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# TRADOC Perspective

**Focus this month:  
Implement the training strategy to increase rigor in our training environments**

“We’re still committed to give [Soldiers] the best technical training. We’re not backing away from that, but they’ve got to be prepared to fight. So what we’re seeing in our initial-entry training is a lot of increased rigor, a lot more marksmanship.

In [advanced individual training], they’re going to familiarize on all the weapons they’re going to find in their first platoon – a lot of field training, more combatives, a lot less drill and ceremony, a lot less focus on inspection. ... I’m

OK if their boots aren’t polished as long as they can shoot straight. We’ve moved to that.” --

Gen. Kevin P. Byrnes,  
Training and Doctrine Command commanding general

**Top stories this month in TRADOC Perspective:**

Warrior tasks, drills	2
Everyone a warrior	3
IOBC training	4
BOLC II	7
New helmet study	8
LandWarNet	10
Strykers in school	12
Uparmoring	13
Imam at CGSC	15
Soldier Battle Lab	15
TUSCAB	16
Officer recruiting	17
MacArthur winners	20
EOA of Year	20
Last blast	22





## This month's focus stories: hottest, newest trends and training in TRADOC

# Warrior tasks, battle drills lay foundation for training

By Hugh C. Laughlin/  
TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Feb. 2, 2005) – Every Soldier is a Soldier first, regardless of military-occupation specialty. That premise is at the heart of the warrior tasks and battle drills now incorporated into all basic combat training and one-station unit training. The warrior tasks and battle drills are being included in advanced individual training as well.

"The warrior tasks and battle drills were designed to provide more relevance and rigor to initial-entry training for the Soldier,"

### About the cover:

Pvt. Melanie Allen, Co. C, 2nd Battalion, 13th Infantry Regiment, provides cover as her squad clears a building during a training exercise at the Urban Warfare Training site at Victory Forge, Fort Jackson, S.C. (Photo by Carmen Slaybaugh)

said Lt. Col. Doug Knight, initial-entry training division chief at U.S. Army Training and Doctrine Command's deputy chief of staff for operations and training.

The drive to make training more relevant and rigorous started nearly two years ago when Army Chief of Staff Gen. Peter J. Schoomaker directed Task Force Soldier to look at all initial military training to ensure training was preparing Soldiers for combat. Task Force Soldier was created to work the "Soldier" area Schoomaker designated as one of the Army's focus

areas shortly after he became CSA.

Once Task Force Soldier made its recommendations, TRADOC put together an "A-to-Z" task force to closely examine all aspects of IET, according to Knight. In that task force, TRADOC brought together brigade and battalion commanders, command sergeant majors, drill sergeants and proponent-school personnel from all across TRADOC in 2004.

"They reviewed all aspects of IET," Knight said. "From there, the warrior tasks and drills were brought to life."

Several pilot programs were started at Forts Benning, Jackson and Knox. Each of the programs focused on different aspects of the warrior tasks, with varying lengths, using a different number of drill sergeants, different length of training days and varying lengths of field-training exercises.

"The pilots set out to answer some of the questions like, 'How much time would it really take to accomplish these tasks? Who did we need to train these tasks? And are they valid tasks?'" Knight said.

Throughout the pilots, the number of warrior tasks and battle drills has evolved. Although referred to in previous news articles as the "40 and nine" or the "39 and nine," the numbers of tasks and drills will change as planners react to lessons-learned on the battlefield – for instance, the need for more battlefield first-aid training. As TRADOC officials pointed out, "39 and nine" was not an official name; the planners themselves call the training requirements the warrior tasks and battle drills.

"There was no magic number we were trying to get to," said Ed Kuster, IET analyst at TRADOC. "The goal is to better prepare our Soldiers for combat opera-

tions, regardless of MOS."

The warrior task list was born out of lessons-learned from Operations Enduring Freedom and Iraqi Freedom, according to Kuster. "We continue to get lessons-learned from the theater of operations," he said. "As we continue to collect lessons-learned, we can anticipate additions to the current warrior tasks and battle drills."

"This (warrior task list) is geared toward the contemporary battlefield: what is going on in Afghanistan and Iraq," added Maj. Brian Williams, operations staff officer. "If there is some emerging tactic, or a required change in training that commanders are seeing in the field, these developments drive the task list and battle drills."

The warrior tasks and battle drills do not stop with basic training. "AIT, as a minimum, will sustain the training received in BCT and OSUT for convoy training, combatives and urban operations," said Knight. "For AITs with course lengths greater than six weeks, Soldiers will re-qualify with their individual weapons."

AIT commandants have the authority to determine what additional tasks need to be sustained based on the specific MOSs trained in their school-houses, and how those specialties are performing in the contemporary operational environment, according to Kuster.

"If you are the commandant of a school, you are the subject-matter expert," he said. "You know the specifics of MOS employment and what difficulties Soldiers in that field are encountering. So commandants have the authority to determine the tasks needing sustainment and to decide how to implement the tasks and drills into the program of instruction."

Also, all drill sergeant

candidates are being trained on how to instruct these tasks. "The BCT proponent at Fort Benning has updated the training support packages for all these tasks. The Fort Benning FTP site is available to all schools," Kuster explained. "That has been no small feat to rewrite all these TSPs."

For now, the tasks-and-drills training stops with AIT, as permanent-party Soldiers will continue to take the Army's common-task test annually (at least every two years for Reserve Soldiers) as they have for decades, training officials said. The warrior tasks and battle drills, designed for Soldiers in IMT, are different from the CTT, which is completed throughout a Soldier's career and is based on his or her rank. (See Web story at <http://www.tradoc.army.mil/pao/TNSarchives/February05/020205.htm> for sidebar listing CTT tasks and the warrior tasks and battle drills.)

However, some commanders and training noncommissioned officers feel unit training should maintain the skills Soldiers gained in IMT, as they've contacted TRADOC looking for TSPs and other information on the warrior tasks and drills. CTT has also evolved to reflect battlefield lessons-learned, but since some tasks trained to standard during IMT become elective or are not included in the CTT, commanders are looking at ways to match CTT tasks to the warrior tasks and battle drills. For now, some units are also developing their training for proficiency in the warrior tasks and drills that fleshes out the Army's Skill Level 1 CTT requirements, following guidance in Army Training Support Center Test Bulletin 04-1, issued in June 2004 and effective for Fiscal Year 2005.

According to the bulletin, units

# Every Soldier a warrior

*Based on lessons learned, basic combat training changes to produce Warrior Ethos*

By Carmen Slaybaugh/Fort Jackson Leader

## FORT JACKSON, S.C.

(TRADOC News Service, Feb. 11, 2005) – With improvements to basic combat training, which began with a pilot program in April 2004, the Army is better preparing its greatest weapon in the fight against terrorism: the American Soldier.

“The bottom line is that we are changing. The significance, the benchmark right now, is based on the lessons learned coming back from Operations Enduring Freedom and Iraqi Freedom,” said Col. Tom Hayden, U.S. Army Training Center and Fort Jackson deputy commanding officer.

“This is really a cultural change for us. You had the combat arms, the part of the Army that went into close combat to engage and kill the enemy. Now, after watching Iraq and Afghanistan, every Soldier has to be prepared to be in close

combat and kill the enemy,” Hayden said.

It is tied to the realization every Soldier is a warrior, and the message the Army is now sending BCT Soldiers is more focused, Hayden said.

The changes to initial-entry training, the largest since World War II, are based largely on the year long “A-to-Z” task force headed by Col. James K. Greer Jr., 1st Armor Training Brigade commander at Fort Knox, Ky., Hayden said.

The drive started when Army Chief of Staff Gen. Peter Schoomaker directed Task Force Soldier to examine IET almost two years ago.

Schoomaker’s objective was to determine if IET was preparing Soldiers for combat, and Task Force Soldier was responsible for creating a true warrior mentality in the Army.

“It is about shaping how people think about their part, what their role is in this profes-



Soldiers from Co. C, 2nd Battalion, 13th Infantry Regiment, advance through smoke and enemy fire on an occupied building during urban warfare operations training Feb. 1 at the Urban Warfare Training site at Victory Forge, Fort Jackson, S.C. The practical exercise is a part of the transformation of basic combat training. (Photo by John Reese)

sion,” said Hayden. “In the ‘A-to-Z’ task force, we found we have got to hone in on those skills that enhance the Soldiers’ ability to do what we want them to do in combat.”

“It really is a shifting paradigm, because, philosophically, you would prepare Soldiers in basic training and advanced individual training, and then they would go to their unit of assignment. The expectation was they would have a long train-up period before they went to a dangerous situation, whether it would be peacekeeping or combat operations in Iraq or Afghanistan. We don’t have that much time now,” he said.

Hayden said the transformation in training begins by teaching each Soldier he is first a warrior, always on patrol, always ready to engage and kill the enemy and that there is no rear or front Soldier first – a cook, an administrative clerk or truck driver second. That is a major shift.

“The physical manifestation of that, on the ground, is exposing (Soldiers) to a more rigorous training experience,

which focuses more on those warrior skills than it does on (generic) Army skills,” Hayden said.

The 40 warrior tasks and nine battle drills were developed as a result of work by the “A-to-Z” task force. These tasks were determined necessary to prepare Soldiers for combat and develop in them the Warrior Ethos necessary to win on

*Continued next page* 

## Warrior tasks, battle drills

 From Page 2

may include more or substitute tasks beyond CTT tasks, as some are looking at doing by including the warrior tasks and battle drills, if those tasks support the unit’s mission-essential task list and are approved by a lieutenant colonel or above.

The IMT warrior tasks now require more resources to train; to that end, TRADOC is working closely with Army G-3 and G-8 to field the equipment as soon as possible, according to Knight. “Some installations have more resources available to them than others based on the type of training they have habitually done,” he said. “For example, BCT has always done training like this, so they have some of the weapon systems. Whereas

AIT has not habitually done this type of training, so we have to source them with the equipment they need.”

Soldiers will familiarize on some of the warrior tasks, while other tasks are more critical. “There are some things Soldiers will simply familiarize themselves with, while with other tasks and battle drills, Soldiers train and qualify to a set standard,” Knight said.

Soldiers appreciate this training, he said.

As the Army continues to incorporate lessons-learned from current operations, the warrior tasks and battle drills will continue to evolve. And even Soldiers long past AIT may find that equaling IMT Soldiers’ proficiency in the tasks and drills could save their lives on the battlefield.

**“This is really a cultural change for us. You had the combat arms, the part of the Army that went into close combat to engage and kill the enemy. Now, after watching Iraq and Afghanistan, every Soldier has to be prepared to be in close combat and kill the enemy.” -- Col. Tom Hayden, U.S. Army Training Center and Fort Jackson deputy commanding officer**

# IOBC students practice diplomacy, combat



Infantry Officer Basic Course students restrain an 'insurgent' during a crowd-control exercise, part of their class culmination training Feb. 7 at McKenna MOUT site, Fort Benning, Ga. The class discussed lessons-learned following the exercise.

**Story and photo by Annette Fournier/The Bayonet**

**FORT BENNING, Ga.** (TRADOC News Service, Feb. 15, 2005) – Infantry Officer Basic Course students practiced leadership, diplomacy and combat skills during their culmination training Feb. 7 at the McKenna MOUT site.

The lieutenants in 2nd Battalion, 11th Infantry Regiment, practiced crowd control, managed an access point and perimeter, dealt with local political figures, gathered intelligence on the political situation in the town, and patrolled for insurgents hidden throughout the woods.

"The idea of this week's exercise is to take everything they've learned and throw it all

at them at once," said Capt. Palmer Phillips. "We try to make it fun and challenging, but also replicate what they might be facing once they deploy."

To imitate dealing with political strife in small populations, the cadre – mostly veterans of Operation Iraqi Freedom – set up a scenario for students to negotiate with leaders in McKenna Village. For the scenario, about 25 Soldiers were selected to act as insurgents.

McKenna Village's "mayor" for the exercise was 2nd Lt. Jay Kosturko, who said his role was to negotiate with the Soldiers for what he wanted: food and water and other supplies for the

*Continued next page* 

## 'Every Soldier a warrior' reflected in more rigorous training

 *From Page 3*  
today's battlefield.

Prior to that task force, only 16 of the 40 core warrior tasks and only three of nine core battle drills were parts of the BCT program of instruction.

Schoomaker decided it was essential the training begin during BCT.

