

Presents

NONCOMMISSIONED OFFICER, I REALIZE THAT I AM A MEMBER OF A MOST HONORED CORPS, WHICH IS KNOWN AS "THE UNITED STATES ARMY". I AM PROUD OF THE CORPS AND OF NONCOMMISSIONED OFFICERS AND WILL AT ALL TIMES CONSIDER MYSELF AS TO BRING CREDIT UPON THE CORPS AND MY MILITARY SERVICE AND MY COUNTRY REGARDLESS OF THE SITUATION IN WHICH I FIND MYSELF. I WILL USE MY GRADE OR POSITION TO AID AND ASSIST OTHERS WITHOUT PERSONAL

Dear of the **ACU**
Special Edition

THE YEAR OF THE NCO
2009

UNITED STATES ARMY



Knight 7

The purpose of the Year of the NCO is to first enhance our NCOs' education, fitness, leadership development, and pride in service through the implementation of programs and policies that support the sustainment and growth of our NCO Corps.

Second, it is to recognize the leadership, professionalism, commitment, courage, and dedication of the Non-Commissioned Officer Corps.

Third, it is to better inform and educate Congress, government institutions, and the American people of the roles and responsibilities of the NCO Corps, and to let everyone know that the quality and service of our NCO Corps is a national treasure.

Fourth, it is to sustain and enhance the capabilities of the Non-Commissioned Officer Corps through increased access to improved military and civilian education programs and a structured development process.

Fifth, it is to enhance fitness levels of the NCO Corps through superior mental and physical fitness programs, improved education on health and fitness and increased awareness of personal health factors and risks through individual health screening, to instill a comprehensive fitness culture.

Sixth, it is to improve management and utilization of our NCO leaders by implementing programs to manage the development of their leadership skills and to recognize the importance of NCO leadership to the success of our Army.

And finally, it is to acknowledge the value of NCO leadership and service to the Army and to the Nation by increasing public knowledge of NCO roles and responsibilities and

showcasing contributions of the NCO Corps throughout the history of the Army. This is our Year. HOOAH!

When the American colonies rebelled against English rule, it was only natural for them to establish a new American Army that resembled the European English Army since they had no other model to adopt.

Because the English Army had an non-commissioned officer structure the American Army had to have one also. Thus, our NCO Corps was born.

The title "sergeant" is derived from a French term that means "to serve."

The American Army adopted the expression "Backbone of the Army" from an 1895 poem, *The Eathen*, written by an Englishman named Rudyard Kipling about British NCOs in India:

The 'eathen in 'is blindness bows down to wood an' stone;

'E don't obey no orders unless they is 'is own;

The 'eathen in 'is blindness must end where 'e began,

But the backbone of the Army is the non-commissioned man!

The "Backbone of the Army" symbolizes a variety of attributes, such as competence, bearing, fitness, leadership, tactical and technical proficiency, mental toughness, morals, standards, and training. You are a member of this time-honored corps, known as the "Backbone of the Army".

Our NCO Vision states: An NCO must be an innovative, competent professional leader grounded in heritage, values, and tradition, who embodies our Army's Warrior Ethos; champions continuous learning; and is capable of leading, training, and motivating diverse teams.

Today's NCO is an adaptive leader who is proficient in joint and combined (expeditionary) warfare. We deploy to austere places and employ our Soldiers so they are combat multipliers on the battlefield.

We have corporals and sergeants as truck commanders, assistant convoy commanders, convoy commanders, and





Knight 7

NCOICs of remote sustainment operations such as Sinjar, Sykes, Habur Gate, Tal Afar, Al Kisik and many more. These NCOs are working independently, with an unprecedented level of responsibility like never before in the history of our Army.

Today's NCO is a critical and creative thinker, a warrior leader, a leader developer and a resource manager. And the single most important thing an NCO must do is to remain relevant. This is accomplished through leading by example, training from experience, maintaining and enforcing standards, taking care of Soldiers and adapting to an ever-changing operational environment.

NCO's are effective in all environments and proficient in every aspect of being a Soldier, but simply being promoted does not validate you as a leader. There is a distinct difference between being in charge and being a leader. Leaders are professional Soldiers that know and exude Army values.

Your values will define your character. Leaders are role models for all to emulate, and are adept at motivating, teaching, coaching, counseling and mentoring. There is neither a more honorable profession, nor a tougher job, than being in the position of leadership.

Relevant NCOs understand their commander's intent, follows the orders of the officers appointed over them and equally important, support their NCO support channel, specifically, their platoon sergeant, first sergeant and command sergeant major. NCOs outnumber officers nearly ten to one and directly supervise about 80 percent of our Army. NCOs will spend more time with their Soldiers than

Officers are afforded the time to do.

Your leaders depend on you to ensure that your Soldiers are trained and cared for at all times. You will care for them through ensuring that they are trained and prepared to fight, win, and most importantly survive on the battlefield.

You must understand, Sergeants, that all operations, no matter how complex, begin at the crew level. Whether it is a company or battalion operation, the success or failure of the mission will depend on the individual training and validation of

your Soldiers and the performance of the crew in support of the collective mission. Bottom

line: if you fail to train your Soldiers and conduct thorough rehearsals and PCC/PCIs, you will jeopardize the success of the mission and the safety of your Soldiers.

Always live by our Noncommissioned Officer's Creed. Refer to it often! It is your guide for conducting yourself as a true professional.

As a leader, you are always on display. You are the standard bearer for your Soldiers, setting and enforcing the standards at all times. Enforcing discipline and tough standards IS caring for Soldiers. Enforcing standards simply means that it is your duty to ensure that everything under your charge is exactly the way it should be.

Never walk by anything that isn't exactly the way it should be in accordance with the prescribed standard. NCOs that do not enforce standards do not care about their Soldiers. Leadership is not a popularity contest. Nothing is difficult if you simply care and do your best. Anything less is unacceptable.

Lastly, just know that every Soldier has a Sergeant and all a Soldier ever needs is just ONE good Sergeant to make an impact. NCO's Lead the Way, Deeds Not Words! Army Strong!



ARMY VALUES



LOYALTY

**BEAR TRUE FAITH AND ALLEGIANCE TO
THE U.S. CONSTITUTION, THE ARMY,
YOUR UNIT, AND OTHER SOLDIERS.**

Here, 16th Sustainment Soldiers are showing the
ultimate display of Loyalty to the
United States Army, reenlisting.



MEDICAL NCO LEADS FROM THE FRONT



Sgt. 1st Class Adam V. Shaw
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq –Sgt. Evelyn Pollard, medical treatment non-commissioned officer in charge, 16th Special Troops Battalion, 16th Sustainment Brigade, leads her Soldiers by example.

She has won her battalion's NCO of the month board, is on the verge of finishing her bachelor's degree in liberal arts, and will attempt to get inducted into the Sergeant Audie Murphy Club and earn the Army's Expert Field Medical badge.

"I have had Soldiers study and win the Warrior of the Month Board," said Pollard. "All my Soldiers have over 500-completed



Sgt. Evelyn Pollard, medical treatment non-commissioned officer in charge, 16th Special Troops Battalion, 16th Sustainment Brigade, evaluates Soldiers going through the Combat Life Saver Course at Contingency Operating Base Q-West April 9.

(military) correspondence courses and all have reenlisted for an additional skill identifier, such as Cardiac Cath school, which is a two-year school with only 11 Soldiers in the Army meeting the criteria."

Pollard oversees four Soldiers, two of which have won the 16th STB's Warrior of the Month Board.

"Sergeant Pollard has helped me grow into the Soldier I am today," said Spc. David Lindahn, medic, 16th STB. "Without Sergeant Pollard I would probably still be counting down the days until I [get out of the Army]. Instead, I reenlisted and I am counting down the days until I go to my additional skill identifier school next April. She gave me the guidance and leadership to make the right decisions in the Army and in life."

The 25-year-old Brooklyn, N.Y., native has learned a lot from her current platoon sergeant, Staff Sgt. Robert Norton.

