

**Focus this month:  
advance Joint  
interdependencies**

“Major changes, profound changes, have occurred in the ‘dirt’ combat training centers: the [Joint Readiness Training Center], the National Training Center, as well as Hohenfels [the Combat Maneuver Training Center], and in our Battle Command Training Program at Fort Leavenworth [Kan.]. We fully introduced what we’re calling the contemporary operating environment – that’s the operating environment we see in Iraq and Afghanistan today. It’s a common operating environment, a shared view with Joint Forces Command so that our Joint context, as we introduce it to our training exercises, is placed in the same view.” -- Gen. Kevin P. Byrnes, Training and Doctrine Command commanding general

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

TSIRT	2
Best Ranger	5
Recruiters of Year	9
Learning Arabic	11
Distributed learning	15
‘Sensor’ videogame	18
Freedom’s new door	23
Smith MoH	25
Training closeups	28
IED answers	41
Language capability	43
Special recruiter	44
Last blast	46



# This month's focus: trends and training in TRADOC

## TSIRT trains thousands for combat

### *CONUS Replacement Center training key to troop readiness*

Story and photo by Spc. Nikki St. Amant/  
*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 27, 2005) – In support of the Global War on Terrorism, Fort Benning serves as a major projection platform. Every week, the post's CONUS Replacement Center trains and processes hundreds of deploying Soldiers, Departments of the Army and Defense civilians, contractors and members of other armed forces branches.

Every one of those deploying individuals completes Theater-Specific Individual Readiness Training.

TSIRT is conducted by the activated Reserve unit, the 108th Division out of Concord, N.C., under the auspices of the 29th Infantry Regiment, working in concert with the civilian contractor, Omega Group.

The training covers basic, core skills dictated by the Training and Doctrine Command. Classes cover topics like nuclear/biological/chemical, first aid, individual searches, vehicle searches, convoy procedures, improvised explosive devices, individual and buddy team movements and nine-line medevac procedures. Each class is followed by a practical exercise, which is closely supervised by instructors, who provide immediate feedback.

"A lot of Soldiers take these skills for

granted until they come into a situation where they have to negotiate against the enemy," said Omega Group instructor Marion Dashiell. "This is very important training. These are basic skills everyone needs. You always have to go back to basics and constantly reinforce them."

Dashiell speaks from experience. He retired six months ago. His last position was as the brigade command sergeant major of the 1st Brigade, 3rd Infantry Division, in Fort Stewart, Ga. He helped lead the charge into Baghdad in Operation Iraqi Freedom 1.

"What is important is a lot of these guys will go over (deploy) and be incorporated into units and have to automatically engage the enemy," he said. "It is all about getting back to basics. Each individual needs to know what their duties are, what their responsibilities are."

The TSIRT course incorporates a wide range of training in a relatively short two-week period. To ensure students stay on track and absorb the information, instructors maintain strict supervision and provide immediate feedback and coaching.

"We firmly believe in coaching along

the way," said Master Sgt. Ray Presnell, the TSIRT acting first sergeant. "Our instructors are always one step ahead."

That instructor supervision continues even through the final practical exercise: a buddy team reaction course called Haskin's Alley.

The alley is a mockup of an urban street Soldiers may find themselves on in Iraqi cities. They have to navigate the street while identifying IEDs, differentiating between combatants and civilians, engaging armed enemies, providing first aid under fire and reacting to sniper fire. They have seven minutes to complete the course and are graded step by step by an instructor.

"I've been in the Navy for 18 years," said TSIRT student Chief David Black. "I've always been out at sea and never had to worry about this kind of stuff. This is my first time playing Army, and it's been a real learning curve for me."

Black is being deployed to the Central Command headquarters in Qatar. His battle buddy for the exercise, Maj. Brian Benham, is en route to the Security Assistance Training Management Office in



Navy Chief David Black provides cover as battle buddy Maj. Brian Benham performs first aid on a casualty during TSIRT.

**About the cover:** An aircrew from 58th Airlift Squadron, Altus Air Force Base, Okla., drops an M-198 155mm towed howitzer from a C-17 Globemaster III onto Fort Sill, Okla., May 2, 2004, for Operation Joint Thunder, a week-long, Joint close-air-support exercise. Participating in Joint Thunder were 13 units from nine military installations and four branches of the armed forces. The exercise was an example of the Army's commitment to true interdependence and integration among all armed services, and of how Joint training is being conducted at TRADOC activities and at the 'dirt' training centers, preparing Soldiers for current operations in Iraq and Afghanistan. Photo by Spc. Matt Meadows, *the Cannoneer*

Iraq.

"Haskin's Alley was the best part so far," Benham said. "It brought everything, all the training, together in one nice, neat package."

Launched only six months ago, the TSIRT course has adapted and overcome the challenges of setting up a course and has successfully trained thousands of Soldiers and civilians destined for hostile-fire areas around the world.

"I think our success is because of the hard work and dedication of instructors on the site," Presnell said. "The people we are sending out forward-deployed are satisfied. They feel prepared."

Dashiell said this training is one of the most important steps troops take before leaving.

"This is the last line of defense for our Soldiers before they deploy," he said. "We are giving them the basic skills they need to survive and come home."



**COMBAT TRAINING CENTER CHANGES** – Brig. Gen. Michael Barbero, Joint Readiness Training Center and Fort Polk, La., commanding general, shows Secretary of the Army Francis Harvey signs printed in Arabic that are used in the simulated villages to give a more realistic depiction of Iraq to Soldiers training at JRTC. Harvey visited JRTC Feb. 24. (Photo by Staff Sgt. Carmen L. Burgess, Army News Service)

# National Training Center training readies Guard brigade for Iraq

Story and photo by Staff Sgt. Carmen L. Burgess/Army News Service

**FORT IRWIN, Calif.** (TRADOC News Service, April 26, 2005) – The Army's top official observed Georgia's 48th Brigade Combat Team training for a deployment while in the Mojave Desert last week.

Secretary of the Army Francis Harvey made a stop at the National Training Center April 19 to see the National Guard Soldiers as they prepared for an upcoming deployment in support of Operation Iraqi Freedom.

"The design of NTC is to provide a tough training environment so units get a month's worth of 'Iraq' in 14 days," Brig. Gen. Stewart Rodeheaver, 48th BCT commander, told Harvey.

Rodeheaver also said that the distribution of the new Army combat uniform served as a morale booster for his troops. The 48th BCT is the first complete unit in the Army to receive the ACUs.

"It's a vote of confidence that the Army feels confident in us and the new equipment was provided for us before our active counterparts," he said.

"Is there any difference?" Harvey asked him. "The 48th is a symbol of how we are an Army of One."

The training at Fort Irwin is realistic in that it provides the same harsh operational climate found in Southwestern Asia, officials said. There are similar doctrinal distances found on the 1,000-square-mile installation, and the 12 training sites are complete with desert, urban and mountain scenarios.

"(Soldiers) who train here will be in Iraq within 60 days," said Brig. Gen. Robert Cone, commander, Fort Irwin and NTC. "They are getting experience with professionals who have been in theater and are using the latest tactics and techniques."

Cone told the secretary that if commanders want to get the "real deal" in

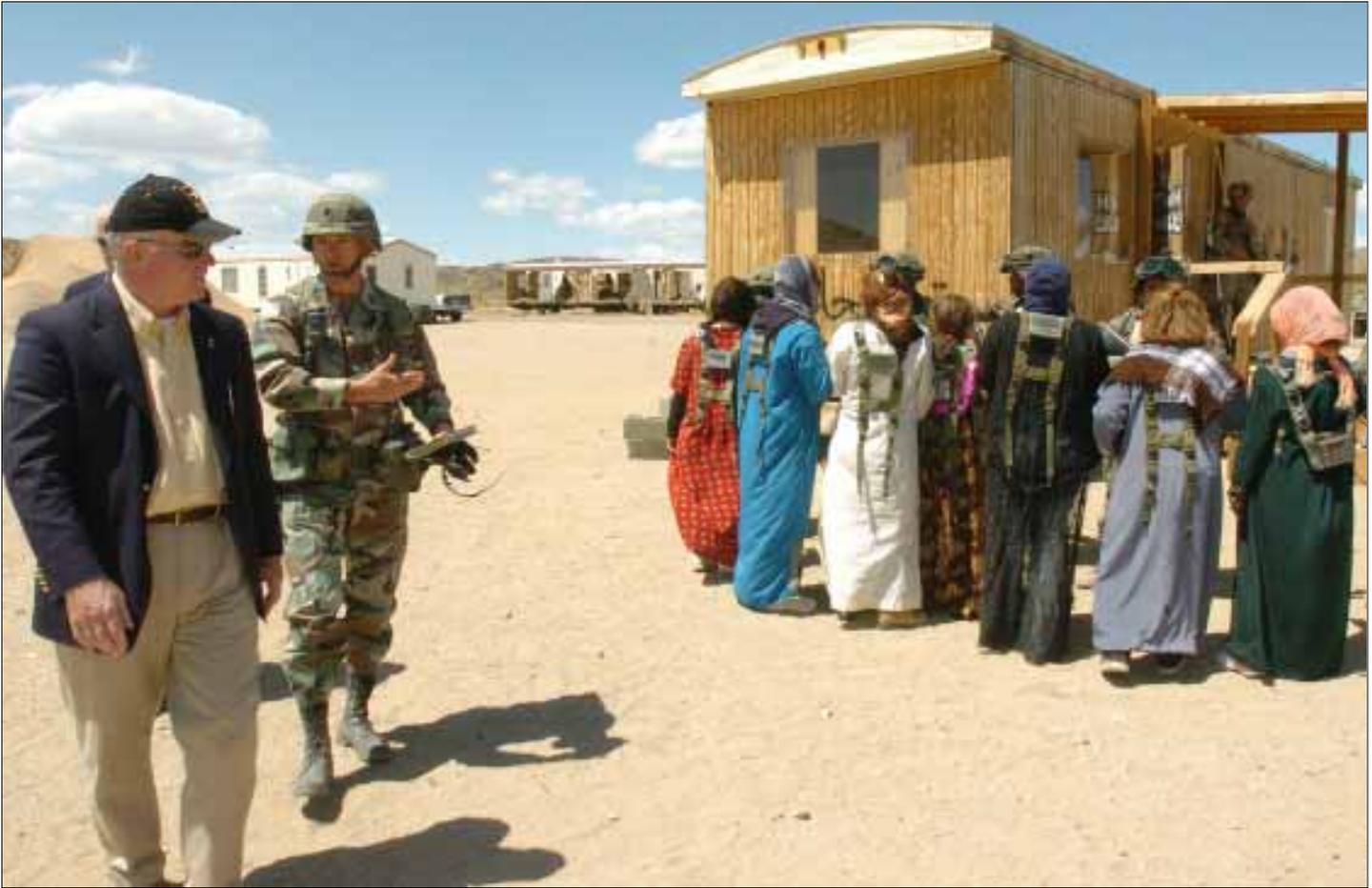
training their Soldiers, then they bring them to the center where events that occur in Iraq are instantly applied to training scenarios.

"In a war where the center of gravity is at the company and platoon level, it is imperative to get this kind of training," he said.

Harvey visited two mock cities, one complete with underground tunnels, and observed as Soldiers of the 48th BCT interacted with the local police force and performed patrols. He also rode along on a convoy live-fire exercise conducted by elements of the 48th's headquarters.

After training for three months at Fort Stewart, Ga., the 48th BCT – whose Soldiers come from Georgia, Alabama, Illinois, Maryland, Missouri and Puerto Rico – arrived in California at the beginning of April for intensive training.

The secretary said that one of his primary responsibilities is to ensure



Secretary of the Army Francis Harvey watches as Soldiers from the 48th Brigade Combat Team interact with locals April 19 in one of the National Training Center's mock cities at Fort Irwin, Calif.

Soldiers are receiving relevant training. He said the training at NTC is successful at doing that.

"I'm continually impressed by the quality, capability and caliber of our Reserve forces," Harvey said. "You forget

that they are a National Guard unit – there's no difference between them."

# Around the command: People, initiatives and milestones

## 4th Ranger Training Brigade wins '05 Best Ranger

### *Weather one of challenges this year*

Story by Bridgett Siter/*The Bayonet*  
Photos by Spc. Nikki St. Amant and Spc. Eliamar Trapp/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 26, 2005) – With apologies to Dickens, it was the best of times, it was the worst of times.

The cool weather April 22-24 was great for the competitors in the 22nd annual Best Ranger Competition, but it was nasty from a spectator perspective. It was one for the record books – colder and rainier than anyone can remember.

As one of the original sponsors, Paul Voorhees, owner of Ranger Joe's, has attended the competition since its inception.

"I remember it turned cool one year, but nothing like this. I've never seen it like this," he said.

Lightening and rain delayed the start time nearly an hour Friday morning. When



Best Ranger Competition winners Capt. Corbett McCallum and Sgt 1st Class Gerald Nelson of 4th Ranger Training Battalion get ready to swim across Victory Pond during the run/swim/run event April 23.



Maj. Frank Sobchak, Command and General Staff College, navigates the Malvesti Obstacle Course April 22 as part of the David E. Grange Best Ranger Competition at Fort Benning, Ga.

the Rangers hit the Malvesti Obstacle Course, it was wet and slippery and teeming with mosquitoes.

"The environment is always a factor," said Col. K.K. Chinn, commander of the Ranger Training Brigade, which hosts the event. "You can't control the elements in combat, and this (competition) is supposed to test them on the skills they'd use in combat."

This year's events were more combat-relevant than any in recent history. Besides the traditional obstacles, runs and physical-training tests (with a nontraditional twist – pull-ups were paced with a metronome), Day One included a room-clearing exercise at McKenna MOUT, Fort Benning's urban training site.

The teams were shown an aerial map and tasked to find and clear a room, under fire, 150 meters from the start point.

"Since our Soldiers are fighting in cities in Afghanistan and Iraq, we want our Ranger leaders to fight in cities," Brig. Gen. Benjamin Freakley, post commander, said while reflecting on competition highlights Sunday afternoon. "Five minutes would be a good time to complete this

task. These men did it with an average time of one minute and 13 seconds."

The competitors were full of energy when they arrived at the seventh event, a spot jump into a target area with a 35-meter diameter. The cooler temperatures kept them fresh, but high winds delayed the jump more than an hour. An hour of "down time" would be coveted later in the competition, but at this point, they were too psyched to sleep.

"This is perfect," said Sgt. 1st Class Gerald Nelson as he reclined on his rucksack, waiting. "We trained in cold weather, so this is exactly what we'd hoped for."

After the spot jump – only one team landed both jumpers on target – the Rangers were given their first "mystery challenge," a Best Ranger staple. Like combat, the competition must be unpredictable, Chinn said.

The teams were shown 10 enemy vehicles before embarking on a series of challenges, including crossing a stream and demonstrating correct use of an antiarmor weapon. Afterward, they were asked to identify the vehicles. Maj. Liam

Collins and Maj. Frank Sobchak recalled eight of them.

After the machinegun event, the 23 teams started a 21-mile roadmarch. Historically, this event pares the field by half, and this year wasn't any different. By sunup on Day Two, 12 teams left the woods, drenched, and went home to sleep.

Day Two of the Best Ranger Competition dawned sunny and warm. Last year. This year it was windy and cold and damp, with storm clouds threatening a repeat of yesterday.

The teams holding first through fourth places were neck-and-neck. It was still anyone's game.

The first-place team, Capt. Corbett McCallum and Sgt. 1st Class Gerald Nelson, were first to choose where they would start. They opted to save the Prusik climb for last.

Though the Prusik is one of six "stations" at the Todd Field Day Stakes event and one of the fastest, it's always the main attraction.

One at a time, the Rangers climbed a 90-foot rope to a tower, where they shed their climbing gear, crossed to the opposite side of the tower and fast-roped down, typically landing splayed on a mat below. Few made it in less than a minute.



Capt. Scott Wence helps his teammate, Capt. Michael Squires, both with the 24th Infantry Division, complete one of the challenging obstacles during the Darby Queen obstacle course April 24 as part of the David E. Grange Best Ranger Competition at Fort Benning, Ga. Wence and Squires finished in fifth place.

Teammates' scores were added together, and teams were ranked by their times. Master Sgt. James Moran and Sgt. 1st Class Walter Zajkowski won the event in one minute and 48 seconds, one second ahead of Capt. Brandon Cates and Sgt. 1st Class Brent Meyers, thanks to Zajkowski's 38-second run.

"Most of us couldn't mount the rope in 38 seconds," Freakley said.

The other Day Stakes events, individually "weighted," included weapons assembly, call-for-fire event, tomahawk throw, a first responder (treat a casualty under fire) event, and mystery event which required them to navigate a grenade assault course.

Jordan McCallum traveled from Columbus, Ohio, to watch his younger brother, a veteran of Operation Enduring Freedom. On Day Two, with his brother's team in first place, Jordan had a new respect for the Ranger's combat skills.

"I've watched part of the competition on TV, but I'm seeing a whole other side of it. It's impressive," he said. "I thought I understood what our (Rangers) do, but after being here and seeing it, I have a whole new respect for them."

Day Three dawned cold and quiet for the Best Ranger competitors. With only 11 teams left in the game – fewer than average at this stage – Chinn decided to delay the start of the Darby Queen long enough to let them rest a bit longer.

With only four hours of sleep programmed into the schedule (and seven MREs), a little extra shut-eye can mean the difference between pass or fail on the killer course.

"They're in there resting right now, but they're freezing, shivering," Chinn said Sunday morning as the competitors lay sprawled on the floor of a Camp Darby classroom. "By this point, some of them are having trouble keeping their body heat up. They haven't had much to eat, and they don't have the body fat to keep them warm, so it's taking a toll on them."

"Today will be an interesting day because they'll reach down and pull it out of their gut," he said.

McCallum and Nelson, who later said they thrived in the colder temperatures, won the Darby Queen, all but cinching the title. But they didn't know it. They kept their focus on the finish line.

"After land nav, we knew we had a cushion we needed," McCallum said. "But we just went for it and gave it our all in every event. We just didn't stop."

No one stopped, actually. The 11 teams that started Day Two completed Day Three, which included a water confidence test, a helocast and swim event, and a final 2 ½-mile buddy run to the finish line



Sgt. 1st Class Gerald Nelson, 4th Ranger Training Battalion, climbs a 90-foot rope on the Prusik Tower April 23 as part of the David E. Grange Best Ranger Competition at Fort Benning, Ga. Nelson and his teammate, Capt. Corbett McCallum, won the three-day competition and the title of the 2005 Best Rangers.

back at Camp Rogers, where hundreds of spectators waited to welcome their teams.

There, Nelson and McCallum were greeted by retired Lt. Gen. David E. Grange, for whom the competition is named. He congratulated the winners before turning them over to their families.

"I couldn't have asked for better support from my family," Nelson said after hugging his son and daughter. "They've been here every step of the way. The reason I'm here is because of my wife. She told me to put up or shut up. It paid off."

# Schoomaker congratulates Best Ranger contestants

By Bridgett Siter/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 26, 2005) – “I’m proud of you,” Army Chief of Staff Gen. Peter J. Schoomaker told Soldiers who completed the 22nd annual Best Ranger Competition.

Schoomaker spoke at the Best Ranger awards ceremony April 25 at the Ranger Memorial. He presented the winners, Capt. Corbett McCallum and Sgt. 1st Class Gerald Nelson, the Order of Saint Maurice and Colt 45 pistols.

He lauded the teams who participated in the three-day, 60-hour Best Ranger Competition for their willingness to accept the challenge. Of the 23 teams that started the competition Friday morning, only 11 crossed the finish line Sunday afternoon.

Every year, Schoomaker said, the Best Ranger Competition gets better.

“And this one was no different. It sounds like some pretty tough stuff. Now that so many of you finished, we ought to raise the bar just a little bit more,” he said. The crowd laughed, and the competitors groaned.

Schoomaker arrived at Fort Benning fresh from a reunion, of sorts, of Soldiers involved in the attempted rescue of American hostages in Iran 25 years ago.

“That was one of the lowest points in my life – failing to rescue those 53 Americans,” Schoomaker said. “It’s a wonderful bookend to come here from there.”

The United States has a history of

entering conflict unprepared, he said. When Gen. Creighton Abrams created the Ranger battalions in the early 70s, his vision was for Rangers to set the standard for the Army. Today’s Rangers are doing just that, Schoomaker said, and their Warrior Ethos is permeating the Army.

“We have a great Army and great armed forces today that is ready for this dangerous century we’re headed into,” Schoomaker said. “That’s largely because of this (Ranger) standard. From where I sit, we’re headed in the right direction.”

Had these Rangers and this standard been present 25 years ago when the U.S. troops tried to rescue those hostages, “it would’ve been a different story,” he said.

## Rogers’ ‘standing orders’ still drive Ranger training

By Bridgett Siter/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 26, 2005) – The tactics and skills taught at the U.S. Army Ranger School today evolved from Maj. Robert Rogers’ “standing orders.”

