

JUNGO JOURNAL

VOL: 14, ISSUE: 2

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT

IRAQI ELECTIONS:
SOLDIERS REFLECT



SURVIVING WAR

WOUNDED IN ACTION:
CONTINUE MISSION

PTSD:
ARE THEY FAKING IT?

617TH MP COMPANY:
THWARTS AMBUSH

THE NCO JOURNAL

COMBAT STRESS

Master Sgt. Sue Harper

Are they faking it? In today's Army, Soldiers are facing a different enemy and this enemy is internal, an enemy within.

Many Soldiers on the frontlines and deployed in support of current operations might not know that they are facing such a challenge that can have long-term effects on them, their families and their friends.

In fact, many symptoms of combat stress continue without proper attention and can grow into Post Traumatic Stress Syndrome.

The NCO Journal will help to identify this nemesis of combat readiness in an attempt to get everyone battleminded.

FIGHTING THE ENEMY WITHIN

18

US Army Photo

INSIDE

- 2-3 SMA COMMENTS
- 4-7 NEWS U CAN USE



ON POINT

BACK IN THE FIGHT

Thanks to a shift in Army policy severely injured Soldiers from OIF/OEF are continuing their mission and staying on active duty.
Dave Crozier



8-12

LEADERSHIP

SMA THOUGHTS

Three former Sergeants Major of the Army and their thoughts on leadership challenges facing today's generation of Soldiers.
Dave Crozier



15-17

ART OF WARRIOR TASKS

This Art of Warrior Task goes hand-in-hand with our story of wounded Soldiers; performing first aid for the bleeding of an extremity.
Spc. Joseph Edmondson



13-14

ON THE COVER:

Staff Sgt. Daniel D. Gililand, a sniper from Troop C, 1st Squadron, 11th Armored Cavalry Regiment, provides security on the roof of an Iraqi police station in the Sha'ab area of Baghdad, Iraq.

PHOTO BY:
Matthew Wester



TRAINING

ADRENALINE

The need for speed after returning from a deployment could be signs of a potential life-threatening event.
Sgt. Chad Jones



FROM THE FIELD

AMBUSHED ENDED

A new feature in which we take today's stories and pull out their training value. We start with the actions of the 617th MP Company.
Spc. Jeremy D. Crisp & Master Sgt. Sue Harper



BATTLEMIND

What is a Battlemind? How do you build one?
Lt. Col. Carl Castro



ALIBIS

LETTERS

Read thoughts from a former SMA, learn about "Charlie-Mike," additional convoy advice and a unique leadership philosophy of YES-SGT.
Master Sgt. Sue Harper



IRAQI VOTE

Soldiers provide an inside look at one of the most significant historical events in Operation Iraqi Freedom.
Sgt. Sean Kimmons



HONOR ROLL

In every issue we list the names of the men and women that have given their lives in service to our country to pay tribute to their sacrifice.
Dave Crozier



THE NCO JOURNAL

VOL. 14, No. 2

APRIL 2005

PUBLISHER

Sgt. Maj. of the Army Kenneth O. Preston

BOARD OF DIRECTORS

Col. John E. Seward, Commandant; Command Sgt. Maj. James E. Dale, CSM; Sgt. Maj. Jesse W. McKinney, Secretariat

EDITOR-IN-CHIEF

Master Sgt. Susanna Harper
DSN 978-8550 COM (915) 568

MANAGING EDITOR

David B. Crozier
DSN 978-9069 COM (915) 568

PHOTOJOURNALISTS

Sgt. Chad T. Jones

GRAPHIC ARTIST

Spc. Joseph Edmondson

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

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

The Secretary of the Army approved funds for printing this publication in accordance with provisions of AR 25-30.

Distribution: The *Journal* is distributed through the U.S. Army Publishing Agency, Distribution Operations Facility, 1655 Woodson Road, Overland, MO 63114-6128 (Phone: (314) 263-7305 or DSN 693-7305). Units or offices with valid publications accounts can receive the *Journal* by having their publications office submit DA Form 12-99 for inclusion in the 12-series requirements (12-05 Block 0041).

Submissions: Print and visual submissions of general interest to the NCO Corps are invited. Unsolicited submissions will not be returned. Photographs are U.S. government-furnished, unless otherwise credited. Prospective contributors are encouraged to contact the *Journal* to discuss requirements. Our FAX number is DSN 978-8540 or (915) 568-8540. Or call, (915) 568-8550/9069 or DSN 978-8550/9069. Our e-mail is: ATSS-SJ-NCOJOURNAL@bliss.army.mil

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

The NCO Journal (ISSN 1058-9058) is published quarterly by the U.S. Army Sergeants Major Academy, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002. Periodicals postage is paid at El Paso, Texas and at additional mailing offices.

POSTMASTER: Send address changes to

The NCO Journal
Commandant, USASMA
ATTN: ATSS-SJ, Editor
11291 SGT E Churchill St.
Fort Bliss, TX 79918-8002

APRIL 2004

From the SMA



Photo by Spc. Serena Hayden

Sergeant Major of the Army Kenneth O. Preston talks to Soldiers about where the Army is going during a recent visit to Fort Sill, Okla.

We must have the NCOs to transform our Army

When I became Sergeant Major of the Army, I agreed with the folks at the NCO Journal to turn it into the Popular Mechanics of the NCO Corps. I wanted the magazine to not only inform you, but also to serve as a tool for our professional development. I wanted a forum for leaders to share thoughts, ideas, and concerns in an honest dialogue with all our NCOs. My comments are no exception.

In this edition, I would like to cover the specialist to sergeant automatic promotion policy. It is an issue that has people talking. Some agree with it, some don't. I'd like to explain why we had to institute the policy and challenge you to fix the problem that forced the policy into existence.

I'd like to start with a little history of this issue. The percentage of fully eligible Soldiers recommended for promotion has dropped from 31.5 percent in 1996 to 10.6 percent as of January 05. During the past seven years, we have seen peaks and valleys in STAR MOSs. The numbers of STAR MOSs have bounced between a high of 70 in January of 1998 to a low of around 21 in January of 2004. The numbers increased since that low. Currently we sit at about 32 STAR MOSs, but trends show this number is

increasing. We have seen the greatest dips when DA-level leadership intervened. For example in April of 2000, the 34th Chief of Staff of the United States Army, Gen. Eric K. Shinseki, sent a personal "For" message to all his senior officers directing them to find ways to lower the numbers of STAR MOSs and the number of fully eligible, non-recommended Soldiers.

Immediately thereafter, there was a significant dip in both of those areas. In January of 2002, SMA Tilley sent a similar letter with similar results.

The most current data on supply and demand for promotion eligible Soldiers shows a staggering drop-off rate which tends to coincide with the first OIF/OEF rotations returning home. Since then, the percentage of those Soldiers has maintained a downward slope. As of January 2005, the Army required almost 4,000 promotions to sergeants in the grade of E5. It was only able to fill approximately 2,000.

What does this data mean? Plain and simple, we're not providing enough promotion eligible specialists to the Army inventory to purposefully fulfill our War Time and Transformation goals.

To immediately fix this problem, we instituted the specialist to sergeant automatic promotion policy. It allows a specialist in good standing to become automatically promotable at the 48-month mark. The Soldier will become promotable with a default 350 promotion points. The commander will still have the final say as to the promotable status. The policy will allow STAR MOSs to dip into that pool of newly eligible promotable specialists to fill the voids. This initiative is a “catcher’s mit,” a failsafe initiative to stop the downward spiral of not growing sergeants to fill these critical areas.

What I need you to do is to find innovative ways to get your Soldiers to the board. The board doesn’t have to happen in a conference room back at battalion headquarters. When I went to the board, I was in the field and reported to the president of the board in a GP-small tent. My performance during the two-month deployment validated my supervisor’s recommendation, and the president of the board simply congratulated me on becoming a promotable specialist. We are an Army at war, supporting a nation at war. Our units are either preparing to go to war, or deployed already. This is not business as usual, so we must as an institution change to meet the Army’s and the Soldiers’ needs.

Also, over 90 percent of reenlistments require four years of service. I know we are reenlisting our best Soldiers. Why would we not expect these Soldiers to continue moving forward in rank and responsibility? Our Army leadership can grow a captain in approximately three years, we must be able to grow sergeants in four.

This issue truly belongs to us. Most of the MOSs in a STAR status are in Combat Support and Combat Service Support occupational specialties. It is that lone chemical specialist that sits in your NBC room that no one takes under his wing and develops or the small independent fire support team that no one watches over. Those are the guys and gals we’re hurting. I hold first sergeants personally responsible as they have the responsi-

bility for the company’s, troop’s or battery’s coaching, teaching and mentoring.

Hold your subordinate leaders accountable for not recommending promotion eligible specialists and corporals on time. If there is paperwork to substantiate a promotion eligible specialist or corporal not being recommended, then their NCO’s should be coaching, teaching, and training those Soldiers to correct whatever deficiencies are present. Remind your subordinate leaders that recommending a Soldier for promotion to sergeant is saying the Soldier has the “potential” to work at the next higher level. It is the NCO’s responsibility to prepare his promotable Soldiers for the responsibilities inherent with becoming a Noncommissioned Officer.

As we get better at preparing our Soldiers to take our place, this policy will become obsolete and will be self-eliminated. We must have the NCO’s to transform our Army and fight for freedom in the Global War on Terrorism.

I invite you to read this edition of the NCO Journal from cover to cover. It has stories on what the Army is doing to keep amputees in the uniform along with sidebars on those Soldier amputees who are trying to stay in and those who have succeeded and new first aid warrior tasks to treat extremity wounds; a great in-depth article on Post Traumatic Stress Disorder and how commanders and NCO’s can recognize and help their Soldiers; also in this edition, what former SMAs see as the leadership challenges facing Today’s NCO. Our legacy is something we should be proud of and strive to learn more about. We are the greatest enlisted force in the world; this article will tell you why. There are many other stories, thoughts, concerns and ideas in this issue. I encourage you to read them all.

HOOAH!

Kenneth O. Preston
Sergeant Major of the Army



Photo by Staff Sgt. Reeba Critser

Sergeant Major of the Army Kenneth O. Preston speaks to new recruits at this year’s Daytona 500 in Daytona, Fla.

“[The] Warrior Ethos has been the common thread that ties us as Soldiers together for the last 229 years. From Valley Forge, to the battlefields of Gettysburg, to the Argonne Forest, to the shores of Normandy, to the mountains of Afghanistan, the streets of Baghdad—that Warrior Ethos is the fiber of which we as Soldiers live by, and an enduring value for all of us that wear the uniform.”



Army Announces Close Combat Badge

In response to requests from field commanders and after careful analysis, the U.S. Army announced Feb. 11 the establishment of a new badge for selected combat arms Soldiers in combat arms brigades who engage in active ground combat.

The Close Combat Badge will provide special recognition to ground combat arms Soldiers who are trained and employed in direct combat missions similar to Infantry and Special Forces who will continue to be recognized for their ground-combat role with the Combat Infantryman Badge.

The Army will award the CCB to Armor, Cavalry, Combat Engineer, and Field Artillery Soldiers in Military Occupational Specialties or corresponding officer branch/specialties recognized as having a high probability to routinely engage in direct combat, and they must be assigned or attached to an Army unit of brigade or below that is purposefully organized to routinely conduct close combat operations and engage in direct combat in accordance with existing rules and policy.

The CCB is presented to eligible Soldiers who are personally present and under fire while engaged in active ground combat, to close with and destroy the enemy with direct fires.

The CCB should be available this Fall through unit supply and also for purchase in military clothing sales stores.



Photo by Kurt Gibbons II

A Soldier from the 11th Field Artillery Regiment, 25th Infantry Division, searches for insurgents who launched mortars at their position near Iskandariyah, Iraq.

First Reserve Soldier receives Silver Star for Iraq

As the 724th Transportation Company was welcomed home from Iraq Feb. 25, the first Army Reserve Soldier in the Global War on Terrorism received a Silver Star.

Pfc. Jeremy Church of the 724th was pinned during a homecoming ceremony at Fort McCoy, Wis., with the Silver Star, the Army's third-highest medal for valor.

Church earned the medal when his convoy was attacked April 9 by more than 150 insurgents in an ambush during which Spc. Keith "Matt" Maupin was captured.

Church was the convoy commander's driver in the lead vehicle. The convoy was taking fuel to Baghdad International Airport when the Madr Militia struck. Church's actions are attributed with saving the lives of at least five Soldiers and four civilians.

Church drove aggressively through the "kill zone" to dodge explosions, obstacles and small arms fire, according to his citation. When the convoy commander was shot, Church grabbed his first aid pouch, ripped it open, and instructed the platoon leader to apply a bandage. Church fired his M-16 at the enemy as he continued to drive around barriers.



Photo by Staff Sgt. Chris Farley

Army Reserve Chief Lt. Gen. James Helmly congratulates Pfc. Jeremy Church after awarding him a Silver Star for valor in Iraq.

When an improvised explosive device blew out a tire, Church continued driving for four miles on only three tires, all the while firing his M-16 out the window with his left hand. He finally led the convoy into a security perimeter established by a cavalry troop from 2-12 Cav. He then carried his platoon leader out of the vehicle to a casualty collection point for treatment.

Then Church rallied the troopers to launch an immediate recovery mission and escorted them back into the kill zone.

"Pfc. Church identified the assistant commander's vehicle amidst heavy black smoke and flaming wreckage of burning fuel tankers to find two more wounded Soldiers and four civilian truck drivers," his citation reads, adding that after a hasty triage and treating a sucking chest wound, he "carried the Soldier over to one of the recovery vehicles while exposing himself to continuous enemy fire from both sides of the road."

When all the wounded were loaded in the truck, there was no room and Church volunteered to remain behind. He climbed into a disabled Humvee for cover, according to his citation, and continued firing at and killing insurgents until the recovery team returned. He then loaded up several more wounded before sweeping the area for sensitive items and evacuating.

Army Reserve Chief Lt. Gen. James R. Helmly presented Church with the Silver Star. Helmly also spoke with the parents of Maupin, whom was captured in the ambush.

Even though Maupin's Army Reserve unit has returned to its home station of Batronville, Ill., Army officials said other Soldiers in Iraq will never stop the search for Maupin.

TUSK to update Abrams for urban battle

The Abrams tank is growing a TUSK – that's Tank Urban Survival Kit, a series of improvements, including some still in development.

TUSK will allow Soldiers in the field to improve the Abrams' ability to survive in urban areas off the traditional battlefield for which it was designed.

Lt. Col. Michael Flanagan, product manager for TUSK, said the goal is to help improve the tank's survivability.

The TUSK includes additional protection at the loader's gun station on the turret, the commander's gun station, reactive armor to protect the tank's side from attack by rocket-propelled grenades and slat armor to protect the tank's rear from the same weapon, and the tank/infantry telephone to allow infantry and armor Soldiers to work together in combat.

Flanagan said all the proposed upgrades use "off-the-shelf" technology, and the goal is for the entire TUSK to be applied by units in the field, without requiring a return to a depot for modification.

The first TUSK component to reach the field has been the Loader's Armored Gun Shield, which provides protection to the loader when the Soldier is firing the 7.62mm machinegun on the Abrams' turret. Flanagan said about 130 of the shields have already been purchased and sent to units in Iraq. Incorporated into the loader's firing position is a thermal sight, giving the position the ability to locate and fire on targets in the dark.



The M1A2 Abrams tank is shown with TUSK improvements that will adapt it for the urban battlefield.

Also under development are improvements to the commander's station outside the turret, although different systems are necessary for the M1A2 Abrams and its older M1A1 brethren.

Flanagan said the design could also allow the use of the crewed weapon station used on Humvees, but a final determination hasn't been made.

Ultimately, most of these add-ons are incorporated into a kit – installed in the field and removed in the field as a pre-positioned component for the next Abrams unit to take duty in that location. Flanagan said some kits will begin to reach the field later this year. At least some of the kits' components may also be included in new Abrams' production.

How to get the NCO Journal

Individual subscriptions to the *NCO Journal* are available through the Government Printing Office at the annual cost of \$16 for domestic and Army Post Office (APO) addresses or \$22.40 for delivery to foreign addresses. The subscription price covers four issues annually. The subscription program is open to all individuals and non-government organizations. Individual copies will also be available for \$5 domestic or \$7 foreign.