"Two years ago, (BCT) Soldiers went out in the field to conduct field-training exercises for three days. Now they go out to the field for 11 days," Hayden said.

He said it was also decided it was vital the Army change the context of how it trained.

"It used to be that everything was oriented to the woods. If you confront the enemy, the first thing is to seek cover and return fire. So cover looks like this – it's a big tree or a log on the ground or a rock," Hayden said.

"Well, in Iraq, there might not be any trees.

Now we put some cars out there, some buildings. We want the Soldier to appreciate that cover can be many things. You will go out to a training area and you will see an urban environment," Hayden said.

Training is also given with integrating civilians or non-combatants on the battlefield.

"This differs from before in that the enemy was once more recognizable and more or less segregated. Typically, operations were conducted against pieces of terrain or against enemy formations. Today, in Iraq, there aren't really enemy formations to fight against," Hayden said.

Training for the Soldiers entering the Army today includes increased emphasis on convoy protection, improvised explosive device recognition, hostage situations, reaction to ambush while mounted and checkpoint duty.

"The Soldier has to be savvy enough because he is going to interact with civilians and non-combatants. Soldiers do checkpoints and guard duty. It is a guard, at a checkpoint, knowing how to work through a

series of questions that will determine if people have the authority to move through these checkpoints," Hayden explained.

"We are also teaching Soldiers different techniques we know are useful in combat," he said, mentioning reflexive fire, urban operations and tactical questioning as examples.

"It's a specific skill we are teaching them. But it is also developing a mental attitude that you have to be prepared, you have to be quick. You can't be fumbling around, trying to figure out where the trigger is on your weapon if you expect to survive over there," Hayden said.

"More than anything, it is a mental preparation. In the process, it is exposing the Soldier to the reality that is part of what they are going to do. Over the course of the (BCT) cycle, you expose Soldiers to situations that force them to think."

"The key word is judgment," Hayden said. "Essentially, we are asking leaders and even young Soldiers to use their judgment based on the situation they are faced with."

As an example, Hayden said, "In Iraq, citizens have the right to protest. If a formation is trying to move from Point A to Point B, the Soldiers have to be aware there are things you do that will cause more problems. There are things you do that will enable you to move though without causing a major international incident."

"You are now asking Soldiers to be prepared at all times. You are also asking them to do good things for the civilian population. They will go out at night searching for somebody, based on some intelligence. But during the day, they are going out to pass out food or build a school or paint a building. Psychologically, the Soldier is on a pretty healthy rollercoaster. We try to replicate some of that here.

"Every Soldier over there has the potential to be a hero. That is, ultimately, what we are doing here. We're saying you volunteered for this profession, it's a great profession. It's dangerous, hard. We are the best trainers in the world. Now, it is our job to prepare you for what's in the future for you," Hayden said.



## Around the command: TNS headlines on TRADOC's people, initiatives, mission and milestones

### Leaders discuss 'enabling a Joint and expeditionary Army'

By Lisa Alley/TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Feb. 25, 2005) – Gen. Kevin P. Byrnes and other U.S. Army Training and Doctrine Command leaders showed how TRADOC was “enabling a Joint and expeditionary Army” at the Association of the United States Army’s winter symposium Feb. 16-18 at Fort Lauderdale, Fla.

Training and leader development is Byrnes’ top priority, and that work is always done now with the Joint milieu in mind. “We’re far beyond deconfliction,” he said. Transformation is needed among all the armed services, so what’s good for the Defense Department is good for the Army, and what’s good for the Army is what TRADOC focuses on.

“TRADOC is foundational to the Army,” TRADOC’s commanding general told his audience. “We’re not working our own lane – we have no lane; our lane is the Army lane. That’s

how we think about what we do. We can’t be wedded to old processes and practices.”

How TRADOC “enables the current force and sets the stage for the future force” was the thrust of Byrnes’ talk.

He summarized TRADOC’s role in a nutshell: “The Army’s task ahead is challenging: to ensure that the current force is manned, trained and equipped to win the Global War on Terrorism, and at the same time, to balance our interests, our investments, in ensuring that Soldiers who come in [the Army] in the days ahead have what they need in the future force.”

Byrnes’ topics included increased rigor in training, lessons-learned, doctrine, leader development, Army experimentation, the modular force, Future Combat System, LandWarNet and Joint interdependence.

#### Rigor in training

“The most significant changes have been in training,” Byrnes said. “I’m not going to

graduate a Soldier [from advanced individual training] who can’t fight.”

According to Byrnes, TRADOC has increased the rigor in basic and advanced individual training so Soldiers could be “combat-ready” when they arrive at their first unit of assignment.

TRADOC leaders analyzed individual and collective tasks, and increased field time in basic training, going from three days in the field to 11-14 days, Byrnes said. Soldiers are now issued body armor in basic training so they can get used to the equipment and its features, rather than learn about it for the first time when deployed. New Soldiers are also issued their weapon on Day 3 of basic training, and they are responsible for it at all times.

“All basic-training and one-station unit training sites will do this by the end of April,” Byrnes said.

At the Day 5-7 mark of basic training, Soldiers are issued a

magazine of blank ammunition to learn safety and clearing procedures.

The amount of technical training in AIT has been reduced, while tactical training has been increased, according to Byrnes, and advanced first aid is now being trained in basic training.

#### Lessons-learned

Closely related to this transformation in training has been how TRADOC treats lessons-learned: lessons-learned have heavily influenced training changes.

“Lessons-learned are captured immediately and institutionalized [in training],” Byrnes explained.

He gave the example of embedded lessons-learned personnel – mobile teams who embed

*Continued next page*

## IOBC students' training gives taste of Iraq

From Page 4

population.

But as the training progressed and the Soldiers were unable to provide the supplies they had promised, the insurgents switched their loyalty to the town’s radical cleric, Al-Sahib. In this case, one of the supplies demanded were M&Ms, which the IOBC students couldn’t supply.

“Under Al-Sahib, we will each have 50 green M&Ms!” shouted one insurgent.

During a crowd-control exercise, the insurgents tried to bait the Soldiers into a confrontation by throwing rocks, shouting at them and climbing in a humvee that was momentarily left unguarded.

After waiting for back-ups

from the forward operating base, the Soldiers moved in and arrested several instigators.

Following the exercise, the class discussed the lessons they learned.

“You are going to deal with situations like this almost every day in Iraq,” Phillips said. “What could you have done differently? Evaluate the situation to see who controls political loyalties and who you should work with.”

Later in the day, the class defended its forward operating base when insurgents attacked it. After shooting the attackers, they patrolled the forested area surrounding the perimeter to locate any others. Later they conducted a sweep through insurgents’ territory, with

Bradleys for support. After moving through and taking out all the shooters, they hustled back to the humvees and Bradleys, only to be sent back into the forest by cadre who wanted them to check again for survivors.

The culmination exercise was designed to be a grueling experience for the Soldiers, said assistant platoon sergeant Staff Sgt. Torrez Brooks. The students averaged two to four hours’ sleep a night, with insurgents attacking in the middle of the night. But with mostly older students, many former enlisted and National Guard who have deployed in the past, they were managing the fatigue and conditions well, Brooks said.

“We want them to learn as much as possible, and if they’re going to make a mistake, do it here in training,” Brooks said. “This training was designed to be fun and challenging, but it’s no joke.”

The students were taking it seriously but also were having a good time.

“This is the most fun I’ve had in training,” said 2nd Lt. Jeffrey Onest. “We’re not just out on a range, doing the same thing all day. We have to think on our feet, and react quickly and decisively to control a situation. This is great training for what we’ll face in the future.”

# Byrnes' AUSA speech covers range of topics

 From Page 5

with deployed units and, within days, have provided lessons-learned to the Center for Army Lessons Learned and the Battle Command Training Program, both at Fort Leavenworth, Kan.

The result of this initiative is speedy turnaround on teaching Soldiers who are about to deploy what to expect.

"Our [combat training centers], within days, can alter training based on hard-learned lessons on the battlefield," Byrnes said.

## Doctrine

Byrnes said Web-based, keyword-searchable publications will soon be available on-line, and Soldiers can pull all related doctrine from the on-line source.

Another transformation taking place is how the Army views doctrine. "We see doctrine as suggestive, not prescriptive," Byrnes said. In that role, Byrnes said he sees doctrine as a "handrail" to grab onto.

## Leader development

Young officers are also seeing increased rigor in

**"For a long time, the Army was accused of being 'ultra-green,' focusing parochially on landpower, on Army formations, solving all the problems we had by ourselves. We can no longer afford separate services, each with [overlapping] capabilities. ... We have to be interdependent." -- Gen. Kevin P. Byrnes, TRADOC commanding general**

their training, Byrnes said. The officer basic courses are shifting to a system called the Basic Officer Leadership Course, where all officers receive six weeks' worth of common core training, 80 percent of which is in the field, before they go to their branch technical training course.

Besides increased rigor, Byrnes said leader development now includes initiatives to help officers "understand the complexities of combat. We must develop a leader who can think and adapt." Part of that training includes work on mental agility and increased cultural awareness. These officers must be more capable in two of the Army's new focus areas – irregular challenges and stability operations – which Byrnes said had been assigned to TRADOC to study.

## Army experimentation

Changes will continue to occur in the Army's concept and experimentation plan, which is influenced by the Joint operational environment. "The Joint operational environment sets up a common point of departure for service and Joint exploration of the future," Byrnes said.

In the very near future, according to Byrnes, TRADOC will publish a document outlining the future force operational concept: the concept for how the current force will become the future force and how the future force will be applied in operations, Byrnes said. The last document on this topic was published in 1994, so updating includes information on how the Army will function as a Joint, interdependent member.

Byrnes described how TRADOC experimentation is currently carried out: there is an experimental force – a "unit on the ground" – at Fort Benning, Ga. Experiments are conducted by the EXFOR and experts at Fort Benning's Soldier Battle Lab. Other experimental work is conducted at the Unit of Action Maneuver Battle Lab at Fort

Knox, Ky.

However, the location of experiments will change, Byrnes said, as will the nature of the experiments. By the end of Fiscal Year 2006 – "at a site soon to be disclosed," TRADOC's commanding general said – the Army will stand up its first future force unit of action. This will be a brigade headquarters and at least one combat battalion, and will be equipped with Future Combat System prototypes. That unit will become the central point of experimentation, according to Byrnes.

Byrnes said the timeline of '06 was set so the Army could be ready to "begin accepting spirals" for FCS by the end of 2008.

He explained that spirals are seen by TRADOC in "three dimensions": where what is ready now is accelerated into what it on the ground (future-to-current dimension); lessons-learned today are applied to improving the current force (current-to-current dimension); and lessons-learned are applied to future-force design (current-to-future dimension).

## Modular force

Hand-in-hand with Army experimentation is TRADOC's work on the modular force. Byrnes – who defines the modular force as "reorganizing current capabilities and pushing into that organization whatever additional capabilities you can" – described the modular force as going from concept to a unit going to combat within 14 months.

The modular force package, he said, was an intensely thought out and intensely worked project, one that will continue to be adjusted as lessons are learned.

"This was not an over-the-weekend drill, where we locked everyone in and fed them pizza and Coke, and told them to come up with something," Byrnes said. "We cast a very

wide net to get the best thinkers on Army organization designs and warfighting. We brought in our detractors, other services, allies."

Byrnes said TRADOC was in the process of getting final approval for the support units of action (for division and higher levels), a decision he thought possible to have by the end of February.

## Future Combat System

Most of TRADOC's concentration on FCS will be in experimenting with the FCS-equipped unit of action Byrnes described, but he stressed that TRADOC was committed to FCS. He briefly outlined some key outstanding issues with FCS such as transportability and reducing the footprint when troops are deployed, but said he believed those would be resolved before May 1.

## LandWarNet

The former combat commander defines LandWarNet as the Army's "unifying strategy in how the Army will contribute to the Global Information Grid," and Byrnes said work is ongoing in this area. He said the emphasis is on enabling the commander to make decisions. "I think of it as network-enabled and commander-centric," Byrnes said.

## Joint interdependence

This area is critical, Byrnes said.

"For a long time, the Army was accused of being 'ultra-green,' focusing parochially on land power, on Army formations, solving all the problems we had by ourselves," he said. "We can no longer afford separate services, each with [overlapping] capabilities, to solve problems in our own domains. We have to be interdependent."

