

From the CSM: Mentorship  
basics haven't changed

PAGE 3

Climb to glory:  
The 10th Mountain Division

PAGE 34

SEAC: Bridging the basics  
is what our force needs

PAGE 48

# NCO JOURNAL

VOL. 22, NO. 2 • FEBRUARY 2013

## NCOs & THE LAW

CRIMINAL INVESTIGATION COMMAND • ARMY PARALEGALS  
SEXUAL ASSAULT PREVENTION & RESPONSE

PAGE 14





# February 2013

## FEATURES

- 14 Responding to and preventing sexual assault ▲**  
The Army is being more proactive about dealing with sexual assault — both responding to it and preventing it within its ranks. **BY JENNIFER MATTSON**
- 22 Doing what has to be done**  
When crime happens, CID special agents have one mission: Find out the facts. **BY MICHAEL L. LEWIS**
- 28 The Army's legal eagles**  
Paralegal NCOs help train judge advocates and work to keep Soldiers out of trouble. **BY MICHAEL L. LEWIS**
- 34 Climb to glory**  
For six decades, the 10th Mountain Division has battled in the harshest terrains while revolutionizing winter warfare. **BY CHRISTY LATTIMORE-STAPLE**

## DEPARTMENTS

- 3 From the CSM**  
Mentorship basics haven't changed **BY COMMAND SGT. MAJ. JOHN K. MIYATA**
- 4 In Front**
- 42 In Action**
- 48 From the Field**
- 51 Final Salutes**

**ON THE COVER:** First Sgt. Marvin "Chad" Marlow explains a training scenario to members of the Washington CID Battalion during a crime scene and hostage negotiation exercise in Washington, D.C., last October. PHOTO BY MICHAEL L. LEWIS

# NCO JOURNAL

*The Official Magazine of  
NCO Professional Development*

**VOLUME 22, NUMBER 2**

## EDITORIAL STAFF

### EDITOR-IN-CHIEF & DIRECTOR

Master Sgt. Antony M.C. Joseph

### DEPUTY EDITOR & NCOIC

Staff Sgt. Jason Stadel

### WRITERS/EDITORS

David Crozier  
Clifford Kyle Jones  
Jonathan (Jay) Koester  
Christy Lattimore-Staple  
Michael L. Lewis  
Jennifer Mattson

### PHOTOGRAPHY & GRAPHICS

Spc. Ashley Arnett  
Spc. Shane Bridger



*Published monthly at the*  
**UNITED STATES ARMY  
SERGEANTS MAJOR  
ACADEMY**

## EDITORIAL BOARD

### COMMANDANT, USASMA

Command Sgt. Maj. Rory L. Malloy

### DEPUTY COMMANDANT

Command Sgt. Maj. Wesley J. Weygandt

### CHIEF OF STAFF

Stephen L. Chase

### DIRECTOR PERSONNEL & ADMIN.

Jesse W. McKinney

The *NCO Journal* (ISSN 1058-9058) is published monthly by the U.S. Army Sergeants Major Academy to provide a forum for the open exchange of ideas and information pertinent to the Noncommissioned Officer Corps; to support training, education and development of the NCO Corps; and to foster a closer bond among its members. Views expressed by individual authors are not necessarily the official views of or endorsed by the U.S. government or the Department of the Army.

The secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by the law of the department. Funds for printing this publication were approved by the secretary of the Army in accordance with the provisions of AR 25-30.

Unless otherwise indicated, material may be reprinted provided credit is given to the author and to the *NCO Journal*.

Periodicals postage paid at Fort Bliss, Texas, and additional mailing offices.

### The NCO Journal

U.S. Army Sergeants Major Academy  
Attn.: ATSS-SCN, 11268 SSG Sims St.  
Fort Bliss, Texas 79918-8004

(915) 744-1046 · DSN: 621-1046

[www.facebook.com/NCOJournal](http://www.facebook.com/NCOJournal)



# Mentorship basics haven't changed

BY COMMAND SGT. MAJ. JOHN K. MIYATA 3302nd Mobilization Support Battalion

FROM THE CSM

As the deployment cycle winds down and we return to the garrison, we must take the time to mentor our young Soldiers.

Soldiers enlisting in the Army today are different than those 10 years ago and much different than those when I enlisted 27 years ago.

The basics back in the day were conducting drill and ceremony, “hip-pocket” training, in-ranks inspections, land navigation and learning to operate the PRC-77 radio. Today, many Soldiers completed their Initial Military Training and deployed straight into theater; some of them have served multiple tours overseas.

However, the basic fundamentals that we seemed to have lost over the years are taking the time to sit with Soldiers, talking to them and mentoring them.

Take the time to map out your Soldiers’ careers, explain the milestones they’ll need to achieve and give them a plan to follow. Provide them with lessons learned from your career and advice on how to do things better. Teach them special skills that they may use as they move to staff level positions, such as the military decision-making process and staff action planning.

Get to know your Soldiers and their families, and see what you can do to help family members play a bigger part in Soldiers’ careers. Have them be involved in the unit’s family readiness group and be a part of the military family.

As we progress in our careers as noncommissioned officers, we accumulate a wealth of knowledge and experience over years of deployments, exercises and training missions. The Army spends millions of dollars training us to be proficient in our warrior and military occupational specialty skills.

Many Army Reserve Soldiers bring additional skills and talents from their civilian professions. When these skills and talents are combined, you end up with a highly skilled NCO capable of training tomorrow’s leaders.

As an Army Reserve citizen-Soldier, I’m faced with seeing my Soldiers only 40 to 50 days out of the year. Of those precious training days, we have to use every hour and minute to maximize training, and still find time to provide for counseling and mentorship.

As the command sergeant major of the 3302nd Mobilization Support Battalion, it’s a priority of mine to ensure not just Soldiers’ well-being, but also to use my experiences and knowledge to set them up for success in their future careers.

*The Army Noncommissioned Officer Guide*, FM 7-22.7, says, “Mentorship is demanding business, but the future

of the Army depends on the trained and effective leaders whom you leave behind.

“Mentoring future leaders may require you to take risks,” the guide continues. “It requires you to give Soldiers the opportunity to learn and develop them while using your experience to guide them without micromanaging.

“Mentoring will lead your Soldiers to successes that build their confidence and skills for the future. The key to mentorship in the U.S. Army is a sustained relationship that may last through the entire career of a young Soldier, even into retirement,” the guide explains.



**Command Sgt. Maj. John K. Miyata (seated center right) speaks with members of the 3302nd Mobilization Support Battalion's staff in their offices at Fort Shafter, Hawaii.**

PHOTO COURTESY OF COMMAND SGT. MAJ. JOHN K. MIYATA

The basic principles of military leadership are tried and true. I use the basic fundamentals of “Be-Know-Do” and the seven core Army Values in my daily life. I use them with my sons, my Boy Scouts and my employees.

Now, let us all get back to using basic principles with our Soldiers. ♡

---

**Command Sgt. Maj. John K. Miyata is the command sergeant major of the 3302nd Mobilization Support Battalion, 3rd Mobilization Support Group, 9th Mission Support Command, at Fort Shafter, Hawaii.**



News and  
information  
NCOs need to

**BE,  
KNOW,  
DO**



## Hiring frozen, training reduced

Measures meant to prepare Army for 'fiscal cliff'

**BY C. TODD LOPEZ** Army News Service  
& **CLAUDETTE RUOLO**  
American Forces Press Service

**I**n advance of possible extreme budget cuts that could arrive in March, Army leadership has called for an immediate hiring freeze and spelled out other pre-emptive measures meant to help the service prepare for a fiscal cliff.

In a memo dated Jan. 16, Secretary of the Army John M. McHugh and Chief of Staff of the Army Gen. Ray Odierno laid out 15 near-term actions to help the Army "reduce our expenditure rate and mitigate budget execution risks in order to avoid even more serious future fiscal shortfalls."

"We expect commanders and supervisors at all levels to implement both the guidance contained in this memorandum and the detailed instructions to follow," wrote McHugh and Odierno. "The fiscal situation and outlook are serious."

First among those actions is an immediate freeze on civilian hiring, though Army leaders have left commanders with some latitude

in the policy for "humanitarian and mission-critical purposes." Also among employment-related measures spelled out in the memo is a termination of temporary employees when "consistent with mission requirements."

The memo also directs installation commanders to reduce base operations support for fiscal year 2013, which runs from Oct. 1, 2012, to Sept. 31, 2013, to levels that are about 70 percent of fiscal year 2012. Commanders have been asked to reduce support to community and recreational activities and to also reduce utilities consumption "to the maximum extent possible."

Non-mission-essential training activities are also up for reduction, in particular, training not related to maintaining "readiness for Operation Enduring Freedom, the Korean forward-deployed units, Homeland Defense and the Division Ready Brigade." Also targeted is conference attendance and professional

▲ In a memo Jan. 16, Army leadership called for an immediate hiring freeze and spelled out other pre-emptive measures meant to help the service prepare for a fiscal cliff. PHOTO BY C. TODD LOPEZ



training that is not mission essential.

Concern about the impact that budget cuts may have on the force emerged as a common theme as the senior enlisted advisor to the chairman of the Joint Chiefs of Staff, Marine Corps Sgt. Maj. Bryan B. Battaglia, met with enlisted service members from the Air Force, Navy and Marine Corps on Jan. 16 at Keesler Air Force Base, Miss.

Battaglia said Defense Secretary Leon E. Panetta wants service members to know military pay will not be cut. Instead, annual pay increases likely will be decreased, he said.

The plan for dealing with coming defense cuts calls for belt-tightening for everyone, the sergeant major said.

"But we're not going to take it from any one source," he said.

Service members aren't going to bear the burden of defense cuts alone, Battaglia said.

"DoD civilian workers have been on their third year of a pay freeze," he said, "so they got a head start on us already."

The defense secretary has vowed to "fight for all he's worth" to mitigate any impacts on retirement by making changes applicable only to future service members, Battaglia said.

"If I can offer any consolation," he said, "it's that your best interests are at heart."

Battaglia said the question of whether fiscal uncertainty would mean a return to a single service utility uniform was one he has also heard elsewhere. He told service members that one possibility was a single uniform for operational environments.

"We've been there before," he said. However, "service identity is extremely important," he added.

He also addressed questions about whether programs such as tuition assistance would be able to continue in a time of fiscal austerity.

"Tuition assistance is not an entitlement," he said. "It's here because we want to help — we want to make you better. ... While it's here, use it." Battaglia said he couldn't guarantee that it would continue indefinitely.

Among other measures, the secretary and the chief have also directed installations to cease facility sustainment activity that is not "directly connected to matters of life, health or safety," and to stop

restoration and modernization projects.

Army senior leadership has also spelled out changes for Army acquisition, logistics and technology. All production contracts and research, development, testing and evaluation contracts that exceed \$500 million must be reviewed by the under secretary of defense for acquisition, logistics and technology. The assistant secretary of the Army for acquisition, logistics and technology must also assess the impacts of "budgetary uncertainty" on science and technology accounts.

The secretary and chief of staff said that civilian furloughs could be a "last resort" possibility in fiscal year 2013. "Therefore, no action should be taken with regard to furloughs without the express approval of the secretary of the Army."

Any measures taken as a result of the Jan. 16 memo must be reversible, the memo said.

"The steps should focus on actions that are reversible if the budgetary situation improves and should minimize harm to readiness," McHugh and Odierno wrote.

The memo also notes that "funding related to wartime operations and Wounded Warrior programs" will not be affected. ♡

## A note to our readers

Due to the budget cutbacks described in this section, our next print issue will be published this summer. Until then, get the latest updates about the *NCO Journal*, along with news that affects the NCO Corps, by visiting our Facebook page, [facebook.com/NCOJournal](https://facebook.com/NCOJournal).

## NCO to be awarded Medal of Honor

President Barack Obama announced Jan. 11 that former Staff Sgt. Clinton L. Romesha will receive the Medal of Honor in a White House ceremony Feb. 11 for his actions in Afghanistan. Romesha will be the fourth living recipient to be awarded the medal for actions in Iraq or Afghanistan. The staff sergeant helped repel an enemy attack of about 300 fighters who outnumbered the defenders of Combat Outpost Keating in Nuristan province, Afghanistan. His efforts enabled B Troop, 3rd Squadron, 61st Cavalry Regiment, 4th Brigade Combat Team, 4th Infantry Division, to regroup and fight off a force that greatly outnumbered them, according to reports. Romesha separated from the Army in April 2011. He and his family currently live in Minot, N.D.

## AER scholarships available for families

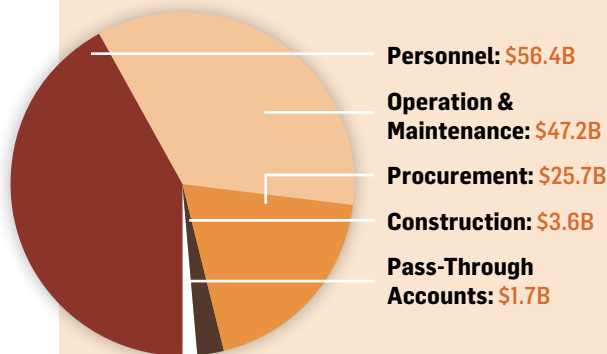
Army Emergency Relief scholarships for the academic year 2013-2014 are available for spouses and children of Soldiers, retired Soldiers and reserve-component Soldiers on Title 10 orders. The application deadline is May 1. The Maj. Gen. James Ursano Scholarships are for unmarried children under the age of 23. "Scholarship awards for children are based on financial need, grade point average and leadership and

**BRIEFS CONT. ON PAGE 7 →**

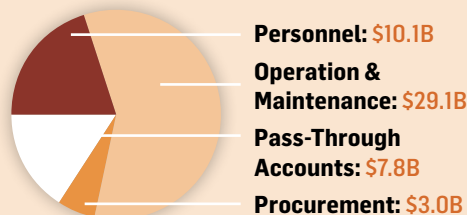
## BY THE NUMBERS

**A look at the Army's fiscal 2013 budget request and what the money is budgeted for.** — ASSISTANT SECRETARY OF THE ARMY FOR FINANCIAL MANAGEMENT

### BASE BUDGET: \$134.6 BILLION



### OVERSEAS CONTINGENCY OPS: \$50.0B



# Dempsey: We'd be unprepared in a year

Sequestration will hollow out the force fast, chairman warns

BY JIM GARAMONE

American Forces Press Service

The across-the-board spending cuts that would result if a "sequestration" mechanism in budget law kicks in March 1 will hollow out U.S. military forces faster than most Americans imagine, the chairman of the Joint Chiefs of Staff said Jan. 17.

Gen. Martin E. Dempsey told reporters that if sequestration happens, the American military "will be less prepared in months and unprepared in a year."

During an interview today on his return trip from NATO meetings in Brussels, the general said the cuts would quickly bring about a new type of hollow force.

The chairman stressed that deployed and deploying service members will be exempted from the effects of a sequester. The United States will not send any service member overseas without the best preparation, equipment and supplies possible, he said.

This actually covers a great many people. Service members in Afghanistan, Kosovo and Kuwait, aboard ships at sea, and flying and supporting deployed aircraft "will continue to have our unwavering support," Dempsey said. "We have a moral obligation to make sure that they



Dempsey

are ready and the next [unit] to deploy is ready."

If sequestration is triggered March 1 — six months into fiscal 2013 — the department will have only six months to absorb those cuts, he noted. So, if the deployed force is ready, and the next force to deploy is getting ready, "there's not going to be any operations and training money left for the rest of the force," he said.

The forces after the "next to deploy" will be the ones hurting, Dempsey added.

The U.S. military force generation process is such that when a unit comes home from deployment, it generally dissipates. Coming back is the natural time for service members to transfer to other units, go to schools or get out of the service. "It's an important point to remember: In our force management model, we are constantly rebuilding units," Dempsey said.

Rebuilding these units entails beginning with individual training and working up through collective training, he explained.

"That's why I'm saying that we will be unprepared in a year, because we won't be able to go to that level of collective training," he said. "Will we be able to go to the rifle range or go to the motor pool to turn a wrench? Sure. But we won't be able to do the kind of live-fire training that pilots need. Flying hours [and] steaming hours will be cut back, and it'll take about a year to feel the full effect."

Sequestration will cause a hollow military, Dempsey said, albeit different from the hollow forces of the past. Personnel problems associated with the transition of the military from a drafted force to



◀ Pfc. Kathy Simmons of the 56th Engineer Company (Vertical), 2nd Engineer Brigade, U.S. Army Alaska, engages a 10-meter target with an M2 .50-caliber machine gun during marksmanship training Aug. 14 at Joint Base Elmendorf-Richardson, Alaska. Sequestration would cut back on visits to range, the chairman of the Joint Chiefs of Staff said recently. PHOTO BY

STAFF SGT. TEDDY WADE



an all-volunteer force caused a hollow force in the late 1970s. In the 1990s, personnel issues were fine, but there were problems with equipment. "The military took a procurement holiday in order to protect to the greatest extent possible end strength and training," the chairman said.