To order online, visit the GPO Bookstore at <http://bookstore.gpo.gov>

and type in "*NCO Journal*" at the search field. After the search completes, click on the shopping cart next to the title and follow the instructions provided.

The GPO also accepts orders by calling toll-free at 1-866-512-1800.

Any unit with a publications account can update their 12 series to request the *NCO Journal* using the same procedure they use to request all other publications. They can update their 12 series at the <http://www.usapa.army.mil> Web site. The IDN for the *NCO Journal* is 050041.



Travel Card info lost, no evidence of fraud, misuse

About 900,000 Defense Department employees may be affected by Bank of America's loss of government travel card information, Pentagon officials said Feb. 25.

The General Services Administration and Bank of America notified DoD that GSA "SmartPay" travel cards are affected. Officials said Bank of America is monitoring the affected accounts and there has been no evidence of fraud or misuse of the accounts.

Bank of America sent letters to affected employees. "Information regarding travel card program accounts for individual card holders has been lost, and it is possible that that information has been compromised, though we don't believe that that is the case," said Teresa McKay, the Defense Department's deputy chief financial officer.

The U.S. Secret Service is conducting the investigation, with help from the Defense Criminal Investigative Service. Officials said that although there has been no evidence of criminal activity, release of details on the circumstances of the loss could jeopardize the investigation.



The information is personal cardholder information — names, Social Security numbers, addresses and account numbers — on magnetic tape. The loss occurred in late December. GSA notified DoD on Jan. 19. McKay said the delay was necessary to protect the integrity of the investigation.

"The bank is in the process of notifying cardholders of the situation," McKay said. "They will be given a special customer service number that has been set

up by the bank specifically for this purpose. If (cardholders) have any questions, they can contact the bank. If they would like, they may request that the bank cancel the card and reissue a card to them."

Bank of America has set up a hotline for those affected. The number is (800) 493-8444. Cardholders who notice irregularities in their accounts should call the Bank of America at the 800 number printed on the back of their cards, McKay said. "If you are an affected cardholder, you may contact Bank of America for information on obtaining a free credit report," she added.

New policy enables automatic promotion to sergeant

A shortage of sergeants in some specialties has prompted a new Army policy in which corporals and specialists could be automatically promoted without a board.

Under the Army's semi-centralized promotion policy approved Feb. 23, all eligible specialists and corporals (with 48 months in service and a year in grade) will be placed on a promotion list. Then, if a military occupational specialty falls beneath 100-percent strength at the E-5 level, some Soldiers on the list will be automatically promoted.

The new policy could potentially affect about 19,000 corporals and specialists currently in the active component, according to G1 personnel officials.

Commanders will have the ability to remove a Soldier from the Sergeant Recommended List if a Soldier is not trained, or otherwise unqualified. There is a 15-day window after the automatic promotion list is generated for commanders to remove names.

Even under the new policy most promotions to sergeant will still go to those who appear before a promotion board.

The new promotion policy should eliminate specialties that historically have



a shortage of sergeants, known as Star MOSs.

The Army currently has 31 Star MOSs, ranging from 13F (fire support specialist) to 98K (signal collection/identification specialist.) Career fields with STAR MOSs include field artillery, aviation, armor, engineer, communications and information systems, signal, psychological operations, fire control, public affairs, maintenance, chemical, transportation, ordnance, supply and military intelligence.

The Army is currently short 1,549 sergeants in Star MOSs.

In recent months, the number of Soldiers recommended for promotion to sergeant has decreased to just above 10 percent of the eligible population, according to G1 stats. This compares to more than 30 percent of those eligible being recommended for promotion 10 years ago.

The creation of new brigade combat teams and units of action are adding to the shortage of sergeants. New units require senior NCOs, accelerating the promotion of mid-grade NCOs, resulting in more E-5 vacancies.

Soldiers placed on the promotion list automatically, without participating in a promotion board, is given the minimum of 350 points. Purcell emphasized that these Soldiers will not be promoted to sergeant unless an MOS falls below 100-percent operating strength and no other Soldiers with more points are available to promote.

Soldiers who want to receive promotion points based on their actual accomplishments need to go through the promotion board procedures and the processes outlined in AR 600-8-9.

Safety Center renamed US Army Combat Readiness Center

The United States Army Safety Center has been recast as the United States Army Combat Readiness Center (USACRC) by order of the Secretary of the Army, The Honorable Dr. Francis J. Harvey.

Dr. Harvey directed the change to advance the principles, understanding, and practice of Composite Risk Management. Combat Risk Management will focus on sustaining readiness and managing all risks – those posed by the enemy, the environment, materiel and systems, and human error – logically shifting from accident-centric to Soldier-centric.

The transformation of United States Army Safety Center to the United States Army Combat Readiness Center supports Army transformation and supports the Global War on Terrorism:

The USACRC will function as a Field Operating Agency of the Chief of Staff,



Army. “Safety” remains a foundational component of the new organization. The Army Safety Office, located in Washington, DC becomes the “front door” of Army Safety by focusing on the compliance aspects and to reinforce the use of Composite Risk Management as a tool to help prevent all loss.

The United States Army Combat Readiness Center will establish new processes leveraging information from Army organizations to collect, distill and distribute knowledge about losses that impact combat readiness. The United States Army Combat

Readiness Center mission includes:

- Primary responsibility for investigation of Army accidents.
- Focal point for instigating the necessary cultural changes and developing the processes, structure, and training necessary to Composite Risk Management Army-wide.
- Development of predictive trend analysis using digital technology and data mining in order to identify loss trends and preventive measures.

Transformation to the United States Army Combat Readiness Center will enhance the roles and functions of safety by providing the Army with a “close-the-loop system” of information about a loss, capturing the analytical expertise of all loss-related professionals – safety and combat – to provide commanders, across the Army, with actionable knowledge about any loss.

Army misses recruiting goal, raises enlistment bonuses

The Army “is a particularly stressed force” and officials are studying ways to increase recruiting, Pentagon spokesman Larry Di Rita said here today.

The Army missed its February recruiting goals for the active duty, Guard and Reserve forces. It was the first time the

service missed recruiting goals in five years. In February, the active Army’s goal was 7,050 new recruits, and the service fell short by 1,900. All other services made recruiting goals, DoD officials said.

These numbers tend to be cyclical, Di Rita said, and February is not a normal month for young men and women to report for service. But the Army still missed the goal, he said. “The Army has, indeed, increased the incentives,” Di Rita said. “They are hiking enlistment bonuses from \$8,000 to \$10,000.” In some hard-to-fill military occupational specialties, the service has raised enlistment bonuses to \$15,000. In addition, the Army has increased the number of recruiters on the street by 20 percent. The service has added 950 recruiters to the total recruiting force, Di Rita said.

Working against the military is a solid economy.

Traditionally, officials said, military recruiting does better in bad economic times.

Working both for and against the military is the fact that the nation is at war. Young men and women who enlist probably will go to a war zone, officials said. Many are enlisting to do their duty, said officials. Other potential recruits are shying away from military duty because of that likelihood. “It’s pretty

much a wash,” said a Pentagon official. “As many are attracted to service as are repelled.”

Many Americans have a positive image of the U.S. military, and the services are working to get parents – or other “influencers” – to encourage eligible young men and women to enlist. Di Rita said the military is aiming advertising to these influencers. Di Rita said the Army believes it will make up the difference before the end of the fiscal year.

Retention is another story and a bright spot in the picture. In units that have deployed to Afghanistan and Iraq, the re-enlistment rate actually is higher than in units that have not deployed. This is true throughout the total Army – Guard and Reserve retention is higher in units that

have deployed than in those that have not, Di Rita said.



This article was written by Jim Garamone, American Forces Press Service and appeared on DefenseLink, Mar. 3, 2005.

Continue the mission

Since the beginnings of Operation Iraqi Freedom and the Global War on Terrorism, thousands of U.S. Soldiers have been wounded in action – some more so than others. Of those Soldiers, 166 sustained a loss of a hand, foot, arm and or leg with 26 Soldiers being multiple amputees. Thanks to the advances in prosthetics (See related story) and a change in Army policy, many of these Soldiers are now confident in saying ...

“I am not done yet. I don’t want to be done yet.”

By Dave Crozier

The Warrior Ethos states: *I will always place the mission first, I will never accept defeat, I will never quit, I will never leave a fallen comrade.* These four simple statements set the standards for Soldiers to embrace both in service to country and in their personal life. There are some Soldiers, however, for who the Warrior Ethos is also the driving force behind their desires to remain on active duty, despite sustaining injuries in the Global War on Terrorism that would have many an individual running for cover. Who are these Soldiers? They are Soldiers like Spc. Brian Wooldridge, an Infantryman with the 25th Infantry Division, Schofield Barracks, Hawaii; Spc. Joseph Kashnow, a Cavalry Scout with the 4th Infantry Division, Fort Hood, Texas; Master Sgt. Luis Rodriguez, a Combat Medic with the School of Combat Medicine, 101st Airborne, Fort Campbell, Ky.; and Staff Sgt. Joshua Forbess, an Artilleryman assigned to the 320th Field Artillery Regiment, Ft. Campbell, Ky. (See related sidebar stories). They are but a few of the Soldiers who have lost limbs, eyes, been severely burned, or otherwise suffered injuries that resulted in a rating of being 30 percent or more disabled.

Their desires to “never quit” are welcomed by an Army whose policies in the past would have made it practically impossible to do so. According to officials, that change in policy stems from the desires of President George W. Bush and Chief of Staff of the Army Gen. Peter J. Schoomaker to “never leave a fallen comrade behind” and to retain the expertise of these Soldiers to help the future Army. Sgt. Major of the Army Kenneth O. Preston believes this as well.

“Our wounded veterans are heroes. That they would choose to stay in the Army even after being wounded is a testament to their loyalty and dedication and an honor to us all. Therefore we

Spc. Brian Wooldridge

An Infantryman assigned to the 25th Infantry Division, Schofield Barracks, Hawaii



Photo by Dave Crozier

Spc. Brian Wooldridge is put through balance training at Walter Reed’s Physical Therapy Ward.

His thoughts – “The reason I joined was stability for my family. The reason I want to stay in is I believe that after everything that has happened to me, I just want to be able to share with other Soldiers my experience and maybe this kind of stuff won’t happen to them.”

How he got here – We were on patrol and we had seen some tracer fire coming from a police checkpoint that was under ambush so we wanted to check it out, and when we got there and rolled through the checkpoint. We got ambushed. We got an RPG to our Humvee and there was stuff going on everywhere. I said that I had been hit and my squad and team leader were in the front and they couldn’t get their doors open and I couldn’t move. The one guy

that was in the back with me, he had to get out so I did my best to get up and cover him while he got out. He got my squad leader and team leader out and we waited on some other parts of the patrol element to meet up with us to secure the area. Then they evacuated me to the medical site.

His injuries – I had my calf pretty much blown to shreds and shrapnel in my groin area. I still had my [left] foot when I got to the [operating room] but they ended up having to take it off.

His recovery – Things have been real good. The treatment has been wonderful, and the foot is a lot better than before. I am happy with it. It probably took me about a month before I felt good again [after the incident and before I got my prosthetic].

His future – He is expecting to be reintegrated back into his old unit in Hawaii. “I’m ready to go back to work.”



Photo by Dave Crozier

Spc. Joseph Kashnow opted to have his leg amputated so that he has a better chance of staying in the military.

His thoughts –

“From what I understand, my options in the military are open again, I still even have an opportunity to go to flight school, which is what I wanted to do when I joined the Army. I am still hoping to get that option. I joined the Army to serve. I am not done yet, I don’t want to be done yet.”

How he got

here – “I was wounded in September 2003 just North of Baghdad by a roadside bomb.

Spc. Joseph Kashnow

a Cavalry Scout, 4th Infantry Division, Fort Hood, Texas

Shrapnel came through the floor of the vehicle and severely damaged my right leg below the knee. It broke both bones in several places, severed two arteries, and tore out a lot of muscle tissue and other injuries. They were able to save my leg to a point. I didn’t have any function and there was always a fear that I could end up losing it in the long run. I had a bone infection also, and I understand that it never really heals. It only goes into remission. I had already started my board and during the medical evaluation, I was found unfit for military service, and there was no way I could stay in at that point.”

He opted to have his leg amputated instead which opened up his options for staying in the Army.

His recovery – He went through two surgeries and nine months of having his right leg confined to a ring fixator (an external metal stabilizing structure used to set multiple fractures) before he opted to have the leg amputated altogether. His leg was amputated on Feb. 7.

His future – Now that he will get a prosthetic leg, he hopes to go to flight school to learn how to fly Kiowa or Apache helicopters.

should ensure those who are found fit for duty be given every opportunity to return to our ranks,” Preston said. “Their contributions have been and can continue to be extraordinary. They deserve our support.”

While it is the top brass’s desires to allow these Soldiers to stay in, current regulations are slow to change to allow them different options.

“Pretty much the leadership has determined that this must be done,” said Sgt. Maj. Willis McCloud, chief of reenlistments, retirements and reclassification, U.S. Army Human Resources Command. “The COAD (Continue on Active Duty) applications started coming in around April of last year and the program caught steam around December and we have been trying to get organized to make the program work [ever since].”

McCloud explained that under the new policy there have been many issues that needed addressing and are now in the works of being rectified. Issues include establishing a reclassification process for those Soldiers who can no longer perform fully in their current military occupational specialty (MOS) because of their injuries; changing the approval levels for enlisted corps retention; and looking at enlisted career paths and promotions to ensure those who wish to stay on active duty have the same chances of promotion and retention as other Soldiers.

“We are trying to come up with a process to reclassify Soldiers so they can stay in. We are not going to force their

hand,” McCloud said. “But if a Soldier wants to stay as infantry and is unable to do so because of his/her disability, there may be a better use for that Soldier in another MOS. Currently, however, the reclassification options are not open.”

McCloud said the Army is looking at establishing the same procedures for retention and assignment of these Soldiers to make it the same as is found in the officer branch. Currently the officer branch is the approval authority for whether or not there is a position available and if an officer can remain on active duty. While the enlisted branch can determine whether or not there is a position available for the Soldier, the final approval authority rests with the Physical Disability Agency.

“We feel there is an inequity here,” McCloud said. “And we are working to make the enlisted side of the house the same as the officers.

Lt. Col. Theopia Deas, who heads up the Physical Disability Agency, said the COAD process has been around in the Army for some time, but because of the Global War on Terrorism, they are seeing more applications. She cautioned, however, that submission of a COAD does not mean the Soldier will stay on active duty.

“Acceptance of the COAD is not automatic. Soldiers must be selected,” Deas said. “There are three things we measure; whether or not the injury was combat-related, is there a shortage in the MOS, and does the Soldier have 15 years or more on active duty. All Soldiers have a chance



Photo by Dave Crozier

Ralph Upsolites, director of Orthopedics and Prosthetics at Walter Reed holds up a C-Leg that has been decorated with military unit logos.

to stay in, but many times it is up to the specific job the Soldier does.”

Deas said the first step in a Soldier seeking to get approval of a COAD is to get their career branch to agree to it and then the branch needs to submit a letter of approval or denial to her office where the final decision is made. So far, there have been 13 COAD applications with six approvals.

Fred Schumacher, a program manager in the Physical Disability Agency, said that although it is apparent the higher ups want to see these Soldiers stay on active duty if they so desire, the futures of those Soldiers need to be considered.

“We need to closely monitor career paths and programs so we don’t have Soldiers who can’t be promoted because of their inability to complete NCOES or other requirements,” Schumacher said. “For example, while it may be viable for many Soldiers to become instructors, for some MOSs that would be a career killer.”

This opportunity to remain on active duty is being extended to the hundreds of Soldiers who have been medically separated and placed in the Disabled Soldier Support System (DS3), McCloud said.

“Many of the Soldiers who have been allowed to return to active duty have been found fit for duty in that they were able to pass their physical fitness test. But there are more than 600

Soldiers who were released from active duty are now being contacted by phone to see if they want to be given those same opportunities under this initiative,” McCloud said. “In fact there has been an entire office stood up just to make those phone calls to see if they would like to come back on active duty.”

