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Soldiers meet goals

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NCOs assets in the TOC

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NCO instructors shape  
cadets at West Point

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# NCO JOURNAL

VOL. 22, NO. 1 · JANUARY 2013

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GUARDING THE TOMB OF THE UNKNOWN SOLDIER · PAGE 12





# January 2013

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**ON THE COVER:** A sentinel walks past the Tomb of the Unknown Soldier at Arlington National Cemetery, Va., during his solemn vigil on Oct. 19. PHOTO BY MICHAEL L. LEWIS

# NCO JOURNAL

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# Correction should train, not humiliate

BY COMMAND SGT. MAJ. RORY L. MALLOY U.S. Army Sergeants Major Academy

As members of the Army profession, we have been entrusted to defend our nation's borders, interests and ideals. As noncommissioned officers, we have been entrusted to lead Soldiers, to train them, to teach them to be professionals.

That trust is given to us by our Soldiers, their families and their loved ones. They trust that we will use our authority to make our Soldiers better — to build them up, not tear them down. One of the tools we're given to accomplish this is corrective training.

Corrective training is an invaluable way for NCOs to enforce standards and hold Soldiers accountable. However, when applied incorrectly, corrective training can cross the line and lead to humiliation, punishment or even hazing. And when leaders cross that line, their actions can become worse than the shortcomings they were trying to correct.

Army Regulation 600-20 is clear that "training, instruction, or correction given to a Soldier to correct deficiencies must be directly related to the deficiency. It must be oriented to improving the Soldier's performance in his or her problem area. . . . Such measures assume the nature of training or instruction, not punishment." And AR 600-20 notes, "Care should be taken at all levels of command to ensure that training and instruction are not used in an oppressive manner to evade the procedural safeguards applying to imposing nonjudicial punishment."

Punishment is strictly the realm of the Uniform Code of Military Justice. Corrective training is intended to correct a deficiency or shortcoming, never to punish.

If a Soldier shows up to formation late, corrective training is in order. Making the Soldier wear a clock around his or her neck for a week is not corrective training. It's humiliating. So what should an NCO do? Requiring the Soldier to arrive in formation 10 minutes earlier than his or her peers until the supervisor feels the Soldier has overcome this deficiency would be acceptable corrective training.

If a Soldier arrives to work and he hasn't shaved properly, having him conduct a "shaving class" in formation, in which he puts on shaving cream and shaves in front of his peers, isn't corrective training — it's humiliating, it's unprofessional and it could be considered hazing. However, his NCO could have that Soldier arrive 30 minutes early and shave in the latrine under the supervision of the NCO. In that case, it's clear the action is intended to ensure the Soldier knows how to shave properly. It takes place in private. It's not intended to harass, humiliate or haze. If a supervisor believes his or her whole platoon has a problem with shaving properly, he or she might conduct a class to correct the issue, but the inten-

tion should never be to humiliate or punish.

Small research projects about a shortcoming or incorrect action can also be valuable corrective training. They engage and inform Soldiers in the importance of proper behavior and professionalism. For instance, that Soldier who was late might be required to research the backward planning model of the Army and explain why Soldiers need to be in place on time and how important an individual's punctuality can be to the entire group.

Physical training is sometimes warranted. If a Soldier is goofing off in formation and he or she has been warned



Command Sgt. Maj. Rory L. Malloy discusses corrective training with two NCOs at the U.S. Army Sergeants Major Academy, at Fort Bliss, Texas. PHOTO BY STAFF SGT. JASON STADEL

once or twice, an NCO might require that Soldier to do pushups to get him or her focused and back on task. A few pushups are OK. One hundred are not.

Our nation, our leaders and our Soldiers have entrusted us with a great deal of authority to enforce Army standards. If we abuse our authority, as we do when we don't use corrective training as it's intended, then we might lose that authority. And that would be detrimental to the good order and discipline of the force and diminish the power of the noncommissioned officer to do what's right. ❧

Command Sgt. Maj. Rory L. Malloy is the 18th commandant of the U.S. Army Sergeants Major Academy.

News and  
information  
NCOs need to

**BE,  
KNOW,  
DO**



## ‘Back to basics’ is not enough

SEAC: Leaders need to bridge generations

BY **CLAUDETTE ROULO**  
American Forces Press Service

Service members of all ranks and experience should know that they are the ones with the institutional knowledge needed to build a bridge between generations and develop the force of the future, the senior enlisted advisor to the chairman of the Joint Chiefs of Staff told reporters Dec. 4.

With the end of the war in Iraq and the ongoing drawdown in Afghanistan, the military is transforming itself into a leaner, more garrison-centric force, Marine Corps Sgt. Maj. Bryan B. Battaglia said. That force — called “Joint Force 2020” in Chairman of the Joint Chiefs of Staff Gen. Martin E. Dempsey’s “Capstone Concept for Joint Operations” released in September — also will be highly agile and technologically capable.

These profound changes mark a return to military life that more closely resembles the pre-9/11 era, Battaglia said. However, he added, the idea that a “back to the basics” approach is necessary to address the transfor-

mation might be catchy, but it’s incomplete.

“It removes ... a whole generation that has just a great source of innovative thinking ... that can help us be a better force,” he said.

A military of the future that relies solely on the training methods and standards of earlier generations won’t be successful, Battaglia said. Rather, service members should “bridge the basics” by fusing those fundamentals that remain unchanged — for example, customs and courtesies and active leader engagement — with ideas and technologies that have been proven during the past 11 years.

“Back to the basics’ implies ... that we’re taking you somewhere you’ve once been,” he said. It also implies that the knowledge of post-9/11 service members isn’t working, he added, or that it’s not as effective as it could

▲ Sgt. Colin Lamoat, the bridge raft commander of the 200th Multi-Role Bridge Company, South Dakota National Guard, directs two boats carrying a float bridge June 7, 2008, in Chamberlain, S.D. The float bridge was used to transport trucks during a river crossing. PHOTO

BY AIRMAN COREY HOOK

be and therefore can be ignored.

Neither of these things is true of today's military, Battaglia said. "We can't just step back in time," he added.

The way a peacetime military functions is very different from what service members who enlisted in the years following 9/11 have experienced, Battaglia said.

"Our military lifestyle and day-to-day living [consisted of] exercises and maybe peacetime sorts of operations. But for the most part, it was aboard the bases and the garrison," he said. "We were able to keep ourselves occupied, proficient, ready and relevant as a force."

Service members of Battaglia's generation trained for a war that they never fought, he said, as they served in a military built during the Cold War. "And that obviously changed in September of 2001," he said.

Practically overnight, the normal operational tempo transformed from "reset and dwell" to "over and back," he said.

"Dwell time [at home stations became] nothing more than getting ready for the next deployment," he said.

That caused some basic military skills to be temporarily shelved, Battaglia said.

Battaglia said he's convinced that the military leaders of his generation can use their experience in a peacetime military to guide the current generation of warfighters through the transformation into Joint Force 2020.

"It makes so much sense that, instead of

taking one 'back to the basics' or returning to the basics, we need a bridge," he said. Leaders need to use the knowledge of today's generation of service members rather than alienating them, he said.

Key to the "bridging the basics" concept is active leadership engagement, something that can't be replaced by technology, Battaglia said. Leaders at all levels must spend time talking to their troops to not only evaluate what skills and knowledge they can contribute to the unit, but also to assess their well-being, he explained. The military needs to stay leadership-centric and technology-

enabled, not technology-centric and leadership-enabled, he added.

"While we live with the email and social media — that can still be utilized and utilized very effectively — [that] doesn't have to be the sole source and sole way [to communicate]," he said.

As a doctrine, bridging the basics is still in its infancy stages, Battaglia

said, noting he is working with the senior enlisted advisors from each service and from the combatant commands to further develop and spread the idea.

"We have a generation of service members who have operational experience. ... I'm convinced that that's going to bring more value to keeping our force trained and educated for whatever contingency may come up next," he said. "Where we need to take it is into the educational institutions and the academies that our [service members] attend." ♡

**“It makes so much sense that, instead of taking one ‘back to the basics’ or returning to the basics, we need a bridge.”**

**— MARINE CORPS SGT. MAJ. BRYAN B. BATTAGLIA**

## New network warfare MOS opens

A new military occupational specialty, 35Q cryptologic network warfare specialist, opened in October. "About 500 to 600 Soldiers were needed initially," said Lt. Col. Kurt Connell, the military intelligence enlisted branch chief. Soldiers from any MOS may apply as long as their current MOS will release them, he said, adding that for now, Soldiers in the grades of E-3 to E-6 are eligible. "A 35Q supervises and conducts full-spectrum military cryptologic digital operations to enable actions in all domains ... to ensure friendly freedom of action in cyberspace and deny adversaries the same," said Sgt. 1st Class Dan Gutierrez, the 35Q senior enlisted advisor.

## Army developing better hearing protection

The Army is evaluating commercial, off-the-shelf options for a new hearing-protection system aimed to prevent hearing injury while allowing Soldiers to remain cognizant of their combat environment. Lt. Col. Marjorie Grantham, Army Hearing Program manager at the U.S. Army Public Health Command, said the Tactical Communication and Protective System will respond to Soldiers' requests. "Providing Soldiers with TCAPS tells them that the Army has heard what they want: hearing protectors that actually help Soldiers shoot, move and communicate," Grantham said.

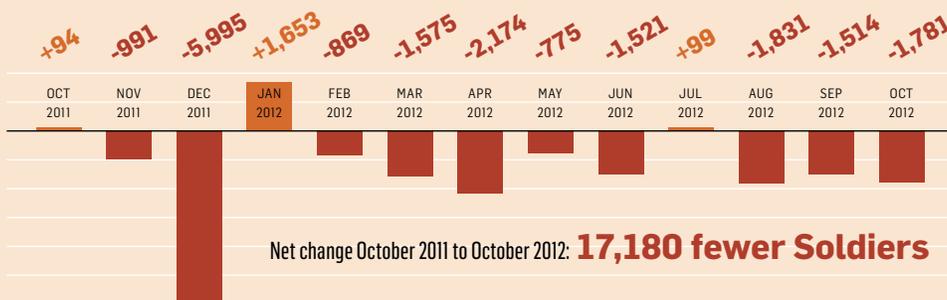
## ATN features new training tools section

The Army Training Network, <https://atn.army.mil>, recently added a section to bring Soldiers the most current information about training aids, devices, simulators and simulations. "The new TADSS page on ATN provides leaders and trainers an easy way to know what TADSS are available, what they can do and

**BRIEFS CONT. ON PAGE 7 →**

## BY THE NUMBERS

Thousands of Soldiers will separate from the Army over the next few years as it continues to downsize. Here is a look at the net change in number of Soldiers during each month from October 2011 to October 2012: — DEFENSE MANPOWER DATA CENTER



# Army aims to sync readiness, resilience

Campaign will align multiple programs under one structure

BY C. TODD LOPEZ  
Army News Service

The Army aims to take programs related to Soldier resilience and align them under one governance structure from the top level of the Army all the way down to installation and regional coordination councils.

Details for the “Ready and Resilient” Campaign, or R2C, plan were reviewed by Army senior leaders in early December, and their recommendations for going forward with R2C were briefed to the Army’s vice chief of staff during a symposium Dec. 4–5 at the National Defense University at Fort McNair in Washington, D.C.

At the symposium, Army leadership from the surgeon general’s office, manpower and reserve affairs, Installation

Management Command, Training and Doctrine Command, the Judge Advocate General’s office and others gathered to review and provide critical initial feedback on the R2C plan before its implementation begins early next year.

“The campaign plan is something we have recently developed ... as a result of what we’ve seen on our trips out to the field,” said Vice Chief of Staff of the Army Gen. Lloyd J. Austin III. “It helps us kind of synchronize the efforts of the total force and make sure we are focusing on the right things.”

There are multiple programs that will be affected by R2C, which will begin fielding in February or March. All affect Soldier readiness, fitness, resilience and health, including the Comprehensive Soldier and Family Fitness Program, the Sexual Assault Prevention and Response Program, the Army’s suicide prevention efforts, the Integrated Disability Evaluation System, transition programs and the Wounded Warrior care programs.

The vice chief said the Army plans to synchronize multiple Army programs — any of which may be successful on its own — to make them more accessible to commanders, to eliminate potential redundancies and to make them easier for commanders to understand.

“In some cases, we need to refocus some things, make sure the resources are there, make sure that one entity is not competing with another entity for important resources — that we are looking at this thing in a holistic fashion,” he said. “I think if we do the right things, we will be successful in all of these programs.”

Lt. Gen. Howard B. Bromberg, the Army’s deputy chief of staff and G-1, said feedback from the field earlier this year during the vice chief’s “Health of the Force” tour of Army installations showed that, as more resilience and Soldier fitness programs are pushed to the field, commanders have sometimes had a difficult time knowing how the programs relate to each other. The R2C plan aims to provide clarity and understanding to them, Bromberg said.

“It will give them a single point of entry into Army programs that support improving overall,” Bromberg said. “By improving the individual Soldiers’ readiness, it is going to improve their unit. Improving the unit is going to improve the Army.”

Synchronizing these programs, Bromberg said, will also

◀ A Soldier from 2nd Battalion, 3rd Infantry Regiment, 3rd Stryker Brigade Combat Team, 2nd Infantry Division, pauses while unloading his Stryker vehicle Aug. 12, 2011, after a long day of conducting fire missions at the National Training Center at Fort Irwin, Calif. PHOTO BY SPC. RYAN HALLOCK



# Nation's security strategy in era of tight budgets is outlined

BY AMAANI LYLE American Forces Press Service

In a Nov. 30 speech at Duke University in Durham, N.C., Deputy Defense Secretary Ashton B. Carter outlined new security strategies and challenges that he said will define the nation's future in a post-war era of fiscal constraint.

Carter said the need to keep the department's "fiscal house in order" after more than a decade of war and under the threat of sequestration has spurred an approach of rebalancing and innovation as the Defense Department pivots to the Asia-Pacific region.

"We ... are at a moment of great strategic consequence and great strategic transition," Carter said.

The new concept of readiness, according to Carter, involves preserving and building on the strength of the all-volunteer active duty, Guard and Reserve force developed during the last decade.

"We wanted to retain [the force], and we wanted to respect it [with] no sudden changes as the war came to an end," he said.

Carter said he also aims to shift the weight of intellectual effort to future challenges by continuing to invest in special operations forces, electronic warfare, and space and cyber technology. These investment areas, he explained, will be best leveraged in the Asia-Pacific region, where a considerable amount of the U.S. future security and economic interests lie.

Carter noted the unique history of the region, which he said never had NATO nor "any structure to heal the wounds of World War II." "And yet it has had peace and stability for 70 years," he said, thanks to a sustained American military presence.

"We want to 'keep on keepin' on' with what that region has: an environment of peace and stability in which the countries of the region — all of them — can continue to enjoy economic prosperity," Carter said. ♡



Carter

make it easier to incorporate resilience into units' core training, "so it won't be seen as additional training, it's seen as complementary and supportive training to make their unit and individuals better."

Bromberg also said that as leaders discussed the idea of resilience, the talks also turned to readiness. A Soldier who is resilient is a Soldier who is ready for the war fight, he said.

"That means individual readiness," Bromberg said. "You'll hear us talk about if you have a ready individual, you'll have a ready unit. And ready units — you know, squad-level — make ready platoons. Ready platoons make ready companies, and ready companies make a ready Army. That's why we want to synchronize it that way."

In preparation for developing the cam-

paign, Austin, Bromberg, Sgt. Maj. of the Army Raymond F. Chandler III and other Army senior leaders embarked on a week-long series of visits in July to several Army installations to develop a better understanding of the health of the force.

"We did multiple sensing sessions at each installation just to talk about these different aspects of suicide prevention, sexual harassment, Army drawdown, families, readiness, resiliency, and just an open dialogue about these concerns and how we need to pull the team together," Bromberg said. "When we came back we said we really need to look at how we synchronize these activities." ♡

► For more information on the "Ready and Resilient" Campaign, visit [army.mil/readyandresilient](http://army.mil/readyandresilient).

## ← BRIEFS CONT. FROM PAGE 5

how to get them," said William Brosnan, a training analyst on the ATN Team. "In addition, the page's content makes the leader and training manager's job much easier, and in the end, makes unit training more challenging and realistic."

### Romance scams use Soldiers' identities

Special agents from the Army Criminal Investigation Command are once again warning Internet users to not fall prey to Internet scams or impersonation fraud — especially scams that promise true love, but only end up breaking hearts and bank accounts. Officials at the command, known as CID, said they receive hundreds of reports from people worldwide of various scams involving people pretending to be U.S. Soldiers. "People need to stop sending money to persons they meet on the Internet and claim to be in the U.S. military," said Chris Grey, Army CID's spokesman. "It is heartbreaking to hear these stories over and over again of people who have sent thousands of dollars to someone they have never met and sometimes have never even spoken to on the phone."

### Dashboard to highlight high-risk behavior

In February, the Army proposes to make available a new online software tool called the "Commander's Risk Reduction Dashboard," which will consolidate information from multiple Army databases to present a concise report about which Soldiers in the unit have been involved with at-risk behaviors, some of which may be associated with suicide. The reports can be used to make decisions on how best to help Soldiers through intervention activities. The effort is in response to an increase in suicides in the Army. In July, for instance, the Army experienced 26 suicides, the highest number since the Army started keeping track in 2009. ♡

## 2012 best year for voting assistance programs

BY CLAUDETTE ROULO  
American Forces Press Service

Though they said overseas and absentee voting assistance programs for November's election were the best they have ever been, Federal Voting Assistance Program officials plan to keep moving forward to improve, the program's acting director said Dec. 10.

"That by no means should indicate that we can sit on our laurels and say, 'Wow, we did a great job. We're done.' Absolutely not," Pamela S. Mitchell said. "Right now, we're busy assessing the lessons learned from this election cycle. We will use those to improve our program as we move forward."