Rogers, a New Hampshire native, honed his warfighting skills while serving in the Colonial Army. He carefully studied the strategies the Indians used to wage war on colonists and turned the tables on them and their French allies. While other troops seldom strayed far from their frontier forts, Rogers went on the offense, leading his scouts on raids into enemy territory.

Rogers listed his keys to success as “standing orders,” and Ranger units still consider them a valuable teaching tool. Though modern weaponry and intelligence has advanced beyond anything Rogers could have imagined, the mission of the Army Ranger today is much the same as it was then: find the enemy and beat him at his own game.

In the 250-plus years since the French and Indian War, Rogers’ tactics have been modified and employed during every major war in which the U.S. has been involved. During the Revolution, Col. Daniel Morgan led a highly successful “Ranger type” troop of infantrymen called “Morgan’s Riflemen.”

And Francis Marion, “the Swamp Fox,” organized an ornery band of Ranger types who swiftly thwarted the English army’s every attempt to gain ground in the Southern states.

By 1813, “Ranger” was the accepted term for the unorthodox, aggressive warfighter. That year, 12 Ranger companies were listed in the Army register.

Less than 20 years later, more than 600 mounted Rangers fought in the Black Hawk War. The concept of a Ranger cavalry caught on, and for a brief period they were very successful, none more so than the legendary Texas Rangers, who protected the republic from Mexican and Indian attacks.

During the Civil War, the Confederate Congress passed the Partisan Ranger Act authorizing Rangers to conduct bold raids on Union supply lines. Among the most successful were “Ranger Morgan,” Gen. John Hunt Morgan, and Col. John Mosby, who controlled an area in Virginia known as Mosby’s Confederacy.

Rangers were not employed again until World War II, when the 1st Ranger Battalion was activated under the command of Maj. – later Brig. Gen. – William O. Darby, for whom Fort Benning’s Camp Darby is named. Darby’s Rangers were lauded for their success in North Africa,

and soon after, more battalions were added. By the end of the war, there were six Ranger battalions.

Brig. Gen. Frank D. Merrill led the 5307th Composite Unit (Provisional), including a band of “marauders” who fought in the harsh Japanese-occupied jungles of Burma alongside and against primitive tribes of headhunters and cannibals.

The 5307th was never classified as a Ranger unit, but Merrill’s Marauders became famous for their daring exploits and Ranger-style operations. The unit was later designated the 75th Infantry. The lineage of today’s 75th Ranger Regiment dates back to these World War II Rangers.

At the outbreak of the Korean War, morale was low in the Army. Banking on the success and traditionally high level of motivation Ranger units exhibited during World War II, Army officials established the Ranger Training Command at Fort Benning, and 15 Airborne Ranger companies were activated by 1951.

Later that year, the Army chief of staff, Gen. J. Lawton Collins, directed Ranger training be extended to all combat units. Thus the Ranger Department was created, and the first class of graduates was given a simple black and gold tab in 1952. The department became the Ranger Training Brigade in 1987.

During the Vietnam War, 14 Ranger companies were organized, mostly comprised of volunteers who had not graduated from Ranger School, a practice that is still being used today.

The 1st and 2nd Battalions, 75th Infantry (Ranger), were activated in 1974 respectively at Fort Stewart, Ga., and Fort Lewis, Wash. The 3rd Battalion was later located at Fort Benning.

The unit is now known as the 75th Ranger Regiment. Like those Vietnam-era companies, the regiment is comprised of "tabbed" Rangers who have graduated from Ranger School and "scrolled" Rangers who have passed the regiment's Ranger Indoctrination Program (for junior enlisted) or Ranger Orientation Program (for senior NCOs and officers).

Like Ranger training as a whole, Ranger School has evolved since its inception more than 50 years ago. Designed to simulate the stresses of close combat, it is one of the Army's most rigorous, elite schools, with an attrition rate of nearly 50 percent. Students come from foreign countries and all services.

Before they can attend Ranger School, students are carefully screened and must certify successfully in 26 Ranger common tasks such as using night-vision devices, employing claymore mines and proficiency with a military map. Though Airborne School is not a prerequisite, it is strongly encouraged.

Most brigade-level units host pre-Ranger courses to prepare their Soldiers for the stress of Ranger School. Though officials are quick to discount the notion that pre-Ranger is a "weeding out" process, it can be argued that it serves dual purposes. Sending a Soldier to Ranger School is an investment that pays dividends in the success of a unit.

Ranger School is a 61-day, three-phase school, including 19 days at Fort Benning, 21 at Camp Merrill in Dahlenega, Ga., 18 at Camp Rudder in Eglin Air Force Base, Fla., and back to Fort Benning for graduation. The Fort Bliss, Texas, desert phase was "phased out" more than 10 years ago.

Ranger School training centers around a basic scenario: the flourishing drug operations of the enemy forces, "the Cortinian Army," must be eradicated. To do so, the Rangers will have to take the fight into enemy territory, the rough terrain around Fort Benning, the mountains of North Georgia and the swamps and coastal areas of Florida. The Rangers students are given a clear mission, but it's



Soldiers in the 2005 Best Ranger Competition prepare for an airborne jump as part of the contest. The BRC tests Ranger skills, some established by Maj. Robert Rogers.

up to them to determine how best to carry it out.

Fort Benning is the home of the Ranger Training Brigade and its 4th Ranger Training Battalion, which hosts the "crawl" phase of Ranger School, where students, in two-man "buddy" teams, learn the fundamentals of mission planning. This phase is critical to success, as it lays the groundwork for phases two and three, the "walk" and "run" phases.

At Benning, students must successfully complete the Ranger Assessment Phase, which includes many of the tasks Best Ranger Competition spectators have become familiar with: the Malvesti Field Obstacle Course, the Darby Queen, the Prusik climb and the log-walk-rope-drop. Here they also learn the basics of close combat, using a pugil stick, a knife or bare hands.

At the 5th Ranger Training Battalion, the students learn mountaineering skills, and at the 6th Ranger Training Battalion, they must demonstrate tactical and technical proficiency in swampy terrain leading a platoon-sized patrol. This phase includes small boat operations and an extensive "do-or-die" field-training exercise.

All in all, Ranger School students will participate in three airborne operations and 10 air-assault operations. They are "graded" on their ability to lead at various levels in various situations.

And here's the kicker – they can be "peered out," the Ranger School equivalent of being voted off the island by their classmates.

If a student performs successfully but suffers an injury that keeps him from finishing, he may be "recycled" at the discretion of the battalion or brigade commander, meaning he'll be given an opportunity to heal and finish the course

with the next class.

Eleven Ranger classes graduate each year at Victory Pond. Family members are treated to a Rangers-in-action demonstration before each ceremony to give them an abbreviated glimpse of what "their Ranger" has endured during nine weeks of training. The event is open to the public, as is the annual Lt. Gen. David E. Grange Best Ranger Competition, which was held April 22-24 at Benning's Camp Rogers.

The BRC, which started in 1982, was the brainchild of a group of civilian Ranger boosters of sorts, the Chairborne Rangers, headed by Dick Leandri, who became an honorary member of the Ranger Hall of Fame in 1992. Leandri envisioned a "Ranger Olympics" and wanted the event to honor his friend, Grange, a former commander of the Ranger Department.

Leandri, who died in 1998, lived long enough to see his dream established as the military's premier competition, annually drawing hordes of spectators and national media. Grange makes it a point to attend each year, as do dozens, sometimes hundreds, of former Rangers, including many Hall of Famers.

Only twice has the competition been cancelled due to the Army's increased optempo in times of war. This year, like last year, the number of teams was considerably less than the competition draws during peacetime.

That's not necessarily a good thing for competitors. Last year, in a bid to ensure the winners weren't slighted in after-action reviews – to erase any suspicion a smaller playing field meant an easier competition – brigade officials designed a competition prior competitors called the toughest ever. By the end of the land-navigation challenge, planners and the 23 competing teams knew if they recreated last year's success.

# Army chief visits Fort Benning

Story by Spc. Nikki St. Amant/*The Bayonet*

Photo by Brandon McGahee

**FORT BENNING, Ga.** (TRADOC News Service, April 29, 2005) – Army Chief of Staff Gen. Peter Schoomaker visited Fort Benning April 25 to speak at the 2005 David E. Grange Best Ranger Competition award ceremony, but he also spoke with media briefly on topics like the Global War on Terrorism, base realignment and closure, or BRAC, and retention.

Schoomaker said great progress has been made in Iraq, evidenced by the January democratic elections.

“We had those elections because there were boots on the ground,” he said. “The political process is now moving ahead.

“The youth of this country are stepping up, and, quite frankly, that’s what keeps me going,” he added.

Despite the challenge of a two-front war, the state and future of the infantry is solid, according to the Army’s highest ranking officer. But he voiced concerns on the readiness of the military for conflicts worldwide.

“Historically, we have entered unprepared into conflicts,” he said. “We must always be ready.”

He said Army Reserve and National Guard retention shortfalls are occurring because, generally, more Soldiers are



Army Chief of Staff Gen. Peter Schoomaker visits the Malone Complex to observe the Infantry Center’s training and talk with Soldiers April 25. The CSA also presented the 2005 Best Ranger Competition winners with their awards and Colt .45 pistols in a ceremony at the Ranger Memorial.

remaining on active duty. He said the Army has raised the bar for initial recruits but is meeting and exceeding its goals.

Schoomaker declined to delve into the

details of the upcoming BRAC decision but said it is continuing.

“When it’s all said and done, people will see it is a good idea,” he said.

## Shavalier, Morrison named Recruiters of the Year

By Julia Bobick/U.S. Army Recruiting Command Public Affairs

**FORT KNOX, Ky.** (TRADOC News Service, April 29, 2005) – Though their reasons for enlisting are quite different, the 2004 U.S. Army Recruiters of the Year, Sgts. 1st Class Dale Shavalier and David Morrison, share the same passion for the Army and for helping young people find their own paths to success as Soldiers.

Sgt. 1st Class Dale Shavalier, the active Army Recruiter of the Year from Raleigh Battalion, chose to enlist after high school because he wasn’t sure what he wanted for his life. He also knew that becoming a Soldier would make his family – especially his grandfather, a World War II veteran – very proud.

“The fact that I get to do something I love doing, and that it is honorable, is far better than any other job in the civilian

community could offer,” said Shavalier, a recruiter in Fayetteville, N.C. “To top it off, the benefits and experiences I have been able to enjoy since enlisting have made me realize that I chose the right career path.”

Like many recruits in the late 1980s, Reserve Recruiter of the Year Sgt. 1st Class David Morrison of Montgomery Battalion joined for the college money. He said the opportunity to give back to his community was the main reason he volunteered to become a recruiter in 2001.

“I give young people the same opportunities that I had to start their lives and careers, gain experience and pay for college,” said Morrison, who recruits near his hometown in Anniston, Ala. Being a recruiter in his hometown has been helpful, but he said it wouldn’t matter where he was stationed – he “can talk to

anyone, anywhere about the Army.”

The part Shavalier likes most about being a recruiter is the impact he has on people.

“I really thought just being in charge of Soldiers was great, but after serving as a recruiter, I can honestly say that I have never had a job where my opinion is more valued. When even one person tells me how much they appreciate what I have helped them achieve, it makes this job worth doing,” Shavalier said.

Both recruiters agree that every Soldier they enlist is special, and they have hundreds of recruit success stories to share.

One individual, however, who sticks in Morrison’s mind is a Soldier who enlisted a few years back. He was a top-notch high-school student and “has been an inspiration to others.” The Soldier, who still keeps

in touch, was recently promoted to sergeant in Iraq, where he is deployed with his Reserve unit. Such recruits make Morrison proud to be a recruiter and help people every day.

Shavaliar recalls the total transformation of a shy, scared young lady into a very confident, well-spoken Soldier.

"I received a phone call about three months after she left [for training]. She called just to tell me that she was grateful that I never gave up on her, and that the best decision she ever made was believing in me as her recruiter."

In his Recruiter of the Year board essay, Shavaliar said he's not an exceptional recruiter, he just believes in himself, his job and the Army.

Within two years of being assigned to Recruiting Command, he had earned his gold badge, recruiter ring and the Morrell award – the Recruiting Command's highest award.

"(Shavaliar) is a self-starting go-getter with the drive to win," said his company commander, Capt. Ryan R. Foxworth. "He does not know how to quit and displays



Shavaliar

the values of the whole command."

Honesty and integrity are the keys to recruiting success, according Morrison.

"These are the keys to success in anything," he said. "I tell everyone the Army story and what it has done for me, but also I tell them the tough and hard sides of it as well. They need to know what it is all about and what it means to be a Soldier. I am an American Soldier first and foremost. As a recruiter, I give people the opportunity to be part of my great team."

In less than three years as a recruiter, Morrison earned both his gold badge and recruiter ring. He has his sights set on the Morrell Award and induction in the Sergeant Audie Murphy Club.

Morrison "lives the Warrior Ethos daily. His proactive can-do spirit and eagerness to win have been infectious to those around him," said Montgomery Battalion's Command Sgt. Maj. Cory Olson.

Morrison and his wife of 10 years, Angie, have five children ages 3 to 12. He said that at times it is tough to balance his time between being a father and a recruiter. There are many times when his wife plays the role of mother and father.

"But my family is my life," he said.

"When I am at work, I am a Soldier and recruiter. When I am home, I am the greatest dad in the world – [my] kids always say – and a grateful husband. Angie is the reason I am where I am today. Her love, support and encouragement have been my strength."

Planning quality time with family is difficult, agreed Shavaliar, who also gives

a great deal of the credit to his wife, Crystal.

"She is as much a Soldier as I am. Without her, I know I would not have been as successful in my career as I have," Shavaliar said.

He said constant family communication is crucial.

"My kids know about what my work day is like and why I do it. It is much easier when they understand our jobs so they can better understand why we are away much of the day. Sometimes the biggest highlight of my day is when my daughter gives me a snack to take to work. She says she does not want me to go hungry, follows it up with a hug and tells me to have good luck at work today. The little things make it work.

"The real reason I enjoy being a Soldier is that it's what I believe in," Shavaliar said.

"I want my children to have the same rights and choices we all have come to share. A Soldier provides that. I know of no other profession that would give me the same satisfaction."



Morrison

## Benning begins civilian conversion, puts Soldiers back in warfighting roles

By Melissa House/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 26, 2005) – As part of a push to get Soldiers into units, the Army is filling many garrison slots with civilians. The military-to-civilian conversion is taking place now at Fort Benning, affecting Training and Doctrine Command units and the Installation Management Agency.

"Once it started, it happened pretty quickly," said Brandon Cockrell, chief of plans, analysis and integration at the Infantry Center. "We're pulling military out of the typical staff sergeant roles and placing them in warfighting roles."

The Army is converting these jobs to help meet the demands of fighting the Global War on Terrorism and is implementing the plan through the Civilian Personnel Operations Center network. The CPOCs are responsible for recruiting high-quality candidates to fill the vacancies.

An Army civilian-personnel bulletin said the initiative "enhances the Army's force capabilities, reduces stress on the force and spreads the operational tempo over more units. The conversion is a critical link to kick-starting the additional modular brigades."

In all, 240 positions were converted on Fort Benning as part of the 8,360 positions selected for conversion worldwide.

According to Hans Knoff, director of the Civilian Personnel Advisory Center, 199 TRADOC positions were converted and 145 have already been filled. Sixteen of the 31 military positions in IMA were filled as of April 15.

Cockrell said he gets a weekly update from the CPOC to show the progress in filling the positions.

"They're moving quickly because they realize the importance of filling these jobs," Cockrell said.

With 66, the 29th Infantry Regiment had a large share of the converted jobs, many of which were in logistics and administrative military-occupation specialties.

Debra Tyler, the 29th Regt.'s civilian-personnel liaison, said those conversions were spread throughout the regiment, while 10 motor-vehicle-operator positions were converted in the 1st Battalion, 29th Inf. Regt.

An entire ammunition platoon assigned to Headquarters and Headquarters Company, 2nd Battalion, 29th Inf. Regt., was also converted to civilian employees, leaving a large void to fill.

"Twenty-nine have already been hired for the (ammunition supply point)," Tyler said, "and many of these civilians are prior military."

# Cultural awareness

## Army War College staff, students learn conversational Arabic

By Tom Zimmerman/U.S. Army War College Public Affairs Office  
Photo by Spc. David Hopkins/**Carlisle Banner**

### CARLISLE BARRACKS, Pa.

(TRADOC News Service, April 26, 2005) – Just for fun, try counting how many times a day you greet other people each day. Now picture yourself in a place where you don't know the language and can't communicate basic things.

To help learn more about the world around them, 26 people from Carlisle Barracks have begun an eight-week course of survival-level pan-Arabic in coordination with the Carlisle Adult Continuing Education Program. Most of the participants in the class are U.S. Army War College students, staff or faculty. The class meets once a week in Root Hall.

One of the participants, Bohdan Kohutiak, USAWC library director, took the class to continue a tradition he has had with members of the International Fellows class each year.

"I make it a goal of mine to be able to learn greetings in each of the native languages for each international student," said Kohutiak. Through the class he has already learned greetings and thanks in Arabic.

The idea to bring the class to Carlisle Barracks came from Col. George Reed, director of Command and Leadership Studies, who was looking to continue his studies of foreign languages.

"I saw an ad in the paper where they were advertising for a Mandarin language course and called the Carlisle Adult Ed Center to find out if they offered any other classes," said Reed. "It turns out they offered an Arabic course before, but no one had signed up for it. I thought it would be a great opportunity for our students and staff."

Reed pointed out that in the current operational environment, the opportunity to learn basic Arabic is a near-necessity.

"I think it really helps to start to understand a culture by studying its language," said Reed. "Many of our students may be deploying to regions around the world



Reginald Heefner (left) talks with students during a class on beginning-level pan-Arabic April 28 in Will Waschoe Auditorium of Root Hall, the main academic building of the U.S. Army War College, Carlisle Barracks, Pa. The class is made up primarily of USAWC students and faculty and is part of the Carlisle Adult Continuing Education program.

where a basic knowledge of the language and culture could be invaluable."

The value of the class was echoed by some of its participants.

"I think everyone in the military should strive to learn foreign languages. When stationed overseas, being able to converse in the local language is the best way to build bridges with the host nation," said Lt. Col. Frederick Mooney, USAWC student. "Conversations lead to friendships, which lead to better coalition cohesion and ultimately to better international relations. I was inspired by our International Fellows from the Mid-East, many native Arabic speakers, who are so fluent in English. As coalition partners, they have made the effort to learn English well, and I believe we should do the same."

Mooney studied French for six years and speaks "survival" German.

Mooney saw this class as not just an opportunity to learn a new language but

something that would benefit him for the rest of his career.

"I see it as a personal career investment. Arabic is spoken in Iraq and throughout the Mid-East, and is also one of the four official languages of the African Union," said Mooney. "With the U.S. commitment to those parts of the world, I'm sure I'll get the chance to use this new language skill in the not-too-distant future."

For more information on other classes offered by the Carlisle Adult Continuing Education Program, contact the Carlisle Barracks Education Center.

The professor, Reginald Heefner, is competent in 15 languages: Arabic, Mandarin Chinese, Japanese, Russian, Estonian, Modern Greek, Spanish, Portuguese, French, German, Hindi, Swahili, Urdu, Latin and Sanskrit. He was recently selected to be included in the 2005 edition of "Who's Who in the World" for his contributions in the field of foreign languages.

# Purple Heart recipient: training the best way to prepare for war

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

**FORT GORDON, Ga.** (TRADOC News Service, April 29, 2005) – Many Soldiers have never experienced first-hand the horrors of war, and despite the best of training, may never know how they would react under fire.

But training for war is the best way to prepare for what you may face, said Staff Sgt. Jason Smith, Company C, 3rd Battalion, 69th Armor, 3rd Infantry Division, Fort Stewart, Ga., who has first-hand experience in Iraq.

The Hermitage, Tenn., native deployed to Iraq Jan. 6 and was in Kuwait until Jan. 27, when he and his crew headed out to Iraq.

Smith was injured patrolling in a humvee that was struck by an improvised explosive device.

The 35-year-old, sitting in a wheelchair at the Veterans Administration hospital with stitches and staples in his left leg, recounted the day he and his fellow Soldiers were injured.

“When the blast first hit and the dust and debris settled to where I could see what was going on,” the Army-trained 91W (combat medic) said, “my initial reaction was medic first: take care of my Soldiers, take care of my Soldiers, make sure they survive, worry about me later.”

Despite being thrown into an incident that may have broken the spirit of other men, Smith – now a 19K (armor crewman) tank commander – took control of the situation and took action.

Smith’s platoon was conducting a patrol below the city of Tikrit and above the city of Samarra in Iraq. They would conduct their shift from 6 a.m.-2 p.m. daily. They randomly patrolled the northern and southern bypass driving up and down the main supply route.

It was about 1:35 p.m. and they were heading north, nearly done for the day, entering the southern part of the bypass. There was an on-ramp going onto a bridge. It was about 1:50 p.m.