Byrnes defined Joint interdependence as "purposeful reliance on another service" and gave examples of Army areas

Continued next page 

# Officer education initiative gets green light

By Lisa Alley/TRADOC News Service

## FORT MONROE, Va.

(TRADOC News Service, Feb. 23, 2005) – The Army is preparing to move from pilot programs for the Basic Officer Leadership Course into implementing BOLC in July 2006, senior officials said recently.

Fort Benning, Ga., Fort Bliss, Texas, Fort Knox, Ky., and Fort Sill, Okla., were named as the four installations where BOLC's second phase will be held.

BOLC – part of a comprehensive initiative to transform the Officer Education System – will include officers in the Active and Reserve Components, along with selected Special Branch officers. Officers will attend BOLC as their initial-entry training.

BOLC's goal is to develop competent and confident leaders imbued with a Warrior Ethos who, regardless of branch, are grounded in fieldcraft and are

skilled in leading Soldiers, training subordinates and employing and maintaining equipment.

OES is being transformed so that it better supports the goals of increased readiness, greater relevance of the force and a more Joint and expeditionary Army.

"Leader development – while educating them to think broadly – must prepare them for the complexities on the battlefields they'll see when they join their first units," said Gen. Kevin P. Byrnes, U.S. Army Training and Doctrine Command's commanding general.

"We're fighting a small-unit war. It's being fought by staff sergeants, sergeants first class, lieutenants and captains every day," Byrnes said. "They're the ones out on patrol; they're the ones who are in this extremely complex environment where things change from the minute they leave their compound until

they return that evening. They may never get to accomplish the objective they had set for the day because things happen en route. We've got to make sure our leaders are prepared for those complexities and changes and have a framework to refer to, a handrail to grab on to, and an understanding of foundational concepts."

BOLC has three phases and is designed to ensure a tough, standardized, small-unit leadership experience that flows progressively from each phase. BOLC's Phase I is the precommissioning phase, according to Byrnes, and includes training conducted at the U.S. Military Academy, Reserve Officer Training Corps and officer candidate schools. In BOLC I, each officer candidate and cadet will be steeped in the Army's values and traditions and will possess clear knowledge of what it means to be an officer.

"We've established the standards in all three commissioning sources – the standards for instruction [officers] receive before commissioning," Byrnes said. To that end, USMA, ROTC and the OCSs are revising their curricula to train future officers in basic Soldier and leader tasks performed by all lieutenants, using the same standards and programs of instruction regardless of the commissioning source.

After lieutenants are commissioned, they go to BOLC's Phase II, the initial-entry field-leadership phase. BOLC II is a rigorous six-week, branch-immaterial course in small-unit leadership and tactics designed to challenge officers physically and

Continued next page 

# TRADOC leaders lead panels at symposium

 From Page 6

that will become interdependent. He said the Army will "take down" some air-defense artillery and field artillery and will concentrate on Joint fires and effects as one area. In another area, Joint logistics, Byrnes said the Army has proposed a Joint theater logistics command – which has been accepted by the Joint Chiefs of Staff J-4 – and the concept will undergo a proof-of-principle exercise in Korea in 2006, according to Byrnes.

Other tests for interdependence are to be in air-and-missile defense and force projection, Byrnes said.

Byrnes' remarks were one of the highlights of AUSA's winter symposium, which focused on the Army's commitments to Joint and expeditionary force capabilities. Special emphasis was devoted to the indispensable role that partnerships with

industry, the acquisition and logistics communities, training communities and Joint communities play in achieving these capabilities.

TRADOC and Army Material Command co-hosted the event. While Byrnes discussed how TRADOC supports an Army at war and how the command adapts training and leader development to prepare Soldiers for the operational force, Gen. Benjamin S. Griffin, AMC's commanding general, focused on the task of incorporating lessons-learned from the warfighter into the lab, school-house and production facility.

The AUSA symposium drew Secretary of the Army Dr. Francis J. Harvey as a dinner speaker, as well as Army Vice Chief of Staff Gen. Richard A. Cody as a panelist in discussing "science and technology contribution to a Joint Army." Other top guests included

Claude M. Bolton Jr., assistant secretary of the Army for acquisition, logistics and technology.

Other TRADOC leaders taking part in the symposium were:

- Lt. Gen. John M. Curran, Futures Center director, Fort Monroe, Va., who spoke during the symposium's first day and chaired a panel on "developing and spiraling capabilities to enable Soldiers today and tomorrow";

- Col. Arnold N.G. Bray, director of the Futures Center's Joint and Army experimentation, who explained "experimentation for an expeditionary force" in a panel session;

- Brig. Gen. Phillip D. Coker, who served as a member on Curran's panel. Coker is director of capabilities developments at the Futures Center;

- Lt. Gen. William S. Wallace, commanding general,

U.S. Army Combined Arms Center and Fort Leavenworth, Kan., who chaired a panel on "transformation of training and education to develop Joint and expeditionary leaders." Also participating on this panel were TRADOC's Maj. Gen. Terry L. Tucker, commanding general, U.S. Army Armor Center and Fort Knox/commandant, Armor School, Fort Knox, Ky.; and Col. Lawrence Saul, director, Center for Army Lessons Learned; Col. Barry Fowler, commander, U.S. Army Battle Command Training Program; Col. Mark French, director, Center for Army Leadership; and Gary Phillips, TRADOC's assistant deputy chief of staff for intelligence-threats – all from Fort Leavenworth.

# BOLC II full implementation slated for FY 06

◀ From Page 7

mentally. Forts Benning, Bliss, Knox and Sill will host officers training in this phase.

"Eighty percent of BOLC II will be conducted in a field environment," Byrnes said. "All officers will receive common instruction before going off to their branch technical courses. This is a major shift."

**"Eighty percent of BOLC II will be conducted in a field environment. All officers will receive common instruction before going off to their branch technical courses. This is a major shift." -- Gen. Kevin P. Byrnes, TRADOC commanding general**

BOLC II classes will be organized into companies with five 40-student platoons and will have a mix of officers from the different components, branches, commissioning sources and genders. The platoon is the focal point during the course as each student is challenged in a

series of situational leadership exercises based on contemporary operating environment scenarios. Also during this "hands-on" phase, BOLC II's curriculum will include physical-fitness training, foot marches, combatives training, advanced land-navigation training, rifle marksmanship, weapons training, practical exercises in leadership, nuclear, biological and chemical operations, use of night-vision equipment and several confidence courses featuring difficult obstacles that challenge students to overcome personal fears. Officers will graduate from BOLC II with greater confidence, a greater appreciation for the branches of the combined arms, and a clearer picture of their own personal strengths and weaknesses.

Immediately following BOLC II, officers will go to BOLC III, the branch technical phase, to learn the specialized skills, doctrine, tactics and techniques of their assigned branch. Since BOLC III is branch-specific, these courses are taught at the appropriate TRADOC schoolhouse or training center and range from six to 14 weeks. The training is being revamped to make greater use of experiential training to enhance the quality and

effectiveness of the branch-specific course.

Upon graduation from BOLC III, officers will proceed to their first unit or attend more assignment-oriented training.

"All this will be introduced to the Army in fourth quarter '06," Byrnes said. "The pilots [for BOLC II] begin fourth quarter '05 at Fort Benning. They'll continue to expand pilots again in second quarter '06, with the formal program for lieutenants going in place in fourth quarter 2006."

Byrnes is the Army leader responsible for BOLC, as TRADOC is the Army's executive agent for BOLC's implementation. TRADOC developed BOLC to replace the branches' officer basic courses based on Army Training and Leader Development Panel findings released in May 2001.

Pilot courses have been going on since Fiscal Year 2001-02, and TRADOC moved the transition from OBC to BOLC closer in FY04 by revising programs of instruction from those initial pilot courses. TRADOC will conduct the final single-site BOLC II pilot with 200 officers at Fort Benning in the fourth quarter of FY05 and update POIs again if needed. Multi-site BOLC II pilots will follow with 200 officers at each

BOLC II site (Forts Benning, Bliss, Knox and Sill) in the second quarter of FY06. Multi-site BOLC III pilots will be conducted in the second and third quarters of FY06.

As Byrnes said, full implementation of BOLC will begin in the fourth quarter of FY06.

U.S. Army Cadet Command is the proponent for BOLC I and II. Cadet Command is part of U.S. Army Accessions Command, which is TRADOC's major subordinate command serving as the functional proponent for initial military training.

Branch commandants are the proponents for BOLC III.

BOLC training is designed to be sequential and progressive, and most officers will attend the three phases in logical sequence. In some cases, particularly with Special Branch officers, it may be necessary to attend BOLC II after BOLC III; the Army has authorized the Special Branches to make decisions concerning their officers. Other branches, however, must request exception to policy from the Army's G-3. Branches will give officers direct commissions are responsible for ensuring those officers receive instruction on the essential BOLC I tasks before they attend BOLC II.

## Army wants new helmet data

By Melissa House/The Bayonet

*"In the last analysis, the U.S. Soldier will not wear the best helmet in the world if he does not want to wear it." -- Charles Houff and Joseph Delaney, Historical Documentation of the Infantry Helmet Research and Development, 1973*

**FORT BENNING, Ga.** (TRADOC News Service, Feb. 23, 2005) – The Army launched a study on the effectiveness of the new

Advanced Combat Helmet late last year. As proponent for the helmet, the Infantry Center and School was tasked to lead the study and "conduct a holistic review of the requirements and materiel solutions for Soldier head protection."

The study comes in the wake of concerns that the helmet offers less protection on the back and sides of a Soldier's head.

"These questions provided an opportunity," said Bill McLaughlin, operations research and systems analyst with the Directorate of Combat Development's

Concepts, Analysis and Integration Division. "As leaders, we need information."

To gather information, CAID developed a helmet and body-armor survey, which can be accessed through the Infantry homepage at [www.infantry.army.mil/surveys/ppe/ppe.htm](http://www.infantry.army.mil/surveys/ppe/ppe.htm).

The survey, said CAID chief Lt. Col. Dan Evans, is an opportunity for Soldiers with experience to provide feedback that can improve the helmet and protective equipment.

"The challenge," Evans said, "is if a guy walks away from an



event and doesn't get seen by medical personnel, we don't get that info." He has heard stories from Fort Benning Soldiers who

Continued next page ▶

# Army improves procedures for handling detainees

By Kathleen T. Rhem/American Forces Press Service

**WASHINGTON** (TRADOC News Service, Feb. 25, 2005) – The Army is taking steps to improve how its Soldiers handle detainees captured in the war on terror, senior officials announced Feb. 23.

Within the Defense Department, the Army is responsible for detainee handling. In September 2004, the service published an action plan for detainee and interrogation operations.

Maj. Gen. Donald J. Ryder, the Army's provost marshal general, explained some tenets of that action plan in a Pentagon media roundtable.

Ryder explained that the plan leverages information learned in investigations into allegations of abuse and operational lessons learned to develop and implement policy and doctrine that "reflect the nation's commitment to doing what is legally and morally right and meet the needs of the warfighting combatant commanders who are conducting detainee operations."

Officials have clarified rules for the handling of prisoners, the use of dogs within detention facilities, the relationship between military police and military intelligence Soldiers within prisons, and the role of agents from other government agencies within DoD facilities, Ryder said.

The service also is redesigning some unit structures to more efficiently handle internment and resettlement operations and is looking closely at how Soldiers are trained to handle detainees, the general said.

The Army recognizes three theaters of detainee operations: Iraq, Afghanistan and Guantanamo Bay, Cuba. During Operation Iraqi Freedom, 32 internment/resettlement facilities were set up in Iraq. In early operations there, Soldiers' jobs were further muddled by the fact that Iraq had no functioning police force or judiciary, Ryder said. In all, roughly 65,000 people have been screened for possible detention, and about 30,000 of those were entered

"into the system," at least briefly, and assigned internment serial numbers.

Officials have been closely studying lessons-learned from those operations and have implemented some changes, and are recommending others. To start, the Army Military Police School at Fort Leonard Wood, Mo., has developed a 55-hour "training support package" for Soldiers and other military forces who handle detainees. Mobile training teams have brought this course to mobilization sites and into Iraq to train troops who perform detainee operations.

Training is ongoing, as forces rotating into Iraq and Afghanistan are receiving the revamped training.

In addition, officials in the Army's Training and Doctrine Command are reviewing five core tasks for all Soldiers – not just military police and corrections specialists. The tasks being looked at fall under the areas of ethics, leadership, the law of warfare, the Geneva Conventions and values. The

Army Medical Department Center and School at Fort Sam Houston, Texas, is also updating its program of instruction on responsibilities of medical personnel serving within detention facilities and treating detainees.

