all it takes to train people on new techniques or show them some operations on a new personal computer or printer. Most people who sit in a class for a couple of days will forget the majority of information. Teach them in small groups for a short duration. Get the experts in your organization to help by providing lunchtime brown bag classes. You might be amazed at the interest that will be generated. Employees are anxious to learn and know they can't afford to be away from their desks for long periods of time. They will be very happy to participate in such training if offered where it is convenient and useful.



The Knowledge Worker will only be as good as the organization he or she works for. If the organization encourages the use of information technology to lead the way, then the Knowledge Worker will grow and learn. If the organization sees information technology as unimportant or too expensive to bother with, the organization will suffer. In the long run, the organization will be doomed to failure because they will not be able to meet the ever-increasing demands of production placed on all of us.■

LTC Fuller is the product manager, Army Small Computer Program, Fort Monmouth, NJ. The homepage is at www.monmouth.army.mil/scp. This article was reprinted from "Digitizing The Military," The Military's Guide to Information Technology Solutions, an *Army/Navy/Air Force Times Marketing Supplement, Aug. 18, 1997.*

Don't Be Roadkill on

By ISG Victor G. Williams

"To be or not to be?" That is the question. Whether it is better to be connected to the Internet or is it worth the time and effort? Everywhere that you go these days you hear the word "Internet." Where did it come from? What are all those terms you hear and see, for example, World Wide Web (WWW), Hypertext Markup Language (HTML), Netscape, electronic mail (e-mail), Archie, File Transfer Protocol, Telnet, TCP/IP, Veronica, etc? This article should give you some idea about what this thing called the Internet is.

Some history of the Internet

The ancestor of the Internet was the Advanced Research Project Administration Net (ARPANET), a project funded by the Department of Defense (DoD) in 1969, both as an experiment in reliable networking and to link DoD and military research contractors, including the large number of universities doing military-funded research. The ARPANET started small—connecting three computers in California with one in Utah, but it quickly grew to span the continent.

The ARPANET was wildly successful, and every university in the country wanted to sign up. The success meant the ARPANET began getting difficult to manage, particularly with the large and growing number of university sites on it. So it was broken into two parts: MILNET, which had the military sites, and the new, smaller ARPANET, which had the nonmilitary sites. The two networks remained connected, however, thanks to a technical scheme called Internet Protocol (IP), which enabled message and data traffic to be routed from one network to another. All the networks connected in the Internet speak IP, so they are all able to exchange data.

To get on the Internet, you need...

The first items needed to get on the Internet is a computer and a modem. The computer can be PC compatible (preferably with a Pentium chip) or Macintosh (preferably using system 7.5). For this article the IBM-capable system will be discussed. The baud rate for the modem should be at a minimum 28,800 bits per second (bps). A modem is the equipment that hooks your computer to the phone line. The graphical user interface (GUI) should be Windows 3.1, 3.11, or Windows 95 (you can also use Windows NT). The hard drive should hold at least one gigabyte of data. You will need a hard drive with enough space to download all the interesting information that can be found on the Internet. A bubble jet or laser printer is not required for Internet access, but is highly recommended.

The next thing you will need is a "provider." No, a provider does not give you money. But, it does provide you with a connection, or "access," to the Internet. You use your modem to call up and connect to the provider, which handles the rest of the details of connecting to the Internet. There are many different types of Internet providers, each with varying degrees of ease of use, range of features, and prices.

You can choose one of the big commercial on-line service providers such as America Online (AOL), Microsoft Network (MSN) or Delphi. Each has its own software package you run on your computer that connects you directly to the service. The on-line services have different versions of the packages for Windows, Mac, and in some cases, DOS. However, AOL requires you use only AOL-provided software and MSN requires you have Windows 95.

The next type of provider to look at is an Internet service provider/local provider (ISP). An ISP is sort of like a commercial service, but with the important difference that its primary business is hooking people to the Internet. It turns out that nearly all ISPs buy their equipment and software from a handful of manufacturers, so the features and services offered by one ISP are much like those of another, again with varying degrees of reliability, accessibility and price. Think of it as the difference between a Chrysler and a Ford; each has its own assets and drawbacks, and each has different "options" available.

Browsing the Internet

Now that you have the hardware, some of the software, and a provider, you are ready to get on the Internet. However, once you connect to the Internet you will find you still need some type of "browser" software. Browsers are the super-duper, singing and dancing programs that will allow you to access information on the WWW. A browser allows you to connect to a search engine, which allows you to search any subject that you may want to learn about. The two most popular browsers are: Netscape Navigator and Internet Explorer.

Let's say you wanted to look up information on the "U.S. Army," you would simply connect to one of the search engines (e.g., InfoSeek, Yahoo, Lycos), type in the subject and you may receive over 2,000 Uniform Resource Locator (URL) addresses. URLs are the ways that network resources are named. Your next step would be to click on a URL address and a home page will appear. Some of the URLs that appear for the U.S. Army are: ROTC information, Promotion List (the full list is usually put on the Internet the day that it is released), weapons systems, history, World War I, World War II, Korean War, Vietnam War, Army Materiel Command (AMC), assignment information, VA information, health related information, changes to regulations and much more. Once a home page appears you can begin to "surf" the Information Superhighway. However, be careful when you start surfing. You will probably become intoxicated with the amount of information that is available to you. But, before you know it, you can be an expert on any subject that you want.

Currently, about 35 million people can access the Internet. That number is getting bigger all the time, and more and more information is being added every day. At least one business, government agency, or university is adding its home page to

the Internet Superhighway

the Internet every hour. The Internet is a great resource to get the most up-to-date information. With access to the world and its information, the Internet can become a valuable tool for research and education as well as amusement. So, it is more than worth the effort if you become the 35 millionth and one to get on the Internet. "What are you waiting for?" Get connected to the Internet and start surfing the "Information Superhighway."■

Williams is the first sergeant with the Anchorage, AK, MEPS.

Some Terms Used on the Net

Address = Code by which the Internet identifies you to other people and home pages so people can send you electronic mail (e.g., victor@aonline.com) or know which URL you are going to.

America Online (AOL) = A commercial Internet provider.

ARPANET = A DOD computer network started in 1969.

Archie = A system that helps you find files located anywhere on the Internet.

Baud = The number of symbols per second that a modem sends or receives through a phone line.

BITNET = A network (IBM mainframes) that connects to the Internet.

Bridge = Something that connects two networks so they appear to be a single larger network.

Browser = A program that lets you read and scan information on the World Wide Web.

Bulletin Board System = An electronic message system that enables you to read and post messages.

Gopher = A system that lets you find information by using menus (lots of menus).

Hardware = The actual physical computer and all its wires and friends, such as the printer, the disk drive, and the modem.

Home Page = The primary Web page for an individual, software application or organization.

HTML = Hypertext Markup Language, used in writing pages for the World Wide Web.

HTTP = Hypertext Transfer Protocol, which is the way World Wide Web pages are transferred over the Internet.

Icon = A little picture intended to represent something bigger, such as a program or choice of action or object.

Internet = An interconnected bunch of computer networks, including networks in all parts of the world.

InfoSeek = A service that searches the World Wide Web for pages that mention a word or phrase you specify.

IP = Internet Protocol, a scheme that enables information to be routed from one network to another as necessary.

Modem = Equipment that allows a computer to talk on the phone.

Netscape = A version of a World Wide Web browser.

Newsgroup = A distributed bulletin-board system about a particular topic.

Packet = A chunk of information sent over a network.

Ping = A program that checks to see whether you can communicate with another computer on the Internet.

PPP = Point-to-Point Protocol, a scheme for connecting two computers over the phone line (or a network link that acts like a phone line).

Search Engine = Software used to find information on the Wide Area Information Servers (WAIS) and the World Wide Web.

Service Provider = An organization that provides access to the Internet.

Serial Line Internet Protocol (SLIP) = A software scheme for connecting computers to the Internet over a serial line.

TCP/IP = The system that networks use to communicate with each other on the Internet.

