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### **COMMANDER'S COMMENTS**

### **BG Owen W. Monconduit**

### Strength through **Continuous Operations (CONOPS)**

Greetings Engineer Soldiers and family members. Happy Father's Day to all fathers and thank you

for your many sacrifices.

Engineer Soldiers are consistently delivering outstanding military achievements through CONOPS here in Iraq in support of 1st Cavalry Division, FIRST TEAM! Condelivering sistently

outstanding achievements through CONOPS is a tribute to the professionalism and dedication by every Soldier to include the support of

their loving families back home. Soldiers, remain aggressive in performing your military duty. Every task ranging from vehicle maintenance, carpentry, heavy equipment

operations, intelligence updates, ordering supplies to emailing back home critical to our daily contribution as Engineers of Multi-National Division -Baghdad. Every Soldier is important and makes a difference enabling the

brigade to be outstanding.

Remember to enforce safety standards to protect yourself and your buddy. Protective eye wear,

gloves and hearing protection are just three essentials you should have with you every day. As your workday comes to an end, take time for a Pre-Combat Check (PCC) of your safety equipment and think through the next step, if ever necessary, of seeking first aid. The Non-Commissioned Officer (NCO) level (Sergeants and Staff Sergeants) are really the most effective leaders in the Army due to their positive impact on safety standards because of their nearly constant interaction with Soldiers. Being safe is a part of taking care of soldiers.

SAFE DEPLOYMENT ≈ SAFE **RETURN** 

Castle 6

### MESSAGE FROM CASTLE 7

### **CSM Joseph Major**

Greetings Engineer Soldiers,

What are Pre-combat Checks and Pre-combat Inspections? How do these impact our safety and missions?

Pre-combat checks: Who conducts/completes them, and what do we look for? Team members, Team Leaders and Squad Leaders complete/ conduct pre-combat checks. Units normally have SOP or checklist that covers precombat checks. During the checks, personnel determine if they have all the items/ equipment to support a mission or movement. Then they determine if the items are serviceable and if the items have pertaining to that particular the required batteries, fluids, mission/event. Leaders con-

items. such items that become inoperative after use or break during operation.

Pre-combat Inspections: Leaders such as platoon sergeants, platoon leaders, and sometimes command teams at unit and

battalion levels conduct Pre-Combat Inspections. These Leaders inspect/inventory what Soldiers check by using the unit's SOP or checklist

or components for operations. ducting inspections each and It's also good to have backup every time leads to mission

> success and accomplishment. Check, inspect, and double check equals missions completed in a timely and safe manner.

> "IT'S NOT A SUC-CESSFUL CLIMB UNLESS YOU EN-

JOY THE JOURNEY." AUTHOR DAN BENSON

Safe Deployment = Safe Return

**CSM Joe Major** 



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Courtesy Photo of Brigade Surgeon Maj. Frederick Hall.

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# THE

## Joke of the Week

### Submitted by Sgt. Angela Brouillette

A Spanish Teacher was explaining to her class that in Spanish, unlike English, nouns are designated as either masculine or feminine. 'House' for instance, is feminine: 'la casa.' 'Pencil,' however, is masculine: 'el lapiz.'

A student asked, 'What gender is 'computer?'

Instead of giving the answer, the teacher split the class into two groups, male and female, and asked them to decide for themselves whether 'computer' should be a masculine or a feminine noun. Each group was asked to give four reasons for its recommendation.

The men's group decided that 'computer' should definitely be of the feminine gender, 'la computadora' because:

- •No one but their creator understands their internal logic
- •The native language they use to communicate with other computers is incomprehensible to everyone else
- •Even the smallest mistakes are stored in long term memory for possible later retrieval and
- •As soon as you make a commitment to one, you find yourself spending half your paycheck on accessories for it.

The women's group, however, concluded that computers should be Masculine 'el computador' because:

- •In order to do anything with them, you have to turn them on;
- •They have a lot of data but still can't think for themselves
- •They are supposed to help you solve problems, but half the time they ARE the problem
- •As soon as you commit to one, you realize that if you had waited a little longer, you could have gotten a better model.

  The women won.