The kind of hollowness facing the military now is different, Dempsey said. "We've got the people. We've got the equipment that we need," he explained. "But we won't have the ability to train."

The Abrams tank is going to remain the king of the battlefield through 2025, but tankers will not be able to train on the tank or maintain it properly, Dempsey said.

"What we're experiencing is the potential

for hollowness related to readiness," he added.

The lack of training opportunities could affect personnel. Dempsey noted that this generation of service members had incredible responsibilities in Iraq and Afghanistan.

"We pushed responsibility, authority, resources to the edge — to where captains and majors and lieutenant colonels had capabilities, responsibilities and authorities that I didn't have as a major general," he said.

With this generation, the military can't "bring them back and sit them in a motor pool with no money to train," Dempsey said.

"We haven't even begun to model the effect of a prolonged readiness problem," he said. "I can tell you that readiness problems always have an effect on retention." ❧

## Army's latest strategic vision plan and road map is unveiled

BY DAVID VERGUN Army News Service

The latest Army Capstone Concept was rolled out in December, replacing the previous ACC published in 2009.

The ACC is a broad road map for how the Army will conduct future planning, organization and operations globally in support of the president's national security objectives, Maj. Gen. Bill Hix, director of U.S. Army Training and Doctrine Command's Concept Development and Learning Directorate, told reporters Dec. 21.

"ACC is an important part of how the Army ensures we remain relevant and ready for expectations and missions our nation expects us to fulfill," he said.

One of the main differences in this ACC is "we are focused on a transitioning Army that can better meet the needs of an emerging operational environment," Hix said. The "transitioning Army" has exited Iraq, is drawing down from Afghanistan but is still engaged, and is positioning itself to better respond to events globally. That "new environment," he said, refers to an ever-changing and more complex world, with events unfolding rapidly, such as the Arab Spring. The new environment means the Army would have to quickly adapt if needed and be more agile and flexible.

To do this requires that the Army be available to respond to a crisis within hours, not days, he said. It must also be able to provide the right size and mix of forces, be it a humanitarian operation or one where force is required. The Army is well postured to do all of this on a global scale, Hix said, citing Special Forces operations capabilities and the Army's solid logistics, communications and intelligence structures.

The other services will always have their own place at the table, Hix emphasized. "We bring capabilities that complement, not compete with theirs," he said.

The new ACC, formally TRADOC Pamphlet 525-3-0, was generated from the president's strategic imperatives, along with input from within the Army on lessons learned, TRADOC's future studies and experimentation and consultations with the other services. ❧

► Download the most recent version of the Army Capstone Concept at [www.tradoc.army.mil/tpubs/pams/tp525-3-0.pdf](http://www.tradoc.army.mil/tpubs/pams/tp525-3-0.pdf)

← BRIEFS CONT. FROM PAGE 5

activity roles ... held over the last four years," said Tammy LaCroix, the AER Scholarship Program manager. The Spouse Education Assistance Program Scholarships are based solely on financial need. More information is available from AER at [www.aerhq.org](http://www.aerhq.org).

### Researchers want to help Soldiers sleep

Researchers from academia and the private sector are teaming up to study and improve the sleep quality of Soldiers through an online survey. The survey is now available to active- and reserve-component Soldiers, other service members, as well as veterans. First, Soldiers take a 10-minute quiz to describe their own sleep patterns and habits, according to Dan Frank, chief executive officer of VetAdvisor, the company that is partnering with Johns Hopkins University. He added that the information provided is considered confidential. Those who take the survey will help researchers determine which kinds of sleep aids and coaching might be most useful to Soldiers, he said. The survey is online at [www.vetsleep.org](http://www.vetsleep.org).

### Fatal accidents down in first quarter of FY 2013

The U.S. Army Combat Readiness/Safety Center at Fort Rucker, Ala., recently released accident statistics for the first quarter of fiscal year 2013 that show a continued overall decline in on- and off-duty accidental deaths. Fiscal year 2012 was the Army's safest year since 9/11 and the third-safest year on record. Fatal accidents have remained steady or declined every year since fiscal 2007. "This downward trend in accidental fatalities is one of the longest that's ever been sustained in our Army, and it's never been done during ongoing combat operations," said Brig. Gen. Timothy J. Edens, director of Army Safety and commanding general of the Safety Center. ❧

# More women to serve in combat jobs

Services to review positions females are now excluded from

BY CHERYL PELLERIN

American Forces Press Service

**R**escinding the policy that has excluded women since 1994 from serving in direct ground combat positions will strengthen the military, the chairman of the Joint Chiefs of Staff said Jan. 24.

Gen. Martin E. Dempsey joined Defense Secretary Leon E. Panetta at a Pentagon news conference to announce the decision and to sign a joint memorandum that sets the process in motion.

"Today we are acting to expand the opportunities for women to serve in the United States armed forces and to better align our policies with the experiences we have had over the past decade of war," Dempsey said. "Ultimately, we're acting to strengthen the joint force."

As part of the new policy, the services are reviewing about 53,000 positions now closed by unit but that will be open to women who meet standards developed for the positions.

According to senior defense officials, the services are also reviewing about 184,000 positions now closed by specialty but that will be open to women who meet the standards.

Gender-neutral occupational standards are specific requirements for anyone who wants to qualify for a specific job, an official explained. This is different from a physical fitness test, which is a general assessment of fitness that is normed for gender and age throughout the services.

If any of the services recommend that a specific position be closed to women, the secretary of defense must personally approve that recommendation, the official said. Panetta directed the military departments to submit detailed implementation plans by May 15 and to move ahead to integrate women into previously closed positions. The secretary directed the process be complete by Jan. 1, 2016.

Women make up about 15 percent, or nearly 202,400, of the U.S. military's 1.4 million active-duty personnel. Over the past decade, more than 280,000 women have deployed in support of operations in Iraq and Afghanistan, and 152 of them have died.

Many women in uniform, Dempsey said, already have served in combat, recalling his arrival in Baghdad as commander of the 1st Armored Division in 2003. During his first foray out of the forward operating base, he said, he hopped into an up-armored humvee.

"I asked the driver who he was [and] where he was from," Dempsey recalled. "Then I slapped the turret gunner around the leg and said, 'Who are you?' She leaned down and said, 'I'm Amanda.'"

The female turret-gunner was protecting her division commander, the chairman said. "And it's from that point on that I realized something had changed and it was time to do something about it," he said.

The Joint Chiefs share common cause on the need to start the process of integrating women into combat-related jobs that have been closed to them, and to do it right, Dempsey said.

◀ Women today are serving in harm's way and have been for the past decade. Now the Army will be expanding the opportunities for women to serve in more combat-related military occupational specialties. Here, Sgt. Stephanie Tremmel, with the 86th Special Troops Battalion, 86th Infantry Brigade Combat Team, plays with an Afghan child Nov. 1, 2011, while visiting the village of Durani in Parwan province, Afghanistan. PHOTO BY SPC. KRISTINA L. GUPTON





► Sgt. Rebecca Profit, a small arms and artillery mechanic with G Battery, 2nd Battalion, 32nd Field Artillery, 4th Brigade, 1st Infantry Division, performs annual service on a M119A2 howitzer barrel Aug. 25 on Forward Operating Base Sharana. PHOTO BY SPC. ALEX KIRK AMEN

“We’re committed to a purposeful and a principled approach,” he said, adding that the Joint Chiefs developed a set of guiding principles for successfully integrating women into previously restricted occupational fields.

Dempsey said the services will extend opportunities to women in a way that maintains readiness, morale and unit cohesion, and that will preserve warfighting capability to uphold the nation’s trust and confidence.

“We’ll also integrate women in a way that enhances opportunity for everyone,” he said. “This means setting clear standards of performance for all occupations based on what it actually takes to do the job.”

“It also means ensuring that these standards are gender-neutral in occupations that will open to women,” he added.

The services and U.S. Special Operations Command will begin expanding the number of units and the number of women assigned to those units this year, Dempsey said.

“They will continue to assess, develop and validate gender-neutral standards so we can start assigning personnel to previously closed occupations,” he added. “And they



will take the time needed to do the work without compromising the principles I just mentioned.”

Adherence to the principles may lead to an assessment that some specialties and ratings should remain exceptions, he noted.

“We all wear the same uniform and we all fire the same weapons,” Dempsey added. “And most importantly, we all take the same oath.”

# TRADOC commander promises fair standards for combat jobs

BY DAVID VERGUN Army News Service

Fairness will be important as officials develop their plan for opening more direct-combat jobs to women, the commander of the Army’s Training and Doctrine Command said Jan. 24.

Gen. Robert W. Cone spoke with reporters after Defense Secretary Leon E. Panetta and Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, announced the Defense Department has rescinded an exclusion dating to 1994 that barred women from being assigned to combat positions below the brigade level.

“Soldiers — both men and women — want fair and meaningful standards” to be developed for accepting women into previously restricted [military occupational] specialties, Cone said. “I think that fairness is very important in a values-based organization like our Army.”

As of September, 418 of the Army’s 438 MOSs were open to women of all ranks, according to an Oct. 31 Army report titled “Women in the Army.”

TRADOC already has been studying armies in other

countries, such as Canada and Israel, where women successfully have been integrated into combat specialties. Army officials will consider knowledge, skills and attributes of soldiers and get the best match in specialties now restricted, Cone said, such as infantry, armor, field artillery and engineers.

Physical requirements will be one of the important attributes, he added. “Soldiers don’t want to see [that] degraded,” Cone said.

Objective assessments and validation studies, many of which already are complete, will look at each requirement by specialty, Cone told reporters. Tasks include such things as how much infantry soldiers must be able to lift, how much they have to carry, and for what distance, Cone said.

Besides physical ability, Cone said, officials will look at “traditional impediments” — the attitudes regarding the acceptance of women into previously male-only jobs.

“A lot of this is about leadership and the organizational climate,” he added. The Army will take “proactive measures to mitigate resistance to women going into these specialties,” Cone said.

# SMA speaks out on psychological health

BY STEPHANIE AYRES

Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury

For Sgt. Maj. of the Army Raymond F. Chandler III, a critical part of loyalty is supporting fellow warriors who may be in need of psychological health care or support. In a video released last month for the Real Warriors Campaign, Chandler shared his own experiences in reaching out for support while maintaining a successful military career.

During a 2004 deployment to Iraq, Chandler began experiencing combat stress after narrowly escaping death when a rocket crashed into the office where he was working. In the video profile, he talks openly about this traumatic event and how his attempts to deny his mortality started him down a destructive path until he finally chose to get help.

After two years of both marriage and individual counseling, Chandler said, "I personally believe that I am a better human being. I am a better husband and I am a better father. ... I'm also a better Soldier."

Chandler talked about the responsibilities every warrior has to look out for one another.

"If you are a leader, or a battle buddy of another Soldier who may be in crisis, or may just have some challenges, you've got a duty," he says. "You've got a duty to try to help your brother or sister."

"So, if I can be the sergeant major of the Army and my boss, who is the chief of staff of the Army, accepts the fact that I am in behavioral health care counseling, ... then I think it's OK for any Soldier to be in behavioral health care counseling and do their job." ❧

► View Chandler's video at [www.realwarriors.net/multimedia/profiles/chandler.php](http://www.realwarriors.net/multimedia/profiles/chandler.php)

# New resource helps troops and families plan for deployments

BY KAREN PARRISH

American Forces Press Service

The Defense Department has launched a new resource, "Plan My Deployment," to help troops and their families plan for the "before, during and after" of deploying.

"This is a new, interactive, online tool that supports service members and their families as they prepare for the different stages of deployment," said Barbara Thompson, director of the department's office for family policy.

The new resource guides users through the ins and outs

of deployment, from power of attorney and legal assistance considerations to financial and emotional issues, she said. Other tips and tools address education and training benefits, she added.

"We modeled this after the very, very popular 'Plan My Move,' which helps with [permanent change of station] moves," she said. "It's the same kind of approach — we look at providing the tools and information, and you tailor it to your individual family's needs."

The site saves the user's information, so people can exit from the site and return at their convenience, she said.

While the pace of deployment across the services has dropped since U.S. forces left Iraq and will continue to decline as the combat mission in Afghanistan draws to an end, service members always will face the possibility of deploying for duty, Thompson said.

"Let's face it: military members deploy all the time," she said. "We've learned a lot of lessons during this long-term conflict, and we want to make sure that our service members and their families are prepared." ❧

► Access "Plan My Deployment" at <https://apps.militaryonesource.mil/pmd>

◀ Sgt. Irene Lopez of the 13th Expeditionary Sustainment Command shares a moment with her daughter Dec. 9 after the command's return to Fort Hood, Texas, from a yearlong deployment. PHOTO BY STAFF SGT. JASON THOMPSON





# Program to focus on professional identity

## TRADOC launches successor to Army Profession Campaign

BY AMY L. ROBINSON

U.S. Army Training & Doctrine Command

U.S. Army Training and Doctrine Command officially kicked off the yearlong “America’s Army — Our Profession” education and training program by hosting a professional development workshop Jan. 3 at the command’s headquarters at Fort Eustis, Va.

The session, conducted by TRADOC’s G-3/5/7, was the first within the Army for the program developed by the Center for Army Profession and Ethic, or CAPE. The purpose of “America’s Army — Our Profession” is to reaffirm Soldiers’ and Army civilians’ understanding of the Army profession and their commitment to upholding the Army ethic, said Col. Jeffrey Peterson, director of CAPE.

“The primary goals of the ‘America’s Army — Our Profession’ program are to create an enduring emphasis on the Army profession, to strengthen our professional identity, to motivate behaviors that are consistent with our values and the Army ethic, and to inspire future generations of Army professionals,” he said.

The TRADOC session began with a brief background on the program, which sparked discussion among the civilians and Soldiers in the room — those still serving and several who retired and now serve as Army civilians — about how the Army has changed throughout the years.

“The session served to ‘re-blue’ the concepts from which this generation of senior leaders came and reminded us all that the junior and midgrade [leaders] who have followed us have a compelling need for understanding and living the Army profession,” said Col. John Bessler, director of Future Ops for TRADOC’s G-3/5/7.

Retired Lt. Col. Tom Patrick, who now serves as the chief of the operations division for the Training Operations Management Activity in TRADOC’s G-3/5/7, said while he was still in the Army, he began to see a change in younger leaders — NCOs and officers — who began to think of it as a job, not as a profession.

“It was a change, and I was appalled that it was happening,” Patrick said. “This [dialogue] is long overdue.”

“America’s Army — Our Profession” consists of four quarterly themes: standards and discipline; Army customs, courtesies and traditions; military expertise; and trust. These themes will be used to guide discussion and professional development within units throughout the year.

The program is the successor to the Army Profession Campaign, 2012’s yearlong campaign that was designed to solicit feedback from the force — both military and



civilian — on what it means to be a profession as well as a member of the profession of arms.

“Essentially, what we have done is surveyed nearly a half-million Soldiers and leaders to ask this young generation if they want to be a profession,” said Gen. Robert W. Cone, commanding general of TRADOC. “They have said, ‘Yes, we want to be a profession,’ and they have defined what a profession means.”

Units throughout the Army can conduct their own professional development sessions similar to the one hosted by TRADOC’s G-3/5/7 or can request a CAPE representative to facilitate a one- to three-hour workshop.

“Leaders do not have to build these programs on their own because the Center for the Army Profession and Ethic provides multiple resources to support all organizations,” Peterson said. “Leaders can conduct their own ‘America’s Army — Our Profession’ training made possible with ready-to-use, interactive and engaging training resources found on our website.”

► For more training resources and information on the “America’s Army — Our Profession” program, visit CAPE’s website at <http://cape.army.mil>.

▲ Soldiers from the 3rd U.S. Infantry Regiment (The Old Guard) participate in a ceremony Aug. 15 at Joint Base Myer-Henderson Hall, Va. PHOTO BY STAFF SGT. TEDDY WADE

TOOLKIT

# Involuntary separations

BY JENNIFER MATTSON NCO Journal

As the Army draws down its force, approximately 20,000 NCOs will be subject to involuntary separation or discontinuation of service through fiscal year 2017.

AR 635-200, *Active Duty Enlisted Administrative Separations*, gives the Army the authority to initiate the involuntary separation of Soldiers as a result of reductions in force, strength limitations or budgetary constraints. In 2010, when the Army started to look at how to use that authority, the Army G-1 instituted the Qualitative Service Program and Qualitative Management Program.