An explosion on the left side of their humvee hurled shrapnel through the left side of the vehicle. One piece of the shrapnel entered the driver’s door, severing the driver’s left leg at the knee.

The shrapnel went through the driver’s



Staff Sgt. Jason Smith, Company C, 3rd Battalion, 69th Armor, 3rd Infantry Division, Fort Stewart, Ga., gets some staples removed from his injured left leg while at the Upton Veterans Administration Hospital by Robert Bookman, physician assistant.

right leg and the humvee’s transmission, and entered Smith’s left leg and ended up in the skin of his right leg.

It broke Smith’s femur in three pieces two to three inches above the knee.

“At this time, after the blast went off, the humvee was still rolling,” said Smith.

As the vehicle was moving, it was apparent to Smith that if it kept going on its current course, it would roll over.

“I told my driver to stop the humvee. At this time I didn’t realize he had sustained so much damage to his legs that he couldn’t push the brakes forward to stop the vehicle,” said Smith. “So I reached over and put the vehicle into the neutral position to keep from flipping in reverse and slamming into the front windshield.”

At the bottom of the ramp, there was a clearing Smith had previously picked out for a medevac, putting his prior training as

a combat medic to good use.

“I turned the humvee to the left and drove it straight down the off-ramp and into some bushes,” said Smith.

Smith said he attributes his quick reaction to all the training he had received up to that point and all the hard work he had put into that training.

At this time his platoon sergeant came to check the status of his crew. Smith yelled out that he needed an air medevac and three tourniquets for himself and his crew.

After getting a new one-handed tourniquet, he applied it to his leg, then got back into the vehicle and began to assess his Soldiers’ conditions to see what he could do for them.

At the time the platoon’s medic had already gotten to the vehicle and was taking care of the driver. Two other

Soldiers came to the aid of the gunner. Smith assisted the medic aiding his driver.

A second piece of shrapnel had penetrated the left rear door, striking the gunner in the right leg. Shrapnel also flew above the humvee, hitting the gunner in the right elbow, cutting his arm off at the elbow.

After helping the medic with his driver, Smith turned around to attend to his gunner. He noticed he was laying face-down on his left side, and that his arm was over his back facing an awkward position.

"I reached down and grabbed a one-hand Israeli pressure bandage, gave it to McNulty (the medic) and told him to wrap it around his arm, and just directed traffic for applying tourniquets for him as needed," said Smith.

He said that at this time he was fading in and out of consciousness and only remembers bits and pieces. He remembers vaguely his sergeant major talking to him.

Smith remembers being dragged out of the vehicle by one of his comrades, who took him to a secure point outside the vehicle. The medevac arrived about 10 minutes after the blast.

The injured were taken to a support hospital in Ballad, where they received initial treatment and surgery.

The following day they were flown from Ballad to Landstuhl, Germany, where Smith stayed three days for initial cleaning of the wounds. In Germany, Smith had the chance to talk with his crewmembers and see how they were doing.

"I just wanted to see if they were OK and how they were doing morally, mentally and physically," said Smith. "They seemed to be doing very well."

From Germany the injured were flown to Andrews Air Force Base, Md., where they were split up. His driver and gunner were sent to Walter Reed Army Medical Center for treatment.

Smith was sent to Fort Gordon for orthopedic surgery at Eisenhower Army Medical Center, and then to the VA in Augusta, Ga., where he is undergoing physical therapy for his injured knee and leg. He goes to rehabilitation twice a day for two one-hour sessions, six days a week.

"So far my leg is healing up well. It's been a blessing," said Smith.

Early on April 22, Smith – along with two other recipients – was awarded the Purple Heart from Brig. Gen. Eric Schoomaker, EAMC commander.

"It meant a lot to me to get recognized for the service we had given and for our fight for the (Global) War on Terrorism," said Smith. "It was a great experience to

go through that ceremony."

Despite the tough times and this incident, Smith said he has no regrets about going back to active duty in the Army.

"I don't regret it one bit and would love to still be in the service," said Smith, who has to wait and see how his injuries heal to see if he can stay in the service or not.

"I would really like to stay in and finish out my career in the military," he said.

Smith said he has learned from the situation.

He said that with the current situation the Army finds itself in Iraq, it doesn't matter what your military-occupation specialty is – you are infantry first and your MOS last.

"You have to adapt and overcome. You have to have the mental and motivational power to keep moving no matter how demanding it is – you've got to keep going," said Smith, who has completed Ranger school.

And it is this tenacious mentality that helped get him and his comrades through the chaotic experience in Iraq.

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**"You've got to trust your training. You've got to trust the guy to your left and your right." -- Staff Sgt. Jason Smith, Purple Heart recipient**

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"You can't give up. It's always 110 percent and then some," said Smith.

When asked if he would do it all over again, enlist and go back to Iraq, Smith doesn't hesitate for a second to respond.

"Whatever it is my president, unit or commander needs, I'm all for it," said Smith.

He said he has kept tabs on his injured battle-buddies and despite their injuries, he said they are in good spirits being aided by family, friends and loved ones.

"They are remarkable Soldiers," Smith said of his crew. "They are just great Soldiers all the way around."

Now the next step for Smith is to work hard at rehabilitating his injured leg, and then he most likely will be sent to a medical review board.

"It's a big process of 'wait and see' and I'll leave it in the hands of God and to the people who are looking out for my best interest," said Smith.

"I look at this wound and it is minor compared to what my Soldiers have," he said. "I'm still here, in one piece, highly motivated and (my) morale's great. God has taken care of me."

Smith admits, though, that he is

nervous about going back to Iraq.

"It is very nerve-wracking," he said of being in Iraq. "You don't know when, where and how these insurgents have set up some sort of explosive device to take you out – it's like fighting ghosts."

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**"You don't know when, where and how these insurgents have set up some sort of explosive device to take you out -- it's like fighting ghosts." -- Staff Sgt. Jason Smith, Purple Heart recipient**

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He said his experience has taught him not to take anything for granted, to always keep his eyes open, to never get relaxed, to take life as it comes and live every day of life as best he can.

"The next day isn't promised," said Smith.

Smith pointed out a few keys to survival in Iraq.

"You've got to trust your training. You've got to trust the guy to your left and your right," said Smith, adding that you must continue the mission regardless of the situation.

He said being with his battle buddies is like being with family. And that esprit de corps is what helped ease any fears he may have about being in a similar situation again.

Smith said that while he was in Iraq, he was in one of the worst cities there.

"Every day, we were face to face with the insurgents. I've come to see the families of the Iraqi people, and no matter how much fear has been instilled in their lives, when they were in a position where they knew they couldn't be seen by the enemy, they would raise a hand to wave at you, put their babies in the air to show you that what you're doing is really appreciated," said Smith.

He said that seeing that also made a difficult mission easier for him. He added that too often the media shows the bad parts and hardly any of the good.

"People are trying to portray us as being the bad guys when we're actually the good guys," said Smith.

Smith joined the Army for the second time in March 2004. The first time he was in was June 1988 to March 1995. He left the Army to go back to college and get his degree, but he missed the military and being a Soldier, so he re-enlisted.

This was not the first time Smith had a close call with an IED. His platoon encountered one Feb. 23, but it happened while they were in their tank and they did not sustain injuries.

# Harvey 'feels commitment' of Soldiers, sees basic training changes

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

**WASHINGTON** (TRADOC News Service, April 13, 2005) – During one of his latest trips outside of the Washington beltway, Secretary of the Army Francis Harvey toured two Army installations best known for their training of the next generation of Soldiers.

Harvey spent April 7-8 visiting units at Fort Jackson, S.C., and Fort Benning, Ga., to see how troops are being introduced to contemporary operating environments.

The Army's top executive was shown how today's initial-entry training, vs. that of a few years ago, focuses on introducing Soldiers to realistic scenarios that could be encountered while deployed in areas like Iraq and Afghanistan. Troops are drilled on manning checkpoints, searching vehicles for explosives, guarding detainees and clearing rooms.

"The relevance is important for what's going on over in Iraq," Brig. Gen. Abraham Turner, Fort Jackson commanding general, told Harvey as he observed 2nd Battalion, 13th Infantry Regiment Soldiers. "This is tough training."

The mock villages are complete with Arabic writing on signs and the sides of buildings, in addition to the sound of prayers being played over loudspeakers.

"This is excellent because it's real training for when we end up in Iraq," said Pvt. Charles Morgan, who was just completing his third week of training. "If we had more time, it would be great, even if it would make (basic combat training) longer."

Focus has also been put on training Soldiers to become more aware of their surroundings and better able to identify improvised explosive devices, or IEDs, which have accounted for significant injuries in Operation Iraqi Freedom.

"We want our Soldiers to be unconsciously competent," said Lt. Col. Mel Hull as he described the training they are giving new troops on being environmentally cognizant. He told the secretary that things in the Soldier's barracks are changed on a daily basis to test their memory and teach them to be aware of objects or people who are out of place.

In addition, Fort Jackson's 2nd Bn.,



Soldiers from 2nd Battalion, 13th Infantry Regiment at Fort Jackson, S.C., search a van for simulated explosive devices while Secretary of the Army Francis Harvey observes April 7.

28th Infantry Regt., is piloting videogame software that mimics patrol scenarios in urban environments. Soldiers hone their situational awareness through computer-generated simulators that teach them the importance of accurately reporting details back to commanders.

Fort Benning's trainees are also getting a dose of realistic training from their officers and drill sergeants who have had first-hand experience in combat zones.

Capt. Jonathan Westbrook, 1st Bn., 329th Infantry Bn., is using his deployment in Afghanistan as a reference point for instruction.

"We are focusing a lot on IEDs and what they look like," he said. "We have mock IEDs on the side of the road during ruck marches to see if Soldiers will identify them and report accordingly."

The secretary observed Westbrook's troops practicing to clear rooms in four-

man teams. Over and over again, the noncommissioned officer in charge had troops repeat the drills to instill confidence and make their actions become second nature.

"The training is pretty challenging," Pvt. Windrell Hayes told Harvey. Although he is a former linebacker for the University of Southern California and accustomed to tough physical training, he readily admits the military operations in urban terrain training is the most challenging yet.

With each group of trainees with whom the secretary interacted, he expressed his appreciation for their dedication and hard work.

"I feel your commitment," he said. "The nation has entrusted Soldiers with the obligation of bringing peace and democracy to other countries. Don't forget the importance of your mission and what it is all about."

# Reaching the Soldier anytime, anywhere: Army distributed learning uses technology to fight Global War on Terrorism

By Hugh C. Laughlin/TRADOC News Service

**FORT MONROE, Va.** (TRADOC News Service, April 27, 2005) – There is no question today that we are a nation at war, with service members deployed to the far reaches of the world. The Global War on Terrorism has greatly impacted how the U.S. Army is developing its training programs.

The Army Distributed Learning Program brings together many different pieces into one common standard.

The U.S. Army Training and Doctrine Command mission of recruiting, training and educating the Army's Soldiers is a huge undertaking. TADLP plays an important role in the professional development and education of the Army's Soldiers and civilian employees.

"When you talk about distributed learning, there are multiple complementary components to it," said Michael Jacobson, a senior training analyst for the Distributed Learning Division, Training Development and Delivery Directorate, TRADOC Deputy Chief of Staff for Operations and Training, Fort Monroe, Va.

Over the past two decades, Army training and education has undergone some profound changes. "Twenty-five years ago, all the management of Army training was done by hand. Fifteen years ago, different stovepiped systems were developed to use technology and automation to satisfy some of these aspects of Army training," described Jacobson.

"The deficiency was that none of these systems could communicate with each other. Data had to be recreated in multiple systems, and you couldn't cross-reference any of this stuff," said Jacobson.

Today's information technology has allowed for the increased speed of information processing and the ability to increase the usability across multiple platforms.

With the ultimate goal being to improve readiness by the delivery of standardized individual, collective and self-development training to Soldiers and units any time and any place, TADLP is the umbrella that provides this for the entire U.S. Army professional development and education system.

The major components that fall under this umbrella include distributed learning courseware, lifelong learning centers, digital training facilities, the Army Learning Management System and the Deployed Digital Training Campus.

One of the key components of the Army's DL program is its repository of courseware. The Reimer Digital Library and the Soldiers Training Homepage, housed at the Army Training Support Center, contain more than 5,000 DL courses and training products available for both Soldiers and Department of the Army civilian employees to access on-line.

The Armor Captains Career Course is a good example of a resident course redesigned for DL that leverages the efficiencies of DL technology.

The course makes use of some limited immersive training, roleplaying and interactivity. Examples and lessons are embedded in the course using Web-delivered streaming video, according to Jacobson. Modules have embedded gated quizzes and exams.

The course makes use of both synchronous and asynchronous technology over the Internet. And there is a collaborative tool used for synchronous sessions.

This course is representative of the type of courseware TRADOC is developing and fielding for the Army.

Another key component in providing access to training anytime anywhere for any Soldier is the Army Learning Management System.

"The ALMS is simply an automated information-management system currently focused on DL training," said Col. Marty Vozzo, the TADLP integration officer at TRADOC.

"In other words, if you're an instructor at Fort Sill, Okla., you now have an automated tool to track the progress of your students," Vozzo described. "This is everything from course enrollment to grading and collaborative mentoring with your students."

ALMS does more than facilitate the needs of instructors. According to Vozzo, this is an automated tool that has the capability for course managers to manage many aspects of Army training, like course scheduling and course deconflicting tools,

or aligning instructors, classrooms and equipment requirements.

ALMS will ultimately manage resident training via yearly enhancements managed by the training community.

The Army Training Information System provides distributed learning with both a physical and logical architecture to help bring many pieces together.

The ATIS vision is a "seamlessly integrated, interoperable training information-management system with a common database and set of services supporting the requirements of the Army training information architecture-operational architecture configurations," according to Jacobson. He said ATIS sets the overarching architecture of the many applications like ALMS to be able to cross-reference and interact with one another.

"The bottom line here is this is the overarching architecture of the multiple computer software configurations that plug into the program," described Jacobson. "From beginning to end, you have integrated training analysis, training development, training delivery and training management capabilities. No single piece of software can reasonably handle that whole gamut."

The ATIS architecture brings together myriad functions into one comprehensive information system.

Whether it is an Army unit as a whole, unit training management, future combat systems, individual students or a training developer, they will access ATIS through that common architecture.

Training developers will use the soon-to-be-fielded Training and Doctrine Development Tool as part of ATIS to develop TRADOC-generated course programs of instruction, individual tasks and collective tasks. "For example, individual tasks have to be associated with courseware," Jacobson said. "The courseware is loaded into a learning management system. The LMS draws from that same set of databases TDDT uses to develop individual tasks and associate them with courses."

From the Soldier's perspective, the efficiency and thoroughness of the training that's delivered is greatly increased.

Also, the cost to the Army for training

Soldiers can be reduced. "The efficiency that is leveraged through this architecture ultimately allows the Soldier to be better and faster trained," said Jacobson. "This provides Soldiers the ability to manage their training, manage their career through professional development and access in a single point all those things that impact his or her professional development from a training perspective."

## Deployed Digital Training Campus

With the ongoing Global War on Terrorism, providing access for the Soldiers to the reference training materials is now more critical than ever before. To provide this access, the Army has developed the Deployed Digital Training Campus.

"DDTC is a portable digital network that can be set up anywhere and has both satellite connectivity and terrestrial connectivity, like your office network, that provides access to a whole host of DL content," said Lt. Col. Christopher Hall, training transformation chief in the Distributed Learning Division, Training Development and Delivery Directorate, TRADOC DCSOPS&T.

DDTC is basically a server in a box, with 20 laptop workstations and a wireless local-area network capability. The internal LAN for this classroom can be configured for simultaneous sets of workstations, providing video teletraining, DL courses, collaborative synchronous connectivity or simulation-based training capabilities, said Hall.

Hall describes this deployable network, making the analogy to the Swiss Army knife. "It has multiple applications like having the different knife blades, the can opener, screwdriver, etc. It is really meant to provide maximum capability in the hands of the operational commander to get access to all that stuff which is out there," he said.

DDTC has several prototypes already deployed throughout the world. "We are planning to field two systems this summer to an active-Army division preparing to deploy to Iraq," said Hall. "We are looking to deploy these systems as part of a continuous user test. The objective is to get these two units to them this summer, giving them time to train up on the two platforms, and then they will take one forward with them and leave one back at home station.

"These systems will be much more mobile, coming in pieces that are easy to assemble; plug it into the server and fire it

up," he described. "We don't want to produce a piece of equipment that is going to require a lot of logistics support. We want this to be easy for Soldiers to use. And we don't want to burden an operational commander in terms of resources to operate this system. The benefit ratio is high."

Hall gives this example of how the DDTC can be used. "If I'm in the field and I want to get information on a particular subject through one of the LLC portals, I can contact a subject-matter expert on something and collaborate with them on the most up-to-date procedure or get feedback on something," described Hall. "I can go right to the school to get that information. I can show them pictures and be talking with them on-line, classified or unclassified. Or I could use a whiteboard.

"The DDTC is a problem-solving mechanism," Hall said. "It opens up access directly into the schools from the field – from the Soldiers in the field, directly back to the schoolhouse, the centers where those experts are. It provides that digital linkage right back to the folks who are the experts."

## Lifelong learning center

The LLC is a concept initially developed at Fort Gordon, Ga., and its University of Information Technology. Essentially it is a technological facilitator supporting the Army's lifelong learning initiative, said Jacobson. TRADOC is planning to field this capability to 15 installations in the next six years.

The LLC is the digital hub of the Army's lifelong learning process, where standardized proponent content is developed, stored and delivered to Active and Reserve Component Soldiers and civilians. The LLC connects students to TRADOC proponent schools for training and education throughout their career and features robust help-desk capabilities to manage Soldier training.

"Not having to bring that Soldier back to the schoolhouse to get that enhancement training is a significant benefit of the lifelong learning centers," Jacobson said. "With a Soldier using a DDTC or DTF, an instructor at an LLC can deliver any requested training throughout the world."

Another reachback capability for deployed service members is the Interservice Distributed Learning Courseware catalog.

"All the services' senior training leadership agreed there was a need to get a handle on all the DL courseware that is out there," said Jacobson.

The plan of action was to make that content accessible to any desired Department of Defense user. "This also began an exploration of a joint Web portal for authentication and authorization of users," Jacobson said. "It would provide access to the actual content to the warfighters who are deployed."

TADLP is providing a benefit for the Soldiers and enlisted leaders returning from a deployment by leveraging the information technologies available to deliver vital leadership training while keeping Soldiers close to their home station, units and families.

## Link to NCOES

The noncommissioned officer corps is credited with successfully leading small combat units throughout the initial Operation Iraqi Freedom and Operation Enduring Freedom campaigns. The NCO Education System is key in developing NCO leadership knowledge.

Many of these NCOs, along with thousands of junior-enlisted Soldiers, will return from OIF/OEF only to prepare for future deployment at the next level of leadership without having attended required schools, resulting in a training backlog.

In an effort to reduce the NCOES training backlog, Basic Noncommissioned Officer Course common-core training is being delivered through DL based video teletraining. "Course schedules have been synchronized with redeploying units' training plans, and schools are also focused on essential critical tasks to limit time away from home station," said Jackie Courtney, a senior training analyst for the Distributed Learning Division, Training Development and Delivery Directorate.

According to Courtney, it is vital to the success of future OIF and OEF deployments, and the organizations these NCOs serve, that they attend and complete the next phases of their respective professional military education. The Army enlisted promotion system mandates credit for this training.

The driving force behind TADLP is to increase training readiness, provide maximum opportunity and access to DL products, and save resources by reducing resident training using DL capabilities. The desired endstate is a better-trained Soldier.

TRADOC will continue to redesign courses for DL to support leader development and essential functional training for an Army at war. This truly is transformational for the Army.

# Stryker meets Army expectations

## *Combat vets give feedback on program*

Story by Spc. Nikki St. Amant/*The Bayonet*

Photo by Staff Sgt. Fred Minnick

**FORT BENNING, Ga.** (TRADOC News Service, April 15, 2005) – In response to recent press coverage criticizing the Army's Stryker program, the Fort Benning Stryker manager said the negative perspective is being played up by those in the defense world who have been against the Stryker program since its beginnings.

"There have always been two schools of thought about combat vehicles," said Col. Don Sando, chief of TRADOC Systems Management-Stryker/Bradley. "Tracked vs. wheeled vehicles. There is a requirement on the battlefield for both. The problem is those who oppose the program will always focus on the negative."

The Stryker platform was born in 1999 at the direction of then-Army Chief of Staff Gen. Eric Shinseki. With an evolution from concept to development, testing and fielding spanning only four years, Stryker's launch in 2003 made it the most rapidly produced and fielded system in the Army's history.

Sando said he thinks the Army balanced the need to test and refine the equipment while providing a critical capability to Soldiers on the ground as quickly as possible.

