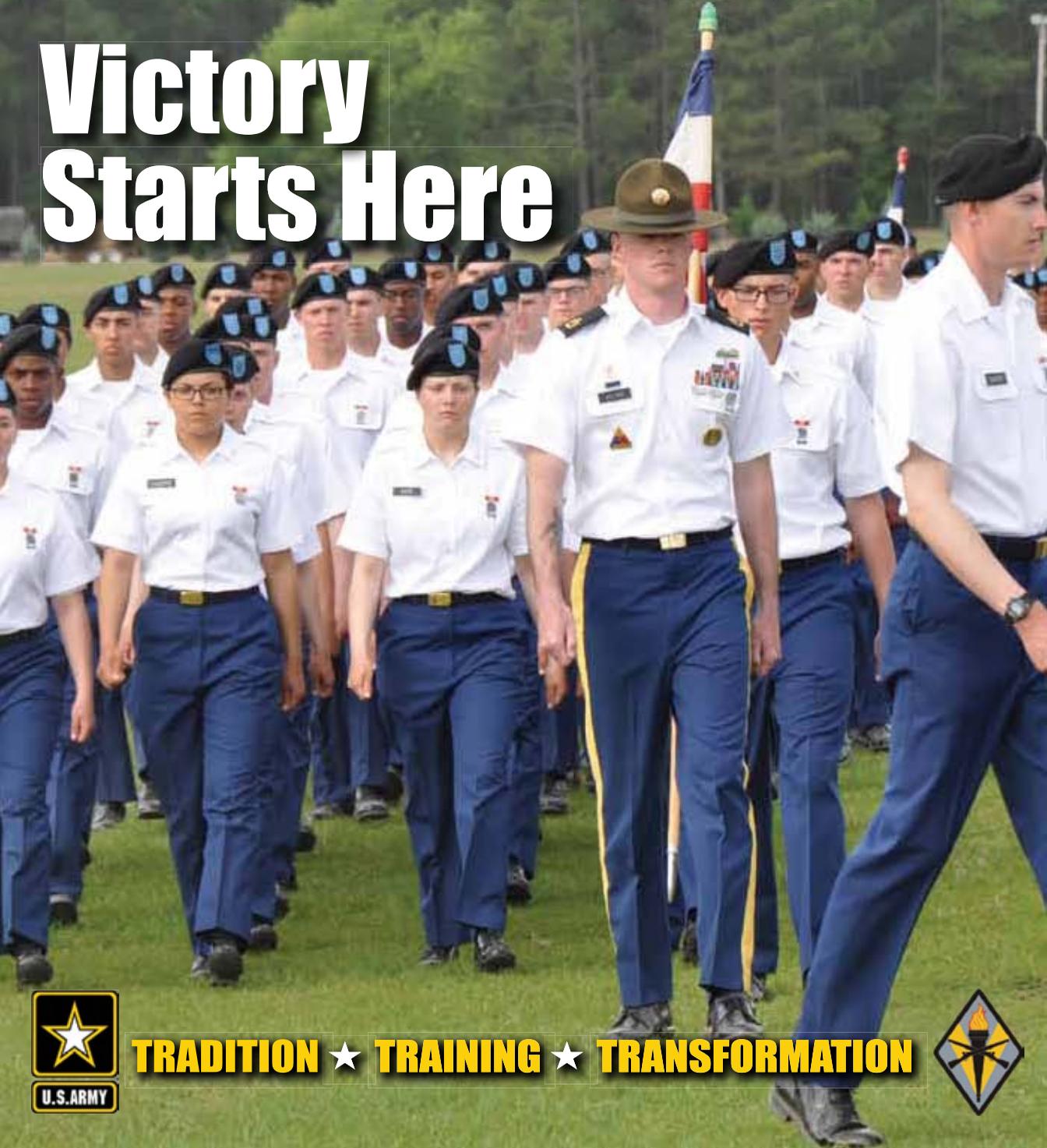


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Victory Starts Here



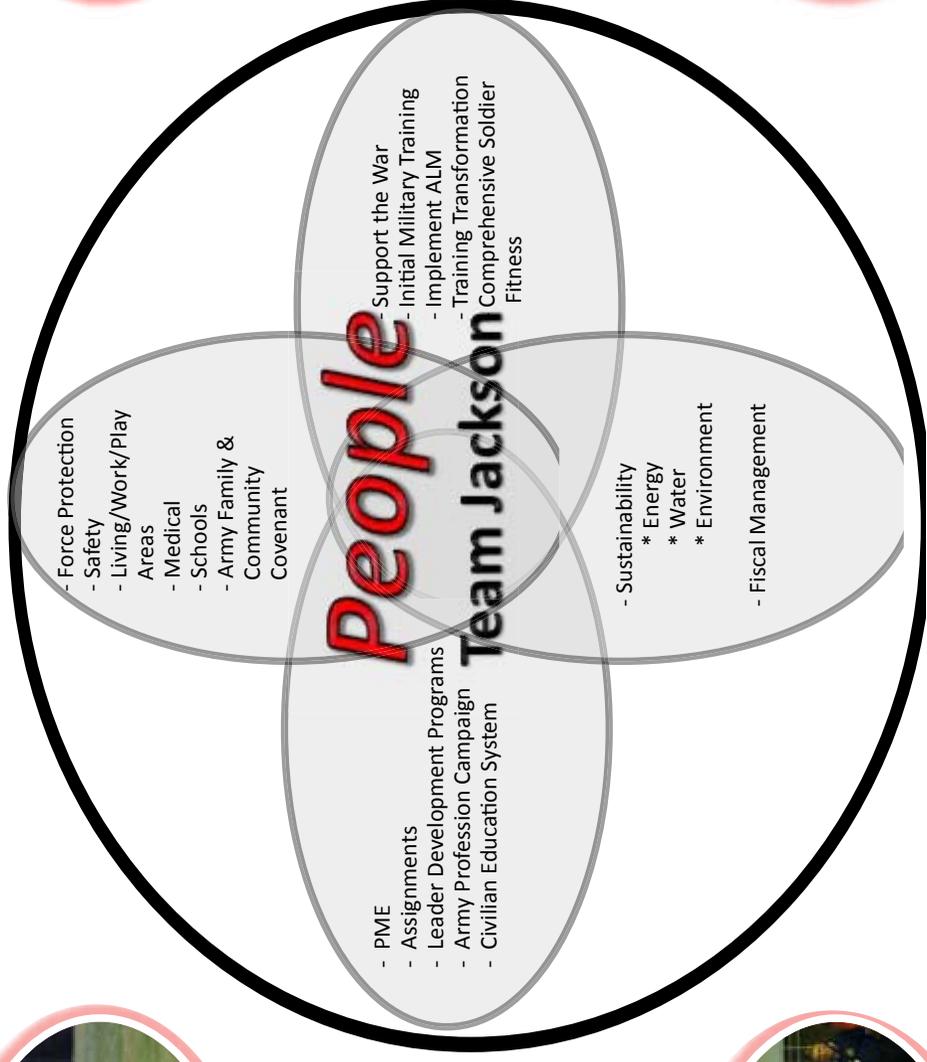
TRADITION ★ **TRAINING** ★ **TRANSFORMATION**





The **45th Commanding General's Priorities**
People : The Strength of Fort Jackson

Quality of Life



Leader Development



Training / Readiness



Responsible Stewardship



Vision



Fort Jackson is:

- The Preeminent Training Center in the Department of Defense (DOD).
- The best duty station, post, community and unit in which its team members have ever served.
- An environment in which everyone can take initiative, learn, grow, make honest mistakes, have fun and accomplish the mission.
- An Army Community of Excellence (ACOE) award winner in 2014.

Tradition ★ Training ★ Transformation



Jackson Journal

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*Commander, USATC
and Fort Jackson*

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*Post Command
Sergeant Major*

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The Jackson Journal is a professional journal that provides a forum for original thought and discussion on all aspects of training and leadership as they pertain to Initial Military Training. The views expressed in the Jackson Journal are those of the Authors, not necessarily those of the Department of Defense or any element of it. The content does not necessarily reflect U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy of the articles they provide. The Jackson Journal reserves the right to edit material.