The Qualitative Service Program applies to NCOs — from staff sergeants to sergeants major — in military occupational specialties that have been identified as being overstrength by the Army G-1 and ranks NCOs ac-

cording to their potential. The Qualitative Management Program looks at NCOs across the Army and ranks them according to the Soldier's potential or capability to meet the Army's needs. All NCOs who are sergeants first class and above with 19 years of service are subject to the QMP.

NCOs who involuntarily separate under QMP will not be able to receive temporary early retirement or be allowed to return to active duty without a waiver. Also, they must leave no later than the first day of the seventh month following the board's decision.

Gerald Purcell, the Army G-1's personnel policy integrator, said the program will follow a board schedule in which staff sergeants are considered for QSP during the annual sergeant first class promotion board, sergeants first class are considered during the master sergeant board, master sergeants during the sergeant major training and selection board, and sergeants

major during the nominative command sergeant major/command selection list promotion board.

"[The QSP] capitalizes on our existing centralized selection board process to assess Soldiers who are being considered for involuntary separation based on their potential for future contributions to the Army — just like a promotion board does," Purcell said. "This process targets skills that are excess requirements. Soldiers holding MOSs that are balanced or short are not going to be subject to this program."

NCOs will be notified before the board convenes that they are being considered for QSP. Once the board convenes, an official notification will be made to the Soldier's first general officer, then to the battalion commander.

◀ A Soldier from the 4th Sustainment Brigade salutes the American flag during a ceremony March 27, 2010, at Fort Hood, Texas. PHOTO BY SGT. 1ST CLASS ERICK RITTERBY





## Board processes for separation

Involuntary, early separations are based on NCOs' current performance and their potential for future contributions to the Army. The policies are outlined in AR 635-200, *Active Duty Enlisted Administrative Separations*.

# QMP

### QUALITATIVE MANAGEMENT PROGRAM

Focuses on senior NCOs (E-7 to E-9) who may be denied for continued service because of performance, conduct or potential for advancement that does not meet Army standards.

# QSP

### OVERSTRENGTH QUALITATIVE SERVICE PROGRAM

Looks at E-6 to E-9 NCOs for denial of continued service in select military occupational specialties where the 12-month operating strength projections exceed 100 percent. If otherwise qualified, NCOs may voluntarily reclassify into a shortage MOS.

### PROMOTION STAGNATION QUALITATIVE SERVICE PROGRAM

Board will consider E-6 to E-9 NCOs for discontinuation of service in select MOSs or skill levels where promotion stagnation is evident.

"All of these Soldiers are fully qualified Soldiers who we would otherwise desire to keep," Purcell said. "However, as we shape the force to meet changing requirements, we recognize that many fantastic Soldiers will be identified for denial of continued service. We also recognize that we must do this as we shape the force in an effort to ensure we retain those NCOs who have the greatest potential for future contributions, retaining the highest levels of readiness and capability in an all-volunteer Army."

An NCO may appeal the board's decision, but only if he or she believes that his or her record contained material errors. An NCO who wishes to stay in the Army may also seek reclassification to a shortage MOS to fit the Army's needs. However, the NCO must have a course date that begins within the six months following the notification of separation under QSP.

"Making yourself more useful to the Army is always a good thing," Purcell said.

NCOs separated under QSP may apply for early retirement if they have at least 15 years of active federal service at the date of separation. However, these Soldiers can no longer transfer

## Criteria considered

Boards that decide whether a Soldier should be involuntarily separated use the same criteria that a promotion board looks at. The board develops an Order of Merit List and focuses on those at the bottom of the list to make a determination. Some items considered are:

- ✓ **PERSONNEL QUALIFICATION RECORD:** The board reviews the NCO's personnel qualification record to determine range of assignments, military and civilian education, and additional training.
- ✓ **OFFICIAL PHOTOGRAPH** is used to judge a Soldier's appearance and to note awards, medals and badges.
- ✓ **MORAL AND ETHICAL CONDUCT** The board considers whether a Soldier's conduct is incompatible or inconsistent with the Army's values or the values of the NCO Corps.
- ✓ **EFFICIENCY AND PERFORMANCE** The board looks at whether the NCO is unable to perform NCO duties in his or her current grade or if there has been a decline noted in the NCO's NCO Evaluation Report, including failing NCO Education System courses, disciplinary problems or bars to re-enlistment.
- ✓ **PHYSICAL STANDARDS** The board considers whether the NCO is able to maintain physical standards or comply with the Army body composition program.
- ✓ **OFFICIAL MILITARY PERSONNEL FILE** The board reviews the performance portion (P-fiche) of the Soldier's OMPF.

their Post-9/11 GI Bill benefits to their dependents. If in the future, the Army needs the skills separated Soldiers have, they will be able to return to active duty. Soldiers will also have a minimum of 12 months from the board's decision to transition to civilian life. They must serve at least 90 days, by law, before they separate. In addition, the board's decision isn't made public.

"We're trying to do everything we can to recognize that they are quality people," Purcell said. "We really want to take care of them as they leave. We want to maximize their ability to take advantage of the transition assistance programs we have." ♡

► **NEXT ISSUE: STRUCTURED SELF-DEVELOPMENT**







*Preventing and Responding to*

# SEXUAL ASSAULT

**BY JENNIFER MATTSON** NCO Journal

**The Army is being more proactive about dealing with sexual assault** — both responding to it and preventing it within its ranks. Sexual assaults typically occur within the first 90 days of a Soldier reporting to his or her new unit and by someone they know or are at least familiar with. In the past year, the Army saw a one percent increase in cases reported, though it's hard to tell if that was because victims were more comfortable reporting the incidents or if sexual assaults increased. Army leadership remains dedicated to providing resources and support to victims as it works to eradicate sexual assault within the ranks, said Sgt. Maj. of the Army Raymond F. Chandler III.

PHOTO ILLUSTRATION BY SPC. ASHLEY K. ARNETT



## First-line responders help

At all military installation hospitals, specially trained sexual assault nurse examiners are on hand to examine victims at any time. These professionals offer emergency contraception, take a verbal record of what happened to the victim and perform a total physical exam to both collect evidence and to investigate any medical issues resulting from the sexual assault.

Letty Sprinkle, the sexual assault nurse examiner coordinator for William Beaumont Army Medical Center at Fort Bliss,

Texas, oversees the more than 70 hours of training and clinical practice required of the sexual assault nurse examiners.

"Many times, a patient comes in and just wants to be tested for STDs or injuries, and to make sure that they're OK physically," Sprinkle said. "[The care] is victim-centered. The victim will decide how far they want to go with the experience in the ER and what to do."

A sexual assault examination can include a head-to-toe examination as well as the victim's verbal recollection of what happened. The nurse examiner will also

ask for any evidence, including articles of clothing — preferably brought in a paper bag — for forensic testing. Victims can stop the process at any time if they do not wish to continue, Sprinkle said.

"They have 120 hours for us to provide forensic services," Sprinkle said. "The longer they wait, the less of a chance there is for us uncovering any evidence. But we will still do a head-to-toe assessment. As far as [getting] medical care, the sooner after you have a [non-consensual] sexual encounter, the better."

When the victim gives his or her account of what happened, the nurse examiners will record verbatim what the victim says. That verbal recount can be used in a court-martial, Sprinkle said.

"It's important to tell us as much as you can, because that's what we'll testify to in court," Sprinkle said. "When it goes to court, it's often a year later, and we're reliant on the notes we take verbatim. We write what they said and move to the medical part to figure out what needs to be examined."

**“When they’re able to participate in the process and see that this guy has been convicted ... it’s almost their way of taking the power back. It was their voice that was heard by the panel or a judge, and it was their courage in coming forward to make sure that this guy wasn’t going to do it to anyone else.”**

— CAPT. FAITH COUTIER, special victim prosecutor



**Left:** Kyle Terry and Sharyon Culber-son engage the audience during a “Sex Signals” presentation at Fort Lee, Va., in one scene that attempts to draw distinct lines between consensual sex and sexual assault. PHOTO BY T. ANTHONY BELL

**Below:** Spc. Jennifer Bogacki, an automated logistical specialist, throws a punch at Capt. Patrick Naughton, a class instructor, during the sexual assault defense class at Camp Liberty, Feb. 9, 2011. Bogacki and Naughton were demonstrating techniques on how a Soldier can get away from an attacker using physical force. PHOTO BY STAFF SGT. EDWARD DAILEG

## Investigating charges

When a sexual assault involving a member of the military occurs, the sworn federal law enforcement officers of the U.S. Army Criminal Investigation Command, known as CID, use their extensive training to try to get to the truth.

“A typical investigation normally involves interviewing and obtaining statements from all persons involved in or knowledgeable about the incident, the processing of the crime scene and the collection of physical evidence (if available), the forensic analysis of the evidence at the U.S. Army Criminal Investigation Laboratory, and then the follow-up investigative steps to confirm or refute the information that comes from the interviews and the analysis of the evidence,” said Command Sgt. Maj. Thomas Seaman, command sergeant major of CID. “The result of the investigation are presented to the supporting trial counsel or prosecutor to obtain a legal opinion concerning the crime and the alleged offender.”

CID does not prosecute the case. Its job is to collect as much information as possible about the potential crime.

“CID investigations are routinely and successfully prosecuted in military and federal judicial forums, as well as in state courts and foreign judicial venues across the globe,” Seaman said. “CID’s independence is specifically structured to prevent command influence and allow for unencumbered investigations to take place whenever and wherever required.”

## Justice for the victim

CID investigations typically conclude at the beginning of Article 32 hearings, which determine whether a case has enough merit to proceed in the court-martial process. The evidence collected from CID’s investigations is brought

## Warning signs

Below are some key identifiers that the person you’re with might pressure you for unwanted sex later. If he or she:

- ▶ Ignores, interrupts or makes fun of you.
- ▶ Sits or stands too close to you or stares at you.
- ▶ Has a reputation for being a “player.”
- ▶ Drinks too much or uses drugs; tries to get you to drink or use drugs.
- ▶ Tries to touch or kiss you, or gets into your “personal space” when you barely know him or her.
- ▶ Wants to be alone with you before getting to know you, or pressures you to be alone together.
- ▶ Does what he or she wants without asking what you want.
- ▶ Gets angry or sulks if he or she doesn’t get what he or she wants.
- ▶ Pressures you to have sex, or makes you feel guilty for saying “no.”

SOURCE: [WWW.SEXUALASSAULT.ARMY.MIL](http://WWW.SEXUALASSAULT.ARMY.MIL)

forward and if a victim wants to testify, he or she can do so at the Article 32 hearing, but will be subjected to cross-examination by defense.

Capt. Faith Coutier is one of the 23 special victim prosecutors in the Army. She prosecutes cases within the court-martial system that deal with sexual assault. If the victim goes through the 32 hearing, testify and then decide he or she would rather not testify at the actual court-martial trial, the prosecution can still use the 32 testimony. However, the prosecution can’t use the testimony if the victim is not cross-examined by the defense, she said.

Coutier said she encourages victims to take advantage of the court-martial process.

“When people are sexually assaulted, their power has been taken away from them,” Coutier said. “And when they’re able to participate in the process and see that this guy has been convicted — he’s a registered sex offender, he’s potentially serving jail time — it’s almost their way of taking the power back. It was their voice that was heard by the panel or a judge, and it was their courage in coming forward to make sure that this guy wasn’t going to do it to anyone else.”



## Reducing risk in a deployed environment

Deployed environments can present particular risks for Army personnel. Below are a few tips to keep in mind when downrange:

- ▶ Sleeping areas (tents, bunkers and other buildings) may be less secure in a deployed environment. Report any unauthorized males or females in sleeping areas.
- ▶ Many non-Army personnel are present in deployed unit and working areas.
- ▶ Be alert and aware of your surroundings. Deployed environments may have different lighting conditions and facilities than those in-garrison.
- ▶ Different cultures may treat females differently than they are treated in the U.S. Be assertive and clearly state if you feel uncomfortable with how someone is treating you.
- ▶ To reduce risk in a deployed environment, travel with a buddy.

SOURCE: [WWW.SEXUALASSAULT.ARMY.MIL](http://WWW.SEXUALASSAULT.ARMY.MIL)

The Army takes prosecution of sexual assault cases very seriously, Coutier said. Only a colonel can say that there isn't enough evidence or just cause to move a case forward. Furthermore, the Army's justice system will often prosecute cases civilians wouldn't, she said. For instance, if a victim comes forward and says she was raped in the barracks, but knows only a first name or some vague information, the case will still be investigated and prosecuted to the best of the Army's abilities, Coutier said.

"Sexual assaults are normally under-reported," Coutier said. "So when you hear that the number of cases has increased, it doesn't necessarily mean that the number of sexual assaults is going up. It may mean that women are more comfortable report-



ing it to law enforcement because they are no longer judged or blamed for something they had no control over."

Article 120 is the section in the Uniform Code of Military Justice related to sexual assault; however, most sexual assault cases involve more than one charge because more than one criminal act is usually committed, Coutier said. In addition, there isn't a statutory minimum or maximum punishment for sexual assault. Under UCMJ, the accused could get no punishment or up to life in prison if convicted of rape by force. Typically, though, rape by force is a 10 to 20 year confinement, depending on how much force was used. It's almost always higher if a child is involved, Coutier said.

### Helping the victim

At installations across the Army, behavioral health specialists are reaching out to victims to provide them with care.

Lorena Valles, a licensed clinical social worker at William Beaumont Army Medical Center, provides treatment to victims of sexual assault as well as those who commit sex offenses. She works with both populations to help them understand and re-shape their experiences.

Behavioral health specialists provide victims with resources to cope with their experiences. In addition, behavioral health specialists can provide documentation to help victims move to a different installation if it is determined that moving to another unit or installation would help

them, Valles said.

Victims control when they would like behavioral health services and how much they want.

"It's up to them to continue treatment," Valles said. "If they do want to continue treatment at a different installation, we can put them in touch with another victim advocate to help them receive support, but this is all voluntary."

### Responding when deployed

When units deploy, the victim support system often lags behind what is provided in-garrison. To counter this, the Army has deployed sexual assault response coordinators.

Sgt. 1st Class Bryan Harrison deployed to Iraq in 2009 with the 3rd Infantry Division as a sexual assault response coordinator for the division.

"During my last deployment, I had a couple instances where I was the first person to whom it was reported," Harrison said. "The sexual assault victims came to me ... so I was the first responder."

Sexual assault response coordinators work with the victims and the victim advocates as a liaison with the commanders. They keep commanders informed about the instances of sexual assault and provide support to the victim and victim advocate by linking them with the resources they need, Harrison said.

"Every case that I had while I was deployed, we were able to assist the victim," Harrison said. "We were able to get him or



**Left:** Soldiers from D Company, 1st Battalion, 2nd Infantry Regiment, 172nd Infantry Brigade, hold a banner during the "Walk a Mile in Her Shoes" event to raise awareness of domestic violence and sexual assault Oct. 1, 2011, in Vilseck, Germany.

PHOTO BY CRISTINA M. PIOSA

**Below:** Command Sgt. Maj. Frank Leota, command sergeant major of U.S. Army Pacific, addresses senior NCOs about sexual assault response and prevention during an NCO professional development session Sept. 13 at Fort Shafter, Hawaii. PHOTO BY STAFF SGT. AMBER ROBINSON

her to the appropriate agency — whether it was medical, behavioral health or CID. We were able to provide assistance to them, even in an austere environment out in the middle of nowhere. We were able to help them because we communicated with all of our first-line responders."

Before deployment, Harrison worked with the equal opportunity office at each of the division's brigades to implement training prior to deployment.

They used the I. A.M. Strong campaign, or 'intervene, act, motivate,' during their training, Harrison said. I. A.M. Strong is the Army's campaign to prevent sexual assaults by encouraging Soldiers to provide a safe and supportive environment for all Soldiers.

"NCOs are the cornerstone to preventing sexual assault and harassment," Harrison said. "As NCOs, we set the standard, maintain the Army Values and instill those values in our Soldiers. So by doing that and having a strong leadership team who model what is right and wrong and set the culture of the company, by them empowering the NCOs, we set the culture of our unit through training, through on-the-spot corrections and empowering Soldiers through the I. A.M. Strong campaign."

Though Harrison said the division prepped prior to deployment with extensive training, sexual assaults did occur once the units were downrange.