"He has seen my potential and has always given me the opportunities to become a well-rounded NCO," said Pollard. "His encouragement, motivation and mentoring has helped me at times that I needed it most."

Norton said that although he is the platoon sergeant, Pollard has made him a better Soldier also.

"Sergeant Pollard pushes me to be as 'squared away' as an NCO as I can be," said Norton. "She keeps me on my toes with her knowledge and questions, and has motivated me to take college courses and apply for officer candidate school."

Norton also said it is an honor to be Pollard's supervisor.

"I am proud to be Sgt.



Pollard's NCO because she is a 'squared away' NCO who is always willing to accept a challenge and go the extra mile to accomplish the mission," said Norton. "She takes pride in mentoring, counseling and making a difference in all Soldiers' lives and pushes Soldiers to be the best they can be and never quit."

Pollard's success can be credited not only to her military support system, but her strong support system at home, her husband of six years, Christopher Jr., and her three-year-old son, Christopher III.

"My family has been extremely supportive by sending me cards and daily inspirational emails to keep me focused on the mission here," said Pollard. "My husband has been the most supportive, taking care of our son and ensuring that I have everything that I need while deployed."





NCO BELIEVES IN BEING POSITIVE INFLUENCE



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Staff Sgt. Walter J. Ashcraft believes a non-commissioned officer should be a positive influence for his Soldiers, and care for them.

“Being a non-commissioned officer is being a leader, a motivator and a person of positive influence for those around you,” said Ashcraft, a 23-year-old native of Tucumcari, N.M. “An NCO is an individual that cares for all Soldiers and strives to accomplish the mission.”

Ashcraft, a network systems switches operator and maintainer, Bravo Co., 16th Special Troops Battalion, 16th Sustainment Brigade, is on his second deployment to Iraq.

“I have seen a huge change from my first deployment to this one,” Ashcraft said. “During my first deployment we were mortared on a daily basis. During this deployment the hostility has dropped and the moral of soldiers I work with seem to be

higher.”

This current 15-month deployment to Q-West, Iraq, has been an opportunity for him to grow as an NCO, Ashcraft said.

“This deployment has developed my leadership ability,” said Ashcraft. “I have been cross-trained on multiple communications systems. I helped prepare Soldiers with competition and promotion boards by setting up mock boards and study groups at the company level. During my previous deployment I was a new PFC (private first class) strait out of AIT (advanced individual training). I lacked experience and knowledge. I am a staff sergeant now and I have had time to learn and grow into a leader.”

Ashcraft said a good NCO makes a big difference to Soldier, and it made a difference for him.

“The NCO that has made the biggest impact on my career is Sgt. 1st Class Delmar Olson,” said Ashcraft. “He has been a friend and a mentor since before I joined the military. He has always been there to give me advice and guidance. As I transcended from one rank to another he was

always there to encourage me and help keep me going in the right direction.”

Ashcraft, who is pursuing a bachelor’s degree in graphic design, said he works to encourage his Soldiers to get military



and civilian education.

“I feel that the best way to influence a Soldier is to lead by example” said Ashcraft. “I cannot expect my Soldiers to be motivated or show proper respect, if I disregard these attributes. One way that I have impacted Soldiers is by motivating them to work on military and civilian education.”

Ashcraft offered some advice to new NCOs.

“Take the time to listen and get to know your Soldiers,” Ashcraft said. “As an NCO, your leaders will be coming to you to take on more responsibility. There may be times when you feel lost or overwhelmed, but remember that you are not alone. Do not be afraid to ask questions and seek guidance from your peers, and leaders.”



ARMY VALUES



DUTY

FULFILL YOUR OBLIGATIONS

**16th Sustainment Brigade Soldiers leave for the
brigade's first deployment in support of
Operation Iraqi Freedom 08-10.
Freedom isn't free!**

A group of soldiers in uniform standing in formation outdoors, holding a large American flag. The soldiers are wearing olive drab uniforms and caps. The flag is being held by several soldiers in the front row. The background shows a fence and some trees.

A photograph showing a line of soldiers in camouflage uniforms, seen from behind. They are standing in a row, and their hands are clasped in front of them in a prayerful gesture. The background is slightly blurred, showing what appears to be a building or structure.

www.16sustainment.army.mil 8 Year of the NCO Special Edition



NCOS NEED TO PRACTICE WHAT THEY PREACH



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING SITE MAREZ-EAST, Iraq — Sgt. 1st Class JennyAnne Bright believes non-commissioned officers have to practice what they preach.

“Soldiers look up to NCOs because NCOs hold themselves and their Soldiers to the highest standards,” said Bright, shower laundry and clothing repair non-commissioned officer, Headquarters and Headquarters Co., 18th Combat Sustainment Support Battalion, 16th Sustainment Brigade. “NCOs lead by example, take pride in the Corps and are proud to be the backbone of the Army.”

Bright practices what she preaches. The former drill sergeant and current Sergeant Audie Murphy Club member holds herself and those around her to high standards.

“An NCO is a trainer, mentor and a coach,” said Bright. “They take care of Soldiers, not by giving days off, but by teaching their Soldiers everything they need to accomplish their mission, to survive in combat, and help them become successful in the Army.”



Bright, a native of Virginia Beach, Va., even takes her stripes home with her. She encouraged her husband, Sgt. 1st Class Terence Bright, responsible officer at the Q-West bulk fuel farm, 574th Quartermaster Co., 30th Combat Sustainment Support Battalion, 16th Sust. Bde., to attend the SAMC board, and studied with him over the phone and internet. He became a SAMC member at the 3rd Expeditionary Sustainment Command’s SAMC board May 21, 2009.

“JennyAnne is an outstanding NCO who always strives to improve daily as a leader,” Terence said. “She continues to encourage me to become a better NCO and leader; constantly learning and always teaching, mentoring, and training Soldiers to strive for excellence.”

Bright, at the time Canlas, met Terence while they were both drill sergeants at Ft. Lee, Va., in 2005. They married during their rest and recuperation leave during their current deployment, in Virginia Beach, Va., June 6, 2009.

“We were both assigned to the 262nd Quartermaster Battalion,” Bright said. “Afterwards, we both received orders to Germany. It just happened to be Grafenwoehr.”

Being a drill sergeant shaped her career, Bright said.

“Being a drill sergeant was the best job I have held so far in the Army,” Bright said. “It was very challenging, but in the end it was a rewarding experience. It was a greatest job because I was able to train so many Soldiers with different MOS to prepare them for the operational Army. This job enhanced my abilities to lead. It sharpened my skills as an NCO.”

The versatile NCO has many additional duties in Iraq.

She writes stories and takes pictures that are used in military and civilian publica-



tions, she has also served as the company equal opportunity leader, and she serves as one of three small arms marksmanship masters for the company.

Bright, who entered the military in 1997, and is on her second deployment, said the thing she will remember most about service in the Army is the opportunity she’s had to touch lives.

“When I look back at my career, what I will remember most about being an NCO is that it is great to be an NCO,” said Bright. “Throughout the years you look back and think of all the Soldiers you have trained and made an impact on. Training Soldiers is the best job to have. Being an NCO enabled me to teach a Soldier everything from marching, conducting personal hygiene, digging a fox
See Bright, page 14





VETERAN PLATOON SERGEANT SAYS TRAINING IS KEY TO SOLDIERING



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Sgt. 1st Class Poe Liufau, platoon sergeant, Alpha Battery, 2nd Battalion, 146th Field Artillery, believes in the importance of training and leading Soldiers.

The 41-year-old native of Tacoma, Wash., has served in the Army since 1990, and has been an NCO since 1992, and is on his third deployment.

Liufau said being a good NCO is very simple.

“Be a Leader, lead and train your Soldiers, set the example and trust them, but also verify,” Liufau said.

Liufau said that it is important to stay engaged with your Soldier, even if that means giving up some free time.