The Jackson Journal is available online at:

<http://www.jackson.army.mil/sites/jacksonjournal/pages/745>

From the Commanding General

Welcome to the second issue of the Jackson Journal, a professional journal focused on leading and training Soldiers in an Initial Military Training (IMT) operating environment. My intent behind the publication of the Jackson Journal is to improve Fort Jackson's organizational learning through the sharing of ideas, best practices, and lessons learned among all leaders. The Jackson Journal will serve as a platform for all IMT professionals to express their thoughts and concerns, start a dialogue or simply gain a better understanding on a specific topic to improve their own professional development.



The articles in this issue truly highlight the diverse and wide spectrum of topics that all leaders within the Army Training Center and Fort Jackson must become familiar with to successfully lead and train the future Soldiers of our great Army. I know every Drill Sergeant and Soldier who has completed basic training will enjoy reading "Who was your Drill Sergeant" by DS (SFC) Marshall. "The Role of the Chaplain" written by CH (CPT) King highlights the profound impact a battalion chaplain has not only on Soldiers in Training, but also on our Cadre. I also look forward to your thoughts on LTC Delvaux and 1LT Barragan's article on transforming civilians into Soldiers.

One of our Partners in Excellence, the National Center for Credibility Assessment has written a fascinating article on the critical role our detailed Soldiers have in supporting their unique polygraph training. LTC Sonya Cable, Chief, Human Dimensions Division, DCG-IMT article on the Soldier Fueling Initiative is a must read for all. The Army is leading the way within DOD on this important new initiative. Finally, there is a wealth of information within this issue on DTMS, the role of our athletic trainers, reception operations, empowering leaders and Doctrine 2015 to name just a few.

Please encourage your leaders at all levels to read the Jackson Journal and submit articles for future publications. One of the best ways to become an expert in our profession is to turn your thoughts and ideas into the written word. We must continue to emphasize the importance and value of writing for all of our leaders.

As the 45th Commanding General of the USATC and Fort Jackson I am thankful for your extraordinary service and humbled by your professionalism as we strive to become the Preeminent Training Center in all of DOD.

Victory Starts Here!

Bryan T. Roberts
BG, USA
Commanding

Post Command Sergeant Major

As proven from the first Jackson Journal, this is a truly worthwhile publication that has distributed numerous opportunities for professional development. As you will see this second journal continues to enhance us all through the sharing of ideas and military experience.

I am especially happy to see that we have a diversity of the ranks and military occupational specialties and Branches represented in this current Journal. As we have such a diverse population of our Armed Forces assigned to Fort Jackson it is refreshing to see the amount of viewpoints and TTPs being shared from so many different perspectives.

I continue to encourage Leaders at every level to submit papers for the Journal. It is an outstanding opportunity for personal development. As we move through our military careers it is critical that we all continue to hone our writing skills. It is extremely important that we take the time to share experiences and to do this through written documents allows reflection upon the work for all of time.

To all who read this short note, thank you for what you do to support the Military and I appreciate the dedicated service you have done, are doing, and will continue to provide.

Lastly, I ask that we distribute the Journal throughout our formations as well as with Brothers in Arms at other locations throughout the Continental United States as well as Abroad. By sharing across the Force others can achieve a better understanding of the critical and essential training missions conducted here at the USATC and Fort Jackson.



Victory Starts Here!

Kevin R. Benson
CSM, USA
PCSM



DEDICATED TO THE
FOUNDING OF THE
ARMY'S FIRST DRILL
SERGEANT SCHOOL AND
THE FIRST CLASS OF
ARMY DRILL SERGEANTS.
FORT JACKSON, SC 1964



Who was Your Drill Sergeant?

Whether you ask the newest Soldier or the oldest veteran, everyone remembers their Drill Sergeant's name and stands ready to rattle it off in an instant.

By Drill Sergeant (SFC) Marshall

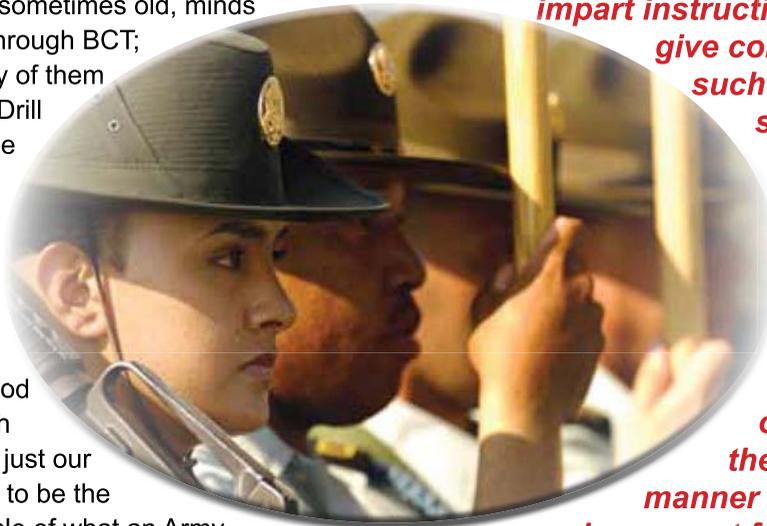


Whether you ask the newest Soldier or the oldest veteran, everyone remembers their Drill Sergeant's name and stands ready to rattle it off in an instant. They taught us how to march, talk, shoot, move and communicate through consistent repetition until perfected. They are the solid foundations of our careers. They were our trainers, coaches, mentors and teachers. Where our Drill Sergeants owned the task of shaping us into Soldiers, we are now the bearers of that responsibility. My Drill Sergeant was Drill Sergeant Paiva. I remember him clearly. A former Marine, who fought in the Gulf War, he then switched to the Army after a 5 year stint as a civilian. He served a short amount of time in

the Army before volunteering as a Drill Sergeant. I remembered DS Paiva the most because of the advice he gave my platoon with respect to what was expected of team and section leaders in scout platoons, and on how to remain motivated during challenging times. My other two Drill Sergeants were DS Anderson and Gingerich. I remember DS Gingerich; he was tall and wore a 20th Engineer Brigade combat patch. DS Anderson was a short Louisiana native who was incredibly animated in everything he did; he wore a 2ACR combat patch. All three were Gulf War veterans. My point behind this little trip down memory lane is that DS Paiva was with my platoon for just the last 4 weeks of my 17 week OSUT, but to me, he taught us more about what it means to be a Soldier than anyone I ever met... and about what right looks like. He even showed us the clever little secret behind getting a high gloss boot shine in 5 minutes with a heat gun ~ brilliant! He not only taught us the tasks required of a Soldier, but he taught us those key ingredients that you can't learn in a TSP or by going to a training area or range. So Drill Sergeant, the question for you is --- **HOW will your name be remembered?**

It is sometimes easy in our current position as Drill Sergeants to forget what it truly means to be a leader. Anyone can yell, scream and get Soldiers to move; but it takes a certain level of reserve to display ire at the right time, for the right reason and on the right person. We should continuously evaluate ourselves as to how we are perceived, not just by our seniors and peers, but our Soldiers as well. The Army has already adopted a 360 degree assessment of ALL leaders, not just the top brass. A technique might be to set yourself up for success by conducting Drill Sergeant evaluations coinciding with the peer evaluations that the