In 2003, a "force design update" implemented changes to the structure of units responsible for handling detainees. "That decision was made long before anything came up on detainee abuse," Ryder said. "The Army recognized that we needed to change that structure."

Between now and 2008, the Army is standing up 35 internment and resettlement organizations: one brigade, seven battalions and 27 companies. The units will be spread across the Active and Reserve Components and will focus specifically

*Continued next page* 

# Infantry Center studying combat helmet data

 From Page 8

say their personal protective equipment – helmet and body armor – saved their lives.

"The key, though, is the helmet has to be fitted properly," Evans said, "and it has a lot of pad configuration options. It's lighter and it's so popular, Soldiers are willing to get whatever size is available, whether it's their size or not."

The fit factor, the team agreed, plays a large part in the study's findings.

"The fit, the wear, the placement of pads – all affect vulnerability," McLaughlin said. He's studying photos from the field, from which he can identify improperly fitted ACHs.

"The helmet is just one item of personal protective equipment," he said. "It has to be

worn in conjunction with other pieces – the interceptor body armor with the collar on, the ballistic eye protection. It all functions together."

While the ACH has 8 percent less surface area than the Personnel Armor System Ground Troops, or Kevlar, helmet had, most of the material was removed from the front of the ACH, with a smaller amount removed from the sides. Nothing was removed from the back of the helmet, Evans said.

The team urged Soldiers and leaders to heed Army messages about damaged equipment. The equipment should be sent to the Natick Soldier Center with information about the event.

"We need to capture that to give to the combat and the materiel developer to help them come up with new things for the

operational environment," McLaughlin said. "We may find this design that's comfortable for the desert might not be for the jungle."

Soldiers who take the survey should be as specific as possible when making comments and suggestions about the ACH, McLaughlin said.

"We need more than just 'It's too heavy or it's too hot,'" he said. "We know if a Soldier doesn't feel comfortable in it, he won't wear it or wear it right."

CAID executive officer Maj. Craig Besaw said survey data will be used to compare helmets and identify needs. The team is working with other agencies and collecting data on ACH and its variations for aviators and armor crews.

The team knows there have been fatalities of Soldiers who

were wearing the helmet, but knows there are successes, too. They want Soldiers to take the survey and let them know the good news about the helmets.

"It's a real good helmet," Besaw said. "We don't want Soldiers to lose confidence in the helmet."

He said the study findings are due to the Army's Training and Doctrine Command by June, but the survey would be open after that so they could continue to collect data from the field.

An advisory message addressing the proper wear of the ACH is available at <https://peosoldier.army.mil>.

## Leaders gather to test, develop LandWarNet

Story and photo by Spc. Armando Monroig/*The Signal*

**FORT GORDON, Ga.** (TRADOC News Service, Feb. 14, 2005) – The Army's network, LandWarNet, took another step in its development as the Signal Center hosted a LandWarNet wargame Jan. 31 to Feb. 4 at Fort Gordon.

The games were used to test and develop the Army's portion of the Global Information Grid.

About 300 people – contractors, civilian and military – attended, with 15 general officers participating.

Among those in attendance were Lt. Gen. William Wallace, commanding general, U.S. Army Combined Arms Center and Fort Leavenworth, Kan.; Lt. Gen. Steven Boutelle, Army chief information officer/G-6; Maj. Gen. Janet Hicks, U.S. Army Signal Center and Fort Gordon commanding general; Maj. Gen. Marilyn Quagliotti, vice director of the Defense Information Systems Agency; and Brig. Gen.

Jeffrey Foley, U.S. Central Command, MacDill Air Force Base, Fla.

Various Army branches such as engineers, infantry, armor, intelligence, aviation, air-defense artillery and combat service support participated in the wargame.

Participants were presented a scenario and detailed how they would deploy their forces. The Signal Corps then determined how to provide network support. The support included secure

*Continued next page* 



Maj. Neil Khatod opens the Feb. 4 session with a brief overview of the map.

## New doctrine, training clarify military police, military intelligence roles

 From Page 9

on “corrections operations.” The new deployable organizations will be modeled after the personnel structure of military correctional facilities.

The structure change already is underway. A battalion and a company under the new force structure, manned with correctional specialists, have been stood up at the U.S. detention facility in Guantanamo Bay. Ryder said these are the first active-duty internment-resettlement units in the Army.

Other changes to Army policy and procedures have come about as a result of investigations into detainee abuses in Iraq's Abu Ghraib prison.

Investigations into those abuses revealed that reports from the

International Committee of the Red Cross sometimes never made it into the hands of the individuals who were ultimately responsible for the facilities. The Army has since added new policies and procedures on how to properly handle ICRC reports.

Allegations also surfaced that agents from other government agencies, such as the CIA, had free access to prisoners in Abu Ghraib and sometimes told MPs there to keep prisoners who were never officially in the system. These so-called “ghost prisoners” were then allegedly subjected to abuse.

Thomas Gandy, a senior military intelligence official who spoke with Ryder at the media roundtable, explained that policies in place to address such situations were not actively enforced or trained among U.S. Soldiers. That is happening now, he said.

Gandy said there will be no more ghost detainees; every prisoner is now assigned an internment serial number for tracking purposes, and other government agents – commonly called OGA by servicemembers working in detention facilities – will follow DoD rules and regulations on detainee treatment as long as they're in DoD facilities.

Soldiers charged with abusing prisoners at Abu Ghraib

have claimed they were following orders from military intelligence specialists to “soften up” detainees for interrogation.

“This idea of ‘softening up’ has never been part of our doctrine, never been part of our training,” Gandy said.

Ryder added that new doctrine clarifies the roles of military police and intelligence agents within prisons and lays out more clearly the relationship between the two to prevent such problems in the future. “The military police are responsible for custody and control and the safe and secure environment in detention facilities,” he said. “Military police are not involved in interrogations.”

Other changes to Army doctrine developed from lessons-learned and investigations include:

- Setting “left and right boundaries” for specific interrogation techniques so interrogators have a clear understanding of what's allowed and what's not. Gandy explained a new field manual will be released in March that will more clearly spell out interrogation techniques. “There'll be far less up to the interrogator to decide what they can and cannot do,” he said.

- Integrating the tenets of the Geneva Conventions tighter into rules for interrogation techniques. “You'll see a much

closer binding of the Geneva Conventions laws of war ... with the techniques of interrogations” in the new field manual, Gandy said.

- Spelling out how police dogs can be used within military detention facilities. Specifically, Ryder said, dogs can never be used in interrogations and are only to be used for “external security” purposes in detention facilities.

- Adding extra training on how Soldiers should handle and report what they believe to be illegal orders or requests from superiors or people from other agencies.

Ryder said he believes it's important for people to understand the Army began to take these actions before allegations of detainee abuse began to surface.

“The actions that are being taken and have been taken are actions the Army takes every single day, whether on operations or in training,” he said. “Every single day, the Army views what they are doing; they take lessons learned from operations, good or bad. They then bring those back, they analyze them and say, ‘How are we going to improve our ability to support combatant commanders with trained Soldiers and leaders?’”

**“The actions that are being taken and have been taken are actions the Army takes every single day, whether on operations or in training.” -- Maj. Gen. Donald J. Ryder, Army provost marshal general**

# Wargame tests LandWarNet

 From Page 9

and non-secure phone and computer lines, teleconferencing, networking and command-and-control interconnectivity.

The wargame was set in the Caspian Sea area and staged on a huge map. Workgroups discussed network requirements and architecture, acquisition strategy, organizational designs and training and sustainment. The game included factors of a deployment such as planning, training, deployment, stabilization, redeployment and refitting.

Hicks said the LandWarNet game was very important.

"This was a chance for the representatives of our sister schools to come here and lay a claim to this thing we call the network," said Hicks.

"And to get it right – the right size, speed, location on the battlespace – we need to know what they need," she said, adding that it will help in preparation for a third LandWarNet game.

Hicks said the LandWarNet is vital because it is the one network in the Army that is going to move information from one point to another.

"We have to invest in this. We need to feed it, empower it and commit to it from the top," said Hicks, referring to where the Army goes from these games. "I believe we have the right atmosphere for that."

Hicks said LandWarNet is going to impact the entire Army.

"This network belongs to the commander on the battlefield," regardless of Army branch or military service branch, she said.

Quagliotti agreed with Hicks on the importance of LandWarNet.

"It's important that, across the Army, all branches understand how critical the network is for the future fight," said Quagliotti.

She said that while there are many aspects of the network the Signal Regiment needs to work out, this isn't just the Signal Regiment's challenge.

"It has to span across all the branches and functions in the Army," said Quagliotti. "To this date, we really haven't brought that together as well as they did here. They did an excellent job."

She stressed how vital LandWarNet is.

"If we are going to do net-centric operations, we have to have a network that underpins the type of future operations we want to be able to conduct," Quagliotti said.

She added that right now the network is not thought of as part of the fight, but what needs to be done is learn how to employ the network so it supports what the commander wants to do, just like engineers and intelligence.

Command Sgt. Maj. Michael Terry, U.S. Army Signal Center and Fort Gordon command sergeant major, said the LandWarNet games will tell Fort Gordon enlisted Soldiers how to change the way they train.

"It's going to further tell us how we need to change our programs of instruction to better suit what it is we are going to do in the future," said Terry.

In the Army overall, he said it will give Soldiers clarity.

"There have been a lot of questions in recent times about what LandWarNet means and how it is going to affect the fight on the future battlefield," said Terry.

He said the games were phenomenal and that he has received positive feedback and support from members of the other proponents.

"It was important that Signaleers came together, but it was even more important that our fellow proponents came and talked about how they plan to use LandWarNet and their specific needs so everyone is working off the same sheet of music," added Terry.

Col. Jim Costigan, director of Signal Center combat developments, said getting everyone to participate in the LandWarNet games was an arduous task but vital to the game's success.

Costigan and Col. Jeffrey Smith, U.S. Army Signal Center deputy commander, were largely responsible for organizing the LandWarNet game.

"You've got to [include everyone] because the network has so many people who need to gain access and usefulness from it," said Costigan. "It's like the old 'supply and demand' – if you don't capture all the requirements and meet them, somebody will be left out.

"This thing called the network has many stakeholders involved, and it's not until you bring everybody together that everybody understands the high demand on it, that you really gain utility," he said.

He said that some communities have greater requirements, but they all have an impact on each other.

"We identified a lot of gaps that we've seen out there for years," added Costigan. "We want to try to find a way to resource the network, and that's not going to be easy."

Costigan said the goals set out for the LandWarNet game were met, adding that they were able to reaffirm things they learned in the first exercise held at Fort Gordon Dec. 6-10, 2004.

He used a familiar metaphor to describe LandWarNet as an interstate where the road system represents the network, and the applications that travel that highway are the vehicles.

"Even if you build a great superhighway, if all of a sudden you're putting vehicles that cause each other to create traffic jams and don't allow each other to operate efficiently on the superhighway, you have trouble," said Costigan.

He said they focused on the "interstate" during the wargame, but that hopefully in the future, they will focus more on the applications that travel the network.

The thing that stands out in his mind most about game is the reaction of people before and after. He said there was some

**"We have to invest in [LandWarNet]. We need to feed it, empower it and commit to it from the top. ... This network belongs to the commander on the battlefield." -- Maj. Gen. Janet A. Hicks, Signal Center and Fort Gordon, Ga., commander**

uncertainty among participants on what should be done when they first started the wargame, but by the end of the event, they were very certain of what needed to be done and how.

"You've brought my requirements to the attention of senior leaders, we understand this thing called the network better than we did before, and we know we have to give you this information so you can provide that conductivity," Costigan said of participants' reactions.

Maj. Neil Khatod, an action officer at the Signal Center's Directorate of Combat Developments, helped develop the wargame scenario with the Combined Arms Center's Analysis Center at Fort Leavenworth, Kan., and helped place the different generations of equipment into the scenario, merging the technical and tactical pieces.

"It was a huge success," said Khatod. "It was a great opportunity to scope what we do with future technology."

He said that throughout the course of the wargame, members of the different branches were able to specify how technology would help them in their fight.

The wargame was used to "demonstrate where to take limited resources and apply them to the battlespace so we can get the biggest combat benefit," he said.

# Sill schoolhouse using Strikers

Story and photo by KW Hillis/*the Cannoneer*

FORT SILL, Okla.