“I had a Soldier who needed a lot of improvement in physical training and passing his APFT (Army physical fitness test),” Liufau said. “I took my personal time to coach him and assist him in areas where he need work.”

In his free time Liufau said he likes to go camping with his wife Yvette, and their children, Queena, 21, Renae, 13, Eric, 11, and Matthew, 8.

Liufau said being a good NCO is more than barking orders.

“An NCO is a leader who leads by example and cares for his Soldiers, no matter what the circumstances may be,” Liufau said. “An NCO must provide purpose, direction, motivation and accomplish the mission, which involves coaching and

mentoring.”

But Liufau said being a good Soldier is the same for everyone.

“Be a good follower, listen, learn and ask for guidance to better yourself,” he said. “Be a hard worker.”



ARMY VALUES



RESPECT

**TREAT PEOPLE AS THEY SHOULD BE
TREATED.**

**16th Sustainment Brigade Soldiers always treat
service members, civilian contractors, local
nationals, and others with respect.**

The Noncommissioned Officers' Creed



Command
Sergeant
Major



Sergeant
Major

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."



First
Sergeant

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.



Master
Sergeant

Competence is my watch word. My two basic responsibilities will always be uppermost in my mind-accomplishment of my mission 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 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 recommending both rewards and punishment.



Sergeant
First
Class



Staff
Sergeant

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 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!



Sergeant



Corporal

*Deeds Not Words,
Knights Pride!*





FOR ONE NCO, LEADERSHIP IS ABOUT RESPONSIBILITY



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Sgt. 1st Class Cynthia L. Richardson, support operations transportation non-commissioned officer in charge, 30th Combat Sustainment Support Battalion, 16th Sustainment Brigade, believes leading Soldiers is about responsibility.

“NCOs embody responsibility — responsibility for themselves, for the Soldiers under their care, and for the repercussions of the decisions that they make daily,” said Richardson, a 48-year-old native of Martin, Tenn.

Richardson said her husband, Sgt. 1st Class Marvin Richardson, was instrumental in her growth as an NCO.

“My husband tutored me in one of the biggest responsibilities of an NCO — taking care of Soldiers,” Richardson said.

She said to care for Soldiers, you have to get involved in their lives.

“A couple of years ago, one of my specialists was going through a tough divorce,”

Richardson said. “He was doing a lot of drinking, showing up late for drill, and taking dangerous chances with his life. I sat down with him and talked to him about what he was going through and how it was affecting his health, his life, and his military career. He got his life back together and has turned out to be a great NCO in our unit.”

Richardson said an NCO has to be responsible for his or her Soldiers, but also responsible for himself or herself.

“During my career, I have been placed in areas of responsibility that required completion of duties without supervision,” Richardson. “I have always prided myself in completing and going beyond the requirements of my assignments without having to have constant supervision.”

This deployment has been a different kind of challenge than her previous deployment to Iraq in 2003, Richardson said.

“This deployment has not been as physically demanding as my previous deployment, but the mental and emotional stressors have been greater,” Richardson said. “The last time that I was here, the Iraqis were our enemy. Now, we are striving to be friends with them.”

Richardson said that the Army isn’t for everyone.

“Be willing to give it your best effort,” Richardson said. “If you are not willing to use your own time to be the best Soldier that you can be — physical training, education, etc. — then it is a waste of your time and the Army’s time.”

Richardson, who plans to retire within the year, and who just passed a national certification for medical coding, said that you should never stop striving to improve yourself.

“I am not finished yet; there is never a time to stop learning or trying new things,” Richardson said. “Don’t let anyone tell you that you can’t; you can do anything if you invest the time and effort.”

Richardson had one last piece of advice for new NCOs.

“Before you take on the role of an NCO, be sure that you are capable of taking care of Soldiers and are willing to take responsibility for the decisions that you make on their behalf,” Richardson said. “Consider all the repercussions for your actions.”



Bright, from page 9

hole and disassembling weapons to leading other Soldiers.”

The avid runner hopes to someday attain the rank of sergeant major in the Quartermaster Corps, and become an elementary teacher after retirement.

Bright had some tips for new NCOs.

“My advice to a new NCO is to take charge and fulfill the responsibilities that come with the rank,” said Bright. “Soldiers look up to you for direction, purpose and motivation. Soldiers are always looking at you even though when you think they are not looking.”

She said doing the right thing is its own reward.

“Always train to standard to prepare them for combat,” Bright said. “The NCO rank is a powerful rank, use it to teach, coach and mentor Soldiers. Take care of Soldiers to the best of your abilities and they will take care of you in return without question.”





WINDY CITY NCO WANTS TO BE PART OF HISTORY



Sgt. 1st Class Adam V. Shaw
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — “I want to be a part of history,” said Staff Sgt. Ronald White, squad leader, 51st Transportation Co., 30th Combat Sustainment Support Battalion, 16th Sustainment Brigade.

“I want to look back one day and have stories to tell my children and grandchildren that will last for generations,” White said. “I want them to be proud to say, ‘that is the stuff I am made of: I am my father’s child.’ When history is written and all is said and done, I want to be remembered.”

When the 29-year-old, father of four daughters was inducted into the Sergeant Audie Murphy Club during this deployment, it was an opportunity for him to inspire his Soldiers.

“My Soldier, Spc. Walton, said to me ‘Sgt. White, if you can make Audie Murphy after trying so hard, I can be a sergeant before I leave, or at least promotable,’” said White. “It is moments like this that let me know that Soldiers are watching. Soldiers do lis-

ten, as long as you are doing, or have done, what you are telling them to do or be.”

White knows that Soldiers are willing to follow excellent leaders, not only from his Soldiers, but from his own experiences as a Soldier. White said that when he transitioned from the Marines to the Army in 2003, his first sergeant, who used discipline and an infantry mindset, taught him that genuine care for the Soldiers was the right leadership and mentoring he needed to focus on.

“First Sergeant Judd showed me how to balance the hard line of discipline with compassion,” White said. “He taught me how to display a stern, unwavering demeanor, yet speak to and treat Soldiers with dignity and sincerity. He was a senior NCO who gave, and sacrificed, more than me daily, without regards to his personal comforts. He put his Soldiers’ needs first. He was a leader who held us to the standards, but never stood above us. He set the bar for me and gave me the tools to reach the top.”

To White, the first sergeant possessed the qualities a leader must have, and he applied them to his own style of leadership, something that has helped the Chicago, Ill., native, shape his Soldiers’ careers.

“A Soldier of mine in a previous unit, Spc. Nava, had an outlook on the military that was negative,” White said. “He looked forward to getting out, but he was deployed with me and later assigned to my squad. As I spent more time with him I realized it was not him, but the influences of his negative peers that had him ready to get out.”

White said he took the

Soldier under his wing.

“I began to continuously mentor him and show him how he could use his Army career to achieve his future goals,” said White. “Later, after I left the unit, I got an e-mail from Sgt. Nava thanking me for taking the time to get to know him and show him a different way of thinking. He is just another reason why I continue to serve.”

His concern for Soldiers and their well being can be seen in his leadership philosophy.

“As non-commissioned officers, we have the opportunity to assist in molding well-rounded Soldiers for the future of our Army and Corps, and we have the opportunity to transform these young, motivated minds into productive members of society, the leaders of tomorrow,” said White.

White eloquently expressed the function of the NCO.

“It is the job of the NCO to take the mission and Soldiers given to them and teach, educate, advise and mentor each young mind through in-depth leadership engagement,” White said. “This will fortify the legacy and bond between Soldiers and NCOs, like so many non-commissioned officers that have come before us have done, carrying on the traditions of camaraderie and esprit de corps our honored profession of arms was built upon.”

When he’s not wearing his uniform, his greatest joy comes from playing with his four daughters, Tiara 13, Zaria 10, Christian 8, Amari 7.

“My favorite hobby is to play with my daughters and let them run me ragged each day when I am with them,” said White.

White’s other hobbies include going outdoors and enjoying the sights and sounds of Mother Nature, as well as bowling, skating and reading Log Home Living magazine.

