

THE NGO JOURNAL

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JAN 2006

A QUARTERLY FORUM FOR PROFESSIONAL DEVELOPMENT



Are you sending the wrong
MESSAGE?

THE NCO JOURNAL



Pvt. Kueth Dolvony from the 14th Cavalry Regiment, 172nd Stryker Brigade Combat Team, provides security behind a house while fellow Soldiers enter the front during a weapons cache search near Rawah, Iraq.

by Tech. Sgt. Andy Dunaway

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ON POINT

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Dave Crozier



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Spc. Jorge Delgado, 1st Squadron, 9th Cavalry Regiment, 4th Brigade Combat Team, 1st Cavalry Division, Fort Bliss, Texas, sits in front of a laptop to help illustrate the dangers of putting sensitive information on open source Web logs and emails.

PHOTO BY: Dave Crozier



TRAINING

BLOGS AND OPSEC

Everyone likes expressing themselves. Some Soldiers are doing so through Web logs, but not all of the posts are fun and games when the enemy can read them too.

Sgt. Maj. Lisa Hunter



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STAY ARMY, GET PERKS

When faced with decisions affecting their lives in the Army and over the next decade or so, more options are now available for Soldiers who choose to "Stay Army."

Staff Sgt. Krishna M. Gamble



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Get the NCO Journal online at <https://www.bliss.army.mil/usasma/usasma-NCOJournal.asp>

TRAINING

AKO IS ALL GROWN UP

AKO has come a long way since its humble beginnings and is now considered by many as the most powerful military portal available.

Dave Crozier



FROM THE FIELD

EQUIPPED TO SURVIVE

It's heavy; it's hot but your personal protective equipment can save your life when the rubber meets the road. In this story, an NCO shares how his training and equipment saved his life in Iraq.

Master Sgt. Richard Burnette



COMPLACENCY/LACK OF SAFETY

Command Sgt. Maj. Franklin Ashe says that leadership and safety are united when it comes to Soldiering.

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Another fine selection of military photos of Soldiers getting the job done.



LETTERS

It is always nice to see our readers appreciate some of the stories that we write and also take time out to respond to other's comments and letters. Check out what's hot on the minds of our readers about some recent issues.



HONOR ROLL

In every issue we list the names of the men and women who have given their lives in current operations around the world in order to pay tribute to their sacrifices.

Dave Crozier



THE NCO JOURNAL

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From the SMA

ACUs: Wear them proudly

As we look back over the past year, our Army has taken on and accomplished so many missions. Soldiers were there for our country when they needed us in places like Louisiana and Florida after the hurricanes. Soldiers came to the aid of millions in places like Pakistan and Southwest Asia after the earthquakes and tsunamis. Soldiers provided the stability and security necessary for Iraq and Afghanistan to begin democratic change. From our missions to our new uniforms, Soldiers are warriors first.

Today the Army is issuing the new Army Combat Uniform (ACU) to units deploying to combat in Iraq and Afghanistan. Soldiers in Initial Entry Training are receiving the ACU as part of their initial issue and will begin arriving in your units in the March/April timeframe. More and more Soldiers are seen on the news all over the world wearing a new uniform associated with the American Soldier.

In a recent message from the Chief of Staff of the Army (CSA) Gen. Peter Schoomaker, Soldiers are authorized to wear ACUs now on commercial air and ground transportation. Commanders in overseas locations will establish the threat associated with commercial transportation.

The latest addition to AR 670-1, Wear and Appearance of Army Uniforms and Insignia, addresses the wear of the new ACUs. The ACUs are a combat uniform and not a parade uniform. The uniform was designed by Soldiers for Soldiers and is designed to be worn under the body armor. My latest Leader Book Notes to all the senior NCO leaders contains the latest ALARACT addendum to the 670-1 from the Army Uniform Policy Office in the G1. It also contains information on launder and care from the developers at Natick Laboratories.

As I make my travels around the Army, Soldiers ask about why we wear pin-on badges and not sewn-on badges. For decades we have forced Soldiers in many career fields to have two sets of uniforms: a uniform they wear in the field and the one they wear in garrison. Both the CSA and I know the pride and esprit-de-corps Soldiers have in their badges. Army policy empowers commanders at the unit level to specify the uniform for the day. Commanders can specify pin-on badges for wear in garrison and special events, like reenlistments and promotions.

Unit patches sewn to camouflage covers for the hook and loop fasteners are not approved and considered an unofficial alteration. The intent of the hook and loop fasteners was to get Soldiers out of the expense of sewing items on their uniforms.

ACUs will go on sale in our Clothing Sales stores this month. ACUs incorporate a special wrinkle-free treatment that eliminates the need to iron or starch. The label on the inside of the jacket is a written order that prohibits starching. Soldiers and their families will save money by eliminating the sewing expense associated with name tags, patches and the requirement to have the uniform starched.



In garrison, the tricolor, red, white, and blue reverse, cloth flag is worn on the right sleeve. The requisition number for the infrared flag authorized for wear in the field when directed by unit commanders is NSN 8455-01-524-4926.

Finally, I want to thank all of you for your service. I have had the opportunity to meet many of you this past year and look forward to seeing all of you again. All of you are doing a magnificent job in the Global War on Terrorism and should be proud of your accomplishments.

I invite you to read this edition of the *NCO Journal* from cover to cover. It has great stories that deal with OPSEC, knowledge management systems and AKO. There are also stories that will introduce you to the first senior enlisted advisor to the Chairman of the Joint Chiefs of Staff, safety and compliance, and retention and reclassification benefits. There are many other thoughts and ideas in this issue and I encourage you to read them all.

HOOAH!

*Kenneth O. Preston
13th Sergeant Major of the Army*

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

Technology can be dangerous

When two NFL teams meet on the gridiron on any given Sunday, each side does its best to anticipate what their opponent is going to throw at them – what strategies and tactics the other side will use to keep them off balance, exploit their weaknesses and otherwise push their mission-focused offense into success. If one team had a copy of the other's play book, there would be no strategy, no surprises, and no weaknesses to exploit. There would be a lot of mission-focused offense, but the respective defense would know exactly how to react to every move and actually become an offense of their own.

In the Global War on Terrorism, we are unfortunately showing our play book to our adversaries in the form of open-source emails, Web logs and other means of unsecured public Internet communications by Soldiers in the field attempting to tell their stories to their particular audiences. It is not that these Soldiers are intentionally showing our enemies exactly everything they need to know to overcome our mission-focused offense. But when you take all of these seemingly innocent stories of life in Iraq that many Soldiers are telling and put them all together, many times our adversaries can build a recipe for their own mission-focused offense. And they are actually very astute at doing this.

In a recent article written by the U.S. Forces Korea OPSEC Officer Dan Wilkinson, he noted that some 80 percent of the intelligence the insurgents are using in Iraq comes from open-source information, primarily the Internet. Information such as photos of blown-up equipment that may seem innocuous at first, but actually show weaknesses or potential vulnerabilities of that very same equipment. Even the mere mention of a unit's location or accounts of a routine patrol can give our enemies enough information to begin piecing together an offensive that can lead our fellow comrades into harm's way. Check out Sgt. Maj. Lisa Hunter's story on Blogs and OPSEC on Page 12. We think you will find a lot of great information you can put into your Leader's Book to keep your Soldiers in compliance with OPSEC and out of harm's way.

On a side bar to this, we also have a story on the ever-emerging capabilities of AKO. Did you know that DoD is looking at our Army portal as the example for others to follow and possibly the portal for all of DoD to use? AKO has come so far in a few years it is now poised to offer Soldiers and other AKO users the ability to create blogs and wikis (open access Web pages). It already has instant messaging, chat, forums and

more. Enough avenues for even the most "talkative" Soldier to use to tell his or her story in a secure environment while adhering to OPSEC concerns. You'll find that story on Page 18.

As we begin this New Year NCOs throughout the Army are encouraged to talk to their Soldiers about staying Army. There are many new incentives, bonuses and perks available to those Soldiers who reenlist or reclassify into a new MOS. That story by Staff Sgt. Krishna M. Gamble is found on Page 16.

Another story we believe has a place in everyone's Leader's Book is the story of Master Sgt. Richard Burnette and how he survived a suicide car bomb attack while on a routine mission in



Photo by Pfc. Ricardo Branch, 3rd Infantry Division Public Affairs

Spc. Michael Carmack, Headquarters Company, Special Troops Battalion, 3rd Infantry Division, uses a computer to contact home in the Internet Cafe at Camp Liberty, Iraq. The Internet is just one of the ways a deployed Soldier can stay in contact with his family back home.

Iraq. In a first-hand account, he tells you how his day started and how it ended tragically for some, then he tells you how he is a firm believer that the personal protective equipment (PPE) he was wearing saved his life on Page 22. His message is a strong one to all Soldiers who believe their PPE is too cumbersome to wear every time they go out on patrol.

Keeping our mission-focused offense on track and keeping our Soldiers safe is a job for every leader. Ensuring standards are met, SOPs followed and directives adhered to will ensure that we not only win this Global War on Terrorism, but do so with less casualties.

Happy New Year!

*David Crozier
Managing Editor*

Army launches vehicle safety course

(Army News Service) Everyone who drives an Army vehicle must now complete a new online course designed to make people think more about safer driving.

The Accident Avoidance Course is available through the Army Knowledge Online Learning Management Services. All Soldiers, civilian employees and contract employees who drive Army-owned or leased vehicles must complete the training when they start working for the Army.

Operators will complete refresher training every four years. The course meets the four-year refresher training requirements of Army Regulation 385-55 and Army Regulation 600-55.

Training is customized for each person using a risk assessment of driving behavior and habits. Awareness of aggressive driving, defensive driving techniques and avoiding distractions are emphasized through the course.

Discussion of driving under the influence, substance abuse, child safety and weather factors are included in the training program. It takes about an hour to complete the course.

Driving accidents — both in Army motor vehicles and privately-owned vehicles — are the number one killer of Soldiers. More Soldiers have died behind the wheel



To access the new training program, users will need to log on to AKO and click on the "My Training" link and then register for the course under the ALMS system.

in fiscal year 2005 than in each of the previous 14 years. The Army also has more Soldiers who have never driven before entering the Army. About 25 percent of new Soldiers do not have driver's licenses when they join the Army. Standardized traffic safety courses for everyone who drives in the Army that incorporate awareness, skills and motivation are one of the first steps in reduc-

ing accidents and improving combat readiness, officials said.

Installation Management Agency safety officials plan to field a mobile training team who will hold face-to-face Army Traffic Safety Training Program classes at installations, officials said. IMA already is conducting Motorcycle Safety Foundation training at installations.

Development of standardized Armywide safety training also is expected to save the Army money.

To enroll for the online course, visit Army Knowledge Online, <https://www.us.army.mil>.

Click "Training" under the self-service menu, and then register through the Army's Learning Management System. In the welcome window, click on "Training Catalog." This opens a search window, where users should enter "Army" in the product name block. Then register for

the Army Traffic Safety Program, Accident Avoidance Course for Army Motor Vehicle Drivers.

Users will receive an email confirming registration. To access the online course, open "Registrations" under the welcome ALMS welcome page. Click on "Transcripts," and then click on "Contents." Open "Army POV 1-3" to complete the course.

DoD creates new Web site for pandemic flu

In partnership with other federal agencies, the Defense Department's Deployment Health Support Directorate went "live" Nov. 7 with a Web site to help meet the objectives outlined in President Bush's national strategy for pandemic influenza.

The site, at <http://deploymentlink.osd.mil>, offers information about pandemic flu and avian flu. It has a section of frequently asked questions, a glossary of important terms and health-related information. The site includes links to other federal government agencies, and more information will be added as it becomes available, officials said.

The site also has a section with information for service members, such as the DoD's role in dealing with avian flu, the risks for service members overseas, and protective measures that can be taken. After accessing the DeploymentLink Web site, users need to click on the "Avian Flu" link in the left column of the site.



ACUs available by April

By Annette M. Fournier
Army News Service

Army officials are warning Soldiers against buying imitation Army Combat Uniforms in lieu of waiting for Army-approved ACUs to arrive in stores.

AAFES military clothing sales stores are scheduled to get ACUs in April, but a spokesman said they may appear sooner.

“The Army has advised AAFES to expect to start seeing ACUs [this month],” said Judd Anstey, media branch manager with AAFES. “Details are still being worked out at this time.”

Some Soldiers, anxious to get the new uniforms, have bought imitation ACUs from unauthorized vendors. Unauthorized uniforms typically do not meet the Army’s specifications in various ways, such as appearance, usability and durability, said Bob Panichelle, product executive in the Field Clothing Branch of Defense Supply Center Philadelphia’s Clothing and Textiles Supply Chain, the organization contracting for ACU production.

“It’s extremely important for Soldiers to wait until the ACU is available in the Army military clothing sales stores before purchasing a uniform,” said Sgt. Maj. Katrina L. Easley, the Army’s uniform policy sergeant major in the Army G1. “This prevents the Soldier from purchasing a uniform that has not been manufac-

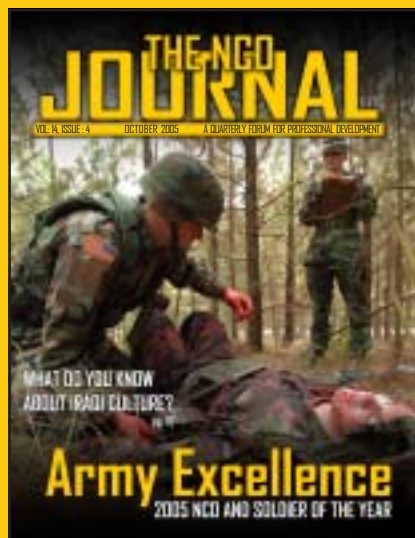
ured in accordance with the uniform quality control program.”

Soldiers purchasing uniforms, uniform items, or heraldic items from establishments other than the Army military clothing sales stores must ensure that the items are authorized for wear and conform to appropriate military specifications or are manufactured in accordance with the Uniform Quality Control Program or the heraldic quality control system, Easley said. Soldiers should consult Army Regulation 670-1 for guidance.