Soldiers conduct during the cycle. Not only will this provide a true perspective of your leadership effectiveness, but will also assist in identifying how you stand as a leader. Do not misunderstand what I'm trying to say; I am not advocating that we completely change who we are based on what our Soldiers say. But if the majority of your Soldiers are saying you look like a duck, talk like a duck and act like a duck; then you're likely a duck! While Army regulation states that we are the primary representative of the Army during a trainee's career while in initial military training, we are more than a representative; we are the cast in which our Soldiers are molded and shaped. We should be mindful of how impressionable the young, and sometimes old, minds are that come through BCT; how the majority of them look up to their Drill Sergeants as the example of who they want to be. Soldiers emulate their leadership, whether that leadership is good or bad. Through our actions, not just our words, we have to be the foremost example of what an Army leader looks like, sounds like and acts like at all times. As Drill Sergeants we must be the embodiment of the NCO Creed. We have to strive to be the best Non-Commissioned Officer that our Soldiers will ever come across. The Army is making great efforts to remove the "toxic" leadership at the higher levels in our force – but that toxicity did not just come about out of thin air. The toxic Brigade Commander was once a platoon leader; and that noxious Command Sergeant Major was once a Sergeant or Corporal. Bluntly, they were toxic and destructive from their very beginnings... sadly, their leadership failed to address their corrosive nature and its impact on those around them. So our primary focus should not only be to ensure training is completed to standard, but to always provide our Soldier's



with "what right looks like". If we can provide that, it will better prepare the IET Soldier for the challenges that lay ahead of them as the Army builds and improves upon its leadership bearing. I think the following excerpt from a speech given by MG John Schofield truly applies to what Drill Sergeants should strive to achieve everyday here at Fort Jackson:

“The discipline that makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and to give commands in such manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while one who feels, and hence manifests disrespect toward others, especially his inferiors, cannot fail to inspire hatred toward himself.”

If you missed MG John Schofield's speech on the importance of proper leadership and how it pertains to the discipline of a Soldier, it's because it happened 133 years ago. It's

amazing how much our military has changed since he spoke those words to the Corps of Cadets in 1879. But the fundamentals of leadership have remained exactly the same. Our tactics, weapons, threats and regions have all changed drastically; yet one thing remains constant and will do so for all time, the human element, which is the Soldier. It's profound to think after so many years one paragraph still applies to leadership skills today. The nature of the Soldier is unchanged; the Soldier, who battled frostbite and the bitter cold in the Ardennes, is the same Soldier that is fighting in the cold thin air of the Hindu Kush Mountains in Afghanistan. Frankly, I am embarrassed at the confused look I get when I ask a battle buddy the last time they referenced FM 6-22 (soon to be updated and released as ADP 6-22, Army Leadership). I might as well have been asking them about the Army's Space program. The Army has vast resources to help develop ourselves into well-rounded leaders. To me, the FMs are not a cookie cutter way of handling business; there are even regulations that state it is impossible to follow every single regulation. These references are guidelines developed from lessons learned throughout hundreds of years of experience. Why wouldn't we look at these assets? They have the fundamental answers to our problems.

We should never forget that we are Non-Commissioned Officers first, and Drill Sergeants second. The Drill Sergeant element breaks down the civilian; the NCO facet develops and builds them into a Soldier. The Soldiers that we train are not just a product that we dispense to the big Army; they are the legacies of our own efforts through



which we provide the example. We are not just a small portion of these Soldier's lives, but for most we might be the only example for them to see the Army's maximum potential of what a stand out leader should be. "I will lead by example", as taken from the Drill Sergeant Creed is a broad statement but is applicable to every aspect of our profession. The fact that they will remember our names, the patches we wore, our faces and our voices; is not the point, nor is it the importance of this article. It is through consistent, tough, fair leadership that our Soldiers will remember us. But most importantly, they will remember the qualities of a true leader, someone they will strive to emulate for the rest of their careers. Immediately after the final pass and review, I have the last talk with my platoon on Hilton Field. I tell them that there will be very bad examples of Soldiers as they go into the force, but also a vast amount of good ones. They are reminded they should always follow the fundamentals first in everything. And lastly, I tell them that I WANT them to be better than me in every way. These are my Soldiers, and hopefully they will carry with them the leadership model that I strived to show them every day. The one I learned from my Drill Sergeant. Your Soldiers will remember you, which is without a doubt. My question remains the same: HOW will they remember you?

DS (SFC) Marshall volunteered for Drill Sergeant duty and has currently served 16 months on the trail in the 2nd Battalion, 39th Infantry Regiment. He also has 39 months of combat experience.

Transforming Civilians into Soldiers:

Discipline, Values, and Teamwork

By LTC Steven L. Delvaux and 1LT Tariel Barragan

“The strength of the team is each individual member...the strength of each member is the team.”

- Phil Jackson, (Hall of Fame NBA Coach)

The United States Army tasks Basic Combat Training (BCT) units with transforming civilians into Soldiers. TRADOC Regulation 350-6 defines this transformation as “the deliberate physical and psychological development/progression of a civilian into a Soldier who demonstrates an appropriate level of commitment, discipline, task proficiency, and adherence to the professional military ethic.” Once this transformation is complete, the resulting Soldiers should be “adaptable, physically prepared, and consistently trained in core initial military skills” and should “understand and embrace the Army values; internalize the Warrior Ethos; and be prepared to contribute as a member of a team upon arrival at their first unit of assignment.” (TRADOC Reg, 350-6, 14)

The requirements to instill discipline and produce Soldiers who can contribute as a member of a team and who “embrace the Army Values” and “internalize the Warrior Ethos” are arguably the most important – and the most challenging – tasks for Drill Sergeants (DSs) and cadre to achieve in BCT. Discipline is often eschewed by trainees who have been raised as Americans to prize freedom and liberty and, as a general rule, don’t like to be told what to do. Similarly, efforts to stress Army Values such as Selfless Service and encouraging trainees to work together as a team are sometimes met with reluctant resistance by civilians who have grown up in a society that values individualism and encourages people to act in their own self-interest for their own benefit. Individualism and self-interest also work against DS’s attempts to ingrain the Warrior Ethos in new trainees who are sometimes all too ready to quit, accept defeat, leave their battle-buddies behind, and place other priorities above the mission when the going gets tough¹.

¹ Adding to Drill Sergeants’ challenge in imparting these skills in trainees is the fact that – unlike other critical BCT tasks such as physical readiness, first aid, and marksmanship training – discipline, teamwork, and Values/Ethos are somewhat nebulous training topics with no clearly defined program of instruction or test/assessment to determine if trainees possess these critical attributes before graduation.

These challenges though do not excuse us from accomplishing our assigned task in producing disciplined Soldiers who are “prepared to contribute as a member of a team, embrace the Army Values, and internalize the Warrior Ethos.” **Recent hazing cases in the Army and other incidents of Soldier misconduct in Iraq and Afghanistan highlight the absolute necessity that we get this training right.** As we have seen with the Abu Ghraib prisoner mistreatment, the 2nd ID “Team Kill” war crimes, and other acts of indiscipline and Values violations, just one Soldier or a small group of Soldiers behaving in an undisciplined manner and/or not in accordance with our Values and Ethos have the potential to have a serious negative impact on our war-fighting efforts at the strategic level. They bring discredit on all of us in uniform, endanger our fellow Soldiers, and put our Army’s many achievements over the past decade at risk.

The importance of producing disciplined Soldiers who are fully committed to operating as part of a team and adhering to the Army Values and Warrior Ethos is evident in the Basic Combat Training Period of Instruction (POI). The first three weeks of BCT – referred to as “Red Phase” – are front-loaded with numerous hours of instruction on discipline, teamwork, Army Values, and Warrior Ethos. The early introduction of these training objectives is intended to initiate the “Soldierization” process and communicate to trainees our standards and expectations



of them in these areas. It also affords us the opportunity to integrate and emphasize discipline, values, and teamwork throughout the remainder of BCT. Red Phase is also a period of “Total Control” which requires an “all hands-on-deck” approach from the cadre so that they can constantly monitor trainees and ensure that they are conforming to the established standards in these areas.