Regardless of a Soldier’s desires to remain on active duty, there are a few things that must happen. All Soldiers who have lost limbs or suffered debilitating injuries must go before a Medical Evaluation Board and then a Physical Performance Evaluation System. The process for this is outlined in Army Regulations 40-501, *Standards of Medical Fitness*; 600-60, *Physical Performance Evaluation System*; and 635-40, *Personnel Separations*; DOD Directive 1332.18, *Separation or Retirement for Physical Disability*; DOD Instructions 1332.38, *Physical Disability Evaluation*; and 1332.39, *Application of the Veterans Administration Schedule for Rating Disabilities*; Chapter 61, Title 10 USC, *Retirement or Separation for Physical Disability*; and all new policy guidance and directives from Headquarters Department of the Army concerning retention/separation of Soldiers injured as a result of hostilities in support of Operations Iraqi Freedom and Enduring Freedom. Soldiers seeking information should consult their local military personnel office.

Master Sgt. Luis Rodriguez

NCOIC School of Combat Medicine, 101st Airborne Division, Fort Campbell, Ky.



Photo by Dave Crozier

Master Sgt. Luis Rodriguez talks to a class of Combat Medics during a recent class graduation at the School of Combat Medicine.

His thoughts – “I think I have very good chances of staying in. Because I am able to do the bicycle for the PT test and am able to walk, but also because I am a master sergeant, and most of my job is behind a desk now. And my MOS will allow me to work this way and on the front lines or in a hospital, I have many choices. Besides, to me there is no substitute for experience.”

How he got here – “On Nov. 24, 2003, we went on a morning mission to a hospital in Mosul. It was a three-vehicle convoy. We were all infantry medics, and I was in the last vehicle on the passenger side. We went about a quarter mile down the road when all of a sudden it felt like somebody put a metal trashcan over my head and started beating on it with a baseball bat. (His vehicle hit a roadside bomb) That’s when I realized I was in trouble. Right after that happened, about 10 seconds went by and I got this feeling of there was nothing I could do for myself. Then I heard the gunfire.”

He said he knew something was wrong with his leg. He couldn’t see at first, but felt the specialist put the tourniquet on his right leg.

His injuries – He was peppered with shrapnel, lost the tips of two fingers on his left hand and had his right leg severed above the knee. He has endured 16 surgeries, a lot of complications, infection and skin damage that required an additional two inches of leg to be amputated.

His recovery – He is still going through recovery as he recently had another surgery on his leg to remove some scar tissue. He does PT every day, does aerobics and hopes to be running a mile by the end of the year.

He spent four months in the hospital and said it takes time getting used to his C-Leg.

His future – Currently looks promising as he helped to establish new curriculum with the School of Combat Medicine that teaches other combat medics, combat lifesaver skills from lessons learned in OIF/OEF.

Staff Sgt. Joshua Forbess

A Combat Arms Soldier assigned to the 320th Field Artillery Regiment, Ft. Campbell, Ky.

His thoughts – “I love my job, I love the Army, I love training Soldiers; that’s what I do, that’s what I was meant to do. I don’t know if it is fate or whatever, but there is nothing else I would rather do in my life than to lead and train Soldiers in a combat environment.”

How he got here – Forbess doesn’t remember a lot about what happened to him, only what he has been told by others. He was injured on Nov. 15, 2003, when he was on one of the two UH-60 Blackhawk helicopters that collided in mid air over Mosul. The next thing he remembered he woke up at Brooke Army Medical Center, Fort Sam Houston, Texas, some eight weeks later.

His injuries – He suffered burns to 11.5 percent of his body, mainly to his head and face and right arm. He had broken bones in both his hands, suffered severe smoke inhalation and almost died after contracting pneumonia. He has had muscle taken off his back and placed on his head, skin grafts, and pins in his hands, skull conformity surgery and other reconstructive surgeries. In all, he has undergone some 10 surgeries so far and has had to have his eyelids reconstructed so that he can close his eyes.



Courtesy photo

His recovery – Still ongoing. He said for the most part there is nothing wrong with him other than the fact that he is unable to wear his Kevlar because of the scars on his head, and that they don’t know if he will be able to be out in the sun for prolonged periods of time. He said he has to wear sunblock all the time.

His future – is currently working as the training NCO for his unit but said he is working towards getting that Kevlar back on his head so he can get back to the front lines. “I am really looking forward to being forward deployable again.”

Getting them Fit for Duty – Amputee Care Centers look to hi-tech solutions

Probably the most traumatic of injuries suffered by Soldiers in the Global War on Terrorism is that of losing a limb – a hand, foot, arm, leg or various combinations thereof. Thanks to

advances in prosthetics and medical treatments, these injuries are overcome with both new and old technology.

“We have a protocol here at Walter Reed Army Medical Center, a standard, that is very different from the civilian standards,” said Ralph Upsolites, director of Orthopedics and Prosthetics. “Before the war started we had this protocol that we would give them the latest technology. We were the first to use the Utah III, an above the elbow prosthetic arm that has simultaneous motion.”

Upsolites said that simultaneous motion allows the Soldier to move the arm, wrist and hand all at the same time making it easier for them to grab things as it is more of a natural movement.

“We also use a feature called sensor hand speed which has a microprocessor that moves 250 times faster than the previous models which allows the Soldiers to open and close their hands more rapidly,” Upsolites said. “In practicing occupational therapy like catching a ball, with the older models there was a delay in closing the hand. Now we have this more natural movement where they are able to activate that muscle and nerve group and are able to catch balls thrown at them.”

The folks at Walter Reed also have another feature for hand prosthetics that isn’t often found in civilian life, according to Upsolites. They have artists that actually come in and work on the final silicone hand and paint in nails, hair, veins, to make a more natural appearance which mirrors their real hand. Besides using the myoelectric prosthetics, like the Utah III, the Soldiers also receive body powered prosthetics.

“You can see this from the Vietnam era where Soldiers have hooks for hands and they are controlled by the movement of the



Photo by Dave Crozier

Ralph Upsolites demonstrates a prosthetic arm that will be fitted on an amputee going through rehabilitation at Walter Reed.

opposing shoulder through a strap and cable mechanism,” Upsolites said. “Some soldiers will get three prosthetics; a myoelectric, a body powered and a passive (solid arm with lifelike hand – no movement) prosthetic. The reason for that is because the myoelectric is heavy and if they are going out and they don’t want all that weight, they need the passive because it looks natural without the weight.”

Upsolites said Walter Reed also offers several types of hands because the Army’s mission is different and the center is trying to get Soldiers back to working their old jobs as closely as possible. They have hands that can get grease and oil on them; they have other attachments where wrenches can be attached to the prosthetics for mechanics and so on.

“We are trying to keep them in the same MOS or job they were doing prior to being injured,” Upsolites said.

Then there are those Soldiers who have lost a foot or a leg. Here too, Upsolites uses myoelectric and body powered prosthetics like the C-Leg, the flex foot Cheetah, the Renegade, and others.

“With the C-Leg, the reason we have so much success with it is because it has a stance feature that is called stumble control. There is actually a signal that goes from the knee to the ankle 50 times a second. The knee knows where the foot is and it also knows what part of the gait cycle it is going through,” Upsolites said. “We consider it a full step when the leg passes 70 percent of the swing phase. If it doesn’t make it, then the computer in the C-leg’s knee calls it an incomplete step and the hydraulics will put a great resistance in the knee to help stop the person from falling.”

Using hi-tech shock absorbing, high-energy returning prosthetics like the Renegade or Cheetah, Soldiers can return to running marathons and the like. The rehabilitation process, however, can take some Soldiers a long time.

Upsolites explained that because of the way Soldiers end up losing limbs – from blast explosions stemming from rocket propelled grenades and improvised explosive devices – that Soldiers go through several different fittings before the final prosthetic is arrived at.

“In combat there are blast injuries that you just don’t see in civilian life. The soft tissue envelope around the wound greatly expands, and then there are other problems that can happen. With blast injuries there is a great chance of infection, so we need to do wash outs and clean outs of the wounds,” he said. “And because of the blast injuries, the Soldiers don’t heal as fast, there is more swelling, so there are more socket changes, as many as eight, before we get to go final with the prosthetic.”



Photo by Dave Crozier

Spec. Brian Wooldridge (left) talks with Staff Sgt. Kofi Antwi during a break from exercising. Antwi, a medic with 13-years of service, isn’t sure if he will stay in or not, but says he misses his buddies. He was injured as a result of a car bomb attack. He says his prosthetic leg is his good leg.

Besides the use of the prosthetics, the Soldiers also go through occupational therapy as well as physical therapy. In the occupation therapy arena, the Soldiers are taught how to use their new prosthetic, how to cook, clean clothes, do dishes, take showers, make their beds, put on clothes and even eat. At Walter Reed, they have actually set up a small apartment they call Fort Independence just for this purpose.

On the physical therapy side, Soldiers are put through their paces learning how to use their prosthetic in a physical environment.

“They get prosthetic training, gait training, the functional training needed to return them to active duty or any functional activity whether it is running, swimming, dancing, skiing and the like,” said Sgt. David Faulk, NCOIC Amputee Physical Therapy Section at Walter Reed. “We have a lot of different clinics come down here to train the Soldiers on different activities. Of course the overall fitness is a focus as well. They were already athletes before their injuries, so they want to return to their previous fitness levels.”

Faulk said that he is amazed at the high morale of the Soldiers going through rehab and added that peer and family support is key to the rehabilitation process.

While the rehabilitation process differs from Soldier to Soldier, each is given all the assistance and tools they need to find their way back to active duty, if they so desire, or to civilian life where they can seek out a new life and occupation.

THE ART OF WAR



WARRIOR TASKS

PERFORM FIRST AID FOR BLEEDING OF AN EXTREMITY

Master Sgt. Luis Rodriguez

School of Combat Medicine, 101st Airborne

“It is a must that you know your CTTs and Warrior Tasks. It is a must. You have to start with the mentality that you have to understand and believe that the taskings are paramount. Because when you are scared, the one thing that is going to kick in is your training. So you have to train good, train hard and believe in that training.”

Staff Sgt. Joshua Forbess

320th Field Artillery Regiment, Ft. Campbell, Ky

“You need to learn your skills and do your skills, because if it weren’t for the combat medics that went to the crash site and began treatment that ultimately got me to the field hospital and then to Ft. Sam Houston, I wouldn’t be here today.”

Capt. Brad Tibbetts

School of Combat Medicine, 101st Airborne

“In the civilian world we look at the Golden Hour, for us [in the military] it’s the Platinum five minutes -- you can bleed to death in five minutes. The point of injury care, what happens immediately on the ground, affects survivability in combat.”



Photo by Michael E. Dukes

Actor Tom Hanks jokes with 82nd Airborne soldier Staff Sgt. Maurice Craft in Walter Reed Army Medical Center’s Physical Therapy Clinic Feb. 5. Among other injuries, Craft lost his left leg in Iraq when he was wounded from an improvised explosive device last year.

081-831-1032 (SL1) from Soldiers Manual of Common Tasks Skill Level 1 STP 21-1-SMCT August 2003

Conditions: You have a casualty who has a bleeding wound of the arm or leg. The casualty is breathing. Necessary equipment and materials: casualty’s first aid packet, materials to improvise a pressure dressing (wadding and cravat or strip of cloth), materials to elevate the extremity (blanket, shelter half, poncho, log, or any available material), rigid object (stick, tent peg, or similar object), and a strip of cloth.

Standards: Controlled bleeding from the wound following the correct sequence. Placed a field dressing over the wound with the sides of the dressing sealed so it did not slip. Checked to ensure the field and pressure dressing did not have a tourniquet-like effect. Applied a tourniquet to stop profuse bleeding not stopped by the dressings, or for missing arms and legs.

Performance Measures

1. Uncovered the wound.
2. Applied a field dressing.
3. Applied manual pressure and elevated the arm or leg, if necessary.
4. Applied a pressure dressing, if necessary.
5. Applied a tourniquet, if necessary.
6. Performed steps 1 through 5, as necessary, in sequence.

Go

No-Go

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

TASK 081-831-1032

PASS FAIL

Perform first aid for bleeding of an extremity.

Performance Steps

1. Uncover the wound unless clothing is stuck to the wound or in a chemical environment.

WARNING: Do not remove protective clothing in a chemical environment. Apply dressings over the protective clothing. **Note.** If an arm or leg has been cut off, go to step 5.

2. Apply the casualty's field dressing.

a. Apply the dressing, white side down, directly over the wound.

b. Wrap each tail, one at a time, in opposite directions around the wound so the dressing is covered and both sides are sealed.

c. Tie the tails into a nonslip knot over the outer edge of the dressing, not over the wound.

d. Check the dressing to make sure it is tied firmly enough to prevent slipping without causing a tourniquet-like effect.

WARNING: Field and pressure dressings should not have a tourniquet-like effect. The dressing must be loosened if the skin beyond the injury becomes cool, blue, or numb

3. Apply manual pressure and elevate the arm or leg to reduce bleeding, if necessary.

a. Apply firm manual pressure over the dressing for 5 to 10 minutes.

b. Elevate the injured part above the level of the heart unless a fracture is suspected and has not been splinted.

4. Apply a pressure dressing if the bleeding continues.

a. Keep the arm or leg elevated.

b. Place a wad of padding directly over the wound.

c. Place an improvised dressing over the wad of padding and wrap it tightly around the limb.

d. Tie the ends in a nonslip knot directly over the wound.

e. Check the dressing to make sure it does not have a tourniquet-like effect.

Note. If the bleeding stops, watch the casualty closely, and check for other injuries. If heavy bleeding continues, apply a tourniquet. **WARNING:** The only time a tourniquet should be applied is when an arm or leg has been cut off or when heavy bleeding cannot be stopped by a pressure dressing. If only part of a hand or foot has been cut off, the bleeding should be stopped using a pressure dressing.

5. Apply a tourniquet.

a. Make a tourniquet at least two inches wide.

b. Position the tourniquet.

(1) Place the tourniquet over the smoothed sleeve or trouser leg if possible.

(2) Place the tourniquet around the limb two to four inches above the wound between the wound and the heart but not on a joint or directly over a wound or a fracture.

(3) Place the tourniquet just above, and as close to the joint as possible, when wounds are just below a joint.

c. Put on the tourniquet.

(1) Tie a half knot.

(2) Place a stick (or similar object) on top of the half knot.

(3) Tie a full knot over the stick.

(4) Twist the stick until the tourniquet is tight around the limb and bright red bleeding has stopped.

Note. In case of an amputation, dark oozing blood may continue for a short time.

d. Secure the tourniquet. The tourniquet can be secured using the ends of the tourniquet band or with another piece of cloth as long as the stick does not unwind.

Note. If a limb is completely amputated, the stump should be padded and bandaged (do not cover the tourniquet). If possible, severed limbs or body parts should be saved and transported with, but out of sight of, the casualty. The body parts should be wrapped in dry, sterile dressing and placed in a dry, plastic bag and in turn placed in a cool container (do not soak in water or saline or allow to freeze). It is entirely possible that your location in the field/combat may not allow for the correct preserving of parts; do what you can. **WARNING:** Do not loosen or release a tourniquet once it has been applied

e. Mark the casualty's forehead with a letter T using a pen, mud, the casualty's blood, or whatever is available.

6. Watch the casualty closely for life-threatening conditions, check for other injuries, if necessary, and treat for shock.

Leadership challenges: lead, train, care

Former SMAs look at today's Army with seasoned foresight

By Dave Crozier

Because of the need for transformation, today's Army has been thrust into a rapidly evolving force that is modular, lethal, asymmetrical and capable of adapting to changing threats and technology. The challenges in accomplishing this are seen by some as many and significant. But for three former Sergeants Major of the Army, the challenges are as old as the profession of leadership itself.

"I don't think leadership challenges ever change," said the 9th Sergeant Major of the Army Richard A. Kidd. "You might change the equipment; you might change the uniform; you might change a lot of things; but the leadership challenges are primarily to lead, train and care for the troops."

Kidd relayed those words in January at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, while attending the Nominative Command Sergeants Major Conference, hosted by the 13th Sergeant Major of the Army Kenneth O. Preston. Also



Photo by Spc. Joseph Edmondson

Former Sergeants Major of the Army (l-r), Jack L. Tilley, Richard A. Kidd, and Julius W. Gates spent some time discussing Leadership Challenges facing today's Army during a recent visit to the U.S. Army Sergeants Major Academy, Ft. Bliss, Texas.

attending the conference were former Sergeants Major of the Army Julius W. Gates and Jack L. Tilley, the 8th and 12th Sergeants Major of the Army respectively. The conference brought together senior noncommissioned officers to discuss changes in policy, technology, strategies and challenges for the Army. While there, the former Sergeants Major of the Army spent time talking to students of Class 55 about leadership challenges as they see it for the transforming Army.