The final wear-out date for the battle dress uniforms and the desert combat uniforms is yet to be determined, said Easley. Active-duty, Reserve and National Guard Soldiers should have two sets of ACUs by May 1, 2007, according to AR 670-1. By May 1, 2008, all Soldiers should have four pairs each, and by April 2010, ROTC students should have four sets.

Like BDUs, ACUs have an expected wear-life of six to 12 months, and are made of the same rip-stop fabric as the summer BDUs. For quality control, DSCP closely monitors production at its manufacturing facilities through periodic site visits and quality inspections by specialists assigned to these facilities, Panichelle said.

For more information, see the PEO Soldiers Web site at www.peosoldier.army.mil/pmequipment.



How to get the NCO Journal

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

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

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

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

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

Soldiers get traumatic injury insurance

The Department of Defense has enacted a traumatic injury protection insurance under the Servicemembers' Group Life Insurance, or SGLI program. On Dec. 1, all service members eligible for SGLI became insured for traumatic injury protection of up to \$100,000 unless they declined SGLI coverage.

The program, which is known as TSGLI, is designed to provide financial assistance to service members during their recovery period from a serious traumatic injury. In December a flat monthly premium of \$1 was added to the monthly SGLI deduction, regardless of the amount of SGLI coverage that the member has elected, officials said.

A retroactive provision of the law provides that any service member, who suffered a qualifying loss between Oct. 7, 2001, and Dec. 1, 2005, will receive a benefit under the TSGLI program, if the loss was a direct result of injuries incurred in Operation Enduring Freedom or Operation Iraqi Freedom.



Photo by Pfc. James Wilt

Paratroopers from Company C, 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division, take cover after receiving enemy fire. As of Dec. 1, Soldiers like these above are covered under the new TSGLI program.

Administered by the Army Wounded Warrior Program, or AW2, on behalf of the Army, the mission of TSGLI is to ensure eligible Soldiers receive the monetary payments they are entitled to while providing them with the necessary information and assistance to complete and submit their TSGLI claims, officials said.

If a Soldier is unable to complete a claim due to incapacitation or death,

family members with an appropriate power of attorney or letter of guardianship may apply for TSGLI benefits on behalf of a Soldier, officials said. Family members of a deceased Soldier who survived for seven days after incurring a traumatic injury and qualifying loss may also apply for TSGLI benefits.

TSGLI is not disability compensation and has no effect on entitlement for compensation and pension benefits provided by the Department of Veterans Affairs or disability benefits provided by the Department of Defense, officials said. It is an insurance product similar to commercial dismemberment policies.

For additional information on the TSGLI benefit, as well as a listing on qualifying injuries, call 1-800-237-1336 or go to www.aw2.army.mil/TSGLI for application and contact information.

Claims are faxed to 1-866-275-0684 or mailed to: Department of the U.S. Army, Traumatic SGLI (TSGLI), 200 Stovall Street, Alexandria, VA 22332-0470.

New wellness support program announced



Post-Deployment Health Reassessment

Safeguarding the health of those who protect us

The Department of Defense announced today the recent implementation of a Post Deployment Health Reassessment Program that reaches out to service members three to six months after returning from deployment.

This new commanders' program complements health assessments currently being conducted for service members before and immediately upon return from deployment.

"Our number one priority is the health and wellness of our servicemembers," said Dr. William Winkenwerder Jr., assistant secretary of defense for Health Affairs.

The department realizes deployments, especially to theaters of combat operations, may result in health or adjustment difficulties for some servicemembers. Many of these conditions and concerns take several months to become apparent following a service member's return home.

"As part of DoD's comprehensive medical readiness efforts, this new program helps ensure service members are attuned to their health and have access to the healthcare and community-based services they need to serve strong and live long, healthy lives," said Winkenwerder.

The new assessment program will provide additional health education to service members on deployment-related health problems and treatment resources.

"Commanders will use this tool to offer service members and their families any additional support they may need," said Ellen P. Embrey, deputy assistant secretary of defense for Force Health Protection and Readiness.

For more information about the Post Deployment Health Reassessment visit their Web site at <https://fhp.osd.mil/pdhrainfo>.

Change allows Soldiers to wear ACUs, BDUs and DBDUs for commercial travel



In a recent October message, DTG 0510261542Z, the Army announced a change to AR 670-1, Feb. 3, 2005, Wear and Appearance of Army Uniforms and Insignia.

This message serves as implementing instructions for changes to the ACU ensemble wear policy as contained in mes-

sage DTG 202200z APR 05 SAB, BDU, and the DBDU wear policy as contained in AR 670-1, paragraphs 3-3a, and 5-3a respectively. This policy allows commanders and leaders at all levels to make command decisions to allow Soldiers to wear utility uniforms during commercial travel, based on the mission and threat.

The message states, "We are a nation at war, and the United States Army is the most trusted organization to the American public. To keep the dedicated efforts of our soldiers visible to the American public, the ACU, BDU and DBDU are authorized for wear during commercial travel both CONUS and OCONUS. In OCONUS areas, commanders will limit travel in uniform to military airlift command (MAC) flights or American-flagged carriers. Commanders and leaders will ensure Soldiers present a professional appearance and reflect positively on the Army at all times. The rest and recuperation program has been a tre-

mendous success and the policy regarding wear of the ACU and DBDU during this program remains in effect."

The message also states "Personnel will not wear the ACU in off-post establishments that primarily sell alcohol. If the off-post establishment sells alcohol and food, Soldiers may not wear the ACU if their activities in the establishment center on drinking alcohol. The ACU is not normally considered appropriate for social or official functions off the installation, such as memorial services, funerals, weddings, inaugurations, patriotic ceremonies, etc. The ACU is a combat uniform and is not intended for wear as an all-purpose uniform when other uniforms (class A or B, dress, and mess uniform) are more appropriate."

The same changes have been made to paragraphs pertaining to BDUs and DBDUs.

For more information contact Sgt. Maj. K. Easley at (703)-696-5129 or via email at katrina.easley@hqda.army.mil

DoD group maintains employer support for Guard and Reserve

Employer Support of the Guard and Reserve (ESGR) is a Department of Defense organization. It is a staff group within the Office of the Assistant Secretary of Defense for Reserve Affairs (ASD/RA), which is in itself a part of the Office of the Secretary of Defense.

The nation's Reserve components (referring to the total of all National Guard members and Reserve forces from all branches of the military) comprise approximately 46 percent of our total available military manpower. The current National Defense Strategy indicates that the National Guard and Reserve are full partners in the fully integrated total force. Our Reserve forces will spend more time away from the workplace defending the nation, supporting a demanding operations tempo and training to maintain their mission readiness.

In this environment, civilian employers play a critical role in the defense of the nation by complying with existing employment laws protecting the rights of workers who serve in the Reserve component.

ESGR was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising



from an employee's military commitment. It is the lead DoD organization for this mission under DoD Directive 1250.1.

Today ESGR operates through a network of hundreds of volunteers throughout the nation and Guam, Puerto Rico, the Virgin Islands and Europe. For more information about ESGR visit the Web site at <http://www.esgr.org/>.

Gainey embarks on historic tour of duty

By Dave Crozier

History had already been made in the Department of Defense on Sept. 30, when the first Marine Corps general, Gen. Peter Pace, was sworn in as the Chairman of the Joint Chiefs of Staff. One day later history came knocking again when Command Sgt. Maj. William "Joe" Gainey began his new tour of duty as the first senior enlisted advisor to the Chairman of the Joint Chiefs.

"It's an honor. That's what I tell everybody – it is a big honor and I was shocked when I got selected," Gainey said. "And I am not being humble. I am being honest – I was very shocked."

Since taking on his new position Gainey spent the first 30 days receiving numerous briefings from Pentagon officials on the full spectrum of joint operations. The South Carolina native even joked that he believes "they threw in a couple of extra briefings just for Joe Gainey." Now that he is "up to speed" on things, Gainey is taking time to visit the many areas that he is entrusted with while at the same time informing the joint world as to what his job is all about.

An experienced senior NCO with more than 30 years service in the Army, Gainey has spent much of his time working in the joint arena in assignments such as Operation Joint Endeavor (IFOR), Operation Joint Guard (SFOR 3) and Operation Joint Forge (SFOR 8) in Bosnia Herzegovina. His most recent positions were that of the command sergeant major for the Combined Joint Task Force-7 (CJTF-7), Multi-National Force Iraq (MNF-I), and the Multi-National Corps Iraq (MNC-I) in Operation Iraqi Freedom II. Combine this experience with his family's longstanding military service and it is not hard to see why he was selected as the first Senior Enlisted Advisor to the Chairman.

"I have family or have had family in every single military service except the Coast Guard. So I understand the Air Force, the Marine Corps and the Navy. When I was in Iraq for those 13 months I worked with every service except the Coast Guard and the Navy. But I have served in combat with them and I understand their issues," Gainey said. "I have an understanding of the other

services and I know there are different cultures; I will have to adjust to those but I don't see it as a problem."



Photo by Dave Crozier

Command Sgt. Maj. William Gainey recently visited the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, to brief Sergeants Major Course Class 56 students about his new position as the first senior enlisted advisor to the Chairman of the Joint Chiefs of Staff.



Command Sgt. Maj. William Gainey, the new Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff, developed this graph to illustrate to service members he meets how his new position fits into the joint arena. He notes that he comes into the picture on the right and considers himself a teammate of the Combatant Command senior enlisted leaders and has contact as he sees appropriate with the individual service senior enlisted advisors.

Getting things started Gainey mirrored his top four priorities to compliment Pace's priorities – Win the war on terrorism, accelerate transformation, strengthen joint war fighting, and improve the quality of life of our service members and their families.

Strengthening relationships

Gainey's first priority is to strengthen the relationship between the senior enlisted advisors of the combatant commands (COCOMs), service senior enlisted advisors (SEAs) and the Joint Staff.

"I am a believer that if I can help these folks understand each other's missions, roles, functions and responsibilities that I am going to help General Pace win the war on terrorism," Gainey said. "I think they know of each other's responsibilities, but they don't fully understand the duties and functions of their sister services or the COCOMs. So my job is to bring the COCOMs and the services together to better understand each other. I take that very seriously and I have got to make that happen because you can't win the Global War on Terrorism if you don't understand each other."

Joint PME

One way to help get the sister services and the COCOMs to better understand each other is through Joint Professional Military Education. This is one area Gainey believes is a big issue and why he made it his second priority.

"We do not educate the leaders out here about joint before we deploy them to a joint mission," Gainey said. "We don't educate the E-6s about joint before they go joint. We have got to educate leaders about this because I hate to tell you but we don't do anything ourselves anymore; it's all joint."

To help Gainey's priority become a reality Pace recently signed the Joint Professional Military Education Policy that sets the stage for the services to establish Joint PME.

"He has now given the services the green light to make joint education happen and I am very proud of that," he said. "And [this month] when I have my first conference, one of the topics is going to be joint professional military education and how we need to develop and execute a plan to accomplish it."

Keeping safety first in all you do

"When I was a corps [command] sergeant major in Iraq, we almost lost more service members through accidents than by insurgent bombs. That's a shame," Gainey said. "Every one of you, regardless of what branch of service you are in, owe it to your service members to talk, speak, live and eat safety. And if you are not doing it, then shame on you."

Gainey said he uses the acronym STOPP as a means to teach safety, telling service members to STOPP before they do anything.

“Stop, that’s the S. Think, that’s the T. Observe what you are thinking about; what you are going to do. Plan your actions and Proceed safely,” Gainey said. “If you get our service members to do that in everything they do, I think the mortality rate of non-combat incidents will go down.”

Quality of life for all service members and their families

Because this is his fourth priority, Gainey doesn’t want anyone to think it is the least important.

“This last one is actually the most important to me,” he said. “It’s a never-ending vain to improve the quality of life of all service members.”



Photo by Kathleen T. Rhem

Since being named to his new position and receiving all of the Pentagon briefings, Gainey has spent much of his time getting to know his area of responsibility. Above, Gainey meets with Honduran Sgt. Maj. of the Army Carlos Valle in Honduras, Nov. 23.

The position

With his priorities established, Gainey now turns his attention to how his new position fits into the big picture.

“I am the [Chairman’s] eyes and ears to put it in a normal definition that everyone understands,” he said. “I am his eyes and ears to the force of the Army, Navy, Air Force, Marines and the Coast Guard. I am the voice of the service members back to the Chairman.”

Gainey uses a graph of a triangle with the five services making up the foundation at the bottom to show how his position as the senior enlisted advisor to the Chairman works (See graph on Page 9). Above the services are Tactical, Operational, Strategic and the National Security Council. In that he said there is the National Security Authority which is the President of the United States and the Secretary of Defense and others.

“My boss is the primary military advisor to the President and to the Secretary. To the left of the triangle you have the COCOMs and their senior enlisted advisors. I am on the other side of the triangle because they are my teammates,” Gainey

said. He then notes that he also has links to all the services’ senior enlisted advisors.

Gainey said that he doesn’t want to take anything away from any of the service or COCOM SEAs, but said that he does have oversight and stays in constant communication with them to help address issues. If he sees an issue that is service specific, he said that he will talk with that service’s SEA. If it is a COCOM issue or concern he will work with them.

Gainey’s issues

While Gainey said that he has a list of issues that he wants to address, he quickly points out that he is not ready to say exactly what those issues are.

“Yes I do have issues but I won’t share them with you right now. I am a scout. I recon the battlefield, and when I came into this job I already had a list in a book of what I thought could be some concerns,” Gainey said. “In talking with some of the COCOM senior enlisted leaders they kind of quantified and verified what I thought. Some of the issues they said, ‘Gainey, you are out in left field.’ So I marked them [off]. I have only been in this position for a short time, and it is going to be a three- to four-year tour. In my first year if I have five or six issues or concerns, and I can verify them, then I will work on those because I don’t want to take too big a piece of the cake the first time or I might get sick from the sugar.”