(TRADOC News Service, Feb. 10, 2005) – Preceded by the low growl of its engine, a Stryker fire-support vehicle appears at the crest of the uppermost hill of the rugged terrain known as “the Pig Farm.”

The front two sets of tires are turned, hard left, as vehicle commander Staff Sgt. Donnel Valdez directs the vehicle down the muddy, rutted slope.

On a bumpy, dry area in front of the hills, another Stryker kicks up a large cloud of dust as its driver negotiates a turn.

“The Pig Farm’ is used to gain the driver’s confidence,” said Capt. Edward Coleman, commander, B Battery, 1st Battalion, 30th Field Artillery Regiment.

In the distance, two of the four Strykers fielded with the U.S. Army Field Artillery School churn up and down the steep hills.

“It’s the only place where we can really go off-road and run the vehicles like this. (We) can go uphill, downhill and get some side driving. A lot of people are afraid of the side motion of the vehicle. They don’t realize how much of an angle it can

**“We needed a fire support vehicle to keep up with the maneuvers, support the infantry Soldiers on the ground ... (and) to call for fires. But it has been so successful in Iraq ... now it’s taken on a different role, the role of a security asset.” -- Capt. Edward Coleman, commander, B Battery, 1st Battalion, 30th Field Artillery Regiment**

do,” said Sgt. 1st Class Jeffrey Tucker, certified instructor. “These things will go up to 30 degrees.”

The East Range off-road confidence course is the second of “the three major pieces” of the 21-day Stryker instructor course. The other major pieces are the drivers’ course and the live-fire exercise, which started Jan. 28, Coleman said.

Six of the eight schoolhouse Stryker instructors were certified after completing the first instructor course in November 2004. The remaining two instructors – Staff Sgt. Michael Herbst and Sgt. Michael Nestell – are earning their certifications during this course.

The first two-week Stryker training course starts Feb. 14 for Soldiers who have finished their advanced individual training and are en route to a Stryker brigade combat team.

## Why Strykers?

Infantry Strykers, deployed to Iraq with the 1st SBCT from Fort Lewis, Wash., have already met and exceeded their original intent.

“We needed a fire support vehicle to keep up with the maneuvers, support the infantry Soldiers on the ground ... (and) to call for fires,” Coleman said. “But it has been so successful in Iraq just going down a regular town street, patrolling ... now it’s taken on a different role, the role of a security asset.”

The need for a more maneuverable, lighter weight, easily transported, wheeled vehicle became evident in Iraq.

“Rolling down the highway when we went from Kuwait to Baghdad, our most versatile vehicle we had in our fire-support arsenal is the BFIST (Bradley fire-support team vehicle),” said Coleman, who was deployed last year. “But that is a track vehicle, so therefore it is not feasible for that vehicle to roll down the



Vehicle commander Staff Sgt. Rico Bussey, B Battery, 1st Battalion, 30th Field Artillery instructor, directs the Stryker fire-support vehicle down a steep slope at the “Pig Farm” at Fort Sill, Okla. Navigating the rough terrain on the East Range is part of the 21-day instructor course. The eight certified instructors will teach the first class of Soldiers assigned to Stryker brigade combat teams.

highway with us.”

The vehicle’s tracks tear up the highway, and running on the highway is not good for the Bradley. So the Bradley has to take a side route across the fields, or the 40-ton vehicle is transported to where it is needed, instead of keeping up with the ground troops.

The 20-ton Strykers, each with four sets of wheels giving the vehicle a 58-foot turning radius and a speed of 62 mph, is maneuverable, lightweight and fast. The vehicles can be transported either by truck or air in a variety of aircraft, including C-130s, he said.

## Priorities

Normally when new equipment is developed for the Army, the schools immediately get the equipment and start training. But because of the need to get the Stryker to Iraq, 1st SBCT Soldiers were trained by the new-equipment-training team from the development company, General Dynamics Land Systems, Coleman said.

Now the priority is sending the eight Stryker variations to the appropriate schools: medical to

Fort Sam Houston, Texas; nuclear, biological and chemical to Fort Leonard Wood, Mo., and Fort Knox, Ky.; infantry to Fort Benning, Ga.; and FSVs to Fort Sill.

Strykers are also being sent to units which will deploy them in the field, and new variations are being developed.

“They are already working on another Stryker,” he said. “That is how successful the base chassis of this vehicle has been.”

## Safety

The Stryker FSVs assigned to 1st Bn., 30th FA are configured with all the communications and weapons systems and safety-and-security equipment required for deployment except the shield protecting the vehicle commander and the cage around the entire vehicle, Valdez said.

“A Stryker has never been taken out by a (rocket propelled grenade),” Coleman said. An RPG explodes upon contact. It hits the Stryker cage first, which takes the impact. Shields and cages are added to deploying vehicles.

Continued next page



# Armoring pace continues to increase

*Wheeled vehicles more protected now than ever, but work remains*

By Sgt. Jacob Boyer/*The Wheel*

FORT EUSTIS, Va.

(TRADOC News Service, Feb. 11, 2005) – Every day, Soldiers in Iraq drive long convoys up the main supply routes to get much-needed water, food, oil, ammunition and other supplies to support areas, forward operating bases and other important locations. The drive is long, dusty and dangerous. Improvised explosive devices and small-arms ambushes wait along the miles that stretch from camps in Kuwait to Baghdad and beyond. As the conflict in Iraq has progressed, the need for armored trucks has increased.

“About August of 2003, we began to see an increase in (IED) attacks against our forces, primarily against convoys that were moving through Iraq,” Lt. Gen. Steven Whitcomb, commander, Coalition Forces Land Component Command, told a media roundtable in December

2004. “They began having an impact on our Soldiers, a deadly impact.”

Soldiers on the ground in Iraq immediately started adapting to the need for armor, strapping steel to their unarmored tactical wheeled vehicles, Whitcomb said. But as time passed, Department of Defense officials pushed for better armor, both through increasing the production of up-armored humvees and producing add-on kits for every truck in the Army’s inventory.

“Our objective is for every vehicle in Iraq to have some level of armor,” said Col. William Frunzi, Training and Doctrine Command’s systems manager for tactical wheeled vehicle modernization. “If a vehicle has to be driven (outside of safe areas), it’s going to have armor.”

## Types of armor

There are three levels of armor for vehicles being used in the Central Command area of operations, Frunzi said. Level III

armor was the first measure taken by Soldiers to protect themselves from increased threats.

“Level III is sheets of steel units buy and cut to add onto their vehicles,” Frunzi said. The armor is usually fabricated and applied locally.

The biggest concern with Level III armor is whether the steel is up to the task being asked of it, said Maj. Cary Ferguson, TRADOC assistant system manager for tactical wheeled vehicle modernization.

Units are using a variety of steels to accomplish the task.

Frunzi said steel “coupons” – sample squares of the steel – are sent to a test center at Aberdeen Proving Grounds, Md., where scientists put them through a series of tests to determine their ballistic qualities.

“The intent is to test and certify the steel,” he said. “We want to make sure it’s good stuff.”

Level III armor typically

protects the sides and rear of the vehicle, Whitcomb said. This armor level was a step up from what Soldiers in the field had at the time, but better, more permanent solutions were necessary to properly protect the force, he said.

Level I and Level II armor are both armoring that take place at factories in the United States, Frunzi said. The former consists of the up-armored humvee.

There were a small number of these vehicles in theater at the onset of Operation Iraqi Freedom, but most of them were assigned to military-police units for security operations, Whitcomb said. Prior to August 2003, AM General was producing about 23 of these vehicles a month. Since that time,

*Continued next page* 

## Latest information, equipment push Fort Sill forward

 From Page 12

### Communications

Because of the whole-Army concept, a battalion can consist of vehicles and equipment that aren’t necessarily similar, but the communication systems within them are identical or compatible.

The Force XXI Battle Command Brigade-and-Below Communications system, which is installed in Strykers and in all vehicles in a battalion, sends information up to and receives information back from, via satellite, a command unit. The command unit can immediately disseminate information to the individual vehicles involved in a battalion so all know where the friendlies or the enemies are.

“Once that information comes

up and it is plotted within the FBCB2, it is seen by every vehicle,” Coleman said. “It’s feeding data almost real time from the satellite imagery.

“At the headquarters echelon, when they have the FBCB2 displayed, when they see the friendly units, they can click on the unit just like the mouse on a computer and find out what unit is closest to an enemy unit,” he said. “The headquarters can give the mission to fire on the enemy unit.”

On the screen within headquarters and in the individual vehicles, icons depicting enemy units are red, while icons depicting friendly units are blue, he said.

The Strykers also have a handheld, secure phone or VIC-3 communications system to

contact other vehicles directly in the battalion; forward observer software, which can send back enemy information or a call for fire; and an internal communications system.

### The future

“The Stryker vehicle essentially pushes (Fort Sill) into the future,” Coleman said. Fort Sill is in step with the Army’s transformation from units with one focus to units that have diverse capabilities.

“By going to separate Stryker brigades, you will now have field artillery, infantry, NBC and medical all in one,” he said. “All eight configurations of Stryker could be deployed together.”

Fort Sill is designed to support the SBCTs in two ways.

“The III Corps side has units

that fill gaps in units that are deploying, which may not have that asset,” said Coleman. “The training side is TRADOC (Training and Doctrine Command). We’re training the individuals to go out to the force with the most current knowledge that we have and the most current systems and vehicles that are out there.”

The Stryker instructors at TRADOC also have Operation Iraqi Freedom experience.

“So now we have the latest information, the most relevant information with the most recent equipment to send them out to the field,” he said.

# Most tactical wheeled vehicles in Iraq now have armor

◀ From Page 13

production has increased to 450 per month. Production will continue to increase to 550 vehicles per month by March.

About 6,000 of the vehicles had been supplied to units by December 2004.

Level I armor adds protection all around the crew compartment, Whitcomb said.

"It essentially gives you protection, both glass and on the armament on the side, front, rear, sides, top and bottom," he said. "If you'll think of protection in a bubble, that's kind of what the Level I up-armored humvee gives you."

But humvees are not the only tactical wheeled vehicle being used in Iraq, and not all of them can be replaced by their up-armored cousins. Level II armor, which consists of manufactured add-on kits that are attached to vehicles either at home station before units deploy or once the vehicles arrive in Kuwait.

Like Level III armor, Level II kits protect the sides and rear of a vehicle, Whitcomb said. But future kits will add armored glass to protect the front as well.

## Getting armor on

The Army is attacking the task of getting armor on vehicles from many directions, Frunzi said. In addition to the massive increase in up-armored humvee production, kits are being added to vehicles going to Iraq. Kits are also added to vehicles arriving in theater unarmored and to those already there.

"The Army is looking at how best to maximize the

time available to units deploying in regard to getting armor on their vehicles," Frunzi said. "Right now, we have 3rd (Armored Cavalry Regiment) getting ready to deploy. They're applying kits to vehicles at Carson, but they won't be able to get all of them. What isn't done at home station will be armored once the vehicles arrive in theater."

Whitcomb said there are about 10 sites in Kuwait and Iraq where kits are being added to unarmored humvees daily. As more trucks are armored, those using Level III armor can eventually be upgraded to Level II armor.

## Other trucks

While humvees make up a large number of the tactical wheeled vehicles involved in operations in Iraq, there are many other trucks in the line of fire, Frunzi said. Level II kits are being produced for each of the other trucks in the Army inventory.

"We want to armor everything with wheels except for the Stryker," he said. The Stryker has wheels but is already armored for combat.

FMTVs already have an existing kit, but a replacement cab, which will provide protection in all directions, recently completed testing at Aberdeen, according to Ferguson. More than 100 Low-Signature Armored Cabs are on their way to Kuwait and Iraq.

Kits were developed for the HEMTT and the PLS in 1996, and an improved version of that kit has already been used in theater, according to Ferguson. Another improved version of the kit is being tested at Aberdeen. The new kits, as well as all those for medium and heavy trucks, will include air conditioning.

Kits for the HET, the M915 and the M939 truck have all completed their testing at Aberdeen, according to Ferguson. HET and 915 kits are already in use in Iraq, and armor

for the 939 is in production.

## Drawbacks

Although upgraded armor for all the Army's wheeled vehicles is important and needs to be done, putting heavy armor on vehicles not built to carry it has some negative effects, Frunzi said. Because of this, better alternatives for the future are being looked into.