Each admitted that since retiring from the Army, their vision and knowledge of current issues is limited, but that many of the challenges they see are actionable, and their historic perspectives do give them some insights.

"You know, I look at today's Army, and I see several challenges. I think there is a tremendous challenge for the Guard and Reserve. I think there is a tremendous challenge for the military families, and I also think there is a tremendous challenge for the active duty Army simply just because of the pace of what is going on," Tilley said. "And that pace didn't just start with Iraq; it started 10 years ago. And when they shrunk down the Army from 18 divisions to 10, the pace picked up. So one of

"The environment is different today. Today they are your friends; tomorrow those friends are driving a car with a bomb in it, and killing your Soldiers. That's a tough situation."

Julius W. Gates
8th Sergeant Major of the Army

the biggest challenges I see for today's Army is how to sustain what you currently have for an extended period of time."

Gates agreed in context but added that from his perspective the challenges have to do with the differences he sees from years past.

"What really causes leadership challenges is the situation; the environment that you have to fight in, and today our Soldiers are fighting in a much more different environment than they were in WWII, Korea or Vietnam," Gates said. "I am not saying those environments weren't critical, stressful and very, very dangerous; they were. But the environment is different today. Today they are your friends; tomorrow those friends are driving a car with a bomb in it, and killing your Soldiers. That's a tough situation."

Another tough situation the former top sergeants see is the stress on the Guard and Reserve, particularly in the face of recent announcements seeking the possibility of regularly scheduled two-year controlled tours on active duty for the reserve component.

"Now that's a real challenge," Tilley said. "The whole problem here is what are you going to do? If you look at the

whole problem, how do you sustain what you currently have and quite frankly you only have a couple of ways of doing that. You either utilize the Guard and Reserve to increase the size of the force or you increase the size of the Army."

Tilley acknowledged the Army's current program of Transformation noting



Photo by Spc. Joseph Edmondson

The 8th Sergeant Major of the Army Julius W. Gates urges caution when making changes to today's Army, particularly when it comes to NCOES.

that Soldiers are being pulled out of administrative positions and being placed in Combat Arms and the like, but said the Army has to be looking down range for its long-term capabilities. That long-range look is something Kidd believes was done with the reserve component.

"First of all you have to give credit to the Army in those earlier years when we looked at the future years and saw that the Guard and Reserve were going to have to be better than what they were," Kidd said. "And there was a lot of effort that went into upgrading their abilities. Part of the problem comes from downsizing [the Army] which is causing us to bring [Reserves] in, in larger numbers than they were expected to come in with."

"I don't think leadership challenges ever change. You might change the equipment, you might change the uniform, you might change a lot of things, but the leadership challenges are primarily to lead, train and care for the troops."

Richard A. Kidd
9th Sergeant Major of the Army



Photo by Spc. Joseph Edmondson

The 9th Sergeant Major of the Army Richard A. Kidd said it is the Army's core values, Warrior Ethos, that enables leaders to lead and help transform today's Army.

Gates agreed that long-range planning is key, but said the entire picture needs to be looked at, not just the Army picture.

"We really don't know what affect [two-year tours] will have on society. Bringing some of our Reserve Soldiers onto active duty like we are doing now; activating those organizations, [could] cause some problems out there," Gates said. "[Sometimes] we don't really look at that [fully]. I know of three lawyers who made up a law firm, and all three are reserve component Soldiers – one is in the National Guard, and the other two are in the Reserves. All three were activated and they lost their law firm."

Gates recognizes this is just one incident, but said "someone" has to sit down and look at all aspects of that type of call-

"You know, I look at today's Army, and I see several challenges. I think there is a tremendous challenge for the Guard and Reserve. I think there is a tremendous challenge for the military families, and I also think there is a tremendous challenge for the active duty Army simply just because of the pace of what is going on,"

Jack L. Tilley
12th Sergeant Major of the Army

up for the reserve component and what affects it has on the nation as a whole.

When it comes to Army Transformation and the creations of Units of Action, Brigade Combat Teams and the like, the former Soldiers had some mixed thoughts about it all.

"I think you have to [transform the Army] and I think [Gen. Schoomaker's] focus is not a bad idea. To have small brigades, more brigades, that is a step in the right direction," Tilley said.



Photo by Spc. Joseph Edmondson

The 12th Sergeant Major of the Army Jack L. Tilley said one challenge he sees is sustaining the current force for an extended period of time.

He added that change is inevitable and the process of Transformation will eventually take pressure off the Army, but said it is a waiting game to see what adjustments may be needed in the future.

While Kidd agreed times have changed and the Army needs to change with it, he said he had concerns about the way the Army transforms.

"Historically, we have transformed into what we need now, versus what we need in the future, and then end up a day late and dollar short," he said. "By the time we transform, you are up against a whole new threat — a new need, if you will — and

then the process of transformation is needed again. That's my only concern."

Gates said the Army has to change, but cautioned that the wrong kind of change can be dangerous.

"If you change the structure of the military to fit the needs of today, the current situation, and then 10 years from now we may be fighting a heavy fight; if you are not careful you may destroy your capability to do just that," Gates said. "You still have to have an Army that is capable of fighting different types of battles. It is not just the War on Terrorism. It may be the most sophisticated war we have ever fought, but what if we have a confrontation with some other larger country? So you have got to be careful."

The former SMAs cautioned that care also needs to be taken when making changes to the Noncommissioned Officer Education System.

"The Army needs to be very, very careful," said Gates. "At one time, we did something that wasn't very smart, we took the Basic Noncommissioned Officers Course and made it a correspondence course. And that wasn't the smartest thing in the world."

"I think you have to continually change and make it better for the future. But there is one thing they ought to do, which frustrated me as the Sergeant Major of the Army, is that you work on these things and you go on and then you start working on them again," said Tilley. "It would almost be better off if you hired civilian contractors, told them what you wanted, and allowed them to build your education system for you and then come back and present it to you. The reason being is that in the Army we would just keep changing it. In the civilian market, you have got somebody that is saying this is what you have to do to get it done."

Tilley, Gates and Kidd also had concerns about sending as many Soldiers to school as possible, but understand the current operations tempo makes it very difficult. And while they do not like the idea of correspondence courses, they did agree that using current technology — video teletraining, computer-aided training and mobile training teams — is a viable way of training.

When it comes to giving advice to NCOs to overcome the challenges of Army Transformation, the former SMAs went straight back to the basics.

"The leadership stuff you did for years is not going to change, but technology and equipment are. What I see as challenges are recruitment, retention, suicide prevention, safety and things like that," Tilley said. "I think leaders have to have more communication today. There are a lot of people that just aren't sitting down and talking to their Soldiers, not only talking to their Soldiers, but talking to their chain of command."

"Technology doesn't improve your leadership ability," Gates affirmed. "You have got to lead those Soldiers. Train those Soldiers and maintain the standards even in wartime — spend time with the individual Soldier."

"I keep saying lead, train, care — the core values, Warrior Ethos — [the Army] is giving it different names, but it has always been there. If you have those [core values], you can adapt to anything, and transform into anything," Kidd said. "But the key to getting it done are those core values that have been there since day one and will always be there. If we lose those, we lose everything."

What does not kill me could ruin my life makes me stronger

By Master Sgt. Sue Harper

"They were just faking it," and "That which does not kill me makes me stronger," or attitudes to that effect are obstacles to Soldiers seeking or getting the mental health help they need early. Experts say leaders can help change these mindsets.

More than three decades after he received the Purple Heart for combat injuries received in Vietnam, John Staresinich, is finally receiving the help he needs for his Post Traumatic Stress Disorder.

"Soldiers from Iraq are going to come back with PTSD," said Staresinich, 54 in a story by Staff Reporter Cheryl L. Reed for the Chicago Sun Times, Feb. 6. "I hope they treat them sooner than they did me."

"They" are trying to "treat them sooner" with pre-deployment screenings and redeployment surveys administered at different intervals during the process in addition to Combat Stress Teams, 24-hour hotlines and a host of other programs and systems.

Still about 100 Iraqi Freedom veterans have already appeared at homeless shelters around the country.

"They," the Department of the Army, Department of Defense and Veterans Administration have a hurdle in their path that only the impacted Soldiers and their leaders can help them overcome.

Stigma is the big rock blocking the road to well-being for many Soldiers.

The stigma of being thought of as a wimp or a malingerer because off-duty conversations and attitudes on the subject might carry the themes that PTSD is not real or only impacts cowards or is something used by people trying to avoid a deployment or duty is stopping Soldiers from seeking help early enough to prevent or mitigate the onset of both varieties of Post Traumatic Stress Disorder and life-ruining behaviors.

The importance of getting help early becomes apparent in the nature of the disorder. People who have full-blown Post Traumatic Stress Disorder have a physiological condition. Generally speaking, experts say, the body has remained on guard for so long after the trauma event that the chemicals produced from such a prolonged stressful state have altered the brain.

The stigma is so large that few Soldiers and sergeants major will put their names to their statements for publication. The civilian media has the same challenge.

"Acting on lessons learned from Vietnam, the military and Department of Veterans Affairs have focused on early intervention of PTSD, sending

teams of chaplains, counselors and other mental health personnel into the field to work with Soldiers. Yeah, [the 22-year old National Guard Infantryman] said, they handed him PTSD fliers, asked him if the questions applied. 'I said, — no and tossed them.' And sure, a couple guys in the unit claimed to have PTSD. 'They were just faking it,'" wrote M.L. Lyke in his story, *The Unseen Cost of War: American minds Soldiers can sustain psychological wounds for a lifetime* published August 27, 2004 in the SEATTLE POST-INTELLIGENCER. Soldiers would only speak to Lyke on the condition he not use their names in the story. They feared negative reactions from their peers and leadership.

Its not just 22-year olds saying things like that.

"I'm sure some of them are just faking it to get out of deploying," said one command sergeant major of mental-health, combat-stress related chapters in his soon to be deploying unit.

Medical professionals say that it is difficult to accurately fake a mental illness.

"It is far easier catching someone faking a psychiatric illness than low back pain, since most of the lay public is unfamiliar with how the former presents in clinical situations," said James O'Brien, M.D., Board Certified in Psychiatry & Forensic Psychiatry who is in private practice in California. Part

A survey conducted by Army Mental Health Services of 894 Soldiers returning from deployments to Operation Iraqi Freedom revealed:

95%	Observed dead bodies or human remains
93%	Were shot at or received small-arms fire
89%	Were attacked or ambushed
65%	Observed injured or dead Americans
48%	Were responsible for the death of an enemy combatant
14%	Were wounded or injured
8%	Had close calls but were saved by protective gear

151 Soldiers met the criteria for major depression, generalized anxiety, or post-traumatic stress disorder, of those Soldiers:

78%	Acknowledged having a problem
43%	Were interested in receiving help from a professional
27%	Received help from a mental health professional in the last year

AT A GLANCE

of his job is to catch people doing just that. Forensic psychiatry is the application of medical mental health expertise for legal purposes. O'Brien's forensic practice is currently dedicated primarily to civil matters especially disability evaluation.

"Today's diagnostic description of Post-Traumatic Stress Disorder is largely based upon experience and studies of Vietnam veterans," O'Brien said. "In 1979, the federal government established Operation Outreach to help Vietnam veterans handle readjustment and psychiatric problems. This also allowed clinicians the opportunity to develop models by which to distinguish genuine from malingered PTSD."

The facts show that the trend is Soldiers who need help are not stepping forward to get help.

Of the service personnel who met the criteria for mental disorders less than half, 38 to 45 percent, expressed interest in receiving help, and around a third, 23 to 40 percent, of those people sought professional help, according to a study, *Combat Duty in Iraq and Afghanistan, Mental Health Problems, and Barriers to Care* by Col. Charles W. Hoge, M.D.; Lt. Col. Carl A. Castro, Ph.D.; Stephen C. Messer, Ph.D.; Maj. Dennis McGurk, Ph.D.; Capt. Dave I. Cotting, Ph.D.; and Navy Capt.

Robert L. Koffman, M.D., M.P.H. published in the July 1, 2004, edition of the New England Journal of Medicine.

Even if Soldiers, who are trying to use mental health to get out of a deployment, go to mental health, they will gain peace of mind before they deploy, Castro said.

"Clearly there are Soldiers who don't want to deploy and are anxious due to numerous issues who might go to mental health and say, 'I don't think I'm OK to deploy.' But even that Soldier benefits because hearing the mental health professional tell him he is good to go will probably reduce some of his anxiety about deploying," Castro said.

Nevertheless, most Soldiers will avoid seeking mental health assistance.

"The most disturbing thing, in my opinion, is the stigma, and people who are most severely affected are the ones least likely to seek treatment," said Dr. Matthew Friedman, executive director of the Department of Veterans Affairs' National Center for PTSD, a professor at Dartmouth Medical School, and author of an editorial that accompanied the Hogue-led study said in a HealthDayNews article. "We can help them. We can help them right away."

COMBAT STRESS BEHAVIORS

ADAPTIVE

POSITIVE

UNIT COHESION
LOYALTY TO BUDDY
LOYALTY TO LEADERS
IDENTIFICATION WITH UNIT TRADITIONS
SENSE OF BEING ELITE
SENSE OF MISSION
ALERTNESS, VIGILANCE
EXCEPTIONAL STRENGTH AND
ENDURANCE
INCREASED TOLERANCE TO HARDSHIPS,
DISCOMFORT, PAIN AND INJURY
SENSE OF PURPOSE
INCREASED FAITH
HEROIC ACTS, COURAGE, SELF
SACRIFICE

DYSFUNCTIONAL

MISCONDUCT/CRIMINAL

MUTILATING ENEMY DEAD
NOT TAKING PRISONERS
KILLING ENEMY PRISONERS
KILLING NONCOMBATANTS
TORTURE, BRUTALITY
KILLING ANIMALS
FIGHTING WITH ALLIES
ALCOHOL AND DRUG ABUSE
RECKLESSNESS
DIMINISHED DISCIPLINE
LOOTING, PILLAGE, RAPE
FRATERNIZATION
EXCESSIVELY ON SICK CALL
NEGLIGENT DISEASE, INJURY
SHIRKING, MALINGERING
COMBAT REFUSAL
SELF INFLICTED WOUNDS
THREATENING/KILLING OWN LEADERS
("FRAGGING")
AWOL/DESERTION

BATTLE FATIGUE

HYPER-ALERTNESS
FEAR, ANXIETY
IRRITABILITY, ANGER, RAGE
GRIEF, SELF-DOUBT, GUILT
PHYSICAL STRESS COMPLAINTS
INATTENTION, CARELESSNESS
LOSS OF CONFIDENCE
LOSS OF HOPE AND FAITH
DEPRESSION, INSOMNIA
IMPAIRED DUTY PERFORMANCE
ERRATIC ACTIONS, IMMOBILITY
TERROR, PANIC RUNNING
TOTAL EXHAUSTION, APATHY
LOSS OF SKILLS AND MEMORIES
IMPAIRED SPEECH OR MUTENESS
IMPAIRED VISION, TOUCH AND HEARING
WEAKNESS AND PARALYSIS
HALLUCINATIONS, DELUSIONS

POST TRAUMATIC STRESS DISORDER

INTRUSIVE PAINFUL MEMORIES, "FLASHBACKS"
GUILT ABOUT THINGS DONE OR NOT DONE
JUMPINESS, STARTLE RESPONSE, ANXIETY

TROUBLE SLEEPING, BAD DREAMS
SOCIAL ISOLATION, WITHDRAWAL, ALIENATION
ALCOHOL OR DRUG MISUSE, MISCONDUCT

The study echoed those sentiments in its results' summary, "Those whose responses were positive for a mental disorder were twice as likely as those whose responses were negative to report concern about possible stigmatization and other barriers to seeking mental health care."

Soldiers might also be reflecting their own attitudes about mental health issues and "what is strong and what is weak" onto others, said Command Sergeant Major Sergio Riddle, Commander of Company A at the U.S. Army Sergeants Major Academy, an Operation Iraqi Freedom veteran who went through his own stress issues returning from OIF. OIF was not his first deployment for the United States Army nor his first brush with violence. Riddle's military experiences began at the age of 16 in the Chilean military. He joined before Chile's September 11, 1973, Military Coup and served the rest of his required military service time.