“I want to build my own log home one day,” said White.



ARMY VALUES



SELFLESS-SERVICE

**PUT THE WELFARE OF THE NATION,
THE ARMY, AND YOUR SUBORDINATES
BEFORE YOUR OWN.**

Selfless-Service is the ability to leave our loved
ones with a smile.

THE 'EATHEN

BY RUDYARD KIPLING

The 'eathen in 'is blindness bows down to wood an' stone;
'E don't obey no orders unless they is 'is own;
'E keeps 'is side-arms awful: 'e leaves 'em all about,
An' then comes up the Regiment an' pokes the 'eathen out.

All along o' dirtiness, all along o' mess,
All along o' doin' things rather-more-or-less,
All along of abby-nay, kul, an' hazar-ho,
Mind you keep your rifle an' yourself jus' so!

The young recruit is 'aughty -- 'e draf's from Gawd knows where;
They bid 'im show 'is stockin's an' lay 'is mattress square;
'E calls it bloomin' nonsense -- 'e doesn't know, no more --
An' then up comes 'is Company an' kicks 'im round the floor!

The young recruit is 'ammered -- 'e takes it very hard;
'E 'angs 'is 'ead an' mutters -- 'e sulks about the yard;
'E talks o' "cruel tyrants" which 'e'll swing for by-an'-by,
An' the others 'ears an' mocks 'im, an' the boy goes orf to cry.

The young recruit is silly -- 'e thinks o' suicide.
'E's lost 'is gutter-devil; 'e 'asn't got 'is pride;
But day by day they kicks 'im, which 'elps 'im on a bit,
Till 'e finds 'isself one mornin' with a full an' proper kit.

Gettin' clear o' dirtiness, gettin' done with mess,
Gettin' shut o' doin' things rather-more-or-less;
Not so fond of abby-nay, kul, nor hazar-ho,
Learns to keep 'is ripe an' 'isself jus' so!

The young recruit is 'appy -- 'e throws a chest to suit;
You see 'im grow mustaches; you 'ear 'im slap 'is boot.
'E learns to drop the "bloodies" from every word 'e slings,
An' 'e shows an 'ealthy brisket when 'e strips for bars an' rings.

The cruel-tyrant-sergeants they watch 'im 'arf a year;
They watch 'im with 'is comrades, they watch 'im with 'is beer;
They watch 'im with the women at the regimental dance,
And the cruel-tyrant-sergeants send 'is name along for "Lance."

An' now 'e's 'arf o' nothin', an' all a private yet,
'Is room they up an' rags 'im to see what they will get.
They rags 'im low an' cunnin', each dirty trick they can,
But 'e learns to sweat 'is temper an' 'e learns to sweat 'is man.

An', last, a Colour-Sergeant, as such to be obeyed,
'E schools 'is men at cricket, 'e tells 'em on parade,

They sees 'im quick an' 'andy, uncommon set an' smart,
An' so 'e talks to oficers which 'ave the Core at 'eart.

'E learns to do 'is watchin' without it showin' plain;
'E learns to save a dummy, an' shove 'im straight again;
'E learns to check a ranker that's buyin' leave to shirk;
An' 'e learns to malce men like 'im so they'll learn to like their work.

An' when it comes to marchin' he'll see their socks are right,
An' when it comes: to action 'e shows 'em how to sight.
'E knows their ways of thinkin' and just what's in their mind;
'E knows when they are takin' on an' when they've fell be'ind.

'E knows each talkin' corp'ral that leads a squad astray;
'E feels 'is innards 'eavin', 'is bowels givin' way;
'E sees the blue-white faces all tryin' 'ard to grin,
An' 'e stands an' waits an' suffers till it's time to cap'em in.

An' now the hugly bullets come peckin' through the dust,
An' no one wants to face 'em, but every beggar must;
So, like a man in irons, which isn't glad to go,
They moves 'em off by companies uncommon stiff an' slow.

Of all 'is five years' schoolin' they don't remember much
Excep' the not retreatin', the step an' keepin' touch.
It looks like teachin' wasted when they duck an' spread an' 'op --
But if 'e 'adn't learned 'em they'd be all about the shop.

An' now it's "'Oo goes backward?" an' now it's "'Oo comes on?"
And now it's "Get the doolies," an' now the Captain's gone;
An' now it's bloody murder, but all the while they 'ear
'Is voice, the same as barrick-drill, a-shepherdin' the rear.

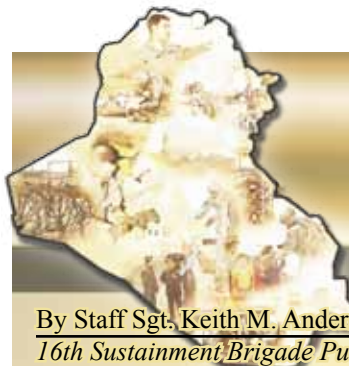
'E's just as sick as they are, 'is 'eart is like to split,
But 'e works 'em, works 'em, works 'em till he feels them take the bit;
The rest is 'oldin' steady till the watchful bugles play,
An' 'e lifts 'em, lifts 'em, lifts 'em through the charge that wins the day!

The 'eathen in 'is blindness bows down to wood an' stone --
'E don't obey no orders unless they is 'is own.

The 'eathen in 'is blindness must end where 'e began
But the backbone of the Army is the Non-commissioned Man!

Keep away from dirtiness -- keep away from mess,
Don't get into doin' things rather-more-or-less!
Let's ha' done with abby-nay, kul, and hazar-ho;
Mind you keep your rifle an' yourself jus' so!





WASHINGTON GUARDSMAN APPRECIATES CAMARADERIE OF ARMY



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — “Take a deep breath and drive through it.”

That’s the advice from Staff Sgt. Selina Joy Wadsworth, squad leader, Headquarters and Headquarters Co., 81st Brigade Special Troops Battalion, 16th Sustainment Brigade.

The force protection non-commissioned officer from Bellingham, Wash., doesn’t literally “drive through it” in her humvee, though. But she never gives up.

“Take the good with the bad, as anyone would with any type of job,” said Wadsworth. “Each person is going to come to a moment in their Army career where they will want to get out and quit, but do not base it on one single moment, or one single assignment. Don’t be too quick to give up on what you have worked for.”

Wadsworth, who is on her second deployment, said all-in-all, her fourteen-year career has been positive.

“There have been a number of bad or frustrating moments in my career; however, there have been far many more magnificent

challenges and opportunities that outweigh any of the negative ones,” Wadsworth said.

Wadsworth said she was grateful for all the mentorship and guidance she’s gotten in her Army career.

“I would have to say that nearly every NCO that I have worked for has made an impact on my career, whether positive or negative,” Wadsworth said. “I’d say that the greatest leader that I had was back in my active duty unit. He showed me what it meant to be a leader and told me that to be the greatest type of leader is to be the one that you would want to lead you. I have held strong to that idea and always been a leader to my Soldiers that I would want leading me.”

She said you can’t always tell if you’ve made an impact on a Soldier, but there have been a few times where she got some positive feedback.

“I only know of a few times where a Soldier has written me a card and let me know how my service has impacted their service, and each time it has impacted my own career in such a great way,” Wadsworth said. “I was told that through my leadership and work ethic, it had renewed a Soldier’s sense of pride in serving and that I was the main reason that the Soldier reenlisted and continued to stay in the Army.”

Being a good NCO requires a little study time, Wadsworth said.

“I would advise a new NCO to attend Warrior Leader Course as soon as possible, which just touches the surface of all the



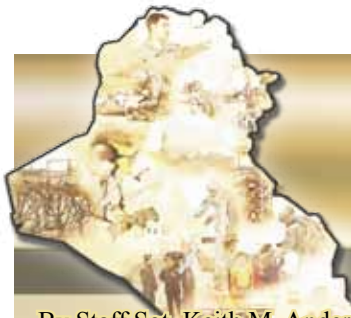
information that a new sergeant needs to know,” Wadsworth said. “Find a Leadership manual, I have a few different ones, and continually read about what it means to be a leader, what different type of leadership styles there are and what a leader needs to know and do. Lastly and most importantly, find a senior NCO to talk with and be your mentor.”