"I believe the future of armor resides in composites, not aluminum and steel," he said. "We're putting a lot of weight on vehicles not designed for it."

Whitcomb said that while the up-armored humvee is designed to handle the load, other trucks may not be able to handle the added burden long-term.

"Add-on armoring runs anywhere from about 1,000 pounds of steel plating up to about 4,000 pounds of additional weight," he said. "So a lot of our vehicles are not designed to carry perhaps an additional ton of weight."

A program is being worked on to take vehicles off-line long enough so they can be refurbished to handle the extra load, Whitcomb said. Level III vehicles that undergo this process will also be upgraded to Level II armor.

"We're not doing it in large numbers yet," he said. "We're doing it where we can. But we're

building a capacity to be able to do that more frequently."

Frunzi said not every truck is being armored. Those that are not used in convoys, such as communication humvees, are armored at the discretion of the commanders using them inside their camps. Those trucks are transported, instead of driven, so no Soldier has to drive them unprotected.

## The future

Most of the tactical wheeled vehicles employed in Iraq had some level of armor, Ferguson said. As production continues to increase and more trucks are armored, the Army is getting closer to its goal of having Level I, II or III armor on every truck a Soldier has to drive in operations. The goal is to have all vehicles in theater armored by summer.

Frunzi cited the bravery of the Soldier undergoing operations in unarmored vehicles and those with bolted-on steel, but said he thinks the goal is close.

"I think the Soldiers who are really valorous are the ones jumping into 915s and HETs with locally fabricated armor, then traveling 1,500 kilometers from Kuwait to (Logistics Support Area) Anaconda in Balad (Iraq) and back," he said. "If a vehicle has to be driven, it's going to have armor."



A Soldier and Army civilian uparmor a vehicle in Kuwait. About 80 percent of the humvees in theater have been uparmored, according to Brig. Gen. Jeffrey Sorenson, deputy for acquisition and systems management, U.S. Central Command.

## Muslim cleric visits Command and General Staff College

Story by Robby Kennedy/*Fort Leavenworth Lamp*

Photo by Prudence Siebert/*Fort Leavenworth Lamp*

**FORT LEAVENWORTH, Kan.** (TRADOC News Service, Feb. 15, 2005) – An Iraqi-born Islamic scholar visited Fort Leavenworth and spoke to Command and General Staff College students, faculty and others in separate programs here Feb. 8-9.

Imam Sayid Hassan Al-Qazwini, director of the Islamic Center of America and a recently



Imam Sayid Hassan Al-Qazwini, director of the Islamic Center of America, discusses four schools of Sunni thought as he speaks to Command and General Staff College students about Islam Feb. 9 in Eisenhower Hall's Deputy Auditorium at Fort Leavenworth, Kan. He said there is little difference between the Sunni and Shiite sects.

naturalized U.S. citizen, has spent the past few years speaking at churches, universities and through media outlets to educate people about Islam and to promote understanding of his religion.

"My job is to educate, not to convert," Al-Qazwini said. "I believe only God can convert someone to Islam."

Since the terrorist attacks of Sept. 11, 2001, Al-Qazwini said he has received warm receptions everywhere he has spoken and spent much of his remarks outlining some characteristics of Islam.

"Islam promotes a very universal message; it shatters all barriers – racial and ethnic barriers. In Islam, there is no superior race; all people are welcome, and all people are considered part of the household," Al-Qazwini said. "There were many oppressed people who found Islam to be a platform to voice their opinions and to include them and embrace them. Those who had no tribe, nobody to cling to – Islam embraced them. That's why Islam exists now in 58 countries that consider themselves Muslim countries, as well as many other countries where Muslims are minorities."

Al-Qazwini said Islam is an attractive religion because it embraces other faiths like Judaism and Christianity.

"I accept Jesus as I accept Muhammad, and I accept Moses as I accept David ... I accept all the prophets, and if you do not accept one prophet, you cannot claim to be a Muslim. This is

what attracts many converts today."

With the United States engaged in the Global War on Terrorism, and with some terrorists using Islam as a rationale for killing, Al-Qazwini spent much of his time talking about the position of Islam with regard to the taking of human life.

"Those people who attacked our nation Sept. 11, they do not represent Islam," Al-Qazwini said. "God says that he who kills one innocent person will be viewed by Me as if he killed the entire mankind. Islam is a very peaceful religion that promotes peaceful understanding and respect for others."

The imam said there is no place for radicalism in Islam and that the version terrorists tout is a "man-made version" of Islam.

Following his remarks, Al-Qazwini answered questions from the audience dealing with a broad range of topics from the Israeli/Palestinian conflict to the situation in Iraq.

When asked whether a newly democratic Iraq and the rest of the Muslim world could embrace Western values, Al-Qazwini said many values like freedom, justice and human rights are innate aspects of Islam.

"Islam does promote equality between men and women ... this is not only a Western value but an Islamic one as well," he said. "When you speak about freedom, liberty, democracy, human rights, you really make my heart melt because I would really like to see those values upheld in the Middle East."

With regard to the Palestinian resistance to Israel, Al-Qazwini said Palestine has a right to defend itself from occupation, but should not do so by killing innocents.

"When you target any innocent person, whether it be a Jew or Christian, I consider it murder and I don't condone it. Every innocent life has sanctity, not just Muslim life. Islam does not condone targeting innocent people," Al-Qazwini said. "However, I also believe the Palestinian people are an occupied nation, and they do have the right to resist the occupation. They don't have the right to kill innocent people, but they do have the right to resist the occupation."

CGSC student Maj. Pete Lugar said he received a heightened cultural awareness from the imam's presentation and a degree of understanding.

"In our business, we need to be aware of the cultures we may have to interface with later on," Lugar said. "I think the fact there is someone out there with a message to the world explaining the Muslim position is important, and it's important Americans hear his message and other Muslims in the world hear it."

## Benning plays experimenting role for future *Future Combat System testing is Soldier Battle Lab's major task*

By Spc. Nikki St. Amant/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, Feb. 7, 2005) – Fort Benning agencies began experimenting with new Army force structures

Jan. 31 as part of the transition to the Future Combat System.

Fort Benning's role in the experiment is to ensure the Army's focus on the Soldier as the centerpiece is maintained as structure and missions change, said Lt. Col. Everett Johnson,

Analysis Division chief with the Soldier Battle Lab.

The new units of action and employment will incorporate new technologies, communications needs and capabilities as well as battle-staff requirements, but the effectiveness and impact of

higher-level changes have to be analyzed all the way down to the individual Soldier, he said.

The Army's new way of doing business will let

*Continued next page* 

# TUSCAB reconnecting America with Army

**Commentary and photo by Staff Sgt. Carmen Burgess/Army News Service**

## WASHINGTON

(TRADOC News Service, Feb. 9, 2005) – When references are made to the U.S. military, some people may visualize troops clad in desert uniforms, armed with weapons, fighting wars in far-off lands. It might be easy for some Americans to feel detached from those who are serving the nation.

The U.S. Continental Army Band from Fort Monroe, Va., helped reconnect the American public with the men and women in uniform on a personal level during its recent tour of the Southeast. The band traveled through South Carolina, Georgia and Florida Jan. 31-Feb. 9, performing for

thousands of spectators along the way.

“The scope of our mission is beyond the gates of Fort Monroe,” said Maj. Andrew Esch, band commander. “It’s all about awareness and letting the community see the Army in a different light. Our job is to be a link between the Army and the American people.”

The bandmen reached out to college students, veterans and those who otherwise might never have gotten a chance to interact with those in the military. They performed at Furman University in Greenville, S.C., before heading to venues in Florida, including Walt Disney World and a community church in Tampa. They ended the tour by performing joint concerts with installation bands at Fort Gordon, Ga., and Fort Jackson, S.C.

“I want to entertain during our concerts, weave in Army messages and make audiences feel good about being Americans while identifying with real



Sgt. Jason Bemis, trumpet player for The U.S. Continental Army Band, plays a solo during the band's performance at Crosstown Community Church in Tampa, Fla., Feb. 5.

Soldiers,” Esch said.

The repertoire appealed to all audiences with performances of patriotic, country, jazz, rock and classical tunes, resulting in cheers, spontaneous applause and even a few tears in the

process.

“I think this is great,” said Indiana native Dave Brown during the band's performance at Downtown Disney. “I don't

*Continued next page* ➤

# Soldier Battle Lab experiments help shape FCS Soldier

➤ *From Page 15*

information flow laterally, in real time, through all echelons instead of up and down the chain of command. By using cutting-edge technologies, the new force structure will rapidly communicate, and plan and execute missions with the most accurate information at their fingertips.

That information will come from unmanned aerial vehicles, satellites and instantaneous intelligence and situational reports from squad and company elements on the ground.

The first phase of this year's experiment is focusing on virtual scenarios.

Picture it as an on-line game where all users are

looking at a map and watching elements move and react to different scenarios. Company commanders are looking at the same screen as division-level commanders and can discuss tactics and receive guidance as quickly as they can type or speak over a secure connection. Platoon leaders, squad leaders and support elements are included in the information network and can adjust fire accordingly.

The next phase will incorporate more involved testing, with actual Soldiers with weapons in hand, moving through a virtual environment on virtual missions.

“All this stuff we are doing is going to be documented in Future Combat System tasks, which future units will have to perform,” said Tollie Strode, an FCS doctrine analyst with the Directorate of Combat Developments. “The Infantry Center and

School will incorporate those tasks into the Future Combat System manuals, which are equivalent to our current field manuals.”

The year-long experiment, dubbed Omnifusion, is one phase of testing designed to help establish a fully operational FCS unit by 2014.

Testing last year focused on the brigade-size unit of action, and this year's focus is the division-level unit of employment.

Fort Benning is one element of the total experimental force, which encompasses almost every major Army command. Fort Knox, Ky., is taking the lead, Johnson said.

At Fort Benning, Soldier Battle Lab works hand in hand with the directorates of combat development and combined arms and tactics. The 29th Infantry Regiment's Experimen-

tal Force Company is providing Soldiers as test subjects. Subject-matter experts from Fort Knox and Fort Sill, Okla., are participating as well.

The depth of this phase of experimentation will progress until it culminates in the fall.

Experiment staff will collect data on mission effectiveness and lethality and get feedback from the test subjects. DCD then will analyze that information and incorporate its findings into new requirements documents.

Every year, the system will be refined, fine-tuned and tested in a constant drive toward the 2014 goal, Johnson said.

“This is a huge undertaking,” said Capt. Clint Cox, one of the Soldiers participating in the testing. “I wouldn't want to be anywhere else. These Soldiers have a lot to give with their combat experience. They are helping shape the FCS Soldier.”

# Iraqi refugees teach Fort Benning Soldiers

By Annette Fournier/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, Feb. 7, 2005) – “I left Iraq because people from Saddam Hussein’s regime were always coming to my classes, watching me, insulting me and interrupting when I talked,” said Dr. Abbas Al-Kafagy, former professor of agriculture and sociology at Basra University. “They would call my house and try to intimidate me because I talked to my students about problems with the government.”

The soft-spoken Al-Kafagy is still talking about the problems he saw in Hussein’s regime, but no one interrupted his class Jan. 31 as he taught Soldiers and Drug Enforcement Agency agents about cultural practices in Southwest Asia.

Al-Kafagy and other Iraqis, many refugees from the Hussein government, are working for

contractor JMDS, teaching military personnel about language and culture and participating in training exercises for Soldiers.

Al-Kafagy, who worked on agricultural-development projects in Egypt, Algeria and other nations, was nominated for the post of Iraqi general director of agriculture and taught college for five years. He left Iraq fearing for his family’s safety. Without certification, he couldn’t teach in an American high school, so he started working as a substitute teacher and training Soldiers.

“I’m really glad to teach America Soldiers because America liberated my country and sacrificed its young Soldiers for the good of my people,” Al-Kafagy said.

The 58-year-old just voted in his first election and showed off his finger, stained with ink from the voting process.

“I cried when I voted because this is the first time I was able to

say what I want for my country,” Al-Kafagy said. “This election is the answer for my society.”

He was pleased with the turnout for the election and is anxious to see the progress it will facilitate.

“I want to see Iraq with an open, free society where new ideas and technology will be welcomed. What we need now is not discrimination or separation between the Kurds, the Shiites and the Sunnis,” he said. “We need to have one Iraq and work together to rebuild.

“I hope in a democratic Iraq there will be more freedom,” Al-Kafagy said. “If you want to pray, go to pray, and if you don’t, no one should bother you.”