# Chaplain's Corner

By Chap. (MAJ) Jeff Mitchell

The Theology of Peace-2

Peace is found in three persons and how they equip us in life's circumstances, rather than a feeling of peace we may have or not have based on the circumstances. Last and final words are of uttermost importance. Jesus is about go to the

Cross to defeat
Satan and sin.
He will then rise
again and conquer death. He
will ascend and
go back to
heaven and be
seated at the right
hand of God
where He reigns
and ever lives to

make interces-



where He reigns Staff Sgt. Paul Fleming and Chap. and ever lives to (Maj.) Jeff Mitchell at an Iraqi school.

sion for us. For your own enjoyment and wonderment read Romans 6:4-11; Ephesians 2:6 which exclaims that "in Christ" you have been united with Him in the likeness of His death, burial, resurrection, ascension, and reigning. John 14:26, 27 speaks of the equipping and the peace Jesus will leave with us as His followers. "But the Helper, the Holy Spirit, whom the Father will send in My name, He will teach you all things, and bring to your

remembrance all that I said to you. Peace I leave with you; My peace I give to you; not as the world gives do I give to you. Do not let your heart be troubled, nor let it be fearful." The peace the world gives is that if people, things, and circumstances cooperate

well enough and work out favorable for us to give us more comfort than pain, then peace is accomplished. Jesus says, no matter what befalls you circumstantially, My peace will be sufficient to go through anything, so that fear and trouble will not overwhelm you. Another source of peace is the Helper; the Holy Spirit

which equips us by teaching us and brings to remembrance in the moment, the truth we need to know for the life experience of the moment. So the equipment of peace, are the Father's love and presence (John 14:23), the Helper-Holy Spirit (John 14:26), and the Peace of Jesus. (John 14:27) Peace is found in three persons and how they equip us in life's circumstances, rather than a feeling of peace we may have or not have based on the circumstances.

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Top Left: A heavy equipment operator from the 277th Engineer Company, 46th Engineer Combat Battalion (Heavy), 225th Engineer Brigade, uses a roller to compact the access road outside Joint Security Station Istiqlaal. While working on the access road the Soldiers had many spectators of local Iraqi children who watched the engineers completing their work. Bottom Left: Spc. Andrew Leach, heavy equipment operator, a native of San Antonio, Texas uses a loader to fill dump truck with the aggregate to be spread on the access road for the Iraqi Police stations. The heavy equipment and Soldiers working attracted attention from the local children who would come out to watch the work being done. Bottom Right: Sgt. Rueben Aleman, heavy equipment operator, a native of San Antonio, Texas, gives food to local Iraqi children who were watching the engineers as they com-\ pleted road upgrades outside Joint Security Station Istiglaal. The Sol-







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### 515th Engineer Company (Sapper) ends mission in Iraq By Scott Flenner



Clearing roads of dangerous IEDs is a difficult job for any engineer unit. An important aspect to safely performing the mission is the knowledge of the roads the Soldiers are responsible for clearing they gain from repeatedly traveling the same routes day after day.

For the Fort Leonard Wood Mo., Soldiers from the 515th Eng. Company (Sapper), attached to the 225th Engineer Brigade, learning the routes changed a remarkable amount of times during the course of their 15 month deployment.

From the South to the North, the engineers cleared 84,854 kilometers of road on more than 688 missions as they moved from one base to another as their mission changed to help their fellow Soldiers taking them to nine out of the 18 provinces in Iraq.

"We just went where route clearance was needed the most," said Capt. Andrew Hutchinson, executive officer for the 515th Eng. Co. "We have got to see pretty much everything, from Basra to Balad," continued Hutchinson, from Kate, Texas.

Being in constant shuffle does come with its share of disadvantages for a route clearance team, explained Sgt Evan Hutson.

"The difficulty of moving around, especially for a leader, is when you are not able to travel down the same roads day after day and study them," Hutson said. "You are not able to become familiar with what should be there and what may be a

possible IED."

Although as Hutson also explained, it does help fight one of a Soldiers worst enemies--complacency.

"Every day when you are traveling down a road going 10Km an hour, especially if you are going down a route that you have been on before and nothing really is happening, you get complacent," said Hutson, from Indianapolis, Ind. "But when you are constantly moved around all over this theater in Iraq, like we were, it makes it really hard to become complacent."