"The majority of sexual assaults were by someone the victims knew," Harrison said. "We train up and get to combat and have a

## I. A.M. Strong Campaign

The I. A.M. Strong Campaign was launched in 2008 as the Army's effort to combat sexual harassment and assault. It stands for intervene, act, motivate. The campaign motto states:

- ▶ When I recognize a threat to my fellow Soldiers, I will have the personal courage to intervene and prevent sexual assault. I will condemn acts of sexual harassment. I will not abide obscene gestures, language or behavior. I am a warrior and a member of a team. I will intervene.
- ▶ You are my brother, my sister, my fellow Soldier. It is my duty to stand up for you, no matter the time or place. I will take action. I will do what's right. I will prevent sexual harassment and assault. I will not tolerate sexually offensive behavior. I will act.
- ▶ We are American Soldiers, motivated to keep our fellow Soldiers safe. It is our mission to prevent sexual harassment and assault. We will denounce sexual misconduct. As Soldiers, we are all motivated to take action. We are strongest ... together.

trust level among each other. Most of the time, in the instances I dealt with, it was someone they knew and trusted."

Downrange, the commands take steps to help the victims, including relocating them or the accused to a different unit, Harrison said.

### Preventing sexual assault

To aid in preventing sexual assaults, the Army is rolling out its Sexual Harassment/Assault Prevention and Response Program,

which aims to stop sexual assaults by creating a culture in which sexual harassment is discouraged.

Carolyn Collins is the SHARP program manager for the Department of the Army. She oversees the training materials that are distributed Armywide — down to the platoon level — on how units can stop sexual harassment and sexual assault.

"Our overarching goal is to change the culture within our ranks," Collins said. "To do that, we had to get 'left of the boom'



## Resources for reporting a sexual assault

If you are a victim of sexual assault or know something about a sexual assault crime, please report it. Below are different avenues for reporting:

- ▶ Report it to your chain of command.
- ▶ Visit CID's website at [www.cid.army.mil](http://www.cid.army.mil).
- ▶ Email [usarmy.belvoir.usacidc@mail.crime-tips@mail.mil](mailto:usarmy.belvoir.usacidc@mail.crime-tips@mail.mil).
- ▶ Report it to a victim advocate or sexual assault response coordinator.

A forensic scientist at the U.S. Army Criminal Investigation Laboratory at Gillem Enclave, Ga., processes evidence in one of the DNA extraction rooms. PHOTO BY

COLBY T. HAUSER

and address that at the earliest possible point in our command climate. Where we address this issue, we don't have an issue of sexual harassment, much less an instance of sexual assault."

To address the issues of sexual harassment and sexual assault, the SHARP team rolls out training that starts in basic training and continues through the courses for general officers. Operational training is required annually as well as during unit orientation and deployment training, Collins said. In addition, the program is building an additional 40 hours geared toward senior NCOs.

To deal with instances of sexual assault, the program deploys unit victim advocates to each brigade. These victim advocates have had 80 hours of instruction on how to handle the reporting of sexual assault and how to link victims to the resources available to them. They are often the first-line

responders who will visit the victim in the ER and remain with the victim as he or she goes through behavioral health appointments and the court-martial process.

"We see a lot of assaults happening within the first 90 days of a new Soldier

reporting to a new unit," Collins said. "How we orient our Soldiers into our units and how we take care of them while they're assigned there — no matter where the unit is, in-garrison or deployed — is a

critical aspect. It is certainly NCO business to ensure that no sexual assaults occur within our ranks."

### Key leaders speak out

NCOs are on the front lines as recent legislation has given the Army a renewed focus on eliminating sexual assault within the ranks, Chandler said.

"Until the day that we have no Soldier-on-Soldier violence, one assault is too

**“It is certainly NCO business to ensure that no sexual assaults occur within our ranks.”**

— **CAROLYN COLLINS**,  
SHARP program manager







Sgt. 1st Class Erin James (right) coaches Spc. Paulette A. Henry in securing an attacker after subduing him during a self-defense class at a gym in Basra, Iraq. PHOTO BY SGT. DEBRALEE P. CRANKSHAW

many,” Chandler said. “In 2011, we had 1,701 cases of sexual assault. That’s a 1 percent increase from the number reported the previous year. I’m discouraged by that, but I believe that with the secretary of defense and the chief of staff of the Army’s renewed focus on this, we can prevent sexual assaults from occurring within our ranks.”

Working in the profession of arms means being a professional and creating a professional working environment that is free of sexual harassment, Chandler said.

“It’s important to our Army because we owe every Soldier in our Army a safe and secure workplace and place where they live,” he said. “If we are the professionals that we say we are, then we have to be committed to eliminating or eradicating this within our formation.”

## Eliminating sexual assault

To stop sexual assault, perpetrators must be prosecuted, Collins said.

“How we handle these cases tells the victim that we have their back and that we’ll support them throughout the process,” Collins said. “This is not a comfortable position to be in— as we work through the investigation and eventually a prosecution. But it reinforces within the command climate that we encourage reporting, that we care for the victims and that we’re working to reduce these instances. Part of reducing these instanc-

es is holding those offenders accountable for their actions.”

Sgt. Maj. Carl Downey, the NCO in charge of Forces Command’s equal opportunity office, said his command is working to, at a minimum, ensure that it is training to prevent, respond and care for victims of sexual assault.

“Leaders at all levels are committed to

eliminating sexual assault throughout our ranks,” Downey said. “We’re going to great measures to eliminate sexual assault. If one does occur, we’re really doing everything we can to ensure the individual or individuals are prosecuted. Our number one focus right now is the preventative measure with the understanding that, if it does happen, justice will be served for all parties.”

NCOs are at the forefront as leaders work to combat sexual harassment and sexual assault, Chandler said.

“It’s completely up to that battalion level sergeant major and those company, troop or battery first sergeants to ensure that we are protecting our Soldiers,” he said. “We’re enforcing the standard that we are in fact creating a culture within our Army that says that this is not acceptable, that we’re going to hold people accountable and that we’re going to take care of the victims of sexual assault. [We’re going to] ensure that we change the attitude that this behavior is OK. It’s counter to our Army Values. It’s counter to our NCO Creed.”

To contact Jennifer Mattson, email [jennifer.mattson@us.army.mil](mailto:jennifer.mattson@us.army.mil).

## Reporting options

When reporting a sexual assault, the victim has the option to file a restricted or an unrestricted report. To file a restricted report, the victim must not disclose the information surrounding the assault to anyone, including a trusted friend. Anyone who has knowledge of a sexual assault outside the victim is compelled to report it to the authorities, which will result in an unrestricted report being filed.

### A restricted report is:

- ▶ confidential.
- ▶ for the victim to receive medical care without triggering an official investigation.
- ▶ maintains the privacy of the individual.
- ▶ can only be discussed with chaplains, designated health-care providers, your assigned victim advocate, or a sexual assault response coordinator.

### An unrestricted report:


- ▶ allows the victim to prosecute their assailant.
- ▶ allows for a full investigation into the crime.
- ▶ does not remain confidential, though parts may be redacted.
- ▶ allows for the victim and/or assailant to be relocated.

When crime happens,  
CID special agents  
have one mission:  
Find out the facts.

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

# DOING WHAT HAS TO BE DONE





Sgt. Tim Barnes, a special agent at the Fort Belvoir, Va., CID Office, a part of the Washington CID Battalion, makes notes regarding a mock crime scene at an abandoned hospital in Washington, D.C., in October. PHOTO BY MICHAEL L. LEWIS





**T**he special agents of the U.S. Army Criminal Investigation Command, commonly referred to as CID, are more than similar characters you may have seen on TV. Though they usually wear civilian attire, they are Soldiers, the Army's truth-seekers, who descend on felony crime scenes to collect evidence, interview witnesses and suspects, and piece together to the best of their ability how, why and if a crime occurred.

"Our job is to show that either it did or didn't happen," said Command Sgt. Maj. Thomas Seaman, command sergeant major of U.S. Army Criminal Investigation Command. "We have a duty to show one way or the other. If somebody was victimized, then this is our opportunity to put together the right information for someone to decide whether there is sufficient evidence to take it to trial or for a commander to take action.

"When we come to a unit, we are often not bringing very good news. But it's important for people to know that these individuals are professionals at what they do, and ultimately they are simply on a mission to collect the facts," he said.

Methodically working through investigations of crimes as varied as homicides, unexplained deaths, sexual assaults, thefts, drug offenses and child abuse cases, CID special

agents search for clues big and small, not knowing which bit of information may crack open a case, said 1st Sgt. Marvin "Chad" Marlow, the first sergeant of the Washington CID Battalion, headquartered at Joint Base Myer-Henderson Hall, Va.

"You're the one who has to tie it together with the information you're given. It really threads through like a story," Marlow said. "No crime scene is the same. You may have seen 100, but the 101st is going to be different. It never fails."

Pointing to a shell casing at a mock crime scene, he said, "This is evidence. You have to identify it, photograph it, process it, collect it, look at it forensically. And it's NCOs who are driving that — what do we see; what do we not see?"

In fact, nearly half of all CID special agents are NCOs; the other half are warrant officers who rose from the enlisted ranks, Seaman said.

"You're expected to be an individual operator with the ability to work a case from beginning to end — every aspect from processing the scene to interviewing subjects, interviewing victims and deciphering a case. You have to figure out what key witnesses you need to interview, who you maybe need to reinterview, what evidence you think needs to go forward to our crime lab for examination. You then have to take the results and analyze them. It's amazing when



people realize that those are often young NCOs who get those key confessions, or who identify those critical items of evidence that help turn a case.”

The Army’s mix of NCO and warrant officer felony investigators is unique in the military — the Naval Criminal Investigative Service comprises only civilians and the Air Force Office of Special Investigations has a mix of officers and NCOs. The Marine Corps does have a separate CID division, but major crimes are still investigated by NCIS. And though Army CID NCOs are junior in rank to their warrant officer counterparts, their jobs are the same, Seaman said.

“It’s not as if that warrant officer does all the major stuff in that case and the NCO just gets the small stuff,” he said. “It’s purely designed so that those two can go out as a team and completely function and execute. It’s designed so that while the NCO is processing the crime scene, the warrant officer can be doing canvassing interviews — or vice versa. We’re not locked down where someone is strictly a crime scene processor, and someone else has to do these other things. NCOs are completely capable of operating across the full spectrum of doing an investigation from A to Z.”

Nearly all agents start as sergeants, Seaman explained. About half recruited are military police, the rest are from

nearly every other MOS, he said.

**“THIS IS EVIDENCE. YOU HAVE TO IDENTIFY IT, PHOTOGRAPH IT, PROCESS IT, COLLECT IT, LOOK AT IT FORENSICALLY. AND IT’S NCOS WHO ARE DRIVING THAT — WHAT DO WE SEE? WHAT DO WE NOT SEE?”**

— 1ST SGT. MARVIN  
“CHAD” MARLOW

“The great thing about having individuals with such diverse backgrounds is that they understand a lot of different things about the Army,” he said. “If you have [an agent] who was a prior supply NCO, who better, when you’re in there trying to figure out if somebody’s working the books or is filtering supplies out, than somebody who’s worked in the supply system before? People can’t blow smoke,

because they’re up against someone who knows their job better than they do.”

NCOs have been integral to CID’s history from its earliest days. Created within the Military Police Corps by Gen. John J. Pershing during World War I, the Soldiers of the Criminal Investigation Division — whose initials persist as the command’s abbreviation to this day — were tasked with preventing and detecting crime among the U.S. Soldiers fighting in Europe. Re-established during World War II to consolidate investigations that were then considered the purview of local MPs, the division was again decentralized after the war. It wasn’t until 1964 that the U.S. Army Criminal Investigation Agency was formed, becoming the U.S. Army Criminal Investigation Command in 1971, fully separating the Army’s criminal investigations. This ensures



**Left:** First Sgt. Marvin “Chad” Marlow (background), the first sergeant of the Washington CID Battalion, guides a special agent as he inspects a masked mannequin that represented a suspected hostage-taker during training in October.

**Above:** Spc. Timothy Wheeler, a special agent from the Fort Meade, Md., CID Office, takes photos of a mock victim during the crime scene training.

PHOTOS BY MICHAEL L. LEWIS





**Top:** As part of the training scenario that served as a precursor to the mock crime scene, Chief Warrant Officer 2 Jennifer Harris, a special agent of the Washington CID Battalion and a former NCO, talks with a suspected hostage-taker.

**Center:** Barnes records and sketches the precise measurements of the location of a mock victim.

**Bottom:** Marlow (center, pointing) discusses the training scenarios with members of the Washington CID Battalion in October.

PHOTOS BY MICHAEL L. LEWIS

agents can do their jobs independently and without interference, Seaman said.

“Basically, it’s driven by the ability to show that there is no unlawful command influence on our investigations,” he said. “It allows us to completely operate as an independent organization for the Army, to go onto any installation and every operation that we’re in worldwide and conduct an investigation knowing that it’s not controlled by someone who sits on that installation. And that’s in everyone’s best interests. Someone can’t say you were influenced how you went at it because that commander didn’t want a black eye on their installation or their organization.”

Because CID NCOs are full-fledged federal agents and often train and work alongside agents from the FBI, DEA and other federal agencies, their uniform is usually civilian business or casual attire, Seaman explained.

“Because everybody’s in civilian clothes, they don’t know whether that’s a warrant officer or a junior NCO,” he said. “We’ll tell them that we just had an agent get a confession or found a key piece of evidence, and by the way, that’s an E-5 who did this. That often amazes them.”

Seaman said that when working, special agents often do not display their rank to avoid the impression of intimidation — either by an investigator or by a suspect. Even

while deployed, most will wear “US” insignia where the rank would normally appear on the Army Combat Uniform.

“What we don’t want is someone saying, ‘I’m a private and that was a sergeant first class sitting across from me. I’ve been told that a senior NCO is always right. So if he told me that I did it, I admitted that I did it because he was a sergeant first class.’ Or a subject say-

**“I ENJOY SEEING THE LIGHT BULB COME ON IN SOLDIERS. YES, I PULLED YOU OFF YOUR MISSION, BUT EVERY ONCE IN A WHILE, YOU HAVE TO SHARPEN YOUR SWORD.”**

— 1ST SGT. MARVIN  
“CHAD” MARLOW

ing, ‘I’m a captain, what are you? I bet I outrank you.’ Well at this point, it doesn’t matter. If I’ve just advised you of your rights, it probably means the tables have turned.

“By taking off that [rank], and having someone in civilian clothes or without a rank on his or her chest, it becomes purely an interview at that point. It’s ultimately designed to avoid any perception that you may have influ-





## CID's units

### U.S. Army Criminal Investigation Command (CID) Headquarters

at Marine Corps Base Quantico, Va., is colocated with the headquarters of the Naval Criminal Investigative Service and Air Force Office of Special Investigations.



**3rd Military Police Group (CID)**, headquartered at Hunter Army Airfield, Ga., is responsible for all felony criminal investigation matters with a U.S. Army interest in the eastern United States, Caribbean, Central America, South America and U.S. Central Command's area of responsibility in the Middle East and Asia.

**202nd Military Police Group (CID)**, headquartered at Kaiserslautern, Germany, is responsible for investigations in countries in the European and African Command areas of responsibility.

**6th Military Police Group (CID)**, headquartered at Joint Base Lewis-McChord, Wash., is responsible for investigations in the western United States and countries in the Pacific Command area of responsibility.

**701st Military Police Group (CID)**, headquartered at Marine Corps Base Quantico, conducts sensitive and classified investigations, major fraud investigations associated with the Army's acquisition programs, and computer intrusion investigations. It also provides protective services for key Department of Defense, Army and visiting foreign officials.

**U.S. Army Crime Records Center**, at CID's headquarters, receives, safeguards, maintains and disseminates information from Army law enforcement records.

**U.S. Army Criminal Investigation Laboratory**, at Gillem Enclave, Ga., is the only full-service forensic lab in the Department of Defense.



**Special Agent Russell Rhodes, a digital forensic examiner serving with the 10th Military Police Battalion (CID) (Airborne) in Bagram, Afghanistan, in August 2011, picks the lock of a store believed to be selling stolen U.S. government property.** PHOTO BY COLBY T. HAUSER

enced them because of your rank versus your abilities as a true investigator. 'Special agent' is my rank," he said.

Nonetheless, ranks do exist within CID. In fact, every NCO special agent will one day have to answer a big question, Marlow said.

"At some point, you come to the pivot that every agent has to come to: Do I want to stay on the NCO track or do I want to become a warrant officer?" he said.

Those who stay on as NCOs, Marlow said, typically do so because they enjoy the traditional NCO roles of training and leading Soldiers.

"Obviously, as the senior NCO in the battalion, I like to train Soldiers," Marlow said during a break from training at an abandoned hospital in Washington. "So I'm out here in the thick of it. I enjoy seeing the light bulb come on in Soldiers. Yes, I pulled you off your mission, but every once in a while, you have to sharpen your sword."