Another JMD teacher shares Al-Kafagy’s dream.

Mohamed Shwani is a Kurd from Northern Iraq who left the country in 1996 with his family. His brother, a United Nations employee, was given an ultimatum: leave or your family will be killed.

“I was only nine or 10 then, and I didn’t really know what was going to happen,” Shwani said. “Some people told us we should go to Iran, but we chose to go with the Americans. People said,

‘If you go with them, they’ll kill you.’ But the Soldiers took good care of us.”

The family went to Guam for three months to learn English and secure asylum in the United States.

Shwani is thankful for the help the United States provided him and his family, most of whom now reside in Atlanta. He hopes to stay in the United States and has even considered joining the military to work as a translator.

Shwani would be an able translator. He speaks Kurdish, Arabic, Spanish, Bosnian and a bit of Farsi. For now, he is content working with JMDS.

“I’m proud of the job I’m doing, and I’m making friends and improving my English,” he said. “I’m glad to be doing this job because America helped us get out of Iraq. My family was in danger there, and now I can return the help by training Soldiers. They will make Iraq safe.”

## Band plays for civilians

 From Page 16

think there’s anything better than showing a little patriotism and enjoying a little marshalling music from a band in uniform.”

Hearing the talents of the skilled musicians and seeing the sharp uniforms of those in formal military dress had a positive effect on audiences.

“It causes you to stand a little straighter, puff your chest out with pride and be thankful to be an American,” said 28-year Army veteran and Orlando resident Otto Krumpholc. “In these times it’s important to recognize and show appreciation for those serving our military.”

This is a good opportunity for civilians to see those in the military as real people – not Soldiers holding weapons, said Staff Sgt. Nora Resendez, TUSCAB clarinetist. It helps civilians to have more compassion and appreciation for all

Soldiers.

“(Hearing the band) was a once-in-a-lifetime experience,” said 11-year-old Abigail Speicher following the Tampa performance. “I didn’t know Soldiers could play like this.”

“It was awesome,” her 9-year-old sister Morgan added excitedly. “I had never heard a military band before – it was really cool.”

Although the interaction was a good experience for those who came to the performances, it had positive benefits for those who took the stage as well.

“The response of audiences toward us is wonderful,” said Resendez. “From very early in my career I saw that, as a musician, I really made an impact on others – it is amazing. This is an absolutely rewarding job – I wouldn’t change a thing.”

For more information on TUSCAB, go to [www.tradoc.army.mil/band](http://www.tradoc.army.mil/band).

## Infantry recruits minority officers

Story and photo by Annette Fournier/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, Feb. 22, 2005) — The Office of Infantry Proponency sent teams to seven historically black colleges and universities to recruit minority students for the infantry.

The team of minority Soldiers are speaking with ROTC students about the opportunities available in the infantry.

The recruiting teams were initiated by U.S. Army Training and Doctrine Command three

years ago when it became apparent minority recruitment into the combat arms was steadily decreasing.

“It’s a problem we need to address,” said Sgt. Maj. Joshua Simmons, chief enlisted manager of the Office of Infantry Proponency. “The lack of minority representation in combat arms is a problem. We had to start discussing the situation, and desensitize it so we could work on it. I think that’s where we

*Continued next page* 

## Branch reps visit historically black colleges and universities

◀ From Page 17

are now, in the fixing process.”

The team spent Feb. 15 at Florida's A&M University in Tallahassee talking to ROTC students. FAMU's ROTC program was selected because it has exceeded its commissioning goals for the last three years, and because the program is mostly minority, said Master Sgt. Dennis Dolan, senior military instructor for FAMU.

“I'm glad we have the officers here. The cadets get a chance to hear from successful black officers,” he said. “It gives them a reality check, so they know they should do their best academically and physically.”

Capt. Randy Garcia, infantry branch representative, told cadets they would find great leadership opportunities in the infantry.

“You're going to lead troops right off the bat, and we're going to invest in you as a leader,” he said. “You will be trained by the

most modern and well-equipped Army in the world.”

The officers in the team vary with each trip, but FAMU's team had experience in many areas of infantry, including Ranger School, Special Forces, airborne, Infantry Training Brigade and Basic Combat Training Brigade. The team consisted of Lt. Col. Matthew Coleman, deputy commander of 11th Regiment, Capt. Thedius Burden, BCTB, Capt. Chris Murray, WHINSEC, and OIP's Garcia and Simmons.

Aviation representatives from Fort Rucker, Ala., and armor from Fort Knox, Ky., also went to FAMU to talk about opportunities, with all three teams taking good-natured shots at the other branches.

“In one tank, you have 40,000 rounds of ammunition in 70 tons of hot, rolling steel,” armor's Capt. Melvin Sanders said. “As a lieutenant commanding a tank, you will have more firepower than an entire company of infantry Soldiers.”

Col. Glen Norris, with the aviation branch, also ribbed the infantry officers.

“I started out in infantry, but I had to get that rucksack off of my back, so I decided to go to



Capt. Randy Garcia, right, tells Cadet Sgt. Jean Pierre about career opportunities in the infantry.

flight school,” he said. “But no matter which branch you select, the cream of the crop go to the combat arms.”

The only female presenter, Black Hawk pilot Capt. Maggie Smith, encouraged female cadets to look into aviation. Female attendance at the presentation was low, as the ROTC commanders only required male cadets to attend.

“I came because I want to be informed of all the avenues open to me,” said Cadet Sgt. Terika Anderson. “I learned a lot from

the presenters, and I feel fired up by their talks.”

Simmons did his best to fire up the cadets by having a student stand up and shout the motto, “Lead me, follow me, or get the hell out of the way!”

Simmons said it's important for minority officers to lead the way for enlisted Soldiers.

“I had to wait a long time before I ever had a black commander,” he said. “It's time to change that, and I'm looking to you to be the future of the Army.”

## Army diversity is a combat multiplier, says TRADOC commander

By Lisa Alley/TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Feb. 25, 2005) – The commander of the major Army command responsible for recruiting the force has no doubts that diversity is a combat multiplier.

Speaking at the 2005 ROTC Historically Black Colleges and Universities Conference in Huntsville, Ala., Feb. 9, Gen. Kevin P. Byrnes, U.S. Army Training and Doctrine Command commanding general, said that the

American Army's diversity is what helped bring the ethnic fighting in Bosnia to an end.

“In Bosnia, where we had three former warring factions, they killed a quarter-million people and forced two million people from their homes. The killing didn't stop until the Americans got there,” Byrnes said. “When they saw an American patrol go by with an African-American in one turret, an Asian-Pacific Soldier in another and a Caucasian in another, they kind of scratched their heads. Truly, one of our strengths when we deploy the Army overseas is that kind of diversity; that visible display is

an example to people who have a problem getting along with one another.

“There are three factions: the Bosnians/Muslims, Serbs and Croats. They look alike, talk alike, grew up alike, but they've got a history of hundreds of years of fighting and killing one another,” Byrnes explained. “It goes back to 1389. They didn't understand the miracle of what we've accomplished in this country over the last 230 years.”

TRADOC includes U.S. Army Accessions Command, whose subordinate commands are U.S. Army Cadet Command and U.S. Army Recruiting Command. Through the efforts of USAAC,

the Army recruits future leaders to reflect the society it serves.

“Our junior officers are visible examples of our nation's commitment to war, and that example is represented in the diversity of the force,” Byrnes said. “When you put on that gold bar and begin a profession as an Army officer, you're elevated in the eyes of the citizens of this nation. Other nations are in awe of what we have in our Army because they look at our strength. It's not our combat power or the ability to do precision-type bombing. They look at the diversity in our force, and they see a quality many of

Continued next page ▶

# Byrnes says racial diversity good for Army

From Page 18

them will never obtain because they just don't get it. They don't understand the true value in diversity."

Byrnes told his audience that he is concerned about maintaining the Army's diversity for the nation's sake, and for the sake of Soldiers already serving in the Army.

"It's not inspiring to see our ROTC numbers in [historically black colleges and universities] declining. That's a trend we have to turn around," he said. "I understand we're in this conflict in Iraq, and I understand there are influencers: moms, dads, educators and others who may not be supportive right now of recommending to those they love and care for that they go into an armed force. But we were attacked, the nation is at war, and we're fighting. ... From our president on down, our senior leadership is absolutely committed to ridding this nation of a threat of terrorism as significant as we saw [Sept. 11, 2001]. The next one could be 20 times more significant, and the nation is asking our young men and women to serve."

The quality of Soldiers' service, to enable the nation to meet the terrorist threat, is enhanced by diversity, Byrnes pointed out, but ROTC cadets at HBCUs are not asking to be commissioned in the combat arms — they are asking to be lieutenants in the transportation or quartermaster branches, for example. As a result, African-American representation in the combat-arms branches is falling, which will affect how many African-American senior leaders there will be in the future.

To illustrate, Byrnes mentioned some statistics on the representation of African-Americans in the Army's officer ranks, provided at the conference by Maj. Gen. Alan W. Thrasher, Cadet Command's commanding general: African-American population of the

United States, 12 percent; African-American population within the Army, 25 percent; African-American population represented in the Army officer corps, 12 percent; African-American officer leadership represented in the Army's combat arms, 9 percent; and African-American officer leadership in the Army's maneuver arms, 6 percent.

"If 9 percent of our combat-arms officers are African-American, and if 70 percent of our general officers come from combat arms, what kind of opportunity does the average African-American officer have to make general officer?" Byrnes said. "It's slim to start with, but when only 9 percent of our combat-arms officers are African-American, they're not going to factor in very well to that general-officer equation. How does that look to our Soldiers across the board?"

Byrnes has charged teams from the Infantry Center to visit HBCUs to discuss opportunities for officers in the combat arms. TRADOC initiated the recruiting teams three years ago when it became apparent minority recruitment into the combat arms was steadily decreasing.

Byrnes called on conference attendees, many of whom were professors of military science at colleges and universities, to help him reverse the trend.

"The Army grows its own leadership. We don't hire it out. We've got to continue to recruit a force that reflects the true strength of this nation," he said. "We can't go out and hire out some majors and colonels right now that could be general officers in a few years and fix that. It starts today, it starts every day. The later we get at the business of getting it right, the later we'll have a general-officer corps, colonels, brigade commanders and combat-arms leaders representative of the strength of this nation. We have to get it right, and that's why we need your help. ... There's been



Guards at Eagle Base Bosnia complete a roving patrol at the base's pedestrian gate. According to Gen. Kevin P. Byrnes, TRADOC commander, the American Army's diversity, evident as the Bosnians saw Soldiers of different races work together, helped bring the fighting in the Balkans to an end. "One of our strengths when we deploy the Army overseas is that kind of diversity; that visible display is an example to people who have a problem getting along with one another," he said. (Photo by Jason Austin)

no greater need for the representation of every sector of this country than we have right now.

"Our command sergeants major rank is 40 percent African-American. Our noncommissioned officers are about 30 percent African-American. There are great opportunities; they're leading, they're proud of what they're accomplishing, and they see visible feedback every day when they're out there with their Soldiers. But we don't have the same representation in our officer ranks, and our Soldiers need to see it."

In addition to racial diversity, Byrnes said cultural awareness and respect are important to the Army. As an example, he pointed to the current needs to fight the Global War on Terrorism.

"We are in an environment where combatants are mixed with noncombatants, where there's a clash of cultures, religions and varied political systems. ... We are very deficient in the awareness of the Arab/Islamic cultures and religions. We have to get better at that." Byrnes said. "If we're going to perform wearing this uniform with an American flag on the right shoulder every day, we've got to show we're aware

and we respect the culture, we respect the religion, we respect the people, and we understand it."

What's best for the Soldier, the centerpiece of the Army, remains Byrnes' focus. "We're never going to let down because every single Soldier in uniform is the center of our universe. We care for every single one of them," he said. "This is a family business, and we're deeply committed to it."

**"Our command sergeants major rank is 40 percent African-American. Our noncommissioned officers are about 30 percent African-American. There are great opportunities; they're leading, they're proud of what they're accomplishing, and they see visible feedback every day when they're out there with their Soldiers. But we don't have the same representation in our officer ranks, and our Soldiers need to see it." -- Gen. Kevin P. Byrnes, TRADOC commander**

## TRADOC names 2004 equal opportunity adviser

By Hugh C. Laughlin/  
TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, Feb. 22, 2005) – Master Sgt. Samir Abdulaziz was nominated to represent U.S. Army Training and Doctrine Command as the top equal opportunity adviser, competing for the Army-wide EOA award for 2004.