Photo by Kathleen T. Rhem

While visiting members of Joint Task Force Bravo in Honduras, Gainey participated in an early Thanksgiving meal, Nov. 23.



Photo by Sgt. Brandon Krahrmer

Prior to taking on his new position, Gainey held the position of command sergeant major for III Corps and Fort Hood, Fort Hood, Texas. Above, Gainey and Lt. Gen. Thomas E. Metz, uncase the III Corps colors during a ceremony held at the corps headquarters, March 4, 2005.

He noted that as he becomes more familiar with his new job and the issues of the joint arena, he will take on more issues.

Gainey's Dirty Dozen

As with any successful leader, Gainey has some guidelines for success he calls his "dirty dozen." They are as follows:

- What we should expect from our service members
- What our service members should expect from us
- Professionalism
- Be true to yourself and your service members
- Do not baby them
- Know your doctrine
- Get the basics right
- Enforce standards
- Value added
- Safety
- Work smarter, not harder
- If you are going to be a part of a team, act like you are part of a team
- Never accept the first six no's when it comes to taking care of service members and their families
- The word "can't" is an excuse not to do a mission
- Train our service members like there is no tomorrow
- Always SCAN, FOCUS and ACT

Expounding on his "dirty dozen" Gainey explained what should be expected of service members and what service members should expect of leaders.

Gainey said that as leaders you should give service members responsibility, the authority to be responsible, hold them accountable and assist them when they stumble. As for what leaders should expect of service members, he said service members should be candid, give honest answers, have the courage to do what is right when no one is looking, have confidence in themselves and be committed to something.

Transformation and the Global War on Terrorism

When talking about transformation, Gainey was quick to point out that it is not just the Army that is transforming, but the entire military; and that it is not just about getting new equipment and restructuring units.

"Transformation is about equipment that is compatible for all the services so they can communicate with each other. It's about how the services train and work together and it's about joint education," Gainey said. "It's about how we all do business. It's not just equipment; it's everything — equipment, personnel and systems. The goal is to have one type for all the services."

As for the Global War on Terrorism, Gainey takes no issue with stating it will go on for some time.

"It won't end tomorrow. I think the war on terrorism will last as long as there are people out there that want to [kill Americans and threaten the American way of life]," Gainey said. "It could be five years from now, 10 years from now; I don't think we can put a time limit on it. It's going to last as long as it takes."

Reflecting on the significance of being selected as the first senior enlisted advisor to the Chairman, Gainey said when he was first told he was numb for the entire weekend.

"I told my wife I hope I know what I've gotten myself in to [with this job]. And I will never forget what she told me," Gainey said. "She told me 'I am very proud that he selected you to do this, but you know the trash still needs to be taken out.' So in reality she told me it was a great thing, but don't forget where you came from. So I am honored and humbled to be the first and anyone who knows Joe Gainey, knows that I am going to do the best that I can. We will give it 100 percent."

Gainey added that one of his biggest stresses in taking on his new duties is not only doing a good job, but getting it right for the next person in line.

Gainey's motto for his new position: "If you can't tell me yes, don't waste your time telling me no."

Gainey enlisted in the Army under the delayed entry program in 1974 and started basic training at Fort Knox, Ky., on June 17, 1975. Since that time he has served in every leadership position from command group gunner to command sergeant major.



Photo by Kathleen T. Rhem

Command Sgt. Maj. William J. Gainey speaks to enlisted service members over lunch at U.S. Southern Command in Miami.

Blogs of War: Army takes high ground on cyber battlefield

By Sgt. Maj. Lisa Hunter

No doubt the Internet has been one of the greatest technological advancements in recent history. It has completely changed the way Soldiers communicate with family and friends, especially when they're deployed. No more waiting for mail. No more standing in line to use the phone. Nowadays, Soldiers have only to sit down at a computer, and – with the click of the mouse – the receiver could easily read a message sent from half way around the world moments later. And, with the advent of blogging – Soldiers posting web logs or online journals – they have the capability of “reaching out and touching” an entire audience of readers instead of just those in their email address book.

In this regard, Internet technology may very well be a double-edged sword. The same convenience that it provides Soldiers, also makes it convenient for our enemies to glean information and exploit our military vulnerabilities. In 2000, an Al Qaeda training manual seized in England showed that 80 percent of the information terrorists need to carry out attacks can be found on open sources, primarily the Internet, according to U.S. Forces Korea Operations Security (OPSEC) officer, Dan Wilkinson.

In November, *mudvillegazette.com*, just one of the several Web sites that hosts military blogs, had 351 active military-themed blogs – or milblogs – with 63 more waiting for approval. In fact, one Web site has coined a term for Soldiers' blogs, sblogs. “Sblogs are often gripping, sometimes graphic, first-hand accounts, of the author's life and experiences,” touts a message posted on Military Blogs, <http://www.aapavatar.net/blogs.htm>. The message goes on to state, “Bloggers are not just writing and reporting the story; they are living the story every day.”

The history of Soldier blogs is as nebulous as an urban

legend. “I haven't verified this, but I've heard [of] others blogging from Afghanistan as early as 2002... Before the blogging explosion, many military folks had simple do-it-yourself personal Web sites. Prior to that, mass e-mails were circulated. I had a mailing list that included about 25 people when I served on the Nimitz [from 1997 to 1998],” wrote a service member who blogs under the name LT Smash at *indepundit.com*.

Each blogger obviously has his or her own reason for posting a blog. One blogger, Capt. Daniel Bout who goes by the handle, Thunder 6, started writing his blog about a year ago when he first deployed to Iraq.

Bout is the company commander for Co. A, 1st Bn., 184th Infantry Regiment from the California National Guard. He started his blog because he was concerned he was flooding family and friends' email boxes with his “scribblings.”

“I mentioned my concerns to one of my friends, and he suggested I set up a blog instead of emailing out updates,” Bout explained.

Another blogger, Cpl. Michael Bautista who writes at *madeucegunners.blogspot.com*, spoke with National Public

Radio's “On the Media” about why he started his blog. At the time, Bautista was assigned as a machine gunner deployed in Kirkuk, Iraq. “I think the main coverage that you'll see at home is this car bomb blew up; this amount of people died. I think my main effort now is more toward showing that this is a good thing that we've done...”

Bautista's blog is linked to other bloggers' sites who are assigned to the same forward operating base. Since they are probably not coordinating their blog entries, there's a good chance that between a few different blogs, a reader could get a fairly accurate picture of the day-to-day activities on the FOB.

Yet another milblogger, a sergeant first class assigned in





Photo by Sgt. Andrew A. Miller

Spc. Peshraw Barzinji, of Kansas City, Mo., and Sgt. 1st Class Willie Nelson, of Manning, S.C., log on to check email from home at an Internet cafe at Camp Liberty, Iraq. Barzinji, originally from northern Iraq, is a Kurdish interpreter assigned to a Special Troops Battalion.

Germany, writes under the name of GreyHawk at *mudvillegazette.com*. GreyHawk views his site as the “online voice of an American warrior, who prefers to see peaceful change render force of arms unnecessary. Until that day, he stands fast with those who struggle for freedom, strike for reason and pray for a better tomorrow.” His site includes news of interest to the military and Greyhawk’s opinions on everything from the media bias against the war to new policies for deployed National Guard and Reserve Soldiers.

Still others write journal-style entries that recount their routine activities in minute detail.

Sgt. Matthew Lagrone also started his blog as a way to keep in touch with family and friends. He writes about his experience in war “in a light, funny, and more human perspective,” which he does because he doesn’t want to worry his family. Lagrone, a network switching systems operator assigned to the 155th Brigade Combat Team, started his blog in October, but was shut down temporarily by his command. Lagrone had lent his support to what seemed to be a selfless charitable effort: to raise money to purchase a wheelchair for one of their Iraqi interpreters, who carried around a folding chair because he could not afford a wheelchair.

Another Soldier and fellow blogger had posted the fundraising effort on his blog. Lagrone had linked to the blog to lend his support.

The Arkansas National Guardsman, who said he averages 200 to 400 readers a day at his blog site, learned how powerful blogs are after he linked to the fundraiser story. “Literally, within hours, the story... was picked up and carried all over the Internet as bloggers everywhere began teaming up to raise money,” Lagrone said. Two of the sites that ran the story have a combined readership in the tens of thousands every day, according to Lagrone. As a result, the money “was pouring in online.” Lagrone’s fellow blogger had capped the donations and had planned to give the extra cash to the interpreter. Once Lagrone’s chain of command learned of the endeavor, they shut the Soldiers’ blogs down. The other blogger returned all the donations

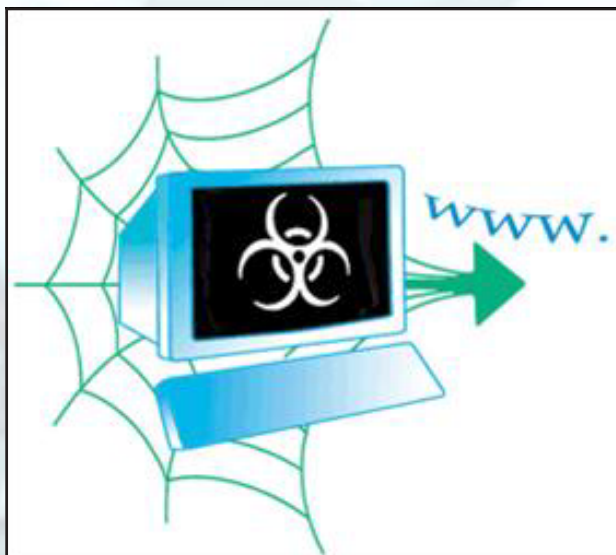
and Lagrone was allowed to resume his blogging a few days later. “Thankfully, I only received a stern warning,” Lagrone said.

Lagrone learned a couple of lessons the hard way. “Out of ignorance, I had not informed my chain of command I was even blogging. [Also,] we were unaware that [Soldiers] were not allowed to raise money.” Lagrone’s chain of command also pointed out another concern of the bloggers’ humanitarian effort: Because of the poverty in Iraq, they may have placed the interpreter’s life in danger because a new wheelchair would have called the insurgents’ attention to him and the fact that he may

have received the wheelchair from U.S. Soldiers, Lagrone explained. “The moral of this story is if you choose to blog, keep your chain of command updated,” he said.

Lagrone’s blog is back up and running. He writes under the name “Lag in Iraq” at *www.mattleagrone.blogspot.com*. He frequently receives feedback from his readers, including e-mails from people telling him to be careful, others saying they are praying for him, as well as a lot of questions about the Army and life in Iraq.

While most Soldiers who are blogging want merely to share their experiences and maybe gain a few minutes of cyberspace fame, they may also be inadvertently



The Internet is a “World Wide Web” of information for all to see, not just your intended audience.

A slide from the required OPSEC training that all Soldiers receive because of the explosion of blogs and their impact on force protection. The Army has a mobile training team to ensure that OPSEC remains a high priority in the Global War on Terrorism.

Countermeasures

Anything that effectively negates or reduces an adversary's ability to exploit our vulnerabilities

Would you want the enemy to read this?

If the answer is NO, DON'T PUT IT ON THE WEB!

violating OPSEC. Obviously, Soldiers don't write blogs to endanger their comrades nor to give away intelligence to the enemy, but good intentions only take military bloggers so far. In fact, at least one Soldier has received nonjudicial punishment for his blog. The Soldier, an Arizona National Guardsman who was deployed in Iraq, was charged with 11 counts of disobeying direct orders. According to a statement released by the Multinational Corps – Iraq, the Soldier – via his blog – released classified information regarding unit Soldiers and convoys that were attacked or hit by an improvised explosive device. He had also divulged troop movements, tactics, techniques, procedures and rules of engagement. Vice Chief of the Army, Gen. Richard Cody, signed a memo Feb. 5 that called for “a more aggressive attitude toward protecting friendly information. Cody followed up his memo with an Aug. 23 message concerning OPSEC in the information world. “We have an information explosion that is global, and our adversaries can use our utterances, our writing, and our pictures, and do all kinds of things to harm us... Many people, for the best reasons, would like to share pictures or writings of their experiences in combat in Iraq or Afghanistan with their friends and families. However, in the process of doing this, we may inadvertently show our vulnerabilities to our equipment and tactics, techniques, and procedures. Things that seem harmless at the time we are writing, saying, or sharing them may be used against us. So, it takes a much more sophisticated understanding of operational security,” Cody stated.

In brief, Cody expressed his concern that terrorists are using pictures of roadside bomb strikes, injured or dead U.S. Soldiers, and damaged or destroyed vehicles as “propaganda and terrorist training tools.”

Sgt. Maj. of the Army Kenneth O. Preston is also very aware and very concerned about OPSEC. In a message on his Web site, Preston reiterated the fact that Al Qaeda proclaimed that they derive 80 percent of their information for their terrorist handbook from open sources. “Soldiers who openly

disclose sensitive information are helping our enemies more effectively kill our fellow Soldiers. This is not an exaggeration,” Preston wrote. “These actions are not acceptable and will not be tolerated.”

The concerns with OPSEC violations have grown so great in Iraq that the commander of Multi-national Forces – Iraq, Gen. John Vines issued a memo regulating the blogging activities of his Soldiers. In the memo, Vines laid out his guidelines, prohibiting bloggers from posting certain information: names of casualties from being released before the next-of-kin is notified, information concerning ongoing investigations and information classified “for official use only.” Vines also mandated that service members deployed to Iraq must register their Web sites with their chains of command and report their contributions to others' Web sites.

The policy incensed several bloggers, especially those whose sites were shut down, some by the service that was hosting their blogs. Other bloggers, such as Thunder 6 who is still online, said he has always considered OPSEC when posting to his blog. Greyhawk echoed Thunder 6's comments. “If OPSEC is broken, they should be busted.”