"No matter how good your development and testing is, until it's used in combat, you'll never have it exactly right," he said. "From Day One, we have identified problems and worked to correct them. You always want to refine and make the system better. The development always continues."

Sando cited the Bradley fighting vehicle as a perfect example of the progression of a platform from raw first fielding to fine-tuned reliability and functionality. The Bradley has been on the ground for more than 25 years but has gone through four or five generations. Each generation improved on the previous.

The negative points cited in the *Washington Post's* story published March 31 were almost all problems the Army and Sando were already aware of and have either been corrected or are actively in the process of being corrected.

Sando stressed that the Army has researched the Stryker extensively and taken feedback directly from combat veterans, which shows the benefits clearly outweigh the developmental challenges the fledgling program is handling.

"We have taken surveys and conducted debriefings of Stryker units immediately upon redeployment in an effort to identify anything we can improve. The majority of the feedback is extremely positive, and we have acted on needed improvements," he said. "We have had a conference, which included all the Stryker brigades and all the TRADOC schools, where we discussed the good, but we focused strongly on what needed to be fixed. That is what we owe to the Soldiers."

He said he is confident the complications – electronics malfunctions, armor and weight concerns and seatbelt issues – are part of the normal evolution of any new system.

The Army is in the process of producing a crew ballistic shield which will protect Soldiers in the hatch from rocket-propelled grenade fire not currently stopped by standard slat armor, and the seatbelts are being replaced.

The weight issues, it turned out, were not as serious as the *Washington Post* story initially reported. It said 11 tire-and-wheel assemblies had to be replaced a day because of excessive armor weight, implying that was for one vehicle. In the April 4 *Aerospace Daily and Defense Report*, Lt. Col. Perry Caskey, Stryker system synchronization officer with Army force development, G-8, said that statistic was actually based on an entire Stryker brigade combat team and represented less than four-tenths of 1 percent of a total of 2,480 tires and assemblies.

Sando stands behind the Stryker and is determined to continue development and improve on already impressive statistics.

One Stryker in Iraq over the course of six months was hit by a suicide car bomb, nine improvised explosive devices, eight direct RPG hits and a barrage of small-arms fire. The crew sustained six wounded but no deaths. All the Soldiers are still fighting in Iraq, and the Stryker either continued to fight or was repaired in 48 hours.



A Stryker moves through Mosul, Iraq, Nov. 14, 2004, during a combat patrol through the city to seek and destroy or capture anti-Iraqi forces. The Ninevah Province governor requested Multinational Forces and Iraqi Security Forces to conduct operations throughout the city after heavy fighting with insurgents Nov. 11.

Sando said the 1st Cavalry Division in 1970 in Vietnam was responsible for 4,500 square miles. One Stryker brigade in Iraq is responsible for four times that area. After 18 months of continuous use, Strykers are showing a 95 percent operational-readiness rate, even after average mileages have far exceeded the initial anticipated workload.

"The Stryker is doing a lot more than we ever expected it to," he said.

That is being backed by the most reliable source there is: the guys on the ground.

"In urban combat, no better vehicle exists for delivering a squad of infantrymen to close in and destroy the enemy," according to Lt. Col. Michael Kurilla, 1st Battalion, 24th Infantry Regiment, Stryker Brigade Combat Team, in a letter to the *Washington Post* editor April 5. "The Stryker is fast, quiet, survivable, reliable and lethal. Most important, it delivers the most valuable weapon to the battlefield: a Soldier."

# Videogame makes 'every Soldier a sensor'

By Spc. Julia Simpkins/*The Leader*

**FORT JACKSON, S.C.** (TRADOC News Service, April 8, 2005) – Keeping up with trends on the ever-changing battlefield, the Army is looking to improve training for its newest Soldiers.

The ES3 videogame software, sponsored by the Department of the Army intelligence office, called G2, is being tested by Training and Doctrine Command at Fort Jackson to determine if the software enhances the training of new Soldiers. The Fort Jackson pilot is being run by 2nd Battalion, 28th Infantry Regiment, 1st Basic Combat Training Brigade.

ES3, also called Every Soldier a Sensor, is a computer-generated simulation that is designed to increase a Soldier's situational awareness on the battlefield. Using a patrol scenario in an urban environment, styled after cities in the Middle East and Southeast Asia, ES3 trains Soldiers to actively scan and observe their environment for details related to Commanders' Critical Information Requirements indicators and report or act in a concise and accurate manner.

"We've been wrestling for a while with how to get at training Soldiers as sensors for the asymmetrical battlefield – how to increase their awareness," said Col. Jay W. Chambers Jr., commander of 1st BCT Bde. "Over the last six to eight months, we

have been trying new hands-on type training to get at this. However, when we went to the initial-entry-training commanders' conference in January, there was a demonstration of gaming technology that included the software program ES3. It got my attention because I thought it might be a digital capability that connects with our new Soldiers and enhances our hands-on field training."

Translating digital information, Chambers said, is a skill today's young people are familiar with because of the multimedia, digitally integrated environment they've grown up with and encountered every day. He used his own son as an example.

"My 17-year-old son can be doing his physics homework, writing instant messages to his friends on the computer, watching a football game on TV and listening to loud music at the same time," Chambers said. "When I come into the room, I see chaos, but to him it's normal; he's keeping up with it all – he can tell me what the football score is, who and what he's talking about to his friends, mouth the words of the song playing, and is doing his physics – and he knows what song is on – all at once. A lot of young people are like that. They're multi-taskers without even knowing it. That's what we want to tap into."

The program – used to enhance the hands-on, Every Soldier as a Sensor field training – has potential for use as a BCT training aid, Chambers thinks, and may be a new trend of training IET Soldiers Army-wide.

"We'll never be able to replace live training, and we wouldn't want to," he said. "But with this method, we'll be able to create within our Soldiers an unconscious competence – the ability to be trained to a level where they act and react without thinking about things; they're always scanning, looking for changes, always alert and ready, doing the right things. They have been trained that they are a sensor and an intelligence collector trained to see things out there that will help protect the force. Basic combat training is the best environment for this kind of training because we can control and adjust the variables for the Soldiers to have to detect and act and react upon."

Though use of ES3 is in its infancy as a training aid, Chambers said he has "a good feeling" about its use and potential.

"My gut tells me we're onto something – a new approach to training Soldiers in BCT in skill sets we know are needed on the battlefield," he said. "I'm pretty optimistic the results will come back in a positive manner – situational acuity we sometimes learn from experience can be painful."

# USAMU Soldier wins gold medal at World Cup

**FORT BENNING, Ga.** (TRADOC News Service, April 15, 2005) – Sgt. 1st Class Jason A. Parker of the U.S. Army Marksmanship Unit started the United States out on the right foot April 10 as he won the gold medal and an Olympic country quota slot for the 2008 Olympics at Beijing, China, with a world-record performance in men's air rifle at the World Cup in Changwon, Korea.

Parker went into the finals tied for second place with a score of 598 points out of a possible 600 and hit a tremendous final score of 104.7 out of a possible 109 to tie the world record and catapult himself to the top of the competition.

In 1998, Parker set two world records in air rifle at the World Cup in Munich, Germany, and finished in fifth place in air rifle at the 2000 Olympics in Sydney, Australia. At the World Cup USA in Atlanta, Ga., in 2002, Parker won the gold

medal and an Olympic quota slot for the 2004 Olympics; he competed in the Olympics last year in Athens and took eighth place in air rifle.

Sgt. 1st Class Thomas A. Tamas, also of USAMU, walked away with a silver medal in the men's prone rifle event at the Korean World Cup April 12. Tamas went into the finals in first place with a score of 597 out of 600, and hit a 101.5 in the final for the silver.

Tamas, a 1992 and 2000 Olympian, and the prone rifle world-record holder, was the prone rifle world champion in 1998 as well as winner of the gold medal in Prone at the World Cup finals that year.

Sgt. 1st Class Jason Parker of the U.S. Army Marksmanship Unit won the gold medal at the World Cup in Korea for a world-record performance in men's air rifle. Parker also earned an Olympic country quota slot.



# Fort Benning aces retention mission

## *Infantry Soldiers stay Army, re-enlist*

By Melissa House/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 15, 2005) – Although the Army appears to have had trouble meeting its recruiting goals in the past few months, Fort Benning hasn't had any difficulty keeping its Soldiers.

The post retention noncommissioned officers put big numbers on paper for the second quarter of fiscal 2005, meeting 100 percent or more of retention goals for the 11 Training and Doctrine Command units.

Now, more than halfway through the fiscal year, Sgt. Maj. Lyle Hogue, the command career counselor, said he's pleased with the command emphasis on retention and impressed by Soldiers' decisions to commit to the Army.

Although recruiting and retention are often lumped together, Hogue said, they're "distinctly different." He's been involved in one or the other for 16 of his 21-year Army career, including four years as a recruiter in Boston.

"You're dealing with a different dynamic with recruiting than when you're dealing with Soldiers," he said. "Soldiers evaluate risks. Civilians can't really evaluate that risk because they only see what's on TV or hear through secondhand stories."

The Fort Benning Soldiers who re-enlist, Hogue said, already have the warrior spirit instilled in them and a sense of patriotism and service to country that motivates a lot of them to stay in the Army past their initial enlistment.

The challenge, he said, is in meeting

the expectations of the "first term" Soldiers who joined the Army following the Sept. 11, 2001, attacks. Fort Benning exceeded its retention goals for those initial-term Soldiers: 103 percent for the second quarter and 109 percent for the fiscal year.

Those numbers, Hogue said, are the result of having a good and dynamic retention team, from the commanding general to leaders at the lowest level, to a group of NCOs selected to run battalion-level retention programs.

"The centerpiece of the reason why we do well is we talk to (the Soldiers) right when they get to the unit," Hogue said. "Someone talks to them about their plans, their goals, and then we keep that conversation going."

Soldiers are eligible to sign a new enlistment contract a year prior to their ETS date, but Hogue said one year out is too late to start talking with someone. He said Soldiers here know their leaders care about them, so "alarms and bells go off when a Soldier says he thinks he wants to get out."

"We're not going to keep everybody," Hogue said, "but we try to treat the Soldiers like family, and you're not going to let a family member (leave the Army) unprepared."

Spc. Lewis Atchison signed a three-year contract in January which guaranteed him at least a one-year stabilization at Fort Benning and a six-month college option.

Atchison, a 4th Ranger Training Battalion Soldier who has been in the

Army for five years, turned down two job offers in the civilian sector to re-enlist.

"This is what I wanted to do," Atchison said. "And I have the full support of my wife."

Hogue said credit for the retention success also rests with the entire tricomunity. About half of the Soldiers in the post's TRADOC units re-enlist to stay at Fort Benning.

"I give a lot of kudos to Columbus, to Mayor (Bob) Poydasheff and the city council," Hogue said. "The Soldiers feel their families are taken care of and the community is safe. Everything is very positive for retention."

While the recruiters may be struggling now, Hogue thinks things will turn around for them during the summer months.

"The Army's working hard to get the correct message out, and we have the right policies in place to have a successful, all-volunteer Army," he said. "This is the first long-term war with an all-volunteer Army, and it's working. Soldiers are saying, 'We're a nation at war. It's not time for me to go.'"

Hogue said the post's retention NCOs also have a responsibility for transitioning Soldiers into the Reserves, a mission they're meeting to the tune of more than 105 percent.

"The Reserve Soldiers are standing shoulder-to-shoulder with active-duty Soldiers in Afghanistan and Iraq," he said. "It's important we keep their posture levels strong."

## 'I will be sure always' -- Phase One complete for riggers

Story and photo by Jason Cardenas/Fort Lee Public Affairs

**FORT LEE, Va.** (TRADOC News Service, April 15, 2005) – Until men grow wings, their parachute must be dependable. Ensuring that dependability of those parachutes are the riggers, who train at Fort Lee and carry that weight on their shoulders with the motto "I will be sure always."

"Our No. 1 goal is defending and protecting the United States of America, and you can't do that without warriors," said Congressman J. Randy Forbes, 4th

District of Virginia. "At Fort Lee, you see the preparations, logistics and training of some of the greatest warriors the world has ever known, and Fort Lee will continue to play a vital role in preparing and equipping the greatest warriors in the world."

Forbes was on hand March 25 to assist in the opening of the Army's newest modern facilities, the new Aerial Delivery and Field Service Department.

"I believe very clearly that at the present time freedom is on the march around the world, and we know here at

Fort Lee that freedom has no end and will ever be key. The men and women who enter the gates to this fort each day realize the cost to be paid for freedom, and they stand ready, willing and able to be vigilant, prepared and always committed to keep freedom alive," Forbes said. "I hope this building will aid that quest and that God will continue to bless things along the way."

After Forbes' remarks, Forbes was joined by Brig. Gen. Scott West, U.S. Army Quartermaster Center and School commanding general; Brig. Gen. Merdith W.B.

Temple, commander, U.S. Army Corps of Engineers, North Atlantic Division; and Theodore J. Dlugos, director, Aerial Delivery and Field Service Department.

This new \$17 million two-story structure is located adjacent to the current AD&FSD training facilities. The facility features 14 classrooms and several offices, and allows for 100 parachute pack lanes and an additional heavy drop facility, consolidating about 10 buildings. The drying tower can dry 100 parachutes simultaneously.

The new facility is a two-phase project. Phase One is complete and will allow the parachute pack branch and air equipment repair branch, which is a part of the rigger course, to be taught in the building.

Once Phase Two is constructed, it will allow the next part of training to move. The aerial delivery branch and some of the functional courses will continue to be taught in the hangar, and all the field-services training and slingload training will continue to be conducted in their current buildings.

"It's great to see these guys get a new building and for all their training to be moved into one facility," said retired Col. Jesse J. Mayes.

With the advent of large airborne units during World War II and the increased importance of aerial resupply of troops on the ground, there was a lengthy postwar debate on whom and how the critical "supply by air" mission should be handled.

The Quartermaster Corps formally assumed responsibilities in this field in the spring of 1950, and the QM aerial-resupply course began in May 1951.

The department trains officers and enlisted personnel from all branches of the armed services, allied nations – even



Chief Warrant Officer 5 Arthur Waldo, master aerial delivery system technician, gives a tour of the new Aerial Delivery and Field Services Department building to Congressman J. Randy Forbes, 4th District of Virginia.

civilians – as parachute riggers, airdrop load and slingload inspectors, and laundry and textile specialists. Also, the AD&FSD develops doctrine, airdrop and slingload rigging manuals, and performs several pronency functions related to aerial delivery and field services.

Riggers can constantly be reminded of their job "be sure always" as they look into

the night and see the rigger wings light up on the tower. The new AD&FSD facility allows them to train the same as they transform with today's Army.

"This building is more than the statistics. It's about people and the people that are going to staff it, coming through here, operating it and doing so many wonderful things," Forbes said.

## Battle Command Battle Lab, Command and General Staff College collaborate in exercise

Story by Bob Kerr/Fort Leavenworth Public Affairs Office

Photo by Jeff Crawley/*Fort Leavenworth Lamp*

**FORT LEAVENWORTH, Kan.** (TRADOC News Service, April 5, 2005) – The Battle Command Battle Laboratory has teamed with students from the Command and General Staff College and branch proponents to conduct a focused unit of employment-x staff exercise as part of the lab's continuing Omni Fusion 2005 experiment.

The experiment, which began in September 2004, has dovetailed with the Command and General Staff School's Block II Digital Division elective course and its digital warfighting exercise, explained Col. K.P. Polczynski, deputy director of the BCBL.

"The CGSS students provide the core UEx staff," Polczynski said. "The proponents and others have been brought in to fill out (the echelons) above and below."

Polczynski said the exercise immerses students in the modularity concept and prepares them for the jobs they will

perform in UEx units in the field. The students experience UEx command and control within a contemporary operating environment and get a better understanding of UEx organizational and operational concepts, many of which are continually evolving, he explained.

Having the students participate in the BCBL experiment was the idea of Lt. Gen. William S. Wallace, who is not only the Combined Arms Center and Fort Leavenworth commanding general but also is commandant of CGSC and director of BCBL.

“(Wallace) wants to be sending out leaders who understand experimentation and modularity,” Polczynski said.

Unlike other blocks of the ongoing experiment, the current Block II is unclassified, and the scenario occurs in near-real-time instead of a decade or more into the future, Polczynski said. Also, the scenario includes using actual Army Battle Command System devices but does not include technology that’s not currently being used in the field, such as the Future Combat System, he said.

Students in the CGSS are not the only CGSC students involved in the exercise, Polczynski added. Fellows from the School for Advanced Military Studies are augmenting the UEx’s higher-headquarters element, known as the UEy.

“SAMS fellows are helping to augment the UEy in response-cell mode,” he said. The SAMS students will conduct planning at the UEy and Joint level, and will require students at the UEx level to do follow-on planning.

While the actual digital warfighter exercise is April 4-8, integration of the UEx staff and development of the UEx orders began March 21, and continued as the exercise situations were developed and



Steven Davis, director of the Digital Leader Development Center at the Command and General Staff College, discusses the digital warfighter exercise Omni Fusion 2005 Build II with Lt. Gen. William S. Wallace (center), commanding general, U.S. Army Combined Arms Center and Fort Leavenworth, Kan., and director of the Battle Command Battle Lab, and Col. K.P. Polczynski, deputy of the Battle Command Battle Lab, at the CGSC March 28.

proponents have joined the play.

“The proponents are trained up on the scenario,” Polczynski said. “There has

been a lot of juggling of parts, but the (command-and-control) systems are operational and the simulations work.”

## American experience unique, say Command and General Staff College’s international officers

Story and photo by Eric W. Cramer/Army News Service

### FORT LEAVENWORTH, Kan.

(TRADOC News Service, April 26, 2005) – With only a few weeks left before they graduate, and after nearly a year in the United States, the 88 international officers from 76 nations attending the U.S. Army Command and General Staff College laid a wreath at the Tomb of the Unknowns April 20.

The wreath-laying was the high point of a week spent in and around the nation’s capital, where the officers studied the Civil War battlefield at Gettysburg for three days, received briefings from Army senior leaders and toured area historic sites and museums.

Lt. Col. Jesko Peldzus of the German army said he has learned a lot during his time in America.

“I would say that the most important part is the recognition of the American way of thinking through problems,” he said. “The main difference (between the American and German approach to problems) is in the amount of forces and

capabilities – what you have is on the far side of the moon.”

An armor officer in his own army, Peldzus is one of only three officers from his course whose grades have qualified him to go on to an advanced tactical course at Leavenworth.

His fellow German officer, Lt. Col. Thomas Goetters of the German Army General Staff, said his CGSC experience is not his first trip to America.

“What I see as the big difference here is the way officers at the staff level are appreciated,” he said. “And for international officers, how we received respect, specifically how we were involved in the exercises. We were not sitting on the back bench but serving as chief of staff, for example, central to the exercise.”

Although both Goetters and Peldzus were impressed by the course of study, Maj. Irfan Malik of Pakistan’s army was more focused on learning the American culture.

“I learned the hospitality of Americans,” Malik said. “If you’re in the mall, and you ask someone for directions, they will walk

with you to where you need to go – it’s like they have responsibility for you.”

He said he learned a lot working with Army officers here.

“American Soldiers have a spirit to analyze. The way they analyze, scrutinize anything that has been done is unique,” Malik said.

Lt. Col. Esteban Guarda, an armored cavalry officer from Chile, agreed that the cultural exchange is important.

“The thing I was impressed with is the way America deals with people’s individual opinions, that you can express them anywhere, in the classroom, in the street – that’s very important to me,” Guarda said.

He said the course gave him insight into nations other than the United States, too.

“When you talk to the officers from the former Soviet states, we always thought they were the same when there was still a Soviet Union, but I know now that many of them always disagreed with the USSR,” he said.

Lt. Col. Roland Maunday, an infantry officer from Trinidad-Tobago, said his time

at CGSC helped him overcome stereotypes about Americans.

"Most of what we know about America comes from television," Maunday said. "This ensured an understanding of real Americans. People in my country just see John Wayne; they don't see real Americans with emotions and problems who have to make their livelihood. We're all the same; we just come from different cultures."

Maunday said he also used his time at CGSC to expand spiritually.

"I became involved with a religious ministry called the Bethany Ministry and spent time providing spiritual aid to people in the U.S. Disciplinary Barracks at Leavenworth," he said. "I've been doing that for the past nine months, and I want to



Lt. Col. Roland Maunday, an infantry officer from Trinidad-Tobago, said attending Command and General Staff College helped him overcome stereotype attitudes about Americans.

take it back to my country with me."

Maj. Hared Hassan Adan of Kenya was impressed by the way Americans and the CGSC respected his religion.

"Being a Muslim, I thought if I used my name, Hassan, it would cause trouble," he said. "But everyone showed great respect for my belief, and they would even provide time for me to go and pray."

Col. Shmuel Olanski, an Israeli officer, said meeting officers from so many other countries is something that can help reduce world conflict.

"I've gotten to talk with officers from countries that don't support the Israeli state," he said. "It taught me that we can solve many of the problems we have today."