But keeping agents' crime-fighting skills at their best is no different than what any other NCO does, Seaman said.

"We talk about going through things over and over again," he said. "I think any NCO does part of that. If you're an infantryman, it's the repeated going through things so that you can almost do it with your eyes closed, because you one day may have to. If you don't have it down to a science as an infantryman, you potentially risk the lives of your Soldiers. And for us, if you're not doing things meticulously, you may miss that critical item of evidence, or may make that one mistake that costs you the case.

"That's why we say, 'This is how you do it,' and don't get complacent. Complacency is a challenge for every Soldier to fight and not allow it to creep in," Seaman said. ♡

To contact Michael L. Lewis, email [michael.lewis73@us.army.mil](mailto:michael.lewis73@us.army.mil).

# THE ARMY'S LEGAL EAGLES

Paralegal NCOs help  
train judge advocates  
and work to keep  
Soldiers out of trouble.

**STORY BY MICHAEL L. LEWIS**

NCO Journal





During a recess, Staff Sgt. Karla Campbell-Starling, the court reporter at the U.S. Army Trial Judiciary's Fourth Judicial Circuit courtroom at Fort Bliss, Texas, discusses the intricacies of her job with Sgt. Whitney "Whit" Farrow, a paralegal who will begin his court reporting training this spring. PHOTO BY MICHAEL L. LEWIS





**E**very Soldier has heard the pontifications of the “barracks lawyers.” Despite their inexhaustible stores of anecdotes concerning what seems to be every article of the Uniform Code of Military Justice, their advice is rarely if ever correct, and their “knowledge” of military law is anything but competent.

On the other hand, there is a corps of NCOs whose knowledge of the legal intricacies of the Army is above reproach. True legal professionals, Judge Advocate General’s Corps paralegals assist the Army’s attorneys, or judge advocates, in everything but what barracks lawyers do most: giving legal advice. Nonetheless, they are indispensable members of the Army’s law firm, which is like none other, said Brig. Gen. Flora D. Darpino, the commandant of The Judge Advocate General’s Legal Center and School on the campus of the University of Virginia in Charlottesville.

“The teamwork that you have between a lawyer and a paralegal in the military is very, very different than in the civilian sector,” she said. “In the civilian sector, you would typically have the senior lawyer in a law firm, and then you’d have associates who basically churn away at stuff that the partner then signs. Our ‘law firm’ doesn’t really have that model. Our lawyers provide the legal advice, and the folks who do the background and who prepare those legal documents and all the things that an associate in a law firm would do is what our NCOs assist our younger paralegals in learning how to do. While [enlisted paralegals] don’t practice law, they are in the practice of law with us.”

The Army’s judge advocates are taught the military justice system at TJAGLCS after graduating law school and being admitted to a state’s bar. Though well-versed in legal matters, they are usually not familiar with military customs and courtesies that Soldiers have come to know instinctively. That’s where paralegals’ subject-matter expertise comes in, said Command Sgt. Maj. Joseph Lister, the command sergeant major of TJAGLCS and the commandant of the school’s NCO academy.

“Judge advocates provide legal advice to our commanders, and to give their legal advice credibility with their commanders, they have to have Soldier skills,” he said. “They’re the legal professionals. We’re the bridge between the two professions they’re expected to serve — the profession of arms and the legal profession.”

NCOs are well-suited to fill the newly minted officers’ knowledge gap, said Command Sgt. Maj. Troy Tyler, the JAG Corps’ regimental sergeant major.

“Paralegal NCOs provide a source of information that the judge advocates don’t have,” he said. “It adds to the

**Left:** Senior Leader Course students at The Judge Advocate General’s Legal Center and School in Charlottesville, Va., confer during a lesson in October. PHOTO BY MICHAEL L. LEWIS

**Right:** Sgt. 1st Class Buford Willie (right), the pay agent for 2nd Brigade Combat Team, 4th Infantry Division, and Spc. Angela Felder, a paralegal with 385th Military Police Battalion, which is attached to the brigade, sign paperwork Jan. 25, 2012, authorizing a compensation payment. PHOTO BY

SGT. RUTH PAGAN





attorney's ability to operate more effectively because you have somebody who has gone through what the client has gone through. ... So you have to coach, mentor and train that officer; teach them about the Army; help them with the military side of practicing law; open their eyes to what some of their clients have gone through; teach them about some of the issues you've dealt with. I think it comes together as a really good team, because you have some very smart attorneys and some very smart paralegals who are also very good Soldiers."

The arrangement frees judge advocates to be the lawyers they've trained for years to do, Lister said.

"If it doesn't require a law degree, paralegals are supposed to do it so that the judge advocates can focus on the practice of law," he said. "Practicing law is hard; it requires deep thought. So paralegals become a force multiplier so [judge advocates] can spend the time, invest the time in those

thoughts because we've removed everything else."

But what paralegals are prohibited from doing is giving legal advice, Tyler said.

"That's the only thing that separates us from the judge advocates," he said. "The judge advocates have been to law

school, have passed the bar and are authorized to give that advice. But they are also held accountable for the advice they give. [Paralegals] can tell folks all day long what's in the regulation, what the right and left limits are. But if someone asks whether he or she *should* court-martial somebody or if they are authorized to conduct a search somewhere, that's when we

have to get the attorneys involved."

That limitation can often cause friction with those seeking the NCOs' counsel, said attendees of the TJAGLCS's command paralegal course in October, which trains the seniormost legal NCOs in divisions and above.

"As paralegals, we don't give advice. But we share what

**“AS PARALEGALS, WE DON'T GIVE ADVICE. BUT WE SHARE WHAT WE KNOW IN THE REGULATIONS. WE GET THE BAD RAP FOR TELLING SOMEBODY THE REGULATION SAYS YOU CAN'T DO THAT. BUT WE'RE JUST TELLING WHAT'S THERE.”**

**— SGT. MAJ. MARK COOK**



we know in the regulations,” said Sgt. Maj. Mark Cook, the command paralegal for the 4th Infantry Division at Fort Carson, Colo. “We get the bad rap for telling somebody the regulation says you can’t do that. But we’re just telling what’s there.”

“A lot of times they don’t want to hear the right thing,” said Master Sgt. Stephen Pickerin, the command paralegal of the 10th Mountain Division at Fort Drum, N.Y. “But, we’re only there to help them out; we’re going to give them the right answer. If they go to those barracks lawyers, most of the time they’re wrong. If they come to us, they’re going to know we’re giving them the right answer. They may not like the answer, but we’re going to give it to them.”

Because of their own legal training, paralegals are among the most-learned NCOs in the force, Tyler said.

“We looked a few years ago and, per capita as far as bachelor’s degrees are concerned, we were the most-educated [military occupational specialty] across the Army,” he said. “We do have high education requirements. We have some enlisted Soldiers who actually have their law degrees, but because the way the Army is set up, they come in and serve their enlisted time to pay off their loans, then they access to the officer corps as a judge advocate.”

Enlisted paralegals’ military education is similarly intense. And thanks to an arrangement with the University

of Great Falls in Montana, Soldiers begin earning credits toward an American Bar Association-accredited associate’s or bachelor’s degree while in Advanced Individual Training at Fort Lee, Va., Lister said.

“To progress in our MOS, at different stages you’re going to have to have a degree. There’s just no doubt about it,” he said. “Just by completing our AIT, you will get 10 semester hours toward your associate’s or bachelor’s degree from there. Then, you’ll come to [the Advanced Leader

Course] and get more credits toward that degree; you’ll come to [the Senior Leader Course] and get more credits.”

The credits are well-earned in the NCO Education Courses, Lister said, because ALC and SLC are designed to be pressure cookers.

“We overload them with work,” he said. “We throw a lot at them, and what we try to do is evaluate their demeanor. You’re going to be placed in things you wouldn’t normally

do as an NCO; how does your demeanor as a leader change? With what we deal with in law, you can’t lose your cool. The more you get overloaded, the more you might be hasty to give a decision that might not be right. And if you do something that’s not right, there are several echelons of consequences from that. You really do have to think, because what comes out of your mouth to somebody could really have a significant impact if it’s wrong.”

“With an Article 15, you’re affecting somebody’s pay, their career, their freedom,” Tyler said. “With a court-

martial, you could be sending somebody away for a very long time. You could even help end somebody’s life, depending on the severity of the crime and whether the death penalty is on the table.”

Indeed, paralegals are often relied upon after accidental deaths down-range, as they are frequently used as pay officers to compensate foreign residents for damaged property, injuries or loss of life caused by American service members, Tyler explained.

“A lot of people don’t realize that when paralegals go outside the wire,

**“YOU HAVE TO COACH, MENTOR AND TRAIN THAT OFFICER; TEACH THEM ABOUT THE ARMY; HELP THEM WITH THE MILITARY SIDE OF PRACTICING LAW; OPEN THEIR EYES TO WHAT SOME OF THEIR CLIENTS HAVE GONE THROUGH; TEACH THEM ABOUT SOME OF THE ISSUES YOU’VE DEALT WITH.”**

— COMMAND SGT. MAJ. TROY TYLER



Staff Sgt. Steve Kalfman, a paralegal with 3rd Battalion, 25th Aviation Regiment, 25th Combat Aviation Brigade, 25th Infantry Division, assists an Afghan junior captain and lieutenant colonel from the Kandahar Air Wing to locate basic terrain features on a map Nov. 21 during a class on understanding basic land navigation. PHOTO BY SGT. DANIEL SCHROEDER



we may not be kicking in doors on a regular basis, but we're going out and dealing face-to-face with families when they believe a U.S. Soldier has killed a family member. We sit and talk with judges and lawyers and hurt family members.

"In one incident, there was a young lady whom I was making a payment to as the paying officer the first time I deployed. I paid this lady, and all I could see were the eyes through her burqa. The way this lady looked at me — after U.S. forces had killed her husband and brother — the look that she gave me I will never forget for the rest of my life. I tried to hand her the money, but she didn't flinch. She didn't blink. She didn't look at the money. She didn't look at the walls. And as her father reached around and took the money, she just continued to stare at me, like if she was staring through my soul. Those types of things, people don't realize we often deal face-to-face with the public."

Paralegals working in the Army's courtrooms must remain especially neutral in demeanor, even when case content is repugnant, said Sgt. 1st Class Angel Sims, the chief of court reporter training at TJAGLCS.

"The hardest cases for me involve child pornography. And that was my first case as a court reporter," she said. "As the court reporter, here I am now with all these images, and I'm stamping them and I'm labeling them, and I'm getting more and more mad. That became an issue for me, because the senior court reporter was sitting in the gallery and, at the very first break, came over and said, 'See how the judge is stone-faced? You have to be just like that. You cannot show that you are mad. I can see it all over your face, and so can everyone else in this courtroom.' That I had to work on."

Ultimately, senior JAG Corps leaders hope that the Army's paralegals and judge advocates will be viewed more as helpful resources rather than people to be feared.

"Most Soldiers, when they hear you're going to JAG, it's a negative thing. But we're a service organization," Lister said. "What I'd like them to think is that we help them to stay out of trouble."

"We have a huge role in preventive law," Tyler said. "As NCOs and paralegals, we're down there in the unit. You're assigned to a battalion or a brigade, and you give legal classes to the people who you work with. That goes a long way, compared to having a judge advocate come down. You're in a room full of sergeants ... these are your peers, the guys you do PT with. You've done the same things these

## Tips from the Army's legal pros

"When you say you're 'going to JAG,' it's always perceived as a bad thing. But we do so many other services that help Soldiers," said Command Sgt. Maj. Joseph Lister, the command sergeant major of The Judge Advocate General's Legal Center and School in Charlottesville, Va. To help keep Soldiers from getting into legal trouble, members of the Judge Advocate General's Corps offer these helpful tips:



**Reach out to JAG to prevent something bad happening to you or your family.** Go to legal assistance and get advice on the car you want to buy. Use those other services we do other than military justice. — **Command Sgt. Maj. Joseph Lister**, command sergeant major of The Judge Advocate General's Legal Center and School in Charlottesville, Va.

**You should be talking with the NCOs who work in your legal office**, just like you would if you were taking your vehicle in for maintenance. You talk to the motor sergeant about what you can do about preventive maintenance and what you can do to make sure you get through that inspection. It's the same thing with legal paperwork: Talk to us; let us help you so that things go smoothly. — **Brig. Gen. Flora D. Darpino**, commandant of The Judge Advocate General's Legal Center and School

**The "barracks lawyer" is one of our worst enemies**, because they will tell Soldiers what they think they know, or what they remember happened to their friend, or what somebody once said. They think because they can crack open the UCMJ, they're a paralegal now, and they start advising guys on what they can and cannot do. But they have no clue what they're doing. — **Command Sgt. Maj. Troy Tyler**, JAG Corps regimental command sergeant major

Sergeants major, first sergeants and commanders are our clients. **But if the squad leaders and the platoon leaders, if they started talking to the paralegals** in their unit, we can help them understand how to build the packets once they do need to initiate an action, or how to prevent situations that they keep seeing their Soldiers getting into. They want to take care of their Soldiers, and we can help them in the legal arena. — **Sgt. Maj. Barbara Rubio**, command paralegal, 25th Infantry Division

**Predatory lending is one of the things that upsets me the most**, because they take advantage of our junior Soldiers. It sounds cliché, but Soldiers need to run through the second- and third-order effects of what they're going to do before they do it. But they often act at the spur of the moment — that car looks good! — and they have money burning a hole in their pocket. — **Command Sgt. Maj. Troy Tyler**

**It's too easy: Follow the Army Values.** If you follow that, that's it. For some reason, that's too hard for some people. But discipline and standards are what it's all about. If you have to think too hard about what you're about to do, you probably shouldn't do it. If it doesn't feel right, it probably isn't. — **Sgt. 1st Class Angel Sims**, chief of court reporter training, The Judge Advocate General's Legal Center and School

guys have done. So you can tell them what the common violations are — this is what can get you into trouble."

"An NCO can sit down with another NCO and guide how to get that FLIPL (Financial Liability Investigations of Property Loss) processed quickly," Darpino said. "Administrative separations — the criminal law section can help that NCO get together that chapter packet so it doesn't get kicked back. If NCOs out there would leverage the value that, not only our legal NCOs but our JAG office as a whole, can bring to them when it comes to a variety of issues, I think they would benefit greatly." ❧

To contact Michael L. Lewis, email [michael.lewis73@us.army.mil](mailto:michael.lewis73@us.army.mil).



# CLIMB

**TODAY'S 10TH MOUNTAIN DIVISION NCOs CONTIN**



**“Since 1985, we’re the most combat-deployed division in the U.S. Army. ... Everything from Iraq to Afghanistan, and everything from urban warfare to mountainous terrain, we’ve fought in all conditions. Through the light infantry concept that we’ve embraced, we keep the ‘mountain’ in ‘10th Mountain’ with the finest, most highly trained Soldiers in the Army.”**

**— COMMAND SGT. MAJ. RICK MERRITT**, command sergeant major of the 10th Mountain Division



# TO GLORY

USE THE TRADITION OF FIGHTING THE ENEMY IN THE HARSHTEST TERRAIN



BY CHRISTY LATTIMORE-STAPLE NCO Journal

For six decades, the 10th Mountain Division (Light Infantry) has put fear in the hearts of America's enemies around the world in the harshest terrains while revolutionizing winter warfare. Since 1985, the division has called Fort Drum, N.Y., its home. Enduring 40-below weather, snow, ice, constant training, and rapid deployments, these men and women are ready to answer their call to duty, just like the division's Soldiers and NCOs before them.

Background: The 10th Light Division during training at Camp Hale, Colo. during World War II.

PHOTO COURTESY OF 10TH MOUNTAIN DIVISION MUSEUM

The ski-borne 10th Mountain Division traces its beginnings to World War II, when the U.S. Army formed the 10th Alpine Division after hearing how an outnumbered small group of Finnish soldiers slowed down Soviet troops.

In November 1939, the invading Soviet Union was caught off guard when two of its armored divisions were destroyed by Finnish soldiers on skis who were able to use the rugged mountainous terrain to their advantage.

Charles Minot Dole, president of the National Ski Patrol in the United States, began to lobby the U.S. War Department to create a similar unit of Soldiers within the U.S. Army who would be trained to fight in wintry conditions with alpine ability.

The fear was “what if the U.S. is attacked in New England or Alaska by way of Canada?” said Kent Bolke, curator of the 10th Mountain Division Museum at Fort Drum, N.Y.

In September 1940, Dole was able to present his case to Gen. George C. Marshall, the Army chief of staff, who decided to create a mountain division.