“From Day One, I have been very cognizant about releasing details that might compromise our mission here in Iraq, so when the guidance letter came out I didn't have to change my postings in the slightest.” Thunder 6 wrote via a Nov. 29 e-mail. “The guidance letter addressed the real threat open postings can pose to our deployed Soldiers, but I think any Soldier worth [his or her] salt was already in compliance.”

OPSEC has always been a great concern that, if violated, could have serious repercussions paid in the price of Soldiers' lives. In the era of real-time reporting, streaming video, instant messaging, Internet chat and – yes – blogs, OPSEC considerations are reaching a whole new level. In tactical terms, it's the difference between fighting with rocks and fighting with automatic weapons.

Lagrone, being what he calls a “commo guy,” is cognizant of the Internet protocol (I.P.) addresses from which his readers are sending. He notes that some of the I.P. addresses trace back to the Middle East. He said he was mindful of OPSEC before the Iraq policy on bloggers came out, but he’s even more careful now. “I think the OPSEC guidelines were long overdue,” Lagrone said. “I can assure you that the enemy monitors military blogs.”

“In the Global War on Terrorism, protecting sensitive information is vital to protecting the lives of Soldiers and accomplishing the Army’s mission,” said Maj. Michael Pate, the Army’s OPSEC officer at the Pentagon. “The Army has recognized that new technology, in particular, widespread availability and use of the Internet, presents a unique challenge in safeguarding our military’s sensitive information.”

Pate emphasized that OPSEC is just a matter of education. “Our goal is to educate Soldiers before they post. We believe they’ll do the right thing once they learn what precautions to take,” he said.

Pate said the Army is taking a four-prong approach to OPSEC in the information age:

1. An immediate action plan to train Soldiers and small units on OPSEC awareness;
2. Unit training for brigades and larger organizations, giving a high priority to deploying units;
3. Collective training;
4. OPSEC sustainment training for all Soldiers, Army civilians, contractors and family members.

The Army already has an OPSEC mobile training team assigned to the Army OPSEC Support Element, 1st Information Operations Command at Fort Belvoir, Va., that are traveling Army-wide to train units. The Army has also made changes to AR 530-1, “Operations Security.” In addition, the 1st IO Command offers several OPSEC links on AKO, under the “My Security” link. There, AKO users will find links to the Blog Brochure and the Army OPSEC Information Site, as well as links to contacts at the 1st IO Command.

Blogging isn’t just a concern for the military. News articles have addressed the issue that blogs in general have become the “fifth estate,” which brings up the concern of libelous statements in blogs. “The principle difference between traditional journalists and the vast majority of bloggers is: an editor,” wrote Steve Outing in his article, “What Bloggers Can Learn From Journal-

ists,” posted at www.poynter.org. In his article, Outing pointed out that bloggers could be driven to financial ruin as the result of libel suits filed against them. He also pointed out that nobody is editing their work for accuracy; his concern is that some bloggers make “accusations or strong criticisms without asking the target for reaction.” Outing also expressed concerns that bloggers are not held to a standardized code of ethics.

Even in the civilian workplace, blogging has become a concern for employers. “Whatever bloggers are writing about work, employers don’t like it. Employees have reportedly been fired for blogging at a number of companies, including Starbucks,

Delta, Wells Fargo, Friendster and Kmart,” wrote Kate Lorenz in her article “Can You Be Fired For Blogging,” posted on CareerBuilder.com.

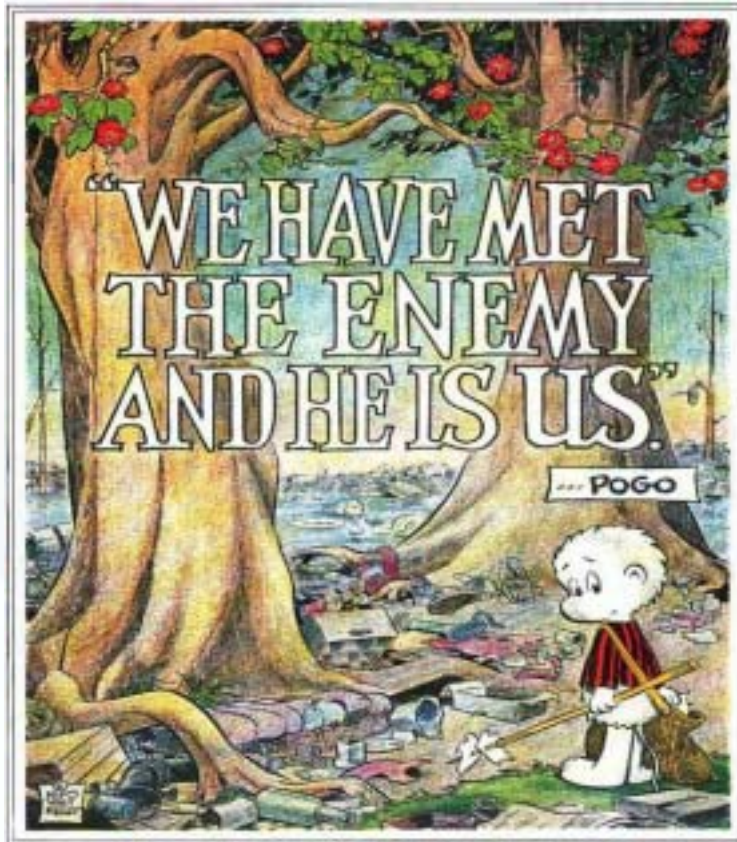
Employees who disclose trade secrets or proprietary or confidential information via their blogs or who are “using excessive amounts of time” when they should be working, may “reap the consequences,” stated Rosemary Haefner, the vice president for human resources at CareerBuilder.com in the article.

While OPSEC is the paramount concern with military bloggers, Soldiers should also think about the image of the Army they are conveying. As with any Internet communication, the emotional element is often missing or misconstrued, leaving posts open to the readers’ interpretation. What a blogger might intend as funny or sarcastic, could be construed as negative by the ever-growing number of civilians who read blogs.

The Army has no interest in shutting down military bloggers, according to Pate. He further said that the Army values and supports the ability of its Soldiers to rapidly communicate with friends and family. “The Army trusts that well-informed Soldiers will make appropriate decisions regarding their personal communications to ensure OPSEC.” He reiterated that the Army is giving Soldiers the information and training so that they don’t inadvertently violate OPSEC.

And while Grey Hawk may be just practicing good OPSEC when it comes to his real name, his advice toward blogging easily sums it all up in a nutshell: “I’ve always said, ‘Write like the Chairman of the Joint Chiefs of Staff, the enemy, and your mother were going to read your blog.’”

Master Sgt. Rich Greene, a Public Affairs NCO currently attending the Sergeants Major Course at Fort Bliss, Texas, contributed to this article.



While Pogo is taking a cartoonish look at garbage in the forest and its effects on the environment, the same could be said about blogs and their potential effect on force protection.

Uncle Sam wants you to stay Army

Bonuses, incentives, promotion potential top list of perks

By Staff Sgt. Krishna M. Gamble

Soldiers interested in pursuing a new career field or staying at current overseas duty stations will find that the perks may include better promotion potential and sizeable bonuses.

New reenlistment and reclassification programs offer a wide range of career fields, financial bonuses and other incentives that the Army hopes will persuade Soldiers to stay Army.

The Army's transformation offers many Soldiers a prime opportunity to reclassify into a military occupational specialty (MOS) that they may find to be more challenging and rewarding, not to mention offering better promotion potential. And, if that's not enough of an incentive, the Army is also offering unprecedented reenlistment bonuses.

Another major factor pushing reenlistments is a renewed sense of patriotism, according to Army officials. Reenlistment rates the past three years have been at least 6 percent above the service's goal for the 500,000-member active Army, according to Col. Debbra Head, chief of Army Enlisted Career Systems Division.

"The biggest thing is that Soldiers believe in what they are doing," Head said.

"Soldiers reenlist because of a sense of duty to our country, a sense of responsibility to remain with their Soldiers, or unit until the job is done, and a chance to go, do or see something new," said Sgt. 1st Class Doug Willis, retention operations NCO for the 82nd Airborne Division at Fort Bragg, N.C.

Soldiers serving on active duty can reenlist 24 months prior to their current end-of-term-in-service date (ETS), according to Army Regulation 601-280. At 25 months from ETS, Soldiers may start working with a career counselor to discuss their reenlistment options. Some options include regular Army reenlistment, current station stabilization, overseas assignment, stateside duty station of choice and the opportunity to reclassify.

The Army's involvement in the Global War on Terrorism, as well as transformation, has opened a lot of doors for Soldiers who would like to pursue a new career path.

"The Army is continually going through a major transformation that is comparative with many

of the nation's Fortune 500 companies. So, if it is in demand with these companies, it will be in demand in the Army. They can't go wrong with selecting an MOS that is critically short," said Sgt. Maj. Willis McCloud, chief of reenlistments, retirements and reclassification, U.S. Army Human Resources Command.

Certain MOSs are not in as great of a demand as they were before. For example, some MOSs in the Adjutant General Corps and Air Defense Artillery are not in as great demand as they once were, prompting Soldiers to reclassify. Currently, 500 to 600 AG Soldiers and approximately 700 ADA Soldiers are slated to change MOSs, according to McCloud. In addition, the Armor Branch plans to reclassify about 100 staff sergeants and are looking for sergeants who are willing to reclassify to other MOSs.

Reclassification criteria differ, but the general rule is that Soldiers who must reclassify are offered MOSs for which the Army has a need, according to Connie S. Marche, chief of Army reclassifications.

"Those Soldiers selected for mandatory reclassification [may choose] a career field from the Army's MOS inventory they qualify for and which best suits their personality consistent with



by Pfc. Mike Pryor

Capt. Jeffrey T. Burgoyne, commander, Company B, 1st Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division, shakes hands with his brother, Sgt. 1st Class Cliff Burgoyne, a platoon sergeant in the same battalion, after reenlisting him during a ceremony at Bagram Air Base, Afghanistan, Aug. 9.

the needs of the Army,” said Master Sgt. Robin Kindell, senior career counselor for 18th Airborne Corps and Fort Bragg, N.C.

Some of the factors Soldiers should consider when reclassifying are career progression, bonuses and duty stations where they could possibly be assigned, said McCloud.

“I would suggest that Soldiers considering reenlisting or voluntary reclassifications not only take a deeper look into the promotion opportunity of a particular career management field in the Army, but research the possibility for the increasing need of that particular field in the civilian sector,” he said.

And, of course, there’s always the prospect of reenlistment and/or reclassification bonuses. Many Soldiers are eligible for reenlistment bonuses, even if they are not reclassifying. As part of the 2006 Defense budget, the Bush Administration requested that Congress raise the maximum reenlistment bonus to \$90,000; maximum hardship duty pay to \$750 a month and increase assignment incentive pay to \$3,000.

“Money motivates those who don’t mind current station stability or who are willing to move in accordance with the needs of the Army,” said Sgt. 1st Class Roland F. Sharp, retention NCO for the 2nd Cavalry Regiment, Fort Lewis, Wash. While other Soldiers want the best of both worlds: duty station of choice and a bonus, Sharp said.

“The 82nd Airborne Division, Fort Bragg, N.C., paid out [more than] \$14 million in reenlistment bonuses last fiscal year,” said Willis. “In a few cases, the bonus is the deciding factor. In others, it’s icing on the cake.”

Reenlistment bonuses range from \$1,000 to as much as \$90,000, depending on the type of job and length of reenlistment. The average bonus is \$10,000, said Head.

About 60 percent of all Soldiers who have re-enlisted this year have received cash bonuses of some kind, said Maj. Gerald Conway, Army G-1 for retention policies.

“I’ve used the Army as a stepping stone to further my education and to make a change in my life, but I really enjoy what I do in the Army,” said Staff Sgt. Albert McCall, III, Chemical NCO for Headquarters and Headquarters Battery, 3rd Battalion, 82nd Field Artillery, 1st Cavalry Division, Fort Hood, Texas. “I’ve always wanted to go different places and see things that I may not have seen or done before if I had stayed home.”

The Army offers Soldiers several career opportunities, ranging from new career choices to large reenlistment bonuses – or both. Soldiers who would like more information on their reenlistment options should contact their unit retention NCOs or career counselors. For a current list of shortage MOSs and the criteria for reclassifying into those MOSs, go to <http://perscomnd04.army.mil/milpermsgsf>.

Current service members have numerous reenlistment and reclassification options available. Before Soldiers make a final decision, they should visit their unit retention NCO or career counselor to find out what options and bonuses are available.

www.GoArmy.com



U.S. Army photo

Capt. Toby Moore, commander, HHC, 2nd Battalion, 22nd Infantry Regiment, reenlists Staff Sgt. Juan Aponte for assignment to MacDill Air Force Base, Tampa, Fla., during a December snowstorm in front of the 10th Mountain Division Monument at Fort Drum, N. Y., Dec. 6, 2004.

“We are a nation at war. This is a challenge for our country. The Army is front and center fighting that war, so everybody in positions of authority and responsibility should encourage our young people about the value of serving this country. What an honorable, patriotic thing that is to do”

— Dr. Francis J. Harvey, Secretary of the Army

AKO is all grown up

By Dave Crozier

It hasn't even been around for 10 years, infancy in many circles, but in the technology world that is practically a lifetime – enough time for the Army Knowledge Online, or AKO as it is better known to its users, to mature into a full-service portal.

Now with nearly 1.8 million subscribers that includes Soldiers, family members, Army civilians, retirees and sponsored guests across the globe, AKO is the one online tool that boasts the ability to be a one-stop shop for almost everything you need to accomplish within the Army community and more.

“AKO has come a rather long way in the last two years, not only in what the Soldier or user can see, but also what we have done on the backend as well,” said Lt. Col. Ken Blakely, chief of Operations for AKO. “What the Soldiers can see is that we have made significant improvements to the portal with the deployment of our new software we call AKO 3. It gives Soldiers the ability to target their content to anyone they want with a fairly high level of specificity.”