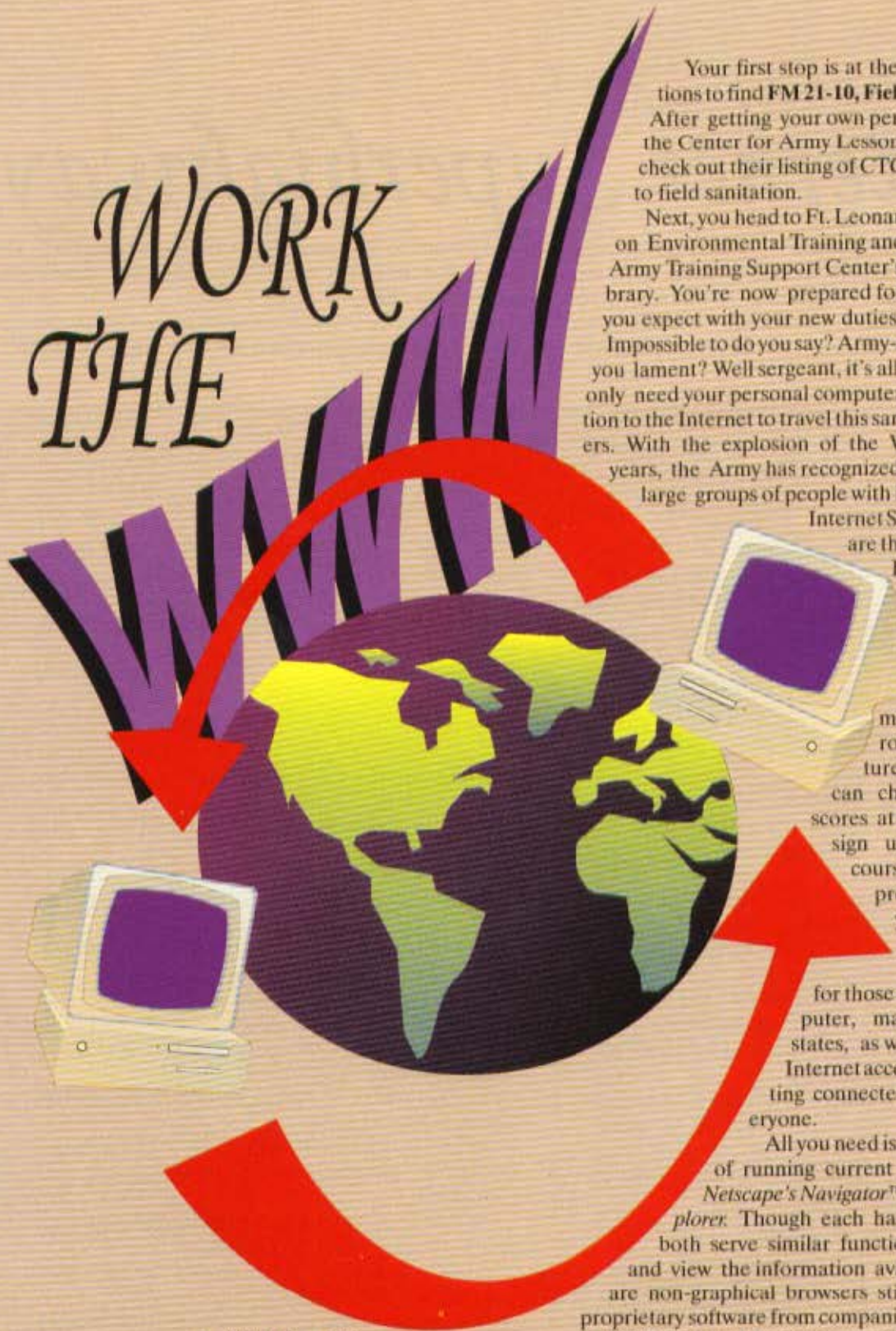
Telnet = A program that lets you log into other computers on the Net.

Veronica = A program that helps find information in Gopherspace.

Wide Area Information Servers (WAIS) = A system which lets you search for documents that contain the information you're looking for.

Web Page = The basic building block of the World Wide Web.

WORK THE WWW



By MSG Dan Elder

You are preparing to deploy to the Combat Maneuver Training Center along with your unit when your first sergeant informs you that you will be assigned to the field sanitation team. In preparation for the upcoming training you decide to research the subject. But instead of trudging to the Army Learning Center, you head right to the source.

Your first stop is at the Army's library of regulations to find **FM 21-10, Field Hygiene and Sanitation**. After getting your own personal copy, you then go to the Center for Army Lessons Learned. At CALL you check out their listing of CTC Trends for issues relating to field sanitation.

Next, you head to Ft. Leonard Wood for a quick course on Environmental Training and finally, you check out the Army Training Support Center's Mission Training Plan library. You're now prepared for the upcoming challenges you expect with your new duties.

Impossible to do you say? Army-After-Next science fiction, you lament? Well sergeant, it's all at your fingertips and you only need your personal computer, a modem, and a connection to the Internet to travel this same journey, plus many others. With the explosion of the World Wide Web in recent years, the Army has recognized that one method to reach large groups of people with information is through the Internet Superhighway. Today, there are thousands of Department of Defense-sponsored web sites with vast amounts of information waiting for your use. And with web site designers within the ranks, informative "unofficial" sites round out the on-line picture. In less than an hour, you can check the current cutoff scores at the PERSCOM website, sign up for a correspondence course, study for an upcoming promotion board, and read your latest branch newsletter, all in the comfort of your own home. And for those who do not yet own a computer, many post libraries in the states, as well as overseas, now offer Internet access for their patrons. So getting connected is easy for just about everyone.

All you need is a computer that is capable of running current browser software, such as *Netscape's Navigator™* or *Microsoft's Internet Explorer.* Though each has its own strengths, they both serve similar functions allowing you to access and view the information available on the Web. There are non-graphical browsers still in use (such as Lynx) or proprietary software from companies such as *Prodigy.* However, the Web is best experienced with the most current version of a well-known browser.

To get on-line, you must have a device that translates data across the telephone wires attached to your computer. This computer peripheral is called a modem and is an important link in accessing the Web. With today's graphically rich sites, the faster the speed of your modem, the quicker you can display information. And for those who are charged by time spent

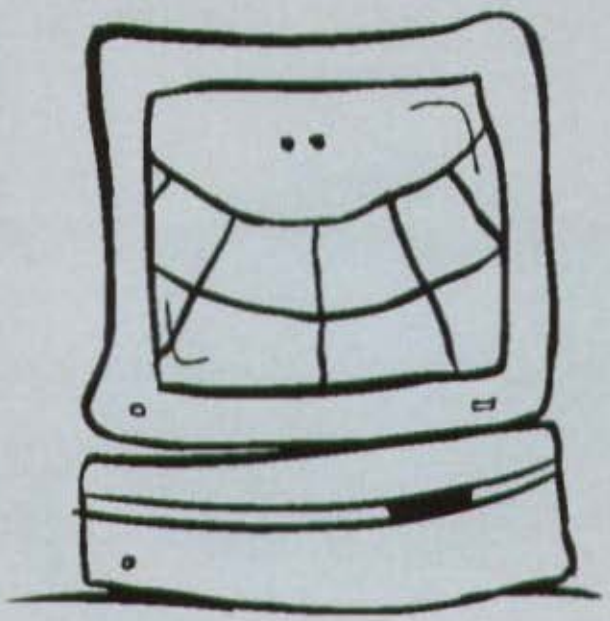
on-line, each minute costs. Modems are rated by speed in either baud rate or bits-per-minute (bpm).

The higher the number, the better (faster) the modem.

The lowest speed for entry-level Web use is a 28,800 modem, with 33,300 fast becoming the norm. Though there are modems offering 56,000 access speeds, the highest legally allowed rate is 53,000, and different standards are in use by different modem manufacturers (which means compatibility problems between brands). Committees within the on-line community are addressing the speed and standard problems, but it has been acknowledged that the ceiling for modem speeds has been reached because of telephone line limitations. With new equipment (such as fiber optic cables, better telephone junctions and switches) we can have increased modem speeds. There are other methods, such as ISDN, television coax cable, and full-time Internet connections, but for the home web surfer these features may not be available, or priced too high for the casual user. Now you're on-line, have downloaded (viewed) your first web page, and you're now ready to access the wealth of information on the World Wide Web. One of the most daunting tasks is filtering through the vast amount of information available. Many users rely on "Search Engines" or "Hyperlink" sources to find specific items.

By accessing one of these sites, the users simply enter a "search phrase" or "points" (using their mouse cursor) for a topic. These repositories provide a simple listing of sites that have the information that meets your search criteria. By providing "key words," you can narrow your search to find almost exactly what you're looking for. Many of the larger Defense or Army sites also provide that capability. And some still provide older methods known as "Gopher" or "Wide Area Information Search (WAIS)." These tools are similar to search engines, as they look in certain areas for documents or data that meet the criteria you specify. Using these tools are simple for all user levels, thanks to the HyperText Markup Language (HTML) standards.■

Elder is a student in the Sergeants Major Course, Class 48, U.S. Army Sergeants Major Academy, Ft. Bliss, TX.



World Wide Web Explosion

The World Wide Web (also known as W3, WWW or just "The Web") was born in 1990 at the European Laboradory for Particle Physics (CERN) in Switzerland. By using the Internet as the medium to create the Web, it allowed for a standard format by which to display and store text, graphics, sound and video. It's basically the universe of network-accessible information. By designing software that could access, read and interpret information through a method called HyperText Markup Language (HTML), the designers provided access to large amounts of information.

CERN's design of the first browser, NCSA MOSAIC, along with developing standards for Uniform Resource Locator (URL), HyperText Transfer Protocol (HTTP) and HTML has allowed the Web to be accessible by most any type of computer platform. Simply put, the language of the Web is in HTML, the location (address) of information is the URL and the delivery method is HTTP.

With the explosion of the Web, the demand for improvements have led to the development of a consortium of experts to manage Web-based issues, including updating the language of the web and other pressing issues. And with CERN's primary mission as a federally funded research center, it was not prepared to continue the development of browser software. One of the key developers of MOSAIC forged ahead to develop one of the most popular browsers, Netscape. It is through these browsers that the user can display the rich graphics and video available on the Web today.