Mountain training and winter warfare training in ice and snow began Dec. 16, 1941, with the activation of the 87th Mountain Infantry Battalion at Fort Lewis,

Wash. Training was conducted at nearby Mount Rainier until September 1942.

Dole’s vision of creating mountain troops drew Olympic athletes, expert skiers and climbers who rushed to join the ranks. The troop was the only unit in history that was initially trained by civilians.

“A lot of the men who joined were Harvard and Yale university graduates,” said Staff Sgt. Brian Crawford of Headquarters and Headquarters Company, 2nd Battalion, 22nd Infantry Regiment, 1st Brigade Combat Team, 10th Mountain Division at Fort Drum, N.Y. “When they arrived ... they wanted to see the manuals so they would know what to do. They were told *they* were there to write the manuals, because this training had never been done before.”

Two months later, in November 1942, the Mountain Training Center was moved to Camp Hale, which had just been completed near Pando, Colo. At this time, mountain troops included artillery, signal, quartermaster, engineer, ordnance and medical units in addition to the original mountain infantry regiment.

### Camp Hale, Colo.

“The activation and training of the 10th Light Division at 9,000-foot-high Camp Hale was a unique experiment for the U.S. Army,” Bolke said. Training consisted not only of special mountaineering techniques, skiing, snowshoeing and climbing, but also of combined operations in temperatures down to 30 below zero.

The alpine unit also used dog teams, mules, and snowmobile prototypes for training in the harsh conditions. In addition to their special equipment, the troop also had special rations and uniforms. “They had a core of people, who wanted to be there — highly educated and incredibly fit,” Crawford said.



The civilians who help set up the 10th Light Division at Camp Hale, Colo., include (left to right) Rodger Langley, Charles Minot “Minnie” Dole, and Paul Lafferty. PHOTO COURTESY OF THE DENVER PUBLIC LIBRARY

## SGT. TORGER TOKLE

Torger Tokle from Lokkenverk, Norway, was a popular young ski jumper who immigrated to the United States in 1939. He



immediately became a force in American ski-jump events, winning 42 of 48 sanctioned tournaments. Within 18 hours of his arrival in the U.S., he set a hill record at Bear Mountain Park, N.Y.

After winning the 1941 national championship, he enlisted in the U.S. Army in 1942 and was assigned to the ski troops of the 86th Mountain Regiment, 10th Light Division.

Tokle died while leading his platoon in overtaking a German stronghold March 3, 1945, during the Battle at Riva Ridge, Italy. The Torger Tokle Memorial Trophy was created in 1948 by the National Ski Association and is awarded to the National Class A ski-jumping champion.

### Kiska Campaign

In 1943 the Japanese invaded the mountainous islands of Kiska and Attu off the coast of Alaska, breaching America’s borders. In June 1943, the 87th Infantry Regiment moved from Cape Hale to Fort Ord, Calif., for amphibious training to prepare for their first mission: recapturing the islands. On July 15, 1943, the 10th Light Division (Alpine) was activated at Camp Hale and comprised the 85th Infantry Regiment, 86th Infantry Regiment and 87th Infantry Regiment.

On Aug. 15, 1943, under the cloud of fog, the 87th Infantry Regiment landed on

### July 18, 1940

Charles Minot Dole offers to recruit experienced skiers to train troops to patrol on skis.

### Nov. 5, 1940

The War Department issues a directive forming ski patrol units in the 1st, 3rd, 5th, 6th, 41st and 44th Divisions.

### Dec. 7, 1941

The Japanese attack Pearl Harbor, Hawaii.

### April 1942

Construction of Camp Hale begins in the Rocky Mountains near Pando, Colo.





**The 10th Light Division in their winter white uniforms in 1942 at Camp Hale.** PHOTO COURTESY OF THE 10TH MOUNTAIN DIVISION MUSEUM

Kiska; but the Japanese had already withdrawn their troops. That night, the 87th's Soldiers thought they were fighting the enemy, but were instead firing at their own Soldiers. Eighteen Soldiers were killed by friendly fire. The 87th Infantry Regiment stayed at Kiska until November 1943.

### **D-Series exercises**

After the completion of the mission at Kiska, the 87th Infantry Regiment returned to Camp Carson, Colo., and then joined the 10th Light Division at Camp Hale on Feb. 23, 1944.

In spring of 1944, the division's intensive training program started and included six weeks of mock battles, winter survival skills, rock climbing, skiing, mule pack-

ing and the demanding D-Series winter exercises. During those exercises, the division Soldiers' endurance was tested as they scrutinized their equipment, mules, rifles and tools in the worst of winter conditions.

"The troops were high in the alpine regions of Colorado," Bolke said. Unlike other training they had experienced, "they were living off whatever they had in their bag, in 43 below-zero weather waist deep in snow," he said.

The three regiments had no transportation other than mules, and their weapons were portable mountain guns that had to be broken down and carried on the mules' backs.

"The regiments had to rely on all their training, techniques and equipment to

learn to survive," Crawford said.

In June 1944, the 10th Light Division moved to "the flat lands" of Camp Swift, Texas, to begin regular infantry training. That proved to be the sign that the 10th would get their chance to enter World War II, Bolke said.

While at Camp Swift, the 10th Light Division became the 10th Mountain Division on Nov. 6, 1944.

### **The Battle of Riva Ridge**

The 86th Regiment embarked for Naples, Italy, on Dec. 11, 1944, and began combat patrols in mid-January 1945. It launched its first offensive with a surprise and successful night assault on Riva Ridge, outside of Naples.

### **June 7, 1942**

Japanese forces invade Attu and Kiska in the Aleutian Islands of Alaska.

### **Sept. 3, 1942**

The Mountain Training Center is activated at Camp Carson, Colo., where procedures, manuals, test equipment and training in mountain warfare begins.

### **Nov. 26, 1942**

The 1st Battalion of the 86th Infantry Regiment is activated at Camp Hale, Colo.



**A 10th Light Division Soldier participates in mule training during D-Series exercises at Camp Hale.** PHOTO COURTESY OF THE 10TH MOUNTAIN DIVISION MUSEUM

The Riva Ridge looked down on a chain of mountain ranges controlled by German forces that the U.S. Army needed to secure.

“Lower enlisted Soldiers from the 10th and the Brazilian Expeditionary Force put their equipment on their backs and climbed the other side of the Riva Ridge to successfully push the Germans off, taking the mountain,” Bolke said.

The next night, the assault continued with an attack and capture the key German observation point of Mount Belvedere, he said. The first offensive lasted through Feb. 25, 1945, when Mount Della Torracchia was secured.

During the second offensive from March 3 to 6, the 10th Mountain Division attacked and cleared German forces who maintaining positions from Mount Della Torracchia to Mount Della Spe, where the offensives were temporarily halted by the Allied command, Bolke said.

“The Germans at this point had only dealt with defensive warfare,” Crawford said. “The 10th Mountain Division was

light, designed to go with whatever they could carry on their backs. Once the 10th Mountain Division punched their lines, the Germans started rolling back.”

## From the Po River to Trieste

During their final operation of World War II, the 10th Mountain Division broke through the German defenses and into the Po River Valley. On April 23, 1945, the division advanced to Lake Garda in northern Italy.

“More than 32,000 men served with the 10th Mountain Division between 1942 and 1945; approximately 20,000 men engaged in combat operations in Italy,” Bolke said. The 10th Mountain Division sustained nearly 5,000 casualties during World War II, with 999 men killed in action. The division is credited with destroying five German divisions.

From May 19 to July 17, 1945, the 10th Mountain Division deployed near Trieste on the Italian border with Yugoslavia. Its mission was to join with troops of the British 8th Army to prevent further westward movement by Yugoslavian forces “who were trying to make a land grab of Northern Italy,” Crawford said.

“The 10th Mountain Division actually

## The insignia

The 10th Light Division officially became the 10th Mountain Division Light Infantry on Nov. 6, 1944.



Its shoulder patch has crossed bayonets to suggest the infantry; the bayonets also form a Roman numeral 10. The overall shape of the patch, a powder-keg suggesting the division's “explosive power,” and red, white, and blue suggest the national colors. “I’d say the patch is symbolic of the power of this great unit,” said Command Sgt. Maj. Rick Merritt, division command sergeant major of the 10th Mountain Division.

“We are called to do the most important missions and defeat the enemy.”



## PFC. JOHN DAVID MAGRATH

Pfc. John D. Magrath was the first Medal of Honor recipient from the 10th Mountain Division. Killed in action April 14, 1945, at age 20, Magrath was posthumously awarded the Medal of Honor in 1946 for displaying “conspicuous gallantry and intrepidity above and beyond the call of duty” when his company was pinned down by heavy artillery, mortar and small arms fire near Castel d’Aiano, Italy, his award citation says. Volunteering to act as a scout and armed with only a rifle, Magrath charged headlong into withering fire, killing a total of four Germans and wounding six. “Pfc. Magrath fearlessly

volunteered again to brave the shelling in order to collect a report of casualties,” his citation said. “Heroically carrying out this task, he made the supreme sacrifice — a climax to the valor and courage that are in keeping with highest traditions of the military service.”

## Aug. 15, 1943

Through the morning fog, the 87th Infantry Regiment lands at two coves along Kiska’s north shore, but finds that the Japanese retreated the night before.

## March. 24, 1944

The division conducts maneuvers designed to test the division’s ability to operate in the mountains in subzero weather.

## Nov. 6, 1944

The 10th Light Division is renamed the 10th Mountain Division.



pushed up on the border to stop that from happening,” he said.

Some historians have called this operation the first engagement of the Cold War.

The men of the 10th Mountain Division returned to Camp Carson on Nov. 30, 1945, where the division was inactivated.

### Inactive and reactivated

The 10th Mountain Division was inactive from 1945 to 1985. “Around 1981 to 1984, Congress was looking at creating a light infantry division that could be rapidly deployed,” Crawford said. On Feb. 13, 1985, the 10th Mountain Division (Light Infantry) was officially reactivated at Fort Drum, N.Y., with Brig. Gen. William S. Carpenter as the commander.

“Carpenter was charged with manning, equipping, training and getting ready to deploy the division, and was given \$1.2 billion to build a city ... in the middle of the woods called Fort Drum,” said retired Col. Michael Plummer, president of the National Association of the 10th Mountain Division.

Plummer was one of the people in the advance party who arrived at Fort Drum in December 1984. He said the division requested 10,000 Soldiers from the Army. However, “when the troops began to arrive, we recognized right from the beginning that we could not build the infrastructure fast enough to accommodate the 10,000 Soldiers,” he said.

Between 1985 and today, \$3.4 billion of

**“It’s the discipline of both the individual leader and unit discipline that has made our gains. ... Like yesterday and still today ... it’s a highly disciplined and agile division that has the mobility to deploy at a moment’s notice. We can deploy quicker than any division in the U.S. Army.”**

**— COMMAND SGT. MAJ. RICK MERRITT**

**Below: Soldiers of the 10th Mountain Division fight at the Po River Valley in Italy during World War II.** PHOTO COURTESY OF THE 10TH MOUNTAIN DIVISION MUSEUM



### Dec. 11, 1944

The 10th Mountain Division's 86th Regiment embarks for Naples, Italy, arriving on Dec. 22, 1944.

### Feb. 18, 1945

700 men of the 86th make a daring night climb and successful assault on Riva Ridge, which rises steeply 1,700-2,000 feet above the rushing Dardagna River.

### May 7, 1945

The German Army in Italy surrenders and World War II ends in Europe. The 10th Mountain Division is ordered back to the U.S. to prepare for the invasion of Japan.

**During Operation Restore Hope, a young Somali boy receives medical treatment to his leg by a U.S. Army medic from the 10th Mountain Division.** PHOTO COURTESY OF THE U.S. ARMY

construction has been put into the building and expanding of Fort Drum, Plummer said. "The 10th Mountain Division, from the beginning, was known for being able to get the job done," he said.

## Restoring hope in Somalia

In December 1992, the 10th Mountain Division was sent to Somalia to take part in Operation Restore Hope. Their mission was to secure major cities and roads in order to provide safe passage of relief supplies to the Somali people suffering from the effects of the Somali Civil War.

Because of 10th Mountain Division's efforts, humanitarian agencies were able to declare an end to the food emergency and the fighting decreased. The division began its gradual withdrawal in mid-February 1993.

On Oct. 3, 1993, Special Operations Task Force Ranger conducted a daylight raid on an enemy stronghold deep in militia-held Mogadishu. "The Rangers



dishu, where they had established a base facility," he said. The 2-14 Infantry was successful in linking up with the Rangers and withdrawing under fire along a route secured by Pakistani forces.

"As dawn broke over the city, the exhausted Soldiers marched, rode, and stumbled into the protective Pakistani enclave at the city's stadium. The overall

Enduring Freedom "secured key operating bases in Afghanistan, screened more than 3,500 detainees at Sherberghan Prison and engaged in combat during Operations Anaconda and Mountain Lion, in which several hundred al-Qaeda terrorists were killed," Bolke said. These operations destroyed 4.5 million pounds of ammunition.

In July 2004, the mission efforts of 2nd Brigade Combat Team in Iraq, "allowed the Baghdad International Airport to begin servicing civilian air traffic again," Bolke said.

During the 3rd Brigade Combat Team's deployment to Afghanistan from March 2006 to May 2007, Soldiers executed four significant combat operations in 12 months: Operations Mountain Lion in the Pech Valley and Kunar Province during April and May, Mountain Thrust in Helmand Province in June and July, and Mountain Fury in the eastern provinces to set conditions for future progress.

"Look at where we are right now in Afghanistan, it takes the discipline and the light infantry Soldiers to accomplish the mission there," Merritt said. "It's a calculated risk in harm's way to answer the nations call, but we're highly skilled and trained," he said.

Other accomplishments included as-

**“I am proud of the great Soldiers of this division and what they stand for. The men and women will go anywhere in heat or snow to endure pain and suffering for our nation's freedom.”**

— **COMMAND SGT. MAJ. RICK MERRITT**

had successfully captured some of warlord Mohammed Farah Aidid's key aides, but went to the aid of an aircraft shot down by enemy fire," Bolke said. "They were quickly surrounded by Somali gunmen."

The 10th Mountain Division's 2nd Battalion, 14th Infantry Regiment, quick-reaction force was dispatched to secure the ground evacuation route. "For three hours in the night, they fought a moving gun battle from the gates of the Port of Moga-

ordeal lasted more than 12 hours and six of those hours of continuous fighting, this was the longest sustained firefight by regular U.S. forces since the Vietnam War," Bolke said.

In all, about 7,300 Soldiers from the 10th Mountain Division served in Somalia.

## Iraq & Afghanistan

In 2001, 10th Mountain Division Soldiers serving in support of Operation

### Nov. 30, 1945

The 10th Mountain Division is inactivated.

### Feb. 13, 1985

The 10th Mountain Division is reactivated at Fort Drum, N.Y.

### 1990

10th Mountain Division sent 1,200 Soldiers to support Operation Desert Storm.

### Aug. 1992

10th Mountain Division assumed responsibility for Hurricane Andrew disaster relief as Task Force Mountain.





## SGT. 1ST CLASS JARED CHRISTOPHER MONTI

Sgt. 1st Class Jared Christopher Monti was the second 10th Mountain Division Soldier to receive the Medal of Honor. He received it for his valorous actions June 21, 2006, when he was part of a weapons forward observer team gathering intelligence in the Nuristan province of Afghanistan. President Barack Obama presented the award posthumously to Monti's family in a White House ceremony Sept. 17, 2009. His award citation read: "Sgt. 1st Class Monti distinguished himself

at the cost of his life while serving as a team leader with the Headquarters and Headquarters Troop, 3rd Squadron, 71st Cavalry Regiment. ... While at an observation position on top of a mountain ridge, his 16-man patrol came under attack by a superior force consisting of as many as 50 enemy fighters." During the subsequent firefight, "Monti then realized that one of his Soldiers was lying wounded and exposed in the open ground between the advancing enemy and the patrol's position. With complete disregard for his own safety, Monti moved from behind the cover of the rocks into the face of withering enemy fire." Driven back by relentless enemy fire twice, but "unwilling to leave his Soldier wounded and exposed," Monti made one last attempt to aide his wounded Soldier. On this third attempt, Monti was mortally wounded, "sacrificing his own life in an effort to save his Soldier."

## The song

### "CLIMB TO GLORY"

We are the  
10th Mountain infantry,  
With a glorious history on  
our own two feet,  
All our foes  
we'll defeat,  
Light fighters marching on  
to victory.

We go where others  
dare not go,  
through the heat  
or cold or snow,  
We are proud to be in  
the army of the free.