Throughout her career, the camaraderie has been important to her, Wadsworth said.

“It seems like only yesterday I was pinned my sergeant stripes, and now I have my staff sergeant, but to look over the short time that

See Wadsworth, page 19





DEPLOYMENT A LIFE-CHANGING EXPERIENCE FOR ONE NEW NCO



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Sgt. Ashley Dawn Gochmour, military police non-commissioned officer, 81st Brigade Special Troops Battalion, 16th Sustainment Brigade, said this deployment has changed her.

"This deployment has been a life changing experience," said Gochmour, a 23-year-old native of McEwen, Tenn., on her first deployment to Iraq. "There is nothing to me more satisfying than putting on my uniform each and every day to serve my country from overseas. This is my first deployment and this experience has taught me true meaning to being a Soldier and non commissioned officer."

Gochmour said that she has learned what it truly means to be a non-commissioned officer.

"I will remember earning the respect and confidence of my Soldiers by ensuring their welfare and striving to always accomplish the mission," Gochmour said. "It gives me a sense of pride and accomplishment to lead Soldiers. Leading by example and leading from the front is what it means to me to be an NCO."

The deployment taught her a lot, but she has also learned from her NCOs, Gochmour said.

"Every NCO I have served with over the past five years has had an impact on my career, both positive and negative," said Gochmour. "NCO's ranging from my peers to senior leadership have molded me into one of the Army's future leaders. Their guidance has instilled the Army Values into the core of who I am, and in turn I have passed those values on to my Soldiers."

Gochmour said she was able to help one of her Soldiers.

"A Soldier in my squad excelled above

and beyond most of his peers except for in health and fitness," Gochmour said. "The Soldier lacked motivation and confidence to lose weight and pass the APFT (Army physical fitness test). Under my guidance, his motivation and confidence has reached its peak. He was able to pass his APFT and cut his body-fat percentage in half over a three-week time period."

Gochmour said there are many reasons to join the Army, but service is the most important.

"Enlist for a purpose, such as the simple pride in serving your country," said Gochmour. "Remember that purpose and let it drive you toward success in the military."

Gochmour, who enjoys spending her free time with her husband Erik Gochmour outdoors or going horseback riding, said she plans to finish her bachelor's degree in business management while she is in the military, and to continue to grow as a leader.



Wadsworth, from page14

I have already been an NCO, I'd have to say that I will always remember how hard I worked for my soldiers and how amazing my squad has worked even harder for each other," said Wadsworth. "I clearly remember one moment out on patrol where I wrote and gave the mission's operational order and saw each person doing the work that needed to get done. It was amazing to know that I had that type of influence to be able to set soldiers out to accomplish a mission."

She has noticed some changes in Iraq this tour, from the last time during 2004 to 2005 when she was at what is now Joint Base Balad, Wadsworth said.

"While for the most part the country is basically still the same, the Iraqi military has greatly improved," Wadsworth said. "The Iraqi Soldiers were simple farmers,

working a few days out of the week as a Soldier in barely much of a uniform, with hardly any equipment. Today, looking at the Iraqi Army while we are out on missions, they have come leaps and bounds with uniforms, equipment and training."

This deployment has gone by much more quickly than the previous deployment, Wadsworth said.

"This deployment has been fast, much quicker then I even thought it would end up being," said Wadsworth. "I have been challenged and been given an incredible opportunity to be responsible for a squad of 16 Soldiers."

"Being a medic on my last deployment, I was responsible for their medical needs, and in this deployment I was responsible for every aspect of their mission readiness, day-to-day needs and overall success as a squad and platoon," said Wadsworth.



VETERAN NCO WANTS TO MAKE A DIFFERENCE



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Staff Sgt. Matthew J. Fischer, squad leader, Headquarters and Headquarters Co., 81st Brigade Special Troops Battalion, Washington Army National Guard, is on his third deployment to Iraq.

“This deployment has been different from my previous two deployments in many ways, mostly due to the fact that I am serving this deployment with the National Guard,” said Fischer, a 28-year-old native of Marysville, Wash. “Though I am no longer a fulltime Soldier, coming on this deployment has really helped me to grow even more as a Leader.”

Fischer said that he is able to share his experience with many of his Soldiers.

“With the National Guard I have been working with many Soldiers who, before this deployment have never lived the Army life, day in and day out,” said Fischer. “With that I have been able to teach them a lot and share my experiences with them in

a way that they really respect.”

For Fischer, being an NCO is about being an example for Soldiers to emulate.

“Being an NCO, to me, means that you are a person of knowledge, strength, and direction, upholding the highest standards of our military,” Fischer said. “Trusted by others not only to lead the way, but to mentor, encourage, and motivate Soldiers to always exert their best qualities. Being an NCO means that taking the hard right over the easy wrong is never a question that lingers in your mind. Being an NCO is being the example.”

Fischer said that you must be willing to follow to lead.

“Really ensure that you understand what it means to be a leader, and the difference between what a Leader is, as opposed to ‘being in charge,’” said Fischer. “Never forget, you cannot effectively lead without first knowing how to follow.”

Two NCOs with very different leadership styles shaped Fischer the most, he said.

“My platoon sergeant during my first deployment was an ‘old school’ NCO who cussed me almost every day,” Fischer said.

“However he never failed to ensure that I learned from my mistakes, nor did he ever let me quit or give up when I was feeling lost in my in-experience as a squad leader. As harsh as he may have been, he cared tremendously that I learn and grow as a leader.”

“My squad leader through the beginning of my first deployment, and a close friend after, had a much more personal style of leader-



ship,” Fischer said. “He taught me through his actions how to really know each and every one of my Soldiers and learn their individual needs, strengths, and weaknesses.”

Fischer, who plays the drums and hopes to someday be a musician, said being an NCO is a very important job.

“When I look back at my career, I think the thing I will remember most about being an NCO is that I was in a position to make a positive difference in somebody’s life,” said Fischer.