Important WWW Addresses For NCOs

http://www.whitehouse.govml/briefroom.html **The White House**
http://www.whitehouse.gov/WH/EOP/html/principals.html **E-mail the President, Vice President, or First Lady**
http://www.house.gov/Constitution/Constitution.html **United States Constitution**
http://pacific.discover.net/~dansyr/billrigh.html **The Bill of Rights**
http://lcweb.loc.gov **Library of Congress**
http://lcweb.loc.gov/global/legislative/congress.html **US Legislative Branch**
http://www.defensenews.com **Defense News**
http://www.dtic.mil/defenselink **DefenseLINK**
http://www.dtic.mil/defenselink/pubs/di_index.html **Defense Issues**
http://www.dtic.mil/defenselink/pubs/pentagon/index.html **The Pentagon**
http://www.dtic.mil/defenselink/osd/index.html **Secretary of Defense**
http://www.dtic.mil/defenselink/jcs/index.html **Joint Chiefs of Staff**
http://www.dtic.mil/defenselink/bios/togowest.html **Secretary of the Army**
http://www.hqda.army.mil/ocsa/csabio.htm **Army Chief of Staff**
http://www.hqda.army.mil **HQDA Link**
http://www.dtic.mil/army.link **ArmyLINK**
http://www.dtic.mil/defenselink/ig **DoD Inspector General**
http://www.dtic.mil/defenselink/guardlink **U.S. Army National Guard**
http://www.army.mil/usar **U.S. Army Reserve**

Magazines

http://www.afji.com **Armed Forces Journal, International**
http://www.almc.army.mil/orgnzatn/alog/alog.htm **Army Logistician Magazine ONLINE**
http://www.ausa.org/armyzine **ARMY Magazine**
http://www.armytimes.com **Army Times**
http://call.army.mil/call/homepages/newsltr.html **CALL – Center for Army Lessons Learned Newsletters**
http://www.hqda.army.mil/acsimweb/news/news1.htm **Installations Newsletter**
http://www.entelechy-inc.com/docs/knoxdoc/armormag/index.html **Issues in Armor**
http://www-cgsc.army.mil/milrev/index.htm **Military Review**
http://huachuca-usaic.army.mil/SCHOOL/DOTD/MIPB/miranda.htm **Military Intelligence Professional Bulletin**
http://www.logsa.army.mil:90/psmag/pshome.html **PS Magazine ONLINE**
http://www.redstone.army.mil/soldiers/home.html **Soldiers Magazine ONLINE**
http://www.dtic.mil/bosnia/talon **The TALON (Operation Joint Guard)**
http://www.grafenwoehr.army.mil/news.htm **AFN Bavaria**
http://call.army.mil/call/homepages/trngqtr.htm **Training Quarterly**

Professional Development Links

http://www.dfas.mil/money/milpay/97pay/index.htm **1997 Military Pay Chart**
http://www.ha.osd.mil/main/acronym.html **Acronym Listing**
http://members.aol.com/aircav01/threat.html **Armored Vehicle Identification Tutorial**
http://www.army.mil/usar/arpercen/arpercen.htm **Army Reserve Personnel Center**
http://www-perscom.army.mil/tagd/aces/aces.htm **Army Continuing Education System**
http://almc.army.mil **Army Logistics Management College**
http://www.atsc-army.org/atdls.html **Army Training Digital Library**
http://www.atimp.army.mil **Army Training Information Management Program (ATIMP)**

http://www.asmr.com/atrrs/index.html **Army Training Requirements and Resources System**
http://leav-ftp.army.mil/bcbst/NCBOS.HTM **Brigade/Battle Staff NCO Homepage**
http://www-perscom.army.mil/enlist/cb-let.htm **Career Branch Newsletters**
http://www-cgsc.army.mil/cal/index.htm **Center for Army Leadership**
http://call.army.mil **Center for Army Lessons Learned**
http://www-cgsc.army.mil/cgsc/carl/carl.htm **Combined Arms Research Library**
http://www-cgsc.army.mil/ctac/index.htm **Center for Army Tactics**
http://call.army.mil/call/homepage/ctcbull.html **Combat Maneuver Center Trends**
http://atscweb.atsc-army.org/dev/itsd/ctt.htm **Common Task Training**
http://voled.doded.mil/dantes/index.htm **DANTES – Defense Activity for Nontraditional Education**
http://www.drms.dla.mil **DRMO – Defense Reutilization Material Office**
http://www.dtic.mil/doctrine/jel/doddict **DoD Dictionary of Military Terms**
http://www.wood.army.mil/3BDE/ds_intro.htm **Drill Sergeant Website**
http://www-perscom.army.mil/gendocs/enlcmf.htm **Enlisted MOS Structure Charts**
http://www-cgsc.army.mil/cal/eldn/eldnfr.htm **Enlisted Leader Development Network**
http://www-perscom.army.mil/select/enlisted.htm **Enlisted Promotions (EPMD), PERSCOM**
http://147.238.100.101/school/16cav/mastgun/mgindex.htm **Master Gunner (Armor) Newsletter**
http://www.benning.army.mil/fbhome/mgunner/BUILD.HTM **Master Gunner (Infantry) Newsletter**
http://www-perscom.army.mil/tagd/msg/1997.htm **PERSCOM Messages for 1997**
http://www-sscom.army.mil/nrdec/index.html **Natick Research & Development Site**
http://www.hqda.army.mil/sma/ncocreed.htm **NCO Creed**
http://www.gordon.army.mil/cmdgrp/study/NCOER.HTML **NCOER FAQ (Frequently Asked Questions)**
http://www-perscom.army.mil/enlist/guide/ncoes.htm **NCOES Information Paper**
http://www-perscom.army.mil **PERSCOM Online**
http://www.1id.army.mil/mail.htm **Send E-mail to troops in Bosnia**
http://www2.magmacom.com/~madisley **Sergeants Major Homepage**
http://atscweb.atsc-army.org/accp/aipd.htm **Sign up for Correspondence Courses**
http://voled.doded.mil/soc/socad/index.htm **Servicemembers Opportunity College**
http://www-ssn.ria.army.mil/ssn/larsn.html **Soldier Support Network**
http://atscweb.atsc-army.org **TRAINER Online**
http://www.army.mil **US Army OFFICIAL homepage**
http://www.dtic.mil/armylink/factfile **US Army Weapon Systems and Modernization Fact File**
http://atscweb.atsc-army.org **US Army Training Support Center**

Regulations & Blank Forms Online

http://www-usappc.hoffman.army.mil/gils/epubs.html **Government Information Locator (GILS)**
http://www.atsc-army.org/atdls.html **Army Training Digital Library**
http://www.atsc-army.org/cgi-bin/atdl.dll?type=ar,tp,da%20pam&header=%2Fatdl%2Fbrowse%2Fadmin.htm **Administrative Publications – AR, DA Pam, TP**
http://www.atsc-army.org/cgi-bin/cgi-bin/atdl.dll?type=fm&header=%2Fatdl%2Fbrowse%2Ffm.htm **Field Manuals**
http://www.atsc-army.org/cgi-bin/cgi-bin/atdl.dll?type=gta&header=%2Fatdl%2Fbrowse%2Fgta.htm **Graphic Training Aids**
http://www.atsc-army.org/cgi-bin/atdl/browse/othrsvc.htm **Joint/Multi-Service Publications**
http://www.atsc-army.org/cgi-bin/cgi-bin/atdl.dll?type=mtp&header=%2Fatdl%2Fbrowse%2Fmtp.htm **Mission Training Plans**
http://www.atsc-army.org/cgi-bin/cgi-bin/atdl.dll?type=stp&header=%2Fatdl%2Fbrowse%2Fstp.htm **Soldier Training Publications**
http://www.atsc-army.org/cgi-bin/cgi-bin/atdl.dll?type=tc&header=%2Fatdl%2Fbrowse%2Fthp.htm **Training Circulars**

http://www-usappc.hoffman.army.mil/forms/forms.html **USAPA Electronic DA Forms**
http://web1.whs.osd.mil/icdhome/FORMS.HTM **ICD Electronic DoD Forms**

NCO Academies & Training Links

http://bliss-usasma.army.mil/website/dot/ancoc/ancoc.htm **ANCOC**
http://bliss-usasma.army.mil/website/dot/bncoc/bncoc.htm **BNCOC**
http://bliss-usasma.army.mil/website/dot/cbi/cbi.htm **CBI – Computer Based Instruction**
http://www.benning.army.mil/rtb/rtbweb/lrslc.htm **LRSLC –Long Range Surveillance Leader Course**
http://bliss-usasma.army.mil/website/dot/pldc-ac/pldc-ac.htm **PLDC(AC)**
http://bliss-usasma.army.mil/website/dot/pldc-rc/pldc-rc.htm **PLDC(RC)**
http://www-perscom.army.mil/enlist/guide/ncoes.htm **NCOES Information Paper**
http://bliss-usasma.army.mil **U.S. Army Sergeants Major Academy**
http://atscweb.atsc-army.org/tcncoa/ncoahome.htm **Ft. Eustis NCO Academy**
http://acs.amedd.army.mil/ncoa/ncoahome.htm **Ft. Sam Houston NCO Academy**
http://www.hood-pao.army.mil/FORT_HOOD/ncoa/ncoa.htm **Ft. Hood NCO Academy**
http://huachuca-usaic.army.mil/school/ncoa/ncoa.htm **Ft. Huachuca NCO Academy**
http://sill-www.army.mil/tngcmd/tng/tcncoa.htm **Ft. Sill NCO Academy**
http://www.gordon.army.mil/rncos **Ft. Gordon NCO Academy**
http://jackson-www.army.mil/school/ncoa/ncoa.htm **Ft. Jackson NCO Academy**
http://147.238.100.101/school/ncoa/ncoa.htm **Ft. Knox NCO Academy**

Miscellaneous NCO Links

http://bliss-emh56.army.mil/62ab/armysong.htm **The Army Song (Words)**
http://www.usma.army.mil/football **Army Sports Radio**
http://ourworld.compuserve.com/homepages/michael_patterson_4 **Arlington National Cemetery**
http://www.dtic.mil/armylink/abs **Army Broadcasting Service**
http://www.army.mil/cmh-pg/nmusa.htm **Army Museum System**
http://www.dtic.mil/armylink/factfile **Army Weapon Systems**
http://www.dtic.mil/defenselink/afis **Armed Forces Information Service**
http://www.dtic.mil/defenselink/afis/index.html#afrts **Armed Forces Radio & Television Service**
http://www.dtic.mil/defenselink/other_info/education.html **Defense Education Opportunities**
http://www.dtic.mil/defenselink/other_info/deployments.html **Deployments & Exercises**
http://www.stewart.army.mil/dsndir.txt **DSN Directory ONLINE**
http://home.t-online.de/home/wolff_neidenbach/grams.htm **MARSGRAM – Send a MARSGRAM**
http://www.militarycity.com **Military City Online**
http://www.geocities.com/Pentagon/5713 **Military Coins – Photos and history**
http://www.spousenet.com **Military Spouse Net**
http://army.miningco.com **The Mining Company's "Army Site"**
http://www.failte.com/nam **National Army Museum**
http://call.army.mil/call/magazine/nco_jour.htm **NCO Journal Index**
http://www.geocities.com/Penatgon/4227 **The NCO Website**
http://www.army.mil/vetinfo/persloc.htm **Personnel Locator for Active Duty Army**
http://www.sgtmoms.com **SGT Mom's**
http://ourworld.compuserve.com/homepages/michael_patterson_4/tombofun.htm **Tomb of the Unknown Soldiers**
http://www.ochampus.mil **TriCare Support Office (OCHAMPUS)**
http://voled.doded.mil/dantes/ttt **Troops to Teachers**
http://www.army.mil/usar/mobguide2.htm **USAR Mobilization Guide**
http://www.dtic.mil/armylink **US Army Public Affairs Website**
http://www.vvoa.com **Veterans Voice**