Climb to glory,  
Mountain infantry.  
Climb to glory,  
The light infantry.

— Composed by John Fraser

sisting with constructing and establishing numerous schools; training and equipping of Afghanistan National Army and police units; and implementing effective agricultural and business development.

"10th Mountain Division NCOs do not parallel with the regular Army. The tempo of deployments is back to back, 43-below weather, 220 inches of snow, when you run there's a chance of getting frost bite after PT, physical fitness is a big thing here. If a Soldier is not on the ball, the 10th Mountain can chew you up and spit you out," Crawford said.

"I am proud of the great Soldiers of this division and what they stand for. The men and women will go anywhere in heat or snow to endure pain and suffering for our nation's freedom," Merritt said. ♡

To contact Christy Lattimore-Staple, email [christy.c.lattimorestaple.ctr@us.army.mil](mailto:christy.c.lattimorestaple.ctr@us.army.mil)



A 10th Mountain Division Soldier plays "high-five" with a group of children in the Afghanistan border town of Hairatan. PHOTO COURTESY OF THE U.S. ARMY

### 1992–1994

During Operation Restore Hope, the 10th Mountain Division was sent to Somalia for a humanitarian mission.

### Sept. 19, 1994

During Operation Uphold Democracy, the division's mission was to create a secure environment in Haiti for the return of Haitian President Jean-Bertrand Aristide.

### 2001–present

The division secured key operating bases in Afghanistan in support of Operation Enduring Freedom. In 2003, the division deployed to Iraq.



# ACTION IN

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

**NCO**JOURNAL



## ‘Stand and fight’ was their order

Fort Jackson drill sergeant awarded Bronze Star  
for actions during 2010 firefight in Afghanistan

**BY WALLACE MCBRIDE**

Fort Jackson Leader

**A** Fort Jackson Soldier was awarded the Bronze Star Medal for valor in December for his courage and efforts to save the lives of his fellow Soldiers in 2010.

Sgt. 1st Class Clint Lyons, a drill sergeant with 1st Battalion, 61st Infantry Regiment, 165th Infantry Brigade, “distinguished himself by valorous actions” Nov. 7, 2010, while serving as a platoon sergeant with 2nd Battalion, 327th Infantry Regiment, 1st Brigade Combat Team, 101st Airborne Division, in the Kunar Valley of Afghanistan during Operation Bastogne Overwatch XI.

“Bastogne Overwatch was basically how we supplied our most northern squadron,” said Command Sgt. Maj. Kevin Benson, command sergeant major of Fort Jackson, during the award presentation Dec. 7 at 1-61st’s headquarters.

The mission took 17 hours of travel to

make the trip and three to four days to complete, he said.

“We would have to drive all of our resupplies and fuel up north,” said Benson, who was the command sergeant major for 1st Battalion, 327th Infantry Regiment. “We did those about once a month. I drove on six of them. [Our enemies] would try to intercept that resupply, because they knew that was what we were using to kill them.”

Lyons said he was told to expect a firefight on the Nov. 7 mission.

“It was pretty rough,” he said. “We got pinned down for about eight hours by the enemy and had a few casualties.”

The battalion commander warned them they would be heading into a “hornet’s nest,” he said.

“[Command] was going to let us take the firefight instead of the [supply] vehicles,” Lyons said. “‘Stand and fight’ was the order we were given, so it was expected. We hit the ground and tried to prepare ourselves for



◀ Col. Odie Sheffield, left, commander of the 165th Infantry Brigade, presents Sgt. 1st Class Clint Lyons with the Bronze Star Medal for valor Dec. 7 at the 1st Battalion, 61st Infantry Regiment, headquarters at Fort Jackson, S.C. PHOTO BY DAVID SHANES

what was to come. At daylight, the firefight initiated.”

The enemy had 70 to 80 heavily armed fighters trying to overrun the platoon’s perimeter and take American hostages, according to the award narrative.

“Once Lyons felt he had a grasp on the situation at hand, he did the most important thing on the battlefield and informed his higher headquarters in order to bring other assets into the fight,” the award narrative reads. “Since radio contact could not be established with the control point, Lyons moved over 100 meters under intense enemy fire in order to inform [command] of the enemy situation.”

Lyons also provided suppressive fire as a casualty was transported from the scene.

“Lyons continued to perform with extreme valor under fire as he coordinated the successful re-establishment of security west of the [hostile landing zone] to a more defensible position,” the narrative explains.

At the time, Lyons’ family was told he had been involved in combat, but was given no other details about the incident.

“We had to wait three days before we knew that he was OK,” said his mother, Sharmin Hodge. “After that, we were just waiting to find out what else had happened. But [Clint] was pretty tight lipped about the incident and just let everybody know he was alright.”

Benson said, “If it wasn’t for his platoon and the other platoons on this same mission, we would have had a lot of Soldiers killed and would not have been able to accomplish our mission up to the north.”

The Bronze Star Medal is the fourth-highest combat decoration and the ninth-highest U.S. military award in order of precedence. It can be awarded for acts of heroism and merit, or for meritorious service in a combat zone. When awarded for acts of heroism, the medal is awarded with the “V” device.

“I think it’s great that he was acknowledged for what he did,” Hodge said. “I’m proud of him for this. Clint’s a great dad and I respect how he’s been able to handle himself the way he has since he’s got back. That’s his greatest achievement, I think.”

# NCO earns Silver Star for valor when a Marine

BY MARINE CORPS CPL. JACOB D. OSBORNE Marines Magazine

Sgt. David M. Gerardi, a weapons sergeant with the Army National Guard’s 19th Special Forces Group, received the Silver Star, the nation’s third-highest medal, Dec. 10 in Pittsburgh for his actions while deployed in 2011 as a Marine with 3rd Reconnaissance Battalion, 2nd Marine Division (Forward), II Marine Expeditionary Force. When he completed his enlistment with the Marine Corps last year, he transferred to the Army National Guard to pursue a new challenge — becoming a Green Beret.

Gerardi credits his fellow recon Marines for his heroic actions.

“I know the award talks about me a lot, but those guys did more to bring me home than I could ever do for them,” Gerardi said at the ceremony. “I have been honored to serve with the best Marines and Soldiers.”

Gerardi was a corporal providing security with his team near Balozai village in Helmand Province, Afghanistan, when, on June 6, 2011, they came under fire. They were pinned down in a canal, receiving fire from several enemy positions a little more than 100 yards away.

Gerardi identified a firing position at a mud wall forward of the team that would give him a clear line of sight to the enemy position presenting the greatest danger to his team. Without hesitation, he crossed an open field to get to a wall less than 45 yards from the enemy. He was greeted with a volley of rocket-propelled and 30 mm grenades, as well as medium machine-gun fire that prevented him from returning fire.

Despite the intense fire, he maneuvered to a more vulnerable position along another wall that afforded a better angle for him to fire on the enemy. Despite rounds striking within inches of his body, Gerardi provided suppressive fire, which allowed his Marines to extract a wounded Afghan soldier.

“The training kicked in,” Gerardi said. “Going to that position just made

**SILVER STAR CONTINUES ON PAGE 45 →**



▲ Army Sgt. David M. Gerardi receives the Silver Star from Marine Corps Maj. Gen. Melvin Spiese on Dec. 10 for actions he performed in Afghanistan as a Marine. PHOTO BY MARINE CORPS CPL. JACOB D. OSBORNE

VIEWFINDER



## All-American demo

▲ Staff Sgt. Eric Sutterfield descends 180 feet from the ceiling of the Alamodome in San Antonio on Jan. 2 using the Australian rappel. He was one of nine rappelling instructors from the Air Assault School at Fort Campbell, Ky., who practiced for a demonstration before the U.S. Army All-American Bowl game Jan. 5. Watching them were some 40,000 spectators, as well as many more on television. PHOTO BY

DAVID VERGUN

# U.S. NCO receives S. Korean mayor's award

BY WALTER T. HAM IV  
Eighth Army

The mayor of a South Korean island recognized a U.S. Army staff sergeant for helping to keep the trails of a landmark mountain open for hikers.

Ganghwa Mayor Yu Cheon-ho presented a service award to Staff Sgt. Ryan Hayes, the NCO in charge of Detachment J, B Company, 719th Military Intelligence Battalion, 501st MI Brigade, for clearing the trails on Koryo Mountain.

Ganghwa's most prominent peak, Koryo Mountain, towers over the island and provides commanding views of the Yellow Sea, the Han River Estuary and the North Korean border. It is the site of an azalea festival every spring, when the entire mountain turns purple and more than 20,000 tourists take in its scenic vistas.

"Our site is located on some of the most beautiful scenery in Korea," Hayes said. "We take pride in the area and take the extra time to make sure that all roads that lead to the site remain clear and serviceable to both our vehicles and the many hikers that visit the area."

"The area is known for its hiking trails, many of which begin near our site," Hayes continued. "We take the time to cut the grass at the beginning of the trails, around the lookout platforms and around the many signs in the area."

Hayes said a South Korean hiker noticed him at work and nominated him for the Ganghwa Mayor's Award for Service.

A six-year U.S. Army veteran who



## THIS MONTH IN NCO HISTORY

# February 7, 1968

Originally from Wilmington, N.C., Eugene Ashley Jr. grew up in New York City. It was there he joined the Army in December 1950 to serve in Korea.

By 1968, Ashley was a 36-year-old sergeant first class serving in Detachment A-101, C Company, 5th Special Forces Group (Airborne), as the senior Special Forces advisor in a camp in Lang Vei, Vietnam. With a mission of training and equipping locals, the camp became a target of North Vietnamese forces, who began their attempts to capture it in January 1968.

Early in the morning Feb. 7, North Vietnamese tanks rolled into the base. Finding themselves quickly overwhelmed, most American and Vietnamese survivors managed to escape the camp. However, a small force became trapped in a bunker and was relentlessly harassed with grenades and tear gas.

At dawn, Ashley organized a force of about 100 Laotian soldiers, who had escaped their own overrun camp, to mount a rescue attempt. Despite the Laotians' reluctance to fight against the North Viet-

namese, Ashley led five "vigorous assaults against the enemy, continuously exposing himself to a voluminous hail of enemy grenades, machine gun and automatic weapons fire," his award citation later said. During the fifth charge, Ashley was shot in the chest, yet continued until he became unconscious. He was killed when an enemy artillery round landed nearby. However, because of his efforts, those in the bunker were soon after rescued by a 50-man force of Marines.

For his "resolute valor" and "critical diversionary pressure," Ashley was awarded the Medal of Honor posthumously in December 1969.



Artist's depiction of Ashley with his Medal of Honor

— COMPILED BY MICHAEL L. LEWIS

has served two tours in Iraq and two tours in Afghanistan, Hayes arrived at Detachment J last July.

"I quite simply could not have asked for a better assignment," Hayes said. "I have grown as a Soldier and as an NCO."

Hayes' company commander also sang his praises.

"Hayes and the Soldiers of Detachment J worked in their spare time to keep the road to Koryo Mountain clear in all weather,"

said Capt. Gregory Galstad, B Company's commander. "They shoveled snow, cleared brush after any typhoons or storms, and kept the road open for traffic. Additionally, they regularly weed-whipped the road to the site, the photography platform and trailhead to the hiking trails on the mountain."



Hayes

Galstad said the award ceremony was similar to an event in any small town in the United States. "Everybody knew everyone," he said.

He also said the service award was somewhat unprecedented.

"Staff Sgt. Hayes is, if not the first, one of the few foreigners ever recognized for their contributions to the community," said Galstad, a 16-year Army veteran who began his career as an enlisted Korean language linguist. ♡

### ← SILVER STAR CONT. FROM PAGE 43

sense. That way, I wasn't conflicting with the other guys' line of fire."

Gerardi continued to coordinate with other Marines on the ground to provide suppressive fire despite enemy fire continually impacting around his position.

Throughout the five-hour engagement, Gerardi showed "stalwart determination and vigilance" while providing precision fire, thereby allowing his team to extract after nightfall, his Silver Star citation said.

"Because of his dedication and superior knowledge, he was able to accurately engage," said Marine Corps Cpl. Josh Davenport, who served with Gerardi. "He wasn't just shooting blindly or because he was scared. He was saying, 'I'm going to do this job better than anyone else,' and he did. For that reason, he got the Silver Star. He was braver and more dedicated. He definitely earned it."

Marine Corps Maj. Gen. Melvin Spiese, commanding general of the 1st Marine Expeditionary Brigade, said Gerardi was a testament to his generation.

"His heroic and selfless actions under fire saved the lives of his fellow Marines, turned the tide in an intense firefight and was an inspiration for those serving with him," Spiese said.

Gerardi's impact on the Marines who served with him will last a lifetime, Davenport said.

"One of the biggest things we take from him is his heart. He puts everything into it. He brings guys together." ♡

## BY EXAMPLE

# 'Make sure they excel'

As a motor sergeant, Sgt. 1st Class Ezra Glover inspires his Soldiers and helps keep the Army rolling along

*Sgt. 1st Class Ezra Glover joined the Army at age 17 after growing up in Honolulu. He has served for more than 15 years and is currently the motor sergeant for a support element of the 5th Squadron, 4th Cavalry Regiment, 2nd Brigade Combat Team, 1st Infantry Division, at Fort Riley, Kan. Glover has deployed to Iraq three times and has earned the Parachutist, Air Assault and Combat Action Badges.*

## Why did you join the Army?

I joined the Army because I was curious. I didn't plan on staying in the Army; I thought I would do it for three years, then go to college. Fifteen years later, I'm still in the Army. I love the Army. I love the institution, the way things fall into place, the discipline, the pride, the work. I strive for excellence and take advantage of every opportunity in the Army, whether it's school, training, etc. You can't get that anywhere.

I've been in 15 years and I'm going to stay as long as I can. I love it. I try to tell the Soldiers that. I don't try to pressure them to be in the Army; I just try to explain, this is what the Army is. Where can you get this outside?

## What role have NCOs played in your professional development?

NCOs played an important role. The way I am now is because of the leadership I had in the past: strict but

fair; always lead from the front; always do the right thing. I try to instill that in the Soldiers: Even when no one is around, always be doing what you're supposed to be doing. I had excellent leaders and NCOs throughout my past.

## What makes a good NCO?

A good NCO is someone who provides purpose, direction, motivation. You need to ensure you know what your Soldiers are doing and that they're doing the right thing.

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

I set the example by enforcing the standards, making sure that I'm in the right uniform and I'm within the standards, and enforcing that with all my Soldiers by making on-the-spot corrections. I always support my Soldiers to go to school. I try to make sure they excel and better themselves.

## What changes would you like to see Armywide?

Right now we're doing the drawdown; I'd like to see the Army recruit at a higher standard. It's starting to get better. We can make corrections, but it's good to do some weeding out in the beginning.

## How do you see NCOs rising to the challenge in your organization?

We've had some hurry-up promotions. I think now we need to start putting more emphasis on the NCO Development Program to make the NCO better. There are a lot of young NCOs out there who got promoted during the wars. Now we need to focus on NCO and Soldier DPs and showing them the standard.

## How does your current job impact the Army?

We keep the Army moving. Everything from power generation to water, fuel, trucks, vehicles. I think it's an important part of the Army. If we're not there, nobody is moving.

## What is good leadership?

Good leadership is not passing by the problem. Make sure you correct that problem when it happens. Leading from the front, ensuring that you're tactically and technically proficient. Be a good communicator.

— INTERVIEW BY JONATHAN (JAY) KOESTER



◀ Sgt. 1st Class Ezra Glover (front left) in formation during an event at Fort Riley, Kan. PHOTO COURTESY OF SGT. 1ST CLASS EZRA GLOVER



# ‘He was a leader in the truest sense’

## Facility named after NCO who shielded Soldiers from bomber

BY STAFF SGT. JOEL PENA  
10th Mountain Division

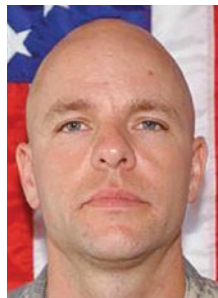
Amid a full house of Soldiers, friends and community members, an emotional Jack and Elaine Atkins witnessed Jan. 4 at Fort Drum, N.Y., the dedication of the Atkins Functional Fitness Facility, named after their son, a 10th Mountain Division (Light Infantry) Soldier who was awarded the Distinguished Service Cross posthumously for making the ultimate sacrifice in Iraq.

The 22,000-square-foot, state-of-the-art AFFE, formerly known as the Mountain Functional Fitness Facility, provides training opportunities for the mind and body — strength, agility and self-defense — to prepare Soldiers for the physical demands of the battlefield.