Hard to become complacent but even harder to become comfortable.

During the beginning of their tour they slept in their vehicles when the heat of the summer can reach temperatures up to 130 degrees, eating Army meals ready-to-eat, and getting the occasional shower. To the end where they moved to "Shangri-La," also known as Victory Base Complex in Baghdad, where they stayed in air-conditioned trailers, enjoyed prepared food at the dining facility, and complained that their internet connection was being too slow.

But whether they were sleeping in their trucks, surfing the internet, or moving to yet another base camp, Hutchinson said one thing remained the same.

"As a unit, we have grown close, we are pretty tight knit; we all support each other.

Summed up: "This deployment has been interesting," said Hutson.

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ow.gif>

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### Lafayette eye doc gives ...

By Lt. Col. Pat Simon

TALLIL, Iraq - An extremely concerned Iraqi father cradled his seven month old son as he walked into a

health clinic, here June 12, seeking medical help. There was something

seriously wrong with his little boy's vision that demanded immediate attention.

Lucky him and many other families, 225th Engineer Brigade's surgeon, Maj. Frederick Hall, was on a special health care mission at that clinic.

Hall, an ophthalmologist • and native of Lafayette, La., was invited to the clinic by the Italian Provincial Re-

> construction Team

the Iraqi Advisory Task Force to help treat patients and provide partnership training for local Iraqi army doctors.

Hall prepped quickly to examine the baby under anesthesia.

Minutes later, Hall made the diagnosis. A mass had built up in the

baby's left eye. It was retinal blastoma - eve **-** swiftly,

child could die. Hall said he is

thankful that he might have caught it in time.

"I don't think his father was told by a previous doctor how serious the condition was. I had to tell him bluntly what to expect,"

said Hall. "Hopefully, we can give the little boy a fighting chance."

The boy was one of 68 patients of all ages that Hall treated in three days. He said many of the children



Lafayette, La. native, Maj. Frederick Hall (left), conducts an eye examination on one of 68 patients during three days of partnership training here, June 12. Hall, an ophthalmologist and the surgeon for the 225th Engineer Brigade, was asked to participate in the training of Iraqi army ophthalmologists.

suffered from cross eyes and congenital cataracts; genetic disorders. For those cases, there was very little

Hall could do but to educate the parents.

"There is not much you can do with a lack of resources," said Hall.

"That is why I want to come back

"I love to help people," said Hall. "That is why I encancer. If not treated joy what I am doing. Any way that I can help people ment, he will assemble his the see better makes me feel really good."

> now that I saw the need and we can prepare for it ahead of time."

> This is the first time in Hall's military career that he was asked to go on a mission based solely on his medical field expertise. He said it

was good training for him, especially when he got the chance to interact with a fellow Iraqi ophthalmologist and build on partnership efforts.

"I was able to fellowship with him

and pick brain," said Hall. "He was extremely knowledgeable. It was no different that working with partners back home."

But Hall said, the people in rural areas of Iraq are apprehensive about going to their doctor, especially since they lack some supplies and equipment needed for treatment. Hall is hoping more visits like this can improve overall health care rural parts like Tallil.

"Most of the resources are centered on Baghdad. It's difficult for

these people to get there," he said. "We could bring the resources and instill confidence in the Iraqi people that their doctors are competent. I think the patients we saw have a better understanding that their own doctor is as good as a U.S. doctor."

Hall is now on a new mission. He

said when he returns home next month for redeploycivilian medical staff and return to Tallil on a humanitarian mission that

will extend the arm of partnership.

"I love to help people, said Hall. "That is why I enjoy what I am doing. Any way that I can help people see better makes me feel really good."



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### 515th Engineer Company (Sapper) reenlists 8 Soldiers at Al Faw Palace









### **EMERGENCY CALL**

485-4070 (VOIP OR DSN)

IRAQNA 0790-194-2960 SVOIP - 243-4407



225 EN BDE TOC: 242-4407 / 847-2613 HHC, 225 EN (GOAT HOUSE): 242-4150 / 847-2382

The HHC 225th Engineer Brigade Personal Security Detail's (PSD) Sgt. Joshua Arrington excels as a noncommissioned officer focused safety to his on safety. SGT Arrington utilized his skills from his promote civilian job to evaluate and safer rewire the PSD maintenance ronment from building to reduce the fire his actions. and increase the continues functionality of the build- within his role

Arringing. ton was able to teach the basics electrical peers and envi-

SGT Arrington mindset this

driver of the lead PSD. vehicle for He focuses on reducing speed missions and identifying hazards the routes control to reduce the possibility of accident an

rollover.