Abdulaziz is the installation equal opportunity adviser at the Defense Language Institute Foreign Language Center, a Joint command in Monterey, Calif.

The assignment for Abdulaziz has the added challenge of working in a Joint environment, with service members from all branches of the Department of Defense. "I advise commanders from all services: Army, Navy, Marine Corps and the Air Force," he said. "I am in the Army, but on this installation, I advise the other service equal-opportunity representatives as well."

The EOA award recognizes each major command's noncommissioned officers who have demonstrated outstanding leadership, with significant contributions to their command's human-relations and equal-opportunity programs. Further, the EOA nominees to the Army-wide competition have shown their involvement in local communi-



Master Sgt. Samir Abdulaziz was chosen as TRADOC's equal opportunity adviser of the year for 2004.

ties, fostering an innovative and harmonic environment between the military and civilian community.

"This has been a challenging assignment," said Abdulaziz. "I love my job, especially where I can educate people, promoting equal opportunity and making Soldiers, sailors, airmen and Marines treat each other with dignity and respect regardless of their race, color, gender, religion or ethnicity."

A native of Kinshasa, Democratic Republic of Congo, Abdulaziz enlisted in the Army in March 1986, completing basic training at Fort Bliss, Texas. He completed his advanced individual training as a light vehicle mechanic (military-occupation specialty 63B) at Fort Leonard Wood, Mo. Abdulaziz holds a bachelor of science degree in liberal arts from Excelsior College and is currently pursuing a master of science degree in human-resources management.

"I was really surprised to be selected as the EOA of the year for TRADOC," exclaimed Abdulaziz, "especially when

*Continued next page* ➤

## Cadet Command announces MacArthur Award winners

**FORT MONROE, Va.** (TRADOC News Service, Feb. 22, 2005) – U.S. Army Cadet Command, the parent organization of the Army Reserve Officers' Training Corps program, in conjunction with the Gen. Douglas MacArthur Foundation, recently announced the Army ROTC battalions which received this year's MacArthur Award.

The ROTC units recognized this year from the Eastern Region of Cadet Command are Bucknell University in the small category, the University of New Hampshire for the medium-size group and James Madison University as best for the larger battalions. The Western Region units honored were Tarleton State University in the small-unit category, Weber State University in the medium category and Gonzaga University as the top large school within the region.

The MacArthur Awards were instituted in 1989 to honor the top Army ROTC units from around the country, according to MacArthur Foundation's executive director, retired Marine Corps Col. William J. Davis.

"The awards recognize the individual units within the Army ROTC program that have achieved the standards that best represent the ideals of the watchwords of 'Duty-Honor-

Country' as practiced by Gen. MacArthur," said Davis.

The Army ROTC battalions selected for the awards were the most successful of Cadet Commands' 272 units in accomplishing their mission of training and commissioning the majority of the lieutenants entering the Army each year.

Army ROTC teaches students how to succeed in today's competitive world by providing them with leadership and management skills, which last a lifetime. Many graduates attribute their success in careers in government and industry to the training that they received while ROTC cadets. Among the distinguished graduates of the ROTC program are former Secretary of State Colin Powell and Wal-Mart founder Sam Walton.

ROTC units are located at 272 colleges and universities throughout the country. Students at nearly 1,200 other institutions of higher learning can also participate in Army ROTC training through partnership agreements with nearby schools. Since the establishment of the program in 1916, more than 500,000 men and women have gone on to become Army officers through Army ROTC.

## Cadet earns perfect score on demanding military mountaineering course

**JERICHO, Vt.** (TRADOC News Service, Feb. 10, 2005) – Sarah Benson, an ROTC cadet attending Norwich University in Northfield, Vt., recently set a benchmark for cadets and Soldiers by achieving what only one other person has done: she

taineer Winter Course.

"She didn't just do well; she is only the second student in the history of the course – and the only cadet – to earn a perfect overall score of 1,000 points," said Gen. Kevin P. Byrnes,

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# ROTC cadet only female in her class

◀ From Page 20

commanding general of Training and Doctrine Command.

For Benson's achievement, she was awarded distinguished honor graduate for the course. The psychology major from Oxford, Mass., received her award – which included an Army Achievement Medal – at the course's graduation ceremony Jan. 22.

The Military Mountaineer Winter Course is part of the Army Mountain Warfare School, administered by the Vermont Army National Guard and located at Camp Ethan Allen near Jericho, Vt. It is the only school that awards the skill-qualifications identifier of "E," military mountaineer, for the Active Component as well as the Army National Guard and Army Reserve.

The two-week course is one of the most physically and mentally demanding training the Army conducts. The course includes snowshoeing, skiing, ice climbing, medevac rescue, navigation, knots and cold-weather survival.

Benson's classmates were 62 men from both Active and Reserve Components, including officers, noncommissioned officers and junior Soldiers, some from the Special Operations community. Benson was lone female enrolled in the class.

A member of the Mountain Cold Weather Unit – a specially trained unit in the university Corps of Cadets – Benson felt she got tremendous value out of the experience. "It was really cool to be able to participate with all of the active-duty and Reserve officers," she said. "It was amazing how, in such a short period of time, we were able to bond and work together as a team."

Benson, who will graduate in 2006, hopes to receive a



Sarah Benson is the only cadet to earn a perfect score in the Military Mountaineer Winter Course and was the only female in her class.

commission with the Army's intelligence branch.

On-line information about the course on the Infantry Center's Website outlines the course's purpose as training Soldiers in the specialized skills required for operating in mountains in any climate, day or night.

"Throughout the course of history, armies have been significantly affected by the requirement to fight in the mountains," according to the Website. "With about 38 percent of the world's landmass classified as mountains, the Army must be prepared to deter conflicts, resist coercion and defeat aggression in mountains as in other areas."

**(Editor's note: based on a story by Diana Weggler of Norwich University's Public Affairs Office as well as on-line information about the Army Mountain Warfare School on the Infantry Center's Website, Fort Benning, Ga. For more information about Norwich, visit <http://www.norwich.edu>. For more information about the Army Mountain Warfare School or other infantry-related courses, visit <http://www.benning.army.mil>.)**

# DLI's Abdulaziz is '04 EOA of the Year

◀ From Page 20

you consider the other installation nominees."

In November 2004, then Sgt. 1st Class Abdulaziz rose to the top of the nominees for TRADOC, as shown in his accomplishments. He volunteered his expertise and knowledge on diversity to local middle schools, educating students on how to become model citizens and learning from positive role models.

"I went out of the installation," Abdulaziz explained, "going into middle schools in the community to teach 9- and 10-year-olds not to judge people based on their race, color or gender."

Abdulaziz created the "Women of the Year Award" for the Defense Language Institute. He also has created an equal-opportunity Website for the installation and teaches a weekly class on equal opportunity and prevention of sexual harassment to newly assigned personnel.

Although not selected as the winner of the Army-wide award in December 2004, he was pleased to hear part of his accomplishments acknowledged in the keynote address of Lt. Gen. Franklin L. Hagenback, the Army's G-1, during the Worldwide Equal Opportunity Advisers Training Conference. During the conference, each major command EOA nominees were recognized for their contributions to the Army.

Abdulaziz was selected among these equal-opportunity advisers who were nominated to compete for the TRADOC-level award:

- Sgt. 1st Class Thomas

Adams, U.S. Army Armor Center and Fort Knox, Ky.;

- Sgt. 1st Class Kenneth Carter, U.S. Army Maneuver Support Center and Fort Leonard Wood, Mo.;

- Sgt. 1st Class Artemus Hill, U.S. Army Training Center and Fort Jackson, S.C.;

- Sgt. 1st Class Kenneth Hunter, U.S. Army Intelligence Center and Fort Huachuca, Ariz.;

- Sgt. 1st Class Cathy Lazo, U.S. Army Transportation Center and Fort Eustis, Va.;

- Sgt. 1st Class Frank Miranda, U.S. Army Infantry Center and Fort Benning, Ga.;

- Sgt. 1st Class Peggy McCormick, U.S. Army Ordnance Center and Schools, Aberdeen Proving Ground Md.;

- Sgt. 1st Class John Synder, U.S. Army Combined Arms Center and Fort Leavenworth, Kan.;

- Sgt. 1st Class Thomas Taft, U.S. Army Field Artillery Training Center and Fort Sill, Okla.; and

- Sgt. 1st Class Elvin Thompson, U.S. Army Signal Center and Fort Gordon, Ga.

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What's **TRADOC Perspective**? It's a monthly "ezine" capturing TRADOC strategic stories and top articles from TRADOC News Service while providing a perspective on what happened around the command during the previous month. Used in conjunction with TNS email notifications, **TRADOC Perspective** gives TNS and TRADOC strategic topics/themes more visibility and thus keeps readers more mindful of TRADOC's focus and the command's important work.



**About TRADOC Public Affairs:**

Training and Doctrine Command Public Affairs Office's mission is to provide information to the TRADOC community, the Army at large and the general public about TRADOC. The PAO advises TRADOC's commanding general and deputy commanding general/chief of staff on all Public Affairs matters, especially



# Last blast: Army seeks OIF, OEF veterans as special recruiters in hometowns across nation

**By Sgt. 1st Class Doug Sample/American Forces Press Service**

**WASHINGTON** (TRADOC News Service, Feb. 10, 2005) – The Army is asking Operation Iraqi Freedom and Operation Enduring Freedom veterans to volunteer for a new mission.

However, this time the mission is not overseas but right in their own hometown as part of the Special Recruiter Assistance Program. The Army wants OIF and OEF veterans to go to their local communities to talk about life in the military and their experiences in Iraq and Afghanistan. This, officials say, is an effort to raise awareness about the military while at the same time encouraging young adults to join the Army.

"That has always been a goal of the Army as far as enlisted accessions is concerned," said Alphonso Green, senior Army

recruiting policy and programs manager. "The more people know about the military, the higher the propensity across the country for our youth to join.

"We want to provide our veterans an opportunity to give a first-hand account of their experiences," he added. "But at the same time, we want to raise awareness so we can get more volunteers."

Through the program, OIF and OEF veterans will get up to 14 days of temporary duty at a recruiting station near their hometown. There, they assist with recruiting activities, speak at college and community events, and participate in interviews with local media.

"We ask them to talk about service to country, 'I'm doing this, and here's why,'" Green said. "We ask them to mention the various occupational specialties we offer. We ask

them to talk about leadership, discipline and our core values – all of that coupled with their experience."

About 300 Soldiers have signed up for the special recruiting program, with some 35 veterans having already completed duty, Green said.

Recruiting Command, which administers the program, encourages enlisted Soldiers age 25 or younger in stateside units who have served overseas supporting OEF or OIF to apply online at the USAREC Website.

Green said a similar recruiting program is being made available for Army officers as well.

He said the program may serve another purpose as well: to dispel "negative rumors" about military service.

Green noted there is lot of "good news" not being reported about the military and what Soldiers are doing in theater.

## NEXT MONTH'S CALENDAR



Event	Date	Location
30th Annual Culinary Arts Competition	March 5-18	Fort Lee, Va.
All-Army Small Arms Championship	March 12-24	Fort Benning, Ga.
Maj. Gen. Fast assumes command, Intel Ctr	March 16	Fort Huachuca, Ariz.
PaYS Conference	March 29	Fort Knox, Ky.

## TRADOC FOCUS AREAS JANUARY THROUGH JUNE



- Access the "right" force (featured in January **TRADOC Perspective**)
- Implement the training strategy to increase rigor in our training environments (featured in February **TRADOC Perspective**)
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force
- Accelerate the transition to the future force
- Advance Joint interdependencies
- Ensure new capabilities via Soldier-as-a-System

on the most effective strategic, operational and tactical strategies to communicate the CG's vision, priorities and objectives.

We serve as the command's official spokesperson and liaison with the news media. We provide professional and technical expertise to the commander and staff in the areas of command information,

media relations, community relations and communications plans. We exercise operational control of The U.S. Continental Army Band as Headquarters TRADOC's prime community-outreach tool. We provide guidance to and advise TRADOC senior mission commanders and their Public Affairs representatives.

We also provide content oversight for TRADOC Webpages for currency, accuracy and compliance with CG vision, objectives and priorities. We work with the TRADOC Chief Information Officer to ensure an effective Web presence for TRADOC in portraying the command's vision.