The "I'm too tough for this, and only weaklings get this stuff" line of thinking is something Riddle says he understands, but now recognizes as false machismo.

"It's a mentality that at the end of the day is really *anti-Warrior*, *anti-Soldier*," Riddle said. "What is strong, what is in line with the Warrior mindset is to say, 'Ok, maybe I've got a problem, maybe not, but I need to go talk to someone who has the expertise to tell me if I do, and what I can do about it. A Warrior faces challenges head on. ... He takes *appropriate action*, whether it's an enemy on the ground in Baghdad or the face staring back at him in the mirror."

It's almost a "What doesn't kill us makes us stronger," attitude, Riddle said. Johann Wolfgang von Goethe said it first, but Friedrich Nietzsche's version, "That which does not kill me makes me stronger," is more famous. Ironically, Goethe later discovered that living through a traumatic event does not immediately translate into surviving the ordeal; he is among a long list of authors — headed by the writer of the Epic of Gilgamesh, chronicled on 12-clay tablets a full 2,000 years before the Dead Sea Scrolls — to actually describe the symptoms of PTSD.

In the case of both flavors of PTSD, a life-time version and a "partial" one that might only last months or a couple of years and their cousin — Acute Stress Disorder whose family includes combat stress, battle fatigue among others — the Goethe / Nietzsche maxim is a deadly misnomer on many levels. Studies indicate that the more negative history a person has the more likely he is to develop PTSD. (For more information on the other risk factors see http://www.ncptsd.va.gov/facts/disasters/fs_riskfactors.html) Negative history can be either a one-time event such as a car accident, surviving a tornado, an instance of child molestation or stranger rape or it can be a sustained type like child abuse either sexual, physical or mental.

But living through something does not mean surviving it. Mental health professionals can help Soldiers do this, but in addition to a negative response from their peers, Soldiers might also perceive a negative response from their leaders, Riddle said.

"Leaders at the company levels and below can make the fundamental error of judging their subordinates well being by how well they themselves are doing," Castro said. "Basically, [the leaders say,] 'if I don't have any problems no one does.'

See PTSD, Page 22

The following is a very generalized summary of behavior patterns associated with redeployment, not all Soldiers will follow this timeline.

Normal behavior

Sample of potential danger signs

Percentages of those requiring and or seeking professional help.

0-14 DAYS	Happy to be back - Wanting to complete reintegration - "Wired" and "Tired" - Not sleeping through the night - Taking catnaps - Puttering around - Nesting Drinking - Driving too fast or recklessly 6 percent screen positive for mental disorders
15-45 DAYS	Still happy to be back - Wanting to complete reintegration - "Wired" and "Tired" - Taking catnaps - Puttering around - Nesting Sleep more but less than pre-deployment - Drinking to sleep
45-89 DAYS	Still "Wired" and "Tired" - Sleeping better Sleep disturbances - Intrusive thoughts - Drinking - Risk taking behavior (See Page 21)
90 - 120 DAYS	Readjusting to family role and job - Mild relationship issues Hyper vigilance - Startling at day to day sounds - Increased irritability Lack of concentration - Increased sleep disturbances - Severe relationship issues: "My family has gone or is going to Hell" - Drinking too much 15 to 20 percent screen positive for mental disorders 38 to 45 percent of service personnel who met the criteria for a mental disorder expressed interest in receiving help and only 23 to 40 percent of those people sought professional help
120 + DAYS	Avoiding people or things because they remind Soldier of deployment - Hyper vigilance - Startling at day to day sounds - Increased irritability - Lack of concentration - Increased sleep disturbances - Severe relationship issues: "My family has gone or is going to Hell" - Drinking too much 8 percent of men and 20 percent of women go on to develop PTSD, roughly 30 percent of these individuals develop a chronic form that persists throughout their lifetimes

Compiled by NCO Journal from studies by Army Medical Research Unit - Europe in Heidelberg, Germany, Dr. Charles Hogue's study published in the New England Journal of Medicine and the National Center for PTSD website.

ADRENALINE

Flipping off the switch can save your life

Sgt. Chad T. Jones

A Soldier who has recently returned from Iraq might experience a need for a combat-level rush, called adrenalin addiction. The cravings for this excitement could kill him, but a patient, informed leader can intervene to save the Soldier's life.

Every Joe has heard the story.

Young Soldier fresh off of a six-to-12 month deployment meets his death soon after making it home because he decided to do something less than safe. The causes: driving too fast, drinking too much or getting too high (illegally or legally), are harped about during safety briefings, but what's not always mentioned during those same briefings is why these things happen. Why does the Soldier drink? Drive too fast, or get too high?

There are plenty of answers a leader can point to such as alcoholism, but now another addiction is popping up at the end of this deadly equation.

Adrenaline addiction is something Soldiers returning from deployment are susceptible to, and is described as the need to engage in excitement-seeking behavior, said Col. Robert Gifford (Dr.), associate professor of psychiatry, Uniformed Services University of Health Sciences.

"Soldiers, when they come back from a deployment, have often been observed engaging in 'excitement-seeking behavior.' It includes a lot of people who liked excitement before and Soldiers who come back [from a deployment] and miss the excitement, and sense of purpose that comes with a deployment," Gifford said.

Usually, Soldiers are able to adjust their lifestyle or compensate for the lower operation tempo, but unfortunately other Soldiers "can't find adequate ways to fulfill themselves, and they become excitement junkies," said Lt. Col. (Dr.) David M.

Benedek, associate professor of psychiatry, Uniformed Services University of Health Sciences.

Specific evidence stating why a Soldier seeks danger is not existent, Gifford said. But a popular opinion among medical professionals is that Soldiers are trying to replace the constant adrenaline needed to be successful in a combat environment.

"Operational or combat environments require a sense of alertness all of the time and it is very difficult to turn that off when you return home. Even though Soldiers are glad to be home, many found features they enjoyed while deployed," Gifford said. "Sure it's hot and miserable, but there is a sense of purpose. Suddenly, you're home and those senses of purpose or excitement are suddenly gone, and people may not want to give that up so quickly."

One way emotion leads to the reckless behavior is that Soldiers feel indestructible when they get home because they survived combat.

That carelessness or sense of being indestructible can be dangerous, Gifford said.

"Clearly any person who gets involved with risky behavior puts themselves in a position to get hurt, or killed," he said. (See graphic below).

Gifford doesn't believe adrenaline addiction should be looked at like common addictions such as alcoholism or nicotine. Instead, he considers the term adrenaline addiction only as a "nice description."

That's because there currently isn't any data that states a biochemical change occurs in the body or proof that a person becomes worse without the adrenaline.

"There is no known withdrawal syndrome, and therefore it doesn't fit the disease model," Gifford said.

Each behavior also has specific results and they include:

Action:

Sexual Behavior
Drinking
Drug Use
Driving Behavior
Violence
Depression
Financial Behavior

Outcomes:

STDs/Pregnancy
DUI/Reckless behavior
Misconduct/Arrest
Accidents/Death
Assault/Arrest
Suicide
Bankruptcy

However, there are some similarities. Namely, the cravings victims go through.

These cravings can lead to reckless behavior, but the one positive aspect about them is that they give leaders signs to look for, Benedek said.

Some signs, anxiety and hyper activity, are easily detected. Others unfortunately are not. They include a Soldier being afraid to go to the range, displaying excess anger, coming to work smelling of alcohol, or constantly being tired, Benedek said.

Upon detection, leaders have many options they can use to help the Soldier.

"There are a variety of mental health sources," he said, but many Soldiers feel more comfortable talking to Chaplains or someone else. The important thing is to get the problem surfaced."

Once the problem is brought to light, it's important to figure out why the behavior is occurring. "Reckless behavior may be a signal of a number of illnesses or situational things that might resolve itself on its own or it might take a medical professional to figure out what to do," Gifford said.

PTSD Continued from Page 20

Leaders should be reflective; other people might react differently to this situation."

Soldiers also worry that having a stress reaction or disorder can have a negative impact on their careers, Riddle said.

And as far as their careers go, they are not entirely wrong. The family of combat stresses can have a negative impact on a military career. Not because seeking mental health assistance will be carried in some mysterious "file," but because not seeking help can result in behavior problems ranging from malingering to commission of war crimes and atrocities in the combat zone to alcoholism through suicide on the home front. By Army doctrine, these actions are not excused because the person is suffering from one of the varieties of combat stress.

Army doctrine also puts the onus of mitigating the family of combat stress disorders on leaders.

That's exactly where it should be, Riddle said. Leaders should do all they can to address the stigmatization of stress reactions. Leaders must fight the perceptions Soldiers might have.

Some leaders might have first hand experience they can share, he said.

Sergeant Maj. Jesse McKinney, School Secretariat, U.S. Army Sergeants Major Academy, surveyed 100 students at the Academy to support his Masters' Thesis on stress in the Army. Of this group, 67 had served in hostile environments. Of the 67, 63 percent reported 11 or more indicators of Post Traumatic Stress Disorder. Six percent reported having been previously diagnosed with PTSD. Eleven percent believed they have PTSD. Seventy-two percent of the group said they had wounded or killed an enemy Soldier. Seventy-nine percent witnessed fellow Soldiers being wounded or killed. McKinney's results show one other interesting trend. The response to four separate survey questions was 38 percent. That percentage reported sleeplessness resulting from fear or nightmares; witnessing a close friend being wounded or killed; unpleasant memories affect family life now; and an increase of health ailments that couldn't be logically explained.

Almost all, 92 percent, had feelings of assured doom while in

Leaders can also help Soldiers get involved with positive activities that can fill their needs like joining an intramural team, picking up a new hobby or even reading a book. These types of activities keep Soldiers from getting to the point where they have to do something, said Benedek.

Leaders also should keep their Soldiers informed and busy. "Leaders need to tell their Soldiers things to avoid doing upon returning from deployment. Soldiers need to know not to go party down right away, drink a lot or drive too fast," Gifford said.

"Leaders need to give their Soldiers meaningful work. Get them back into training so that they have a sense of purpose. The work won't be able to compete with what was being done in a combat zone, but it has to be meaningful."

The final way leaders can help their Soldiers get over their need for adrenaline is by being patient.

"Time is not the only cure, but it is a cure. Being patient can be enough for some, but for other's its not and that's where other, professional resources can come in," Gifford said.

a hostile environment.

Those leaders can have a positive impact on junior Soldiers and their peers via informal counseling and sharing their past experiences during classes on stress reactions, Riddle said.

They can also work on something Castro calls "Building Battlemind." This is not an inoculation against combat stress related reactions, but it might help mitigate negative combat stress. See page 23.

Leaders can also emphasize that PTSD is a real disorder, but it does not have to be a death sentence.

"It must start with the leaders. They have to tell young Soldiers, 'this is real, it can happen to you. Answer the medical-survey questions honestly during redeployment. Honest answers are not going to delay your return home, but they will get you the help early, so that it does not become life-altering,'" Riddle said.

Soldiers should give honest answers to the redeployment mental health screening questionnaires, but often don't.

"Many returning Soldiers, they say, answer 'Not me, sir,' in PTSD screenings simply because they want to go home. Immediately. 'The basic thought in our unit was, 'If you say yes to any questions, you will be held back from going on leave,'" said the Army infantryman," Lyke wrote in his Seattle PI story.

Castro said this is a myth. Answering the questions honestly will not delay a Soldier's return unless he is an immediate threat to himself or others.

"We are aware of this concern and that is one of the reasons we have instituted the 120-day survey," Castro said.

The Army is also aware of the stigma and myths surrounding PTSD, and that is one of the many reasons it developed Army OneSource. Army OneSource phones are manned 24 hours daily, 365 days a year.

"We do assessments right over the phone and refer Soldiers to someone in their local area," said Amy (One Source personnel do not give out their last names.) in Triage for Army OneSource. The toll-free number for CONUS is 1-800-464-8107 and OCONUS based personnel should call 484-530-5889, collect.

How to build battlemind

10 tough facts about combat and what leaders can do to mitigate risk and build resilience

By Lt. Col Carl Castro (Dr.)

Chief, Department of Military Psychiatry

Walter Reed Army Institute of Research

U.S. Army Medical Research and Materiel Command

1. FEAR IN COMBAT IS COMMON.

- More than 2/3 of silver star recipients reported increased fear as battle progressed.
- Common symptoms of fear: violent shaking/trembling, losing control of bladder, feeling weak, cold sweats, and vomiting.

• Talk to Soldiers personally about critical incidences.
SOLDIERS DON'T CARE WHAT YOU KNOW UNTIL THEY KNOW THAT YOU CARE.

3. COMBAT IMPACTS EVERY SOLDIER MENTALLY AND EMOTIONALLY.

- Combat stress reactions are common and normal.
- Normal experiences such as nightmares, flashbacks, anger and avoidance of expressing painful feelings may lead Soldiers to fear they are "going crazy."
- More than 90 percent of Soldiers who receive combat stress support are returned to duty
- Intensity of reactions typically lessen within 60-90 days following return from deployment but might take longer to fully restore.

Development of Battlemind: What is Battlemind?

It is a Soldier's inner strength to face adversity, fear, and hardship during combat with confidence and resolution. It is the will to persevere and win.

Objectives of Battlemind:

To develop those factors (focusing on Leader behaviors) that contribute to the Soldier's will and spirit to fight and win in combat, thereby reducing combat stress reactions.

- Fear and anxiety are reduced in combat when Soldiers engage in actions used from training experiences.

WHAT LEADERS CAN DO:

- Drill and train Soldiers specific actions to use in combat conditions—Tough training is the best preparation.
- Provide Soldiers sufficient physical and mental reset time.
- Admitting and joking about fear will release tension.
- Remember that fear is NOT a mental disorder.
EVEN HEROES FEEL FEAR.

2. UNIT MEMBERS WILL BE INJURED AND KILLED.

- More than 1,600 service members have been killed and 11,000 wounded since OIF/OEF began.
- Soldiers were angry when Leaders failed to show they cared regarding combat experiences, especially those involving injuries or death.

WHAT LEADERS CAN DO:

- Ensure Soldiers don't assume unnecessary risks on missions.
- Conduct leader-led AARs and/or mental health debriefings led by mental health professionals or chaplains.
- Conduct memorial services with the utmost respect and dignity.

WHAT LEADERS CAN DO :

- Conduct Buddy-Aid mental health training so Soldiers can assist other Soldiers in coping with the stress of combat.
- Restoring mental fitness after combat sustains professional Warrior discipline, toughness, strength and proficiency.
COMBAT STRESS REACTIONS ARE NORMAL RESPONSES TO TRAUMA.

4. SOLDIERS ARE AFRAID TO ADMIT THAT THEY HAVE A MENTAL HEALTH PROBLEM.

- PTSD symptoms are common after combat (10-20 percent of Soldiers.)
 - Combat stress often leads to excessive alcohol use and aggression.
 - Earlier treatment leads to faster recovery.
- WHAT LEADERS CAN DO:**
- Establish a command climate where leaders acknowledge that Soldiers are under stress and that they might need help.
 - Co-locate mental health assets at the battalion aid station/TMC.
 - Insist that mental health outreach be provided to each battalion.

ADMITTING A MENTAL HEALTH PROBLEM IS NOT A CHARACTER FLAW.

5. SOLDIERS FREQUENTLY PERCEIVE FAILURES IN LEADERSHIP.

- Good leadership is linked to higher Soldier morale and cohesion, better combat performance, and fewer mental health problems.
- Soldiers report that leaders frequently engage in actions in order to enhance their own career and personal well-being.
- Soldiers also report that leaders often fail to exhibit clear thinking and reasonable action when under stress.

WHAT LEADERS CAN DO:

- Allow subordinates to seek clarification of orders or policies without responding defensively or considering the Soldier disloyal.
- Remove, reassign or demote subordinates who fail to measure up having been given the means and opportunities to succeed.

COURAGE AND VALOR, NEVER PERSONAL GAIN, ARE THE MEASURES OF SOLDIER AND LEADER PERFORMANCE.

6. BREAKDOWNS IN COMMUNICATION ARE COMMON.

- Soldiers report that deployment policies are often inconsistently applied.
- Soldiers often report that they don't know the status of wounded Soldiers.
- Soldiers resort to rumors if leaders don't tell them the facts.