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19

Year of the NCO Special Edition



ARMY VALUES



HONOR

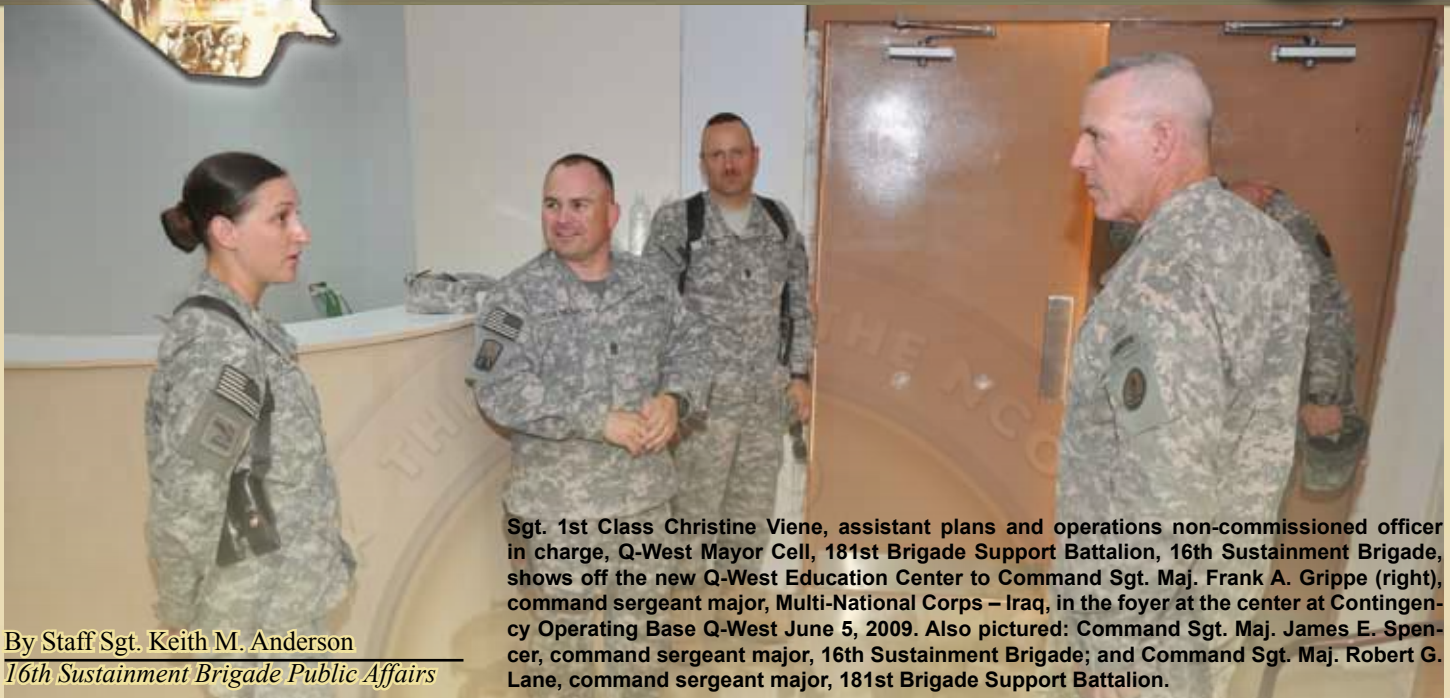
LIVE UP TO THE ARMY VALUES

16th Sustainment Brigade Soldiers reflect Honor and live the Army Values by showing respect for tradition, maintaining military bearing, and by participating in Warrior Competitions.

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.



GUARDSMAN NCO BELIEVES IN EDUCATION



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — Sgt. 1st Class Christine Viene believes in military education, and has put her belief into practice during this deployment.

Viene, assistant plans and operations non-commissioned officer in charge, Q-West Mayor Cell, 181st Brigade Support Battalion, 16th Sustainment Brigade, worked to create an education center on the base, and created a basic NCO teleconference course. She also took the lead in getting 16 instructors qualified to teach a GT improvement program.

"I was planning on continuing my education when I got here," said Viene, a native of Tacoma, Wash. "Unfortunately there was no education center, no counselors or anything to speak of. When we were tasked to get something together I was pretty excited, since it was something that I had some interest in and I knew it would be of value to Soldiers."

Viene, who also serves as the unit's medical readiness NCO, said she is working toward a bachelor's degree in nursing, and hopes to retire someday as a sergeant major.

"I stay in the Army because I enjoy what I do," said Viene. "Being an NCO and taking care of Soldiers is fulfilling to me."

At Q-West there are seven classes being conducted that are helping more than 140 Soldiers improve their GT (general technical) scores. The GT improvement classes enable Soldiers to score higher on the Armed Services Vocational Aptitude Battery (ASVAB), which enables them to change jobs in the Army.

Viene also signed up college-level instructors to teach college courses, and she coordinated with the Army Continuing Education System (ACES) and the Multi-National Corps - Iraq education services officer to assign college counselors and proctors from Central Texas College and

the University of Maryland to the Q-WEST education center.

The busy NCO wears many hats at the base. She has served as the coach for the 181 BSB and 81st BTSB combined "Sustainer Challenge" team. She coordinated individual weapons training and ranges.

She was the primary unit trainer for litter carry and other medical tasks, and Viene set up a medical training program with medics to train 145 local national workers on industrial first aid and the automated external defibrillator to help Iraqis understand how to give first responder care to each other.

Education is crucial, said Viene.

"Teaching and mentoring Soldiers is so important because it sets them up for success in the future," said Viene. "It's just like raising your kids. You want them to grow up having a good knowledge-base that they can expand on, so that more opportunities will be available to them later on."





GUARDSMAN ON FOURTH DEPLOYMENT MENTORS HIS SOLDIERS



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE Q-WEST, Iraq — For Sgt. 1st Class Christopher Casper, being a non-commissioned officer is an opportunity to change lives for the better.

Casper, a 38-year-old native of Seattle, Wash., and supply non-commissioned officer in charge, 181st Brigade Support Battalion, Washington Army National Guard, said NCOs need to challenge their Soldiers.

“When I moved from the Infantry to Logistics, my first supply clerk was a career specialist with no ambition to do anything else,” Casper said. “No one had ever challenged him to do or be anything else. I assigned him tasks and held him accountable. He got motivated, passed his APFT (Army physical fitness test) and his height and weight requirements and has now joined us in the NCO ranks working as an assistant supply non-commissioned officer in charge for another Battalion.”



Casper said his Soldier is grateful for the mentorship.

“He always thanks me for turning his career around, challenging him, and making him a better Soldier,” said Casper.

The veteran NCO, who has been in the Army since 1989 and is currently on his fourth deployment, said he was honored to serve as a non-commissioned officer.

“Being an NCO is the greatest privilege in the Army,” said Casper. “I get to train, mentor and lead America’s greatest Soldiers wherever our nation needs us.”

Casper had some advice for new NCOs.

“Don’t get discouraged,” Casper said. “You will have good bosses and good troops, and you will have bad ones, too. Just make sure that you learn from both and never quit, especially on your Soldiers.”

The secret to leadership is to never procrastinate, Casper said.

“Lead by example; always do the hard thing first,” he said. “That way when things do get bad it’s not such a big impact on you and your troopers.”

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23

Year of the NCO Special Edition



ARMY VALUES



INTEGRITY

**DO WHAT'S RIGHT, LEGALLY
AND MORALLY.**

Doing what's right means taking the time to make sure the mission gets done. 16th Sustainment Brigade Soldiers do this every day while maintaining their arms, their equipment, and themselves.

"Deed not Words!"

COMPETENCE IS MY WATCH WORD. MY TWO BASIC RESPONSIBILITIES WILL ALWAYS BE UPPERMOST IN MY MIND-ACCOMPLISHMENT OF MY MISSION 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 RECOMMENDING BOTH REWARDS AND PUNISHMENT.





SOLDIERS NEED TO BE ABLE TO BRING PROBLEMS TO THEIR NCO



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE SPEICHER, Iraq — Staff Sgt. Carlenna Hawkins said that the worst thing that could happen would be for a Soldier to think he couldn't come to his non-commissioned officer with his problems.

Hawkins, a squad leader in the 70th Transportation Co., 264th Combat Sustainment Support Battalion, 16th Sustainment Brigade, said she had one Soldier who felt overwhelmed and hopeless, but because he felt comfortable talking with her, she was able to help him turn his life around.

"I have had a Soldier be reduced in rank and hit rock bottom," said Hawkins, a native of Austin, Texas. "He felt like there was no reason to do good anymore. I mentored that Soldier and gave him hope that he could overcome the bad that has happened to him. He turned his outlook on the military around and wanted to make a change."

Hawkins said the Soldier has turned his life around.

"He earned his rank back and got promoted again to specialist," Hawkins said. "After he got his rank back he saw the light again, and told me that if it wasn't for me keeping his head in the game, he would have lost more than just his rank. Now at this present time he is studying for the promotion board and will be attending the next board. He is attending 'fast class' to raises his GT (general technical score, a part of the Armed Services Vocational Aptitude Battery used to determine what jobs a Soldier is eligible for), so he can become a warrant officer."

Hawkins, who has served in the Army for almost nine years and is on her second deployment, said Soldiers have to know

that their NCOs have their best interests at heart.

"Always place the Soldier's needs above your own," Hawkins said. "There's one thing that good NCOs never want from their Soldiers: that is for Soldiers to not be able to come to them for any issues, not to be able to confide in that NCO for help of any kind. Trust is the biggest thing that Soldiers look for in their NCOs, as well as a knowledgeable NCO."

This deployment has had some stressful moments, she said.