Discipline is both the starting point and the foundation of Basic Combat training and the Soldierization process upon which all future transformational efforts rest. From the moment trainee’s step off the bus from the reception station, cadre must impress upon them in no uncertain terms that they will follow the orders and instructions of the Drill Sergeants and act IAW the clearly defined standards of conduct and behavior that they communicate to the trainee. As Red Phase progresses, it is important that trainees begin to internalize discipline so that they can abide by the generally accepted definition of discipline of “doing the right thing regardless

of who is watching” by the end of the phase. This progression is essential as it is impossible to maintain “total control” for the entirety of BCT and graduates will eventually be required to act of their own accord when they progress to

AIT and on to their first unit of assignment.

It is imperative that we quickly establish what right looks like as soon as possible in BCT and that we demand that trainees conduct themselves in accordance with

these standards thereafter. We have a small window of opportunity to do this before the barracks' "rats" take control and establish their own standards of discipline and begin to impart their own values/ethos on their fellow trainees. While the majority of trainees who join the Army do so because of their desire to be disciplined members of an organization that esteems values and ethos that they themselves are eager to embrace, it would be extremely naïve to assume that all trainees are similarly motivated². There are more than a few trainees who arrive at BCT with absolutely no interest in being disciplined, acting as part of a team, or adopting Army Values or Warrior Ethos as a core component of their personal constitutions. These misguided "Spotlight Ranger" trainees typically perform required tasks satisfactorily and are careful to be seen doing the right thing when the cadre are around. Their demeanor quickly changes when the Drill Sergeants turn their backs, however. It is then that their true character is revealed as they refuse to act as disciplined members of their squads/platoons and openly disregard teamwork, Army Values, and Warrior Ethos. These individuals are a cancer in BCT platoons and companies, counter-acting the countless hours of training, instruction, and personal example that Drill Sergeants and cadre use to instill these attributes in their trainees. It is imperative that we identify and separate those trainees who refuse to subordinate themselves to the unit or act against our standards of discipline, values, and ethos.

While counseling, Article 15s, and other administrative tools such as Chapter/ separation are available to help cadre deal with recalcitrant trainees and enforce the importance of discipline on all trainees, there are other equally effective methods to achieve this training objective that should

not be neglected. Drill & Ceremony (D&C) periods of instruction are a time-honored means of instilling discipline that date back to the very beginning of the United States Army. Trainees spend a great deal of time standing in formation, in chow lines, and marching to and from training – almost always under the watchful gaze of a Drill Sergeant – and it is easy to impart, uphold, and correct standards of discipline and Army customs and traditions during drill and ceremony throughout the training day until they are fully ingrained in the aspiring Soldiers' psyche.

Our nation's first General of the Army, George Washington once intoned that "Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all." General Washington fully understood the importance of discipline in building an Army, having personally experienced its benefit during the Revolutionary War. In December 1777, he had marched a rag-tag collection of pseudo-Soldiers euphemistically known as the Continental "Army" into winter quarters at Valley Forge. He emerged in May 1778 with a disciplined and "formidable" fighting force that was capable of standing toe-to-toe with the British Army, arguably the best equipped, trained, and disciplined fighting force in the world at the time. This transformation was a result of the training, instruction, and drill that had been undertaken during the winter under the energetic and hands-on direction of Baron Friedrich Wilhelm von Steuben. The "Blue Book" of instruction that von Steuben personally crafted was designed to create a disciplined force and continues to achieve the same effect to this day as one of the enduring hallmarks of our Army.

² Sensing sessions and surveys of newly enlisted trainees repeatedly highlight this fact. Most trainees have been members of sports teams, clubs, or organizations in high school, college, church, or other groups and have at least a novice understanding of the importance of placing the good of the team above their own well-being. Many have also received a solid grounding in values and ethos similar to the Army's from their parents, Families, teachers, coaches, church leaders, and others who have touched their lives prior to enlistment. The great majority of civilians who enlist in the Army do so precisely because of our emphasis on discipline and teamwork and the Values and Ethos we espouse, not in spite of them.

Creating Soldiers who are “prepared to contribute as a member of a team upon arrival at their first unit of assignment” is an equally vital training effect of BCT. Drill Sergeants make a concerted effort during Red Phase to stamp out individualism and selfishness and to get their squads and platoons to work together as a team. Collective punishment is an effective tool that is used to correct individual transgressions and emphasize the sense that, in the Army, what affects one person affects us all. There are also several training events in Red Phase which are specifically designed to help achieve this desired outcome. The Team Development Course (TDC) reinforces the need to work together to accomplish the mission as does the Fit to Win (FTW) obstacle course³.

Competition is another effective method of building cohesion and emphasizing the need to work together as a team among trainees when used correctly. The truth behind Napoleon’s lament that he “could conquer the world if only I had enough ribbon,” is easily observed when watching trainees working together and pushing themselves far beyond their comfort zone in pursuit of a piece of cloth for their platoon phase banner. Awarding streamers for the platoon with the highest APFT score, fastest time on the FTW course, best Basic Rifle Marksmanship (BRM) qualification rates, or the host of other skills training and assessments conducted in BCT helps trainees bond together in the pursuit of both team/unit and individual excellence.

In addition to creating a competitive environment that helps promote cohesion, events such as the TDC and FTW course also serve as effective practical exercises to reinforce the classroom instruction trainees receive on Army Values and Warrior Ethos. There are multiple opportunities on the FTW course and during the TDC training when 1) always placing the mission first, 2) never

accepting defeat, 3) never quitting, and 4) never leaving a fallen comrade behind come to the fore. Similarly, almost all of the Army Values are displayed in some form or fashion during these and the many other BCT training events. Cadre must always be on the lookout and should never pass up an opportunity to highlight when a trainee demonstrates loyalty, duty, respect, selfless service, honor, integrity, or personal courage in the course of training. These personal examples that others witness help bring these Values alive and assist trainees in better understanding their true meaning and importance.



Constantly reinforcing discipline, teamwork, values, and ethos throughout BCT is important in ensuring these traits are firmly ingrained as a core component of our graduating Soldiers’ character. Aristotle opined that “We are what we constantly do” and that, therefore, “Excellence [in the virtues] is not an act, but a habit.” The early introduction of discipline, teamwork, Army Values, and Warrior Ethos allows trainees to develop these “habits” as an integral part of their character if they are reinforced throughout the remainder of BCT. Opportunities abound in Physical Readiness Training (PRT), Field Training Exercises (FTXs), Foot Marches (FM), Combatives, etc. to integrate and emphasize the Warrior Ethos of always placing the mission first, never

³ *Fit to Win is the Fort Jackson name for the Conditioning Obstacle Course.*

quitting, never accepting defeat, and never leaving a fallen comrade behind.

Unfortunately, as training progresses from Red Phase, which provides specified training periods for Army Values and Warrior Ethos, to White and Blue Phases, during which the focus transitions to training the technical basic Soldier skills such as marksmanship, first aid, battle drills, etc., we often fail to take advantage of opportunities to reinforce the earlier training on discipline, teamwork, values, and ethos. Drill Sergeants' focus on discipline necessarily loosens as they adopt the role of trainer/coach during BRM/ARM training in White Phase and continues as they assume the role of mentor and small unit leader during Blue Phase battle drill training. Values and ethos training, meanwhile, are often neglected and fall by the way-side as the specified training periods end and the training focus shifts.

As training progresses, cadre can maintain the focus on these key Soldier attributes by shifting the responsibility to the trainees using some readily available tools to make them increasingly responsible for policing their own ranks. Empowering the trainee chain-of-command (COC) is one such method cadre can use to ensure an adequate focus on discipline is maintained as Drill Sergeants' loosen their strict control and transition to the role of coach/teacher/mentor/leader. Trainee platoon guides, squad leaders, and "bay bosses" can be extremely effective agents in enforcing discipline when the DSs are not present if properly deputized. Trainee chains-of-command can easily enforce standards of discipline and behavior in the chow line, in formation, and in the bays if thought is put into their selection, instruction, and empowerment. DSs should choose trainees for these positions carefully, making sure to select trainees who are mature, professional, and respected. They must also emphasize to trainees that the trainee chain-of-command represents the DS when they are not present.