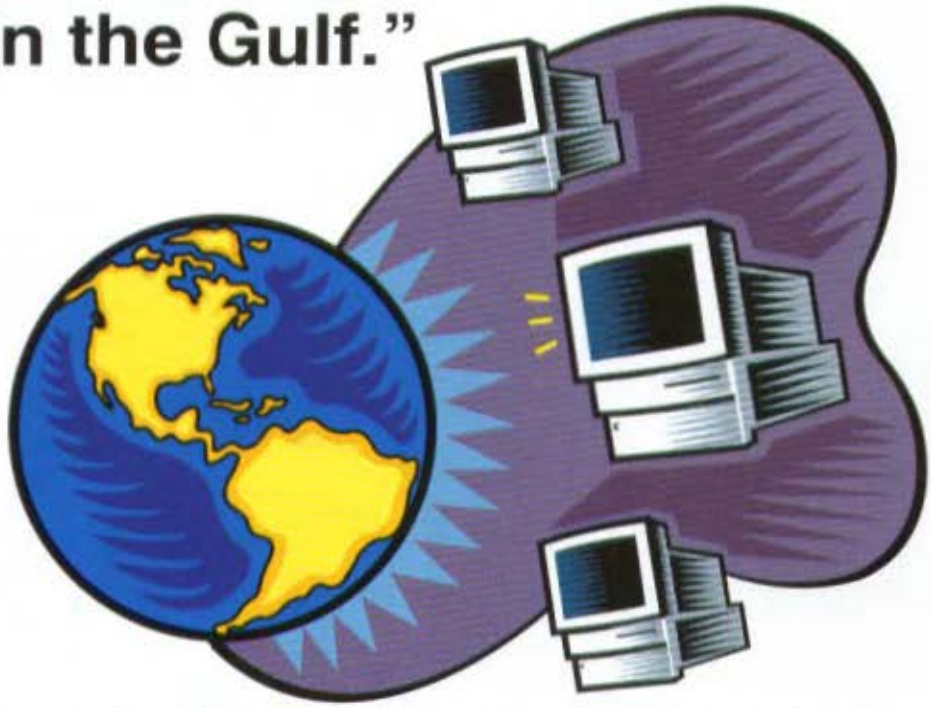
Links courtesy ***The NCO Website***
http://www.geocities.com/Pentagon/4227

Editor's note: Where there's a **space** between words in the addresses shown, put a _
For example: http://ourworld.compuserve.com/homepages/michael_patterson_4/tombofun.htm.

In Bosnia with higher technology ...

"I am doing things over here I couldn't do in the Gulf."

By SPC Daniel M. Paschall



"We came, we saw, we surfed the net." Scribbled on a bathroom wall in a tent city base camp, this message speaks for an age in which information is king and technology is power.

The Information Age has already changed the landscape of education and business. Now, soldiers deployed as part of the NATO peacekeeping mission in Bosnia are seeing firsthand how the push for information through technology has changed the military.

"I am doing things over here I couldn't do in the Gulf," said LTC Lou Marich, chief of plans and operation for Task Force Eagle. "Technology advances quickly, and it's allowing us to do more, faster."

Because of e-mail, fax machines, telephones, copiers, computers, local area networks, satellite communications, video teleconferencing, global positioning systems, and high-tech radios, soldiers are getting more information than ever before.

But Marich said the quality of information is much more important than the quantity. "There is such a thing as too much information. You have to filter out what's good and what's not. That's the reason for a chain of command."

Soldiers in the field may not always have the luxury of accessing the Internet or communicating over e-mail, but Marich said those same soldiers are still in the information loop. Technology advances at the division level translate into more reliable information for soldiers in the field.

"The chain of command filters what soldiers need to know," Marich said. "More dangerous than a (computer) virus is a flood of information that clutters the battlefield picture. It's like looking at a radar screen. The chain of command has to be able to decipher pertinent indicators from the background clutter."

MAJ Max Atherton, who writes daily reports based on information delivered from the field knows about dealing with an abundance of information. He thinks the Army is much better off now than it was 20 years ago.

"Division commanders today have a better idea of what is happening on the ground than ever before. Because they have more information, they are better prepared to apply the right assets to each situation."

Both Marich and Atherton believe the Information Age is not going to change the structure of the Army as much as it has corporations in the civilian world.

"We are in a different business," Marich said. "What information can do for the Army is promote timely, accurate and complete reporting."

Atherton agreed. "Soldiering hasn't changed much in many respects since armies fought with swords. It's the nature of the beast," he said. "A soldier has the 300 meters around him to be concerned with, and he has his hands full with just that."

Marich said soldiers who doubt the power of information technology are missing the point. "Information may not always filter down, but commanders today have a better picture of what's happening on the battlefield than in the past, and that makes every soldier more effective," he said.

One of the main problems with technology is the speed at which it improves. "Technology is growing by leaps and bounds," Atherton said. "I remember in 1984 when my battalion headquarters had only one computer. Today, people can't do their jobs without computers."

Atherton said the Army embraces technology. "Every soldier should understand the importance of staying on top of it," he added.■

Paschall is with the 100th MPAD, Texas Army National Guard

Reprinted from the Dec. 27, 1996 issue of *The Talon*.

To Secure Computer Systems

By Anthony Ricchiazzi

"People in general don't understand how easy it is to hack into a computer or computer network or to infect a system with a virus, and it happens on a regular basis," according to SSG George Beck, a member of the team working to develop computer security systems at Tobyhanna Army Depot.

But it will be very difficult at Tobyhanna and throughout the Department of Defense in the near future. Soldiers at Tobyhanna have laid the groundwork of a training program for a major new computer security system.

A team from the High Tech Regional Training Site-Maintenance (HTRTS-M), in conjunction with the depot's Communications Security Systems Directorate and Business Management Directorate, have set up a training program for DoD employees on a multitude of information security initiatives. The initiatives are part of a program called MISSI—Multilevel Information System Security Initiative.

"MISSI is an automated system made up predominately of commercial off-the-shelf (COTS) items that allow secure transactions across existing local, national and global computer networks," said SSG Ivory Smith, MISSI Development Team Tobyhanna (MDTT).

A major function of MISSI will be to enhance the security of the Defense Messaging System (DMS). Tobyhanna is preparing to be among the first to have MISSI and train DoD employees to use it.

Currently, to send Tobyhanna messages securely, they must be typed, hand-carried to the depot's communications security center, encrypted, then sent to the receiver, who must then decrypt the message at the receiver's communications security center.

MISSI allows this to be done in one step. The sender can type it into the computer on his desk that is part of the MISSI system, and it is automatically encrypted for normal e-mail use. The receiver who also has MISSI can then decrypt the message at his computer.

"MISSI secures messages from any influences," Beck said. "It encrypts the encryptions and provides continuous code-changes that make it nearly impossible to hack into and/or corrupt a computer system."

DoD personnel will be trained in three major components of MISSI. The first training component will be Information Systems Security, which includes computer and communications security. "Everyone needs this training," Beck said.

"It will clear up a lot of security mistakes that people make, such as missing a virus because the individual failed to run a virus check."

The second component is the FORTEZZA Crypto Card training. The FORTEZZA card is used somewhat like a credit card and is about the same size.

"The MISSI-equipped computer system cannot access any network files without the FORTEZZA card. It will have a personal identification number of up to 12 alphanumeric characters that limits access to files. If someone steals it, the card is programmed to allow five tries at the PIN, then the card is automatically rendered useless."

If the authorized user accidentally zeroes the card, it can be reinitialized by the Certification Authority (CA). If the card is lost, the CA database is updated to render the card useless.

The third training component is the Certification Authority Workstation (CAW). The CA programs each FORTEZZA card using the CAW and maintains a database of all users.

Because the FORTEZZA card leaves a trail of where it was used and what it accessed, the CA manager can monitor who requested specific files.

CPT Charles Dory, commandant of the HTRTS-M, says that the instruction being offered by Tobyhanna is the wave of the future. Instruction in the new security measures will also be given at Ft. Huachuca, AZ, and Ft. Gordon, GA.

"As the world becomes more interwoven and the need for information more immediate, the need to secure it will also grow," he pointed out. "Personnel who are properly trained will greatly reduce the ability of unauthorized personnel to gain access. This information can be used not only to protect national security issues, but financial, medical and legal files as well."

The point of contact for MISSI at Tobyhanna Army Depot is James Powell, Communications Security Systems Directorate, (717) 895-6854 or DSN 795-6854.■

Dod personnel will be trained on new computer security system ...

Ricchiazzi is a public affairs specialist, Tobyhanna Army Depot Public Affairs Office, Tobyhanna, PA.

THAT CRIED WOLF

By Neff Hudson

Getting sick of those e-mail virus scares? Like thousands of other people, I received an urgent message recently warning of a new computer virus transmitted by electronic mail.

The message reported that merely opening an e-mail titled, "Join the Crew," "Pen Pal Greetings" or even "Returned or Unable to Deliver" would unleash a terrible virus on my computer. This virus would destroy all the information on my hard drive and then mail itself to every address listed in my mailbox. I was asked to forward this message to everyone I know, so as to stop the spread of this dreaded disease.