## Wallace visits Army Management Staff College

**FORT BELVOIR, Va.** (TRADOC News Service, April 15, 2005) – Lt. Gen. William S. Wallace, commanding general of the Combined Arms Center and Fort Leavenworth, Kan., and the man named as the next leader of U.S. Army Training and Doctrine Command, visited the faculty, staff and students of the Army Management Staff College at Fort Belvoir April 7.

It was Wallace's first visit to AMSC since the college moved under the CAC's control in December 2004 as part of the Civilian Education System.

Spokespersons said Wallace uses his periodic visits to the schools and centers that fall under CAC as opportunities to review current operations and newly implemented and future initiatives, as well as to meet key leaders and students.

After briefings from AMSC's leadership, Wallace spent time with students enrolled in the Sustaining Base Leadership and Management Metro program. He thanked the students for what they do every day for the Army and for Soldiers and civilians

who are in harm's way, and for taking the time for professional development through AMSC.

"We are an Army and a nation at war," he said. "By attending courses at AMSC, all of you will be able to support the Army's mission and goals. Your contribution to the Global War on Terrorism is not directly related to your proximity to the enemy."

"Learning from living, breathing leaders like (Wallace) is one of the great opportunities of attending the SBLM program," said Ken Green, one of the SBLM Metro students. "The Metro students were captivated by his candor and wisdom. He challenged us to grow as leaders as he reflected on what he's learned over his 35 years of military service."

The general closed his visit by saying he was "impressed with the techniques used to keep the instruction relevant to meet the requirements of today's Army."

"It was great to have the CG come and make his initial visit to our college," said

Col. Aaron B. Hayes, AMSC's commandant. "We heard first-hand his priorities and overall philosophy. Of particular note, he spent a considerable amount of time with our SBLM Metro students, who happened to be in the Army operations session that day. You can imagine how fortunate they were to be able to interact with a senior leader with very recent combat experience. We feel good about being welcomed into our new family, the Combined Arms Center."

Dr. Glenda Nogami, academics dean at AMSC, reflected that Wallace's presence clearly communicated to AMSC students, staff and faculty how important the school is in the eyes of the Army's leadership. "Our AMSC graduates will benefit the Army by becoming an even better professional," she said. "When they return to their duty stations, their commands will see the value they bring to the workplace from attending courses at AMSC."

*(Based on an AMSC press release.)*

# Freedom's new front door

*Modern facility 'takes care' of those who volunteer to serve*

Story and photo by Sgt. Jorge Gomez/**Fort Lee Traveller**

**FORT LEE, Va.** (TRADOC News Service, April 15, 2005) – Recruits from Virginia's 137 counties can now boast of red-carpet treatment with the official opening of the \$5.6 million Military Entrance Processing Station at Fort Lee during a ribbon-cutting ceremony March 25.

The in-processing mission returns to Fort Lee for the first time since 1918, when Camp Lee was home of the 155<sup>th</sup> Depot Brigade, 80<sup>th</sup> Infantry Division. Lee's mission was to receive and in-process young Americans eager to serve their nation. Eighty-seven years later, that mission remains the same: MEPS' mission today is to process young men and women for enlistment into the armed services using qualification standards established by the Department of the Defense.

Maj. Gregory Bauldrick, MEPS commander, said the facility affords the staff to make a first and lasting impression on America's patriotic volunteers.

"This facility is light years ahead from the MEPS of old," Bauldrick said. "It is customer-friendly and provides a comfortable environment for all."

Congressman J. Randy Forbes, 4th District of Virginia, participated in the ribbon-cutting ceremony and expressed gratitude to those wearing the uniform.

"I thank all of you who are serving to defend and protect the United States and also for the great role models that you are for our youth," Forbes said. "When I go into high schools, I can tell you that you are their role model more than any athlete or movie star."

Dr. Curtis Gilroy, accession-policy director, office of the undersecretary of defense for personnel and readiness (military personnel policy), said that now more than ever before we must ensure that we take care of those who volunteer to serve.



Five recruits representing the five service branches take the oath of enlistment before the official ribbon-cutting ceremony.

It is at the MEPS where a potential recruit first experiences a military unit performing its mission.

"These first impressions ultimately influence his or her decision to enlist," Gilroy said.

"Today's prospective recruits are treated with dignity and receive a relaxed first military experience, thanks to a combination of individual customer orientation and modern, efficiently designed facilities like the Fort Lee MEPS," Gilroy said.

Following the remarks of the accession-policy director, five recruits from the five service branches marched before the doors of the new facility to take their first oath of enlistment.

Chesapeake, Va., resident Jeremy Oliver enlisted in the Navy for five years as an electrician. He said he liked the new facility because it looked very modern,

clean and well organized.

"They have made it an easy process for the applicants," Oliver said.

Construction of the 28,600 square-foot facility began in March 2003 and was completed in August 2004. Located on the corner of Mahone and A avenues, the building features 15 examination rooms and 23 offices.

The facility relieves the MEPS from its lease at the federal building in Richmond and improves security due to the installation's force protection. Recruiters are also relieved from recurrent problems with downtown Richmond traffic and parking availability.

The MEPS staffs 22 military, 20 civilian and 30 liaison personnel. During Fiscal Year 2004, the MEPS shipped 5,181 and enlisted 3,922 into the Delayed Entry Program.

# Girl Scouts give cookies, thanks to Soldiers

Story and photos by Travis Edwards/Fort Lee Public Affairs Office

**FORT LEE, Va.** (TRADOC News Service, April 26, 2005) – When subsistence-supply convoys arrive at Fort Lee, they're usually destined for the Army Center of Excellence-Subsistence or the post dining facilities. Monday's unique convoy consisted of 1,440 boxes of Girl Scout cookies for Soldiers of the 240th Quartermaster Battalion, compliments of Girl Scout Troop 4822 from Sterling, Va.

Soldiers from 240<sup>th</sup> QM Bn. are training and preparing to deploy to Iraq.

"The scouts just pulled up, popped the trunk on their parents' minivans, and started handing out the cookies," said a surprised Pvt. Timothy Huffman, 58<sup>th</sup> QM Company. "We knew they were coming, but we did not anticipate that many cookies.

"This is a good example of the appreciation the community has for Soldiers and our appreciation for their support in return. It goes to show just how many people really care about the troops. It feels great," said Huffman after helping carry the 120 cases of cookies to the battalion classroom.

"This really shows the support the community has for us and that we have for the Girl Scouts," echoed Pfc. Jimmy Evans, 58<sup>th</sup> QM Co., as he held tight to a



Spc. Matthew Quillen, 58<sup>th</sup> Quartermaster Company, helps carry some of the 120 cases of Girl Scout cookies donated to the Soldiers by members of Girl Scout Troop 4482 from Sterling, Va., Monday at Fort Lee.



Brittany Bowen, 14, examines the 240th Quartermaster Battalion coin of excellence she received after her Girl Scout Troop 4822 from Sterling, Va., passed out 120 cases of cookies to Fort Lee Soldiers Monday in a show of community support and recognition.

box of Lemon Coolers. "The best type out there – Lemon Coolers are awesome."

"The money for the cookies was raised by the scout troop specifically for the Soldiers, and when the Pentagon's G-4 section found out about the operation, we donated even more to the cause," said Paul Gilmore, father of 14-year-old scout Sinead Gilmore. "It is good to have the opportunity to express the feelings of not only the Sterling community but the appreciation from the people in the G-4. For example, one retired sergeant major donated 10 boxes on the spot."

"We wanted to thank the Soldiers for everything the Soldiers do when you are out there (deployed), and we support the Soldiers," said scout Gilmore to a crowd of more than 60 Soldiers from the 240th QM Bn. "We are always thinking about the

Soldiers."

Each Soldier in the room was given a box of cookies for assisting in moving the cases into a building, and each Soldier in the battalion will get a box, said Lt. Col. Chris Lamoureux, 240th QM Bn. commander.

"It is good to see people when you give them something, and this does that for the Soldiers," said scout Gilmore.

The remaining cookies will stay "locked up" until units prepare to deploy. Only then will the cookies be distributed to the Soldiers as, like scout Gilmore said, "a final taste of home."

"Soldiers need to know that America supports them, and this is a very tangible way to do that," Lamoureux said. "We truly appreciate these girls and those who supported them in their mission."

# Comrades tell of Smith's leadership

By Sgt. Shatara Seymour/*Fort Leonard Wood Guidon*

## FORT LEONARD WOOD, Mo.

(TRADOC News Service, April 8, 2005) – Just as the Revolutionary War and wars in between to Operation Desert Shield have stamped significant changes on this world, so too will the Global War on Terrorism.

From the decisive, historic wars that have shaped this nation, heroes emerge from their great sacrifices. A Soldier honored for his sacrifice with the Medal of Honor is Sgt. 1<sup>st</sup> Class Paul R. Smith.

Smith posthumously received the Medal of Honor April 4 and was inducted into the Pentagon's Hall of Heroes April 5. Smith, a combat engineer with Company B, 11<sup>th</sup> Engineer Battalion, 3<sup>rd</sup> Infantry Division, died April 4, 2003, in the Battle for Baghdad while defending the Soldiers of his vastly outnumbered platoon. Officials determined he saved the lives of more than 100 Soldiers.

Smith is the first Soldier to receive the nation's highest award for battlefield gallantry in Operation Iraqi Freedom and

the Global War on Terrorism.

Two of Fort Leonard Wood's Soldiers remember Smith's life and service with his fellow Soldiers.

"I first met (Smith) when he returned from the advanced noncommissioned officer's course in the summer of 2002," said Capt. Brian Borkowski, Co. C, 554<sup>th</sup> Eng. Bn. Borkowski was Smith's platoon leader in Iraq. "I was struggling as a platoon leader, and when Smith came back, the platoon changed for the better. He held Soldiers to a higher standard.

"(Smith) was a true sapper," Borkowski said.

Borkowski said Smith had a sapper tab mural painted on the platoon's wall above his desk. He would frequently remind Soldiers what it meant to be an Army



engineer.

"He was always trying to push you to go to sapper school," said Sgt. Daniel Medrano, Sapper Leader Course Detachment senior driver. "He knew what he was talking about, and he was always willing to share that knowledge."

Borkowski said Smith always wore his sapper tab under his battle dress uniform pocket flap.

"When he went to war (Global War on Terrorism), Smith sewed a sapper tab just above his nameplate on his body armor," Borkowski said.

Smith knew his job, Borkowski said.

"He was tough and dedicated to his work. He knew the job of a sapper and the noncommissioned officer-in-charge," Borkowski said. "He showed confidence in performing both jobs."

Borkowski said Smith had the ability to tell his superiors or subordinates what he truly thought while being courteous and maintaining his military bearing.

Smith would go above and beyond to help his Soldiers with their problems, Borkowski said.

"(When getting ready to deploy), I remember when I was a private and Smith came up to me in the chow line and said, 'Hey, you need to cheer up; it's not that bad,'" Medrano said.

Medrano said he served with Smith for about three years, and they served together in Kosovo. Smith liked for things to be clean and orderly.

He liked to get involved with all aspects of the operation, Medrano said.

"In preparation for combat, he worked tirelessly and endlessly to make sure everything was right," Borkowski said.

"Everyone respected him for what he did for the Soldiers," Medrano said. "Some of us were his blood for most of our military careers."

Borkowski agreed.

"We know what he did and who he was. He's had the highest (Medal of Honor) in our eyes for a long time," Borkowski said.



Sgt. 1st Class Paul Ray Smith's family wait for the applause from the audience to die after President George W. Bush presented them with Smith's Medal of Honor April 4 at the White House. (From left) Daughter Jessica, 18; wife, Birgit; and son David, 11, honor the two-year anniversary of Smith's death by receiving the award from President George W. Bush. Smith died protecting his unit in Baghdad in Operation Iraqi Freedom. (Photo by Staff Sgt. Reeba Critser, Office of the Chief of Public Affairs)

# Soldier of fortune: Infantry Center's Command Sgt. Maj. Mike Kelso

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

**FORT BENNING, Ga.** (TRADOC News Service, April 29, 2005) – Few can claim they have walked the war-torn veld of Rhodesia, fought side by side with commandos, witnessed the carnage of battle, time and time again, and lived to tell the tale.

Among the few is Mike Kelso, the U.S. Army Infantry Center command sergeant major. Some remember him as the Ranger Training Brigade command sergeant major. A few may even recall his days with 3rd Battalion, 75th Ranger Regiment, in the 1980s and early 1990s. But to almost all, his first experience with combat is but a whisper of a legend.

From the time he was born, Kelso always wanted to be a professional soldier.

Too young to fight in Vietnam, the 17-year-old Kelso enlisted into the Army in September 1973 and took a slot in the 82nd Airborne Division. Wanting to go to war, he grew frustrated with the routines of a peacetime Army.

Then he picked up the very first edition of the magazine *Soldiers of Fortune*. There were two stories covering the conflict in Rhodesia. At the time, the Rhodesian army was fighting a vicious bush war against Marxist insurgents attempting to overthrow the government. At the end of one of the articles, there was an address for those interested in fighting to write for more information.

"People can call me a mercenary," he said. "That's fine. I'm OK with that. I'm proud of that. I did what I had wanted to do since I was a little boy. By professional soldier, I mean that going to war was our business."

After being discharged from the U.S. Army, he wrote off to the address, expressing his intent to join. He received a contract in the mail six weeks later and reported for duty in 1977.

He spent more than 15 grueling months battling terrorist insurgents across African plains with the 3 Commando, Rhodesian Light Infantry. He participated in six combat jumps, a task that came second nature to a Rhodesian commando.

"I knew a guy, my troop sergeant, who had done 50 combat jumps," Kelso said. "And there wasn't any jump pay for it



Command Sgt. Maj. Mike Kelso in 1978 during a patrol into Zambia with the Rhodesian army. (Courtesy photo)

either. That was just the way we did business."

He wasn't the only American toughing it out in the trenches for the sake of guts and glory. Along the way, the young trooper met other U.S. citizens caught in the firestorm of foreign war.

Frank Bataglia, who hailed from Miami, was a Vietnam veteran and served in the Spanish Foreign Legion before finding his way to Rhodesia. Kelso knew both Bataglia and his wife, who joined the Rhodesian air force as a rigger. Bataglia was killed on an operation into Zambia.

Kelso said losing friends hardened him for years of soldiering ahead.

"It certainly showed me what war was really like," he said. "The happy times, the sad times, the camaraderie that exists among warriors and the sadness at losing your warrior buddies."

He lost warrior buddies like Sgt. Hugh McCall, a New York City native who befriended Kelso shortly after he arrived. McCall was killed while on his last patrol in the bush before he was to return to the United States.

While Kelso quickly learned the horrors of combat, he also found the satisfaction victory bears after the guns fall silent and the dust settles.

Facing long odds and grim consequences, Kelso took part in a historic

attack wherein a meager force of 144 Rhodesian soldiers took on an overwhelming enemy formation of more than 5,000. With the help of heavy air support, the outnumbered Rhodesians left more than 1,200 enemy combatants dead on the battlefield.

"It ingrained in me a confidence that perhaps I didn't have prior to joining the Rhodesian army," he said. "I've kept that confidence for 28 years. It was that confidence that gave me the courage to volunteer for the 1st Ranger Battalion when I came home."

That choice was the beginning of a long, illustrious military career which carried Kelso through the ranks above his peers.

Now, decades down the line, it isn't the blood or the battles he is quickest to recall. Surprisingly, it is

the novelty of his experience in a foreign country. The host family he spent passes and holidays with, the wild game he saw while patrolling the bush, the thatched mud huts natives called home are the pictures he paints in his mind.

"Just being there, in Africa, was awesome," he said. "To have the opportunity to live a National Geographic experience was unbelievable."

But his adventure in the wilds of another continent came to an end with the closing battles of the war.

"We lost," he said. "I went home on leave and never went back."

How does a command sergeant major justify going AWOL in the midst of battle?

"It's one thing for a professional soldier to risk his life and lose it in support of his own country, but when the battle is clearly lost and all hope is gone. ... We fought the good fight, did what they asked us to do. But when it became obvious the war was lost, well, dying didn't make much sense," he said.

So he came home. Returned to his country and a cause worth dying for. He joined the Army. Again. He volunteered for the Ranger option and began making his way in the world.

He has faced many enemies and traveled far to distant lands throughout the years in the name of duty, honor and

country. He has walked with Rangers and fought with heroes. But it's a Rhodesian flag which hangs on his wall, surrounded

by yellowed newspaper articles. Articles that breathe life into the legend of a long-

ago war and his days as a soldier of fortune.

# Service to country a family affair

By Master Sgt. Charles Brandon/*The Scout*

**FORT HUACHUCA, Ariz.** (TRADOC News Service, April 27, 2005) – Sometimes a chief warrant officer's job is never done.

John T. Roach Jr. retired from the Army in 1988 to enjoy the satisfaction of a job well done after 22 years in the service. Yet earlier this month, duty called one more time for the retired Soldier, so he found himself in uniform once again.

The occasion was the re-enlistment of his son, Staff Sgt. John T. Roach III. The elder Roach served as presiding officer and administered the oath of re-enlistment to his son in a ceremony held on Brown Parade Field.

His voice cracked a little as the dad talked about how it felt to re-enlist his son. "It's an honor beyond belief," the father said.

It was an emotional moment for the son, too, as the younger Roach said that words could not describe his feelings.

"It was just a thrill to get my father to do my re-enlistment," he said. It was the staff sergeant's third re-enlistment in the Army but only the first one his father could attend, since it was the first time he and his father were in the same geographic

location.

The ceremony was a family affair with the younger Roach's wife Beth, sons Jonathan and Liam, and daughter Emma in attendance.

Service to country is a family affair also; it started with John T. Roach Sr. in World War II. The staff sergeant's grandfather was part of the Army's 7<sup>th</sup> Cavalry Group, which invaded Nazi Germany in 1944. The grandfather had to be evacuated from Europe after suffering shrapnel wounds that severed his spine. Those wounds eventually proved fatal, as he died as a result of his war wounds in 1956.

After signing up as an infantry volunteer in 1966, the retired warrant officer served combat tours in Vietnam in 1967-68 and 1969-70.

"I volunteered because I wanted the G.I. bill," the elder Roach explained. "I had no intention of staying in the Army, but I made rank quick, and it was good to me. So I decided to stay in until retirement."

Despite his combat experiences and those of his father, the elder Roach was proud of his son's decision to join the Army in 1996.

"I knew if he went to combat, he would have the best training, best equipment and best leadership in the world," he said.

In combat is where the younger Roach

found himself in 2004 with the Criminal Investigation Task Force in Afghanistan, which he described as a "great mission." A 96B intelligence analyst, the staff sergeant explained that he was doing what he was trained to do.

"It gave me a good feeling being directly involved in taking international terrorists off the streets," he said. "The Afghan people were glad we were there; they didn't like Taliban rule."

Father and son agree that taking the fight to the terrorists on their turf is the right thing to do to better protect the folks at home.

The younger Roach is currently assigned to B Company, 304<sup>th</sup> Military Intelligence Battalion, as the systems/dayshift noncommissioned officer in charge for the officer basic course and captain's career course.

"(Roach) is an outstanding performer who is totally committed to the mission," his supervisor, Sgt. 1st Class Andrew Roche, explained. "He keeps the systems running that the officers train on for their wartime missions."

Wartime missions ... a real-life experience for a family of American Soldiers: John T. Roach Sr., Chief Warrant Officer John T. Roach Jr. and Staff Sgt John T. Roach III.

# Cooperative effort prepares 58th Quartermaster Company for Iraq

Story and photos by Paul Sweeney/Fort Lee Public Affairs Office

**FORT PICKETT, Va.** (TRADOC News Service, April 27, 2005) – Avoiding the sting of defeat was the goal of the Soldiers from 58th Quartermaster Company, 240th QM Battalion, when they took on “insurgents” during “paintball” convoy training at Fort Pickett April 4.

By using recently developed technology that allows pea-sized colored “markers” to be fired from M-16A2 rifles, the Soldiers experienced a level of realism that was difficult to replicate with earlier equipment, said Master Sgt. Manuel Rodriquez, noncommissioned officer-in-charge of the opposition force. “With the old system, batteries went dead or bushes could block the laser; that doesn’t happen with these,” he said.

The new ammunition, called simunition, takes training to a whole new phase, according to Lt. Col. Carl Tucker, 49th QM Group support-operations officer. But the quality of training still depends on the



Pfc. Chorn Pen, 240th Quartermaster Battalion, provides cover for a fellow Soldier while damage assessment is conducted following the convoy’s escape from a “simulated” ambush at Fort Pickett, Va.



A convoy moves around a stalled vehicle after Soldiers from the 58th Quartermaster Company, 240th QM Battalion, pushed it out of the way while under attack by opposition forces during a training exercise at Fort Pickett, Va.

people conducting it, he added.