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## May's Soldier, NCO of the Month

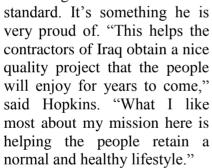
By Lt. Col. Pat Simon

# NCO of the Month **Sgt. Richard Hopkins**

There is no engineer project too big or too small for Sgt. Richard Hopkins to tackle.

That's what makes him NCO for the month of May.

Sgt. Hopkins, 29, Kolin, La., is a QAQC engineer of projects for Task Force Iron Dagger. He makes sure that the projects are be in g constructed according to



Hopkins contributes to the success of the 225<sup>th</sup> Eng. Bde. by ensuring the people of Iraq are receiving quality work from the contractors so they can enjoy facilities such as public soccer fields, swimming pools and schools. This creates a family oriented atmosphere.

This is his second deployment. He served with the 527<sup>th</sup> En. Bn. In Kandahar, Afghanistan in 2003.

Hopkins enjoys talking to his wife Brittany Marie and new born Victoria Marie on Skype. He and Brittany celebrated their 2 year wedding anniversary on June 9th.

One thing you may not know about Hopkins is that he is an amateur beekeeper.

"It is very fulfilling and good for the environment," said Hopkins.

Be that as it may, **Hopkins** looks forward returning to home to his family along with hunting, fishing, and beekeeping of course.



# Soldier of the Month **Spc. Austin McNeely**

There are Soldiers who meet the standard, and there are those who excel beyond their expectations. Spc.

A u s t i n M c N e e l y, 20, Deville, La. is the latter and a great role model for all Soldiers.

McNeely was brought into the 225<sup>th</sup> Eng. Bde. as a driver, but his mentor Master Sgt. J a m e s

Marze saw a diamond in the rough and got him into the

intelligence section. With motivation, McNeely rose through the ranks as a intelligence analyst. He is in charge of putting together the daily Graphics Intelligence Summary.

"I didn't even know what Grintsum was. Now, it takes me 30 minutes to put together," joked McNeely. "I think the coolest part about my mission here is that I get to know a lot about the enemy. I also jump on any chance I get to go outside of the wire with either PSD or TF Gold."

McNeely credits his success to Marze and Sgt. 1st Class Allen.

"I look up to him (Marze) a lot," said McNeely. "Sgt. 1st Class Allen is like a mother figure to me. We talk early in the morning and she helps with any problems I

have."

McNeely said he missed his brothers Cody and Chance and his girlfriend Haley, going to the camp, playing horse shoes, and fishing off the dock. As for his selection as Soldier of the month, he said he thinks it's pretty cool.

"I feel honored to be included in this group of soldiers," he said.



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### Engineers create new entrance at Cahill

Photos & Article by 2nd Lt. Jessica Mayerovitch

grades, and new construction con- Fla. "We then used a grader to level

tinue to keep the engineers of the 46th Engineer Combat Battalion (Heavy) very The latest project was the creation of a new Entry Control Point at Combat Outpost Cahill located southeast of Baghdad. The new road would support more traffic, larger military vehicles, and provide a safer ECP for the Coalition Forces working there. The new ECP also allows the re-opening of the southbound lane of the area's major highway.

According to Lt. Col. Matthew Zajac, 46th ECB (H), commander, removing the military impact on this heavily travelled route meets the intent of the Security Agreement to minimize the effects of Coalition military operations on the Iraqi populace.

"This new ECP vastly improves our force protection and security here at Cahill," stated 1st Lt. Jim Murret, Executive Officer, 2/1 Artillery Regiment located at COP Cahill. "By relocating it, we significantly reduced the possibility of unnecessary contact between our paratroopers and local nationals."