So here's the word: *For all intents and purposes, the message is the virus. It wastes time, clogs mail servers, hogs transmission time and frightens well-meaning people into believing that e-mail is deadly. Worse yet, it's not even original.*

According to computer virus myth expert Rob Rosenberger, the "Join the Crew" e-mail is part of the latest fad in hoaxes—a chain letter that combines several of the virus myths in a single message. By listing three or four message titles as dangerous files, the hoax effectively transforms yesterday's debunked hysterics into today's worrisome reality.

But as an astute observer on an Internet message board pointed out, no one is asking the right question about the message: Why wouldn't the author just make the subject "New virus alert!"? Everyone would open it, and the dragon would pop out and eat your computer.

Here's the mundane reality: You can't get infected with a computer virus simply by opening an e-mail message and reading it. A file has to be activated on your hard drive—also known as "executed" in geek-speak—in order to spread a virus.

Files attached to e-mails are a different matter. Downloading an executable file from a mysterious e-mail source and running it on your computer is a recipe for disaster. The same logic applies to files downloaded from World Wide Web sites, File Transfer Protocol (FTP) sites or bulletin boards.

The best way to avoid getting a nasty virus is by practicing safe computing. Feel free to read any message that arrives in your mailbox; it could be from a long-lost friend. But don't download executable files that have an unknown origin.

You also should get some anti-virus hardware. At least a dozen companies make decent virus hunters, and you don't necessarily have to pay big dollars to buy them. A list of the companies can be found at **www.ncsa.com/hotlinks/virus.html**—a site maintained by the National Computer Security Association.

My anti-virus software already has paid for itself by detecting and removing the AntiEXE virus (which grabs space on your hard drive and replicates itself) and a Microsoft Word virus called Npad.ad (which thoughtfully spelled out its place of origin, "Indonesia," when I opened a file).

Both viruses entered my world on floppy disks that visited the Pentagon, which leads me to suspect there are a few sicknesses there.

In fact, the erroneous e-mail that warned me not to join the crew had several .mil addresses on it. Perhaps the warning—maybe even the virus itself—originated at the Pentagon. It could be part of a government plot to destroy our computers and make it easier for the United Nations to establish the New World Order.

Maybe I should send an e-mail to warn everyone.

War of Words.

My favorite web site of the last 24 hours is **Infowar.com**, which bills itself as the web's premier source for the straight scoop on information warfare and information security.

As near as I can tell, it lives up to its own billing. Judge for yourself at **www.infowar.com.**

Got a tip, gripe or a way cool web site? Contact Neff Hudson at nhudson@atpco.com.■

This article was reprinted from Army Times, *courtesy of the author, who is the data base editor for Army Times Pub. Co.*

The war raged on.

Orders were issued and strategies were planned...

By SGM Karen Murdock

...and enemy forces were engaged.

However, there was a decided twist to this conflict. This war was being "fought" at Ft. Stewart, GA, and the "enemy" was located in Kansas. The battles were being waged via computer simulation through the Battle Command Training Program (BCTP).

BCTP trains corps and division commanders and their staff in war fighting. By pitting units against "World Class" Opposing Forces (WCOPFOR) and using sophisticated computer battle simulation, "Warfighter" exercises (WFXs) emphasize the execution of Battle Staff operations during all phases of combat.

Battalion/brigade-sized units can go to the Combat Training Centers such as the National Training Center at Ft. Irwin, CA; the Joint Readiness Training Center at Ft. Polk, LA; and the Combat Maneuver Training Center, at Hohenfels, Germany. But BCTP is the Army's only mobile CTC ... they bring the training to the unit, according to SGM Mitchell Crum, sergeant major for the Battle Command Training Program.

Ideally, a division or corps would train in the field, but it would be very expensive, especially with a shrinking defense budget. The training is easier to manage and control with a great amount of flexibility in the exercise design. There is also immediate feedback, Crum explained.

A BCTP training rotation consists of three events: the Battle Command Seminar, the Warfighter Exercise and the Take Home Package.

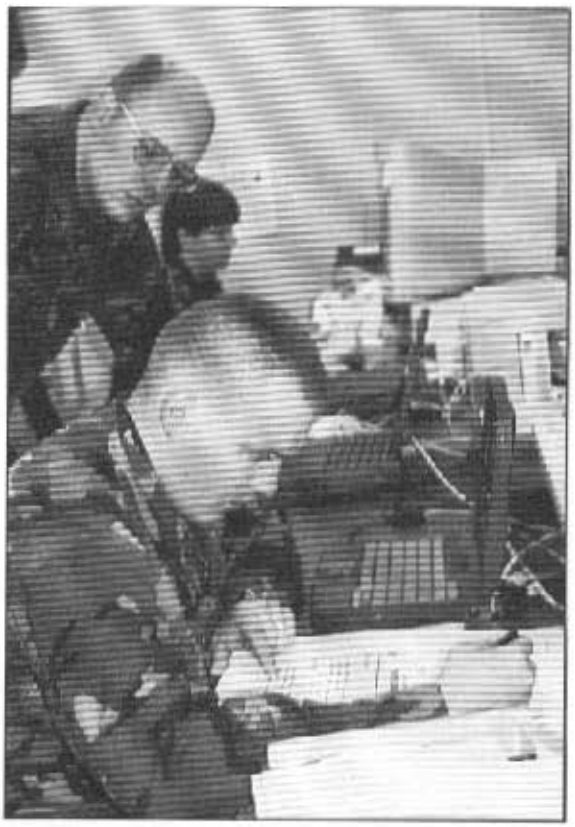
The Battle Command Seminar focuses on the brigade/division/corps commanders and their staffs. It is a five-day series of professional discussions, workshops and decision-making exercises. The seminar is normally conducted at the Permanent Seminar Facility at Ft. Leavenworth, KS, and is held three to six months prior to the Warfighter exercise. This five-day session helps mold the team, polish their battle command skills and familiarize them with the Warfighter Exercise process.

The Warfighter Exercise (WFX) is seven days in length for a corps and five days for a division. The BLUEFOR (the training unit) remains at home station and deploys its command posts (or tactical operations centers) to the field. Using tactical doctrinal communications, the unit fights the battle using their home station Battle Simulation Center. The WCOPFOR, a free thinking enemy, fights from the National Simulation Center at Ft. Leavenworth. Their size and composition is modified as appropriate to meet the commander's training objectives.

BCTP captures the Lessons Learned of the WFX for the training unit. This is done through senior observers (retired three- and four-star generals personally selected by the Chief of Staff of the Army), observer-controllers (O/Cs) and observer/trainers and analysts and workstation controllers (civilian contractors with considerable military experience and experts in computer simulations).

The O/Cs are trained and certified to communicate with unit members. They are located at the training unit's command posts/tactical operations centers to observe command and staff processes during the exercise. Based on their observations during the WFX, the controllers use formal and informal After Action Reviews (AARs) and final exercise reports to brief the commander on the lessons learned throughout the training and provide training suggestions. This feedback explores what happened/why it happened/how to improve. It also gives the commander a good idea on his unit's strengths and weaknesses.

"There are four operations groups that run the training. Groups A and B (Team Eagle and Team Viking) train active and National Guard divisions and active corps commanders and staffs. The aim is to have each corps/division commander go through a Warfighter once during command. Group C (The Centurions) is responsible for the brigade command and battle-staff program, which trains National Guard brigade commanders and their staffs and the



SSG Michael Briney, administration NCOIC, looks over the shoulder of SPC Donald Wheeler as he prepares slides for the After Action Review.

2nd Infantry Division brigades. Group Delta trains Army commanders and their staff to function as the Army Force in a Joint Task Force or as a nucleus for a JTF headquarters," Crum said.

Although the WFX is only five days for a division, the BCTP teams work long and hard prior to and after the actual exercise.

"For this exercise," explained SFC William Hines, operations NCOIC for Ops Group A, "we arrived 14 days prior to the start date of the exercise to set up the Battle Simulation Center and the administration section. All the equipment must be shipped from Ft. Leavenworth before the exercise and then shipped back once the exercise is completed. We had approximately 60 augmentees from the 3rd Infantry Division help us set up.

"The Warfighters are officer-driven, but the NCOs play a big role," Hines said. "We help prep the officers and produce the products the officers use to do their jobs. Actually, it's battle staff driven. Without the NCOs, it wouldn't work.

"I enjoy this job. I've gone to a lot of places and I've seen the way different units train. This has given me a vast amount of experience. I wouldn't get this experience at platoon level. I now see the big picture and how it all fits together," Hines said.

Seeing the "big picture" and how it fits together is essential for the BCTP personnel. By ensuring the training meets Army standards, BCTP enables the units to get the most out of the experience.

"One of the most important aspects of BCTP is ensuring the training units adhere to standard Army doctrine," explained SFC Eugene Murphy, Team A NCOIC. "We (the NCO observer/controllers) check the Battle Staff portion of the WFX. When we go into a TOC, we also check a wide range of areas that require NCO involvement, including graphics, overlays, journals, journal files, information management, distribution systems, shift changes, and other duties and responsibilities as outlined in the unit's TAC SOP. We also observe the battle staff course graduates' assignments and check to see if they are performing the duties they've been trained for.

"It's important that doctrine is followed. We've come across units that want to make up their own symbols and replace Army doctrine. If the person doing the overlays doesn't use the symbols described in doctrine, when he goes to a new unit, he has to learn it all over again. And the person replacing him would have to learn how to do it 'there,'" Murphy said. "Following standard Army doctrine in whatever task is being performed saves time and resources.

"The Battle Staff Course (taught at the U.S. Army Sergeants Major Academy) is one of the best in the Army," Murphy said. "We want to involve the NCOs with more than making the coffee. We want to help the commander accomplish his objectives—the officers see the whole battle while the NCOs handle the details that make everything run. We are doing things the officers used to do, such as writing orders and moving troops."