“We have an interesting set (of people) out here,” he said. “We have 49th Group staff members and 54th QM Co., 49th Special Troops Battalion Soldiers roleplaying the opposition force and civilians on the battlefield, and instructors from the Quartermaster Center and School filling most of the (observer/controller) positions. The 54th just came out of Iraq, and the situation there is still fresh in their minds, so we’re using them to train the guys who are deploying.”

The opportunity to participate as O/Cs is something the QMC&S cadre jumped at, said Staff Sgt. Byron Littlejohn, a logistics training department instructor.

“The leadership has made this training priority one,” Littlejohn said. “The O/Cs are not going easy on the 58th Soldiers, and we’re looking for every possible lesson-learned to bring out at the after-action review with them.

“And it pays off,” he added. “They get better with each experience.”

The benefits haven’t all been for the 49th Soldiers, though, Littlejohn said – the QMC&S has really gotten a lot out of the training as well.

“We are going to incorporate the

lessons we see them learn into the advanced individual training Soldiers’ combat training,” Littlejohn said. “That should result in better trained, high-speed Soldiers showing up at their first unit of assignment.”

“I want every one of the 58th Soldiers to come back from Iraq the same way they went,” Rodriquez added. “I don’t even want to see a scratch on them when they get off the plane. If we can accomplish that with this training, then there will be a lot of happy faces at the welcome-home ceremony.”

Although the training is based on a crawl, walk, run curriculum, Rodriquez said, he doesn’t want the Soldiers walking or running before they’re ready. “We want to be as tough as possible on them, and the 58th Soldiers appreciate it,” he said. “Last night, back at billeting, they were really fired up after the convoys, talking about how good the OPFOR was.

“Today they’ve been a little harder to hit, so we’ve gotten tougher,” he added. “My guys are pretty sneaky, really good at hit and run, and to keep things realistic, we change the scenarios a little every time a convoy comes through.”

“The lessons have run both ways,” said

Staff Sgt. Rex Fink, 54th QM Co. “We (OPFOR) have come to appreciate good cover and concealment. You’re dodging real rounds, and you really don’t want to get hit.”

Realism is the key to good training, Tucker said. As the insurgents in Iraq change their tactics, the Army relays that information back here for incorporation in deploying Soldiers’ training.

One of the best examples on the convoy lane was the 54th’s civilian roleplayers, who had assault rifles in the back of a broken-down van, Tucker said.

“Just because you have a rifle doesn’t make you a bad guy,” he said. “Every Iraqi citizen is authorized an AK-47, and you have to train for that.”

“You have to treat them with dignity and respect,” Rodriguez said, “but stay alert at the same time.”

To that end, with the convoy at a halt, while trying to clear the civilians’ van from a bridge, the 58th was hit with a worst-case scenario, Tucker said. “When the OPFOR hits, they’ve got civilians to worry about, an improvised explosive device going off, plus dismounted Soldiers and a team on the bridge to recover. We’re creating the kind of situation that can overwhelm someone,” he said – where the convoy commander has to make an unbelievable amount of decisions in a split second.

“And (Tucker) did that today with us,” said Sgt. Jedidiah Steffen, 58th QM Co. “I was in the lead vehicle with our convoy. The colonel was successful in his objective. He had everything going at once, and it was a real leadership test.”

“I wouldn’t want to go to Iraq without this training,” added Sgt. Jason Roberts, 58th QM Co.

When he first heard of the training scenario, Roberts said, he had doubts about how realistic it would be. “I was wrong,” Roberts said. “They made it as realistic as possible.



Soldiers from 240th Quartermaster Battalion apprehend a suspected insurgent, played by Staff Sgt. Rex Fink, during a convoy operations exercise at Fort Pickett, Va.

“If there was time,” he added, “I’d like to go someplace like (National Training Center, Fort Irwin, Calif.), where we could do this in an environment – with the dust, sand and wind – like we’ll see in Iraq.”

“As we get better, the training needs to get tougher,” Steffen said. “There’s always room for greater intensity.”

“The commander and the first sergeant have really been motivated about the training,” said Pvt. Aaron Shafer, 58th QM

Co. “And that’s spread to the NCOs and from the NCOs to us.”

Shafer’s platoon used that motivation to add a little extra to the exercise, he said. “We’ve had litter drills and medical-evacuation training in the time between the scheduled training,” Shafer said.

The Soldiers’ positive attitude means a lot because they learn more, Tucker said. “We’re not here to beat 58th, we’re here to train them,” he said.

# Soldiering chapter and verse

## *Chaplain school adjusts training for war on terror*

Story and photos by Carmen Slaybaugh/  
*The Leader*

**FORT JACKSON, S.C.** (TRADOC News Service, April 8, 2005) – Their weapon: prayers all from different faiths. Their shield: commitment to their faith in God. They are brave. They are devoted and devout.

They are Army chaplains. And they are preparing for war.

Mirroring the training taking place Army-wide, the Chaplain Officer Basic Course is making changes to ready chaplains for places like Iraq and Afghanistan.

“We have made a few changes for this course. The focus of this particular class at CHOBC is getting the chaplains ready to go into a potential combat zone,” said the CHOBC course manager, Chaplain (Lt. Col.) David Brown.

As always, the students are taught military history and the duties of officers. This time, though, they also learn how to detect improvised explosive devices and what to do during convoy operations.

Brown said the students are taken out to the field and told, “A convoy attacked the other day and a couple of Soldiers were killed.” Or, “You were in this area and discovered a mass grave. Now, it is worship time. How do you provide worship to the group of Soldiers who went through this scenario?”

“We try to help them understand how to contextualize their ministry to the environment they are facing,” Brown said.

Small-group leaders who are all combat-experienced chaplains teach the 12-week course.

“We do give them some theory, but we are at war now. Now we are teaching tactical stuff – how to stay alive,” explained Chaplain (Maj.) Harlon Triplett, an SGL with the school.

The culmination of the course, Capstone, is three days of intense situational field training using all the skills and tools they have just learned in the course.

Early one morning during the exercise, they awoke to the sound of the Islamic call to worship and a “mortar attack.”

The SGLs didn’t feel the chaplain students got into their survivability pits quick enough. So they will do it again until, Triplett said, they get it right.

Chaplain student 1st Lt. Karlyn



Chaplains carry a simulated casualty on a wooden stretcher during Capstone, the Chaplain Officer Basic Course cumulative training exercise. CHOBC is adapting its training so Army chaplains are able to meet the combat demands in Iraq and Afghanistan.

Maschhoff understands the need to get it right. “Sometimes it gets tiring to be woken up in the middle of the night because you don’t want to be told to go get in your foxhole. But that may be the one thing that saves your life and the life of the Soldier next to you who you are ministering to,” she said.

“The thing about our training is it isn’t just a one-time thing. It is a thread,” Triplett said, waving his hand to make the point. “It is a tight thread; it’s a tight fabric that is real strong.”

Before the field training, surgeons from Moncrief Army Community Hospital showed the chaplains pictures of wounded Soldiers and Iraqi civilians from the combat theatres. They are trying to prepare these men and women dedicated to God for the hell of war.

“This is a Soldier you have walked with and prayed with – perhaps even counseled. It is in that setting you bring to the Soldier not a scalpel, but a word; not procedure, but a presence to help them understand the presence of God, even in this chaos, is right there when they need it the most,” said Brown.

At Capstone, MACH medical staff teaches the chaplains battleground first aid.

During the exercise, the chaplains get the opportunity to help rescue wounded Soldiers. They also practice consoling, comforting and helping a Soldier ease into death. When the Soldier has fought the good fight and is now facing his end, the chaplain is the one who holds the ravaged body and helps him come to terms with the inevitable.

Memorial services and ceremonies are held under makeshift tents. In only 10 minutes, the chaplains must write their homilies, decide the order of worship and pick which hymns and verses they will share. This is all part of helping the students learn to practice their faith on their feet.

Capstone will help teach the chaplains the importance of developing relationships with their Soldiers, said Brown. “Developing those relationships helps remind people that in this place called war, despite everything else falling apart, God’s presence is even here. The chaplain walks into that chaos without a weapon to remind

the Soldier that, yes, God is here," Brown explained.

The chaplain will never pick up a weapon. He is unlike any other Soldier in the Army – he is a noncombatant. His assistant, though, is a total warrior. The chaplain's assistant will never be more than an arm's length away from the chaplain in the tough spots.

The assistant's back will be against the chaplain, providing him with all the cover he can give. He will protect that chaplain with his weapon and his life. They are a team.

The role as a noncombatant is not a conflict for Chaplain (Maj.) Greg Long, class leader.

"What I think I can bring to the fight is counseling and pastoral support; that is more of an impact than if I had a weapon," he said.

This is not a profession, but a calling.

Marine Vietnam veteran Chaplain (Capt.) John T. Quinn is becoming an Army chaplain at age 52 after leaving the military and being a Jesuit for the last 29 years.

Quinn said the chaplaincy is not something for everyone. "You can't just want to be here. If it isn't lined up with God's will for you, you are in the wrong place. And it just won't happen," he said.

Many of the students know already they are going to war. However, all the chaplains know they are joining the battle – the battle to bring God's presence to every Soldier.



Chaplain (1st Lt.) Todd Wolf comforts Chaplain (1st Lt.) Donald Cozart, who simulates a casualty as part of Capstone, the culminating exercise of the Chaplain Officer Basic Course, U.S. Army Chaplain Center and School, Fort Jackson, S.C.

## Infantry Training Brigade Soldiers step up road march

Story and photo by Tawny Archibald Campbell/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 15, 2005) – The traditional battle march and shoot is just that, a road march followed by a live fire, but Capt. John Westbrook wanted his company to experience more.

Soldiers in E Company, 1st Battalion, 329th Infantry Regiment, did more than just road march March 25. They transported supplies, treated casualties, reacted to an improvised explosive device and indirect fire.

"My Soldiers know how to march and put one foot in front of the other," Westbrook said. "The whole idea of the battle

march is to get their heart rates up before they shoot. I wanted them to apply everything they have learned so far and have them run through what I call the gauntlet."

Westbrook, who took command about five weeks ago, isn't sure if his company is the first to change training. So far, the feedback from the Soldiers and cadre has been very positive, he said.

"This was a collective effort," he said. "It's really a field-training exercise that stresses the Soldiers mentally and physically with changing scenarios."

Soldiers were told they would support a field observation base and go on a resupply mission. Each squad of nine carried two 10-pound water canisters, three ammo cans and an aid bag on the mission.

As the Soldiers moved into the woods, an IED strike wounded one of their comrades, who was treated with a field dressing while the others pulled security.

At the second point, the wounded Soldier was reconstituted into the group and the Soldiers crossed an open field

where they reacted to indirect fire. At Point 3, they regrouped, moved tactically to Point 4 and established security.

From Points 4 to 5, a pneumatic gun fired at Soldiers as they maneuvered the individual movement tactics lane.

Finally, the squad donned their rucksacks and ran a quarter of a mile to the range, where they occupied battle positions and engaged the enemy.

"In the active Army, you need to continually adapt to changing situations," Westbrook said. "It's one thing to qualify with a weapon when you have all the time in the world to shoot. It's another when you are sweaty and tired and your weapon is dusty."

Staff Sgt. Kirk Shuppert, a company drill sergeant, said this training teaches Soldiers how to react under pressure and to work as a team. They learn to respond effectively when being chased or fired upon, and they understand the challenges of shooting when they are physically and mentally exhausted.

"This is good training," said Pvt. Garnett Hall. "It helps us practice the skills used in the field. And the more you practice, the better you'll be."



Pvt. James Choyce carries Pvt. Drew Sanders to a first aid station, followed by Pvt. Dave Lenihan, after a simulated improvised explosive device attack.

# Training for 'the trail'

## *Drill-sergeant candidates revisit basic combat training tasks, train to teach Soldiers*

*Part 1 of a series on what it takes to be a drill sergeant and the changes being made to the drill-sergeant curriculum as the Army adapts to fighting the Global War on Terrorism*

Story and photo by Pfc. Sheena Williams/  
**The Leader**

**FORT JACKSON, S.C.** (TRADOC News Service, April 8, 2005) – The class of 05/06-05 has just completed its second week of drill-sergeant training at the Fort Jackson U.S. Army Drill Sergeant School and is going strong.

The class started out 166 candidates deep and has dropped only six candidates during the first and hardest phase of training.

One of the highlights of the training was conquering Victory Tower. The candidates learned how to properly scale obstacles, rappel off walls and traverse rope bridges.

Candidates also negotiated their way through the rifle Bayonet Assault Course. With lightning speed and bayonets rigidly affixed to each M16A2, candidates completed bayonet drills throughout the course.

Much of the training is a reintroduction to the candidates on the tasks they will teach to their initial-entry training Soldiers.

"Coming here as a noncommissioned officer, there are a lot of things you know already, but you have to learn how to teach the training so the young warriors you mentor will be able to pick up on it. In our permanent-party units, we don't usually march around," said Staff Sgt. Justin Houston, drill-sergeant candidate. "We have formation, we fall out and everyone gets in their car and drives off. So marching, calling cadence and doing barracks inspections are just some of the things I needed to refresh on because I haven't done them in such a long time."

Enduring several physically taxing activities, the candidates also were instructed in classes on risk management and safety in the IET environment, suicide risk-identification training, and U.S. Army Training and Doctrine Command Regulation 350-6.



Staff Sgt. Sherman James III, drill-sergeant candidate from Fort Lewis, Wash., pitches the facing movements at the halt module while being evaluated by drill-sergeant leader Sgt. 1st Class Michael Stone. The drill-sergeant candidates were graded on their ability to teach the task.

The regulation prescribes policies and procedures for enlisted IET protocol.

"This class assists the candidates in understanding what must take place when operating in an IET unit. The goal of the training is for the candidates to learn, understand and ask questions pertaining to the IET environment or the regulation to better prepare themselves," said Sgt. 1st Class Tracey Sims, drill-sergeant leader.

Candidates have also been tested on their teaching skills by pitching several modules. The candidates usually have three to four days to study for each module so they have time to prepare themselves to know the standard and execute above the standard.

"It's not hard, but there's a lot of pressure," said Houston. "For instance,

yesterday we were shown a module being pitched by one of the drill-sergeant leaders. So that today, if any drill-sergeant leaders were to come up to any one of us and ask us to pitch the module, we'd have to know how to do it."

Throughout their training, drill-sergeant candidates must draw on their past and current military training to tackle some of the daunting tasks that face them.

"For the nine weeks the candidates attend the course, they must be completely dedicated to meeting and exceeding the course requirements, working as a team and focusing on finishing assigned, specified and implied tasks," said Sims.

Once completed, these tasks will help mold each candidate into the drill sergeant

they are aspiring to be. Staff Sgt. Iva Milgrim is beginning to develop the assertiveness that will help complete her professional image as a drill sergeant.

"This is important to the mission because, as a drill sergeant, you have to put forth the image of total and complete confidence," said Milgrim. "As a drill

sergeant, you have to make sure you are the optimal focal point for your Soldiers so they will have the best image to aspire to. This is very different for me because I have always been a very good follower, and I've taken direction well, but now I have to give it. All these things we are

learning have come together in combination to help me develop my assertiveness."

Though the candidates' tasks may be challenging, Sims recognizes their efforts.

"They all bring relevancy to a rapidly changing IET environment in relation to tasks they will instruct," said Sims.

## *Drill-sergeant candidates visit range, work with Soldiers-in-training during Week 4*

Story and photo by Pfc. Sheena Williams/  
**The Leader**

*Part 2 of a series on what it takes to be a drill sergeant and the changes being made to the drill-sergeant curriculum as the Army adapts to fighting the Global War on Terrorism*

**FORT JACKSON, S.C.** (TRADOC News Service, April 15) – One hundred fifty-five drill-sergeant candidates from Class 05/06-05 started their fourth week of training with an introduction to the Engagement Skills Trainer 2000, a portable small-arms training system. The EST 2000 trains Soldiers in marksmanship, collective

and judgmental firing skills. With the use of an embedded scenario editor, new collective exercises can be created quickly and easily.

In addition to training on the EST 2000, the drill-sergeant candidates trained on shot grouping, zeroing with their M16A2 and mentoring Soldiers-in-training. To train Soldiers to be effective on the battlefield, drill sergeants themselves are required to receive hours of basic rifle marksmanship.

"The training at the range consisted of the candidates understanding how to group and zero their rifles. Furthermore, the next day the candidates executed what they had learned the day before grouping and zeroing with an (initial-entry training)

company," said Staff Sgt. Cedric Thomas, drill-sergeant leader.

Staff Sgt. Iva Milgrim, drill-sergeant candidate, thoroughly enjoyed mentoring her two Soldiers-in-training.

"They were a little tentative. The first Soldier I coached knew the basic fundamentals of firing, but sometimes it doesn't settle in unless you've got someone standing there guiding you through it," said Milgrim. "So as I was helping this Soldier, all of a sudden it clicked, and they got six shots all dead center. That was just a thrill. It's good for us to be teaching them, and it's good for them to learn what we're teaching. So we're both learning from each other."

Along with training for the range, candidates also took several classes, including the IET standardization training and Doctrine Command Regulation 350-6, Warrior Ethos in IET and unit drill terminology and terms.

"The goal of the drill terminology-and-terms class is to allow the candidate to be able to explain the actions taken in the many movements, changes and maneuvers of a unit formation," said Thomas. "This lesson also polishes up on the candidate's knowledge of drill and ceremonies. The candidates' understanding of the drill terms helps make them understand their modules, and what happens in the formations that much clearer to them."

As the drill-sergeant candidates prepare themselves by using various methods, they must also take written exams to ensure they fully understand the materials and modules. Week Four included exams on the sighting and aiming exercise, the basic manual of arms exam and the advanced manual of arms.

"Candidates are provided a modules book when they arrive at (Drill Sergeant School). Not only do they study the modules, but we, the drill-sergeant leaders, memorize and pitch the whole set of modules to them. The candidate has to



Staff Sgt. Iva Milgrim, a drill-sergeant candidate from Little Creek Naval Amphibious Base, Va., guides a Soldier-in-training during grouping and zeroing of the M16A2 rifle. It is the fourth week of training for Milgrim and the rest of Class 05/06-05 at the U.S. Army Drill Sergeant School at Fort Jackson, S.C.

teach each movement by using the proper method of instruction. The explanation of the drill position or movement must be accurate. The candidate does not have to use exact words given in the field manual, but he or she must convey the same meaning," said Thomas.

Staff Sgt. Justin Houston, drill-sergeant candidate, looks forward to becoming a drill sergeant – more so for the Soldiers he will influence than for himself.

"I'm looking forward to being able to coach, mentor and guide warriors because these warriors coming in are daughters, sons, uncles and aunts. So when they

come to basic training, they're in our care and we become everything to them. I want to be able to say that during my time on the trail I trained the best warriors," said Houston. "You never know. One of my warriors might become the sergeant major of the Army one day, and I take that very seriously because it's one person a Soldier always remembers, and that's their drill sergeant."

According to Houston, while DSS is tough and demanding, it's necessary because it's the drill sergeant's responsibility to ensure new Soldiers are taught the standards of the U.S. Army.

Through persistent determination and drive, there's no quitting in Class 05/06-05.

"Honestly, I see a lot of motivated and dedicated noncommissioned officers in this class. They have worked extremely hard over the past month they have been here. So far we haven't lost any candidates to academics yet. We have the largest class probably in the history of this school," said Thomas. "It is amazing to be around 155 highly motivated NCOs every day. No matter where these drill-sergeant candidates go, their unit will embrace them just by their presence."

## Noncommissioned officers fine-tune Soldier skills

*Part 3 of a series on what it takes to be a drill sergeant and the changes being made to the drill-sergeant curriculum as the Army adapts to fighting the Global War on Terrorism*

Story and photo by Pfc. Sheena Williams/  
**The Leader**

**FORT JACKSON, S.C.** (TRADOC News Service, April 29, 2005) – The highly motivated class of 153 drill-sergeant candidates from Fort Jackson's U.S. Army Drill Sergeant School has just started their seventh week of training.

Class 05/06-05 has two more weeks of high-speed training before they start their own journeys on "the trail."

With perseverance, the candidates have endured several physically taxing challenges in the last two weeks such as negotiating the conditioning obstacle course called Fit to Win, combatives training, an eight-kilometer roadmarch and several down-range exercises at Omaha, Lomah and Remagen ranges.

"The foot march was a challenge for me because I had been having some trouble with my shin splints before the training and they started acting up while I was marching. But I sucked it up and got through it," said Staff Sgt. Justin Houston, drill-sergeant candidate.

Sgt. 1st Class Michael A. Stone, a drill-sergeant leader at the school, emphasized the importance of the candidates' physical fitness as a key to their duties as drill sergeants.

"As part of our creed as a drill sergeant, we have to be physically fit to train Soldiers to be physically and mentally fit. We have to lead by example," said Stone.