The decision to vote is a personal one, she said, and FVAP concentrates on facilitating those who choose to exercise their right to vote.

"First of all, we promote awareness of the right to vote," Mitchell said, as not everyone understands his or her voting rights. FVAP also provides tools and information for service members, family members and overseas U.S. citizens so they can exercise their right to vote no matter where they are, she said.

"I strongly believe ... that voter assistance is the best it's ever been," she said. "Some of [the] metrics coming out of the election show that our resources were very popular."

Since November 2011, more than 21 million visitors came to the FVAP website, she said. More than 1.2 million people sought assistance from voting assistance officers, and the call center handled more than 54,000 requests for assistance, she said.

"In the days leading up to the election, they were handling some 1,000 requests a day," Mitchell said. ♡

## VA ties more TBI effects to service

Department of Veterans Affairs

The Veterans Affairs Department is proposing a new regulation that would change its rules to add five diagnosable illnesses that are secondary to service-connected traumatic brain injury.

"We must always decide veterans' disability claims based on the best science available, and we will," Veterans Affairs Secretary Eric K. Shinseki said. "Veterans who endure health problems deserve timely decisions based on solid evidence that ensure they receive benefits earned through their service to the country."

The VA proposes to add a new subsection to its adjudication regulation that says that if a veteran who has a

service-connected TBI also has one of the five illnesses, then the illness will be considered service-connected as secondary to the TBI. Service connection under the proposed rule depends in part upon the severity of the TBI — mild, moderate or severe — and the period of time between the injury and onset of the secondary illness, officials said.

The proposed rule also clarifies that, even if those time and severity standards are not met, it does not preclude a veteran from establishing direct-service connection. It also defines the terms "mild," "moderate" and "severe" to be consistent with what the Defense Department uses.

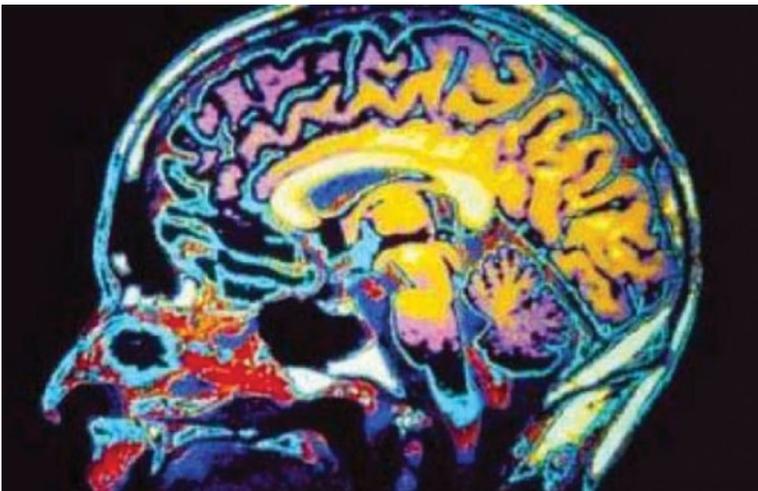
Comments on the proposed rule will be accepted during the next 60 days, officials said, and a final regulation will be published after consideration of all comments.

The VA's decision is based on a report by the National Academy of Sciences Institute of Medicine, whose Committee on Gulf War and Health concluded that "sufficient evidence of a causal relationship" — the IOM's highest evidentiary standard — existed between moderate or severe levels of TBI and diagnosed unprovoked seizures, officials said.

The IOM found sufficient evidence of an association between moderate or severe levels of TBI and Parkinsonism, some dementias, depression, and diseases of hormone deficiency that may result from hypothalamo-pituitary changes. The report also associated depression with mild TBI. ♡

◀ New Veterans Affairs Department regulations would tie additional traumatic brain injury illnesses to military service.

PHOTO COURTESY OF THE U.S. ARMY



# Talking gun safety isn't against the law

Leaders should discuss how to safely use and store firearms

U.S. Army Combat Readiness/Safety Center

When Public Law 111-383 — also known as the National Defense Authorization Act for Fiscal Year 2011, or NDAA — was enacted in January 2011, a section regarding service members and firearms created a world of confusion, said officials at the U.S. Army Combat Readiness/Safety Center at Fort Rucker, Ala. But the bottom line remains that leaders can and should discuss firearm safety with Soldiers, regardless whether the weapon is Army-issued or privately owned.

“There is a great deal of controversy surrounding Public Law 111-383 among many Army commanders and leaders,” said Tracey Russell, a safety and occupational health specialist at the USACR/Safety Center. “Much of the controversy is rooted in misperception.”

At issue is Section 1062 of the law concerning the “prohibition of infringing on the individual right to lawfully acquire, possess, own, carry and otherwise use privately owned firearms, ammunition and other weapons.” This section of the law, according to Russell, is intended to protect the Second Amendment rights of service members, but has been interpreted by many leaders to mean they can no longer talk to their Soldiers about privately owned weapons.

“Essentially, the law states that, under normal conditions, you can only inquire about or collect information on privately owned weapons brought onto a military-owned or -operated property or installation,” said Lt. Col. James Smith, director of the Safety Center’s ground directorate. “However, what the law does not do, in any shape or form, is prohibit commanders or leaders from discussing the safe handling of privately owned weapons with their Soldiers. Not only can you discuss privately owned weapons with your Soldiers, you should discuss this issue, along with the safe handling of military weapons.

“In the five-year period from fiscal 2008 through 2012, 29 Soldiers lost their lives as a result of accidents involving the discharge of a firearm, while another 160 non-fatal injuries were reported. Eighteen of the 29 fatalities occurred off-duty with a privately owned weapon; the other 11 occurred on-duty with military weapons,” Smith said.

The basic tenets of safe handling apply to all weapons, regardless of who owns them.

“We don’t hand new recruits an M-4 and expect them to operate the weapon safely without training,” Russell said. “We also don’t assume that once they’ve qualified with an M-4, they are qualified to operate a .50-cal

machine gun. Therefore, you, in addition to your Soldiers, should never assume that, simply because you are an expert with an M-4, that you are an expert with all weapons.”

Smith said that, though leaders cannot order Soldiers to participate in training with their privately owned weapons, they can recommend training and provide information.

“You can also mandate that all your Soldiers attend safety classes covering privately owned weapons,” he said. “These classes should stress the need to know appropriate laws, regulations and procedures for the transport, storage



and registration of weapons, as they vary between different states, localities and installations,” he added. “The classes should also stress never mixing weapons and alcohol. The majority of fatal accidents involving privately owned weapons have also involved alcohol.”

► For more information on safe weapons handling, visit the Range & Weapons Safety Toolbox at <https://safety.army.mil/rangeweaponssafety>.

▲ A Soldier with 1st Battalion, 4th Infantry Regiment, the opposition force at the Joint Multinational Readiness Center at Höhenfels, Germany, fires during a pistol marksmanship exercise in May. The U.S. Army Combat Readiness/Safety Center recommends leaders discuss firearm safety with Soldiers, whether the weapon is government-issued or privately owned. PHOTO BY MICHAEL L. LEWIS

TOOLKIT

# Teaching Soldiers financial readiness

BY JENNIFER MATTSON NCO Journal

When he married Carole, who was debt-free with nine children from a previous marriage, Master Sgt. Tony Colon had five children of his own and \$25,000 of debt.

Committed to becoming debt free in two years, the couple home schooled four of their children and Carole began working the night shift at Wal-Mart. And in 22 months, the couple was able to become financially independent.

Tony and Carole, who have taught financial management classes at Fort Campbell, Ky., for Better Opportunities for Single Soldiers retreats, the families of the 5th Special Forces Group (Airborne) and for their church,

now help other Soldiers and their families learn about the basics of finances and budgeting. Their lessons include how to save for retirement, pay off credit card debt and establish an emergency fund.

“Creating a budget is easy. The hard part is execution,” Tony Colon said. “Personal finance is 80 percent behavior and only 20 percent head knowledge. It takes at least 90 days of money planning for it to stick and to become a natural occurrence each month.”

The Colons teach their financial management class during a 13-week personal finances program, but can also give a 90-minute presentation if they’re called upon by groups needing a shorter time commitment.

Since they started teaching the program, more than 250 Soldiers and their families have graduated their personal finance program. All totaled, they have reported a \$1.9 million change in their monetary positions, which includes paying off debts and putting additional money into savings.

In particular, NCOs have a responsibility to keep their finances in order, Colon said, as they are expected to lead by example when it comes to financial readiness.

“As leaders, the most important thing an NCO can do when dealing with their Soldiers’ finances is to ensure that their own finances are good to go,” Colon said. “Leaders have very little authority when it comes to the spending habits of their Soldiers until their Soldier gets in trouble for missing payments or falling behind on child support. Only then can an NCO and his commander get involved and



◀ Financial counselor Alice Lane, talks with Staff Sgt. Thomas Tichy about the classes she teaches at the Soldier and Family Assistance Center at Fort Hood, Texas. They include credit management, car and home buying, consumer awareness and ID theft, insurance, banking, and budgeting. PHOTO BY GLORIA MONTGOMERY

# Warning signs

Below are some signs that you might need to create a budget and work toward paying off your debts. They can also be red flags as you assess your Soldiers' financial readiness.

-  **20% OR MORE** of your take-home pay is used to make credit card payments.
-  **LOANS:** You have one or more loans from a lending company that charges 20% or more in interest.
-  **YOU SCREEN PHONE CALLS** to avoid debt or bill collectors.
-  **OVERDRAFT PROTECTION** is constantly being used, depleting your savings.
-  **FREQUENT PAST-DUE BILLS** or bills that you continually fail to pay on time.
-  **PAYING ONLY THE MINIMUM** amount on your credit cards.
-  **PAYCHECK ADVANCES** or payday loans are part of your regular budget.
-  **A CAR LOAN** that is financed at 12% or more interest.

mandate that the Soldier take care of the past due accounts.”

A proactive approach is far less costly, Colon said.

“It is far better for NCOs and officers to ensure that they are living within their means, are saving for emergencies and have a plan for retirement,” he said. “Leading by example will encourage others to do so and only then will there be less financial stress in the unit.”

Removing financial stress from a unit is a tall task. Because it affects mission readiness, though, it's essential that NCOs mentor junior Soldiers on how to keep their finances under control, Colon said.

“It has been said that money is not the most important thing in the world,” he said. “However, it is the only thing that touches and affects every area of our lives. Having your financial house in order will enhance your overall combat readiness.

“When a Soldier, single or married, has an emergency fund established, savings, investments and little, or better yet, no debt, they are able to concentrate on the mission at hand.”

▶ **NEXT MONTH: INVOLUNTARY SEPARATION**

# Creating a budget

Following these four steps can help you identify and correct bad spending habits.



1

## PREPARE A BUDGET WORKSHEET

Be sure to include rent or mortgage payments, utilities, transportation, food, medical expenses, clothing, leisure activities, cell phone bills, cable or Internet bills, and miscellaneous.



2

## CATEGORIZE & ESTIMATE EXPENSES

Categorize your prior month's expenses as above. If you don't have access to last month's expenses, estimate how much you spent in each category.



3

## CREATE A FOOD BUDGET

Create a menu table and write down what you plan to eat and drink each day for one week, including snacks. At the supermarket, buy the items you need, calculate the total cost of your weekly food bill, then multiply it by 4.5 to get a monthly estimate.



4

## EVALUATE YOUR BUDGET

Look at your budget to determine if your expenses exceed your income. If so, evaluate where you can cut.

▶ **For more advice, calculators and to play the Army Financial Literacy Game, visit Army OneSource's financial readiness page at <https://www.my-armyonesource.com/familyprogramsandservices/financialreadiness>.**

# HUMBLE REVERENCE

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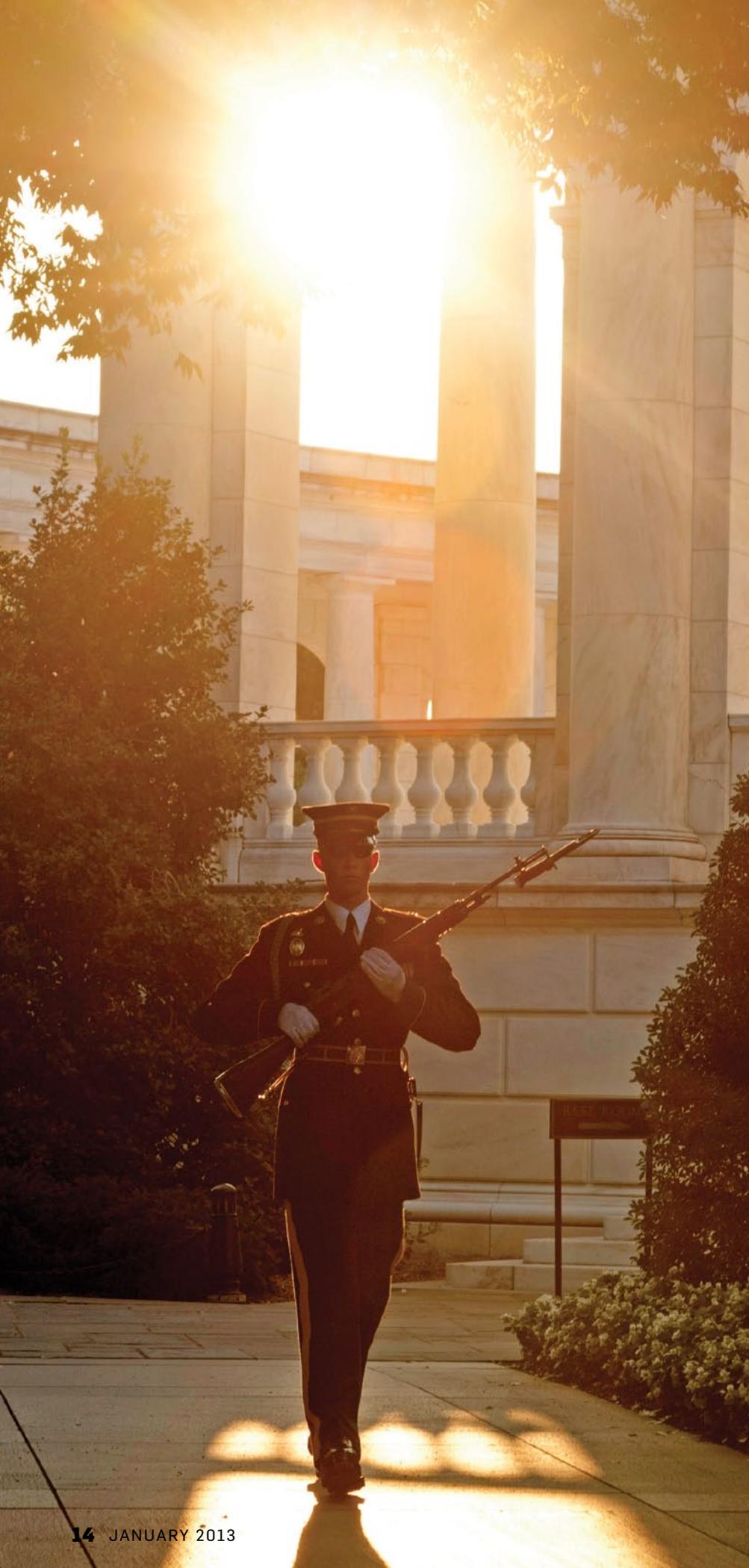
# ETERNAL VIGILANCE

*Those who guard the  
Tomb of the Unknown Soldier  
must meet the highest of  
standards to have the honor of  
standing watch over America's  
anonymous heroes*

~  
**STORY BY MICHAEL L. LEWIS**  
NCO Journal

HERE RESTS IN  
HONORED GLORY  
AN AMERICAN  
SOLDIER  
KNOWN BUT TO GOD





Inside America's most hallowed grounds and steps away from the graves of presidents, generals and NCO heroes sits a simple tomb that contains the remains of "an American Soldier known but to God." This anonymous Soldier, who died fighting in World War I, was later joined by other service members, each a faceless warrior whose ultimate sacrifice for his country may never be known in detail.

Nonetheless they are perhaps America's most honored service members. Their final resting place at Arlington National Cemetery, Va., is visited by more than 5 million people each year, including heads of state and dignitaries from the world over. And standing guard on a constant watch are the sentinels who comprise the Guard of the Tomb of the Unknown Soldier — NCOs and junior enlisted Soldiers from 4th Battalion, 3rd U.S. Infantry Regiment (The Old Guard).

Continuously since April 1948, Soldiers from the Army's oldest unit have kept their solemn vigil before the tomb. It's a mission, said Sgt. 1st Class Chad Stackpole, the sergeant of the guard, that is like none he's ever had.

"This is outside the realm of what I'm used to," he said. "To come to the Old Guard after being a light infantryman my entire career and spending time in the reconnaissance community for seven years; to come from the long-haired guy who's

**Previous pages:** A tomb sentinel stands watch Oct. 19 during his shift guarding the Tomb of the Unknown Soldier at Arlington National Cemetery, Va. PHOTO BY MICHAEL L. LEWIS

**Left:** Spc. Derek Holway walks out of the sentinels' quarters underneath the cemetery's Memorial Amphitheater on Aug. 16 as he heads to start his shift. PHOTO BY SGT. JOSE A. TORRES JR.

out there trying to blend in with the local populace to here doing the whole high-and-tight thing and dressing up ceremonial was completely different.”

Truly there is no other duty quite like it. In perfectly tailored and crisply pressed Army Service Uniforms — replete with shoes, medals and belt buckles so exquisitely shined they take hours to get right — Tomb Sentinels silently execute a series of precise steps imbued with history, honor and tradition. After their hourlong shifts (a half-hour in the summer), an NCO changes the guard in a ceremony that represents for many observers the epitome of soldiering excellence. All the while, every sentinel must exhibit an incredible — maybe even impossible — level of flawlessness, Stackpole said.