What that means, he added, is if a Soldier wants to create a collaboration team or a virtual workgroup of one to 5,000 people or any number in between, it can be done on AKO.

“And they can do it right now without having to ask anyone for permission or to get clearances, and they know they can create it in a secure environment and in compliance with all the applicable regulations,” Blakely said.

On the backend of improvements to the portal, Blakely said, AKO is faster, more stable and has added capabilities to ensure there is no data loss – ever. AKO's messaging system is secure; users won't get spam or viruses, and the system is in full compliance with applicable regulations and requirements, something Blakely points out not all military portals and Web sites can attest to.

For the Soldier or leader in the field AKO provides the kinds of enterprise tools that are geared toward the Soldiers themselves rather than focusing on providing a tool for the divisions or brigades.

“AKO is very Soldier-oriented in that we try to target the individual Soldier and his or her team. So we have come at it from a bottom-up perspective and we provide the tools that Soldiers need to do their basic stuff like file sharing, file storage, collaboration, email, instant messaging, chat, all those collaborative tools they need,” Blakely said. “The Soldier can also take advantage of our emerging technologies with the ability to tie into authoritative data sources, like Human Resources Com-

Since the original portal opened in 1999, AKO has continuously evolved into a Web portal that has set new standards. The Department of Defense is currently taking a hard look at AKO for the possibilities of making it the one military portal for all services to use.

mand, to a certain extent the Defense Finance and Accounting System, and DEERS. So now they can check on the status of their [family members] without having to call someone up at the clinic only to find out their [family members] are not enrolled in DEERS. We consider that a huge step forward.”

Other areas AKO is moving toward is the development of blogs (Web logs), wikis (a group of web pages that allows users to add and edit content), and other technologies that the young Soldier uses on unsecured systems. Since the Global War on Terrorism began, there are cases where Soldiers were given non-judicial punishment to include fines and reductions in rank for posting what the Army deemed was sensitive material on their blogs. Being able to create blogs on AKO is something that Blakely believes will help keep Soldiers out of trouble concerning OPSEC (operations security) violations. The recent violations noted above resulted in the Army Chief of Staff, Gen. Peter J. Schoomaker, issuing a memo telling leadership “to take charge of the issue and get the message down to the lowest levels that OPSEC violations needlessly place lives at risk and degrade the effectiveness of our operations.”

“Soldiers are constantly looking for ways to connect with their friends and their families and a lot of them have put out

information on the open Web that in a perfect world they should not have,” Blakely said. “AKO should provide Soldiers a secure place to do that and we think our movement toward blogs and the ability to target your information is going to support Soldiers in what we believe is a well-intentioned desire to put out information, but to do so in a more secure way that will not hurt the rest of the Army.”

Another part of the OPSEC piece to AKO is the fact that Soldiers can sponsor family members and relatives to obtain an AKO account and by doing so can have more secure communications with them through AKO’s email system. Blakely said the current AKO email system, while more secure than Web-based email systems, presently does not allow for encrypted and signed transmissions; however, there are plans in the works to do that in the near future. AKO’s email system will be upgraded to look more like Microsoft Outlook, complete with calendar and tasking capabilities.

AKO officials boast the ability to sponsor an AKO account as a major plus for the Soldier.

“The feedback we are getting is this is valuable to them to be able to sponsor accounts for family members anywhere in the world. It can be their parents, spouses or children and they can



U.S. Army Photo

Internet cafes like this one in Baghdad are available for Soldiers to connect with family and loved ones back home. By using AKO Soldiers can do so in an environment that is far more secure than traditional open Web mail or Internet blogs.

use the instant messaging and chat to talk with them securely when deployed,” said Diane Bartley, portal development team member. “Soldiers can also use AKO as their virtual hard drive when they are in the field, transfer to another post or have to move around constantly. They can put their information on AKO and have it available to them wherever they go and not have to carry around storage devices or personal computers that could get damaged in transit.”

Bartley said another plus to being an AKO member is having a life-long email address and not having to worry about how people can get in touch with them when they do move, deploy or transfer to a new location. She added the lack of communication that comes with having to set up new accounts every time a Soldier moves to another post can sometimes be lengthy. Then the Soldier has to tell everyone what his or her new email address is to reestablish regular communication.

“With AKO you will always have that email address and others [can] get in contact with that person,” Bartley said. “Across the board, AKO is the one place where you can get more than 1.7 million people in the Army community who all have a log-in and can communicate with each other, share information with each other, and it is the only tool that provides that kind of access.”

Officials also foresee a time when the entire Army will work from one email system – AKO’s – giving them the ability to provide all the backend products needed on today’s computers: virus protection, spam checking, IAVA (information assurance vulnerability alert) updates, security patches and more. Blakely said that move would allow the Army to push patches and updates to everyone in one shot and save the Army a “truckload” of money.

Another area AKO provides a great benefit to is with the many family readiness groups (FRGs). Here, Bartley said, AKO

Knowledge Networks



Welcome to AKO Knowledge Networks

Knowledge Networks make it possible for organizations to communicate and collaborate effectively, anytime, anywhere. Knowledge Networks serve as a centralized warehouse for information that crosses organizations. To learn more about the requirements for leveraging AKO, please view the [Leveraging AKO Enterprise Services Memo](#).



AKO currently has 32 knowledge networks linked, including the Fires Knowledge Network, Army Medical Knowledge Network and the Distributed Learning Knowledge Network. Many of them use AKO’s authentication service to ensure only AKO account holders get access.

provides surety to the FRGs that those people who sign up for accounts on their sites under AKO are who they say they are.

“Some FRG sites don’t have verification systems for determining who that person is. With AKO we know and are able to verify a family member. We are able to see them in the DoD personnel system and we can verify who they are,” Bartley said. “Anybody who is on AKO has been sponsored by a full account holder, so we are able to provide more security to FRGs along those lines.”

Because the AKO logon authentication system is effective in identifying authorized users, many other military organizational Web sites are using AKO’s authentication service as a means to control who has access to their knowledge-based systems. One such site that does this is the Combined Arms Center’s Battle Command Knowledge System, or BCKS (See related BCKS story on next page). Blakely said that while sites like BCKS use AKO’s authentication system, those sites are not a part of AKO.

“There is a general misconception that [these other sites] are a part of, associated with or sponsored by AKO, and that is simply not the case,” Blakely said. “While they may use our authentication services, once you get to [the non-AKO] sites you are conducting transactions with machines that are not behind AKO’s firewalls or other security processes and in some cases these sites have not even completed the minimum network certification requirements that DoD requires.”



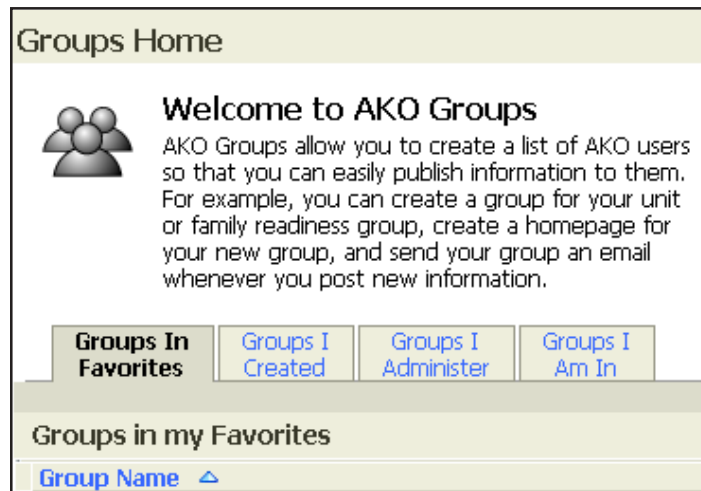
AKO features tools found on open Web sources like instant messaging and chat. Plans are in the works to add blog capabilities.

An additional benefit AKO provides for the Soldier in the field or at home station is the ability to target information to specific organizations.

“A perfect example of how AKO can be a benefit to a young NCO came out of the recent Army Reserve 88th Regional Readiness Command Conference where we sent a delegation out to talk

with a number of NCOs. We explained to them that we can generate a group automatically which contains everyone who is in their unit using their UIC (unit identification code),” Bartley said. “We created a group for them so that they can now create content for that group and with the click of a button can send email to everyone in that unit. They can also post files and when their UIC changes we update AKO and the members of that group all at the same time.”

The 88th RRC has units in Illinois, Indiana, Minne-



One advantage for AKO users is the ability to create groups to target your information and collaboration efforts.

Army Knowledge Online Historical Milestones						
1984 - 1997	1998-2000	2001	2002	2003	2004	2005
<p>Pre - AKO</p> <ul style="list-style-type: none"> 1984 - The Artificial Intelligence Center (AI Center) created at direction of VCSA, GEN Thurman 1992 - As VCSA, GEN Reimer begins planning to use information technology to transform the Army 1995 - As the CSA, GEN Reimer directs GOMO to build America's Army Online (A2O), (JAGC-based) 1996 - AI Center becomes Strategic & Advanced Computing Center, (SACC) Mission: reduce costs; identify & enhance infrastructure efficiencies; implement 	<p>AKO Version 1 Lotus Domino</p> <ul style="list-style-type: none"> 1999 - Original AKO portal opens as a limited channel for general officers to communicate with each other. 1999 - SACC moves from the Pentagon to Ft. Belvoir, VA <p>1 Oct 2000 97,000 Users</p>	<p>AKO Version 2 Applian 2</p> <p>197,000 Users</p> <ul style="list-style-type: none"> 8 Aug - The Secretary of the Army and Army CSA signed Army Knowledge Management Guidance Memorandum Number 1 which required all soldiers, DA Civilians, and MAF employees to obtain AKO accounts SACC released Chief Technology Office (CTO) under the CIOIG6. Mission: to institutionalize Army Knowledge Management; function as the Army proponent for Knowledge Engineering; and assess information technology to realize greatest return on Army's investment 	<p>1 Million Users</p> <ul style="list-style-type: none"> CSA establishes July 2002 as deadline for Army major commands to "weby" their applications and link them on AKO Enterprise Single Sign-on (SSO) services deployed Warrior Knowledge Network launched February - Established Collaboration Centers to let customers hold internet "Conferences" with other users Added support for "nested organizations" 	<p>Jan - New Record of 100,000 unique logins in one day</p> <ul style="list-style-type: none"> 4 Mar - Secretary of the Army and Army CSA signed Army Knowledge Management (AKM) Guidance Memorandum Number 2 (Personnel System Transformation) Spring - Forums functionality released May - Disaster Recovery Site that provides redundancy for AKO business operations AKO Lite released to support low-bandwidth users 	<p>AKO Version 3 Applian 3</p> <p>1.8 Million Users</p> <ul style="list-style-type: none"> 19 Jan - Stopped auto-forwarding email to non-official accounts Feb - Record 10,000,000 documents downloaded 13 March - Account holders required to update passwords to 10 characters March - Common Access Card (CAC) login available for AKO and SSO-enabled sites April - Record 1,000,000 documents uploaded My Family launched under Self-Service as 	<p>1.8 Million Users</p> <ul style="list-style-type: none"> DEERS service launched under My Family (Self-Service) to allow active duty Soldiers to view the DEERS status of family members Director of Defense Information Systems Agency decision to adopt AKO system as a department-wide Web portal for DISA's No. 1 project, Net-Centric Enterprise Services (NCES). 7 March - SFC Shawn Johnson became the 100,000th individual to establish an account on AKO's classified portal.

AKO has come a long way from its inception as a limited channel for general officers to communicate. Above, a partial picture of a graph detailing some of the milestones AKO has made throughout the years.

sota, Michigan, Ohio and Wisconsin.

Bartley said AKO has that ability for any organization trying to centralize unit management and coordinate resources but doesn't have time to build a list to grant people access by name to all types of unit-specific content and critical information.

What's new for AKO? According to Blakely, the two biggest initiatives with AKO are the upgraded email system and the introduction of AKO 3 on the SIPRNET (secure network). Blakely said that in the past year AKO on the NIPRNET (non-secure network) has seen marked improvements whereas the SIPRNET side has remained almost stagnant. With AKO 3 being introduced on the SIPRNET, Blakely said, both systems will stay more closely aligned. On the email side, AKO will offer enhanced Web mail with alert notifications, calendar capability, and the advancement of the PKI (public key infrastructure) initiative – a means to apply digital certificates and certificate authorities – that was started but never completed.

Bartley said the most underutilized function AKO has is the Soldier's ability to store both personal and organizational files securely.

"Soldiers get 50 megabytes of personal storage, as well as 50 megabytes of email storage," she said. "For organizations the storage is unlimited."

She added that some units in Iraq and other deployed locations have taken advantage of AKO's secure file storage, making it easier for them to pass on information to their replacements.

"They have been able to hand over valuable information to the new unit and it saves an incredible amount of transition time," Bartley said.

With more than 1.7 million users, AKO can document as many as 305,000 unique log-ins every day and twice as many total log-ins. At any given point in the day AKO officials can document as many as 50,000 users logged in simultaneously. Those numbers, according to Blakely, don't include those account holders who use AKO simply as a forwarding mail service.

For those Soldiers or account holders new to AKO, there are "how to" tutorials located on the site under AKO Links on the user's homepage.



BCKS: Bridging battlefield knowledge

By Dave Crozier

In the ever-emerging world of Internet collaboration one military Web site is proving its mettle when it comes to battle command knowledge. The Battle Command Knowledge System (BCKS) is a collection of knowledge-based sites that are paving the way for commanders and NCOs alike to "ensure that the knowledge generation-processing-application cycle is institutionalized to provide ongoing, near real-time support to the Army's battle command, doctrine development, leader development and education and training programs."

Linked through AKO's authentication system, BCKS is the result of the Army recognizing that battle commanders and senior leaders were looking for a way to collaborate, said Col. Jim Galvin, director of BCKS.