"This deployment has been stressful in some ways, due to the fact that I am a squad leader on this deployment and I have my hands full," Hawkins said. "I have more Soldiers than I did during my last deployment, and also I've been a convoy commander on this deployment. I have not only my own life in my hands, but I have my Soldiers' as well as the rest of the convoy."

When she can find time, she tries to better

herself and her Soldiers.

"I have a couple of additional duties, just one of them being the unit prevention leader," Hawkins said. "I've taken several Soldiers to the promotion board and to the NCO and Soldier of the quarter board. One of my NCOs won the boards all the way up to brigade level. I also try to better myself. I am preparing to go to the Sergeant Audie Murphy Club board. I know it will take a lot of hard work, but I know I can do it."



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26

Year of the NCO Special Edition





BEING AN NCO IS ABOUT 'LDRSHIP'



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE SPEICHER, Iraq — Staff Sgt. Michael Rada Toyco would tell you that he's just an ordinary man.

But the 30-year-old squad leader from the 70th Transportation Co., 264th Combat Sustainment Support Battalion, 16th Sustainment Brigade, was nominated by his leadership to be highlighted as a stand-out non-commissioned officer.

Toyco, a native of Abilene, Texas, is on his third deployment to Iraq. Not one for long-winded speeches, Toyco took some time to share his thoughts about being an NCO in the Army.

"An NCO is a leader that Soldiers look up to — a parent that they have while they're away from home," Toyco said. "Most of my Soldiers look up to me as a role-model. I continue to encourage them to better than I am. I continue to challenge them, whether physically or in their decision making."

An NCO has to have the experience and expertise to accomplish the mission and

care for Soldiers, Toyco said.

"An NCO is someone a young individual looks up to for guidance, not just in their military careers but personal life as well," Toyco said. "Along with that, an NCO is a professional individual who has experience and possess the capability to share these experiences with others which help them achieve success."

Toyco leads a squad in Iraq, and is grateful that he has the experience from his previous deployments.

"I can honestly say that this deployment has been tough, and compared to my past deployments, this one has been the longest," Toyco said. "On top of that, I'm faced with the great challenge of safeguarding a squad of eight individuals and ensuring that they stay focused to live another day and make it home."

But overall, Iraq is a much safer place, Toyco said.

I feel that the country is now much safer than it used to be," he said. "More security checkpoints had been established throughout main supply routes and alternate routes, and there have been a decrease of attacks

on Coalition forces."

Toyco said tries to learn from all his NCOs.

"I've tried to allow every NCO to impact my career," Toyco said. "I strive to examine every leadership style I've encountered dispassionately and draw the positives and negatives of each NCO's character."

Being a good NCO is as easy as "LDRSHIP," Toyco said.

"Live by the NCO Creed and the Army Values of Loyalty, Duty, Respect, Selfless service, Honor, Integrity and Personal courage," Toyco said.

Everyone can be successful in the Army, Toyco said. Don't be afraid to fail or make mistakes.

"Always strive for success and never be afraid to try out something new and fail, as long as you learn from it," Toyco said. "The military is a great organization with one goal, success."

Toyco and his wife Jennifer have three children. Toyco, who entered the military in 1999, plans to stay in "until they tell me I have to leave," he said.

Col. Martin B. Pitts
Commander, 16th SB

Command Sgt. Maj. James E. Spencer
Command Sergeant Major, 16th SB

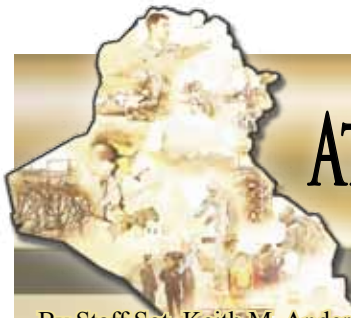
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ATHLETIC NCO PUSHES SOLDIER CARE



By Staff Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE SPEICHER, Iraq — Sgt. Erica Rinard, Charlie Co., 1st Battalion, 185th Armor, 16th Sustainment Brigade, said Soldier care is an important facet of leading Soldiers.

“Soldier care is the key to a good NCO; gain the respect of your enlisted personnel and, only if they show you the same respect, in turn, you have succeeded as a good NCO,” said Rinard. “I look to all my leaders and mentors, even the ones that fail, so in turn I know what makes and breaks the ‘Backbone of the Army.’”

Sgt. 1st Class John Lee, Rinard’s supervisor and motor sergeant, Charlie Co., 1-185 AR, said she is always there for other Soldiers.

“Sergeant Rinard helps others in the section by being a sounding board for the Soldiers,” Lee said. “She is always willing to lend an ear or shoulder. She takes the time to be a leader, mentor, and friend. Her dedication to work inspires others to do their best and strive for excellence.”

Rinard, a Victorville, Calif., native who works as a tank mechanic at Ft. Irwin, Calif., as active Guard, and whose husband is also active Guard, said many NCOs have shaped her career and made her who she is today, but she credits her grandfather.

“I’ve met a number of extraordinary NCO’s that have made an impact on my life, but hands-down it would have to be my adoptive Grandfather Lynch, a former staff sergeant in the U.S. Air Force, who served in World War II was a member of a bomber crew that was shot down behind enemy lines and held captive as POW,” Rinard said. “Till his passing in 2007 he remained an active retired member of the Air Force. To have served

and continued to serve after retirement to me justifies honor and valor to one’s country.”

The athletic NCO said she brought her competitive drive with her into the military.

“Physically I have always been competitive, attending Southern Oregon University on a track and field scholarship,” Rinard said. “I broke a number of meet records, and at one point broke the college 200-meter dash record, becoming ranked sixth in the nation, which landed me a ticket to the college nationals, which was short-lived due to an injury, thus ending my running and college career.”

Rinard accomplished a personal goal when she won “best overall” in a bodybuilding contest judged by Billy Blanks, creator of Tae Bo, held at Speicher, April 25.

“It was a personal accomplishment, I was out to beat myself and no one else,” said Rinard, during an earlier interview, after the contest.

Rinard said the Army’s Year of the NCO was about living up to NCO Creed.

“It is my duty to know and recite the NCO Creed, word for word, either from memory or read,” said Rinard. “It is a requirement of an NCO, and to be honest with you, I don’t remember it line for line, but I do know how to live it. And that there is what it takes to be a leader. If an NCO can live and abide by that simple task then every year is an NCO Year.”

She said she has also learned to be flexible in her Army National Guard career.

Rinard entered the Army as a unit supply specialist, but worked as an assistant retention NCO at her first duty assignment. She volunteered for a deployment and crossed trained to work as a motor transport operator, then took a job as a light-wheeled vehicle mechanic when she returned from the deployment. She now works as a Standard Army Maintenance System – Enhanced



Sgt. Erica Rinard, Charlie Co., 1st Battalion, 185th Armor, California Army National Guard, 16th Sustainment Brigade, greets Maj. Gen. William H. Wade II, California Adjutant General, at Contingency Operating Base Speicher Feb. 19. Rinard said Soldier care is an important facet of leading Soldiers.

(SAMS – E) clerk.

“I’ve been able to adapt to the constant change of learning new work-related traits not pertaining to my MOS,” said Rinard.

Rinard said not to worry about things, but to enjoy life.

“You can plan life to the fullest and stress over your shortcomings when those goals are never met,” said Rinard. “I’m a firm believer that you never know what’s going to happen in life, and that the best thing to do is live life to the fullest and embrace all negative and positive impacts that may come. Even though the negative seems to outweigh the positive in most cases, ‘What else are you going to do?’”





NCO IS JACK OF ALL TRADES



I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

Sgt. 1st Class Adam V. Shaw
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE SPEICHER, Iraq – For Staff Sgt. Jeremy Mendoza, battle non-commissioned officer, Headquarters and Headquarters Co., 1st Battalion, 185th Armor, 16th Sustainment Brigade, being a NCO means being a jack of all trades.