“The standards are extremely high; there’s no doubt about it,” he said. “Line 6 of our Sentinel’s Creed is, ‘My standard will remain perfection,’ and these guys know that is not even feasible. But if I keep telling myself that, I’m going to believe it, and I’m going to continue to push and pursue that level.”

Such high expectations are necessary because of the solemnity of their duty, said Sgt. 1st Class Dontae Skywalker, who served as commander of one of the guard’s three reliefs until last summer.

“We’re not here for ourselves,” he said. “We’re not down here to look good for us, but for the Unknowns — the Soldiers whose remains have never been identified, whose families don’t know where they are.”

The privilege of keeping watch over the unknown warriors who preceded him in service is what Sgt. Scott Khimani says drew him to the job.

“I have an extreme amount of pride each time I walk out there,” Khimani said. “It’s unbelievable, the feeling of knowing that you are guarding the Unknowns, people who gave me the opportunity to be with my family on a

**Below:** Sgt. Erik McGuire inspects a tomb guard’s weapon Aug. 30 during a guard change. In a ceremony afterward, McGuire was awarded the Tomb of the Unknown Soldier Guard Identification Badge. PHOTO

BY MEGAN GARCIA

## THE WALK

From before Arlington National Cemetery opens to just after it closes for the day, the sentinels of the Tomb of the Unknown Soldier walk the same sequence:

1. **The sentinel walks 21 steps on a mat in front of the tomb, a number that alludes to the 21-gun salute. The guard’s weapon is always on the shoulder opposite the tomb.**
2. **On the 21st step, the sentinel turns and faces the tomb for 21 seconds.**
3. **The sentinel turns to face the mat’s opposite side and moves the weapon to the outside shoulder.**
4. **After waiting 21 seconds, the sequence is repeated.**

When the cemetery is closed, the guards continue their guard less ceremonially — a “roaming guard” — while dressed in the Army Combat Uniform.





daily basis. It's extremely honorable and extremely humbling as well."

For such a noble mission, the training is predictably strenuous, Khimani said.

"It's very mentally challenging and physically demanding, but also an outstanding experience."

For 14 days, prospective sentinels must learn and memorize pages of knowledge, the history of the cemetery and the locations of its most notable individuals, the movements of the ceremonial walk on the plaza in front of the tomb, and the secrets to getting one's uniform to look better than anyone else's in the force.

"At the end, they've tested out on their uniform, they've tested out on the first seven pages of the knowledge we have to memorize, and they've tested out on the plaza — actually marching the walker's piece of the sequence of the changing of



**Top left:** Spc. Brian Gougler guards the Tomb as snow begins to fall Jan. 9, 2012. The Tomb has been guarded around the clock by Soldiers of the Old Guard since April 6, 1948.

**Bottom left:** Spc. Brett Hyde maintains his vigil Oct. 29 during Hurricane Sandy.

PHOTOS BY SGT. JOSE A. TORRES JR.

allow fewer imperfections. It is comparable to nothing that I've done before."

Once guards pass an initial battery of tests, they are immediately tested on the plaza, Stackpole said.

"We put them out there right out of the gate, before the fear can be instilled in them," he said. "Because the longer they're there before they go through it, the more they start thinking about it come game day. So, when you show up for [your first] relief, the very first thing they'll do is post you at 7 o'clock [in the morning]; the cemetery opens at 8. So you'll do the very first guard change of the day. You might not be out there during the prime hours when the majority of the public is there, but you'll be out there. And you'll be constantly critiqued. You'll be pulled aside and they'll tell you, 'This was messed up. Your hand was here and needs to be there.' The biggest thing is that everyone goes through it, whether you're an NCO or are a Soldier."

Much of the training takes place in the Tomb Sentinel Quarters, a collection of rooms beneath the cemetery's Memorial Amphitheater, which is adjacent to the tomb. There, the members of each relief — which are organized so that members are about the same height, providing an even appearance when changing the guard — spend their 26-hour shifts studying, training and refining their uniforms. There's very little time for sleep, said sentinel Sgt. Eric McGuire.

"Hundreds of hours of practice are needed," he said. "After the close of the cemetery, we go out for hours, and we train as a relief to perfect the guard change and our outside performance. [We're also] taking care of uniforms — just to shine our shoes to prepare for the next day can take anywhere from two to four hours."

The vast majority who apply to become sentinels don't make it, Skywalker said.

"The training is pretty intense," he said. "One of the main things that tends to knock people out is the knowledge — being able to recite the knowledge and being

the guard," Stackpole said. "It isn't something where you just show up here and it is given to you. Everybody goes through it, and I had to do the same thing."

Staff Sgt. Max Gideon, who in October was in just his second week at the tomb, said that nothing during his three deployments as an infantryman to Iraq and Afghanistan could have prepared him for such physically and mentally rigorous training.

"It's very stringent, very difficult," he said. "It's learning everything over. My experience from the rest of the military doesn't really carry over, because it's all brand-new. It's very time-intensive, with [lots of] attention to detail and hours and hours of learning how to do things the way they do it down here, trying to reach that standard of perfection. ... It just gets more and more difficult and stringent, and they

## THE SENTINEL'S CREED

Written in 1971, the Sentinel's Creed is made up of the 99 words that each guard of the Tomb of the Unknown Soldier must memorize and abide by. In particular, Line 6 is often cited as their primary motivation and goal.

**My dedication to this sacred duty is total and whole-hearted.**

**In the responsibility bestowed on me, never will I falter.**

**And with dignity and perseverance, my standard will remain perfection.**

**Through the years of diligence and praise and the discomfort of the elements, I will walk my tour in humble reverence to the best of my ability.**

**It is he who commands the respect I protect, his bravery that made us so proud.**

**Surrounded by well-meaning crowds by day, alone in the thoughtful peace of night, this Soldier will in honored glory rest under my eternal vigilance.**

able to write it out. The second thing is the uniform; it's a craft you have to learn over time. We tailor our blouse, we tailor our pants, we make our medal racks from scratch."

Even after they've made their first walks in public, new sentinels are not considered full-fledged members of the guard until they've finished the months-long process of study, testing and evaluation required to earn the coveted and extremely rare Tomb of the Unknown Soldier Guard Identification Badge.

"The training 'on the mat' takes the longest to perfect," Stackpole said. "They'll spend three hours a day in the mornings going over nothing but that. They'll spend a majority of the rest of their time in a corner or in front of a mirror going over the voice commands."

In the quest to achieve perfection, near-constant correction is a part of the job, Stackpole said.

"Nobody likes to be corrected," he said. "But it's one of those things that, every time they come off the mat, there will be corrections. Everybody gets corrected, to include the badge-holders. You're going to be encouraged when you're doing a lot of great stuff, but you're also going to be told

you're not perfect every day. That's what keeps you on your toes and keeps you so good at what you do. It forces you to know your job and to take it seriously, because if you make a mistake out there, everybody sees it, even on national television."

NCOs assigned to the Tomb Guard must undergo the same training and frequent correction despite being a higher rank than most of the badge-holders, Stackpole said. That means, sometimes, a junior enlisted Soldier trains an NCO.

"The Soldiers know the mission here," he said. "They can probably execute the mission better than any of the NCOs just because they've been here so much longer than the NCOs coming in. I've been out

there, have called a command and heard, 'Ahem, Sergeant.' If I was about to make a mistake, they would catch it quick, because if I made it, that would make them look bad. And they were not going to look bad."

When the intensity and pressure — of being the acme of perfection and the public face of the entire U.S. Army to millions of visitors — becomes too much, the guard's NCOs refocus and counsel their Soldiers, just like in any other unit, Skywalker said.

"When a new man hits the wall and feels like they can't do it anymore, I tell them to go outside and watch when one of the veterans' groups comes in," he said. "It's very emotional when you see one of these vets, and they struggle to get out of their

wheelchair to salute their buddies who lie beneath that marble. It's an awakening."

And no one is alone, Stackpole said. There are fewer than 30 people in the entire Tomb Guard platoon, which creates an exceptional esprit de corps. Everyone is eager to lend a hand.

"It's amazing the knowledge these Soldiers know," he said. "When a new man comes in, they are all over him helping him out. It's a fraternity, it really is. But it's a fraternity of professionals. Not many will ever be afforded the opportunity to do it, and everybody who ever visits will always remember."

After the crucible that is their training, sentinels must also cope with occupational hazards such as sore bodies, as well as having to endure extreme temperatures and the elements, Skywalker said.

"Your knees and your lower back — those are things we deal with on a regular basis," he said. "Of course, in the summer time, you're in 100 percent wool outside sweating head-to-toe, too. You're definitely going to drop weight. But you have to remind yourself that it's not about you."

The vigil is constant and enduring — even when hurricanes or earthquakes strike, Stackpole said.

"The sentinel on the mat when the earthquake hit [in 2011] thought his knees had buckled," he said. "He thought he was falling down and he didn't want to fall in front of the public. It bothered him that much. But he didn't realize it was an earthquake until they pulled him off the plaza."

"Those guys stand strong. They do not falter in the eyes of the American public," Stackpole said.

Even after sentinels earn their badges, like McGuire did in August, more work is to be done, he said.

"Training never ends," McGuire said. "We always try to remain perfect, not only for the crowd, but for the honor and respect of the Unknowns. On our off days,



**Top left:** Sentinels help McGuire perfect his uniform before a changing of the guard during rainy weather Oct. 19.

**Bottom left:** Gougler teaches Pfc. John Buckingham how the weapons are cleaned inside the guards' quarters on Buckingham's first full day as a sentinel in September 2011. After hours, when the cemetery is closed, sentinels wear the Army Combat Uniform.

PHOTOS BY MICHAEL L. LEWIS

we're still working to get better. It's more like a lifestyle than it is a job."

"It's kind of neat how it transitions," Stackpole said. "You're a new man. You earn your badge. Now, you have to be a standard-bearer by teaching that brand-new guy everything he needs to know. Then, that guy earns his badge, and you graduate to the next stage while he gets someone to train, and you learn to follow the assistant relief commander and learn his job while enforcing what you already know. And it keeps going."

The results, Stackpole said, speak for themselves: Scores of junior enlisted Soldiers who are well-prepared to assume NCO roles in their next assignment.

"I had a private first class who went to his old company and was building a ribbon rack for someone, and an NCO asked him to teach all his guys that," he said. "They asked him to stop, gathered a whole platoon of 36 guys, and this 19-year-old kid sat there and gave a step-by-step, by-the-numbers class to senior NCOs and junior enlisted. He's a 19-year-old kid, but because they know he's a Tomb Guard and they know the standards he's been taught and that have been instilled in him, they entrusted him to teach how to get their ceremonial ribbon racks together."

That perfection-seeking drive isn't limited to tomb sentinels, Stackpole said.

"There's nothing different about being an NCO here," Stackpole said. "You're still required to be a leader. You're still required to set the example and be out front. It's just a different mission. Everyone's mission constantly changes. But as far as how you operate as an NCO, it shouldn't change."

Skywalker, now a post-Tomb Guard NCO himself, agreed.

"Line 6 about perfection — just because you're not at the tomb doesn't mean you can't apply that to your job," he said. "We NCOs strive for perfection in everything we do, whether it's standing there guarding the Tomb of the Unknowns, or whether it's training Soldiers, or whether it's going to another unit and completing the mission there. For me, the standard is not going to be high because I was a Tomb Guard, it's going to be high because I'm a non-commissioned officer." ❖

*NCO Journal reporter Staff Sgt. Jason Stadel contributed to this report.*

*To contact Michael L. Lewis, email michael.lewis73@us.army.mil*



In this damaged photo, a cavalry Soldier guards the Tomb of the Unknown Soldier at Arlington National Cemetery, Va., on March 25, 1926, the first day a permanent military guard was posted. The tomb's superstructure was not added until April 1931. PHOTO COURTESY OF THE LIBRARY OF CONGRESS

## THE TOMB'S HISTORY

In October 1921, Sgt. Edward F. Younger, a Distinguished Service Cross recipient, selected the Unknown Soldier to be buried at Arlington by placing a spray of white roses atop one of four caskets exhumed from American cemeteries in France. After arriving in the United States, the Unknown Soldier lay in state in the Rotunda of the U.S. Capitol until his burial Nov. 11, when he was awarded the Medal of Honor and Victoria Cross.

When people began sitting atop the tomb to picnic, a civilian guard was hired to protect the tomb. Then on March 25, 1926, the first permanent military guard was posted, though only during the day. Cavalry Soldiers guarded the tomb from 1926 to 1933, artillery Soldiers from 1933 to 1936 and military police from 1936 to 1948. On April 6, 1948, Soldiers of the 3rd U.S. Infantry Regiment (The Old Guard) began guarding the tomb, a vigil they have maintained continuously ever since.

After World War II and the Korean War, two unidentified service members were selected to be buried beside their comrade. Navy Petty Officer 1st Class William R. Charette, a Medal of Honor recipient, selected the World War II Unknown and Master Sgt. Ned Lyle, a Distinguished Service Cross recipient, selected the Korean War Unknown. They were buried on May 30, 1958.

The Unknown from the Vietnam War was selected by Marine Corps Sgt. Maj. Allan Jay Kellogg Jr., a Medal of Honor recipient, and was buried on May 30, 1984. However, when DNA testing in 1998 confirmed the Unknown's identity as Air Force 1st Lt. Michael Joseph Blassie, he was exhumed and reburied with his family in St. Louis, Mo. The inscription above the now-empty crypt at Arlington reads, "Honoring and Keeping Faith with America's Missing Servicemen" to honor the Unknowns of every conflict.

## THE BADGE

The Tomb of the Unknown Soldier Guard Identification Badge is earned after completing a months-long period of studying, testing and practice. The obverse design consists of an inverted wreath, a sign of mourning, surrounding an image of the east face of the Tomb, which depicts the figures of Peace, Valor and Victory. Since the first badge was awarded to Master Sgt. William Daniel in February 1958, slightly more than 600 have been bestowed. Sentinels who have served for at least nine months as a Tomb Guard can wear the badge permanently. However, the badge may be revoked if a Soldier brings dishonor on the Tomb. As of 2012, 19 badges had been revoked.



# Army Career Tracker

— CREATE A PLAN WHEN ENTERING ARMY

— CREDENTIALS AVAILABLE AFTER ADVANCED INDIVIDUAL TRAINING

— SCHEDULE MILITARY TRAINING COURSES & STRUCTURED SELF-DEVELOPMENT

— COORDINATE CIVILIAN EDUCATION, BACHELOR'S OR GRADUATE DEGREES

— ENSURE YOUR WORK GOALS ARE MET WITH LEADERS & MENTORS

— PLAN TRANSITION FROM ARMY

John Sparks, director of the Institute of Noncommissioned Officer Professional Development, answers questions during a presentation about the Army Career Tracker.

PHOTO COURTESY OF THE U.S. ARMY TRAINING AND DOCTRINE COMMAND

**S**everal initiatives are under way to let Soldiers develop personally and professionally while they're in the Army and to better prepare them for life after their service. And the Army Career Tracker is there to help. The online portal, originally launched in June 2011, is continually being updated to assist Soldiers and their leaders to define career goals, create and ensure timetables are met for those goals, and help fulfill objectives both inside and outside the Army.

“The idea here of the Army Career Tracker is to support what we call the lifecycle of the Soldier,” said Jeffrey Colimon, a project officer with Training & Doctrine Command’s Institute of NCO Professional Development. “In other words: to provide a development program and development opportunities with a timetable that must be formally instituted as soon as individual service members enter the military to ensure not only that they are military-ready, but that they are also career-ready.”

The ACT encourages Soldiers to develop an Individual Development Plan, with both short- and long-term goals related to their military careers and their careers after the Army. The IDP can be used by Soldiers and their leaders to track training, military education, civilian education and a host of other development paths. The ACT is also

open to Department of the Army civilians.

Sgt. Maj. Jerry Bailey is the course manager for Structured Self-Development, based at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas. The ACT has become an important part of his briefings when he’s telling Soldiers and leaders about SSD.

“The No. 1 way I tell them to access SSD is through the Army Career Tracker, because it eliminates a lot of steps and gets Soldiers where they’re supposed to be at the level they’re supposed to be. It takes out the guess work.”

That’s one of the big advantages of the ACT — it consolidates information from several systems and presents it at one central site, said Master Sgt. Chadwick Wormer of INCOPD’s Learning Integrations Division, which oversees the ACT.



The ACT “is still up and coming, he said. “There are still a lot more enhancements that we’re working on. But as far as what it can do and what it’s really designed for, it’s a leadership development tool. It will integrate training, education and on-the-job experience, and it puts everything into one easy-to-use interface. It gives you search capabilities, mostly for other systems that house education and training resources. It’s more efficient and effective for a Soldier to use it to monitor their career development. It’s something that I never had when I was a young Soldier. I was only as good as my first-line leader, so what my first-line leader knew is all I knew. What the Army Career Tracker does is it puts younger Soldiers on a level playing field.”

The ACT includes the Integrated Total Army Database, GoArmy Education, the Army Learning Management System, the Army Training Requirements and Resources System, and nearly a dozen other resources. And the LID is constantly working on including more systems, Wormer said.

Among the latest improvements to the ACT being worked on is the full integration of available credentialing, which will help Soldiers obtain private-sector certifications they qualify for based on their military occupational specialties and work within the Army.

In June 2012, President Barack Obama announced the “We Can’t Wait” initiative, which is intended to let service members obtain civilian credentials and licenses for manufacturing and other high-demand skills they received from attending military schools. “Our economy needs their outstanding talent,” Obama said in his address in Golden Valley, Minn., announcing the initiative.

Under the president’s direction, the Department of Defense established the Military Credentialing and Licensing Task Force, which identified military specialties that readily transfer to high-demand jobs and worked with civilian credentialing and licensing associations to address gaps between military training programs and credentialing and licensing requirements.