WHAT LEADERS CAN DO:

- Keep your Soldiers informed. Telling soldiers you don't know is better than not telling them anything.
- Make sure that your policies and views on all matters are clearly expressed and made known.
- Let every Soldier in the unit know the status of wounded evacuees.
- Disseminate the news of your and other units' successes.

EFFECTIVE COMMUNICATION IS A LEADERSHIP RESPONSIBILITY.

7. DEPLOYMENTS PLACE A TREMENDOUS STRAIN UPON FAMILIES..

- Nearly 1/5 of all Soldiers deployed to OIF reported marital concerns or problems.
- Marital satisfaction declined after deploying to OIF.
- Soldiers generally report dissatisfaction with the FRG and rear detachment.

WHAT LEADERS CAN DO:

- Assess any reported problems in the FRG or rear detachment to ensure timely action.
- Do not allow family problems to go unanswered. Assign at least one of your staff to serve as an ombudsman or expeditor of family problems.
- Formally recognize all special family occasions such as births and graduations.

"WHEN A SOLDIER IS AT WAR, HIS MIND SHOULD BE AT PEACE." - LORD MORAN, 1945

8. THE COMBAT ENVIRONMENT IS HARSH AND DEMANDING.

- Soldier's performance progressively deteriorates with less than eight-hours sleep daily.
- The combat environment (e.g., heat, noise, lack of privacy) take a toll on Soldiers.
- Soldiers are extremely sensitive to perceived inequalities in the distribution of MWR resources.

WHAT LEADERS CAN DO:

- Ensure adequate rest, (greater than or equal to eight hours of sleep) hydration, and other force protection measures.
- Insist on a fair distribution of MWR resources. Prevent double standards among officers, NCOs and junior enlisted Soldiers.
- Be aware of the physical condition and sleep patterns of your Soldiers and insist that physical conditioning is maintained throughout the deployment.

RECOGNIZE THE LIMITS OF YOUR SOLDIER'S FORTITUDE.

9. UNIT COHESION AND TEAM STABILITY ARE DISRUPTED BY COMBAT.

- Soldier bonds will be disrupted due to combat deaths, medical evacuations, emergency leave, etc.

- Changes in task organization and FOB locations might also impact unit cohesion.

WHAT LEADERS CAN DO:

- Maintain unit integrity to the greatest extent possible.
- During combat, rotate

units not individual Soldiers.

- Conduct team building throughout the deployment; immediately welcome and integrate new Soldiers.

SOLDIERS FUNCTION BEST IN COMBAT WITH THOSE THEY KNOW.

10. COMBAT POSES MORAL AND ETHICAL CHALLENGES.

- Combat exposes the reality of death.
 - Combat tests the character of leaders and Soldiers.
- ### WHAT LEADERS CAN DO:
- Reward and recognize Soldiers on a regular basis for their personal sacrifices. Tell them when they done a good job.
 - Do not allow the harassment and mistreatment of your Soldiers.
 - Discuss the moral implications of Soldiers behavior in combat, and how individual sacrifice contributes to America's enduring fight for freedom.

EVERY SOLDIER NEEDS TO COME HOME WITH A WAR STORY THAT HE CAN LIVE WITH.

More information on PTSD can be found online at the National Center for Post Traumatic Stress Disorder web site at <http://www.ncptsd.org/index.html>

Realities of Combat:

- **Combat is sudden, intense, and life threatening.**
- **It is the Soldiers' job to kill the enemy.**
- **Innocent women and children are often killed in combat.**
- **No Soldier knows how he/she will perform in combat until the moment arrives.**

Iraq elections

Sgt. Sean Kimmons
25th ID (L) PAO

KIRKUK, Iraq – Prior to Iraq's first democratic elections, Soldiers from Task Force 1-21 Infantry and their counterparts in the Iraqi Security Forces, conducted multiple security operations to ensure safety on Election Day here.

Throughout the month of January, TF 1-21 Inf. and the Kirkuk ISF carried out 12 joint operations that contributed to the capture of 89 suspected terrorists within the city.

"[TF 1-21 Inf.] took an offensive posture in order to disrupt Anti-Iraqi Force plans and attacks targeted at the elections," said Capt. Stephen Brown, assistant S3 for TF 1-21 Inf.

One of those key joint operations occurred on Jan. 28, when 21 suspected terrorists were detained in raids. The early morning operation was headed by the Iraqi Police Emergency Services Unit.

"The ISF definitely stepped up for the elections," Brown



Photos by Sgt. Sean Kimmons

Above, Iraqi Police officers proudly display their ink-covered fingers after they casted their ballots in Kirkuk. Below, Capt. William Hampton, commander of Co. B, TF 1-21 Inf., questions a detainee who is believed to be responsible for a firefight against Iraqi Police officers Jan. 29 in Kirkuk, Iraq.

said. "The results showed [Jan. 30] when we had no complex or spectacular attacks. That was the result of a lot hard work from the Iraqis."



Capt. William Hampton, commander of Company B, TF 1-21 Inf., explained one such incident.

"We were calling for illumination in an area where there has been a lot of activity. In the middle of calling the illumination, we heard a burst [of gunfire] and saw the tracers going up [into the sky]," Hampton said.

Reports over the radio said that the Emergency Services Unit was under direct enemy fire. Hampton and his convoy then left their area and picked up a field-line ambulance in route to where the incident was taking place.

When Hampton's convoy rolled up to the

scene, one of his company elements and an ESU team cordon and searched a house where the alleged gunman was believed to be hiding in. One man with an AK-47 was detained and questioned about the incident.

No Soldiers or ESU personnel sustained any injuries in the firefight. Unfortunately, a 17-year-old girl was the only casualty and died from a stray bullet that hit her in the chest.

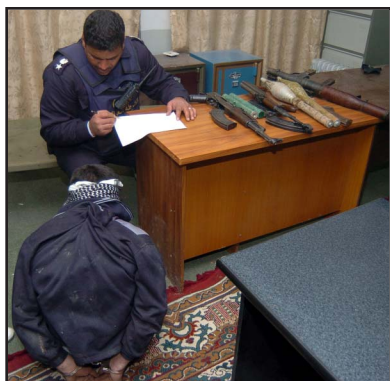
"She was in a house and the bullets came through the brick wall," Hampton said. "All the Soldiers and ESU fired north. [The insurgent] was the only one who fired south and that's where the fatality happened."

Sadly, civilians on the battlefield typically become the casualties in these incidents when they arise in a populated urban setting.

On another note, TF 1-21 Inf. completed several planning sessions with Iraqi emergency medical services to make sure the city would be prepared to handle a mass casualty situation, Brown said.

TF 1-21 Inf. Soldiers even provided security for the move-

See IRAQ, Page 27



An Iraqi Police officer questions a suspected terrorist on the weapons cache (right) found by Iraqi Police officers in the trunk of his car Jan 29 in Kirkuk, Iraq.



Staff Sgt. Luis Parra, a NBC NCO with Co. B, TF 1-21 Inf., spreads out a weapons cache found by Iraqi Police during a traffic control point Jan. 28 in Kirkuk, Iraq.



Photo by Sgt. Sean Kimmons

An Iraqi Police officer (right) guards a polling site while hundreds of anxious voters wait outside in Kirkuk on Jan. 30.

Iraqis defy insurgency to vote

Sgt. Sean Kimmons
25th ID (L) PAO

KIRKUK, Iraq – It was about an hour before the polling site next to the Iraqi Police Highway Patrol station opened here, when a line of anxious Iraqi voters began to form outside on Jan. 30.

Hundreds of Iraqi men and women – equally in force – along with their children, stood in a growing line of determined Iraqis who have never voted in a democratic election in this country before.

Sporadic AK-47 gunfire and rockets launched by insurgents were heard by the crowd of Iraqis when the polling site opened at 7 a.m. Still, they were not intimidated and stayed in line.

These Iraqis demonstrated their desire to follow the road to a better future, and saw the Iraqi elections as a way to help pave that road.

“This is the first time [Iraqis] feel free,” said Mohamad Rasoul, an interpreter with Company B, Task Force 1-21 Infantry. “The true Iraq has started today and I am proud to be a part of it.”

Rasoul voted in the elections, along with many other Iraqis. After each Iraqi voted they dipped one of their fingers in ink. The ink made sure no Iraqi could vote more than once, but also in a way, the ink-stained fingers became a symbol of freedom.

Hassan Hussein walked almost 15 miles to a polling site to cast his ballot.

“It was a long way to walk, but it was worth it,” Hussein said through an interpreter. “I feel very good about today because it’s the first time that there’s going to be a real election in Iraq.”

Iraqi voters cast two separate ballots on Jan. 30. One was for a 275-member National Assembly and the other for Provincial leaders.

Sgt. Richard Allen, a team leader with Co. B, TF 1-21 Inf., witnessed the long lines of Iraqis who waited outside polling sites in the city and felt proud to play a part in their right to vote.

“I feel good about it. It will go down in history of how they got more freedom to do what they want and maybe it will lead on to how [Americans] have it now,” Allen said.

Iraqi Security Forces provided primary security around the polling sites,

while Allen and other Soldiers took up secondary security positions throughout the city. This was important, so the elections would be an Iraqi effort not run by Soldiers.

“It goes to legitimacy,” Maj. Daniel Hurlbut, S3 for 2nd Brigade Combat Team, said about the Iraqi elections.

Even though Soldiers did not participate in the management of the elections or the direct security, it was still important for them to be out there to assist the ISF.

About 4,500 ISF personnel and 1,000 Soldiers, regardless of military occupational specialty, were dedicated to the security of this city on Election Day.

The Soldiers assisted ISF personnel to make sure 583,000 registered voters could vote at 217 polling sites in the Kirkuk Province.

Iraq Election diaries from the field

Days before the election

28 Jan – At 0300, while my team is on the rooftop of the police station, my gunner comments on how quiet it is. Seconds later an RPG impacts and explodes on a building near one of the election centers. The ING soldiers exchange small arms fire with AIF but my team is unable to get into the fight because there is a building blocking our line of sight. The firefight ends as quickly as it began, no injuries, no significant damage. 3rd Squad arrives at 1000 on the 29th to relieve my squad. — **Sgt. Levi B. DURAN**, 31B20 2nd Squad, 2nd Platoon, 272nd Military Police Company, 720th Military Police Battalion, 42nd Military Police Brigade

29 Jan – Bab Al Sheik – Part of the power grid in eastern Baghdad is down for most of the night and early morning. No vehicles and no power make the city almost silent. The only sounds are dogs barking and an Iraqi policeman coughing at a roadblock down the street. **DURAN**

29 Jan - On the last day before elections I try to spark up conversation with as many local nationals as I can. Overall they all seemed enthusiastic about their "great day" as one man called it. In a country where having a cellular phone or camera is a "great freedom" voting is a source of a lot of excitement. I know that of course, that all of Iraq doesn't share these few people's thoughts. Maybe, a lot of Iraqis are sick of all the fighting, the explosions, and the death and destruction that daily life here consists of. Maybe voting is their chance to take some control of the violence.

The gravity of this operation occurred to me while I was chatting with a local national who works for the new government. He overflowed with optimism about Iraq's future and the eventual defeat of the insurgency. Blood, sweat and tears or otherwise, friendly or enemy was ultimately shed in the struggle to hold elections or block them. **Sgt. Steve S. MEDEIROS**, 31B20 3rd Squad, 1st Platoon, 272nd Military Police Company, 720th Military Police Battalion, 42nd Military Police Brigade.

29 Jan - None of the internees were speaking of the election but were playing their games like football, volleyball, as normal.

At 2100 the internees went into their tents as if there was a curfew implemented. Only five internees were out and about which left an eerie taste in my mouth. At 0115 we received 30 new new detainees from Abu Ghraib. Our shift ended at around sunrise. **Spc. C.M. Walton**, 105th MP BN HHC Camp Bucca, Iraq.

Day of Election - At approx. 0630, 3 mortars impact in a parking lot/bus station across the street about 300 meters away. Iraqi police are dispatched to search a nearby cemetery for AIF who may have fired from there. The city seems totally different with only military and police traffic on the streets. Election center officials arrive early but there are already a lot of people walking to the election centers. ING and the IP set up search

points to screen all voters. There are a few large explosions that rattle the station even though they are far away. Apache helicopters circle the city all day. Iraqi policemen come up to us to proudly show off their black fingertips showing that they voted. There are a total of 5 election centers under Bab Al Sheik responsibility and all 5 centers report excellent voter turnout.

Everything in our sector was amazingly calm and quiet for Election Day. The polls closed at 1800 and the streets immediately emptied because of the curfew. It's a quiet night; the power is still out in most parts of eastern Baghdad. **DURAN**

A pretty nasty firefight breaks out and the ING officers bellow out some orders, a minute of utter chaos ensues, then they load up and are off to fight. The drivers of their pick-up trucks are already hitting the gas before all of their passengers' limbs are in the vehicle. They are mostly young seemingly optimistic Iraqis. They are quick to fight and to defend each other.. It is nice to see them roll out with an Iraqi flag flapping in the wind.

The quiet of morning is shattered by prayer call and then explosions in all directions. Radio traffic is non-stop and reports of small arms fire, RPG and grenade attacks trickle in.

There have been suicide attacks but not nearly the number that I had expected. There are reports of large voter turnouts in my AO. Sporadic gunfights and explosions continue throughout the day, but this is Baghdad and that isn't unusual.

Our medic treats a civilian with a nasty gunshot wound to his arm. The man expresses his gratitude as best he can with broken English and hand signs, and smiles. He is taken to a hospital.

The day drags on, much quieter than I would have expected. About 20 children play in the street with a soccer ball given to them by a passing patrol. In 10 months I don't recall ever having seen children play on this street (it's closed to some MNF). They use the C-wire blocking the road as boundaries and a makeshift goal.



Photo by Sgt. Sean Kimmons

A Kurdish boy celebrates Iraq's elections by waving a Kurdistan flag to on-coming cars in Kirkuk.

IRAQ Continued from Page 25

ment of election ballots to designated polling sites in the city.

"We just provided security and monitored the activity," said Sgt. Ivan A. Hernandez, a team leader with Co. B, TF 1-21 Inf. "We were secondary security, Iraqi Army was primary. We just over watched what they were doing and they did a good job."

Hernandez and his three-vehicle convoy secured the outer perimeter, while Independent Electoral Commission, Iraq (IECI) and Iraqi Army personnel delivered about 11,000 ballots to four polling sites on Jan. 28.

"I think it's cool, because we're part of history," Hernandez said about playing a role in the Iraqi elections. "Twenty-five years from now, I can look back and tell my grandchildren, 'what you read about in those textbooks, I was there. I experienced it personally.'"

There were a total of 131 polling sites in the city. Soldiers from Co. B, 65th Engineer Battalion emplaced force protection at 110 of those sites. To ensure security was tight on Election Day, TF 1-21 Inf. was augmented an additional 423 Soldiers to bring the task force up to more than 1,000.

"[We] also had 1,540 Iraqi Army and 2,947 Iraqi Police operating in the city for a combined total of 5,500 personnel," Brown said.

All of that hard work and planning was worth it, as the outcome from the Kirkuk elections was better than expected, Brown said.

"It appeared to be [a high voter] turnout. There were long lines at all of the [polling] sites.

"It was definitely a historic event. It all came together with all the different agencies involved," Brown said.

Warrior basics defeat 34 AIF

Leadership, training and discipline were the backbone of a mid-March firefight victory of 10 U.S. Army Reserve Soldiers over dozens of Anti Iraq Forces.

Story by Spc. Jeremy D. Crisp
MNC-I PAO

CAMP VICTORY, Iraq, (March 23, 2005) – Leadership, training and discipline were the backbone of a mid-March firefight victory of 10 U.S. Army Reserve Soldiers over dozens of Anti Iraq Forces.

The Kentucky Army National Guard's nine Military Police and one medic ensured victory before they left the wire of their Baghdad area camp. The 617th Military Police Company squad did not realize that SOPs and training they had firmed up a just a day earlier would be validated in combat as they moved out for a routine mission of shadowing a 26-vehicle convoy early in the morning of March 20.