"The NCOs were leading the pack on this [some time ago] and the junior officers were getting a lot of attention with [squadleader.com](#), but it was Sgt. Maj. Dan Elder, now command sergeant major of Army Materiel Command, who got it all started with [NCOteam.org](#)," Galvin said. "The desire to grow this collaboration bubbled up from there and we [as an Army] finally realized we needed to do this in a more secure environment."

Galvin said that BCKS is playing a larger role in enabling this desire to collaborate by helping organizations do knowledge management on a horizontal scale.

"The good news is this is the way the Army needs to behave to be better than our adversaries by keeping knowledge manage-

ment at its lowest level," Galvin said.

He acknowledged that currently BCKS only uses AKO as a pass-through to ensure only AKO account holders can get to the site, but added that sometime in the near future they hope to have BCKS fully under the AKO umbrella.

"AKO has been developing and offering some online collaboration, but when BCKS was established it was done [with different software and under contract]," he said. "So it would have been disruptive to the system to pull the plug on it and try and transfer it all to AKO."

Galvin said that BCKS is like a start-up business in that it is evolving and already providing a higher state of capability to the field. BCKS is constantly trying to bring more organizations into the program to help more people become knowledge managers.

"Altogether we have 15 forums at various levels of maturity with some 60,000 members spread across those forums," Galvin said. "Some forums only have about 200 members; others like the LOGNet (Logistics Network) have more than 7,000 members."

Other networks on BCKS are: Battle Staff NCO NET, Command NET, CompanyCommand NET, NCO Net, PlatoonLeader NET, S1 NET and S3-XO Net. To get to these sites, log on to AKO at <https://www.us.army.mil/suite/login/welcome.html> and click on the "Knowledge Networks" link at the top of the AKO homepage. From there you link to BCKS and the entire family of knowledge-based collaboration sites.

"We are in the business of helping people become knowledge managers – connecting people to people," Galvin said.

Protective equipment: It's a lifesaver



U.S. Army photo

“I realized that I was alive...because the equipment I was wearing prevented further catastrophic injuries.”

— Master Sgt. Richard Burnette

**By Master Sgt. Richard Burnette
HQDA DCS G-8**

The blast knocked me down and killed four Iraqi kids who happened to be in the wrong place at the wrong time.

Lying on the ground on my back, I turned my head to the left and saw the bloody and lifeless body of one of them, a little Iraqi boy. His eyes were still open and they were fixed on me, a moment I will never forget. His life had been snuffed out by an unknown and evil suicide bomber. My driver, Sgt. John Williams, my gunner Staff Sgt. Kenneth Buff, and a gunner from the trail vehicle, Sgt. Ladelle Nettles, also sustained injuries from the blast along with approximately 17 Iraqi civilians.



U.S. Army photo

Master Sgt. Richard Burnette interacts with the Iraqi children while trying to maintain a defensive position.

Baghdad, May 1, 2005

The day had started off like any other. I got up at about 0500 hours, worked out, showered, had breakfast and prepared to leave the Forward Operating Base (FOB) with the battalion commander, Lt. Col. S. Jamie Gayton, as part of the unit's personal security detachment. My NCOs and I conducted our pre-combat inspections on our Soldiers to ensure we were prepared for our mission. We were going that morning to Zafaraniya on the southern side of Baghdad. As we departed the

gate I heard the battalion sergeant major, Command Sgt. Maj. Gregory Watkins, calling to the Tactical Operations Center (TOC) over the radio to report our departure from the FOB, but the TOC failed to respond to his repeated attempts to communicate. As the battalion's operations sergeant, I got a little upset that the TOC wasn't responding, so I picked up the radio's handset, removed my left earplug in order to hear clearly and called the TOC myself to report the departure. What seemed like a routine mission changed my life forever.

Arriving at our destination we pulled just off the road and parked our four vehicles in a line formation for easy access back onto the road if necessary. It was a densely populated residential neighborhood with houses on each side of a busy street with heavy traffic, as well as children and other pedestrians. Once stopped, everyone exited their vehicles and took defensive positions. I exited my vehicle and I moved to the rear of the vehicle to provide flank security. As I approached my position, several Iraqi children came running up to me, most likely hoping for food, money or whatever they could get from us.

In order to keep an adequate safety perimeter, I instructed the children to leave the area. They did briefly, but returned shortly afterward.

Grinding gears and a big blast

I had my back to the road while I was looking around and dealing with the kids. From behind I heard the grinding gears of vehicle that sounded like it was downshifting. I turned to see a small car moving directly behind me whose driver had already started into a U-turn approximately 5- to 10-feet away. My gunner and I realized almost instantly that something wasn't right about this maneuver. The gunner spun his turret toward the vehicle and I raised my rifle to fire, but the driver detonated his vehicle before either of us could get off a shot.

The explosion was extremely loud and powerful. I stumbled backwards a few steps and tried to collect my senses. My ears

were ringing badly, but I thought I had somehow managed to survive this attack uninjured.

Then my legs gave out and I fell onto my back. I opened my eyes, and I could see the little Iraqi boy to my left. He was about 9- or 10-years-old, just a little younger than my own son, and now he was gone.

At that point, I remember worrying about snipers being in the area and taking a shot at me, so I started to crawl toward my vehicle for cover. I didn't get very far when Watkins pulled me to the vehicle. He checked on the other Soldiers and established local security around the blast site.

When Gayton got to my location with our medic, Sgt. Carolyn Thompson, I distinctly remember the colonel telling me, "I'm going to get you out of here, master sergeant."

I then heard someone say "get a tourniquet on him," and it was then I realized I had not been as lucky as I originally thought. Thompson secured my tourniquet on my left arm. The surgeon who operated on me said I would have bled to death had it not been for the speed and accuracy in which she applied my tourniquet.

Within about 17 minutes of the explosion the unit had us back at the FOB being treated. Within about one hour I was stabilized and receiving Level III care at the 86th Combat Surgical Hospital (CSH) in the International Zone on the other side of Baghdad. After two days I was transported to Landstuhl Regional Medical Center, Germany, where I remained for four days. I didn't wake up until I was at the Intensive Care Unit at Walter Reed Army Medical Center in Washington, D.C.

At the time I couldn't remember any of these details, but later learned of all of my surgeries and the medical care I had received. My entire body was wrapped in bandages and my neck was in a brace. It was then that I learned just how seriously I had been injured. My right thumb had been blown off by the blast and left thumb had been surgically removed at the CSH because it was beyond repair. My left arm was fractured in three places, and the median and radial nerves also were severely injured. My left elbow was completely shattered and I had taken shrapnel to both thighs and to my left hip. I lost hearing in my left ear as my eardrum had been totally blown out, and I had nerve damage to my right foot.

For several weeks I laid in the hospital bed trying to cope with everything that had happened to me. Sometimes I felt very lucky to be alive and glad it was me and not one of my Soldiers lying there. Other times I felt somewhat sorry for myself and downright angry this had happened. One day I got a visit from someone from the Physical Therapy (PT) Clinic and another from the Occupational Therapy (OT) Clinic. They had come to start me on my journey through rehabilitation treatment.

For the first week they conducted their treatment at my bedside. It was very painful, but I knew it had to be done. A few days into the treatments, my physical therapist told me he wanted me to stand. I agreed to give it a try and after some initial unsuccessful attempts I finally stood for about 10 seconds. It wasn't



U.S. Army photo

Master Sgt. Richard Burnette, far left, and an unidentified Soldier speak with Sgt. Maj. of the Army Kenneth O. Preston on June 16, 2005 at Walter Reed Army Medical Center while celebrating the hospital's 100th birthday.

long afterwards that he started taking me to the PT clinic for my therapy.

In the clinic

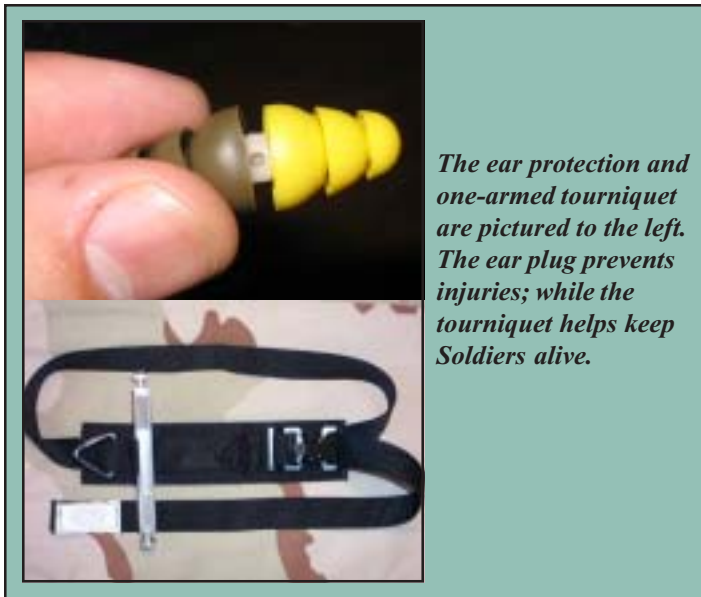
My first time in the clinic was initially distressing. The place was full of Soldiers with missing limbs and other injuries. The reality of this war was staring me right in the face. Everyone in that room was suffering from his or her own brand of misery. I felt sorry for them and my initial instinct as an NCO with more than 20 years in service was to get up and help them. The problem was I could not yet walk. As I sat there watching these Soldiers working very hard on their therapy, I was impressed with their tenacity. They were not quitting or feeling sorry for themselves; they were coping with their afflictions and working hard to rehabilitate themselves. It inspired me to work very hard over the next few weeks at rehabilitating myself.

Lifesavers: Training and equipment

Before too long I was up walking around the hospital with the help of a walker. My body was beginning to recover, but at night I would lie in bed and think about the day I was hit. I would go over it time and time again in my head.

I thought about all the events leading up to that moment and about all my training and my unit's training. One thing eventually became clear to me – there was nothing I or anyone else in the chain of command could have done to prevent the attack. We were simply a target of opportunity for the enemy.

It was clear to me the battalion had done all it could to prepare the personal security detachment for this mission. More importantly, I realized that I was alive, not only because of the unit's response in treating me and getting me to a medical facility, but because the equipment I was wearing prevented further catastrophic injuries at the time of the blast. There were several key pieces of equipment that helped to save my life.



The ear protection and one-armed tourniquet are pictured to the left. The ear plug prevents injuries; while the tourniquet helps keep Soldiers alive.

SAPIs and DAPs

The most obvious one was the Small Arms Protective Inserts (SAPI) I was wearing. Without them I would have taken so much shrapnel to my chest that I would have died instantly.

Another was my Deltoid (shoulder/arm) and Axillary (armpit/underarm) Protection (DAP). While the blast did extensive damage to my left arm, the DAP provided enough protection to prevent the profunda brachial artery, which is in the upper arm, from being completely severed. Such a wound could have led to a full-limb amputation or perhaps to uncontrollable bleeding.

Ballistic eyewear

Another item that was vital in protecting me during this attack was my ballistic goggles, the Wylie-X PT-1 Ballistic Shields. Without them I would be, at the very least, visually impaired and, at worst, completely blind. In fact, there are pieces of shrapnel still embedded in my face, including at least two fragments just above my left eye and on the bridge of my nose close to my left eye socket. If I had not been wearing my goggles, the blast would have – without question – altered my eyesight for the rest of my life.

One-handed tourniquet

Next is the one-handed tourniquet. The one-handed tourniquet (Combat Application Tourniquet) Thompson used that morning was much easier and quicker to apply than the old method. I believe that she was able to prevent me from bleeding to death and saved my left arm because of that tourniquet. When I did my research on the tourniquet I learned that “extremity hemorrhage continues to be the leading cause of preventable death on the battlefield. The recommended means to control bleeding in a tactical environment while under fire is a rapidly applied tourniquet.”

What the Soldier wears or carries onto the battlefield is a product of PEO Soldier which was created to ensure that Soldiers are second to none when it comes to mission accomplishment. See the related story on the next page.

Ear protection

Finally, there were my earplugs. I remembered that I had forgotten to put my left earplug back after calling the TOC. My right ear was not injured because I had the earplug in, but the left eardrum was completely destroyed. The Combat Arms Earplugs are now standard issue for Soldiers serving in combat zones.

I thought about the hundreds of times in my career I had corrected Soldiers for not wearing their earplugs, and now I had lost hearing in my left ear because of a mental mistake and for not following the SOP to have both earplugs in at all times.

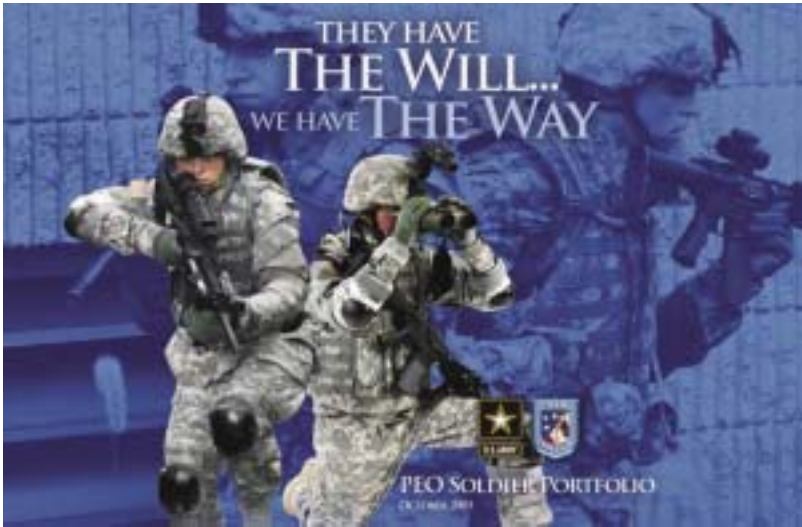
It's for your own protection: Wear it!

The bottom line is this: I'm alive and reasonably well because these five items work as they were intended to and were critical in helping save my life. There were many times in my career, especially when I was a younger Soldier, where I questioned the decision of my chain of command to lug around so much equipment. It seemed so unnecessary and just a way for the unit to harass the Soldier. But now I am a believer, and I'm here as proof that these protection measures were well thought out.