Drill Sergeants should set up a formal process for the trainee COC to report infractions to them and must ensure that they follow up and discipline those trainees who refused to acknowledge and follow the direction of the trainee COC. Properly empowered, the trainee COC acts as an extension of the DS providing them with an extra set of eyes to help maintain discipline and standards at all times

Using the peer assessments that are mandated at the end of the third and seventh weeks of training is another powerful tool DSs can use to reinforce the discipline, teamwork, Army Values, and Warrior Ethos training objectives introduced at the beginning of BCT. Peer assessments provide cadre with invaluable feedback on how trainees are behaving when they are not around. This insight helps expose those "Spotlight Ranger" trainees who may easily pass all training requirements but who have severe character flaws that are incompatible with military service that are clearly revealed to their fellow trainees when cadre are not present. Most trainees have high expectations of the quality of Soldiers they will serve with and are easily discouraged when they see their fellow trainees riding sick call, failing to perform their duty, acting in an undisciplined manner, refusing to work as a member of a team, or violating other standards of behavior and conduct. They are eager to expose trainees who have demonstrated serious deficiencies in the critical areas of discipline, teamwork, values, and ethos as they instinctively realize that these traits make a person unreliable in battle and they have no desire to serve with someone they can't trust.

Unfortunately, those lacking essential character traits are most often the least likely to respond to peers' attempts to improve their behavior. The peer assessments thus provide trainees with a means of collectively identifying to Drill Sergeants those trainees who are

Example Peer Assessment Review Policy

Each trainee is required to complete an Initial Military Training (IMT) Soldier Assessment and Evaluation Report (see attached) at the conclusion of the 3rd and 7th week of training. At the bottom of their Self Assessment, each trainee also identifies the “Top 5” and “Bottom 5” trainees in the platoon.

Beside each trainee they name as a “Bottom 5” Soldier on their assessment, trainees **will** write the primary reason for their low ranking, (e.g. values, discipline, teamwork, performance, sick call, etc).

Once all assessments have been completed, Drill Sergeants **will** score the “Peer Assessment” results of **all** trainees as follows:

1. Each trainee’s baseline peer assessment score is 100
2. Add one point to each trainee’s score each time they are named as a “Top 5” trainee
3. Subtract one point from each trainee’s score each time they are listed as a “Bottom 5” trainee

Drill Sergeants **will** record the total scores for all trainees and submit a report listing each trainee’s score (and the primary reason listed for the “Bottom 5” trainees) to the commander NLT two days after the assessments are completed.

Drill Sergeants **will** validate the trainees identified as the “Bottom 5” in the platoon overall by reviewing the peer assessments completed on those trainees, considering their personal observations of the trainee and the trainee’s performance in training, and discussions with the trainee chain-of-command and other trainees. Once this process is complete, Drill Sergeants **will** counsel (in writing) the “Bottom 5” trainees and determine whether or not to recommend them to the Commander/First Sergeant for a company-level Review Board to determine whether or not they should be recommended for recycle, restart, rehab move, separation, or continue training. Drill Sergeants **MUST** recommend a minimum of two of the “Bottom 5” trainees to the Company Review Board.

Commanders/1SGs conduct a Review Board with the trainee and the trainee’s chain-of-command NLT the end of Week 4/8. Review Boards will review the trainee’s overall performance to include all training records, counseling, and other performance indicators. Other trainees and/or the trainee chain-of-command may be called for input on the trainee’s performance.

Commanders submit the results of the Review Board with any supporting documents to the BN CDR and CSM immediately following the completion of the board. The BN CDR and CSM **will** approve or disapprove the company commander’s recommendation and actions **will** be undertaken immediately to recycle, restart, move, or separate the trainee per the commander’s guidance.

Example Peer Assessment Review Policy: The intent of this policy is to identify those trainees who fail to abide by the standards of discipline, values, performance, teamwork, respect, etc. expected of Soldiers in the United States Army but, because of Drill Sergeant and cadre shortages and/or our inability to monitor the trainees at all times, would otherwise go unnoticed and be eligible for graduation

in need of major behavioral adjustments. Once identified on the peer assessments, Drill Sergeants can counsel trainees on their low standing among their peers and provide them additional training and instruction in the identified area(s) of weakness. Trainees who subsequently fail to improve can be targeted for separation or new-start/recycle to allow additional time to conform to Army standards of behavior.

Just as they can help improve discipline, values, and ethos, peer assessments can have a correspondingly strong effect in improving teamwork and cohesion. ***Cycle after cycle of BCT graduates list “getting along with one another” as the hardest thing about BCT on their end-of-course (EOC) surveys.*** Difference in ages, maturity, and cultural upbringing undoubtedly play a major role in trainees’ difficulties in getting along with one another⁴. Trainees’ lack of any coercive power over one another, however, is probably the single most influential factor in the conflict that invariably exists in BCT platoons. Without peer assessments, trainees don’t necessarily have any incentive to get along. Collective punishment and empowered trainee chains-of-command can help address this but, even with these measures, some trainees will still refuse to conform and contribute to the team. Peer assessments can radically alter trainee’s perspectives on the need to change as they come to realize that their fellow trainees are watching and will have a say in whether or not they graduate. Many trainees identified

in the Week 3 Peer Assessment as a “Bottom 5” trainee demonstrate dramatic changes in their behavior following counseling and an appearance before the Company Review Board. Just as important, peer assessments allow the vast majority’s desire to be disciplined, excel, and act consistently IAW Army Values and the Warrior Ethos to become the accepted and dominant group norm⁵.

To truly accomplish our mission of transforming civilians into Soldiers who are disciplined, able to act as members of a team, and fully imbued with the Army Values and Warrior Ethos, it is absolutely essential that we focus as much attention on achieving those attributes as we do in ensuring all graduating Soldiers are physically fit and able to effectively fire their assigned weapon. While the BCT POI does not allocate as much time to values training as it does to some of the other tasks, this type of training is ideally suited to be integrated throughout BCT. Beginning this training early, incorporating it into all training events, and providing trainees with a vote in who they will serve with in combat, are sure-fire methods of succeeding in this vital component of the Basic Combat Training mission.

LTC Steven Delvaux is the Commander of 3rd Battalion, 13 Infantry Regiment, 193rd Infantry Brigade. 1LT Tariel Barragan is the S3 for 2nd Battalion 60th Infantry Regiment, 193rd Infantry Brigade.

⁴ *Prominent Management and Leadership Development guru Susan Gerke contends that “Conflict is inevitable in a team [because] to achieve synergistic solutions, a variety of ideas and approaches are needed” which she contends “are the ingredients for conflict.”*

⁵ *Without Peer Assessments, the group norm is just as likely to be those of the worst performing trainees as trainees reject discipline, teamwork, values, and ethos as they realize those qualities are not necessary to graduate. This “dumbing down” of Army Values and Warrior Ethos is easily seen in BCT units who do not empower trainees with a voice to identify the non-performers/compliers.*



“I WILL NOT DISGRACE THE SOLDIER’S ARM’S, NOR
ABANDON THE COMRADE WHO STANDS AT MY SIDE;
BUT WHETHER ALONE OR WITH MANY, I WILL FIGHT TO
DEFEND THINGS SACRED AND PROFANE. I WILL HAND
DOWN MY COUNTRY NOT LESSENER, BUT LARGER AND
BETTER THAN I HAVE RECEIVED IT.”

AN ANCIENT ATHENIAN OATH



A Detail Day to Remember

Donald Krapohl

Ft. Jackson is the home of the National Center for Credibility Assessment (NCCA). The NCCA is a DoD organization with missions to deliver education, training, research and oversight of the polygraph and other technologies used to detect deception for all federal agencies. As part of its education and research programs, the NCCA relies on volunteers from Ft. Jackson to serve as examinees. Most of those volunteers are soldiers-in-training who come to the NCCA on Detail Day.