In a 45-minute firefight to thwart an ambush by 34 Anti Iraq Forces, teamwork, discipline, continuous training, solid small-unit SOPs, Movement to Contact Doctrine, and a dash of improvisation, netted 27 dead, six wounded and one captured Anti-Iraq Forces. No AIF escaped. The squad assigned to Fort Bragg's 503rd MP Bn, 18th MP Bde also brought in 22 AK-47 light machine guns, 13 RPKs, 6 RPGs, 16 RPG rockets, 123 full AK-47 ammunition magazines, 52 empty AK-47 magazines, one full AK-47 (75) round ammunition drum, an estimated 200 loose AK-47 ammunition rounds, 2,500 (7.62mm) belted ammunition rounds, and 40 hand grenades. Three members of the unit were wounded.

"There are four factors that helped win the day for the squad," said Sgt. Maj. Hugh Roberts, former command sergeant major for the 75th Rangers, currently a faculty advisor at the United States Army Sergeants Major Academy. "The factors are Standards/ discipline, training, leadership and luck. You can do everything right and still not be successful. But luck will not help you survive and win if you have not done all the right

things before contact. Discipline/ Standards, for example doesn't start when the bullets start flying. Discipline begins before that unit ever thinks about deploying to a combat zone. Soldiers complain about leaders making corrections about 'small things' like being in the correct uniform. But that builds discipline. The end state is success in battle."

The Richmond, Ky., based 617th sent out its fourth platoon's second squad to shadow a convoy of transportation vehicles along a supply route southeast of Baghdad. The squad's mission: provide support for the vehicles in the event of an attack and, if the need came, engage and destroy the enemy.

Staff Sgt. Timothy F. Nein, second squad leader had engaged AIF in the same area in January and had studied the area so that he knew the terrain as well as the AIF, said Joseph Shelley the Command Sergeant Major of the 18th Military Police Brigade.

"Staff sergeant Nein trained his squad for the fight to come," Shelley said. He didn't wait for the fight to happen and then come up with a plan. All of his squad knew that for their next engagement they would attack."

That day, the contractor driven vehicles, many of which were 18-wheelers, were heading south on the heavily traveled route. They were driving one behind the other like ducks in a row, with a security convoy of three military police vehicles interlaced between – one up front, one in the middle, and one in the rear. Trailing the convoy and not far out of sight was second squad in three additional heavily-armored Humvees.

Each Humvee contained a trio of Soldiers, each laden with weapons and gear, except for the trail vehicle, which also carried a medic. Gunners stood ready in the turrets with .50-caliber machine guns and Mark-19 grenade launchers. All of the Soldiers remained alert; they kept their eyes peeled and weapons at the ready.

It was a first of a long line of small correct actions that would win the day.

"Even while at war, Staff Sgt. Nein continued to train his squad members on weapons, first aid and battle drills. Everyone knew how to do each others jobs," Shelley said.

Cross training saved at least five lives.

During the firefight, the two Soldiers treating the three 617th MP wounded squad members on the ground as the rear vehicle came under sniper fire from a nearby house. Both pulled out AT-4 rocket launchers from a Humvee and nearly-simultaneously fire the rockets into the house to neutralize the shooter," wrote Maj. Dean Lewis the Brigade intelligence officer in a rough draft of the unit's After Action Review, which he attended.

One of the Soldiers who fired an AT-4, SPC Jason L. Mike, a medic, said he remembered how his squad leader forced him to train on it a week earlier. At that time, he didn't think as a medic he would ever use one.

"Cross training and battle drills are key components to victory. Battle drills trained over and over until it is second nature — though actual contact will not play out precisely like the drill — many structures of the drill are going to apply," Roberts said

Facets of drill structures such as remaining alert can become a decisive factor. The squad members' vigilance gave them a leg up on the situation that was about to unfold.

"We observed the convoy we were trailing starting to make erratic movements," said Staff Sgt. Timothy F. Nein, leader, second squad. "We saw a lot of dust being kicked up by the convoy vehicles, as if they were being engaged by an (improvised explosive device) or an ambush, so we knew something was wrong. My gunner said he could here shots being fired, so we picked up the pace." The squad proceeded directly into an ambush site.

The squad's decisiveness pushed the odds for success higher.

"We moved to contact," Nein said.

Nein's earlier knowledge of the area and continued reconnaissance edged those odds further up.

"We got the vehicles on the contact side, in between the convoy and the insurgents. As we got up on that side of the road, we realized through previous reconnaissance of the area that there was a road that paralleled the field going south," he said.

The next decision took control of the

battlespace and forced the AIF to become reactive. The squad proceeded down the main road and took a right onto the side road to flank the insurgents.

"At that time," Nein said, "we noticed seven vehicles the insurgents had staged and ready. Doors open, trunks open; ready for a quick escape. Once we turned down that road, the insurgents didn't have a choice but to stay and fight. We had just cut off their escape route. As we came on the scene, the insurgents' fire all shifted. They realized who they needed to fire on. They quickly shifted all fire from the transportation convoy to us. As soon as we cut back to get in between the convoy and the insurgents, the windshield of my driver (Sgt. Dustin T. Morris) took two direct hits. The bullets failed to defeat the armored glass."

Atop the same truck was .50-cal. gunner Spc. Casey M. Cooper. He said when they turned down the side road massive gunfire was coming their way. Rounds from small arms came towards them and impacted the rear door and its window, which yet again failed to penetrate the Humvee's armor. What happened next shocked and stunned Cooper.

"I just saw something coming at me, and fast. It just so happened to be a (rocket propelled grenade)," he said.

The round impacted right above the rear passenger door, just below Cooper's position in the turret.

"It knocked me out – completely unconscious," he said.

This is where luck worked for the squad, Roberts said.

Only sustaining minor shrapnel wounds around the right eye and hand, Cooper would be fine, but Nein said his first thought was that Cooper was dead. Nein said he went up and shook Cooper, at which point he popped awake and started firing again.

In the vehicle following right behind Nein, Cooper, and Morris was 23 year-old Sgt. Leigh Ann Hester, team leader and vehicle commander from Bowling Green, Ky. Hester and her crew saw the RPG hit the lead vehicle. "Nein's vehicle took a direct hit with an RPG as soon as we made that turn," said Hester. "I heard it hit, saw the smoke, but we kept pushing on."

"I saw Staff Sgt. Nein jump out of the truck. As soon as I saw him jump out, I was right there," Hester said. From there, Hester, Nein and company pressed their flanking advantage and engaged the enemy full force.

Nein and Hester demonstrated leadership by example, Roberts said. Nein was first out of the vehicle and Hester moved out right to him. The Soldiers moved right out behind them which demonstrated their highly developed discipline.

"On the right hand side was a berm. They were still shooting at us from there and from down in a trench line," said Hester. "So we returned fire. I think I shot off three M203 (grenade launcher) rounds, and I don't know how many M4 (assault rifle) rounds I shot. I know I hit one of the RPK (Russian-made light machine gun) gunners," she said.

Nein and Hester were side by side, and both were being



Photo by Sgt. 1st Class Marshall P. Ware

Following the firefight the Soldiers of 617th MP Company provide medical treatment to an insurgent before taking him to the central collection point.

engaged with small arms fire. "Both Sgt. Hester's and my vehicles were being engaged by an insurgent with an RPK somewhere out in the orchard field," Nein said. "I could also see an insurgent with an RPG trying to get around and fire on us. We weren't engaging him at the time, but I think he thought we were going to. He was peering out from behind a tree, so we eliminated him."

Hester, Nein and their comrades continued to press the advantage, completely disrupting any plans the insurgents had for a successful attack.

"What their mission was in shadowing that convoy was to

provide support in the event of an attack. What they were supposed to do was place themselves in between the attacking force and the convoy. This would allow the convoy to escape the kill zone while they returned suppressive fire and ultimately defeated the enemy. That was exactly what they did," said Capt. Todd M. Lindner, 617th company commander.

"They did exactly what they were supposed to do when supporting a convoy in that situation," Lindner said.

To do what "they were supposed to do" meant continuous training and upgrades to the squad's SOPs.

The day before this mission, squad members took the recently issued Rapid Fielding Initiative bandoliers, and experimented with mounting them in their vehicles. Then they pre-loaded a second basic load of ammo into magazines, put them into the bandoliers, and mounted them in their vehicles—the same exact way in every vehicle, Lewis reported in a draft of the unit's AAR.

That addition to the load-plan SOP allowed Hester to dash back to the closest vehicle under fire and blindly grab more ammo. But the SOP had existed for a time.

"From the very first engagement in January, SSG Nein continued to train and develop his squad into a lethal unit," Shelley said. "That started with getting the crap out of his vehicles and loading all the vehicles in the same manner. He re-looked the amount and type of ammo and weapons mix he carried. During one of my talks with his squad, he mentioned that during all of his previous Precombat Inspections, he always checked to be sure the squad had a three-day supply of food and water. But from the date in January, he also ensured the squad had a three-day supply of ammo. He also made squad members clean the ammo and weapons daily."

"It was as simple as knowing the CLS kit was under the driver's seat or that there was extra bandoliers of ammo strapped to the back of the front seats," said Brian Lambert the Command Sergeant Major of the 503d MP BN.

"As Hester turned to move back to the trench line, the gunner in two saw an AIF jump from behind one of the cars and start firing on Hester. He pulled his 9mm, because the .50 cal was pointed in the other direction, and fired, disabling the AIF," Lewis wrote.

Master Sgt. Sue Harper, NCO Journal, contributed to this report.

**SGT Army Professional
Deployed around the World
Hometown, USA 11111**



Letters to the Editor

The NCO Journal

11291 SGT E Churchill Street

Fort Bliss, Texas 79918-8002

Thank you for the Journal

Thank you for the copies of the January 2005 issue of the NCO Journal.

I always enjoy reading the magazine but especially this one for it's applicability to the mission with the "rip and train" articles.

I also share them with retired CSMs in Alabama and Mississippi where it is popular and read by many other retirees in that area including some National Guard members.

Keep up the good work.

Sincerely,

*Bill Wooldridge
U. S. Army, Retired*

Editors note: Bill Wooldridge's signature block might not be recognized by some readers. He is Sergeant Major of the Army William O. Wooldridge (ret). The first Sergeant Major of the Army.

'Charlie Mike' sums up Warrior Ethos and becomes battle cry

Find a workable solution, make do with what you've got, make it work.

These all describe the Warrior Ethos, but just don't hit the true meaning for me. While mobilizing for a mission in Iraq, my unit was hindered by problems, issues, not of our own making.

The answer to those problems, issues began as a whisper. No matter what the situation, no matter how bad it seemed, a common phrase started echoing throughout our unit, soft at first, barely audible. Then the echo grew to a chorus that everyone sang out with pride, and I can still hear it echoing in my mind each and every day; Charlie Mike ... Continue Mission. Most units have a motto, a couple of words shared by Soldiers, usually

when saluting an officer. Soldiers in my unit, the 1-293rd Infantry, would say 'Follow us', while saluting an officer, and the officer, would respond, "lead the way" while returning the salute.

That has changed for me — Charlie Mike.

While mobilizing and during our tour in Iraq, and now back home, you still hear these words, "Charlie Mike."

Another dust storm fill our tents, our teeth, or our water is hot; Charlie Mike.

An MP unit, out of food and water, we share ours; Charlie Mike.

When we lost a Soldier to an accident, he received a brief, solemn goodbye; Charlie Mike. His photograph still hangs on our Armory walls.

The Warrior Ethos is the mentality we share; it's the way we train. It's not just checking the blocks. We know this; it's what we do when we go to war. It's train how we fight. It's concentrate on those things important; the Soldier, equipment, the mission.

On October 29, 1941, the United Kingdom's Prime Minister Winston Churchill spoke to the students at Harrow School, a British boys' school he himself had attended as a youth. The speech was summed up in his closing remarks by it's three most memorable sentences, which were summarized by the first three words in the first sentence. Those words were, "Never give in." The sentences in their entirety are, "Never give in. Never give in. Never, never, never, never—in nothing, great or small, large or petty—never give in, except to convictions of honour and good sense. Never yield to force. Never yield to the apparently overwhelming might of the enemy."

The Warrior Ethos is much the same, but in the United States Army, we have a fascination with acronyms, finding ways to shorten a phrase to as few words as possible and still understand the meaning.

The Warrior Ethos is four sentences, and for me, it can be summed up with the phrase ... Charlie Mike.

Continue Mission.

Sgt. William R. Elkins, Jr.

HHC 1st Battalion, 293D INF, Fort Wayne, Ind.

Just my two cents worth

(Jan. 05 Issue) Great read and tons of useful info.

The one thing that I looked for and did not find was individual techniques for Convoy Ops.

As a rule, I always removed my sling when entering a vehicle to go on any mission. Naturally, when on patrols or such, sometimes I did not have a chance (especially while in a hot zone and you have to move quickly) but I always made the effort to get the sling off ASAP.

My reasoning (I was taught this by a guy who had a lot more years than I do at the job) was that your sling can easily get caught up on something when entering/exiting your truck.

A sling is a nice thing to have when dismounted or day to day on the compound. While on Convoy Ops or mounted patrols or any situation which could require a quick exit, that sling could make the difference between getting your muzzle towards the enemy and being a target for a fraction of a second longer.

Just my two cents for what its worth!

Marc B Janusz

SFC, USA

Operation Restore Hope

Operation Iraqi Freedom II

An affirmative philosophy

This is my philosophy on leadership and the way I conduct business as a professional NCO. My six tenets of leadership philosophy are based on acquired knowledge, new skill acquisitions, wisdom and revelations throughout my lifelong learning process. This is my YES-SGT philosophy of leadership.

You **Cannot Lead If You Cannot Follow!** I believe that Soldiers mimic the negative qualities of their first line and upper echelon leaders. If a Soldier's first line leader does something incorrect or is not loyal to his or her boss then the Soldier will say "My Sergeant doesn't follow the rules, and he is not loyal... why should I? If we set poor examples on 'following the leader', you can bet that Soldiers will follow your lead on this. Do not bad mouth your supervisors or mimic their deficiencies in front of your subordinates. If need be take it to your first line supervisor.

Expect the Unexpected by Thinking Creative Contingencies! The Art of War explains about being creative and flexible. I haven't met anyone that can predict all of Murphy's elements, but we should all think about 'what if and have vision about the next step. NCO DP points towards METL, but I feel it also points towards the betterment of NCO careers, education and progression with creativity and flexibility.

Support the Commander! Commanders at every level need the total commitment and support of each Soldier under their command. Supporting the commander also includes supporting the NCO Support

Channel. However, our support begins with the local commander and it ultimately ends with the President. At certain levels, NCO's must 'Command Without Officer Supervision'.

Ensure that whatever the task, it is accomplished with the highest caliber. If there are problems that we as NCO's view in our unit we are obligated to communicate these issues to the commander with tactfulness and respect.

Show Soldiers What 'Right Looks Like' Looking good in your uniform can be the beginning of what 'Right Looks Like.' Cleaning up your language can be the beginning of what 'Right Sounds Like.' Doing the hard right over easy wrong can be the beginning of what 'Right Feels Like.' On another note, I believe that fitness combines three (3) elements: Spiritual, Mental and Physical. but above all, the 'Spiritual will always enhance the mental and the physical'. Showing Soldiers what 'Right Looks Like' will decrease discipline issues in the unit. I consider this a portion of what I view as the 'Whole Soldier Concept.'

Get the Defect! This may be the most difficult of all of the tenets as this covers a broad spectrum. As Noncommissioned Officers we are tasked daily with on-the-spot correction actions as part of our daily business. Technology is great, but this is an area where human interaction is supreme. The NCO has both Command and General Military Authorities. In essence, a Noncommissioned Officer could spend a considerable amount of time just correcting defects, but the mindset should be that defects in a unit could affect morale and overall mission readiness.

Take Care of the Soldiers You Serve! You cannot find better people than the citizens that serve in the US Military. The Soldiers I serve are my subordinates and their families, the Soldiers I serve are my peers, and the Soldiers I serve are my supervisors. The term 'Sergeant' means 'servant'! Serve each of the aforementioned Soldiers via the quality service and the respect that is due to each of them and make them feel good about their accomplishments daily! Address Soldiers by their first names: Private, Specialist, Corporal, Sergeant as it will put them on alert of who they are.