SFC Eugene Murphy, Team A NCOIC, adds graphics to an overlay during the Warfighter exercise.

But checking TOCs is not all the NCO O/Cs do. "We're also there to mentor and coach," explained SFC Dano Reyes, a Team A O/C. "The TOC personnel will ask us, 'What have you seen work?' We have an advantage because we get to see all the units. We extract the good ideas from all the different units. So this isn't just for the units ... it's for us, too. I've learned so much. I now have a reason as to why we do what we do and why we're supposed to do it."

And the war continued, via computer simulation. The "big picture" comes together as BCTP brings the training to the unit, saving resources and meeting the commander's objectives. ■

Murdock is editor-in-chief of The NCO Journal.

"The future of the Army has to involve distance learning."

Students listen intently to discussions during a distance learning prototype class at North Ft. Hood, TX. *(photo by SSG Brenda Benner)*

By SSG Brenda Benner

It happens to every student who ever sat in a classroom. Despite their best efforts to stay focused on the instructor, many find themselves hundreds or perhaps thousands of miles away. With today's video teleconferencing technology, instructors may also find themselves far beyond the classroom, literally. The Army is banking on it.

Todd A. Weiler, Deputy Assistant Secretary of the Army for Reserve Affairs, Mobilization, Readiness and Training, strongly believes that distance learning is a must for the Army's future.

"The future of the Army has to involve distance learning," said Weiler, who has been instrumental in the development of the Army Distance Learning Program. "There is no question about it. We've got to get the soldiers out of the schoolhouse and get them back into their 'house.'" Weiler said many National Guard soldiers must wait nearly a year before getting into professional development schools. "This is unacceptable, and we don't have to put up with this. We can fix this with distance learning."

Effectively implementing this program could result in a boost in recruiting and retention by eliminating the "choke points" enlisted soldiers encounter as they attempt to advance through the ranks. Supporters like Weiler say it will also raise the overall level of readiness of Reserve Component soldiers in the process.

Soldiers could take advantage of opportunities to attend professional development classes at their local armories or at nearby military installations, instead of traveling great distances. This not only eases logistical burdens on the soldiers, but saves the Army a considerable amount of money by eliminating the additional costs incurred by soldiers on temporary duty (TDY) pay status.

During the 49th Armored Division's annual training at Ft. Hood, TX, a prototype Advanced Noncommissioned Officer Course (ANCOC) was offered and evaluated by curricula writers from the U.S. Army Sergeants Major Academy. Students were linked to an instructor from Ft. Sill, OK, by means of video teleconferencing technology commonly known as TNET. Two on-site instructors facilitated within the classroom.

ANCOC student SSG Cynthia J. Koehn, an administrative supervisor with Headquarters and Headquarters Company, 249th Signal Bn, praised the distance learning experience.

"The classes will be the same whether taught by TNET or in person," she said. "We used the same materials, the same exams and had the same time limits. Everything is based on ANCOL for Active duty, so it's going to be the same whether the instructor is right there in the classroom or not."

Koehn's classmate, SSG Robert C. Wagner, a multi-disciplined counter intelligence analyst from HHC, 49th Armored Div, also agrees.

"I don't see a disadvantage between this and the actual Basic Noncommissioned Officers Course (BNCOC) I attended when the instructor was right in front of me," said Wagner. "I absolutely recommend TNET classes to anyone who needs ANCOC or BNCOC. They should sign up for whichever style of class comes up first."

MSG Daniel Elder, a writer and developer of NCOES class curricula, is satisfied with the success of the prototype class. He said he welcomes future opportunities to advance distance learning from theory to reality.

"We are in the early portions of the evaluation, but in my opinion, this kind of teaching can work," Elder said. "We've seen that there hasn't been any degradation of information that's coming out of the classes. The standards are the same, the tasks are the same, only the conditions have changed. It's probably the wave of the future because of dwindling defense budgets. We are going to have to do things like this to be smarter, to keep NCOES at the level that it's at now."

Weiler said he hopes that this new system can be fielded and working within the next few years, thus providing a win win situation for both soldiers and the Department of the Army.

"This program should pay for itself by the year 2009," Weiler said. "We're talking about a billion dollar investment."■

Benner is a member of the 100th Mobile Public Affairs Detachment, Texas Army National Guard.

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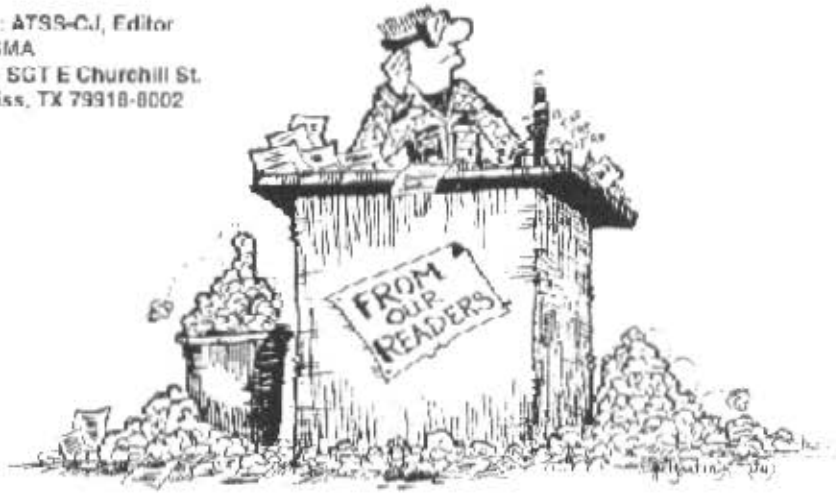


It's a "minority thang," you wouldn't understand...

It's time to take a closer look at the Affirmative Action Plan (AAP). The AAP is sometimes perceived as a minority program with a hidden agenda. The objective of the AAP is to identify and establish goals, responsibilities and policies that support the Army's Equal Opportunity Program (EO). The purpose of the program is to ensure fairness, justice and equity for all soldiers regardless of race, color, ethnicity, gender, religion and national origin. In affirmative action efforts, goals are not quotas and ceilings. They are intended to be realistic and achievable. A leadership in which all soldiers perceive they are treated with fairness, justice and equity is crucial to the development of unit cohesion. This program is further outlined in DA Pam 600-26.

SFC Reginald LuGrone
EO Advisor, HHC, 7th CGS,
Bamberg, Germany

Dealing with failure

SGM James H. Clifford's article "Dealing with Failure" in the Spring 97 issue of *The NCO Journal* is tremendous! His article is even more powerful coming from an Explosive Ordnance Disposal (EOD) Specialist where a "zero defect" mentality could easily be fostered.

He nailed the bottom line—the "zero defect" mentality is dangerous! Quality does not mean perfection. Any senior noncommissioned officer, who is a true leader, will probably agree with SGM Clifford as I do. However, we have one significant challenge—get the officers and senior leaders to understand that quality does not equal perfection and some soldiers do make mistakes but can recover from them.

SFC G.B. Patrick
Senior Personnel Advisor,
Office, Chief of Staff, Washington, DC

"Backbone" strengthened, not broken!

SPC Hale's views on the requirement of junior enlisted soldiers to graduate from PLDC (Spring 97) confused me. Anyone can be "book smart" on any task the Army has to offer. That is why we have hands-on training, to make 100 percent sure that a soldier is fully capable of the tasks at hand. Regardless of your duty station, you must overcome your shortcomings whether it be on your own or with the help of peers. It's been a requirement of PLDC graduates to pass land navigation whether you're a cook, helicopter mechanic or clerk. No regulation gives a "sympathy" clause for Reserve or National Guard soldiers.

Land navigation may not be a necessity in today's Army. But I would be disturbed to read an article about a young NCO who couldn't navigate his/her way and resulted in the death of his/her troops. SPC Hale, at one point in time you may need to be proficient in this skill, because you may have to teach your soldiers this task. Thousands before you have graduated PLDC and went on to become NCOs and even sergeants major. Your command should have told you the requirements in order for you to successfully complete PLDC and if land nav was your shortcoming then you should've brushed up on it prior to attending.

You're not going to win pity in anyone's eyes, especially the sergeant major who was probably your commandant, to whom you gave no respect.

My solution for you, if you want to become the backbone of the Army? You must deal with failure and overcome it, not by going around it. Sergeants must be professional in all the skills 1 and 2. Your letter didn't break the "Backbone of the Army." I think you need to read and understand the NCO Creed and then you will realize why we are the Backbone of the Army.

SSG Jeramy H. Smith
D Co, 228Th AVN Regt
Soto Cano Airbase, Honduras

Journal "Clipped" by art files

As a former Noncommissioned officer, I truly enjoy reading *The NCO Journal*. The information provided within is not only read by NCOs but also by junior enlisted and officers alike. Therefore, information published must be as accurately portrayed as possible.

As I was reading the Summer '97 issue, I came across a very disturbing portrait published on the back cover of the magazine. The portrait contains five servicemembers; four NCOs and one officer—an Army second lieutenant. All four Noncommissioned officers look very professional and their uniforms seem picture perfect. However, the second lieutenant is depicted improperly wearing his rank on his Class A uniform. The second lieutenant bars sit horizontally on the coat, whereas the correct placement of the rank insignia is vertical.

Was this done on purpose to make the young second lieutenant look inept? Did The NCO Journal want to depict NCOs as being more professional and uniform conscious than officers? Or was this just an oversight by the artist and the editor?

Whatever the reason, this drawing should be corrected or never published again. I trust this was an isolated case and that the *Journal* will continue to provide us with the information we so much need and enjoy reading. Keep up the good work.

1LT Elliott Q. Gomez
Cleveland MEPS, OH

Let me assure you, lieutenant. The NCO Journal is not out to make anyone look inept. This drawing is a composite of a variety of computer images pulled from clip art files. I apologize for overlooking the incorrect placement of the lieutenant's bars. (I knew I should have made him a sergeant!") I have no excuses. But you can bet I will be paying much closer attention to our clip art files from now on. Editor.