In October, the Defense Depart-

**Recommended certifications**

My Planner  
 NAME: MARC PIERRE, RANK: ETS, SFC: 30 Sep 2016, MOS: RCP, 79R40, DOR: 25 Apr 2007  
 BIASD  
 Printable Career Map for 29E  
 Completed or In-Progress

Assignments  
 Institutional Training  
 Structured Self Development  
 Guided Self Development  
 Credentials / Certifications

29E - Electronic Warfare Specialist  
 Reset to your current MOS  
 29E50 - 80250

**PDM Recommendations**  
 Updated as of 12 Jun 2012  
 Active

**Credentials / Certifications(29E40)**

**DIRECTLY RELATED (COOL)**

- Associate Electronics Technician (CETA) (details)
- Certified Electronics Technician - Associate-Level (details)

**SKILLS RELATED (COOL)**

- Certified Broadcast Technologist (CBT) (details)
- Certified Electronics Technician - Journeyman-Level - Computer Electronics (details)
- Certified Electronics Technician - Journeyman-Level - Radar (details)
- Certified Emergency Management Specialist (CEMS) (details)
- Electrical Testing Technician (ETT) - Level I (details)
- Electrical Testing Technician (ETT) - Level II (details)
- Electrical Testing Technician (ETT) - Level III (details)
- Electronic Security Networking Technician (ESNT) (details)
- General Radiotelephone Operator License (FQ) (details)
- RADAR Electronics Technician (RAD) (details)
- Telecommunications Electronics Technician - Journeyman (TCM) (details)
- Telecommunications Junior Engineer Certification (details)
- Telecommunications Junior Technician Certification (details)

**OTHER (COOL)**

- Certified Electronics Technician - Journeyman-Level - Consumer Electronics (details)
- Certified Manager of Quality/Organizational Excellence (CMQ/OE) (details)
- Certified Quality Technician (CQT) (details)
- CompTIA A+ (details)
- CompTIA Security+ (details)
- Electromagnetic Compatibility (EMC) Technician (details)

RECOMMENDATION DESCRIPTION  
 CREATE RECOMMENDATION

**This screen shot from the Army Career Tracker site lists the certifications recommended for a 29E electronic warfare specialist. The site includes certifications available for a variety of military occupational specialties. IMAGE COURTESY OF THE INSTITUTE OF NCO PROFESSIONAL DEVELOPMENT**

ment launched a pilot program that included five occupational areas — aircraft mechanics, automotive mechanics, health care, supply and logistics, and truck drivers. Seventeen military specialties are included in those occupational areas.

“What we’ve asked the services to do ... is to look at those five areas. Look at their specific military occupational codes, marry them up and get some people into the pilot program,” said Frank C. DiGiovanni, the Defense Department’s director of training readiness and strategy.

The program began in October, he said, and as it progresses, officials will examine whether existing military training is sufficient to qualify service members for civilian credentials. Where the current training is found to be insufficient, DiGiovanni added, the department will determine if the program can be adjusted or if training from external sources is necessary.

The pilot is one of several Defense Department Credentialing and Licensing Task Force initiatives, Defense Department spokeswoman Eileen Lainez said.

“We’re looking at how we can better document and translate military train-

ing and experience so that civilian credentialing agencies and states can better understand the nature of military training and award appropriate credit,” she said.

Although the credentialing program is still in the pilot phase and Colimon said MOS-credentialing information won’t be completely integrated until 2014, the ACT already includes a bevy of information on civilian accreditations and their relationships to military MOSs.

“We’ve been working a lot of things with [credentialing],” Wormer said. “Because we link to training, and we link to not only the training you’ve completed in the past but the training you’re scheduled for, we also show other training that you might want or need to enhance your career. And some of that training is credentialing.

“Credentialing is, for some MOSs, very specific. For instance, the Army has truck drivers; well, civilians have the CDL, the commercial driver license. It pretty much goes hand-in-hand. What we work to do is to bridge the gap between what the civilian equivalent and the military is training. In other words, when you go to school to be a truck driver in the Army,

you're going to get about 90 percent of the training and you would need an additional 10 percent to finish your CDL. Army Career Tracker is working to bridge that gap, so that you're receiving almost 100 percent. So when you complete your AIT in the Army, it's a done deal: You're CDL qualified. And it's not just the truck drivers; it's many MOSs. And some of them are more obvious and more comparable than others."

A complete list of MOS-specific credentialing opportunities is available at the Credentialing Opportunities On-Line site, [www.cool.army.mil](http://www.cool.army.mil), and that information is also available through the ACT.

"The idea of the IDP inside the Army Career Tracker to support the military lifecycle is actually to provide [users] an integrated approach — an integrated approach to supporting the Soldiers' personal and professional development that capitalizes on the mutual needs of lifelong learning," Colimon said. "So the Soldier does not concentrate on trying to get a degree, trying to get some credentialing at the point of transition or at the point of departure. Instead they start throughout their career, whether they're a one-term Soldier or going to retire from the Army. They actually supplement the military training with civilian training and education so that, at the point of the departure, they are more credible. This approach is mutually beneficial to the Army because it gets a better-prepared Soldier while he or she is serving and potentially a better civilian at the exit point — whatever that is at the point of transition, whether it's separation or retirement."

In addition to promoting the ACT as a tool for SSD, Bailey has used the system to track his Soldiers' and employees' goals.

"It builds a counseling report for you, so that you don't have to guess," Bailey said. "It gives me that information that I can use to provide the positive feedback or the things that I think we need to get after. Then I can provide that input into the Army Career Tracker. It provides a lot of data."

Soldiers and their leaders build goals together in the ACT, and Soldiers

## Top questions

**WHAT IS AN INDIVIDUAL DEVELOPMENT PLAN?** It is a document completed by individuals to track self-development, both short-term (a year or less) and long-term. This plan is then reviewed and discussed with a leader or mentor to match the individual's goals with an organization's goals. Various options and approaches to achieve the plan are discussed. This plan is reviewed and updated at a minimum annually.

**WHY IS IT IMPORTANT TO HAVE AN IDP?** IDPs can be a win-win strategy because they benefit both the Soldier and the Army as a whole. Implementing an IDP helps Soldiers enhance their knowledge, skills and experiences. The Army benefits by developing improved Soldier capabilities and enhanced communication. IDPs also support a Soldier's lifelong learning and transition lifecycle by allowing him or her to plan and track development from enlistment to transition.

**WHY DO YOU HAVE TO CREATE AN IDP?** The Secretary of the Army Memorandum, "Army Transition Policy," dated Aug. 29, 2011, established mandatory use of the IDP. It ensures first-term Soldiers receive counseling within 30 days of arrival to their first permanent duty station; part of the process is creating an IDP.

**HOW DOES THE ACT HELP SOLDIERS DEVELOP AN IDP?** The Army Career Tracker allows users to plan and track their development in concert with their leaders and mentors. ACT provides an easy-to-use interface for users and supervisors to create, approve and track an IDP.

— SOURCE: INCOPTD

can also request that users who are not necessarily their supervisors act as mentors through the system.

"Soldiers had asked me to be their mentor when they signed up," Bailey

said. "Now I can look at those Soldiers, and the same things that I do for my employees, I can do for those Soldiers as a mentor."

That reinforcement from mentors can be invaluable, Bailey said. "If you see information and direction from a leader *and* a mentor, you're more apt to do it."

Bailey has also used the system for his own professional development.

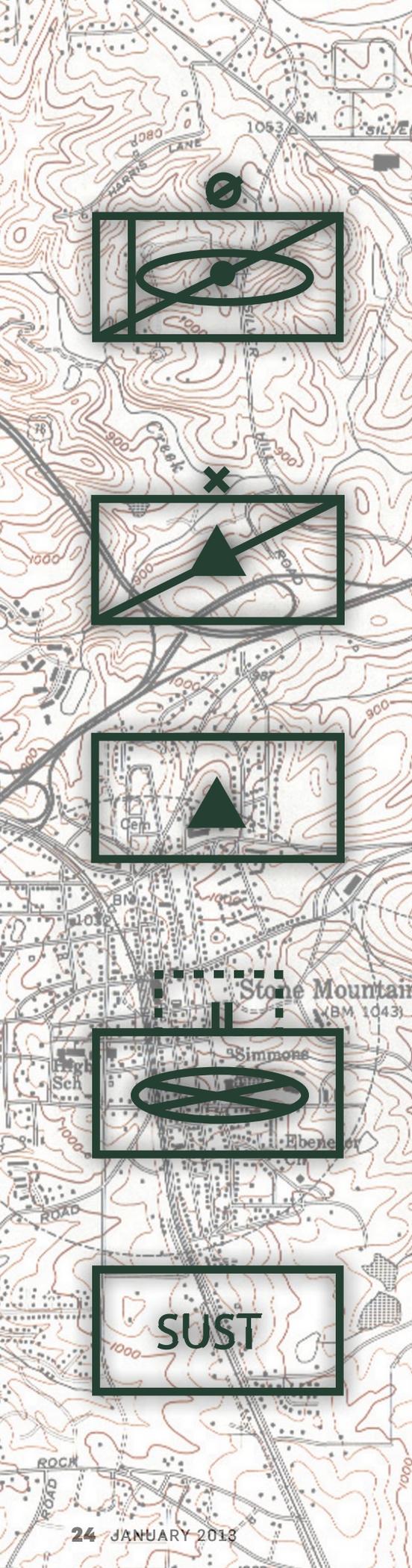
"At USASMA, we're not doing MOS-material things. It's all educational stuff," he said. "I'm an Army engineer, and there's not an Army engineer department over there. So I'm not necessarily keeping up with all the different gates or things that engineering has to offer. But through the Army Career Tracker, it keeps me in tune with: Here are upcoming things for engineers, here are what engineers are now doing, or here are the credentialing classes or schools or courses out there for engineers. I don't have to go through GoArmy and all this other stuff to find out this same information. It's already there on that site."

Colimon said growth in users of the ACT has grown quickly, with the site adding about 4,000 users a week and more than 25,000 goals already created. And Wormer said reaction to the site has been universally positive.

"We have very good reviews. Our hardest part is getting the word out there about our system," he said. "We use a profile communication, where we are able to target certain profiles of people, whether it's by installation, whether it's by MOS, whether it's by their rank, or maybe we just want to target somebody Armywide. ... When we send the profile communications out, we often get feedback: 'Hey, what's this? I've never heard of it,' or sometimes we just assume they're deleting it because we don't get anything. But we send these out, and the users who have never seen it, the very first time we show them the functionalities, immediately you can see a lightbulb come on: 'Hey, I wish I'd known about this. It's amazing.'" ❧

*The American Forces Press Service contributed to this story.*

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# BATTLE NONCOMMISSIONED

## PROVIDING NCOs WHO ARE A

STORY AND PHOTOS BY STAFF SGT. JASON STADEL  
NCO Journal

**T**he tactical operations center is the collective brain behind any battlefield operation. From headquarters at the battalion, up to a corps (and often higher), the TOC is a bustling network of Soldiers, computers, projectors and charts. It's where staff sections come together to issue orders and make battlefield decisions. It's almost a super-computer of officers and NCOs working together to update the commander and support troops on the ground.

Throughout their careers, officers are schooled on the types of situations that might arise in a TOC. To assist them, the Battle Staff Noncommissioned Officer Course will give NCOs the same type of training so they can excel alongside their officer counterparts and become TOC assets in their own right.

The BSNCO is for any staff sergeants to sergeants major who are working in a staff position, regardless of their military occupation specialty. NCOs not working on a headquarters staff can apply for a waiver to attend the course.

BSNCO is taught by resident instructors at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas; at Fort Indiantown Gap, Pa.; at Camp Williams, Utah; and at Fort McCoy, Wisc. The course is also taught via video teletraining from USASMA around the world. When NCOs successfully complete the course they are awarded the "2S" skill identifier.

All BSNCO instructors and staff are graduates of the course, said Sgt. Maj. Richard Beaver, BSNCO's director.

"That NCO can go out and can help the command and the staff officers in the military decision-making process," he said. "That NCO will be exposed to 28 hours of [MDMP] here, which allows that NCO to be more viable in a TOC setting. He or she can do other things besides go make copies. NCOs can be a vital part of the planning process."

No matter the medium or location, the course work is exactly the same.

"It's 159 academic hours regardless if you physically attend here at Fort Bliss [or the other locations], or if you are at-

# E STAFF D OFFICER COURSE SSETS TO THE BATTLEFIELD

tending via VTT,” Beaver said. “We have six testable blocks of instruction. They will cover topics that include the military decision-making process, graphics and overlays, plans, orders, and attachments.”

## Getting enrolled in the course

To enroll in BSNCO, NCOs must go through their unit’s schools NCO or Army Training Requirements and Resources System manager. Each residential course at Fort Bliss has 64 slots available through ATRRS, though Beaver said that can be increased to 80 slots. Fort Bliss typically conducts five residential courses each year.

A record, passing Army Physical Fitness Test from the student’s unit is required, and each student enrolled will be screened for height-and-weight requirements when the class starts. NCOs attending through VTT will be screened by assistant instructors or at that post’s NCO academy.

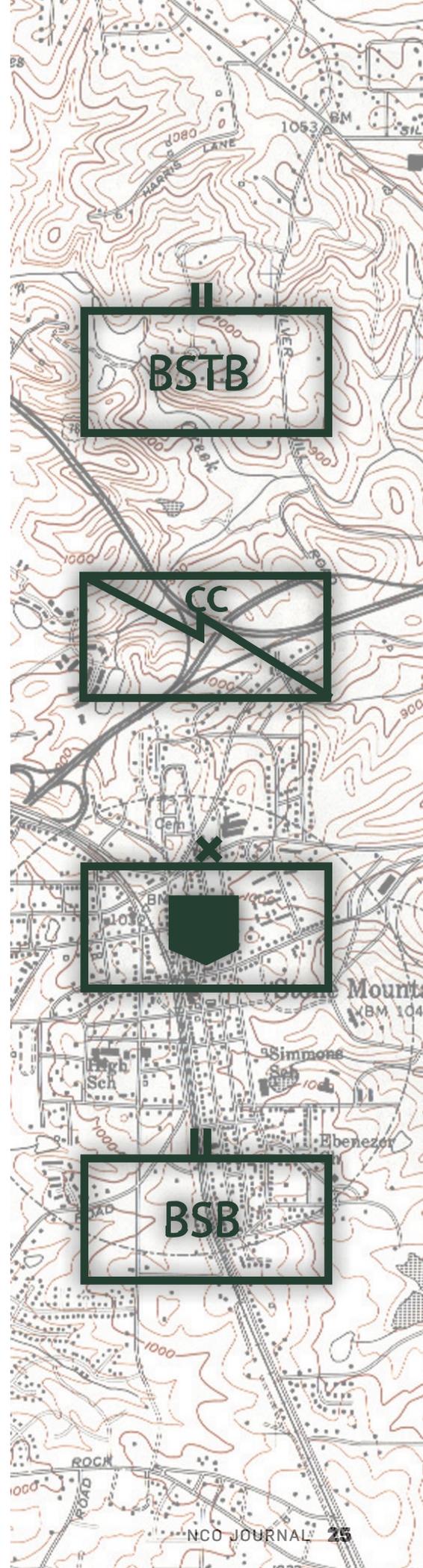
Beaver said the VTT courses are set up two to three years in advance of the course start date.

“The post asks for so many slots, and it goes through ATRRS. If they get the slots they ask for, then they’re responsible for filling the slots and making sure they meet all the requirements that have to be met,” Beaver said. “There are a bunch of timelines that have to be met through the VTT course manager. Most of the installations we do it with have done it in the past on a regular basis, so they know everything that needs to happen.”

## The course curriculum

BSNCO started in 1988 for reserve-component Soldiers, but soon after, USASMA completed a program of instruction that opened the course to all NCOs. Since then, the course has changed many times and will soon see more changes, said Master Sgt. Philip Eville, the BSNCO course manager at USASMA.

“It has dramatically changed,” he said. “I think from when I went back in 2006, it has been three course iterations. Ironically a lot of the lessons are the same.





**Top left:** Staff Sgt. Chantel Duhart of the 1st Stryker Brigade Combat Team, 1st Armored Division, reviews course work during a resident Battle Staff NCO Course class at the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.

**Bottom left:** From USASMA, Master Sgt. David Foulkes teaches BSNCO students via video teletraining in November.

**Right:** Sgt. 1st Class Kevin Hendrickson, a VTT instructor for the Battle Staff NCO Course at USASMA, prepares for an on-camera class session Nov. 7.



feedback from the field, former students and people who have experience in there. When we do get feedback from a student who makes a good recommendation, we'll say 'That's a good idea. How can we implement it in the course?' We take it very seriously."

Eville said the curriculum is designed for NCOs to be part of a unit's military decision-making process and give them the best information available to make those decisions. Students are given instruction based on current operations as well as the basic principles of war that remained unchanged.

"We train NCOs how to track a battle, how to manage a battle, how to fight a war," Eville said. "A lot of students say, 'Why are we still teaching basic combat operations? We've been fighting these stability operations for the last 10 years. This is what the Army is.' Well, you still have to understand basic combat operations. So we try to balance it. We focus a lot on stability operations, but still have to teach the basic fundamentals of combat and how you track a battle. Because someday, we may have a full war again, and we need NCOs who know how to track battles as well as the stability operations."

### VTT vs. resident course

Although the resident and VTTs courses teach the same curriculum, each format has advantages.

Obviously the VTT course costs units less to send NCOs to the course, said Master Sgt. Terrance Foster, the BSNCO VTT course manager at USASMA.

"It's a money-saver for the units," he said. "They don't have to pay [for temporary duty]; the units just have to let their people go to a location on their post to get the same training. It doesn't

We still teach a lot of the same material, but they've been updated. When I went back in 2006, the focus of the Army was a lot different. It's still a lot of the same subject areas, I would say. But how it's taught and the emphasis has changed a little bit."

One of the bigger changes recently was moving from two phases to a single phase. There used to be an online distance learning component prior to the start of the resident and VTT courses.

However, the distance learning phase has since been written out of the program's curriculum.