Part of the drill-sergeant training is to be able to memorize and execute several modules of instruction. These modules may require the candidate to instruct a



Sgt. 1st Class Donella Thomas, drill-sergeant leader at the U.S. Army Drill Sergeant School, Fort Jackson, S.C., assures Staff Sgt. Joesph L. Addison, drill-sergeant candidate from 233rd Military Police Detachment, Fort Monroe, Va., that his campaign hat will fit properly once the inside band is removed. Addison and his fellow classmates of DSS Class 05/06-05 were issued their campaign hats April 25 at Fort Jackson's Central Issue Facility.

demonstrator who represents the Soldier-in-training.

Some of these modules are short and simple in content, while others are long and add complexity using several demonstrators the candidate must instruct.

"I taught 'stack arms and take arms,' and I believe it must be one of the most complex modules we have to learn," said Staff Sgt. Iva Milgrim, drill-sergeant candidate. "The difficult part about it is keeping all the instruction in the correct sequence as it should be taught and the fact that you have multiple demonstrators. So not only do you have to remember all the instruction, you have to remember what order it goes in and also adjust your

instruction as it applies to your demonstrators."

Along with this training, candidates also took several classes, including one covering the proper fit of uniforms. For this class, the candidates took a trip to the 120th Adjutant General Battalion (Reception) and visually saw how the Class A uniform should properly fit a warrior. They also received classroom instruction on the subject.

As the class comes ever closer to the end of their training, these candidates are getting closer to achieving the image of the drill sergeant. Throughout their training, the candidates have picked up and fine-tuned skills that will assist them later on.

"I don't believe I've really picked up any new skills since I've been here, because we all came here as noncommissioned officers so there's a lot we already should've known. But I have fine-tuned the skills I already possessed," said Houston.

"I've learned that a lot of what I'm going to do as a drill sergeant has to do with paying attention to detail," Houston added. "As we are learning how to train in the correct way, it automatically stands out now when I see someone doing something the wrong way. I have developed the drill-sergeant eye."

# Basic combat training changes force Drill Sergeant School program of instruction alterations

Commentary/analysis by Karen Soule/U.S. Army Training Center and Fort Jackson Public Affairs Office

**FORT JACKSON, S.C.** (TRADOC News Service, April 12, 2005) – When the United States went to war in Iraq two years ago, Soldiers in support roles – who, in previous combat and training, were located well behind infantry and armored divisions – found themselves battling Iraqi troops in a war that has no front lines. As a result, basic combat training has changed dramatically.

The contemporary operating environment has forced the change to BCT, said Col. Jay Chambers, 1st Basic Combat Training Brigade commander. “We’re not in an evolution. We’re in a revolution,” he said.

Arming Soldiers with the knowledge and skills necessary to fight the enemy and win in the Global War on Terrorism is the impetus behind this revolution, and the key to its success is the drill sergeant.

In preparing Soldiers for today’s combat operations, it has never been more important that drill sergeants come from all military-occupation specialties.

Training Soldiers to survive on the battlefield today requires drill sergeants who have combat experience – not only from the combat-arms perspective but also from that of medics, truck drivers, supply specialists and other combat-service and combat-service-support specialties. The strength of Army training lies in instructors that can bring relevance to initial military training by passing lessons learned on the

battlefield directly to Soldiers-in-training.

For instance, Soldiers manning a checkpoint in BCT must decide whether a woman crying for medical care is pregnant or a suicide bomber. Staff Sgt. Ryan McDaniel, a drill sergeant with Company A, 1st Battalion, 28th Infantry Regiment, teaches classes on roadside bombs. He has personal experience. While serving in Iraq with the 325th Airborne Infantry Regiment, a bomb exploded in his unit’s section, killing one of his Soldiers.

“I can talk directly to [the trainees] on what they’re going to see over there, what to look for,” McDaniel said.

The experience, knowledge and abilities these drill sergeants pass on to Soldiers is essential to having graduates that are physically, mentally, technically and tactically proficient warriors.

With the experience and creativity of battle-tested drill sergeants, changes to the BCT program of instruction have come, out of necessity, at lightning speed.

Gen. Kevin P. Byrnes, commander of the Army’s Training and Doctrine Command, said he wanted lessons learned on the battlefields taught to the troops as soon as possible. Unlike the past, when changes to POIs sometimes took years to implement, allowances have been made to quickly identify the skills necessary on the battlefield and transfer them to Soldiers.

BCT and the Drill Sergeant School POIs now place increased emphasis and focus on warrior tasks and drills: combat-related tasks such as convoy live fire,

advanced rifle marksmanship with night vision and close-combat optics, advanced first aid, urban warfare training and combatives.

Drill-sergeant-led situational training exercises with a crawl, walk and run methodology allow the Soldier to incorporate and demonstrate the skills he has learned throughout the nine-week training cycle in the rigorous seven-day Victory Forge cumulative exercise.

There is no better example for young Soldiers than the drill sergeant who has already tasted combat in Iraq or Afghanistan. These noncommissioned officers have the opportunity to apply the skills they possess and can now pass them on to young warriors. The 39 warrior tasks and nine battle drills incorporated in the recent BCT revision add the appropriate level of rigor and relevance necessary to graduate a Soldier ready to win and survive in combat.

Training and developing today’s warriors is more challenging than ever and requires drill sergeants who are more technically and tactically proficient.

Today’s drill sergeants are more than trainers. They are mentors who lead by example. Armed with the knowledge and relevant experience they possess, they are the catalyst in the transformation from civilian to warrior.

*(Editor’s note: Some information in this article is from the Fort Jackson Drill Sergeant Proponency Office. Ms. Soule is Fort Jackson’s public-affairs officer.)*

# MOUT: not just for infantry anymore

Story and photos by Timothy L. Hale/Fort Lee Public Affairs

FORT LEE, Va. (TRADOC News

Service, April 5, 2005) – Clearing buildings isn't just for the infantry anymore. Soldiers throughout the Army are receiving training in military operations on urban terrain. This includes the Army's premier warrior logisticians.

Historically, American forces have experienced combat in urban terrain from World War II Europe to today's operations in Iraq and Afghanistan. Clearing buildings involves going door-to-door and house-to-house to root out enemy combatants and make areas safe for our own forces and for local citizens as well.

"It is very important training because there's going to be a time when we (quartermasters) are going to go out and clear buildings," said Staff Sgt. Timothy Young, MOUT site observer/controller for 23rd Quartermaster Brigade. "We cannot predict when we'll come in contact with the enemy, so our Soldiers have to be trained and ready."

Over the past few weeks, the brigade has started incorporating the new MOUT site during exercises at the Logistics Warrior Training Area.

The 900-square-foot metal building incorporates three rooms and a hallway that Soldiers must successfully negotiate to complete the training. The building is furnished with tables and chairs and wall lockers that may be hiding

Top: Quartermaster advanced individual training Soldiers quickly step into the front door of the MOUT training building at the Logistics Warrior Training Area, Fort Lee, Va. Bottom: AIT Soldiers train to inspect every possible hiding place while clearing a building at the Logistics Warrior Training Area, Fort Lee, Va.

enemy combatants, as well as furnishings giving it that "lived-in" look.

Also, the Soldiers must choose between enemy combatants and innocent civilians, represented by pop-up targets, as they move from room to room. The Soldiers are scored using a Laser-Convoy Counter Ambush Training System. A laser generator is attached to the muzzle of an M-16A2, which projects an invisible beam when the trigger is pulled. A direct hit will cause the target to fall backwards. The electronic scoring system tells instructors and students whether they successfully hit the target.

"Urban warfare is nothing new," said Command Sgt. Major Jose Silva, Quartermaster Center and School. "It's important for quartermasters to respond to that environment without having to call in infantry support."

QMC&S and Team Lee staff seized the initiative and started building a MOUT site late last year at the Log Warrior site. Using new lessons-learned from units in Iraq and Afghanistan, the Soldiers were introduced to the task.

Silva and Young are quick to point out that Fort Lee's training is meant to be a building block for quartermaster Soldiers when conducting these types of operations.

"We give them a template, a knowledge baseline for them to understand the concept," said Silva. "We are confident our Soldiers will have an immediate impact when they arrive at their unit."

"Any type of training gives you an idea of what to expect. You can visualize the task," said Pvt. Gerald Greenfield, a 19-year-old unit supply specialist trainee. "It really helps us to work on team development, processing the task and understanding the timing of what every member of the team is supposed to be doing."

The training involves a "talk through, walk through and method" approach, according to Silva. The final step, or method, is running the task at full-speed, breaching the door, entering and clearing the room, moving on to the next room and exiting the building.

"We need to know how to do this before we go to Iraq," said Pvt. Dexter Holland, a 21-year-old automated supply specialist trainee. "It's going to help us stay alive and keep our battle buddies alive as well."



# Land nav 101

**FORT LEE, Va.** (TRADOC News Service, April 27, 2005) – To take the fight to the enemy, you have to get there first.

In the desert, MapQuest – the popular maps and directions Website – isn't an option. Soldiers must know how to find their way there using Army maps and with tried-and-true methods of Army land navigation.

Lieutenants in the Quartermaster Officer Basic Course at Fort Lee, Va., recently went through the paces – literally – of QMOBC's land-navigation phase. Soldiers learned to read compasses, shoot azimuths, plot courses and direction, count paces and other useful-to-know stuff.



Finding all the checkpoints challenges students during the land-navigation phase of the Quartermaster Basic Officer Course at Fort Lee, Va. Top: 2nd Lt. Mاريو Almada, left, confers with his classmate, 2nd Lt. Luis Quintero, at a land-navigation checkpoint. Above left: 2nd Lt. Mاريو Almada gestures the direction of travel as 2nd Lt. Jaclyn Gill takes a compass reading. Above center: Keeping direction and pace count are keys to success during land navigation. Here, 2nd Lt. Mahogany Brown maintains the direction while 2nd Lt. Luis Quintero keeps the pace count. Above right: 2nd Lt. Mاريو Almada doublechecks his position. Right: from left to right, 2nd Lts. Jaclyn Gill, Mahogany Brown, Mاريو Almada and Luis Quintero prepare to make their way from one land navigation checkpoint to the next during the QMOBC field exercise at Fort Lee.



# National Guard hosts train-the-trainer session

## *29th Infantry Regiment instructs Guard Soldiers*

Story and photo by Bridgett Siter/*The Bayonet*

**FORT BENNING, Ga.** (TRADOC News Service, April 29, 2005) – Sgt. 1st Class Samuel Webster spent 10 years with the Marines. He served in Operation Desert Storm and Somalia. But he'd never laid eyes on an M-240B machinegun until last week at Fort Benning's Warrior Training Center.

Webster was one of 34 National Guard Soldiers, noncommissioned officers from regional training institutes, who attended a weeklong AIMSS course – Advanced Infantry Marksmanship Strategies and Standards – hosted by the special assistant to the commanding general-Army National Guard and instructed by Soldiers from 2nd Battalion, 29th Infantry Regiment, AIMSS committee.

"A lot has changed," said Webster, who joined the National Guard nine years ago. His field-artillery unit from Phoenix, Ariz., will deploy to Iraq later this year.

"The military has come a long way since I was active duty," he said. "Most of this stuff is new to me, but we'll need to be up on it before we leave (for Iraq)."

Webster and his classmates took part in the first-of-its-kind "train the trainer" course, an abbreviated version of the 29th's two-week AIMSS course.

A mobile training team typically takes the course to units around the country, bringing them up to speed on the latest laser aiming devices, optics and night-vision devices.

Last week, the National Guard took the opposite approach, bringing Guardsmen from around the country and Puerto Rico

to train them at the WTC, home of the Guard's pre-Ranger and air-assault courses.

"A lot of the states haven't fielded these systems to their Guard units yet, or they're just getting around to it," said Master Sgt. John Switzer, who helped develop the course for the Guard. "We want to train the Soldiers who will go back and train their Soldiers, so we're one step ahead of the equipment."

Regular Army Soldiers are introduced to some of these weapons in basic training or their line companies.

Soon National Guardsmen will receive AIMSS training in their advanced NCO course, basic NCO course, the Light Leaders Course or the military-occupational specialty qualification course.

"They're not going back to basic (training), so they've got to get this training somewhere else," Switzer said. "This way, no matter what your rank, if you're a Guard Soldier, you have a pretty good chance of being trained to use this equipment in the next couple of years."

Sgt. Daniel Howard, an AIMSS committee instructor, said deployed Guard units



Staff Sgt. J.J. Howington traveled from Camp Blanding, Fla., to train with some of the Army's newest weapons systems, which are being fielded to National Guard units. Here Howington, who served in Iraq more than a year, sights an M-240B machine gun with an infrared aiming light.

have already received some of these weapons.

"(Guard Soldiers are) everywhere the regular Army is now, so they need to know how to use it," he said.

Switzer said the SACG-ARNG will host the training again in the fall.

# Army combatives

Story by Spc. Charles Siler/*The Wheel*  
Photos by Sgt. Jacob Boyer/*The Wheel*

**FORT EUSTIS, Va.** (TRADOC News Service, April 29, 2005) – I have never been so tired, so sore, so bruised, or felt so good as I did after finishing the week-long Level I Modern Army Combatives Course, which is sponsored by Fort Eustis' 1<sup>st</sup> Battalion, 222<sup>nd</sup> Aviation Regiment, and 8th Transportation Brigade.

After getting a taste of the new Army combatives course during a sergeant's time training session, I signed up for the very next iteration of the Level I course. I had no idea what to expect when I walked through the door of the combatives classroom April 4.

The emptiness of the completely padded room engulfed me as I tried to imagine what types of activities would require seven-foot tall pads on every corner and every column. I found out quickly.

Sgt. 1st Class Russell A. Sanderlin, a drill sergeant with Company D, 1<sup>st</sup> Bn., 222<sup>nd</sup> Avn. Regt., and a Level II-certified combatives instructor, didn't waste anytime diving right in to the meat of the class.

Since the Army combatives program is based on simple, easy-to-learn ground-fighting techniques borrowed from Brazilian jiu-jitsu, Sanderlin was able to easily lay the foundation of body positions that would be the bedrock of the 40-hour class.

Sanderlin demonstrated the four basic body positions that form the Army combatives core: the rear guard, the front mount, the guard and side control – before asking the class to take turns putting each



Sgt. 1st Class Russell Sanderlin, a drill sergeant with D Company, 1st Battalion, 222<sup>nd</sup> Aviation Regiment, and a Level II certified combatives instructor, teaches the class the importance of dominant body positions.

other in the different positions.

Learning came through repetition. Since there are so many moving parts to the drills in the combatives course, the best way to make sure you got every thing right was to do it over and over and over.

Once we were good and tired after a full day of practicing different body positions and drills, the class ended with nearly an hour of sparring against other classmates for dominant body position.

Honestly, I was tired after the first three-minute bout, but there was no rest for the weary as Sanderlin rotated us grapplers and continued the exercise. When I got home after the first day, I was exhausted and lethargic. All I wanted to do was sleep. I felt as if all the strength I had was already drained from my body. The next morning I didn't want to go back. It was too tiring. But I'm glad I did.

On the second day, Sanderlin made it clear why body position was so important. He taught us a number of submission moves we could put our opponents in, such as chokes and hyper-rotations of the elbows and shoulders. The more dominant body position you have, the more danger your opponent is in of being put into submission.

I thought this was great stuff until we began doing it to each other. I have never

been choked so many times in my life. At the end of the day I felt like I had strep throat, but it was all worth it as things were starting to come together. After all my strength had left me the day before, I found I had some in reserve I didn't know about when we spent the second afternoon battling each other for submissions, trying to force our opponents to tap out during more three-minute bouts.

Wednesday was really tough, since we quickly reviewed the lessons from the previous two days and went straight into wrestling for the entire day. Nearly everyone in the class was running on fumes, which turned out to be the point of the exercise. Sanderlin wanted us to rely on the techniques he taught us, not our own physical strength. And once we were tired enough, all we had was technique. Needless to say, Wednesday night I slept like a baby.

It's a good thing, because I needed it for Thursday. It was going to take a lot of energy to get past Goliath and his 16-ounce boxing gloves so I could graduate. Thursday morning was the infamous punch drill. Since the Modern Army Combatives Course teaches its students how to end a fight through grappling, choking and joint manipulation, we needed to know how to get through our opponents' striking ranges and bring them to the



The opposing thumbs grip is one of the many different grips taught in the combatives class. It is used to maintain control of an opponent during the clinches and the rear guard.

ground. Striking range is the range at which an opponent can hit you with a punch or a kick. The punch drill was an exercise to teach us how to breach the distance and “clinch” the opponent.

A number of volunteers lined up in the combatives room to deal out punishing blows to the combatives students. The volunteers wore boxing gloves and were given the responsibility of striking us as we came toward them to achieve the clinch. It really taught you to protect yourself, stay alert and aware of your enemy, and to not let go once you have passed their striking range. While it was the most painful portion of the class, it really wasn't as bad as it sounds. The lessons were valuable since some of the students had never really been hit before and now they were not afraid of being struck. It also gave us confidence in our training and our abilities.

The last day of the class was spent testing our ability to pass on the knowledge we gained to others before going into one last great battleroyale. The final bout of the week involved the class being divided into two teams and duking it out until one team had eliminated all the members of the other team. It was a fun way to test our new skills in a team setting.

While the training and the class format is simple and easy to remember, the skills will still perish if you don't keep them brushed up. Sgt. 1st Class Richard Wilkins, a platoon sergeant with H Co., 71st Transportation Bn., is organizing an open mat opportunity between 11 a.m. and 1 p.m. on Wednesdays in the combatives classroom at Bldg. 1020 C. All participants must be at least Level I course graduates.

If you are interested in participating, contact Wilkins at (757) 878-1023 or by email at [richard.a.wilkins@eustis.army.mil](mailto:richard.a.wilkins@eustis.army.mil).



Rough day for the article writer: top photo, Staff Sgt. Aaron Spaulding (top), Headquarters and Headquarters Detachment, 765th Transportation Battalion, moves past Spc. Charles Siler's guard into side control while demonstrating Drill 1 of the Modern Army Combatives Program. Bottom photo, Spc. Charles Siler, a staff writer for Fort Eustis' newspaper *The Wheel*, takes a beating from Staff Sgt. Oseanto Oliver (with gloves), a drill sergeant with C Company, 1st Battalion, 222nd Aviation Regiment, while trying to secure him in a “clinch” so Siler can control his body.



# Around the Army: Military news service articles that have TRADOC relevance

## Avengers 'gun up' for Iraq duty

By Skip Vaughn/*Redstone Rocket*

**REDSTONE ARSENAL, Ala.** (TRADOC News Service, April 26, 2005) – An Army unit preparing to deploy knew its Avenger air-defense vehicles weren't built for ground combat in Iraq, so the Soldiers asked for help.

The Cruise Missile Defense Systems Project Office and prime contractor Boeing delivered.

A six-man team went to Kuwait and modified eight Avenger vehicles for the 3rd Armored Cavalry Regiment's air-defense-artillery battery which had deployed from Fort Carson, Colo. A modification job expected to take two weeks only took two days, thanks to the team members' long hours and diligence.

"There was a lot of behind-the-scenes effort going on both here in the project office and at Boeing to make this happen in such a short period of time," test engineer Harry Lockwood of the CMDS Project Office said. He was on the team along with Boeing workers Jerry Wilson, Steve Milly, Harry Chandler and John Lose; and Jeff King of CAS Inc.

King was already in Kuwait supporting an Integrated Materiel Management Center mission, and Lockwood asked him to stay for this Avenger gun-up effort. Wilson and Lockwood arrived at Camp Buehring in Kuwait on March 9, and the others got there March 15.

An M3P 50-caliber machine gun is mounted on an Avenger vehicle, but normally Soldiers can't fire it toward the vehicle's front at an elevation less than 10 degrees. The team members changed that for the unit.

"We removed the right missile pod and we moved the M3P gun system up to the missile pod's position," Lockwood said. "This now allows 360 degrees firing at any angle or elevation. We also increased the magazine capacity from 250 rounds to 600 rounds.

"The biggest reason why this was important to them is their mission over there is not an air-defense mission. Their mission is for ground support and convoy escort."

Boeing had developed the modification concept. The project office received an urgent-needs statement from the unit because its ground-defense mission required more ammunition capacity and the ability to engage targets at 360 degrees at any elevation angle.

The team modified the unit's eight Avenger vehicles and furnished one complete spare kit. The six worked two 18-hour days to get the job done. On the third day, they trained 34 Soldiers on the equipment with Wilson serving as the training leader. They did a live-fire exercise with the Soldiers March 25. The Boeing workers returned to the States March 24, and Lockwood and King came back March

27.

The Soldiers provided positive feedback on their anonymous written critique sheets.

"Thank you all so much," wrote one. "You've given all of us the confidence in our weaponry to go home to our loved ones. You're all great Americans. God bless."

"Training was excellent," wrote another Soldier.

"They pushed forward into Iraq on April 1," said Lockwood, who served in the Marines from 1984-96. "That was why we had such limited time."