Where's the Coast Guard?

Undoubtedly, MSG Gabe Vega's graphics on the back cover of the Summer '97 issue of *The NCO Journal* were drawn with good intentions, but fell short. After 20 years of service with the U.S. Coast Guard, it still amazes me to see pictures such as these without including the U.S. Coast Guard.

We "Coasties" carry a green ID card with the same jargon and privileges each of the other four better known Armed Forces also share. I'm sure some of this misrepresentation is the Coast Guard's fault for not actively pouring dollars into huge recruiting efforts in years past. But this has changed in the last five years, and the Coast Guard even has its own television show.

Yes, the Coast Guard is the smallest Armed Force with fewer than 40,000 active duty members, but Coasties fought and died in each of the major conflicts, and the Coast Guard is also the oldest seagoing service in the country, and seventh largest naval force in the world.

I should be used to it, being one of two Coasties here at Madigan Medical center, but just because I wear shiny, gold-looking things on my collar, doesn't mean I'm an Air Force officer.

CPO Gregory Scarr
Tacoma, WA

Re: Breaking the code of silence

Reference your Summer '97 issue, "Breaking the Code of Silence," by SFC Greg Griffin. WOW! This soldier has a perception seldom witnessed in the Army today. One thing I see where I work is a group of CSMs who have their own perverted agenda, and it does not fit SFC Griffin's beautiful model of "... telling the truth." Let me add that my belief is that truth, honesty, integrity and all those words we put on NCOERs are a direct fallout of morality. SFC Griffin has bagged a bunch of it for himself, thanks to the great SGM in the sky—or is it now politically correct to say God?

I did 20 years in Signal and then retired to Ft. Gordon, GA, to teach MOS subjects. I have been busy being self indulgent (fishing, hunting and more fishing) for 22 more years and had for some reason paid little or no attention to your publication. SFC Griffin made me read SGM David J. Budzinski's letter about standards. These soldiers give hope to those of us who have not capitulated to mediocrity. Until I finally retire, the brigade commander and all his strap hangers, especially his CSMs at all levels, are going to have to hear me—whether they like it or not. When DoD put me on Hip Pocket Orders at retirement, I decided to maintain my NCOship until Taps.

MSG (Ret) James R. Waid
Ft. Gordon, GA

"It is not the particular rating system that is unfair..."

SSG Baskerville, your letter (Summer 97: unqualified civilian raters ruining junior and senior NCO careers) suggests you are upset because you were given an NCOER by a civilian rater and you did not feel it was a fair evaluation. First of all, I agree that there are *some* civilians who have little military knowledge; however, this doesn't mean they can't learn what they need to know when they are supervising military personnel. In fact, it's their responsibility to do so. *But*, it's also incumbent on the military to learn what they need to know when they are supervising civilian employees. More often than not, it's the military supervisor who has little knowledge regarding civilian employees. In an effort to align both rating systems, DA published the Total Army Performance Evaluation System (TAPES) (**DA PAM 690-400**) in 1993. The base system civilian evaluation report resembles the NCOER, complete with counseling checklist.

Likewise, the senior system civilian evaluation report resembles an OER, also complete with a support form. So I say to you that it's not any particular rating system that's unfair. *Any supervisor, military or civilian, who fails to properly counsel subordinates, communicate reasonable and measurable expectations, and then document the individual's strengths and/or weaknesses in the form of an honest evaluation, is a poor example of a leader.*

Secondly, I question your ability to make a blanket statement and stereotype all civilians into one category: "... civilian with no managerial experience or military knowledge." I believe this is an area of concern because if you can stereotype one group of people (civilians), who's to say that you don't do the same with other groups of people (gender, race, religious preference, etc.). What approach will you use next if you are given an "honest" evaluation by a "seasoned, hardworking NCO" rater? He/she was biased because he/she (feel free to put in your stereotype here). Perhaps you should look at *yourself* before you look at others.

Finally, I must correct your sentence: "It seems as if no one really takes into consideration that PLDC, BNCOC, ANCOC, First Sergeants Course and the Sergeants Major Academy are a great way...." The Sergeants Major Academy is not a course in itself. It is an institution responsible for eight separate courses of instruction. I believe you meant to say...and the *Sergeants Major Course...*

Betty L. Bradford
Chief, Academic Records, USASMA

Needs help with educational benefits

I am writing this letter with deep concern about my educational benefits. I hope your organization can be of assistance in correcting this grave error to my benefits as a veteran.

I'm a 19 year veteran preparing to retire next year. I enlisted in June 78, so I was covered under the Veteran's Education Assistance Program (VEAP). All of my troubles surfaced last month, when I decided to convert from VEAP to Mongomery GI Bill, for tuition assistance.

After retirement, I plan to attend college as a full-time student and pursue a bachelor's degree, which I never had the opportunity to obtain while on active duty. Due to my assignments in a variety of tactical units, as well as serving as a first sergeant, I've spent my 19 years of service training and educating soldiers on the job.

I had previously been enrolled in VEAP, and was aware the Army would pay two times what I pay into the program up to $8,100 for education purposes. In May/June 80 the Army began paying 90 percent tuition for anyone taking college classes. At that point, our unit education advisors told the soldiers that we no longer required VEAP and suggested we remove our funds from the VEAP account and use the tuition assistance program that had been put in place. I listened to the expert's advice and immediately went to finance, stopped my payments to VEAP and removed all the funds I had deposited. Unfortunately, I never had the opportunity to enroll in any courses because my unit was always in the field.

Well, last month I went to the education center in Mannheim, Germany, to find out what educational benefits I'm entitled upon retirement next year. I thought that if I had ever participated in VEAP, I could now pay $1,200 and be converted to the Mongomery GI Bill. But, the education advisor explained that if I did not have a balance of at least $1 in VEAP before 1 Oct 96, I could not convert to the Mongomery GI Bill. Only if I was presently enrolled in VEAP could I convert. He explained that people who enlisted before 1977 were covered by the Vietnam Era Bill, and people enlisting after 1980 were covered by the GI Bill, but people who enlisted between 1978 1979 had VEAP and those who pulled out their money when advised to do so can now only get back into VEAP. Unfortunately, the benefits offered by VEAP are not as good as those offered by the Mongomery GI Bill. At no point did I receive any information that I needed to re-enroll in VEAP by 1 Oct 96 in order to convert to the Mongomery GI Bill. Now, 17 years after listening to the education assistance experts, I am being punished and don't have the benefits that would afford me the opportunity to attend college on a full-time basis.

There is a significant difference between the dollar amounts covered by VEAP and the Morgomery GI Bill. I'm missing out on the better of the two because I didn't have a balance of one dollar in my account as of 1 Oct 96. There has got to be some solution to allow people who were not aware of the change to convert.

I have been to every possible authority I could think of and no one can assist me. I telephoned the Veterans Benefits Administration in Washington, DC, and was told this is a law and if I expect any changes I need to contact my Congressman/Congresswoman. I'm sending a letter to my Congress person, but maybe you are aware of someone else I can contact to assist in my effort for equality to all soldiers, regardless of their enlistment date.

MSG Terry T. Wiggins
HHD 51st Maint Bn, Unit 29922,
APO AE

"...you're doing the NCO Corps a favor by leaving."

I attended PLDC in 1984 as a Reserve soldier and land navigation was a requirement even then and several of my fellow graduates are now sergeants major. So, don't think for us "old-timers" it wasn't a requirement.

Land navigation is just as important today as it was in Vietnam. Just ask a few old-timers who know from experience.

So you had nine-and-a-half years service, six as an E4? Sounds like you never were motivated; otherwise, you'd be an E6 or at least E5 by now.

So your answer was to quit in disgust. Well, I say goodbye and good luck because with an attitude like yours, you're doing the NCO Corps a favor by leaving.

SFC J. H. Schumacher
132nd Eng Bn, Redding, CA

Wants books on history

In a back issue of *The NCO Journal* (Summer 95), there was a great series of articles pertaining to our history that sparked my interest to further my knowledge. There are three books I've been searching for in particular, "Guardians of the Republic," by Ernest Fisher, "The Story of the Noncommissioned Officer Corps; The Backbone of the Army," published by The Center for Military History and "A Short History of the NCO," which was published by the NCO Museum. Where can I obtain these books?

Also, how can I subscribe to the *Journal*?

SGT Randy A. Henk
D Co, 1-77 Ar Bn, APO AE

To subscribe, see the inside back cover of this issue. To purchase the books you inquired about, call the following telephone number:

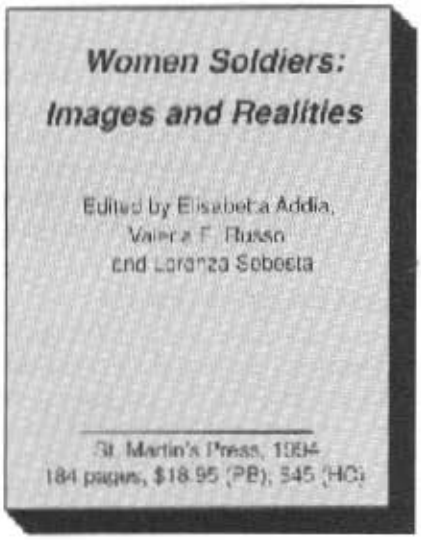
(915) 563-5645

This telephone number is for the U.S. Army Sergeants Major Academy book store. Editor.

CSM looking to publish book on leadership

The NCO Journal has published three articles ("Bouncing Betty in the Three-Meter Zone," "Stay In Your Lane," and "When it Comes to Promotions, Here's What to Do to be Competitive," by CSM J. D. Pendry, garrison command sergeant major, Ft. Myer, VA.

Pendry has put these articles together in a manuscript that discusses leadership, Noncommissioned officer duties and responsibilities and the promotion system. Several officers who've read the manuscript say it's right on target.