As the course manager, Eville develops the BSNCO curriculum. He said curriculum changes are designed and implemented a few different ways

"Doctrine drives a lot of what we do. So when a doctrinal update comes out, we have to reassess the lessons and then figure out how the doctrine changes the lesson," he said. "Some of it is based on



matter if we teach 80 students or 16 [via VTT], the cost is the same.”

Each VTT instructor can teach up to five locations at time. For example, one of the 10 VTT instructors at Fort Bliss could be teaching the same course at the same time to students at Fort Drum, N.Y.; Fort Bragg, N.C.; Fort Hood, Texas, Fort Carson, Colo., and Fort Stewart, Ga.

Though the VTT instructors are available to answer student questions, the resident course students get more hands-on training from the classroom instructor. Battle rooms are available to the students during their off time and weekends for study, and in the classroom environment, there are on-the-spot class discussions with the instructors. Sometimes, during a VTT session, an instructor might be working with a different location, which might take more time for questions to get answered.

### Assets to the TOC

In a TOC, most sections are run by an officer in charge and an NCO in

charge who work together to make decisions relevant to their section. Master Sgt. William Coleman, the Fort Bliss BSNCO resident manager, said an NCO who is a BSNCO graduate will only make that working relationship better.

“We are the officer’s counterpart,” Coleman said. “Take a sergeant first class, for instance, who just finished platoon sergeant time and comes up to a battalion TOC or brigade or division

“This is one of those things that will teach you ‘what right looks like,’” he said. “I know from my experience on a battalion staff, we kind of flew by the seat our pants a lot. I went to the battle staff course after I was on battalion staff, but this would have been a good tool for me [beforehand].”

Beaver said the BSNCO can offer NCOs the opportunity to continue their formal professional development after they complete NCO Education

System courses. After an NCO completes the Senior Leader Course, there isn’t an opportunity for military education until being accepted to the Sergeants Major Course at USASMA. Though BSNCO isn’t part of NCOES, Beaver

said the course will assist an NCO’s career and help the NCO’s unit during a deployment.

“I would challenge all the NCOs out in the force: If they have the opportunity to take this course, do so,” Beaver said. “I think it’s a great asset for themselves and the Army as a whole.”

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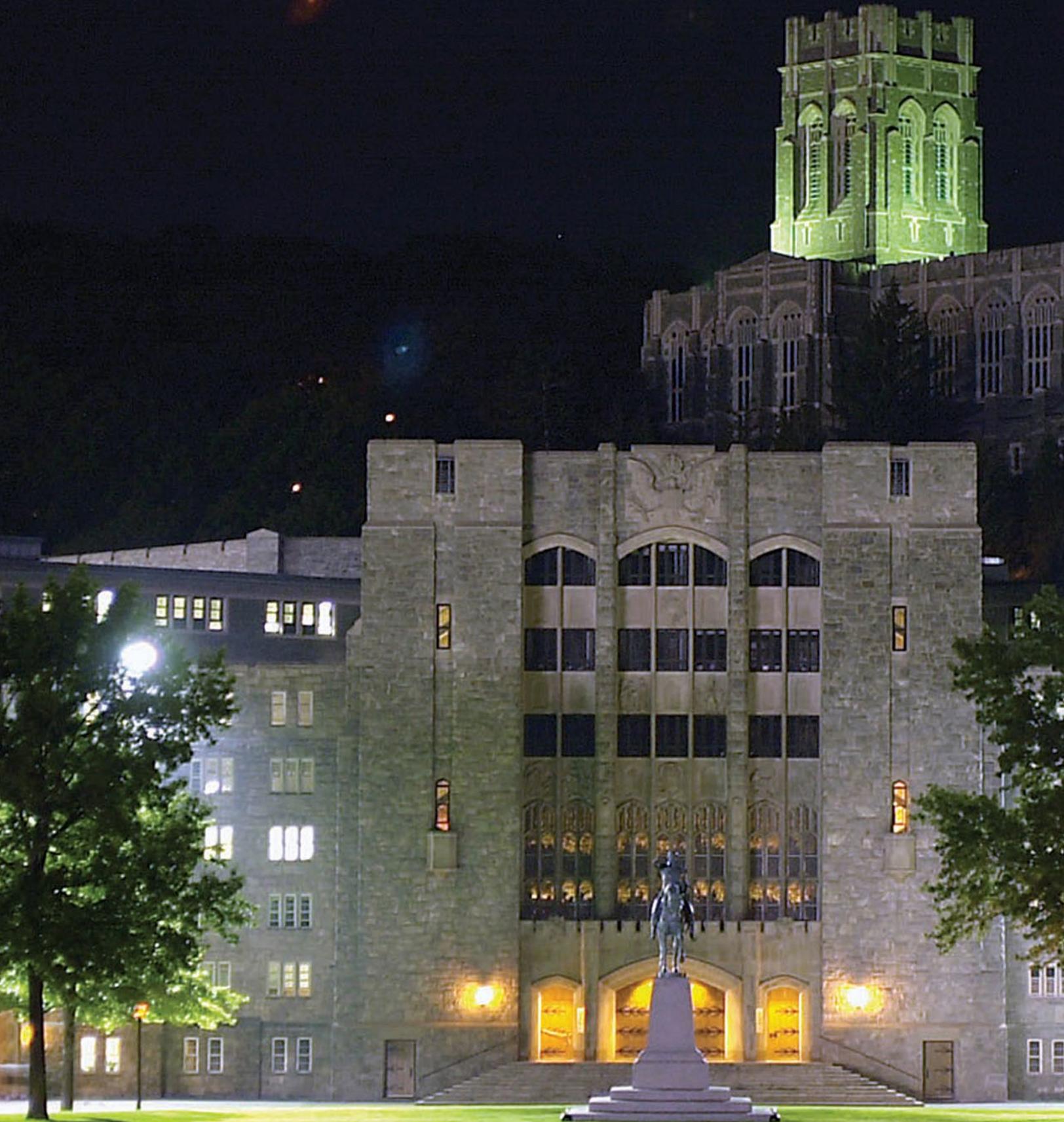
**“I WOULD LIKE TO CHALLENGE ALL THE NCOS OUT IN THE FORCE: IF THEY HAVE THE OPPORTUNITY TO TAKE THIS COURSE, DO SO.”**

— SGT. MAJ. RICHARD BEAVER

TOC. His counterpart is that captain who came out of company command. That NCO needs to be equivalent to the officer as far as knowledge base and [ability to] process orders.”

Because most career Army NCOs will be on a staff at some point in their career, earning the 2S skill identifier will allow them to be assets to their commands, said Sgt. 1st Class Wesley Taylor, a Fort Bliss battle room instructor.

# NCOs TEAC



# H T H E W A Y



## Tactical NCOs help develop the best commissioned officers at the U.S. Military Academy at West Point

**BY CHRISTY LATTIMORE-STAPLE**  
NCO Journal

Some of the U.S. Army's best noncommissioned officers are stationed at West Point, N.Y., developing cadets at the U.S. Military Academy. There, tactical NCOs play a pivotal role as the academy's military integrators — teaching, mentoring and training the cadets with a focus on leadership development and inherent responsibilities. They oversee cadets and their development in academic studies, understanding of military roles and responsibilities, and physical capabilities. All formerly platoon sergeants, drill sergeants or first sergeants, the tactical NCOs have one goal — to teach, inspire, mentor and motivate cadets to become the most prepared and qualified newly commissioned officers the U.S. military has to offer.

Washington Hall at the U.S. Military Academy at West Point, N.Y.

PHOTO BY BEVERLY COOPER



**Above:** Three cadets work in a group to come up with a plan of action for protecting their unit during an exercise in an enemy analysis and anticipation course.



**Left:** Sgt. 1st Class Thomas E. Larkin, an instructor in the Department of Military Instruction, teaches his cadets how to think like the enemy and anticipate courses of action.

PHOTOS BY CHRISTY LATTIMORE-STAPLE

“Here in the Department of Military Instruction, we are the military component for military instruction here at West Point,” said Master Sgt. Lonnie L. Schultz, senior enlisted advisor for the department. The NCO instructors at West Point were chosen because of their military expertise from the Army, he said.

“Most of the NCOs here, including myself, just got back from either Afghanistan or Iraq within the last year. We bring that battlefield knowledge to the classroom,” he said. “What the cadets see on paper and

in textbooks about actual events, they can visualize it better when we explain how it actually happens. Then they understand it more.”

NCOs use various methods to teach military tactics, Schultz said.

“When I teach a lesson plan, I like to show a video of it. Then, I also share my own experiences,” he said. “If NCOs were not here, the cadets would not get that firsthand account from our own experiences.”

Cadets are being prepared for a new

battlefield environment by learning how to think outside the box and make sound decisions.

“Being a part of the Army before 9/11, we trained to fight that uniform army that would be wearing bullet-proof vests and that was going to maneuver on us,” Schultz said. “Then, the decision-making process was pretty easy because it was like playing chess — if they did one thing, then we were going to do something else. However nowadays, you have to teach these cadets to think to make a decision. The most important skill a cadet can learn is how to make a decision.

“As an NCO, I try to give the cadets a base of tactical knowledge of how we operate as a military to make a decision

and be creative. That's the most important thing — to be creative and make sound tactical decisions, but more importantly make a decision and stand by their decision," Schultz said. "I tell my cadets the worst thing they can do is get out there, not make a decision and let things happen. Doing nothing is the worst thing a Soldier can do."

Cadets learn to think like the enemy and anticipate their actions.

"I teach enemy analysis and anticipating a course of action," said Sgt. 1st Class Thomas E. Larkin, instructor in the Department of Military Instruction. "In my class, the cadets are taught when planning their operations orders to think like the enemy and what would the [enemy] do. The exercises I give in my class are to get the cadets to think when they actually go out on a mission. It gives their platoon a heads-up on what things they could encounter from the enemy."

Cadets are shown the importance of their roles as future officers for the U.S. military.

"As an NCO and their instructor, I try to instill in them the importance of their [future] position," Larkin said. "They will be in charge of 30 to 35 Soldiers' lives in a platoon, depending on the military branch. That will always grab their attention."

NCOs teach the cadets the importance of relying on the experiences of others to solve a problem.

"In class, we make them work in teams," Larkin said. "I teach the cadets that when they are a platoon leader, they are not going to always get an answer by themselves. They will have to go to their company commander or their peers. Because of that, the cadets are able to bond because they are working together."

Cadets are assigned to a company or regiment at West Point, which teaches them

the inner-workings of the military chain of command. From year to year, cadets will gain the experience of having a leadership position and the roles and responsibilities that go with that duty.

"In our company, cadets receive a military developmental grade that reflects their leadership and their positions here within the company or regiment," said Sgt. 1st Class Edmund Saldarini, a tactical instructor for F Company, 4th Regiment. "We are grading cadets on their positions

**“We really push cadets to understand that the NCO is not the big bad wolf. The sergeants and platoon sergeants are not against you, I tell my cadets.”**

**— SGT. 1ST CLASS CLIFTON E. RUSH**

as the first sergeant — what he does and how well he does it, what kind of initiative he has or lack of. It's the same process for the company commander and all the other positions."

Knowing how to counsel is a big part of an officer's job and each time it's practiced it builds confidence in the cadets.

"I talk to the platoon sergeants formally once a week," Saldarini said. "I bring them in, we sit, and I ask them about their relationship with their officers."

"I ask them about the cadets in their platoon. Who is the best cadet? Who is having problems or any issues? How are they handling certain situations? I want to make sure they are getting involved with their subordinates, doing what an NCO cadet is supposed to do."

"We really push cadets to understand that the NCO is not the big bad wolf," said Sgt. 1st Class Clifton E. Rush, tactical instructor and NCOIC for F Company, 2nd Regiment. "The sergeants and platoon sergeants are not against you, I tell my cadets."

Cadets are taught to respect rank and the responsibilities that come with being an officer.

"Here, respect is heavily stressed," Rush said. "I teach my cadets not to be the hot head. Don't go off without all

the information. I give my cadets the example of when I was a young sergeant: We were changing tires at a launching station, and the lieutenant came in and flew off the handle. 'Why is LS3 [launcher] here?' he yelled. 'LS3 should have been at this place at this time, and that was an hour and half ago!' The NCO at the time had to tell him, 'Sir, the launcher that was scheduled to leave was LS5.'

"What happened was the lieutenant lost face not only with that junior NCO, but



**A cadet draws his unit's plan of action for a mission during a 360-degree security analysis exercise.** PHOTO BY CHRISTY LATTIMORE-STAPLE

also those Soldiers he locked up and was yelling at,” Rush said. “Through coaching, teaching and mentoring — all these things put together — we can teach cadets how not to do that, how not to lose face. Something as simple as taking a step back and finding out what is going on by pulling someone to the side to ask a question — that is a lot better than just flying off the handle without any information. Communication is absolutely key to doing better.”

Tactical NCOs find their jobs rewarding, but teaching subject matter to cadets who may not understand its importance can be challenging. West Point cadets take classes in their chosen major but also have to take classes in the Military Science Department.

“The biggest challenge is keeping the cadets’ attention,” Larkin said. “For some of them, they think their other classes more of a priority. But most cadets are willing to learn.”

“In the Military Science Department we teach a lot of infantry- and combat arms-related subject matter,” Schultz said. “Some of these kids know they are not going to go infantry, but it’s important they learn about it.

“You have some of these cadets who are extremely talented and in their other classes learning nuclear physics,” Schultz said. “But when they come to the DMI department, they may struggle. “But [the importance] really hits home when we do cadet summer training. They get out there

and are in leadership positions,” he said. “We’ve taught them about platoon operations, leading a platoon, operations orders, writing mission statements, doing tactical tasks. But when they get out there on the field, they realize how difficult it is to actually be in charge of a platoon.

“Then there are cadets who come to West Point because they wanted to get a military education, and they are going to serve in the military — that’s their focus here,” Schultz said. “When they are across the street in their other classes, they may struggle with calculus. But they can come

**“To have the ability to mold these future officers, my future leaders, and to have an impact on them is an honor.”**

**— SGT. 1ST CLASS EDMUND SALDARINI**

in here and can whip out an operations order likes there’s no tomorrow.

“We are trying to incorporate a new branching model so it will give those cadets who are top-ranked in their academic classes across the road the classes they want, and those cadets who want to be in infantry, in the combat field, will have their opportunity,” he said.

### **Teach, inspire, mentor, motivate**

Through teaching and coaching, tactical NCOs inspire, mentor and motivate their cadets to do more.

“I sincerely enjoy my job,” Saldarini

said. “I like teaching, mentoring — everything I do here at the academy. To have the ability to mold these future officers, my future leaders, and to have an impact on them is an honor.”

NCOs feel that inspiring young cadets is a privilege.

“As an NCO, one of the greatest honors that I have had while being here at the academy was graduation day,” Saldarini said. “The cadet regiment commander, my company commander, company executive officer — which are three big command positions cadets have to be chosen for — asked me to provide them with their first salute. Officers, if you ask them, they will tell you who their first salute was, because it’s special to them. And it was special to me. As an NCO, to have such an impact on their lives, it was truly an honor.”

The tactical NCOs have various teaching styles, but they all work to get the cadets to understand the lesson material.

“I try to keep my classroom in a relaxed atmosphere,” Larkin said. “The first 10 minutes of class, I let the cadets ask me any questions they have about the Army. I am a loud person, and I like to joke with the cadets at times. I try to keep my classroom learning environment lively, to keep my cadets’ attention. But most importantly, I make sure they understand the subject matter.”

One thing they learn is how and when to do a counseling.

“As an NCO, I mentor seven cadets here,” Schultz said. “I personally sit down with them, and because their parents are not here, I have become that role for them. A lot of cadets seek out that parent figure; they look for motivation. They love to hear the NCOs combat stories and about our own experiences.”

Tactical NCOs also have the opportunity to teach by example and show how the officer and NCO relationship is supposed to work.

“The cadets love to hear about the officer-NCO relationship,” Schultz said. “Cadets will ask me, ‘How am supposed to go and work with a guy who already has 10 years in the Army, and this is my first

**Sgt. 1st Class Edmund Saldarini renders the first salute to 2nd Lt. Angela Smith as her family watches.** PHOTO BY COLIN

MANSFIELD





**Above:** Cadets make their way to their next class during their busy day at West Point.

**Right:** A class of cadets sits outside listening to a lecture about the Cadet Code.

PHOTOS BY CHRISTY LATTIMORE-STAPLE

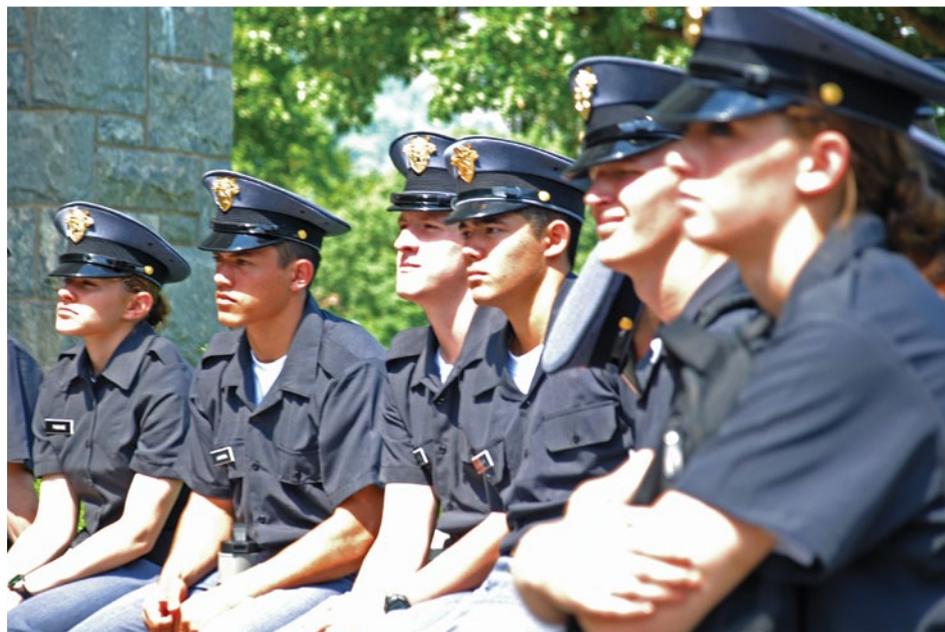
year?’ In that [officer] role, they will have to be able to counsel that person. They have to be able to stand in front of that platoon, where some of those Soldiers may be the same age as them — their peers — and have more service in the military and know more about their job than they do.”