I have now recovered from most of my injuries and am hoping to stay on active duty. If allowed to stay, one of the areas I will focus on is using my experience to teach young Soldiers the value of using their protective equipment and using it properly. The Army takes tremendous strides to provide us with vast amounts of protective gear. It is the responsibility of all leaders to ensure Soldiers are trained on this equipment, the standards are enforced and lives are saved.



PEO Soldier: Equipping warriors



By Dave Crozier

Whatever a Soldier wears or carries onto the battlefield has to be developed somewhere, and thanks to an initiative started by the Army a little more than three years ago, that process is now streamlined.

Program Executive Office (PEO) Soldier, Fort Belvoir, Va., was created with one primary purpose in mind: “to develop the best equipment and field it as quickly as possible so that Soldiers remain second to none in missions that span the full spectrum of military operations.” By viewing the Soldier as part of an integrated system, PEO Soldier ensures that the Soldier and his or her equipment work together as an integrated system.

“PEO Soldier was established specifically to put additional focus on the individual Soldier,” said Col. John Norwood, project manager for PEO Soldier Equipment. “Prior to now, Soldier programs were distributed across the Army and there were four or five offices that oversaw the various programs. PEO Soldier pulls all of them together and puts the overarching emphasis on a management approach to the Soldier.”

Norwood said PEO Soldier is broken out into three areas that do the bulk of the development, testing and fielding of equipment. There is the PM Soldier Weapons at Picatinny Arsenal, N.J., which develops and fields all of the individual weapons. Then there is PM Soldier Warrior that does the integration programs for Air Warrior, Land Warrior and the Future Warrior. Finally there is PM Soldier Equipment and that is pretty much everything the Soldier wears.

PM Soldier Equipment not only takes care of the organizational clothing side of the house, but also procures, evaluates and fields sensors, lasers, night vision goggles, thermal weapon sights, laser target locators and more, he added. “Basically, anything that is light enough for a Soldier to put in his or her rucksack or wear on the body is the kind of equipment that we deal with.”

One recent success story from PEO Soldier is the fielding of ballistic eyewear.

“Several years back we had a program in the military for eye protection and it really didn’t have a lot of Soldier support,” Norwood said. “So we restructured the program and focused more on the commercial market because they had made so many advances [ballistic on eye protection].”

Norwood said because of the Army partnering with industry, they were able to test and field several new goggles that met or exceeded military specifications. Now there is an approved list of goggles for commanders to order from.

Another success story came about concerning how Soldiers were employing the groin protector from the Interceptor Body Armor (IBA). PEO Soldier found a group of medics from the 82nd Airborne Division who were taking the groin protector and fastening it to the shoulder area of the IBA for better upper arm

protection.

“That was in February of 2004. We pulled together a team from across the Army in March and solicited industry to make this new shoulder piece, the Deltoid and Axillary Protector (DAP),” Norwood said. “The first part of April we put together a team to look at what we got back, and then we had the Soldiers in the field battle lab the new DAPs. In June we began fielding the first sets to the field.”

Another recent product is the Army Combat Uniform, a direct result of the Stryker Brigade Combat Team formation at Fort Lewis, Wash. PEO Soldier talked to the Soldiers who would field the new Stryker and asked them what they needed in the form of special uniforms or equipment.

“The most glaring shortfall we could see was in our current uniform,” said Master Sgt. Jeff Myhre, a member of the initial Stryker Brigade Combat Team who is now assigned to PM Soldier Equipment. “The BDUs were too hard to get into the pockets, too hard to move around in, and when you put on body armor it was very difficult to field [in].”

What PEO Soldier did next was to ask the Stryker team members to help develop a new uniform and by 2003, on the Army’s birthday, the ACU was unveiled. Soldiers can expect more changes and innovations, thanks to PEO Soldier, including a new 13-piece, seven-layered Extreme Cold Weather Clothing System, Myhre said.

As the world threat continues to evolve, PEO Soldier is constantly looking at ways to upgrade and improve Soldier systems while at the same time trying to reduce the weight a Soldier has to carry in the field, said Norwood.

“With PEO Soldier, we have all of the Soldier programs in one place and we listen to what Soldiers have to say. We go out and develop and adapt things from the commercial market to suit the Soldiers’ needs. We test it on Soldiers and work on extremely tight deadlines because we understand that Soldiers deserve the best we can give them.”

For more information about PEO Soldier, visit <https://peosoldier.army.mil/>.

Complacency, lack of safety: 'It's unacceptable'

Command Sgt. Maj. Franklin G. Ashe
Third Army/CFLCC/ARCENT Command Sergeant Major

As Soldiers, we engage in high-risk activities everyday because of the nature of our business. It is one thing to say a Soldier died leading his troops during combat operations or he died while putting the lives of others in front of his own. When a Soldier is killed because of complacency and a lack of safety, it's unacceptable. Accidental deaths, most of the time, are preventable.

By not wearing seatbelts in tactical and non-tactical vehicles, not wearing helmets with the chinstrap fastened, not wearing reflective gear when you're out running and not keeping muzzle awareness on weapons, Soldiers are putting themselves and their buddies in jeopardy. There is no one safety issue out there that is more important than others, but the commonality to all of them is complacency or leadership failures.

Leadership and safety are united, and the two cannot be separated. We don't practice safety in addition to what we do; it's a part of what we do. Leaders are supposed to accomplish the mission and take care of their Soldiers, but sometimes they get so wrapped up in the mission part, they forget about the safety aspect.

Leaders have to make sure their Soldiers, as well as themselves, are conducting their business in a safe manner. One way to do this is by conducting correct troop-leading procedures. We have to be careful about some of our procedures, because if we don't pay attention to exactly what we're doing, we reinforce bad habits.

An example of this is clearing barrels. The majority of negligent discharges occur at clearing barrels. One of the reasons this happens is because no leader is present, making sure the Soldier is following the steps correctly. Another thing that happens is we're constantly clearing weapons in areas where they shouldn't be loaded anyway. Soldiers become used to clearing a weapon that doesn't have a magazine in it, so they go through the steps without thinking about it.

Safety is also part of force protection. Anytime we keep our Soldiers from getting killed or injured, we're protecting the force. Force protection has two meanings in a combat zone. One part is keeping people healthy and alive by doing things correctly and safely. Even by doing simple things like washing your hands so you don't get sick when you eat or making sure weapons are cleared and on safe, Soldiers have a hand in force protection.

The other part of force protection, of course, is the security measures we take to keep the enemy from getting any type of advantage on us. Information that pertains to operational security, whether it's when our missions are, where our missions are or how we conduct our operations, needs to be protected. We can't take that for granted either.

Force protection also includes making sure our host-nation support personnel are wearing a badge where we can see them and they're in the right places with the right escort. We also have to make sure that sensitive information in our work spaces are properly secured and only accessed by the right people.

The security we have protecting our bases, provides force protection also. Security forces make sure the bases aren't breached by any unauthorized personnel, for whatever reason, whether it's to attack us, to steal stuff or to gather information.

Safety and force protection are things we do constantly, and they should always be in a leader's mind, as well as in their troops' minds.

We can't take anything for granted because nothing is routine. We should be physically comfortable in certain areas, but we should never be mentally comfortable in terms of thinking "nothing can happen." There are thousands of people out there who want to hurt you or want to know what you know, and they're trying every possible way to do that.

Complacency is like a cancer and it's killing Soldiers. It can be defined as a leadership failure because it's up to leaders not to allow themselves or their Soldiers to become



Photo by Staff Sgt. James Harper Jr

Soldiers from the 172nd Stryker Brigade Combat Team patrol Mosul, Iraq, in their Stryker vehicle.

complacent. Leaders should realize when they think they've talked about safety or pre-checks too much, they've become complacent themselves. That's the whole point of my saying nothing is routine. You can't place enough emphasis on safety.

Sometimes people think because we're in a combat zone, that makes it okay for them to do things they wouldn't be doing otherwise. That's not true. This is when it becomes more important to do the right thing. Leaders have got to develop their Soldiers to do everything step by step, not taking any shortcuts. You need to go through all your proper checklists, making sure people are prepared to execute the mission to the standard and safely. When they see something isn't quite right, leaders have the responsibility to stop what's going on and correct it.

One of the concerns people have is "Oh, we have to start at this time" or "Oh, we have to get this done right now." None of it is worth killing or crippling someone else. We have to do things patiently. Even if you check something a thousand times, that's alright. The one time you don't check it is when you have a breakdown. If you think you're losing time by stopping something for a brief period of time to fix it, just think about how much time you're going to lose when that piece of equipment is completely destroyed and the individuals using it are gone for good. It doesn't equal out. The last thing in the world anyone wants to do is kill his or her best friend because he wasn't paying attention or because they took a shortcut.

Although tragedies can be avoided with the right emphasis on safety all the time by leaders, there have been many cases where senior people have been killed in combat because of complacency. Nobody's immune to complacency at any level. We all have to continue to remind ourselves to be sharp and to pay attention to things.

When I hear about Soldiers dying from a preventable accident or because of an act of carelessness, it makes me ill.

Families back home wake up in the morning and go to bed at night worrying about their loved ones. Their worry is the enemy, but when they find out the person they cared about so much died in a situation that could have been prevented and had nothing to do with the enemy – to me – that compounds the grief. I've not only had to think about this hundreds of times, but being a senior leader and dealing with those killed in action, I've also had to go back and talk to the families.

All of us as military members understand we have to be prepared to give our lives in the defense of our country; it's even in the Soldier's Creed. All of us take that oath, and all of us put on this uniform and we realize we're a target for the enemies of our country. I think for most of us, the reason we accept that is because we have great training; we have great equipment, and we have great leaders. We are the best fighting force in the world.

We have to ensure our young Soldiers and young leaders don't get in their heads: "Hey, I'm not going to get hurt. I've done this before and nothing happened." The next thing you know their mom or dad, husband or wife is being visited by a casualty assistance officer and chaplain and being told their loved one was killed in a situation that didn't have to happen. It's too sad to put into correct words. It's just senseless.

We've had too many Soldiers killed in accidents. We don't have to just accept the fact all these Soldiers are dying, but what we can do is honor their memory by doing the right thing. When you see a Soldier doing something unsafe, don't allow it. Sometimes you have to get ruthless about it. Make sure they understand how wrong that is and how important safety is through some type of reinforcement.

Everybody is responsible for safety, regardless of their rank



U.S. Air Force photo by Tech. Sgt. Andy Dunaway

Pvt. Joseph Pineda, Company A, 1st Battalion, 327th Infantry, 101st Airborne Division, Fort Campbell, Ky., pulls rear security as the patrol looks for a weapons cache near Hawijah-owlya, Iraq.

or position. All of us have the right to wave the red flag when there's a safety problem. In fact, we're obligated to say something and the person that's on the receiving end of that should stop and think about this. That person who cares enough to correct you, cares about you; so don't get angry about it, fix it.

Sometimes we have to go out of our way to stop something that's wrong and fix it. But you know what? I'd rather be tired and stopping people from doing the wrong thing, than be refreshed and full of energy sitting in the chapel at a memorial service because another Soldier got killed in a needless, senseless accident. Once a Soldier is dead, that's it. There is no second chance. Be safe.—Patton's Own!

Editor's note: Command Sgt. Maj. Ashe is the Third Army command sergeant major. His previous assignment was as the 25th ID command sergeant major and the Combined Joint Task Force-76 command sergeant major in Afghanistan.



Welcome to another edition of *Photo Journal*, the place where everyone has the opportunity to put their favorite photos on display. The guidelines for submitting pictures are as follow: The picture should depict NCOs in action, whether it's leading Soldiers in the field, conducting training, or just plain taking care of Soldiers. You don't have to be a professional photographer to enter. When submitting photos please include the name of person(s) in the photo, a brief description of the action to include location, and, of course, your name and unit. We will accept hard copy or digital photos. If you plan on e-mailing a digital photo, make sure it is at least 300 dpi. Mail photos to *The NCO Journal*, Commandant, USASMA, ATTN: ATSS-SJ, Editor, 11291 SGT E Churchill St., Fort Bliss, TX 79918-8002 or e-mail the electroinc version to ATSS-SJ-NCOJOURNAL@bliss.army.mil.



Tech. Sgt. Andy Dunaway

Spc. Ted Trenary and Pfc. Kevin Tirserio, from the 101st Airborne Division, prepare to launch the Raven unmanned aerial vehicle at Forward Operating Base McHenry, Iraq. The Raven is being used to hunt for roadside bombs.

photo journal



Tim Hippi

Left, Army World Class Athlete Program wrestler Sgt. Iris Smith (top), controls a women's 158.5-pound freestyle championship match against Ali Bernard in the 2005 U.S. Wrestling World Team Trials at Ames, Iowa. She is ranked No. 1 in the world in her weight class by TheMat.com. Smith is stationed at Fort Carson, Colo.



Spc. Danielle Howard

Right, tankers from 2nd Battalion, 34th Armor Regiment, return to Camp Warhorse in their M1A1 Abrams tank after assisting Iraqi forces, who secured Route Cheyenne, leading into the city of Udam.



Tech. Sgt. Russell Cooley IV

Left, Soldiers from 1st Battalion, 41st Infantry Regiment, 3rd Brigade, 1st Armored Division, scan the landing zone for possible hostile forces in northern Baghdad. The troops were on their way to refurbish an outdoor playground at an Iraqi public school.

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Letters to the Editor

The NCO Journal

11291 SGT E Churchill Street
Fort Bliss, Texas 79918-8002

Thanks for speaking out

My personal congratulations to Staff Sgt. Derek Doughty for his letter of rebuttal to the article, "Soldier" (July 2005 *NCO Journal*). It is refreshing to see the raw honesty of NCOs such as him. As an Infantry private, squad leader and platoon sergeant during World War II, I endorse his observations and comments. But I'm especially delighted to know we still have fighting NCOs with a bucket full of guts.