The building was dedicated to the life and memory of Staff Sgt. Travis W. Atkins of D Company, 2nd Battalion, 14th Infantry Regiment, 2nd Brigade Combat Team. On June 1, 2007, Atkins distinguished himself by conspicuous gallantry at the cost of his life in support of Operation Iraqi Freedom.

While conducting route security in the town of Abu Sarnak, Iraq, Atkins apprehended and began to search a group of suspected insurgents. However, one insurgent resisted and engaged him in hand-to-hand combat.

As he attempted to subdue the man, Atkins realized the insurgent was attempting to trigger a suicide vest under his clothing. Despite Atkins’ efforts, the insurgent succeeded in reaching his vest.



Atkins

Atkins selflessly tackled the suicide bomber, pinned him to the ground and shielded his Soldiers from the imminent explosion. In this critical and selfless act of valor in which he was mortally wounded, Atkins saved the lives of three Soldiers who were with him, his citation for the Distinguished Service Cross said.

His parents were presented with

the Army’s second-highest award in November 2008.

During the ceremony, the first speaker was Sgt. 1st Class Roberto Guardarrama, the Light Fighters School Pre-Ranger course NCO in charge and Atkins’ former platoon sergeant.

“This facility has such an appropriate name, which ties directly to Travis,” Guardarrama said. “Travis was a hard-



charging individual [who] created a competitive atmosphere that made Soldiers want to exceed to the next level.”

Soldiers who leave the facility with a little of Atkins’ character and attitude will always honor him, he added.

“Though I knew Travis for only a year before his ultimate sacrifice, it was enough to have a significant impact on my life, both professionally and personally,” said Sgt. Aaron Hall, Atkins’ battle buddy. “Travis always personified the term ‘quiet professional,’ and because of this, he was always respected by all subordinates, peers and supervisors alike.

“He was a leader in the truest sense of the word,” Hall said. “When my 4-year-old son, Travis, tells me his favorite superhero is Captain America and asks me who my favorite superhero is, my reply always has and will be ‘Staff Sgt. Travis W. Atkins.’”

“To Staff Sgt. Atkins, I would like to thank you so much for your inspiration and sacrifice,” Hall said while concluding the ceremony. “You are gone but not forgotten.”

▲ Maj. Gen. Stephen J. Townsend, commander of the 10th Mountain Division and Fort Drum, N.Y., joins Jack and Elaine Atkins in unveiling a plaque dedicating the Mountain Functional Fitness Facility in memory of their son, Staff Sgt. Travis W. Atkins, who sacrificed his life to save his fellow Soldiers in Iraq in 2007. PHOTO BY STAFF SGT. JOEL PENA

# Bridging the basics

'Back to the basics' is not what our force needs to retune

BY MARINE CORPS SGT. MAJ.  
BRYAN B. BATTAGLIA

The Joint Staff

It is no secret that our enduring deployment cycle and focus on current conflicts have caused some degradation and receding of core competencies and skill sets, impacting traditional roles, missions and even methods of operating. Said another way, the heavy emphasis on preparing for the next deployment has provided misalignment to some of the simple tenets of soldiering and survival in an otherwise extended garrison or unit setting.

These realities, along with our ongoing challenges of military life, equate to a buzz phrase that has recently resonated across the force. I suspect you have heard it already: *back to the basics*. The phrase has taken on several meanings with regard to reintegration, readiness, military standards and so forth.

I will be the first to admit that it is certainly a catchy phrase. And since its beginning, it has indeed taken on momentum. However, I would like to inject through every service member, command and military family that merely going "back to the basics" does not accurately or totally offer a holistic glide path to returning our all-volunteer force.

## 'Back to the basics' an incomplete concept

Like me, a significant number of senior leaders in uniform today grew up in an environment similar to the one that we are about to return to — a moderately concen-

trated and regimented garrison way of life. *Back to basics* is used to employ the return of some "old school" methods of operating — leadership 101; basic training principles, practices and behaviors; and a culture that we know works, because it worked for us (that is, the older generation). We had basics instilled into our daily regimen and way of soldiering that were effective then and, in some cases, can still be effective today.

During the 1980s and 1990s, our military became extremely proficient in garrison survival (daily operations), field exercises and rotational peacetime-like deployments. Quite frankly, garrison life enabled us to build on a solid foundation through persistent repetition of what I would describe as key tenets of soldiering and fine-tuning within a disciplined military lifestyle.

Over time, these old school basics developed and shaped a fighting force in proficiencies such as advanced tactics, law of land warfare, code of conduct, field craft, barracks and dormitory inspections, marching, weapons-handling, gear accountability drills, knee-to-knee counseling, physical fitness, professional development, drill and ceremonies, and other fundamental areas that are crucial to maintaining relevancy, resiliency, proficiency, and good order and discipline. Actually, I believe that on the heels of the Vietnam War, the garrison (military/unit/daily) life we maintained paid significant dividends in preparation and readiness for our military to defend the nation today.

So no argument there: The basics did work for us during that time. Yet that was a time and place practically devoid of technology. Some remain convinced that if we simply return to the basics in the areas I describe above — basics that we lived and breathed during the post-Vietnam era — we could effectively ride on the crest of the wave in this forthcoming enduring life (post-Operation Iraqi Freedom and post-Operation Enduring Freedom) in a similar garrison environment that we, in some cases, have already re-entered.

Before we jump back in time, let us take a quick look through a different lens, the receiving end — that is, a young enlisted force. For example, when I told an NCO, "We're going to go back to the basics," his reply was, "Sergeant Major, whose basics are you referring to? Back to *your* basics? I have no idea what those basics are. Are my ways that jacked up that we need to go back to yours?"

As we throw around this phrase, what does it imply? First, it implies that the older ways, methods, practices and leadership were much more effective in that era than



◀ Marine Corps Sgt. Maj. Bryan B. Battaglia, senior enlisted advisor to the chairman of the Joint Chiefs of Staff, visits National Guard Soldiers performing artillery live-fire training Jan. 12 at Camp Roberts, Calif. PHOTO COURTESY OF THE SEAC





today. It implies, too, that the basics, practices, methods of operating and soldiering used by today's generation of service members are falling short of the mark. It implies that we are returning a younger generation (the majority of our force) to a place that they have already been, but in reality they have not been and they cannot go.

As a 33-year military professional, there are some basics that I grew up with that were quite effective, but I certainly would not reintroduce them as applicable methods now. Indeed, we can return our troops to the basics, but it must be blended with their version, their style. Words do mean something, and while I do not completely disagree that there is value in going *back to the basics*, the concept in general is linear and half-baked.

### **'Bridging the basics' makes more sense**

There are many methods, practices and technologies used by today's military professionals that we, an older generation, are still attempting to catch up to. Today's basics can streamline efforts, stimulate innovative thought, produce savings, offer quicker access inside enemy decision cycles, save lives, create rapid reach back and, in many cases, generate better results. We cannot afford to replace today's basics with yesterday's more primitive ones. We would be consistently challenged in keeping pace with soldierly advancement and adversarial threats.

I think examples help to define the message, so what

follows are administrative and operational examples that should explain where older methods still hold value and, when bridged with today, can be made better and more relevant.

During the 1980s, our Leave and Earnings Statement was delivered in hardcopy through the chain of command down to the individual owner. Monthly, and timed with the section or company training schedule, before anyone was given his LES, the sergeant or first sergeant, as a normal obligation in his duties and responsibilities, sat

down with each member of the unit and went through the LES line by line. This was common practice for everyone. It empowered the NCO or section leader in leadership abilities and practical training, and gave him insights into the lives of those who worked for him. It gave us subordinates

lessons in budget and finance. This basic practice provided an invaluable skill of deciphering arguably one of the most important pieces of paper I ever received as I grew through the ranks. Moreover, the practice happened systemically as it was built into the training schedule.

The LES was merely the tool that provided the face-to-face engagement, but that piece of paper created active leadership engagement, which ended in financial educa-

**“Sergeant Major, whose basics are you referring to? Back to your basics? I have no idea what those basics are. Are my ways that jacked up that we need to go back to yours?”**

▲ Battaglia observes training July 24 at Fort McCoy, Wisc.

PHOTO BY STAFF SGT. SUN L. VEGA



tion, knee-to-knee counseling and leader confirmation that troops were tracking OK or needed assistance. There was no group setting or even communication through electrons for that meeting — it was face to face.

As you know, service members now receive an electronic LES courtesy of technology, which saves time and money. But this advancement has led to the degradation of leader-to-subordinate face-to-face interaction. In fact, since this basic leadership practice has been shelved, we find many of today's service members disapproving of discussing their personal finances with their supervisors, considering it nothing short of an egregious invasion of privacy. The basic skill of reading one's LES is no longer considered a priority, lost in the battle for free time and privacy during those "down times" or periods of platoon sergeants' time.

Of course, while we are back in the garrison at home station or port, any free time is precious, and to some it should not be wasted on items that can be accomplished with the touch of a button on the computer. We should remind ourselves, however, that leadership and the welfare of the force is more about problem-preventing than it is about problem-solving.

Review of the LES allowed leaders to help shape and make decisions rather than just react to them, all in the best interest of the service member and his or her family. Regardless of the environment, this is leader engagement; it worked back then and can work now — and it can work even better using today's technology of the online LES. Therefore, you see this is not just *back to the basics* as much as it is *bridging the basics*.

An operational example is combat casualty care. Medical and field triage practices and casualty care used decades ago are still applicable and in use today. For instance, something as basic as the four lifesaving steps — start the breathing, stop the bleeding, protect the wound, treat for shock — remain unchanged. Yet today's medical professionals — our corpsmen, doctors, and medics — have developed practices and policies leading to a higher probability of saving the life, limbs and eyesight of our wounded service members. Moreover, with today's medics and doctors, their innovative thinking, coupled with technology, has allowed us to advance the restoration of life from the first responder at the point of injury to the stateside medical treatment facility. Again, this is a prime example of *bridging the basics*.

I do agree that we should bring back some of the shelved garrison-shaped methods and basics of soldiering to bridge our force in this postconflict period.

Warfare does remain fundamentally a human endeavor.



or. Technology and its gravitational pull cannot be viewed as a panacea. So in deterring and defeating our adversaries, we must remain leader-centric technology-enabled and -fostered through decentralization of command, control, and execution.

So let's focus our efforts more on bridging the basics of yesterday with today to make a better force of tomorrow — Joint Force 2020. Everyone, from the E-1 to O-10, in this profession of arms has ownership and responsibility in how our force sustains itself. This makes us all a part of the challenge. But, more importantly, it makes us all part of the solution. ♡

---

**Marine Corps Sgt. Maj. Bryan B. Battaglia became the second senior enlisted advisor to the chairman of the Joint Chiefs of Staff in October 2011.**

▲ **Battaglia speaks to service members July 1 during a visit to Afghanistan.** PHOTO BY SGT. CHRISTOPHER HARPER

## Submit your article

The *NCO Journal* always seeks articles related to NCO professional development. If you have a story, photo or illustration, please send it to Staff Sgt. Jason Stadel at [jason.b.stadel.mil@mail.mil](mailto:jason.b.stadel.mil@mail.mil). Text should be sent in Microsoft Word format or in an email message. Photos and artwork should be high-resolution digital files. Submissions will be edited for content, length and style.



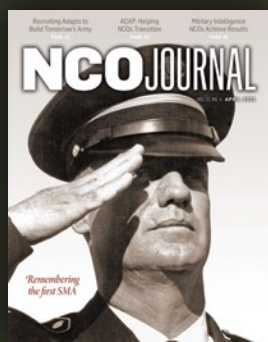
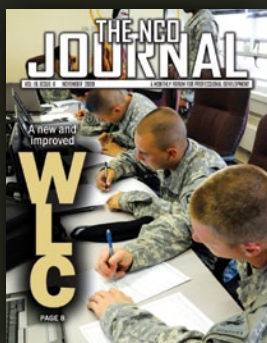
# Roll Call OF THE FALLEN

FINAL SALUTES

- SGT. JOSHUA A. BORN, 25**  
*of Niceville, Fla., died Feb. 23, 2012*
- CPL. TIMOTHY J. CONRAD JR., 22**  
*of Roanoke, Va., died Feb. 23, 2012*
- STAFF SGT. TYLER J. SMITH, 24**  
*of Licking, Mo., died April 3, 2012*
- SPC. JEFFREY L. WHITE, JR., 21**  
*of Catawissa, Mo., died April 3, 2012*
- CAPT. NICHOLAS J. ROZANSKI, 36**  
*of Dublin, Ohio, died April 4, 2012*
- SGT. 1ST CLASS JEFFREY J. RIECK, 45**  
*of Columbus, Ohio, died April 4, 2012*
- SGT. 1ST CLASS SHAWN T. HANNON, 44**  
*of Grove City, Ohio, died April 4, 2012*
- SPC. ANTONIO C. BURNSIDE, 31**  
*of Great Falls, Mont., died April 6, 2012*
- SPC. BENJAMIN H. NEAL, 21**  
*of Orfordville, Wis., died April 25, 2012*
- SPC. MOISES J. GONZALEZ, 29**  
*of Huntington, Calif., died April 25, 2012*
- CAPT. JESSE A. OZBAT, 28**  
*of Prince George, Va., died May 20, 2012*
- 2ND LT. TOBIAS C. ALEXANDER, 30**  
*of Lawton, Okla., died May 20, 2012*
- 2ND LT. TRAVIS A. MORGADO, 25**  
*of San Jose, Calif., died May 23, 2012*
- PFC. NATHAN T. DAVIS, 20**  
*of Yucaipa, Calif., died June 9, 2012*
- SPC. BRYANT J. LUXMORE, 25**  
*of New Windsor, Ill., died June 10, 2012*
- 1ST LT. RYAN D. RAWL, 30**  
*of Lexington, S.C., died June 20, 2012*
- SGT. 1ST CLASS MATTHEW B. THOMAS, 30**  
*of Travelers Rest, S.C., died June 20, 2012*
- SPC. JOHN D. MEADOR II, 36**  
*of Columbia, S.C., died June 20, 2012*
- SPC. JUSTIN L. HORSLEY, 21**  
*of Palm Bay, Fla., died July 22, 2012*
- PFC. BRENDEN N. SALAZAR, 20**  
*of Chuluota, Fla., died July 22, 2012*
- PFC. SHANE W. CANTU, 20**  
*of Corunna, Mich., died Aug. 28, 2012*
- CHIEF WARRANT OFFICER 2  
THALIA S. RAMIREZ, 28**  
*of San Antonio, Texas, died Sept. 5, 2012*
- SGT. SAPURO B. NENA, 25**  
*of Honolulu, Hawaii, died Sept. 16, 2012*
- PFC. GENARO BEDOY, 20**  
*of Amarillo, Texas, died Sept. 16, 2012*
- WARRANT OFFICER JOSEPH L. SCHIRO, 27**  
*of Coral Springs, Fla., died Oct. 6, 2012*
- STAFF SGT. JUSTIN C. MARQUEZ, 25**  
*of Aberdeen, N.C., died Oct. 6, 2012*
- SGT. THOMAS R. MACPHERSON, 26**  
*of Long Beach, Calif., died Oct. 12, 2012*
- SGT. ROBERT J. BILLINGS, 30**  
*of Clarksville, Va., died Oct. 13, 2012*
- STAFF SGT. WESLEY R. WILLIAMS, 25**  
*of New Carlisle, Ohio, died Dec. 10, 2012*
- STAFF SGT. NELSON D. TRENT, 37**  
*of Austin, Texas, died Dec. 13, 2012*
- STAFF SGT. NICHOLAS J. REID, 26**  
*of Rochester, N.Y., died Dec. 13, 2012*
- SGT. 1ST CLASS KEVIN E. LIPARI, 39**  
*of Baldwin, N.Y., died Dec. 14, 2012*
- SGT. ENRIQUE MONDRAGON, 23**  
*of The Colony, Texas, died Dec. 24, 2012*
- PFC. MARKIE T. SIMS, 20**  
*of Citra, Fla., died Dec. 29, 2012*

## YOU ARE NOT FORGOTTEN

*This list, begun in the October 2003 issue of The NCO Journal, contains names released by the Department of Defense between Dec. 7 and Dec. 31, 2012. It also contains names inadvertently omitted or printed incorrectly in 2012.*



Download current and past issues  
at our website:  
[www.dvidshub.net/publication/427/nco-journal](http://www.dvidshub.net/publication/427/nco-journal)

Stay up-to-date on the  
latest news affecting NCOs:  
[facebook.com/NCOJournal](https://facebook.com/NCOJournal)



Follow us on Twitter:  
[@NCOJournal](https://twitter.com/NCOJournal)

# NCO JOURNAL

*The official magazine of  
NCO professional development*