The NCCA needs Ft. Jackson volunteers, and their value would be difficult to overestimate: they are unquestionably a key element on which the success of the NCCA is founded. Their service in support of the research program has helped validate new methods, including the Preliminary Credibility Assessment Screening System (PCASS), a tool now used with great success by the Army in Afghanistan to screen local nationals for intelligence and force protection. When acting as examinees in laboratory polygraph exercises, the Ft. Jackson volunteers help prepare new federal polygraph examiners

for their missions in criminal investigation, counterintelligence, and security. Without this support, the 9 DoD and 17 non-DoD federal polygraph programs would not be able to achieve their missions.

So, what happens on Detail Day at the NCCA? Typically the soldiers-in-training arrive at the NCCA building with their unit in early morning, and they are escorted to a classroom. There they receive an orientation to the NCCA, and are told what volunteers will be asked to do that day. These tasks include a range of staged "crimes" they might be asked to enact: bank robbery, sabotage,

espionage, theft, assault, or other scenarios. Some days volunteers don't play out any crime at all. Following the scenarios, volunteers would undergo polygraph testing (or research with another technology) about the mock crime. If the soldiers-in-training agree to be volunteers, they sign a consent form, and then individually act out the "crime" for that day in an area designed for the scenario. For those who choose not to participate, they are allowed to remain in the classroom. While most see the value of the program and agree to volunteer, participation is not mandatory.

After committing the "crime" (or not), volunteers for the polygraph testing program are called by their student polygraph examiner, and escorted to an interview room where the polygraph examination will take place. The polygraph suite is a 10X10 space occupied by a desk, a few chairs, and of course, the polygraph. Once in the room and seated, the student examiner again explains that participation is voluntary, and that they may discontinue at any time. If the volunteer agrees to continue, the polygraph examination will commence.

The session begins with an interview in which the student examiner asks a series of background questions. This is followed by an exchange about the "crime" being investigated, and then the review of the polygraph test questions. If the volunteer agrees to the test questions, the polygraph testing portion of the session will begin. Sensors are placed on the volunteer's arm, hand, and over the torso. With the volunteer remaining still in the test chair, the examiner will give three-to-five short tests with the test questions. After scoring the polygraph test charts, the examiner will make a decision as to whether the volunteer had been truthful or untruthful about denying the "crime." For those found to be deceptive, the examiner will practice trying to elicit a confession. The entire process takes about three hours, and is continuously monitored by an instructor located in an adjoining room.

Detail Day is just a little different at the NCCA. In place of routine duties, soldiers-in-training come away with a rare experience, one that they will recall long after they leave Ft. Jackson. This experience reinforces the Army values of duty, honor and integrity. Moreover, these soldiers-in-training can find themselves making a difference in the education of future polygraph examiners



Instructor monitoring station

or the development of new technologies that find their way to the field. Some of those polygraph examiners and new technologies ultimately assist soldiers in force protection, intelligence vetting, and criminal investigations. In this way, soldiers-in-training can one day reap the benefits of their Detail Day at the NCCA.

Donald J. Krapohl is the Special Assistant to the Chief of the National Center for Credibility Assessment (NCCA) (formerly the Defense Academy for Credibility Assessment), a position he has held since joining NCCA in September 2006.

Making a Difference Everyday: The BCT Company XO

LTC Scott Trahan

Being a Company Executive Officer is likely the first time an officer directly interfaces with a myriad of institutional systems which collectively run the Army. The duties of a BCT XO can be a challenge because; arguably, the BCT XO has a greater breadth of responsibilities than their counterparts in the operational force. A new XO will get focus and direction from the Company Commander, Battalion XO and Battalion Commander regarding his or her duties; however, universally a BCT Company XO is responsible for maintenance, supply / logistics, and training support in the accomplishment of the company's mission to transform civilians into Soldiers. This article hopes to provide some thoughts on how to effectively manage these three key areas so the company is successful. The BCT XO must think through maintenance, supply / logistics and training support in a detailed and systemic way to ensure routine tasks are done routinely, avoid operating in "crisis mode" and constantly being reactive. The best place to begin is the typical domain of the XO, maintenance.

When we think of maintenance we often fall into the false assumption that we are only talking about vehicles and weapons, when our system for maintenance at the company level must include much more. The XO, as the maintenance officer for the company must have a system for maintaining everything assigned to the company that supports or indirectly supports the company's mission

of transforming civilians into Soldiers. The maintenance program at the company level must include a system for maintaining real / furniture property (barracks, office space, bunks, wall lockers), training aides (Laser Marksmanship Training System, physical training stands), Organizational Clothing and Individual Equipment (TA-50), General Services Administration vehicles (van, one ton pick-up), individual weapons, tactical vehicles, protective masks, safety equipment (ice chests, wet bulb globe temperature kit(WBGT)), and communications equipment (motorolla, ASIP). The above list can seem daunting but it's really very manageable if the company chain of command and XO enforce two important tenets of any maintenance program, ownership and regularly scheduled maintenance checks.

Ownership is the simple concept of establishing responsibility for maintenance of each item of equipment from the commander to the individual Soldier. Too often we think of equipment as belonging to the collective unit instead of fixing responsibility through ownership. Consider the ubiquitous GSA van. We tend to fall into the trap of thinking it's the "Company Van" in which no one is responsible for its accountability and maintenance. The van gets abused like a rental car because no one implicitly feels responsible for its upkeep. When we don't establish ownership, no one is directly responsible for maintaining equipment, whatever it may be. When

we do make individual Soldiers or our Drill Sergeants responsible for an item through the hand receipt process and counseling, they maintain it out of pride and a desire to avoid failure. **Good units establish ownership of their equipment by marking and labeling equipment with their organizational designation and the Soldier responsible for the item. Take a look at any motor pool. The vehicles labeled with the driver's and supervisor's name will inevitably be better maintained than the ones without.**

It's a good habit to establish accountability by marking and labeling each piece of equipment with an administrative number which identifies ownership. Assigning ownership of every piece of equipment will go a long way to improving a company maintenance program but all XOs need a methodology for ensuring all company equipment is inspected on a recurring basis.

A technique for establishing regular maintenance checks for all individually owned equipment is to dedicate and protect time on the company training

schedule once a week to maintaining and inspecting equipment. Routinely dedicating time each week to conduct maintenance gets the unit in the habit of checking equipment and instills the importance of maintenance in our Soldiers and Drill Sergeants. Weekly dedicated maintenance time does not alleviate Soldiers and Drill Sergeants from the responsibility to execute before, during and after preventive maintenance, checks and services (PMCS). On the contrary, weekly, dedicated maintenance or "motor stables" ensures owners of equipment have time to

conduct weekly or monthly PMCS. Some will argue that in BCT we have zero time and hardly enough Soldiers or Drill Sergeants to conduct regularly scheduled maintenance; however, that line of thinking is amateurish. If, at the company level, good time analysis is done each week, in advance, the company can certainly set aside a couple hours to conduct PMCS on vehicles and other items of equipment. Sometimes we think we must stop everything else we are doing to conduct maintenance in some centrally located area when that's not the case at all. Our vehicles

could be checked right in the company area. Weekly maintenance doesn't have to be conducted on the same day every week. The day we execute focused maintenance in the company could float depending on the program of instruction events taking place during the week. The XO that doesn't plan for the company to execute maintenance is quite simply planning to fail.