The more counseling the cadets do, the more comfortable they are doing it.

“I make all my cadets counsel me, every three or four months,” Schultz said. “I give my cadets homework assignments like writing an award. I will give them a situation where they have to figure out the course of action, which sometimes includes counseling. It is some of those things that the cadets really need.”

### The successful cadet

The Tactical NCOs have a theory on what makes a successful cadet — account-



ability, drive, dedication, selfless service and responsibility.

“The most important thing is accountability and the love and drive for what you do to become a successful cadet, officer, Soldier and NCO,” Rush said. “I tell these cadets all the time: I can train you how to drill, I can make you better at PT, I can teach you how to do anything in any manual. But if you don’t have heart, if you don’t have that thing inside of you that makes you want to be here, then I can’t help you. I tell them that their hearts have to be in it and that if they are unsure about

what they want to do, then we need to get some counseling, we need to do some reflecting, we need to talk about what they are really here for.”

“You have to be dedicated,” Schultz said. “I have seen some of the best cadets and some of the worst cadets. What it really boils down to is the level of their dedication. Cadets have to have something within that is bigger than them. Because to come here, most kids don’t say, ‘I am going to get my degree, then go work for a Fortune 500 company.’”

Most cadets’ focus is a commitment to



**Above:** Cadets stand on the parade field during a ceremony at West Point. PHOTO COURTESY OF WEST POINT PUBLIC AFFAIRS

**Left:** Sgt. 1st Class Edmund Saldarini, instructor for F Company, 4th Regiment, stands with cadets Alex Kim, Dan Park, John Janigian, Colin Mansfield, Dan Bryce. PHOTO BY MARY SALDARINI



serve their country.

“They know that there is more,” Schultz said. “During the cadets’ third year, they go through their affirmation ceremony, during which they commit to seven years in

the military. Unfortunately, less than half of the cadets stay in the military after those seven years.”

Because the cadets hold different positions and ranks, the experience is a build-

ing block to teach responsibility.

When cadets become platoon leaders, they become responsible for everything that platoon does or fails to do.

“As their instructor, I want the cadets to take that responsibility now,” Larkin said. “It’s serious, and I want my cadets to take it seriously. I am not trying to scare them, but I want them to understand the importance of their job. I tell them that I do not want you or any of your Soldiers to get hurt or die on a deployment because you did not take responsibility for your actions or did not take that leadership role.”

West Point education

Cadets receive a top-notch military education and training from the U.S. Military Academy, Larkin said.

“The training we give during the summer cannot be beat,” he said. “The cadets experience a lot of leadership roles where they have a lot of responsibility to take on. Here cadets get to see what officers and NCOs are actually like. We are their first impression. With the NCO instructors here, cadets should gain the confidence that their NCOs are good, strong leaders.”

Cadets will be able to use the military and academic material they learn in their branch of service, Schultz said.

“I think the academic environment that we teach these cadets in is outstanding,”

he said. “I have cadets in my class who are studying Arabic, and some of their degree studies are down in the Defense Strategic Services, where they are going to learn how battles were fought, what the key players did or didn’t do. Those cadets are going to the Army, where they are going to apply that knowledge.

“There will never be a price that could be put

on getting an education here, especially as we try to push more Soldiers and NCOs into college to get everyone more schooling,” Schultz said. “The advantages these cadets are going to have are many, because

they are going to apply the military aspect and the schooling aspect to their jobs in the military.”

### NCOs' advice

Tactical NCOs have words of wisdom to share with their cadets — their future officers.

“I think that the culture we have in the Army — being on a team, supporting the unit, sacrifice — we instill that from day one, whether they are a cadet at West Point or an enlisted Soldier,” Rush said. “We teach them to respect rank and authority and that having that authority over others is a privilege, one that can be very easily taken away.”

NCOs and officers have to be aware of the importance of their roles and how their relationship should work.

“NCOs and officers should be aware of their individual roles, how they overlap and the responsibility of those roles,” Rush said. “If we allow ourselves, or our peers or our leaders, to do things just because they can or because they can get away with it, then that’s not right. That’s not living up to the seven Army Values. That’s not in the Creed of the NCO. That’s not what’s in the Officer’s Creed or in the Oath of Enlistment. I teach my cadets that they must always take the harder way. It’s a great privilege to have greater responsibility.”

Part of being a good leader is knowing and caring about one’s Soldiers.

“My advice to a new graduating lieutenant is to have a true concern for your Soldiers, your platoon,” Larkin said. “No matter who they are, what branch they are, they should have a genuine concern for their Soldiers.

“I do not want them to be one of those lieutenants who sits in the office and does not know their Soldiers. I want that platoon leader to know if his Soldier has a drinking problem or whatever the issue may be. But I also want that leader to know what their Soldiers’ hobbies are, what they like to do, where that Soldier may be from — not be their friend, but know their Soldiers, know their platoon.”

NCOs instill the meaning of the profession of being an officer.

“The cadets are taught by the military, they live with the military, they are totally immersed in everything that has to do with the military,” Schultz said. “That’s one of the many things I try to instill in them,



## WEST POINT'S DEPARTMENT OF MILITARY INSTRUCTION

### Military Science

The West Point Core Military Science Program consists of three 40-lesson courses that prepare cadets for tactical leadership. The program is outcome-based and teaches sound decision-making under pressure. Instructors emphasize the principles that underlie U.S. Army Doctrine while avoiding reliance on checklists and set processes. The curriculum is designed to strengthen cadet character and adaptability.

### Military Training

The Military Training branch plans, coordinates and executes Cadet Summer Training and the Sandhurst Competition. MT officers coordinate with the Army Accessions Command to program Army Common Core Tasks concurrent with the Basic Officer Leader Course program into the cadets’ 47-month USMA experience. Every MT officer and NCO instructs Military Science courses during the academic year.

### Cadet Summer Training

Cadet Summer Training provides all four classes with challenging, realistic military training commensurate with their respective level of development. The broader purpose is the inspiration and development of each cadet as a future Army officer.

### Defense and Strategic Studies

A degree in Defense and Strategic Studies prepares cadets for many positions in the military, the U.S. government and various civilian professions. Cadets are prepared for the complexities of modern warfare and a lifetime of service to the nation through the wide range of approved electives, which develop well-rounded leaders.

### Department of Physical Education

The Department of Physical Education strives to develop warrior leaders of character who are physically and mentally tough by engaging cadets in activities that promote and enhance a healthy lifestyle, physical fitness, movement behavior and psychomotor performance.

### Simon Center for the Professional Military Ethic

The William E. Simon Center for the Professional Military Ethic educates, trains and inspires leaders of character in the Corps of Cadets through the development, coordination and integration of the Professional Military Ethic in the curriculum and activities at West Point.

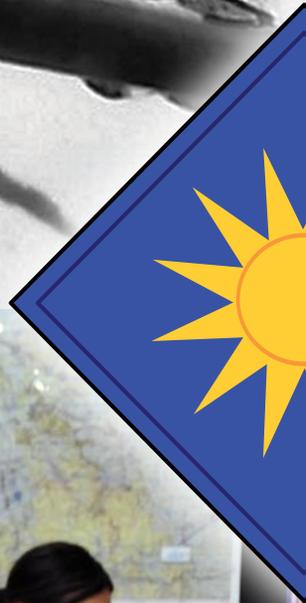
to make them never forget what their profession is — the profession they chose — the profession of arms. A profession is something you do for the rest of your life.”

Relying on the NCO Creed or Officer’s Creed is a pathway to success, the academy’s NCOs said.

“Do the right thing all the time and live by the NCO Creed, or for officers, the Officer’s Creed,” Saldarini said. “That’s the most important advice I can give. The

NCO Creed will not set you up for failure; it will always set you up for success. I keep the NCO Creed on my desk. I look at it all the time. It’s very important to me as an NCO. It tells me how to be an NCO, what to do as an NCO. By following it, I set my officers up for success.” ❖

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# 40<sup>TH</sup> INFANTRY DIVISION

For nearly 100 years, the Sunshine Division has protected California and the nation

BY JONATHAN (JAY) KOESTER NCO Journal





**Previous page top left: Soldiers from the 40th Infantry Division fight during the Korean War.** PHOTO COURTESY OF THE CALIFORNIA STATE MILITARY MUSEUM

**Previous page bottom left: As part of a joint task force, Master Sgt. Timothy Kennedy of the 40th ID works side by side with soldiers from the Australian army and a U.S. Marine in July 2011 during Exercise Talisman Sabre 2011 at Kokoda Barracks, Queensland, Australia.** PHOTO BY STAFF SGT. EMILY SUHR

**Previous page bottom right: Soldiers from the 40th ID arrive at Malaybalay, Mindanao, Philippines, May 26, 1945.** PHOTO COURTESY OF THE CALIFORNIA STATE MILITARY MUSEUM

**Left: Three 40th ID Soldiers were awarded Medals of Honor for actions in Korea.** PHOTO COURTESY OF THE CALIFORNIA STATE MILITARY MUSEUM

**T**hey may not have a song or a famous motto, but the 40th Infantry Division has a full, important history of protecting the citizens of California and the nation. It's a history the division's NCOs have worked to keep alive and relevant for almost 100 years.

The 40th ID was created on Sept. 16, 1917, from National Guard units from California, Arizona, Colorado, Nevada, New Mexico and Utah. Based at Camp Kearney in San Diego, Calif., the division was created after the United States joined World War I. Its well-known nickname and patch were created soon after, Sgt. Major Daniel Sebby said in a short history of the division he wrote for the California State Military Museum in Sacramento, Calif. Sebby is the museum's curator.

"It was soon decided that the new division's nickname would be the 'Sunshine Division,' since its patch was a sun on a field of blue," Sebby wrote. "The division was one of the best-prepared for the great mobilization since a majority of the units had just been released from active duty on the Mexican border."

Later, during the Korean War, Brig. Gen. Joseph Cleland changed the patch to a multicolored diamond sewn on laterally, calling it a 'Ball of Fire,' but an outcry from

United States enters World War I.

**Sept. 16, 1917**

**April 6, 1917**

The 40th Division is organized at Camp Kearney, Calif.

All 40th Division troops have been sent to Europe.

**June 18, 1926**

**Aug. 31, 1918**

40th Division headquarters established in Berkeley, Calif.

40th helps control Folsom Prison riots.

**Nov. 24-26, 1927**

**Nov. 24-26, 1927**

40th Division troops respond to Long Beach earthquake.

40th Division elements activated for longshoremen's strike in San Francisco.

**March 10, 1933**

**July 5, 1934**

Japanese attack Pearl Harbor. 40th Division immediately provides security for southern California.

**Dec. 7, 1941**



**July 8, 1942**

40th Division starts move to Hawaii, completed in early October 1942.

**Right: Waiting for a signal, troops from the 40th Infantry Division wait Feb. 28, 1944, on Guadalcanal for transport to a troop ship.** PHOTO COURTESY OF THE CALIFORNIA STATE MILITARY MUSEUM

division veterans led to Cleland being admonished and the original patch's return. Sgt. Major Javier Becerra, the G1 sergeant major at California's Joint Force Headquarters in Sacramento, said 40th Infantry Division Soldiers quickly gain pride in their patch and their history.

"In the division, there are a lot of really proud Soldiers who really wear the patch with pride," Becerra said. "We joke about the patch, but it's all I've known."

**World War I**

Though many Soldiers and NCOs from the 40th Division fought in World War I, they didn't fight as part of the division, Sebby said.

"When the division arrived in France in August 1918, the Germans had just completed a series of offensives that started on March 21 and ended on July 15," Sebby wrote. "These offensives were designed to destroy the American Expeditionary Force before it could be fully constituted. They almost succeeded. It was decided that the new divisions would be used as depot divisions, supplying fresh troops to the more experienced combat divisions. By the end of the war, the 40th Division provided more than 27,000 replacements to the 26th, 28th, 32nd, 77th, 80th, 81st, 82nd and 89th Divisions."

By the end of World War I, 2,587 members of the 40th Division had been killed in action and 11,596 wounded. Another 103 died of their wounds at the Camp Kearney post hospital. On April 20, 1919,



the division stood down. The division sprung back to life on June 18, 1926, with its headquarters first in Berkeley, Calif., before moving to Los Angeles in 1937.

**World War II**

By the day after the Dec. 7, 1941, attack on Pearl Harbor by the Japanese, elements of the 40th Division were sent to various strategic locations in Southern California to defend against what many thought would be an imminent attack.

Retired Master Sgt. Duane Whaley, 88, joined the 40th Division in 1940 and still lives in Southern California. He remembers the time well.

"We got the mission to guard the whole West Coast," Whaley said. "My regiment, the 184th, guarded from the Mexican

border all the way up to Oceanside (Calif.). We kept expecting an invasion from Japan."

Though the attack never came, members of the 40th Division were tasked with rounding up civilians of Japanese descent living in California to relocate them to internment camps. In the book, *The Fighting Fortieth in War and Peace*, James D. Delk wrote about the division's role.

"Japanese-Americans were moved into relocation camps starting in early February," Delk wrote. "The 40th Division was tasked with moving these unfortunate civilians and for guarding their possessions. They were forced to quickly liquidate their homes, or arrange for non-Japanese friends to act as caretakers."

In December 1942, the division moved

40th Division leaves for Guadalcanal.	40th Division invades Luzon, Philippines.	40th Division elements return from Negros to Panay.	40th Division inactivated at Camp Stoneman, Calif.	40th Division activated for Korea. Advance party departs for Camp Cooke (now Vandenberg Air Force Base).
<b>April 23, 1944</b>		<b>Aug. 14, 1945</b>	<b>Oct. 14, 1946</b>	
<b>Dec. 20, 1943</b>	<b>Jan. 9, 1945</b>	<b>June 15-18, 1945</b>	<b>April 7, 1946</b>	<b>Sept. 1, 1950</b>
Elements of the 40th Division relieve 1st Marine Division on New Britain, Papua New Guinea.		Japan accepts unconditional surrender terms.	40th Division reorganized and federally recognized at Los Angeles.	



to Guadalcanal in the South Pacific for training and combat patrolling, Delk said.

“By the middle of January (1943), the movement of the division from Oahu, Hawaii, had been completed,” Delk wrote. “Troops were ordered to always wear their helmets — not to protect themselves from the enemy, but from the very real danger of coconuts falling on their heads. There were coconuts everywhere, planted primarily by the Proctor & Gamble Co., and

the heavy coconuts falling 60 or 70 feet could be deadly.”

Whaley said the training and patrols were some of the most difficult in his National Guard career.

“We started doing patrol work all through the jungles of Guadalcanal, looking for a spare Japanese someplace maybe left behind,” Whaley said. “Worst jungle I’ve seen in my life. Mosquitoes were so thick we had to wear a net over our hel-

rets. That’s where I got malaria.”

By December 1944, the Soldiers of the 40th Infantry Division were preparing to depart toward the Philippines for their first major battles of the war, Delk wrote. On Dec. 1, 1944, Maj. Gen. Rapp Brush sent the following message to the Soldiers of the 40th Division:

“We are now entering the most important period in our lives and in the history of our division. The operation in which

<p><b>April 10, 1951</b></p> <p>40th Division alerted for move to Korea to relieve 24th ID.</p>	<p><b>Jan. 20, 1952</b></p> <p>First ship departs Japan for Korea with first elements of the 40th Division.</p>	<p><b>May 1952</b></p> <p>Enemy probes of the division's lines increase. A total of 3,636 enemy rounds hit in April.</p>	<p><b>June 26-28, 1952</b></p> <p>2nd Republic of Korea Division relieves the 40th ID.</p>
<p><b>Dec. 22, 1951</b></p> <p>40th Division advance elements arrive in Japan. Division given mission of defending north Honshu while training.</p>	<p><b>Jan. 6, 1952</b></p> <p>40th Division's first loss in the Korean War was Sgt. 1st Class Kenneth Kaiser Jr., killed near Kumsong.</p>	<p><b>April 1952</b></p> <p>Fewer contacts initiated by the enemy. A total of 2,722 enemy mortar and artillery rounds hit in May.</p>	

Sgt. Jason Stevens, an agribusiness development horticulturist with the 40th ID, gathers a soil sample in November 2009 from a field in Marawara, Afghanistan. His group met with local farmers about their crop output in the area and gathered soil samples to learn how crop production might be increased in the area. PHOTO BY TECH SGT. BRIAN BOISVERT

we are about to participate constitutes the culmination of three long years of war in the Pacific. I am sure that every member of the division is proud that we have been selected to participate in the spearhead attack on this vital objective.

“Through long periods of rigorous training we have molded and hardened ourselves into a highly efficient combat team. Those periods are now behind us. We are about to receive the real test. I feel that we are fully prepared to meet this test and bring the operation to a speedy and successful conclusion. I have the utmost confidence in you.

“Good luck and God bless you. THIS IS IT!”

Indeed, it was. The division attacked the Japanese at Luzon, Panay and Negros in the Philippines. By March 1, 1945, the enemy had been successfully driven into the mountains, Delk wrote.

“The division was proud of their first real combat,” he wrote. “After the bloody fighting for several weeks, the division was disappointed they were not selected to take Manila. Many Soldiers were convinced that ‘the brass’ didn’t want a National Guard regiment to take Manila, and sent in the Army’s 5th Cavalry (Regiment).”