Once we've answered the question of the female risking capture or her life in combat, most of the other contentions issues concerning women in the military will simply wither away.

Defending a policy of integration of willing females into all areas of the world's security forces, this volume comes closer than most to recognizing the economic roots of the equity debate. And while the military resists being made into a social experiment, it is always, as Israeli BG Israela Oron put it recently, "an exact reflection of society." Women's economic gains and subsequent status have translated into the political power that is propelling them inexorably to question their limited role in the planet's armed forces.

The contributing editors write "Women in the armed forces... complain of the use of supposedly protective regulations like exclusion from combat to limit their career possibilities. Such regulations implicitly exclude them from the higher ranks in the hierarchy, keeping them in subordinate positions within the armed forces themselves." The woman *volunteering* for combat cannot be denied forever. As Dr. Sheila Widnall, secretary of the Air Force, put it in the *Washington Post* of 11 February 1996, "When you had the covered wagons going across the country, there were lots of examples of women engaged in ground combat. If women want to go into combat, I don't see any reason why they shouldn't."

Contributors to this book explain that gender-based restrictions rest on increasingly shaky empirical evidence. New studies like that issued on 26 January 1996 by the U.S. Army Research Institute of Environmental Medicine at Natick, MA, showing properly trained women could sustain the rigors of combat, are emerging more frequently. The British Ministry of Defense recently issued a similar report.

This collection is almost completely unique in the voluminous analysis on women in the military. It soberly examines the lot of females in the world's armed forces largely from an economic perspective. And for those thinking about women in combat, *Women Soldiers* is an indispensible and nearly flawless text in which to find an internationalist and progressive outlook.

(Note: Elisabetta Addis is a lecturer at the University of Rome. Ms. Russo is the former academic coordinator of the European Culture Research Centre, European University Institute, Florence. Lorenza Sebesta is a research assistant at European University Institute, Florence.)

***J. Michael Brewer** is an analyst, Office of the Administrative Assistant to the Secretary of the Army, the Pentagon, Washington, DC.*

Letters to the Editor

It's straightforward, easy to read and contains information valuable to Non commissioned officers at all levels. After reading it, I decided to share it with some of my fellow students and a few members of the faculty to get their opinions.

I purposefully chose Noncommissioned officers with backgrounds in combat arms, combat support, combat service support and special operations. In addition, I didn't give them my opinion before asking them to read the manuscript.

Each NCO commented that he was very impressed with the manuscript and was interested in when it would be published. One sergeant major wanted to copy it for use as reference in his next assignment. Another commented that he thought it should be required reading at all NCO academics. All thought it would be great reading at every NCO level.

CSM Pendry recently sent the manuscript to a publishing company for review. I'm confident we will see this manuscript as a published book in the very near future.

CSM James Barrett
795th MP Bn CSM, Ft. McClellan, AL

"Max PT," but do it correctly

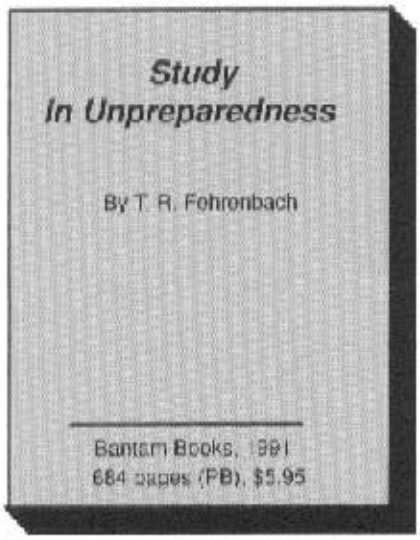
I would like to comment on your article on "Training to Max PT," in your Summer 97 issue. The article had some good information as well as some misleading information. Gradual increases in each event is the proper way to increase a soldier's physical conditioning/ability.

Another good point brought up in the article was the running. Different types of running events will help increase a soldier's stamina and cardiovascular endurance.

The different types of push-ups are another good way to improve a soldier's push-ups performance. Regular push-ups and wide arm push-ups will help build different muscles in the chest and shoulders; however, the close hand or diamond push ups are no longer recommended due to stress on the rotator cuff.

Flutter kicks do nothing but hurt soldiers. They tighten up the quadriceps, which can cause injury to soldiers if they run before stretching out again. Flutter kicks also cause illio-psoas muscle spasms, which can result in lower back pain.

SSG Donald Mazza, NCOIC, and *SGT Steven Davenport*,
Community Health Nursing/Preventive Medicine, Ft. Leonard Wood, MO



This is a history of the Korean War. It tells the story of how thoroughly the North Koreans trained and prepared for their invasion of South Korea and how the United States was equally unprepared. The author specifically addresses the watering down of the NCOs' authority after World War II which led to a breakdown of discipline and training. This authority, along with discipline and training, was regained only after many soldiers were "battle hardened" in combat and were able to instill the proper frame of mind into the newer soldiers. Much of the battlefield experience that was brought back with the recall of WWII reservists also aided in the turnaround of the U.S. Army's performance. The U.S. Army's performance did not fare well when compared to that of the U.S. Marine Corps, who did not relax their discipline or their training standards.

This book is relevant on many different levels. First, it reiterates the old truth that "the more soldiers sweat in training, the less they bleed in war." The next point is that it was not the high technology wonder weapons that won the battles of the Korean War. It was small unit infantry combat on the squad, platoon and company level. The author also points out that the North Koreans and Chinese, while formidable foes, were not invincible. In fact, if the North Koreans or Chinese soldiers could not achieve their objectives, they frequently became disoriented, confused and vulnerable. There was very little initiative among the individual soldiers. Finally, a lack of knowing the enemy at the strategic and political levels led to the war being prolonged because the United States didn't know how to negotiate with the Chinese and North Koreans. They used our ignorance to their advantage.

The book also mentions that after scandals in the training base, training is frequently watered down.

This book should be read by all NCOs and company grade officers. The descriptions of battle should wake us up to the need for tough, relevant training. TRADOC personnel should also read this book to get a greater view of their mission and the consequences of what they do and fail to do.

It should especially be read by those leaders stationed in or going to the Republic of Korea. It gives an excellent snapshot of our adversaries and should motivate the leadership to better training. It should also effectively kill the "I'm only over here for a year" attitude.

With tensions rising and falling on the Korean peninsula, and training becoming more difficult to accomplish with financial and political restraints, the lessons of this book cannot be ignored.

SSG John Penman
Ft. Riley, KS

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An editorial: Reprinted from the June 23, 1997 issue, copyright 1997, **U.S. News & World Report.**

BY DAVID GERGEN / EDITOR AT LARGE

Saluting those who serve

It's time for national leaders to defend the honor of the armed services

It's about time the secretary of defense and the commander in chief stood up and stoutly defended the 1.4 million men and women in military uniform who serve this country with honor.

In recent months, their reputations and their morale have suffered from a barrage of stories portraying them as the gang that can't keep their clothes on or their rules straight. Their leaders have partly brought it on themselves by mindlessly setting up a hot line—thankfully, it's now closing—for anonymous character assassins to spread dirt about superiors. They only made it worse by publicly drumming 1LT Kelly Flinn out of the service and then allowing decorated combat veteran GEN Joseph Ralston's nomination as chairman of the Joint Chiefs of Staff to turn into a public relations disaster.

There's no doubt that the military has problems. Its difficulties in integrating the sexes and regulating the behavior off base are now obvious. As Sen. Ted Stevens of Alaska is learning from recent inquiries, it still needs more discipline over its spending. Some generals have gone soft and political. And eight years after the fall of the Berlin Wall, its roles and missions remain confusing.

But the piling on we have seen in the press and among politicians has gone far enough. When will the president and the secretary shout out the rest of the story? When will they remind the public that the U.S. armed services today are the finest, most sophisticated, best-trained fighting force in the world and perhaps in all of world history?

Secure and at peace. Our military has one central responsibility, and it performs that superbly: to protect the security of the nation. In the bloodiest century ever, this country hasn't engaged in a major war for over 20 years and appears safe as far as the eye can see.

Far from a frolic in bed, life in the Army these days can be lonely and tough. Since the end of the Cold War, the Army has cut its forces by a third while the White House has tripled the number of overseas missions. As a result, the average soldier now spends 180 days a year deployed away from home, more than double the number of a decade ago. Late last month [May, 1997], the Army announced that American soldiers are serving in 100 countries, the largest number in history.

From higher-profile missions in Haiti and the Middle East to lesser-known ones in countries like Belize and Macedonia, these overseas efforts have been carried out with distinction—and not much public notice. In the 19 months since deploying to Bosnia, U.S. forces haven't had a single untoward incident with a civilian there, and not one American soldier has been killed in combat. Whatever else they have accomplished for the long term, our troops have helped give people there a year and a half without slaughter and mass rapes.

Those who say that soldiers must also learn to behave themselves are absolutely right. Throughout the services, the military should crack down hard on cases of sexual harassment and abuses of power. Everyone must be an officer *and* a gentleman.

But we should not expect our fighting forces to be warriors on the field and saints off it. Rules of common sense should prevail. Just as the military should apply the same rules to men and women, and to officers and enlisted personnel, it should call off witch hunts looking into behavior of 15 or 20 years ago. The issue shouldn't be whether a military person has sex off base but whether he or she abuses a position of authority and causes disorder in the ranks. This question must be posed: If "don't ask, don't tell" is the right standard for the sex lives of homosexual soldiers, shouldn't we consider something similar for the sex lives of heterosexual ones?

In the meantime, we should remember that thousands of fine men and women are out there at this very moment, sentries standing watch around the world. They don't do it for the money; most could earn significantly more in the private sector. They do it because they find pride and satisfaction in preserving freedom. It's time their commanders rallied the troops and told them during this period of stress that the nation salutes their honor and service. ■