Beginning 3 June and working early in the mornings out of the midday heat, a squad from Headquarters and Support Company, 46th ECB (H), based in Fort Polk, La., began their mission creating the new road into the COP.

"First we removed brush from the road. Then, we had to knock down a dirt berm and use that to fill in

low areas," stated Sgt. Jomer Baruela, team leader of the ECP project, 46th

BAGHDAD - Expansions, up- ECB (H), and a native of Superior,







the road, spreading the gravel and dirt and making everything level."

Removal of debris and brush from the roadway was all completed in one

> long day of 115 degree temperatures, while the Soldiers wore their thirty pounds of protective gear. However, their work was far from over.

> The next day the Engineers compacted the road. Getting good compaction was very important because of the extreme weight of the vehicles that would be using the ECP. If not completed properly, the road could easily become damaged just from the traffic.

> The final step to completing the road was distributing and compacting the aggregate used to make the surface of the road. Once the material arrived on site, the Engineers once again cranked up the grader to distribute the rock material evenly and make the road level. They then used water and a vibe roller to compact the final surface. The vibe roller is a powerful piece of machinery and the troopers inside the COP stated they could feel the earth moving whenever the engineers were using it.

"All of the operators knew their job and their task," stated Sgt. Baruela. "Everyone was motivated to work and get the job done successfully and efficiently."

Just one week after beginning their new mission, with the new ECP and roadway were completed. Force protection at the base is now improved and just importantly, civilian traffic can move with ease past the entry control point.

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Spc. Curtis Nordby runs home

Left: Spc. Michael age, Ark., passe Salam Palace in perfecting yo-yo The 225th Engi-

Cox, of Hermit-Baghdad tricks, June 6. neer Brigade

personnel security detachment member said that although he was accomplished with the yo-yo before deploying, he has been able to add tricks to his repertoire. Middle: Staff Sgt. Adam Sanchez (right), of Alexandria, La., gives his yo-yo to Ali and his brother, Hamza. The 225th Engineer Brigade PDS members use yo-yo's to pass time. When the Iraqi chil-



laughs as Ali, a young Iraqi boy, shows off yo-yo skills. When Ali began playing with the yo-yo, it quickly became obvious it was not his first spin with the yo-yo and before long, the two were comparing tricks.

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### A series of historical places in Iraq: Nebuchadnezzar II

### Article by Foy Hartman, engagement coordinator

There were five rulers named Nebuchadnezzar, but the most famous was Nebuchadnezzar II. His father, Nabopolassar, had appointed Nebuchadnezzar to lead the Chaldean army against Egypt in 605 BC. In the ensuing Battle of Carchemish the Egyptian army was defeated and driven back to Egypt. Syria

and Phoenicia were left unprotected and brought under the control of Babvlon. Nabopolassar died later that vear, and Nebuchadnezzar returned to Babylon as ruler of the empire.

N e b u chadnezzar engaged in several mili-

tary campaigns designed to increase Babylonian influence in Egypt, Phoenicia and Judah. An attempted invasion of Egypt in 601 BC was met with setbacks however, leading to numerous rebellions among the states of the Levant, including Judah. Nebuchadnezzar soon dealt with these rebellions, capturing Jerusalem in 597 BC and deposing King Jehoiakim, then in 587 BC due to rebellion, destroying both the city and the temple, and deporting many of the prominent citizens along with a sizable portion of the Jewish population of Judea to Babylon. After the destruction of Jerusalem, Nebuchadnezzar engaged in a thirteen year siege of Tyre (585-572 BC), which ended with the Tyrians accepting Babylonian authority.

Nebuchadnezzar is better remembered for his engineering accomplishments than for his great battles. After the campaigns against Judia, Phoenicia, and Egypt, Nebuchadnezzar set his efforts to rebuilding and adorning his empire and began in his own city of Babylon. Nebuchadnezzar

gold and silver.

- An underground passage and a stone bridge connected the two parts of the city separated by the Euphrates; the city itself was protected by the construction of a triple line of walls.
- The bridge across the Euphra-

tes is of particular interest in that it was supported on asphalt covered brick piers that were streamlined to reduce the upstream resistance flow, and the downstream turbulence that would otherwise undermine the founda-



constructed canals, aqueducts and reservoirs to help control the annual spring flooding of the Euphrates and Tigress rivers.