When I enlisted in the Army in 1940, Infantry recruits were called "p*** ants." I asked my squad leader what it meant. He said that "p*** ants are the lowest form of life on earth, and that, Wooldridge, is your position in the Army." I didn't ask any more questions and became a pretty good "p*** ant."

While stationed at the Pentagon in the 1960s, I worked with Sergeant Major of the Marine Corps Herbert Sweet. He fondly called his Marines "jar heads." I called my Infantry Soldiers doughboys, grunts and p*** ants. These were terms of endearment which drew them closer to us in making recommendations about their welfare. Today that is called "caring."

Sgt. Maj. of the Army (Ret.) William O. Wooldridge

Great article

["Motorcycle accidents/fatalities on the rise," July 2005] is a great article. When I purchased my Harley Davidson 1200cc Custom Sportster in May of 2005, I did not have a license and was waiting for my [Motorcycle Safety Foundation] Riders Edge Course. I heard second-hand about the Fort Richardson [Alaska, personal protective equipment] requirements and did not agree with them. I recruit out of Kenai, Alaska, 175 miles away from Fort Richardson. Only after taking the MSF course, obtaining a license and placing 5,000 miles on my scooter have I come to realize the importance of proper PPE. I purchased a safety vest made by ICON for about \$50. While it is more expensive than the typical road guard vest it was more aesthetically pleasing and had a tighter fit. I wear it all the time. I even sewed an H-D patch on the back to take the "geek" off of it. Other riders that are non-military ask where I purchased it and commented on the

usefulness. In the first 5,000 miles I have avoided, mostly by luck, over a dozen accidents. The simple fact is motorcycling is a high-risk activity. If wearing a DOT helmet, gloves, boots, long-sleeves, impact glasses and a reflective vest save your life just once, then it was a sound investment. I can attest that those items and the MSF course have saved my life, prevented injury and continue to keep me on the highway. Remember the more comfortable your body is, the better it can react to negative situations.

*Staff Sgt. John T Carrico
Recruiting and Retention NCO
Kenai Office, Alaska*

Use full titles, please

My name is Staff Sgt. Sherl Johnson. I am currently stationed at Fort Sill, Okla., as an Officers Basic Course instructor in HHB 1/30th FA. I recently read an article in the *NCO Journal* written by [Sgt. Maj. of the Army (Ret.) Julius Gates, "Soldier," July 2005]. In this article he said that we as leaders need to acknowledge that Soldiers have earned the title of Soldier and we need to address them as such. While defending them by not letting others call them anything other than Soldiers. Also in this article the [SMA] referred to Marines, and how they are good examples to follow since they will only allow themselves to be called Marines and nothing else. As an instructor, I not only work with Marines hand-and-hand but also train their new oncoming officers. I completely agree that they have a very high amount of respect for each other. However, I strongly believe that there is another part that we as Soldiers need to start doing as the Marines already do. That is, address each other by our full titles. I not only believe this personally but have been asked by Marine NCOs and captains: Why do we allow ourselves to be sold short on what our military preaches to us is so important and what we strive for each day that we slide our boots on? I believe that a private first class should be called Private First Class (not just private), and just the same, a sergeant first class should be addressed as Sergeant First Class (not just sergeant). I truly believe that by allowing each other to

do this demonstrates a lack of respect and laziness. I know that if we would make this change it would give Soldiers more sense of pride while showing that only the highest respect is always due. Nothing short is acceptable. If we walked by a colonel and just threw our hand up with no greeting, it would not be accepted. It would be considered a lack of discipline. We as Soldiers need to show ourselves the same respect as we do others. We work and strive hard each day to earn that next rank, just to sell ourselves short of it. Let's give ourselves what we have earned. If we show each other full respect then everyone looking in will show us his or her full respect. Those watching in on us must see that we will not allow ourselves or others to cut us short.

*Staff Sgt. Sherl Johnson
Fort Sill, Okla.*

Articles are thought-provoking

I enjoyed the July 2005 *NCO Journal*. It was enlightening and thought provoking. I would like to share some of the thoughts three of the articles provoked in my mind.

1. Any person can become a Soldier by completing the mandated basic and individual training. Not every person chooses to do this as the training is difficult, as it should be. Not every Soldier can become a "grunt" or "gun bunny." Simply completing advanced individual training does not even qualify one to be a grunt or gun bunny. One may become a cannon crew member upon completion of AIT, but until one not only can recite the components of, but lives TLABSAPP (Trails, lay, aiming point, boresight, second circle, ammunition, pre-fire checks and position area improvement) does one become a gun bunny. When one knows that watching NFL (near, far line) means something other than a football game on Sunday afternoon, then one is a gun bunny. I think that bestowing such a title on another Soldier is a sign of respect of the skill level they have achieved in their military specialty. It only becomes disrespectful when he or she prefaces the title with a derogatory remark like, "Dumb Grunt," "Silly Gun Bunny," or "Just a Truck Driver." The Army cannot complete its mission to the Nation without Grunts, Gun Bunnies, Truck Drivers and "Chairborne Rangers," (those highly qualified Soldiers that get all the Soldiers, including themselves, all the stuff they need to fight the enemy).

2. Leaders conduct the battle using the METT-TC (mission, enemy, terrain and weather, time, troops available and civilian) principles. The battlefield is not a safe place to be ever. In Iraq and Afghanistan, leaders are never sure where they will be attacked. There are times when a combat leader decides it is safer to have the gunner standing in the turret with his shoulder-fired weapon mounted and pointed in that platform's sector of fire. These times may include areas where attack from RPGs and small-arms fire are expected in an urban environment when the column is moving slowly and, therefore, an easy target for such and attack. There are other times when Soldiers are better served being at name-tape defilade or lower. Such times include moving along an [main supply route] when IED attacks are more likely or through territory known for IED attacks, moving through urban areas that are under friendly observation from fixed fighting positions, moving through lower-risk areas, or while taking indirect fire during a pause in movement. There were many times in Iraq that my gunners were high in the turret ready to fire. The

enemy did attack us several times while in that posture. As a result, the Soldiers serving in Iraq now do not have to worry about those individuals attacking them. If the gunners had been at name-tape defilade, the attacker would have escaped and been able to attack another day. Safety is important. Gunners do need to be at name-tape defilade as a rule. We need every Soldier assigned to accomplish our missions, but let's not be too quick to judge other leaders' decisions made in the heat of battle.

3. I was impressed by the discussions about training. For years, the training has focused on getting the unit's mission done. If you were a truck driver that meant training on [primary maintenance, checks and services], proper trailer loading, safe cargo handling and things like that. When someone mentioned working on collective tasks such as "movement to contact" or "react to ambush," the response was predictable: "That is the Infantry's mission." While they are Infantry missions, all Army activities involve moving from Point A to Point B. Everyone of those moves needs to be treated like a movement to contact.

The Army has spent years centralizing administrative activities like pay, postal, medical and personnel processing with the understanding that line Soldiers would be quartered in a forward operating base (FOB) with access to these activities. In our current wars, as in past wars, Soldiers who are responsible for these activities find themselves moving around the battlefield providing their services to the Soldiers who are not on FOBs. While I don't foresee the supply section in the forward support battalion being tasked with a dismounted presence patrol anytime soon, I do see that section being ordered to move from FOB Alfa to FOB Bravo. They need to be ready to execute a movement to contact mission. The reality is that any section in today's Army could be given that mission.

As leaders we need to refocus our training objectives on the battle. Soldiers need to be able to successfully engage targets with an M-16. This is a far more important task in battle than being able to run two miles in the time allowed for your age while wearing PT gear. I am not saying that PT is not important, but most units spend a great deal more time on PT than on small-arms training.

Leaders need to be able to direct their Soldiers during an ambush. Every Soldier needs to know how to call for fire support as well as a MEDIVAC. Every Soldier needs to be able to navigate mounted and dismounted. Training in these areas is not something to do to break up the training routine. They are vital Soldier skills because eventually even the most entrenched FOBBIT (one who never leaves the FOB) is going to have to leave the FOB to come home. The enemy doesn't know or care if that five-ton [truck] you are riding in is taking you out of country to a new assignment elsewhere in country or on a combat mission in the next village. You are a target, and targets are for shooting.

I realize I got a little wordy, but that is what editors are for. They have a tough job to do as well. Not only do they need to know how to shoot an M-16 and a camera, they get the thankless job of trying to please the readers, their staff and their publisher: the Army. Your magazine currently has a good balance. Keep up the good work.

*Sgt. 1st Class Christopher St. Cyr
Battery A, 2nd Bn., 197th Field Artillery
New Hampshire National Guard*

Roll call

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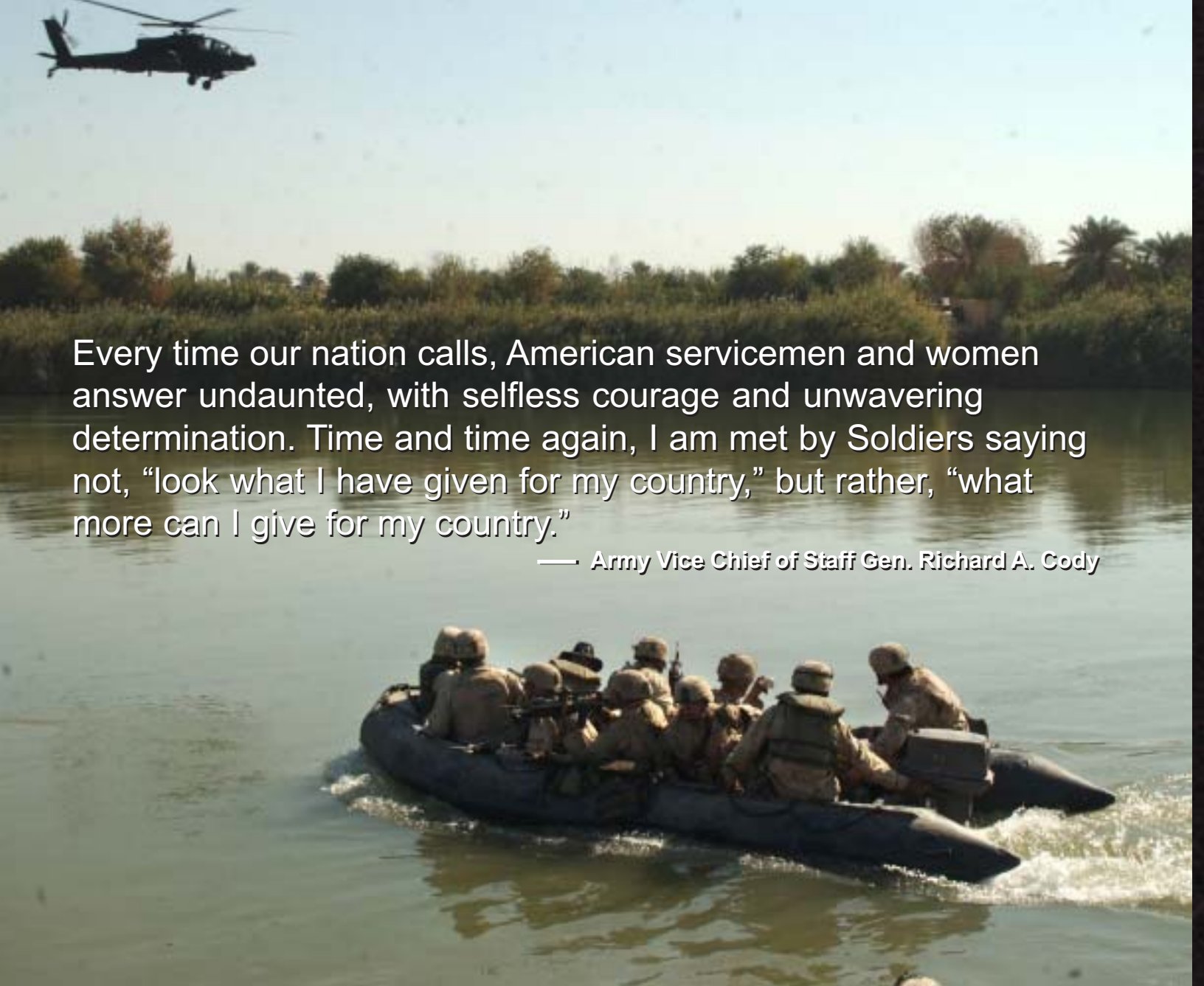
Operation Enduring Freedom

Sgt. 1st Class Moses E. Armstead, 44, Rochester, N.Y., Oct. 5, 2005 • Pfc. Joseph Cruz, 22, Whittier, Calif., Oct. 16, 2005 • Staff Sgt. Troy S. Ezernack, 39, Lancaster, Pa., Oct. 9, 2005 • Pfc. Benny S. Franklin, 19, Hammond, La., Oct. 7, 2005 • Spc. Scott J. Mullen, 22, Tucson, Ariz., Oct. 14, 2005 • Staff Sgt. Travis W. Nixon, 24, Saint John, Wash., Oct. 29, 2005 • Sgt. 1st Class James S. Ochisner, 36, Waukegan, Ill., Nov. 15, 2005 • Spc. Matthew P. Steyart, 21, Mount Shasta, Calif., Nov. 22, 2005

(Editor's note: This list is a continuation of previous lists printed in the October 2003, January 2004, April 2004, July 2004, October 2004, January 2005, April 2005 and October 2005 issues. The names that appear in this Honor Roll are those that have been released since October 7, 2005 and are current as of December 13, 2005.)

*You Are Not
Forgotten*





Every time our nation calls, American servicemen and women answer undaunted, with selfless courage and unwavering determination. Time and time again, I am met by Soldiers saying not, “look what I have given for my country,” but rather, “what more can I give for my country.”

— Army Vice Chief of Staff Gen. Richard A. Cody

Photo by Spc. Gul A Alisan

Soldiers from the 7th Cavalry Regiment, 3rd Infantry Division, receive close combat air support as they patrol the Tigris River, southeast of Baghdad.

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