Training, teaching, preaching, mentoring, tutoring, sharing, listening, correcting, disciplining, counseling, commending, awarding, and recreating are just a few elements in serving Soldiers. Do not be too self-focused on promotion, or commendations, or you will miss all that glory in taking care of your Soldiers. If you take care of your Soldiers, the Army will take care of you!

MSG Doyle W. McNeil
Class 55 Student

NCO Journal Web site change

We have received many emails and phone calls telling us our Web site has problems. We recently underwent a migration to a new server and as with anything there were some problems and they are now fixed. The NCO Journal Web site can be reached at <http://www.bliss.army.mil/usasma/Journal/Default.htm>. Thanks to everyone who brought this to our attention.

MSG Susanna Harper
Editor

Roll call

o f t h e f a l l e n

Operation Iraqi Freedom

Sgt. Leonard W. Adams, 42, Mooresville, N.C., Jan. 24, 2005 ♦ Spc. Azhar Ali, 27, Flushing, N.Y., March 2, 2005 ♦ Spc. Jeremy O. Allmon, 22, Cleburne, Texas, Feb. 6, 2005 ♦ Pfc. Danny L. Anderson, 29, Corpus Christi, Texas, Feb. 27, 2005 ♦ Pfc. Michael A. Arciola, 20, Elmsford, N.Y., Feb. 15, 2005 ♦ Sgt. Christopher J. Babin, 27, Houma, La., Jan. 6, 2005 ♦ Staff Sgt. Steven G. Bayow, 42, Colonia Yap, Federated States of Micronesia, Feb. 4, 2005 ♦ Pfc. Gunnar D. Becker, 19, Forestburg, S.D., Jan. 13, 2005 ♦ Spc. Bradley J. Bergeron, 25, Houma, La., Jan. 6, 2005 ♦ Capt. Orlando A. Bonilla, 27, Killeen, Texas, Jan. 28, 2005 ♦ Sgt. Andrew L. Bossert, 24, Fountain City, Wis., March 7, 2005 ♦ Pfc. David J. Brangman, 20, Lake Worth, Fla., Feb. 13, 2005 ♦ Spc. Adam N. Brewer, 22, Dewey, Okla., Feb. 25, 2005 ♦ Spc. Travis R. Bruce, 22, Byron, Minn., March 23, 2005 ♦ Spc. Jimmy D. Buie, 44, Floral, Ark., Jan. 4, 2005 ♦ Spc. Taylor J. Burk, 21, Amarillo, Texas, Jan. 26, 2005 ♦ Sgt. Michael C. Carlson, 22, St. Paul, Minn., Jan. 24, 2005 ♦ Spc. Justin B. Carter, 21, Mansfield, Mo., Feb. 16, 2005 ♦ Pfc. Stephen A. Castellano, 21, Long Beach, Calif., Jan. 28, 2005 ♦ Sgt. Kyle W. Childress, 29, Terre Haute, Ind., Jan. 21, 2005 ♦ Pfc. Min S. Choi, 21, River Vale, N.J., Feb. 26, 2005 ♦ Sgt. 1st Class Kurt J. Comeaux, 34, Raceland, La., Jan. 6, 2005 ♦ Sgt. 1st Class Sean M. Cooley, 35, Ocean Springs, Miss., Feb. 3, 2005 ♦ Staff Sgt. Alexander B. Crakel, 31, Wilstead Bedford, United Kingdom, Feb. 24, 2005 ♦ Spc. Richard M. Crane, 25, Independence, Mo., Feb. 8, 2005 ♦ Staff Sgt. David F. Day, 25, Saint Louis Park, Minn., Feb. 21, 2005 ♦ Spc. Michael S. Deem, 35, Rockledge, Fla., Feb. 24, 2005 ♦ Pvt. Cory R. Depew, 21, Beech Grove, Ind., Jan. 4, 2005 ♦ Sgt. 1st Class Donald W. Eacho, 38, Black Creek, Wis., March 4, 2005 ♦ Spc. Michael S. Evans II, 22, Marrero, La., Jan. 28, 2005 ♦ Pfc. Colby M. Farnan, 22, Weston, Mo., Feb. 25, 2005 ♦ Spc. Huey P. L. Fassbender, 24, LaPlace, La., Jan. 6, 2005 ♦ Pfc. Jesus Fonseca, 19, Marietta, Ga., Jan. 17, 2005 ♦ Pfc. Michael W. Franklin, 22, Coudersport, Penn., March 7, 2005 ♦ Spc. Armand L. Frickey, 20, Houma, La., Jan. 6, 2005 ♦ Sgt. Seth K. Garceau, 27, Oelwein, Iowa, March 4, 2005 ♦ Pfc. George R. Geer, 27, Cortez, Colo., Jan. 17, 2005 ♦ Spc. Clinton R. Gertson, 26, Houston, Texas, Feb. 19, 2005 ♦ 2nd Lt. Richard B. Glenau, 29, Peoria, Ill., Feb. 27, 2005 ♦ Sgt. Carlos J. Gil, 30, Orlando, Fla., Feb. 18, 2005 ♦ Pvt. Landon S. Giles, 19, Indiana, Penn., Feb. 26, 2005 ♦ Sgt. Lee Godbolt, 23, New Orleans, La., March 29, 2005 ♦ Spc. Dakotah L. Gooding, 21, Des Moines, Iowa, Feb. 13, 2005 ♦ Staff Sgt. Daniel G. Gresham, 23, Lincoln, Ill., Feb. 24, 2005 ♦ Staff Sgt. Donald D. Griffith Jr., 29, Mechanicsville, Iowa, March 11, 2005 ♦ Capt. Sean Grimes, 31, Southfield, Mich., March 4, 2005 ♦ Pfc. Daniel F. Guastaferro, 27, Las Vegas, Nev., Jan. 7, 2005 ♦ DA Civilian Barbara Heald, 60, Stanford, Conn., Jan. 29, 2005 ♦ Spc. Paul M. Heltzel, 39, Baton Rouge, La., March 15, 2005 ♦ Spc. Robert T. Hendrickson, 24, Broken Bow, Okla., Feb. 1, 2005 ♦ Staff Sgt. Jason R. Hendrix, 28, Claremore, Okla., Feb. 16, 2005 ♦ Pfc. Chassan S. Henry, 20, West Palm Beach, Fla., Feb. 25, 2005 ♦ Spc. Jeffrey S. Henthorn, 25, Choctaw, Okla., Feb. 8, 2005 ♦ Sgt. Frank B. Hernandez, 21, Phoenix, Ariz., Feb. 17, 2005 ♦ 1st Lt. Nainoa K. Hoe, 27, Hawaii, Jan. 22, 2005 ♦ Sgt. Jessica M. Housby, 23, Rock Island, Ill., Feb. 9, 2005 ♦ Spc. Jonathan A. Hughes, 21, Lebanon, Ky., March 19, 2005 ♦ Sgt. Lindsey T. James, 23, Urbana, Mo., Jan. 29, 2005 ♦ Spc. Katrina L. Bell-Johnson, 32, Orangeburg, S.C., Feb. 16, 2005 ♦ Chief Warrant Officer Charles S. Jones, 34, Lawtey, Fla., Jan. 28, 2005 ♦ Sgt. 1st Class Michael D. Jones, 43, Unity, Maine, March 3, 2005 ♦ Spc. Alain L. Kamolvathin, 21, Blairstown, N.J., Jan. 16, 2005 ♦ Staff Sgt. Ricky A. Kieffer, 36, Ovid, Mich., March 15, 2005 ♦ Sgt. William S. Kinzer Jr., 27, Hendersonville, N.C., Jan. 28, 2005 ♦ Sgt. Rene Knox Jr., 22, New Orleans, La., Feb. 13, 2005 ♦ Spc. Matthew A. Koch, 23, West Henrietta, N.Y., March 9, 2005 ♦ Staff Sgt. Shane M. Koele, 25, Wayne, Neb., March 16, 2005 ♦ Sgt. Chad W. Lake, 26, Ocala, Fla., Feb. 13, 2005 ♦ Pfc. Lee A. Lewis Jr., 28, Norfolk, Va., March 18, 2005 ♦ Sgt. Jesse M. Lhotka, 24, Alexandria, Minn., Feb. 21, 2005 ♦ Pfc. Kevin M. Luna, 26, Oxnard, Calif., Jan. 27, 2005 ♦ Capt. Joe F. Lusk II, 25, Reedley, Calif., Jan. 21, 2005 ♦ Spc. Wai P. Lwin, 27, Queens, N.Y., March 2, 2005 ♦ Spc. Dwayne J. McFarlane Jr., 20, Cass Lake, Minn., Jan. 9, 2005 ♦ Cpl. Stephen M. McGowan, 26, Newark, Del., March 4, 2005 ♦ Spc. Jeremy W. McHalfey, 28, Mabelvale, Ark., Jan. 4, 2005 ♦ Spc. Robert A. McNaill, 30, Meridian, Miss., Feb. 11, 2005 ♦ Sgt. 1st Class Otie J. McVey, 53, Oak Hill, W.V., Nov. 7, 2004 ♦ Sgt. 1st Class Brian A. Mack, 36, Phoenix, Ariz., Jan. 13, 2005 ♦ 1st Lt. Adam Malson, 23, Rochester Hill, Mich., Feb. 19, 2005 ♦ Staff Sgt. William F. Manuel, 34, Kinder, La., Jan. 10, 2005 ♦ Spc. Joshua S. Marcum, 33, Evening Shade, Ark., Jan. 4, 2005 ♦ Sgt. Javier Marin Jr., 29, Mission, Texas, Jan. 24, 2005 ♦ Spc. Francisco G. Martinez, 20, Fort Worth, Texas, March 20, 2005 ♦ Pfc. James H. Miller IV, 22, Cincinnati, Ohio, Jan. 30, 2005 ♦ Spc. Jason L. Moski, 24, Blackville, S.C., Feb. 25, 2005 ♦ Spc. Warren A. Murphy, 29, Marrero, La., Jan. 6, 2005 ♦ Sgt. Julio E. Negron, 28, Pompano Beach, Fla., Feb. 28, 2005 ♦ Pfc. Francis C. Obaji, 21, Queens Village, N.Y., Jan. 17, 2005 ♦ Sgt. Nicholas J. Olivier, 26, Ruston, La., Feb. 23, 2005 ♦ Sgt. Timothy R. Osbey, 34, Magnolia, Miss., Feb. 16, 2005 ♦ Spc. Jacob C. Palmatier, 29, Springfield, Ill., Feb. 24, 2005 ♦ Spc. Rocky D. Payne, 26, Howell, Utah, March 16, 2005 ♦ Pfc. Jesus A. Leon-Perez, 20, Houston, Texas, Jan. 24, 2005 ♦ Sgt. Foster Pinkston, 47, Warrenton, Ga., Sept. 16, 2004 ♦ Sgt. Adam J. Plumondore, 22, Gresham, Ore., Feb. 16, 2005 ♦ Spc. Robert S. Pugh, 25, Meridian, Miss., March 2, 2005 ♦ Sgt. Christopher M. Pusateri, 21, Corning, N.Y., Feb. 16, 2005 ♦ Spc. Joseph A. Rahaim, 22, Magnolia, Miss., Feb. 16, 2005 ♦ Spc. Christopher J. Ramsey, 20, Batchelor, La., Jan. 28, 2005 ♦ Staff Sgt. Jose C. Rangel, 43, Saratoga, Calif., Jan. 23, 2005 ♦ Staff Sgt. Jonathan R. Reed, 25, Opelousas, La., Jan. 28, 2005 ♦ Staff Sgt. William T. Robbins, 31, North Little Rock, Ark., Feb. 10, 2005 ♦ Spc. Lizbeth Robles, 31, Vega Baja, Puerto Rico, March 1, 2005 ♦ Staff Sgt. Joseph E. Rodriguez, 25, Las Cruces, N.M., Jan. 28, 2005 ♦ Spc. Lyle

W. Rymer II, 24, Fort Smith, Ark., Jan. 28, 2005 ♦ Spc. Adriana N. Salem, 21, Elk Grove Village, Ill., March 4, 2005 ♦ Gt. 1st Class David J. Salie, 34, Columbus, Ga., Feb. 14, 2005 ♦ Staff Sgt. Kristopher L. Shepherd, 26, Lynchburg, Va., Feb. 11, 2005 ♦ Sgt. Stephen R. Sherman, 27, Neptune, N.J., Feb. 3, 2005 ♦ Sgt. Isiah J. Sinclair, 31, Natchitoches, La., March 26, 2005 ♦ Spc. Michael J. Smith, 24, Media, Penn., Jan. 11, 2005 ♦ Staff Sgt. Juan M. Solorio, 32, Dallas, Texas, March 4, 2005 ♦ Staff Sgt. Joseph W. Stevens, 26, Sacramento, Calif., Jan. 24, 2005 ♦ Capt. Christopher J. Sullivan, 29, Princeton, Mass., Jan. 18, 2005 ♦ Sgt. Brett D. Swank, 21, Northumberland, Penn., Jan. 24, 2005 ♦ Sgt. Robert W. Sweeney III, 22, Pineville, La., Jan. 10, 2005 ♦ Sgt. Nathaniel T. Swindell, 24, Bronx, N.Y., Jan. 15, 2005 ♦ Staff Sgt. Thomas E. Vitagliano, 33, New Haven, Conn., Jan. 17, 2005 v Sgt. Paul W. Thomason III, 37, Talbot, Tenn., March 20, 2005 ♦ 1st Lt. Jason G. Timmerman, 24, Tracy, Mich., Feb. 21, 2005 ♦ Sgt. Daniel Torres, 23, Fort Worth, Texas, Feb. 4, 2005 ♦ Spc. Seth R. Trahan, 20, Crowley, La., Feb. 19, 2005 ♦ Spc. Wade Michael Twyman, 27, Vista, Calif., March 4, 2005 ♦ Pfc. Kenneth G. Vonronn, 20, Bloomingburg, N.Y., Jan. 6, 2005 ♦ Sgt. 1st Class Mark C. Warren, 44, LaGrande, Ore., Jan. 31, 2005 ♦ Sgt. Bennie J. Washington, 25, Atlanta, Ga., Jan. 4, 2005 ♦ Spc. Nicholas E. Wilson, 21, Glendale, Ariz., March 11, 2005 ♦ Staff Sgt. Zachary R. Wobler, 24, Ottawa, Ohio, Feb. 6, 2005 ♦ Pfc. Curtis L. Wooten III, 20, Spanaway, Wash., Jan. 4, 2005 ♦ Spc. Viktor V. Yolkin, 24, Spring Branch, Texas, Jan. 24, 2005 ♦ Sgt. 1st Class Mickey E. Zaun, 27, Brooklyn Park, Minn., Jan. 28, 2005

Operation Enduring Freedom

Capt. Michael T. Fiscus, 36, Milford, Ind., March 26, 2005 ♦ Spc. Brett M. Hershey, 23, State College, Penn., March 26, 2005 ♦ Master Sgt. Michael T. Hiester, 33, Bluffton, Ind., March 26, 2005 ♦ Staff Sgt. Robert K. McGee, 38, Martinsville, Va., June 30, 2004 ♦ Spc. Norman K. Snyder, 21, Carlisle, Ind., March 26, 2005

(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004, July 2004, October 2004 and January 2005 issues. The names that appear in this Honor Roll are those that have been released since January 4, 2005 and are current as of March 30, 2005.)

*You Are Not
Forgotten*



"In great numbers, and under great risk, Iraqis have shown their commitment to democracy. By participating in free elections, the Iraqi people have firmly rejected the anti-democratic ideology of the terrorists. They have refused to be intimidated by thugs and assassins. And they have demonstrated the kind of courage that is always the foundation of self-government."

- President George W. Bush, congratulating the Iraqi people after their Jan. 30 election.



Photo by Staff Sgt. Shane A. Cuomo

Members of Charlie Troop, 1-4 Cavalry, 1st Infantry Division take a break from a combat security patrol on their M3A2 Cavalry Fighting Vehicles outside of Ancient Samarra, near Ad Dwr, Iraq Nov. 17, 2004 during Operation Iraqi Freedom.

DEPARTMENT OF THE ARMY
MEDIA DISTRIBUTION DIVISION
1655 WOODSON RD
ST LOUIS, MO 63114-6128
OFFICIAL BUSINESS

PRESORT STD
U.S. POSTAGE
PAID
ST LOUIS, MO
PERMIT NO 5222