On a tablet by the Ishtar Gate he had inscribed, "I (Nebuchadnezzar) laid the foundation of the gates down to the ground water level and had them built out of pure blue stone. Upon the walls in the inner room of the gate are bulls and dragons and thus I magnificently adorned them with luxurious splendor for all mankind to behold in awe."

### The Hanging Gardens

A few of the better known accomplishments are:

 A royal palace begun by Nabopolassar was completed using Lebanese cedar, bronze, tions.

- He is credited with the restoration of the Lake of Sippar.
- The opening of a port on the Persian Gulf.
- The construction of the Mede wall between the Tigris and the Euphrates to protect the country against incursions from the North.
- Nebuchadnezzar is credited with the construction of the Hanging Gardens, one of the wonders of the ancient world, for his wife.

The city of Hillah near Baghdad is built over the site of this once great city, but archeologists are working to reconstruct the remnants.

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# Wondering what to get dad this year? Try anything — other than what's on this list!!!

- 1. Piano Tie "Nothing says 'don't ever take me seriously' quite like a musical piece of clothing. I have rhythm. I want to have style. Please skip the tie and find out if the local library or park district features musical acts. Then let's go catch a free concert. Who could ask for anything more?" ~Dave DiPasquale, EVP of Operations
- 2. Fanny Pack "I know their mom wears one, but save the retro gear for the '80s parties. Instead, pack a lunch with my favorite sandwich and let's enjoy the view at a nearby park. Trust me. I will appreciate that kind of 'pack' much more." ~Shane Baldino, VP of Restaurant Partner Marketing
- 3. Pet Rock "I will not lie. I had a pet rock back in the day. Now, this one is dead last on my wish list. Avoid this no-function gift and instead offer to walk our dog or clean the cat's litter box. I would definitely like a break from pet duty." ~Zach Thompson, Corporate Recruiter
- 4. Soap-on-a-Rope "Not only are you saying that I smell, you are eventually leaving me with a moldy rope of what once was a gift. Keep your gift clean and offer me a complimentary car wash." ~Bryan Gordon, Customer Service Manager
- 5. Tuxedo T-Shirt "I don't get embarrassed very often, but I'm confident that this is a faux pas that no dad should be caught wearing. Keep me in style with a cool graphic t-shirt from my alma mater or favorite baseball team and let me pull out the real

- tux for weddings." ~Tony Bombacino, CMO
- 6. Aerobics Video "If I have a belly that is of the beer variety, please avoid the cheesy workout videos set to oldies music and treat me to a day at a golf course. Save money and burn calories by skipping the golf cart rental." ~Peter Gorman, VP of Creative
- 7. Football Phone "I am a sports fanatic, but at this point in my life I don't need a pig skin inspired telephone. Instead, let's toss the ball around in the yard. I'll value the exercise and more importantly, the quality time spent with you." ~Mike Knauer, Web Designer
- 8. Desktop Pool Table-- "Fun cannot be confined to desktop dimensions. I would much rather spend time playing a real game of pool with you at the local arcade." ~Adnan Ali, CIO
- 9. Lawn Gnomes "The only decoration I'd welcome on the lawn is you--mowing. I'd gladly take a weekend off. That type of gift would truly be priceless yard art." ~Doug Walgren, Manager of Application Development
- 10. A "Re-Gift" "I may not remember every birthday, but I do know when something has been re-gifted. Instead of a golf club from the set I gave you for Christmas, keep it simple and give me a card with a meaningful--preferably original--message." ~Lupo Chambaka, Technology Director



PAO Team: Lt. Col. Pat Simon (left), Sgt. Rebekah Malone (middle) & Scott Flenner, (right) spell PAO at the Crossed Swords, Baghdad.

The PAO team would like to thank Scott for his numerous contributions to the 225th Engineer Brigade. His photos & articles helped tell Soldier stories in publications across America. Thanks Scott and good luck in your future endeavors!!

225th EN BDE

# 2009: Year of the NCO

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-PAO Tean

"Four hostile newspapers are more to be feared than a thousand bayonets."

### United States Army Non-Commissio Creed

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army". I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my minds on and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recomme the both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!