Another technique to ensure all individually owned equipment is regularly maintained is to group each piece into categories. A methodology

Category	Item
Move	M1051 HMMWV (A6)
	M997 LMTV (A7)
	1 Ton Pick-up (A5)
	GSA Van (A9)
Shoot	M16A2
	Magazines, M16A2 LMTS
Commo	RT 1523 ASIP Radio
	Motorolla 5500 Radio Public Address System Class Room XXI
Survive-(Real Property)	Bay 1 Barracks & CP
	Bay 2 Barracks & CP
	Bay 3 Barracks & CP
	Bay 4 Barracks & CP
	Wall Lockers
	Bunks
	Chests
Survive-(Safety)	Washer / Dryers
	Arm Immersion Coolers
	Ice Chests
	WBGT
	PT Stands
	PT Pull Up Bars
	PT Track
Protective Masks Stop / GPS Watches	

Figure 1 – Company Maintenance Focus Areas

for organizing typical equipment in a BCT company is to use the categories Move, Shoot, Communicate, Survive-Real Property, and Survive-Safety (see Figure 1 – Company Maintenance Focus Areas) where like items of equipment are grouped together. This allows the company XO to execute a maintenance focus area during the weekly maintenance day. For example, after conducting a weekly PMCS on assigned vehicles, the company may also designate it a "Communicate" focus day in which all communications equipment is inspected and maintained. Leaders inspect

to ensure maintenance is conducted and report deficiencies to the XO. Of course, the XO will need a method to track the status of equipment with deficiencies.

As the company's maintenance officer, it's critical to maintain an accurate and up-to-date maintenance status of all equipment within the company. A simple matrix, organized by the Move, Shoot, Communicate, and Survive methodology works fine. To update the maintenance status, the XO has to have a system for capturing the results of the checks / inspections executed by the Soldiers and NCOs in the company. A way to get this information is to hold a maintenance meeting each week. Since time is always at a premium, the XO might consider holding the maintenance meeting at the end of the company's weekly training meeting. Holding a quick maintenance update with Platoon Sergeants after the company training meeting can save time and ensure the meeting is being executed to standard (see Figure 2 – Example Company Maintenance Meeting Agenda). When the training meeting and maintenance meeting run consecutively, it prevents Drill Sergeants from having to attend a separate meeting and leverages the Company Commander and First Sergeant to make maintenance a priority.

Finally, with regard to maintenance, it's important to remember that some items of equipment require annual and semi-annual services and calibrations. For instance all vehicles and protective masks require semi-annual and annual services and WBGT kits require annual calibration to ensure they are reading accurately. BCT XOs should schedule services and calibrations on the company

- Receive / review 5988E from weekly - maintenance
- Receive / review status of equipment inspected as part of weekly maintenance focus
- Brief maintenance day and focus for upcoming week
- Provide update on equipment turned in for maintenance / service

Figure 2 – Example Company Maintenance Meeting Agenda

long range training calendar so they don't conflict with training and to ensure equipment is available when needed. As with most responsibilities of the BCT XO, anticipation of future requirements is the key to success. Enforcing equipment accountability and anticipating the supply requirements for the company is the next BCT XO focus area we'll review.

Equipment accountability can be a drain on organizational energy if the company chain of command doesn't place sufficient emphasis on its importance. Similar to an effective maintenance program, the key to effective equipment accountability is ownership and planned inspections. Regardless of the type of equipment and in what quantity, if the commander is signed for it, the company supply sergeant must ensure it is sub-hand receipted down to the end user or responsible Drill Sergeant or Soldier. ***The best technique for establishing ownership down to the user level is to load all property books (Organizational, Installation, OCIE, and Real Property) in to the company Property Book Unit Supply Enhance (PBUSE) system and generate sub-hand receipts from the commander's hand receipt.***

Utilizing this technique allows anyone to quickly determine if all property is sub-hand receipted by viewing the commander's hand receipt. Establishing sub-hand receipts is the responsibility of the Company Supply Sergeant; however, it's good to spot check the commander's hand receipt to ensure he or she is only signed for equipment in which they are directly responsible. If the commander's hand receipt has several items of equipment which is really used / owned by a Drill Sergeant or other cadre member, it's time to have a discussion with the Supply Sergeant. Another key to good property accountability is to schedule and enforce periodic inventories.

Conducting periodic inventories of all equipment is more than a requirement in accordance with Department of the Army Regulation 710-2 "Supply Policy Below the National Level"; it's the hallmark of a disciplined unit. The Property Book Officers of the world have made the process of

conducting periodic inventories easy. At the beginning of each fiscal year, Property Book Officers publish monthly inventory requirements by line item number. To ensure all sub-hand receipt holders are prepared to execute periodic inventories, XOs should provide them with the inventory schedule and annotate when the company will execute the inventories on the company training calendar / schedule. Prior to the commander conducting his inspection and inventory of the identified equipment, the Company XO should conduct a pre-inspection. Some things to look for when conducting inventories is to ensure Technical Manuals (if applicable) are on hand, all equipment is laid out in the same manner in a central location (when possible), components of the end item and basic issue items are laid out with the end item, shortage annex is on hand and up to date, and all equipment is clean and serviceable. Ensuring the inspection and inventory is executed to standard will facilitate effective property accountability. In BCT, XOs will also need to ensure time is allotted for Drill Sergeants to conduct field recovery or after operations recovery at the conclusion of each Field Training Exercise. It is a requirement in DA Regulation 710-2, to inventory OCIE at the conclusion of field exercises. Another opportunity to inspect and inventory equipment hand receipted to individual users is at the conclusion of a BCT cycle. Conducting end of cycle inventories is a great opportunity to inspect all the company's equipment because the Soldiers we train can assist in cleaning, maintaining and laying out equipment for inspection. The end of cycle inventory exposes initial entry Soldiers to the standard for conducting recovery after executing training. At the conclusion of the end of cycle inventory, it's a good practice to have the Supply Sergeant update all the company's sub-hand receipts with the Platoon Sergeants to account for missing or broken items of equipment. The end of cycle inventory might also count for a periodic inventory of some

items of equipment saving valuable time in the future. The other area of supply is having the right stuff on hand to conduct training.

In BCT, the Company XO has an advantage over his operational force counterpart in that the supply and logistic needs of the company are easily anticipated because we know our long term training schedule well in advance of execution and it generally does not change. The standard for any XO is to ensure that the right supplies are on hand, in sufficient quantity in enough time to execute training. BCT XOs know when the company will execute training through our annual BCT fill plan and resource lock in coordination meeting. The two unknowns in anticipating the company's supply / logistic requirements are what items are needed and how long will it take to procure them. The 193rd Infantry Brigade has done some excellent analysis of common items used to support BCT training (see Figure 3 – Company Push Package). Since every BCT company executes training slightly different, before ordering a laundry list of supplies it would be prudent for the XO to discuss supply and logistic needs with the Company Commander, First Sergeant, Supply NCO and Senior Drill Sergeants. The XO should keep the list current by periodically reviewing supplies on hand during the cycle, determining what was used by the end of the cycle and then make adjustments to the standard push package list. The majority of the items on the standard push package list in Figure 3 can be purchased locally at your installation Self-Service Supply Center using the Government Purchase Card. Delivery time for supplies ordered through the General Service Administration and the PBUSE system will vary depending on the item but can be as long as several weeks. The company Supply Sergeant should know the anticipated delivery time for common use items, if not consult with the Battalion or Brigade S4. The final focus area for a BCT Company XO is developing the company training support plan.