Japanese staff studies captured in the battles showed how much respect they had for the 40th Division, Delk wrote.

“In the words of the Japanese staff officers, ‘The American ability to organize and deliver hard-driving assaults and their alertness in meeting our night raids was astonishing,’” he wrote. “They were particularly impressed with the division’s mortars, considering them to be the division’s most effective weapon.”

At the end of the fighting, the division was credited with killing or capturing 6,145 Japanese on Luzon, and with killing or capturing 4,732 Japanese on Panay and Negros. In the course of all its fighting during World War II, the 40th Division had 715 killed in action, plus five missing.

### Korean War

Peace did not last long after the end of World War II. On June 25, 1950, the North Korean People’s Army invaded the southern Republic of Korea. A month later, the 40th Infantry Division was told to begin mobilizing for Korea. The division was first sent for training at Camp Cooke, Calif. In March 1951, the division’s Soldiers were sent to the Japanese island of Honshu. There they defended the north part of the island while continuing their preparation.

In January 1952, the members of the 40th Division were sent to Pusan, South Korea, to begin relieving the 24th Division on the front lines.

“When the troops arrived in Korea, they were immediately put into the front line,” Delk wrote. “As troops passed the war-weary veterans returning from the front lines, anxiety and apprehension were heightened. The veterans of the 24th Division looked physically tired and emotionally beat. As they pulled off the line into reserve, many of them whispered to 40th Soldiers as they passed, wishing them luck

and a safe trip home next year.”

Arriving in January — in the middle of winter — didn’t help matters.

“As advertised, the troops found the sub-zero weather bitterly cold,” Delk wrote. “Many Soldiers would recall this period in Korea as the coldest time of their lives. Artillerymen had to be careful. When they swabbed the bore of their howitzers, water would drip and freeze, which formed a miniature ice rink below the breech. That made it extremely slippery and dangerous when servicing the weapon.”

The battles continued through 1952 and into 1953. By April 1953, the 40th Division was at the Ihyon-Ni-Kalbakkumi sector, nicknamed the “Punch Bowl” because of the natural features in the area. Later, the 40th Division replaced the 45th Infantry Division in the Heartbreak Ridge-Sandbag Castle area before a truce was declared on July 27, 1953.

The fighting in the Punch Bowl was so important to the Soldiers of the 40th Division, a silver punch bowl handmade during the era remains on display at the division’s headquarters at Los Alamitos Joint Forces Training Base in Long Beach, Calif.

“Maj. Gen. Ridgley Gaither had contracted with a Tokyo silversmith to craft a special punch bowl modeled on the Punch Bowl where the division had fought and suffered so many casualties, ...” Delk wrote. “The artisan was given a relief map and told what was desired. He then crafted a replica of the ‘Punch Bowl,’ which was delivered with a ladle to the division several months later.”

During 342 days of combat in Korea, the 40th Division had 376 men killed in combat, 1,457 wounded in action and three Medals of Honor awarded.

40th Division deploys across Ihyon-Ni-Kalbakkumi (Punch Bowl) sector.

**Oct. 16, 1952**

**April 27, 1953**



40th ID is released from active federal service and reverts to state control.

**May 8, 1954**

**June 30, 1954**

Final review of 40th Division in Republic of Korea.

40th AD elements assist during floods in Los Angeles area.

**July 1, 1954**

**Jan. 25-27, 1956**

40th Infantry Division reorganizes and is redesignated as the 40th Armored Division.

40th ID ordered to relieve 25th Division in the Paem-Ihyon-Ni sector.

On July 1, 1954, the day after demobilizing from Korea, the 40th Infantry Division became the 40th Armored Division. The 40th Infantry Division came back to life in January 1974.

### Peacetime duties

In addition to their wartime duties, the Soldiers and NCOs of the 40th Infantry Division have what is likely the record for most activity during peacetime of any National Guard division.

“The 40th Division has always been headquartered in the most disaster-prone state in the nation,” Delk wrote. “There have been many disastrous earthquakes. ... There have been innumerable forest fires and floods. And there have been the many riots in prisons, at the docks and in the cities, including the most destructive rioting in our nation’s history. The 40th Division was involved in all of them.”

One of the earliest examples of this was the riot at Folsom State Prison in 1927.

“In November of that year, prisoners at the Folsom State Prison seized control of the main buildings and took several of the staff as hostages,” Sebby wrote. “The warden was unable to control the situation and asked the governor [to send] the National Guard. Telephone calls and announcements over the radio were made. Theaters stopped their shows to announce, ‘All National Guardsmen report to your armory.’ The entire 184th Infantry Regiment and supporting troops ... assembled and moved to Folsom. When the action was over, 11 inmates were dead and 11 wounded.”

In April 1992, the division was called to protect the people of California during the riots that erupted after four Los Angeles

“I think the bottom line is we have to teach our young Soldiers the history, because one day the division is going to be gone. And all that is going to be left of the 40th Division when they tear down this building is what we remember.”

— SGT. MAJ. JAVIER BECERRA

police officers were found not guilty in the beating of Rodney King. The violence in Los Angeles got so out of control that the division was federalized and reinforced by the 49th Military Police Brigade and 7th Light Infantry Division from Fort Ord, Calif., and the 1st Marine Division from Camp Pendleton, Calif.

Becerra was part of that mission and said what he remembered most was how grateful the residents were to have the Soldiers there keeping the area safe.

“All the lights were out when we pulled in,” Becerra said. “All the people thought we were going to kill them. But the minute the division got involved and was on the ground, everything ceased. I witnessed it; I was there. Everything ceased. There was no more violence.

“When we were on the streets, I remember people coming up to us and giving us food. People gave us keys to their stores in case we needed anything at night,” he said. “Of course we didn’t accept, but just the thought. They said they hadn’t had the

feeling of peace on the streets where they could walk at night. When we left, people were literally in tears in the street.

“Wherever we went, we were welcomed,” Becerra said.

The work continues as NCOs ensure Soldiers of the 40th Infantry Division are ready for whatever hits California next, said Sgt. Maj. Sergio Porras, the operations sergeant major for the 160th Infantry Regiment, 40th Infantry Division.

“The planning that we are doing now is not just for earthquakes, not just for fires, not just for rescue. We’re actually planning a broad spectrum, from terrorist attacks to anytime local governments need support,” Porras said. “One of the things we’ve been mandated to do is talk to our local police department, our first responders, and have that relationship with them, to see what their needs are if something does happen.

“I just came from a two-day conference, and that’s all we did — plan how we’re going to support ourselves first, to support the community, either here in the Southern California area or in Northern California,” Porras said. “Because if something happens in Southern California, the Northern California forces, our sister battalions, will support us and vice versa.”

### Moving forward

The NCOs of the 40th Infantry Division said they are proud of their history and use it to inspire their service in the present. Sgt. Maj. Angel Rocha, operations sergeant major for the 40th Division, talked about how his 160th Regimental coin reminds him of the past.

“All around [the coin] it has the history, like the Mexican border, World War I, World War II, Korea, ... during [Opera-

Aug. 13-24, 1965

40th AD employed to control the Watts Riots in Los Angeles.



40th ID (Mechanized) is organized and federally recognized with its headquarters in Long Beach, Calif.

April 1981

Jan. 13, 1974

40th ID headquarters moved to Los Alamitos Joint Forces training base.



Sgt. Maj. Javier Becerra, right, poses with a Los Angeles business owner after the 40th Infantry Division secured the streets after the riots in 1992 that started after the Rodney King verdict. PHOTO COURTESY OF SGT. MAJ. JAVIER BECERRA



A silver punch bowl, made to commemorate fighting during the Korean War, sits at the headquarters of the 40th Infantry Division at Los Alamitos Joint Forces Training Base, Calif. The division's Medal of Honor winners are also on display.

PHOTO BY JONATHAN (JAY) KOESTER

tion] Desert Spring when they went over after 9/11 and [Operation] Iraqi Freedom,” Rocha said. “That’s all around the coin. We’re proud of the history, and we’re taking that and running with it. ‘Old Soldiers never die, they fade away.’ ... They fade away because what we take from them is what makes the division keep on going. Their training is still part of the lineage. Hopefully we’ll pass it along.”

Sgt. 1st Class Edward Gonzales, personnel service NCO for the Headquarters and Headquarters Battalion of the 40th Infantry Division, said the history he sees at Los Alamitos each day inspires him.

“The history of the 40th Infantry Division has affected me because I like to know about the men who have gone before me,” Gonzales said. “Here at Los Alamitos at division headquarters, we have a foyer displaying the Medal of Honor recipients during the Korean campaign, lots of pictures on the wall from Soldiers in the Second World War, and that gives

me a lot of pride. I came off of active duty from the 82nd [Airborne Division]; when joining this unit, I realized that we had just as much glory and honor as the 82nd had during the Second World War.

“The one big thing that stands out that I don’t think I really appreciated when I was in the 82nd is that the 40th Infantry Division is made up of citizen-Soldiers in the true sense,” Gonzales said. “They have an outside life. They are civilians, and then when they are called upon, they put on the uniform and serve. Having deployed with them a couple of times now, I realize how important that is. In 30 days, you could find yourself overseas somewhere. And to think that we’ve been doing that ever since the First World War, it’s impressive how the members of this division quickly train up and take their part in history.

“I think it’s important that our Soldiers know that they come from a long line,” Gonzales said.

Remembering the difficult battles of the

past and how hard Soldiers had it is also a good source of inspiration, Porrás said.

“It inspires me because it’s really humbling to know their experience,” Porrás said. “These gentlemen have put their lives on the line for us before we even got here, and some of the stories they tell us, they really had it hard. In comparison to what we have today, we’re living the life of luxury. It’s pretty inspirational, and in my battalion, I try to teach my junior NCOs, ‘Hey, this is important, and here are the reasons why. Right now you might not understand it, but if you reach the senior ranks and you’re involved in planning and other things, this is stuff you need to consider.’”

Recent cutbacks in the division had Becerra thinking about more ways to preserve and honor the sacrifice of those who have come before.

“When we get our new troops in, one of the things I have them do is walk down the hall and see some of the division history,” Becerra said. “I want them to know at least a little bit about the division. I think the bottom line is we have to teach our young Soldiers the history, because one day, the division is going to be gone. And all that is going to be left of the 40th Division when they tear down this building is what we remember.”

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40th ID employed to control Los Angeles riots after the Rodney King verdict.

**From Sept. 11, 2001, to present day**

**Jan. 17, 1994**

**April-May, 1992**

After the Northridge earthquake, 40th Division elements establish tent cities and provide security.

Elements of the 40th Infantry Division have served in Iraq and Afghanistan. The Division's Soldiers remain on guard and on watch to help after natural disasters or other emergencies in California.



The headquarters for the 40th Infantry Division are located at Los Alamitos Joint Forces Training Base, Calif. PHOTO BY JONATHAN (JAY) KOESTER



# IN ACTION

Stories of NCOs  
**LEADING,  
TRAINING,  
MAINTAINING,  
& CARING**

**NCO**JOURNAL

# ‘A heart as big as the Atlantic’

Fort Hood staff sergeant one of two Army NCOs to receive 2012 DoD Disability Outreach Award

**BY GLORIA MONTGOMERY**  
Army Medicine

**W**hether at the Disabled American Veterans post he commands or on the geriatrics ward at the Veterans Affairs Medical Center in Temple, Texas, where he is an Operation Warfighter intern, Staff Sgt. Donald Sistrunk has made it his mission to help every veteran he meets.

Sistrunk, a Soldier with Fort Hood’s Warrior Transition Brigade, was one of two Army NCOs honored Dec. 4 at the Pentagon with the Department of Defense’s 2012 Disability Outreach Award. Staff Sgt. Alexander Shaw of the Fort Campbell Warrior Transition Battalion and 15 other service members and civilians also received the award for their outstanding contributions as, or on behalf of, disabled military members.

To be nominated, employees must demonstrate initiative in overcoming a disability, be an inspiration to others and have extensive community involvement assisting handi-

capped and disadvantaged people to achieve their full potential.

“He is very deserving of this award because of all his accomplishments during his tenure at A Company,” said Sistrunk’s former company commander, Capt. Jose DaCunha. “I’m not surprised that he won the award, but I was surprised how competitive it is with only two Soldiers out of the entire Army selected for the award.”

DaCunha said he nominated Sistrunk because of his “hands-on” involvement with veterans in the community as well as Soldiers in the Fort Hood WTB’s 1st Battalion.

“He’s doing a lot of great things helping out veterans at the Temple VA,” DaCunha said. “Then in his off time, he’s working at the DAV helping veterans secure additional benefits that they should’ve gotten but they haven’t received. It’s very touching how he affects a lot of Soldiers in a positive way by engaging them in conversation.”

DaCunha said he recently found out Sistrunk also was helping Soldiers in the WTB’s



other companies. “I don’t know how he does it. But he juggles it all and, ultimately, helps a lot of Soldiers every day,” he said.

Sistrunk’s former platoon sergeant, Sgt. Todd Middlebrook, said Sistrunk’s positive attitude toward vets from the Korean and Vietnam wars has inspired him to want to do more for America’s aging veterans.

“We’ve had lots of talks,” Middlebrook said, “Now every time I see a veteran, I thank them for their service — especially the Vietnam vets — because they weren’t thanked like we have been.”

Sistrunk wound up in the WTB in March 2011 after tearing up his knee during physical training.

“All the running and rucking took its toll and one morning during a PT run, I went left, and my knee went right,” he said.

Eventually, the healing process would deny him an opportunity to finish out his Army career.

“I understand it happens, but I wanted to stay associated with veterans,” Sistrunk said on switching his internship to the Temple VA hospital after he realized his Army days were over. “Even though I’m getting out, I wanted to continue to be an active part of the military in some way.”

Today, Sistrunk spends his days on the fifth floor at the Temple VA geriatric ward chatting with Soldiers from World War II, Korea and Vietnam while checking them in and educating them on benefits and services that are available to them.

“Just talking to them is very rewarding,” he said. “You always draw from the experiences of other people. They teach me to appreciate what we have.”

One vet he has helped is John Endrihs, who started his military career in 1953 with the New Jersey National Guard but closed out his 30-year career with the Navy. When Endrihs first visited the DAV post a few years ago, it was Sistrunk who greeted him and made him feel welcome.

“This man has a heart as big as the Atlantic Ocean,” Endrihs said. “It doesn’t matter what branch of service someone was in because he’ll do anything for them. We’re all in his heart.” ♡

◀ **Staff Sgt. Donald Sistrunk (right), who received the Department of Defense 2012 Disability Outreach Award last month, chats with former Navy Seabee John Endrihs at the Disabled American Veterans Harry Axline Jr. Chapter 22 in Nolanville, Texas, where Sistrunk serves as post commander.**

PHOTO BY GLORIA MONTGOMERY



## NCO wiring expert wins national avionics award

BY SGT. DANIEL SCHROEDER 25th Combat Aviation Brigade

Sgt. Jose Esperacion, an aircraft electrician with D Company, 2nd Battalion, 25th Aviation Regiment, 25th Combat Aviation Brigade, received the 2012 Army Aviation Association of America Avionics Award on Nov. 6 during the AAAA Aircraft Survivability Professional Forum in Huntsville, Ala.

“It is a real honor to receive this award,” Esperacion said. “This is a once-in-a-lifetime opportunity to be chosen for this award.”

Esperacion earned the accolade for his work involving the intercommunication systems of the UH-60 Black Hawk helicopter. The system allows the flight crew to talk to one another within the aircraft without transmitting over the radios.

After repairing several ICS cords, Esperacion realized the need for an efficient means to test them without using an aircraft. So he drafted a design, acquired the necessary parts and assembled a cord tester box.

“It’s not an uncommon thing for a crew chief to come to my shop with a broken ICS cord,” Esperacion said. “I remember using the tester from my last unit and remembered how convenient it was to have. So I drafted and assembled one for our shop. It took me a couple of hours to build it.”

He also took the lead for the task of installing a 12-point ICS modification to a UH-60 Black Hawk. Since the modification does not have any step-by-step instructions, Esperacion set out to devise an efficient process to install the devices. He then taught all the Soldiers in the avionics section how to install, test and troubleshoot the system.

“He is a good leader for all junior Soldiers to listen to and learn from as they progress in their military careers,” said Sgt. 1st Class James Graves, Esperacion’s platoon sergeant. “He is a mentor and coach and is always looking for new ways to solve aircraft issues.” ♡

▲ **Sgt. Jose Esperacion troubleshoots a wiring fault on a UH-60 Black Hawk in October at Forward Operating Base Wolverine, Afghanistan.**

PHOTO BY 1ST LT. CASSIE GRAHAM

# Implementing standards faster

Collaboration, not PowerPoint, drives course for junior leaders

BY SGT. BRANDON BEDNAREK  
4th Brigade Combat Team, 1st Armored Division

The training of junior leaders can be one of the most beneficial practices any military unit can invest in. The expenditure of a little time and effort can produce high-yielding dividends for commanders by creating more competent leaders who, in turn, distribute their expertise to subordinate Soldiers.

In October, the 4th Armor Brigade Combat Team, 1st Armored Division, at Fort Bliss, Texas, exercised that strategy by training almost 50 sergeants, staff sergeants and lieutenants in what it calls the “Highlander Leadership Course,” a week-long training regimen aimed at increasing leadership proficiency and mastery of Army, division and unit standards.

“We are in our leader development phase, building leaders for tomorrow,” said Command Sgt. Maj. Richard Clark, command sergeant major of the 4th Armor BCT. “So we developed a period of instruction that focuses on our mid-level leaders to ensure that everyone is operating under the same standard.”

With most of the unit’s senior leadership supporting the security force advise and assist mission in Afghanistan, the brigade refocused on projecting and upholding

a unified standard to which every Soldier would be held accountable.

“Our hopes are that, when we send the lieutenants and staff sergeants out, they’ll be able to implement [the standards we want to accomplish] a lot faster,” Clark said.