Modifying the unit's Avenger air-defense vehicles "greatly enhances their capability at defeating ground targets in their current role," he said. "Compared to other humvee-mounted machine guns, our system is gyro-stabilized with a man in the rotating turret, which makes it much more adept at engaging targets while on the move."

Support for the Avenger gun-up effort also came from the Logistics Assistance Office in country and from the Camp Buehring command staff.

"This is but an example of how CMDS is contributing to what all the project offices are doing to fulfill additional warfighting capability," said Lt. Col. Walt Jones, product manager for CMDS missiles and platforms.

## 'Buckeye' helping detect IEDs in Iraq

By Heather Gloeckner/Army News Service

**ARLINGTON, Va.** (TRADOC News Service, April 26, 2005) – Soldiers' lives may be saved as a result of a new technology that aids in the detection of improvised explosive devices, according to experts from the Army Corps of Engineers' Research and Development Center.

In October 2003, Army Chief of Staff Gen. Peter Schoomaker met with then-Chief of Engineers Lt. Gen. Robert Flowers and asked that the Corps of Engineers attempt to develop a system to aid in the detection of IEDs, said Bob Burkhardt, director of the Topographic

Engineering Center at the U.S. Army Corp of Engineers' Research and Development Center.

Four months later the Corps had developed the "Buckeye," a camera that takes high-resolution photographs from an aircraft, and was ready to test the new tool at Yuma Proving Ground, Ariz., said Burkhardt.

In February 2004, the Buckeye team traveled to Yuma with its newly developed tool for a test flight, said Eric Zimmerman, chief of the Research Division at the Topographic Engineering Center.

"We collected imagery for two days.

The first day there were no IEDs, and the second day IEDs were present. By the morning of the third day, we were able to provide a mosaic and an analysis of where we thought IEDs may be present," said Zimmerman.

Industry standard equipment used for imagery analysis can take days to produce a mosaic, whereas the Buckeye can produce a mosaic in 90 minutes or less, said Burkhardt.

A mosaic is a large computer-generated photograph constructed from many smaller images that allows for viewing and computer navigation of a town or an entire

city from an aerial view.

In November 2004, the Buckeye was deployed to Iraq and proved to be extremely helpful in the detection of IEDs, said Burkhardt. Flyovers were performed in certain areas of Iraq where images were captured by the Buckeye and later analyzed by the Buckeye ground support team, through these analyses the support team was able to identify suspicious changes in areas that resulted in the

identification of IEDs, said Burkhardt.

The Buckeye is not limited to one aircraft but can be used on many different aircraft to collect imagery, said Burkhardt.

The imagery produced by the Buckeye is not only useful in the detection of IEDs but also for situational awareness. Buckeye imagery is being incorporated into the Urban Terrain Planner, also designed by the Topographic Engineering Center, giving Soldiers an even better

system to help with mapping and overall preparation, said Zimmerman.

The UTP is a digital representation of the urban environment. It is a product for mission and tactical planning, and urban fighting, said Theresa Rasmussen, team leader, source acquisition team.

"Soldiers are delighted by the performance of the Buckeye, and commanders have written asking us for more Buckeyes," said Burkhardt.

# Defense Department Joint task force making progress against IED threat

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

**WASHINGTON** (TRADOC News Service, April 18, 2005) – Crudely assembled and easy to make, improvised explosive devices are the biggest threat to servicemembers in Afghanistan and Iraq, according to the head of a new Pentagon task force looking into ways to better protect troops.

"It is the method the enemy uses that accounts for most of the killed and wounded in action," Brig. Gen. Joseph Votel said. "It is the primary way the enemy makes contact with us. That's why it's so important that our Soldiers pay attention to the training they are getting."

In an April 15 interview with the Pentagon Channel and American Forces Press Service, Votel explained that training servicemembers how to be aware of IED threats has become a main focus of the new Joint Improvised Explosive Device Defeat Task Force.

In the summer of 2004, Deputy Defense Secretary Paul Wolfowitz created the task force to come up with solutions to mitigate the effect of IEDs on

servicemembers in Iraq. The Army created its own IED task force in 2003.

Such training, the general said, has led to better odds for servicemembers to survive IED attacks.

While the incident rate of IED attacks has gone up, the casualty rates are actually declining, he said. In 2003, a servicemember had a 50-50 chance of dying in an IED attack, Votel said. That number has since decreased to about 18 percent, he said.

"We've done a pretty good job of trying to reduce the casualty ratio, and we've been able to reduce that by about 40 percent over the last year," he said.

Votel said that one key area of training has been in situational awareness. "We've always been aware of unexploded ordnance hazards, and we've always sort of preached that from a safety standpoint ... but making our servicemembers aware of this is a key piece," he said.

Other efforts that have led to a decline in the number of casualties have come from experience gained in theater. The services have added more uparmored equipment and applied new technology, such as the use of "jammers" against

"radio-controlled initiation devices," which Votel said have also proven to be effective.

He said jamming technology is "no silver bullet," but it is "one tool in our tool kit that can be applied."

Votel insisted the best weapon for servicemembers against the IED threat is "to be alert and to watch their surroundings."

"The very best sensor we have out there is our servicemembers," he said. "We can't replicate their brains or their eyes, so we've got to train them what to look for."

Still, he pointed out that the task force's ultimate goal is to stop the "bombers and bombmakers" before they strike.

His organization is also focusing on technology, training and operations that will allow the military to go after those responsible for IED attacks in the first place, he said.

"A lot of our efforts can be focused on protecting ourselves against the blast," he said. "But ultimately, to defeat this threat, you have to go after the people that are actually doing this ... to kill or capture them, so we prevent the IEDs from even being emplaced."

# New Army program for high-demand linguists producing results

By Terri Lukach/American Forces Press Service

**WASHINGTON** (TRADOC News Service, April 21, 2005) – A new Army military-occupation specialty, 09L, is the latest weapon in the nation's arsenal in the global war on terror – and it's working, Army officials said April 20.

The L stands for linguist, and the program is designed to find and recruit native speakers of various high-demand languages and dialects for service in the U.S. Army. Thus far, 77 new recruits have been trained and mobilized. All are serving in the U.S. Central Command theater of operations – a requirement they were made aware of upfront – and the results have been just what commanders hoped.

"We are really pleased with how this program has been going," said Naomi Verdugo, a recruiting and retention official with the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs. "We are getting some amazing feedback from the field that these Soldiers have served in very high-level situations, and that makes me very proud."

Program director Lt. Col. Frank Demith

said he hopes to recruit 250 Soldiers for the new occupational specialty in 2005. "The ultimate objective is to reach a steady state of 700," he said. "It will take us a few years to get there."

The 09L program began in February 2003 when the assistant secretary of defense for reserve affairs was tasked with recruiting native speakers to assist U.S. forces in Iraq and Afghanistan with interpretations, translations, cultural familiarity and an understanding of the nuances of body language. The three languages most needed were Dari and Pashto, the two most prevalent languages spoken in Afghanistan, and Arabic.

Individuals in this program are recruited directly into the Individual Ready Reserve for a period of eight years, officials said. Within the IRR, they can be mobilized for various tours and assignments. "The flexibility aspect makes the IRR the ideal place for the 09Ls during this pilot phase of the program," an Army spokeswoman said.

Officials noted recruits do not need to be U.S. citizens, but they must have a "green card," which gives immigrants official lawful permanent residency status

in the United States. Once in the military, they are eligible for expedited U.S. citizenship.

"Bringing native speakers into the Individual Ready Reserve was a new initiative for us, and one that was very much needed," Demith said. "We started to recruit the first speakers in August 2004 and have been very successful in finding native speakers of all dialects of Arabic, Dari and (Pashto).

"These are people who speak languages that we very much need, and we are very pleased with how the program has gone so far. Plus, they also provide us with cultural knowledge that sometimes American speakers of those languages don't have," he said.

"When you meet these people, you are so impressed because they are coming in for reasons of patriotism," Verdugo said.

"Many were abused by Saddam Hussein. We have one Kurdish soldier who was harassed by Saddam, and some have lost family members at the hands of tyrants overseas. So they have a very patriotic motivation for coming into the Army. They are grateful for this country and want to pay back," she said.

## Language is latest weapon in America's 21st century arsenal

By Terri Lukach/American Forces Press Service

**WASHINGTON** (TRADOC News Service, April 18, 2005) – Despite the tremendous advances in military hardware and technology on display in the global war on terror, there are still some capabilities only humans can provide.

That was the thinking behind a new initiative to improve foreign language and cultural expertise at the Defense Department.

In an April 15 interview with the Pentagon Channel and American Forces Press Service here, a top DoD official stressed the importance of language in worldwide military operations.

"Language has always been important in the Department of Defense," David S.C. Chu said, "but it is particularly important now because we are operating in parts of the world where English is not widely spoken, where we need to work with local leaders and local populations, and where we need to understand more about their culture." Chu is undersecretary of defense for personnel and readiness.

"We simply must develop a greater capacity for languages that reflect the demands of this century," Defense Secretary Donald H. Rumsfeld said in announcing the Defense Language Transformation Roadmap March 30. "No technology delivers this capability; it is a truly human skill that our forces must have

to win, and that we must have to keep the peace."

The roadmap, Rumsfeld said, "is a commitment to our men and women that they will have that skill and ability."

Translators acting as go-betweens aren't the whole solution, Chu noted. "We need to communicate better," he said, "and while you can always do that through translators, a great deal, as we used to say, gets 'lost in translation.'"

Chu praised the Defense Language Institute in Monterey, Calif., for instilling a good reading and listening capacity in its foreign-language students in a year to 18 months. "It's a terrific program," he said, "but it's not enough. It doesn't take people as far as we now need them to go."

Chu said the department is beginning a new effort to broaden language competency within the military ranks and challenge more officers and enlisted to develop language skills.

Chu said the program has four primary goals:

- Broaden the linguistic and cultural knowledge base in the uniformed and civilian ranks;
- Develop the ability to respond quickly to crisis requirements;
- Produce a cadre of linguists proficient at a much higher level; and
- Develop a database of linguists and their levels of competence so when there is a need, the talent can be brought to bear.

In the past, linguistic and cultural expertise were not regarded as warfighting skills, and thus were not sufficiently incorporated into operational or contingency planning, Chu explained. That is not

the case today, he added.

In addition to the possibility of conflict against enemies who speak less commonly taught languages, the new roadmap outlines several other reasons for an increased foreign-linguist capacity in DoD:

- Robust language and foreign expertise are critical to sustaining coalitions, pursuing regional stability and conducting multinational operations.
- Changes in the international security environment, as well as the range of potential conflict zones, expand the number of likely partners with whom U.S. forces will work.
- The U.S. military's new global footprint and transition to a more expeditionary force will bring increased requirements for foreign languages and regional knowledge.
- Adversaries who attempt to manipulate the media leverage sympathetic elements of a population or politicians to

divide international coalitions.

Chu said that while technology, including language technology, is helpful, "technology will never replace a smart human being."

"Today's Soldiers, sailors, airmen and Marines," Chu said, "are so much smarter than ever before. At the same time, we are asking a lot more of them. And we recognize that that young corporal on the line in Iraq is making decisions that affect the foreign policy for the United States, and if we can give him or her a little bit of an edge – linguistically – they're going to be far more effective."

Chu said he would like to encourage all young people to think about language as a skill – a skill they can acquire.

"And it's a warfighting skill, a skill we need in the theater. It's important that we not only acquire it, but keep it sharp over time," he said.

## Soldier is Army's 'special' hometown recruiting assistant

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

**MOUNT PLEASANT, S.C.** (TRADOC News Service, April 15, 2005) – Through a homemade music video he produced, Spc. Ryan Leach showed ROTC students at Wando High School here a world most will never see: that of being a Soldier serving in Iraq.

His production mostly shows Soldiers playing pranks on each other, having fun and smiling while interacting with the Iraqi people – scenes not often seen in the news media.

Leach completed a year-long tour in Iraq in April 2004, serving with the 545th Military Police Company from Fort Hood, Texas. The unit was stationed at Camp Liberty, just outside the Iraqi capital of Baghdad.

Leach explained to the students that his time spent in Iraq was some of the best in his military career. And though now safely back home, he said, he sometimes longs to be back there.

"I feel like I'm supposed to be over there," he explained. "That's been my job for the past year, and now I feel like I've got nothing to do. Part of me doesn't miss Iraq, but part of me misses the camaraderie, the excitement and the sense of purpose for the mission."

That is, perhaps, the message the Army wanted to send to potential Soldiers when the Special Recruiter Assistance Program started a year ago.

The program allows Operation Enduring Freedom and Operation Iraqi Freedom veterans up to two weeks of temporary duty at a hometown recruiting station to talk to their communities about their experiences in the war.

Last week, Leach was working at the Mount Pleasant Army Recruiting Station, where he has become a hometown hero of sorts, traveling throughout the community and talking to friends and students to give them a Soldier's perspective of what the Army and duty in Iraq really are all about. He threw out the first pitch for the opening home game of the minor league Charleston River Dogs, a farm team for the New York Yankees, where he was announced as an "American hero." He also is expected to be interviewed for the local newspapers about his combat experiences.

At Wando, his alma mater, he started the school's first Air Force ROTC honor-guard program and also served as a student flight commander his senior year. He has become a regular guest speaker to ROTC students.

The students quickly took notice of his desert uniform, asking him about the large 1st Calvary Division patches on his shoulders. One is his unit designation, the other is from serving with the division in combat, he explained.

And after seeing his video, the students had more questions about life in the military and duty in Iraq. "Did you ever have to sleep on rocks?" one asked.

"I tried never to sleep on the ground; my bed of choice was on top of my humvee. It was always nice and warm," he replied.

Another student wanted to know what he ate in Iraq. "Cordon bleu, T-bone steaks, pork chops, fried chicken," he answered.

Asked if he'd ever been shot or shot at, Leach smiled and rubbed his hand across his chest. "I have no bullet holes in me," he said.

Leach told the students his military police unit conducted more than 300 missions while in Iraq. One of his primary missions as a protective-service agent, he said, was to help escort the division's assistant commander, Brig. Gen. Jeffery Hammond, and to keep him safe.

"Whenever we got shot at or attacked, it wasn't really our protocol to turn and face the enemy," he explained. "We needed to get the 'big guy' out of there as soon as possible to make sure he's safe. So we basically tucked tail and ran – and I'll tell you I really didn't have a problem with that."

The students laughed.

At least one student was interested enough to wonder how well the Army pays. "The money is not great, but I'm not hurting," Leach said.

In fact, Leach told the students that while he was in Iraq, he saved more than \$14,000, paid off his Jeep, and bought new furniture for his apartment and a new drum set.

Some questions the students asked of Leach are the kind he can't always answer, said Sgt. 1st Class Alphonso Clark, a recruiter at the Mount Pleasant station. He said Leach brings to his recruiting station a "knowledge and experience" that he lacks when talking to potential recruits.

"He can tell you stories about the war that I can never tell because he's been there," Clark explained. "When we get questions about the war, I don't know what to say, because I haven't been there. But we take a young man like him, and he's got all the answers, all the stories in the world. He even answers questions I have,"

he added.

Though Leach told the students he doesn't plan a military career, he told them the Army has given direction to his life.

"The one thing I will say to any high-school student is the beautiful thing about the Army is that it gave me five years to figure out what I wanted to do in life," he said. "And what I suggest to them is the Army gave me a chance to get out there, take some time and see the world; to be a part of something bigger than myself."

Air Force Lt. Col. Richard Bartels, who heads the school's ROTC program, said he hopes that message gets across to his students.

"The students can relate to Ryan much better than they can relate to me," he said. "My experiences in Vietnam – long before they were born – mean nothing to them. But when they see someone close to their age who has gone through high school and made a success out of the Army and gone on to serve his country, and now knows what he wants to do in life – that means a lot.

"Ryan has matured a lot," he continued. "He's got his head on straight. He knew what he wanted to do and made his decision early in life, and that decision was to serve his country."

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## THIS IS THE LAST EDITION

of *TRADOC Perspective* where stories used in the on-line TRADOC News Service headline service and in *TRADOC Perspective* will overlap. Since it is a transitional edition, it will also (probably) be the largest edition ever produced – next month's edition should go down in size as TNS is completing its refocus.

The headline service is what TNS is best known for – it appears on the PAO and TRADOC homepages as headlines on the Webpage's right side. Whenever new headlines are posted, TNS headline service subscribers are notified via email. (Just email [tradocpao@monroe.army.mil](mailto:tradocpao@monroe.army.mil) if you want to subscribe to the headline service. Headline service subscribers also automatically receive *TRADOC Perspective*.)

The TNS homepage (<http://www.tradoc.army.mil/pao/TNSarchives/TNSarchives.htm>) serves as a "one-stop shop" for information for and about the people and work of TRADOC. The headline-service part of TNS is dedicated to producing and releasing Headquarters

TRADOC stories, or stories that have command-wide impact. Training features and people portraits are posted in HTML format as part of the Web-based TNS.

*TRADOC Perspective*, now an integral part of TNS, is a monthly ezine that provides feature articles about TRADOC activities not based at Fort Monroe, Va. Stories on what's happening at TRADOC's schools and centers are collected exclusively into *TRADOC Perspective*.

This means *TRADOC Perspective* is "the newsmagazine for the TRADOC community" while the headlines-service portion of TNS serves as a resource for more HQ TRADOC-central news and features.

What hasn't changed is that *TRADOC Perspective* continues to capture Army-published strategic stories while providing a perspective on what happened around the command during the previous month. The publication will still focus on a hot topic or trend monthly.

At this time, *TRADOC Perspective* will continue to be distributed via email and will be available on the Public Affairs'

Website as a PDF. Readers can read the publication on-line or print it and read it.

The rest of TNS will remain HTML-based and Web-distributed for easy access.

The *TRADOC Perspective* ezine joins the other aspects of TNS – the headquarters headline service, headline service archives, media releases, Web specials, fact sheets / backgrounders, closeup on training, people portraits, the TRADOC poster series and Army Values – as sources of information about TRADOC.

The two newest areas for TNS are "closeup on training" and "people portraits." It is in the "closeup on training" area that there still may be overlap between the HQ headline service and *TRADOC Perspective* – if training done at a TRADOC school/center makes the headquarters news service, for instance.

Coming soon – and already seen as an area of interest on the TNS homepage – will be news videoclips relevant to TRADOC.

**TRADOC Perspective** is produced by Command Information Branch, TRADOC Public Affairs Bldg. 27 66 Ingalls Road Fort Monroe, Va. 23651



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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 on the most effective strategic, operational and tactical strategies to communicate the CG's

# Last blast: Benning's Silver Wings to do tandem jumps

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

**FORT BENNING, Ga.** (TRADOC News Service, April 15, 2005) – Fort Benning's command parachute exhibition team, the Silver Wings, is preparing to take on a new mission in the next few months.

The team will take visiting VIPs up in the air and allow them to tandem jump, showing them the kind of training and dedication that goes into making a Soldier.

Two of the team members, team leader Sgt. 1st Class Bryan Patrick and assistant team leader Staff Sgt. Tim Santellanes, are certified tandem guides.

A tandem jump is when two people are attached together and jump out of an airplane, freefall and then land together.

The two are in the process of accumulating 50 tandem jumps each before beginning the new program.

The idea is when the VIP's feet touch the ground again, he will have a better idea of the risks Soldiers take and the training it takes to prepare them for those risks.

It also will serve as a valuable recruiting tool, giving civilians the opportunity to see what it can be like to become a Soldier and learn to conquer fear and master a skill, Patrick said.

"This gives the community an opportunity to interact on a one-on-one basis with Soldiers and builds support for the Soldiers who are deployed," Patrick said. "This puts the military right in their front yard."

Patrick also said he believes the program will benefit



Sgt. 1st Class Bryan Patrick freefalls with Spc. Nikki St. Amant in a tandem jump.

the post by fostering the interest and support of local officials by exposing them to an exciting aspect of military life.

Though this particular Silver Wings mission is just starting, Patrick's experience is proven. With over 2,500 freefalls, he is an expert at what he does.

He and Santellanes received their tandem training at Fort Bragg, N.C., in December 2004 and have been taking active-duty military personnel on tandem jumps to continue their training in preparation for the launch of the VIP tandem program in the future.

## NEXT MONTH'S CALENDAR



Event	Date	Location
Unified Quest 2005	May 1-7	Carlisle Barracks, Pa.
World Cup shooting	May 7-15	Fort Benning, Ga.
Wreath-laying, Pres. Harry S. Truman	May 8	Independence, Mo.
SBLM (AMSC) application deadline	May 17	Fort Belvoir, Va.

## TRADOC FOCUS AREAS JANUARY THROUGH JUNE



- Access the "right" force (featured in January 2005 **TRADOC Perspective**)
- Implement the training strategy to increase rigor in our training environments (featured in February 2005 **TRADOC Perspective**)
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force (featured in March 2005 **TRADOC Perspective**)
- Accelerate the transition to the future force
- **Advance Joint interdependencies** (featured in this month's **TRADOC Perspective**)
- Ensure new capabilities via Soldier-as-a-System

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.