“Not only does an NCO have to be competent in a variety of skills like land navigation, first aid, basic rifle marksmanship and their military occupational specialty, an NCO has to wear many hats as well,” said Mendoza. “An NCO is a mentor, teacher, disciplinarian and at times, a friend.”

The 38-year-old from San Jose, Calif., has served in the Army for the past 15 years — thirteen of those years as an NCO.

“I’ve had the privilege and honor of working alongside with some of the finest NCO’s in the U.S. Army and California Army National Guard,” said Mendoza. “I have also had the opportunity to train and develop some of America’s best and brightest young men and women.”

This is Mendoza’s second tour in Iraq and fourth deployment overall. The veteran NCO said that Iraq has moved in the right direction since his last deployment.

“The last time I was here in Iraq was in 2006-07, and I have noticed a significant change for the better,” said Mendoza. “U.S. forces are scaling back and Iraqi forces are taking the lead on security. Iraq’s infrastructure has improved from the last time I was here. And, the Iraqi government is taking a pro-active part to Iraq’s political and economic future.”

The married father of six girls, ranging from ages one to eighteen, said that this deployment has allowed him to gain experience in battalion operations, which has made him a well-rounded NCO.

After this deployment, Mendoza plans on returning to San Jose City College and completing his administration of justice degree.

Mendoza does have advice for Soldiers joining the Army today.

“Learn, follow, and live by the Army Values, and Warrior Ethos and you will never be wrong.”



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 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!





MULTI-FACETED MOTOR SERGEANT HELPS TRAIN SOLDIERS IN COMBATIVES



Sgt. 1st Class Adam V. Shaw
16th Sustainment Brigade Public Affairs

CONTINGENCY OPERATING BASE SPEICHER, Iraq — “Being a non-commissioned officer is about leading, training and mentoring Soldiers,” said Sgt. 1st Class Eric Helmer, battalion motor sergeant, 391st Combat Sustainment Support Battalion, 16th Sustainment Brigade.

Helmer, a Pineville, Mo., native, has been leading troops since 1997, when he became an NCO.

“Your job as an NCO is to enforce the standards,” Helmer said. “Train your Soldiers hard at every opportunity. Do not be afraid to fail; there will be times when you will not succeed. Learn from the failure and move on. Inspect do not expect. Be motivated and motivate your Soldiers.”

Helmer said he learned leadership at a young age from one of his neighbors, a Korean War veteran, Phil Moomaw.

“He was very proud of his service and always spoke very highly of the military,” said Helmer. “Listening to his stories about

what he did in Korea and the struggles they had to overcome there really had an impact on me.”

Since enlisting in 1992, Helmer has deployed five times. His deployments have spanned the globe and include: Panama, Egypt, Kuwait, Hungary and now Iraq.

“This deployment has been rewarding for me,” Helmer said. “I have been afforded numerous opportunities to grow as a leader. During this deployment I have served as a platoon sergeant, battle captain and I am currently serving as the battalion motor sergeant. Each of these opportunities helped me become a more well-rounded and effective leader.”

Helmer is currently in charge of the 391st CSSB’s combatives program. He has trained and helped certify 94 level-one and 54 level-two combatants during this deployment, but nearly one-thousand Soldiers in his career.

“Sergeant first class Helmer has always found the balance between accomplishing his assigned tasks and going out of his way to train Soldiers,” said Command Sgt. Maj.

David Emerick, command sergeant major, 391st CSSB. “No matter what implied or specified task, he takes it on and always completes it to standard.”

It’s not all work for Helmer, though. When he’s not in uni-



form he likes to travel and go fishing. He’s traveled throughout Europe to places such as England, Tenerife, Palma de Mallorca, and Belgium. But when it’s time to relax, the promotable sergeant first class likes to pull out the rod and reel and head to the water with his wife of nine years, Monika.

“Fishing is a way to relive some stress and enjoy some time with my wife,” said Helmer.

Like many deployed Soldiers, Helmer has had to find a balance between work and family.

“A 15-month deployment is hard on any family,” Helmer said. “My wife and I have had to learn how to deal with being separated for such a long period. I owe a lot of my success in the Army to the support I receive from my wife.”



Sgt. 1st Class Eric Helmer, battalion motor sergeant, 391st Combat Sustainment Support Battalion, 16th Sustainment Brigade, poses with his wife, Monika, and their dogs Maya and Luke, at Aberdeen Proving Grounds, Md., in 2006. Helmer, who is on his fifth deployment, said the operations tempo and long deployments can be a strain on a marriage, but that his wife supports him.



Command



Teams



SERGEANT AUDIE MURPHY

Audie Leon Murphy, born June 20, 1924, a son of poor Texas sharecroppers, rose to national fame as the most decorated U.S. combat Soldier of World War II.

Among his 33 awards and decorations was the Medal of Honor, the highest military award for bravery that can be given to any individual in the United States of America, for "conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty."

Credited with killing over 240 of the enemy while wounding and capturing many others, he became a legend within the 3rd Infantry Division. Beginning his service as an Army private, Audie quickly rose to the enlisted rank of staff sergeant, was given a "battle field" commission as second lieutenant, was wounded three times, fought in

nine major campaigns across the European theater, and survived the war.

On 21 September, 1945, Audie was released from the Army as an active member and reassigned to inactive status.

During this same time, actor James Cagney invited Murphy to Hollywood in September 1945, when he saw Murphy's photo on the cover of Life magazine. Over the next 23 years he went on to write an autobiography, *To Hell and Back*, and star in a total of 44 feature films, earning close to \$3 million.

Audie suffered from what is now known as Post Traumatic Stress Syndrome (PTS) and was plagued by insomnia and depression. In an effort to draw attention to the problems of returning Korean and Vietnam War veterans, Audie Murphy spoke-out candidly about his personal problems

with PTS, then known as "Battle Fatigue". He publicly called for United States government to give more consideration and study to the emotional impact war has on veterans and to extend health care benefits to address PTS and other mental health problems of returning war vets.

While on a business trip on May 28, 1971, (Memorial Day Weekend) he was killed at the age of 46. A private plane flying in fog and rain crashed in the side of a mountain near Roanoke, Virginia. Five others including the pilot were also killed.

On June 7th, Audie Murphy was buried with full military honors in Arlington National Cemetery.

His gravesite, near the Amphitheater, is second most visited gravesite year round. President Kennedy's grave is the most visited.



THE HISTORY OF THE SERGEANT AUDIE MURPHY CLUB

The original Sergeant Audie Murphy club was started at Ft. Hood, Texas, early in 1986.

Leading the effort was Lt. Gen. Crosbie Saint, then the III Corps commander; his Command Sergeant Major George L. Horvath; III Corps awards clerk Jean Crisp, and Don Moore, a Killeen artist who assisted with designing the logo and club awards.

In 1991, then III Corps Commander

Lieutenant General Pete Taylor and Command Sergeant Major Richard B. Cayton expanded the Fort Hood installation club to include all of III Corps. This included Fort Riley, Kansas; Fort Sill, Oklahoma; Fort Bliss, Texas; Fort Polk, Louisiana; and Fort Carson, Colorado.

In 1993, CSM Cayton was voted into the Sergeant Audie Murphy Club by the membership and then became the Forces Command Sergeant Major. Soon thereafter,

the club became Forces-Command (FORSCOM) wide, including the Reserves and National Guard.

In 1994 at a Sergeant Major of the Army conference, the Sergeant Audie Murphy Club spread Army-wide, to all commands with installations retaining the selection process for their own NCOs. In 1998, it was estimated that the club membership was over 3000 Soldiers and was steadily increasing.



16th Sustainment Brigade Soldiers of the Sergeant Audie Murphy Club pose for a picture in front of brigade headquarters at Contingency Operating Base Q-West, Iraq.



ARMY VALUES



PERSONAL COURAGE

FACE FEAR, DANGER, OR ADVERSITY

**16th Sustainment Brigade Soldiers train in
Combatives and Combat Lifesaver to maintain
their warfighter skills.**