The training, led by battalion command sergeants major and first sergeants, guided leaders through a variety of leadership topics that included composite risk management, counseling, NCO Evaluation Reports and troop-leading procedures.

Rather than relying too heavily on PowerPoint slides, the leadership course used the collaborative experiences of its participants to drive the learning.

“The feedback I’m receiving from students is that they’re enjoying it and learning from it,” Clark said. “They’re in a group setting with their peers. So a lot of the discussions are not necessarily off PowerPoint slides or regulations, but them talking about lessons they’ve learned and good tactics, techniques and procedures.”

A six-mile stress shoot kept leaders grounded in a combat frame of mind, and exhausting physical training sessions left students with a better understanding of why physical fitness and training are so essential for Soldiers.

“The most important thing we do every day is conduct physical training,” Clark said. “With the new [Physical Readiness Training] the Army has developed, it will significantly lower skeletal-muscular injuries and is designed to make sure Soldiers have total core strengthening. That’s why we wanted to make sure leaders were doing it properly and to standard.”

“That was a huge benefit for me,” said Staff Sgt. John Edmisten, the brigade’s chaplain assistant. “Because I’m not directly in charge of Soldiers, I don’t necessarily spend a lot of time learning how to instruct or why we do what we do during PRT.”

The collective PT sessions also forced leaders to interact with one another and form working relationships, which create a cross-brigade network of experiences and ideas that leaders can later call upon, Clark said.

“We divided them up, got people out of their comfort zone,” he said. “We’re building a team and getting everyone involved with each other.”

◀ Junior NCOs and officers assigned to the 4th Armor Brigade Combat Team, 1st Armored Division, begin their tour of the Warrior Fusion Campus at Hope Chapel at Fort Bliss, Texas, on Oct. 26, the final day of the brigade’s “Highlander Leadership Course,” which is intended to create more competent and effective leaders. PHOTO BY SGT. BRANDON BEDNAREK



## BY EXAMPLE

# ‘Always be a leader’

A onetime Marine, Staff Sgt. Andrew Dugger pushes his Soldiers to obtain military and civilian education

*Staff Sgt. Andrew Dugger served eight and a half years with the Marines, deploying to Afghanistan after 9/11 and later to Iraq. He joined the Army to continue to work toward a military retirement. Since joining the Army in 2005, he has served as a recruiter, Master Resilience Trainer and in his primary occupational specialty as a 92W water treatment specialist.*

### How do you set the example for your Soldiers?

The best example I'm able to set is to do what I'm supposed to do and be where I'm supposed to be. My Soldiers are a reflection of me. Whatever I do, I know they are going to emulate that, whether it's good or bad. So I always try to portray a positive image.

### What advice do you pass onto your Soldiers?

I tell them that they have to gain as much knowledge as they can — as much as for themselves as for their Soldiers. I encourage them to go to as many military schools as they can and pursue civilian education. As leaders, they should never forget that they need to take care of their own careers. It's too easy to get so caught up being a leader and taking care of your Soldiers' careers that you forget to take care of your own. For example, you might be so caught up in maintaining your Soldiers' records that you forget to take care of your own and, in the process, you might be passed up for promotion.

### How has Army training helped you?

Army training has helped me develop as a leader by allowing me to go to a variety of military schools. The Army has also put me in a variety of challenging assignments, allowing me to gain knowledge and a variety of different skill sets. On recruiting duty, it got me to talk to people in different ways. In Master Resilience Training, it gave me the big picture and how to address those situations by having a positive outlook.

### How have other NCOs helped your career?

When I first came into the Army, I came in as an E-5. Staff Sgt. Martin had told me to learn as much as I can about the Army regulations and live the NCO Creed. Another, Sgt. 1st Class Teleforo, told me to always be who I say I am. NCOs like that are always pushing you to do better and be better than who you are.

### What would you like to see adopted in the Army?

I would like to see the Army use more drill and



ceremony. It shows that Soldiers are capable of a variety of tasks and gives NCOs the opportunity to have a sense of command and control over their element. If Soldiers have an understanding of obedience to orders, that allows new NCOs to become comfortable giving commands and seeing those commands executed. It builds and shows the discipline of the unit. But most of all, it shows a sense of pride in the unit.

### What advice do you have for other NCOs?

A lot of NCOs might focus on the Soldier who's doing the wrong thing. Though you have to take care of the wayward Soldiers, you also have to focus on commending the Soldiers who deserve it. Always be who you say you are. Always be a leader of Soldiers. Always set the standard and be that standard-bearer. Know that whatever we do as NCOs, someone is watching us; whatever we're displaying, that's what our Soldiers will see. So it's important to always maintain that positive image. If you're a noncommissioned officer, then that's who you are — you're a leader. We should always lead by example.

— INTERVIEW BY JENNIFER MATTSON

▲ Staff Sgt. Andrew Dugger, assigned to A Company, 210th Brigade Support Battalion, 2nd Brigade Combat Team, 10th Mountain Division, inspects the tie down chains for potable water blivets Sept. 10 at Fort Drum, N.Y. PHOTO BY SPC. CANDACE FOSTER

**THIS MONTH IN NCO HISTORY**

# January 16, 1942

Jose Calugas Sr., born in the Philippines when it was a territory of the United States, joined the Philippine Scouts of the U.S. Army in 1930. Trained as an artilleryman, he was serving as a mess sergeant in B Battery, 88th Field Artillery, as U.S. troops were withdrawing from the Bataan Peninsula in January 1942.

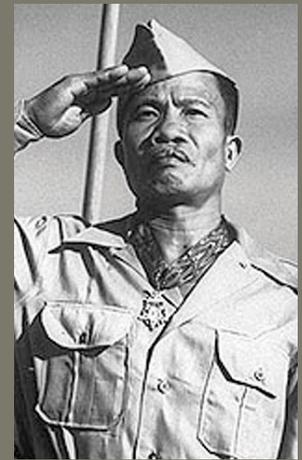
While preparing a meal, he realized that one of the batteries' guns had fallen silent. Discovering that Japanese shelling had killed or wounded its entire crew, Calugas dashed across more than a half-mile of shell-swept terrain to the gun's position, where he organized a volunteer squad of 16 to return it to action. After combating an hours-long onslaught of Japanese artillery fire, Calugas returned to his kitchen duty.

Though he was recommended for the Medal of Honor, he had not been awarded it by the time American troops in the Philippines surrendered to the Japanese in April 1942. Calugas, along with 15,000 American and 60,000 Filipino prisoners of war, were forcibly marched to POW camps — the infamous Bataan

Death March in which thousands died under brutal mistreatment by Japanese troops.

Calugas remained imprisoned until January 1943 when he was released to work at a rice mill. There, he secretly set up a guerilla spy network until the Philippines were liberated in 1945, when he finally was presented with the Medal of Honor by Gen. of the Army George Marshall. He was the only Filipino to receive the award for actions during World War II.

After receiving the award, he was offered U.S. citizenship and accepted a direct commission. He retired as a captain in 1957 and died in Tacoma, Wash., in 1998 at the age of 90.



Calugas

— COMPILED BY MICHAEL L. LEWIS

# Reserve MP receives Purple Heart

**BY SGT. 1ST CLASS JOEL QUEBEC**  
81st Regional Support Command

Few events in a Soldier's life leave as lasting a memory as an incident resulting in a Purple Heart medal. On Sept. 18, 2008, such an event happened to Sgt. 1st Class Robert Mintz of the 320th Military Police Company, 200th Military Police Command, from St. Petersburg, Fla., while he was in the lead vehicle of a convoy in Tikrit, Iraq.

Mintz was awarded the Purple Heart on Dec. 1 at the Lovejoy Army Reserve Center in Tampa for wounds he

suffered when an improvised explosive device — whose detonation propelled Mintz's mine-resistant ambush-protected vehicle 15–20 feet away from the blast site — caused Mintz to bounce around inside his vehicle, giving him a concussion and traumatic brain injury.

After all personnel were accounted for and found to be alive, the Soldiers regrouped and Mintz led a dismounted patrol back to the area of the attack, where they apprehended one of the perpetrators.

"It was a rough day," Mintz said after the ceremony. "But we did our jobs, just as we were supposed to do."

"I didn't like what he had to do to get [the Purple Heart]," said his wife, Tracy. "But we're very proud of him."

Command Sgt. Maj. Kurtis Timmer, the 200th Military Police Command's command sergeant major, said Soldiers like Mintz are why he has continued his service for more than 33 years.

"Within our formations across this command, we continue to hear stories about warfighters like Staff Sgt. Mintz who truly are the champions of the Army Reserve," he said. "We truly are a command filled with American heroes — in uniform and within our communities across dozens of states." ♣

◀ **First Lt. Colin Morris affixes the Purple Heart medal on Sgt. 1st Class Robert Mintz on Dec. 1 during a ceremony in Tampa, Fla.** PHOTO BY SGT. 1ST CLASS JOEL QUEBEC



# Unique clinic tries to treat Soldiers earlier

## Soldier-Centered Medical Home grew from NCO's med board

BY SGT. MARK MIRANDA

5th Mobile Public Affairs Detachment

Laying on his side across an exam table, Spc. Enrique Rivera winced as the metal instrument raked the length of his outer thigh repeatedly. In the hands of Staff Sgt. Adam Lautenschlager, the butter knife-like implement is a tool for physical therapy.

"This is an instrument-assisted soft tissue mobilization to the iliotibial band for knee pain. It's an aggressive massage to release adhesions in the fascia muscles," Lautenschlager said.

Though Rivera shrugged off the medical terminology, he was able to comprehend the "aggressive massage" part.

Nearby, Sgt. Joel Kloppel is seated on the floor, rolling a foam cylinder beneath his left leg. It's all part of the Soldiers' physical therapy regimen at the Army's first Soldier-Centered Medical Home, established at Joint Base Lewis-McChord, Wash.

An experimental concept, the SCMH provides medical care for Soldiers assigned to the 555th Engineer Brigade and the 17th Fires Brigade, with support from the post's Madigan Healthcare System.

Since the 17th Fires Brigade consolidated its medic resources to help form the SCMH, Rivera said he has never had to set foot inside the post's hospital.

"I've never had to go to Madigan [Army Medical Center] for treatment," he said. "I just come across the street from where I work once a week, and it hasn't been a problem."

When the SCMH opened in November 2011, the workload of two sections — physical therapy and behavioral health — had a marked increase.

"There was a demand. As soon as we built it, Soldiers came, and in large numbers," said Col. Dallas Homas, Madigan Healthcare System's commander. "When you think about the non-deployable force, it's a concern. ... The number of medically non-ready Soldiers in the U.S. Army exceeds 60,000 across the force. So this is an effort to get after that problem."

Aside from coughs and colds, Soldiers with injuries that would normally need physical therapy at Madigan can be treated at the SCMH.

"We know that 80 percent of all Soldier complaints at sick call are muscular-skeletal pain in nature: 'My back hurts.' 'My neck hurts.' 'My knee hurts.' — something hurts because we're in a physical business," Homas said.

Homas said the SCMH concept grew from his deal-

ings with an NCO during his time as a brigade surgeon in Hawaii. After injuring his knee, the patient kept receiving pain medications and extended profiles from his unit's battalion aid station, but didn't see any improvement. As his unit readied for deployment, the NCO became ostracized, grew depressed and saw his performance drop. Months after the initial injury, he was finally authorized an MRI, which revealed his knee was beyond treatment.

"Had he been able to get proper treatment earlier, we



could have provided the necessary surgical procedure and saved the knee. In the end, he was medically boarded," Homas said.

In the years that followed, Homas conceived of the Soldier-Centered Medical Home with the target population as a brigade's worth of Soldiers.

"I told [the brigades] I'd like to see an elevated level of care available to Soldiers on a daily basis in their footprint," Homas said. "That NCO who got boarded out of the Army because his knee wasn't treated in a timely manner — we're going to try to get in front of events like that." ♡

▲ Staff Sgt. Adam Lautenschlager conducts a physical therapy regimen with Spc. Enrique Rivera at the Army's first Soldier-Centered Medical Home at Joint Base Lewis-McChord, Wash. PHOTO BY SGT. MARK MIRANDA

# 'It doesn't mean you have to give up'

Retired first sergeant speaks candidly about his son's suicide

BY JAMES BRABENEC  
Fort Sill Cannoneer

David and Michelle Rauls know the pain of being survivors: their son, Nicholas, 13, took his life Feb. 7, 2010, at their home in Elgin, Okla.

Those feelings rise to the surface whenever David Rauls talks about the devastating loss of his son. Fortunately, through sessions with a counselor and discussions with other suicide survivors, he has found a measure of peace from which to move forward with his life.

"Just because you lose someone to suicide, it doesn't mean you have to give up on life," said Rauls, a retired NCO who works at Fort Sill's Network Enterprise Center. "You can be happy again and have a good quality of life."

Before losing his son, Rauls said he was a tough-as-nails first sergeant who withheld his emotions. Since that terrible day, however, anyone who has heard his talks with Soldiers knows he is no longer afraid to let his feelings pour forth. It's part of how he continues to grapple with being a survivor and finds a way toward recovery.

"Many Soldiers won't cry in public or when talking with a friend. But they will cry when they're with a bottle of alcohol in their room," he said.

Rauls said professional counseling has helped him take

control of his grief process and has given him other ways of dealing with stress and addressing his feelings.

"Counseling kept me grounded in the process where I could stay away from trying to deal with my issues with drugs or alcohol," he said. "You can't drown your sorrows."

He believes survivors can overcome the pain of suicide — the answer starts within.

"The most important word in this process is 'choice,'" he said. "Everyone can choose to learn from suicide, accept it and move on with their lives."

Every quarter since the middle of 2010, Rauls has told his story to Soldiers and anyone else who will listen.

"I will stand in front of a group of Soldiers and tell it like it is. Yes, I often cry, but my whole aim is to help someone move from being isolated in their pain to talking with someone. ... They have to break that cycle of thinking no one else can understand so they can recover."

Rauls said Soldiers often tell him of losing a buddy to suicide or in combat and how they, too, have considered taking their lives. Some ask him to speak with their spouses who are also dealing with the pain of loss.

"All these people either have experienced a significant loss or know someone else who has," he said. "Sharing my story with them has been a very rewarding experience."

Before he found the courage to tell his story, Rauls tried shutting the world out and finding his own answers the first year after Nicholas died. Then, he met other suicide survivors, listened to their stories and learned from them.

"Suicide survivors come together, share their stories, cry, hug and sometimes laugh," he said. "Those get-together sessions can be very beneficial."

Calling the loss of his son, "the most significant growth experience of my life," he has learned being happy doesn't have anything to do with forgetting Nicholas.

"It's easier to have more of a quality of life and think of the good times I had with him. I believe that honors him more," he said. ♡

◀ David Rauls shows off a keepsake he made from the feathers of the first turkey his son, Nicholas, bagged in a turkey hunt a few years ago. Rauls speaks often about how he has coped with his son's suicide.

PHOTO BY JAMES BRABENEC



# Roll Call

## OF THE FALLEN

FINAL SALUTES

**STAFF SGT. RAYVON BATTLE JR., 25**  
*Rocky Mount, N.C., Nov. 13, 2012*

**STAFF SGT. KENNETH W. BENNETT, 26**  
*Glendora, Calif., Nov. 10, 2012*

**SPC. DANIEL L. CARLSON, 21**  
*Running Springs, Calif., Nov. 9, 2012*

**SGT. CHANNING B. HICKS, 24**  
*Greer, S.C., Nov. 16, 2012*

**SGT. 1ST CLASS DARREN M. LINDE, 41**  
*Sidney, Mont., Dec. 3, 2012*

**CAPT. JAMES D. NEHL, 37**  
*Gardiner, Ore., Nov. 9, 2012*

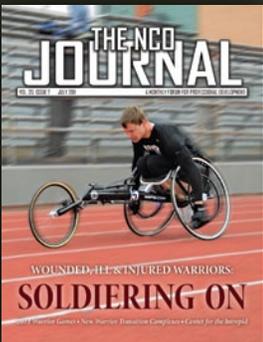
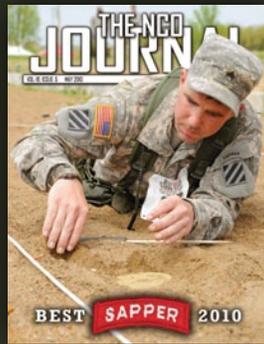
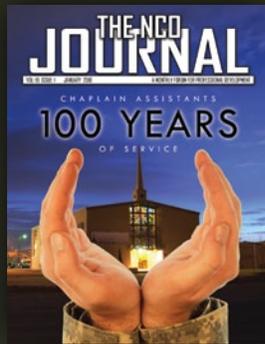
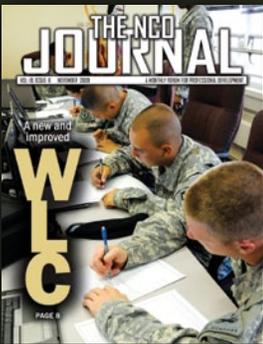
**SPC. TYLER J. ORGAARD, 20**  
*Bismarck, N.D., Dec. 3, 2012*

**SPC. JOSEPH A. RICHARDSON, 23**  
*Booneville, Ark., Nov. 16, 2012*

**SGT. MATTHEW H. STILTZ, 26**  
*Spokane, Wash., Nov. 12, 2012*

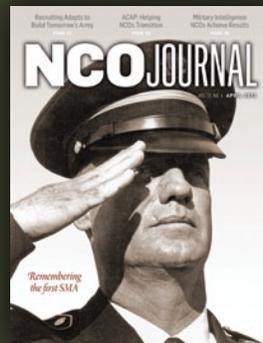
**YOU  
ARE NOT  
FORGOTTEN**

*This is a continuation of a list that began in the October 2003 issue of The NCO Journal and contains names released by the Department of Defense between November 8, 2012, and December 7, 2012.*



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