CLEANING SUPPLIES				
Air Freshener	EA	20	\$4.72	\$94.40
Bleach	BX	4	\$14.51	\$58.04
Easy Off lime remover	GL	4	\$13.74	\$54.96
General purpose cleaner	EA	8	\$3.87	\$30.96
Gloves	EA	20	\$12.69	\$253.80
Gojo Hand Wash	EA	64	\$26.99	\$1,727.36
GP cleaner, Simple Green	BX	2	\$45.45	\$90.90
Hand Sanitizer	BX	7	\$24.62	\$172.34
Lysol Disinfectant wipes	EA	16	\$4.99	\$79.84
Lysol Spray Disinfectant	EA	16	\$6.99	\$111.84
Lysol Toilet bowl cleaner	EA	32	\$3.51	\$112.32
Mop Head, Dust	EA	4	\$9.97	\$39.88
Mop Head, Wet	EA	12	\$3.42	\$41.04
Pads, green scratch	PK	8	\$3.04	\$24.32
Paper Towels (multi-fold)	BX	16	\$24.63	\$394.08
Pine Oil	LI	36	\$10.07	\$362.52
Pledge	EA	4	\$8.99	\$35.96
Power Green	BX	2	\$71.52	\$143.04
Rag, Wiping	BX	3	\$28.79	\$86.37
Scouring Powder	PK	1	\$33.90	\$33.90
Scrub Brush	EA	20	\$3.17	\$63.40
Sponge (pack of 60)	PKG	2	\$104.57	\$209.14
Tillex Mildew	EA	8	\$3.25	\$26.00
Toilet paper	BX	13	\$46.84	\$608.92
Trash Bag Large	BX	10	\$34.99	\$349.90
Trash Bag small	BX	10	\$24.99	\$249.90
Trash Bags X-Large 40 x 48	BX	4	\$16.93	\$67.72
Urinal Cakes	EA	2	\$24.59	\$49.18
Windex	EA	16	\$4.99	\$79.84
TRAINING SUPPLIES				
Brush, Chamber	EA	240	\$0.81	\$194.40
Brush, Cleaning Tooth	EA	240	\$0.37	\$88.80
550 Cord	RO	2	\$76.54	\$153.08
Badges, Clasp Rifle	EA	300	\$0.25	\$75.00
Badges, EX	EA	30	\$1.11	\$33.30
Badges, MM	EA	150	\$1.11	\$166.50
Badges, SS	EA	150	\$1.00	\$150.00
Batteries AA	CS	20	\$10	\$200.00
Batteries AAA	CS	5	\$11.17	\$55.85
Batteries C	BX	5	\$9.64	\$48.20
Batteries D	PK	5	\$10.97	\$54.85
Bore brushes	EA	240	\$0.50	\$120.00
Bore patches	PK	240	\$5.84	\$1,401.60
Caliber Small Arms Swabs	PK	240	\$7.50	\$1,800.00
Chemlight blue	BX	10	\$12.31	\$123.10
Chemlight green	BX	10	\$12.45	\$124.50
Chemlight red	BX	10	\$15.25	\$152.50
Chemlight white	BX	10	\$12.73	\$127.30
Chemlight yellow	BX	3	\$10.23	\$30.69
CLP Gallon class 3	GL	4	\$22.89	\$91.56
Ear Protection	EA	5	\$20	\$100.00
Pipe Cleaner	EA	8	\$16.94	\$135.52
Swab, Small Arms	EA	8	\$17.41	\$139.28
Tape, Engineer	RO	4	\$12.55	\$50.20
Ziploc Bags Large	BX	1	\$48.02	\$48.02
Ziploc Bags Small	MX	1	\$33.85	\$33.85

Figure 3 – Sample Company Push Package

In BCT, typically we mean land / ranges, ammunition, transportation (motor move), and ration cycle when we talk about training support. Since our training plans are generally static in BCT, it makes planning training support much easier than in the operational force; however, it still requires refined planning and preparation. After the battalion executes resource lock in for its next cycle, the Company XO should build a cycle training support plan that identifies company motor move times, ration cycle by day, dining facility times, blank ammunition allocation by platoon and event, ice or heater requirements, physical fitness track usage, additional training aids, laundry issue and turn in days, and hair cut and troop store visits. A good technique is to include significant training support requirements like ration cycle, dining facility times and motor moves on the company's cycle snapshot. The XO should develop

a cycle training support snapshot, which articulates all other training support functions identified above, in a separate document. Developing a cycle training support snapshot forces us to conduct detailed analysis of time and the training events we'll execute throughout the cycle. The purpose of the training support snapshot is to communicate succinctly and in one document the support plan to Drill Sergeants and other cadre who'll execute the plan. The cycle training support document could be used at company training meetings and battalion training support meetings to confirm requested training support. The idea is to think about training support in a deliberate manner so that training is well resourced, trainers and leaders do not have to coordinate support requirements in "crisis mode" and agencies which routinely provide support can effectively anticipate our requirements. Having a clear, concise training support plan, as with the other domains in which a Company XO operates, facilitates execution and results in world class training.

The key to being a successful BCT XO is to plan and coordinate ahead of time in the three areas of maintenance, supply and training support. Once we have a plan to accomplish all of our requirements, the BCT XO must fix responsibility for executing tasks associated with each of these three areas and follow up to insure they are executed to standard. ***The old adage, "CAV, Coordinate, Anticipate, and Verify" applies in spades to the life of all XOs.*** Given the breadth of responsibilities and the frequency with which they are executed, a BCT XO can expect to return to the operational force a more developed leader with a greater understanding of our Army systems.

LTC Scott Trahan is the Commander of 1st Battalion, 13th Infantry Regiment, 193rd Infantry Brigade

TRADITION

Fort Jackson has had a vital role in preparing Americans to serve their country for more than 90 years. When the installation was built in 1917, just like today, our nation was at war. Since then, numerous units have prepared for battle here—the 4th Infantry Division, the 101st Airborne Division, and the 81st Infantry Division. More than 500,000 Soldiers trained here before fighting in World War II. The Soldiers who trained here before us leave us with a proud legacy and have inspired many to follow in their footsteps. Although the Army has changed tremendously over the years, we are all part of that lineage of brave Americans. All of us should be proud to be part of the tradition that defines this great installation.



TRAINING

Training is our hallmark. With two Brigades, nine Battalions and 52 Companies focused solely on training Soldiers in Basic Combat Training (BCT), Fort Jackson, is the largest Initial Military Training Center in the U.S. Army. Roughly half of all Soldiers who complete Basic Combat Training in the United States Army do so at Fort Jackson, SC. We are also home to Advanced Individual Training units, the Soldier Support Institute, the Drill Sergeant School, Armed Forces Chaplain Center and School, TSSD, and the National Center for Credibility Assessment.



TRANSFORMATION

Although we have a proud tradition on which to rely and inspire us, we must never lose sight of the future. To be effective, we must be willing and ready to accept change. Transformation means more than just modernizing our infrastructure. This means constantly challenging ourselves, our methods, and our means. Transformation is not a new concept here. Our responsibility as leaders hinges on our ability to continually evaluate and improve training. It is only by providing the best training that effective transformation from civilian into Soldier can occur.



CPT Peter Veiga



Empowering the Lowest Level: The Front Line of Reshaping Army Culture

***J**his just in: The Army is downsizing in preparation for the end of combat missions in Afghanistan and as a result all bureaucratic road blocks and red tape seen as hindering the ability of command teams to separate initial entry training Soldiers has been lifted.*

Empower

1. To invest with power, especially legal power or official authority.
2. To equip or supply with an ability; enable

- TheFreeDictionary.com

How many times have you imagined how much less stressful a place your world would be if as a Drill Sergeant, Platoon Sergeant, First Sergeant, or Company Commander, you had carte blanche to remove an Initial Entry Training (IET) Soldier on the spot that you considered wasn't quite meeting the standard? Those of us that have served in the above positions have no doubt repeatedly seen individuals that fit into that category very often: doing just enough to get by, but questionable as to whether they are the type of person we want in our Army. What lies at the heart of the issue? Are we expecting too much from

society today and what they provide us at the starting gate? Do we blame entitlement mentality and it's ideals seeping into American culture? I say the U.S. Army is to blame, and by that I mean me and you, but what is it going to take to correct our course?

In a recent chat with my Battalion Commander, which turned out to be more of a one on one Officer Professional Development (OPD) session, he asked me, "Pete, I remember when I first joined and we had weekly Class A dress uniform hanger inspections, but we don't do that anymore, why is that"? This is where I said, "Sir, we did the same thing when I joined the Navy way back when, that was a pain in the neck for sure." At this point I was thinking to myself, "Standards, I threw the idea out there of writing a paper based on the Brigade Commander's philosophy of empowering Company Command teams, and the BC wants me to compare and contrast the standards of the Stone Age Army (1980's) and the standards of today". I couldn't have been

more wrong.

The conversation quickly turned toward a convoluted diagram, which appeared to be scribbled by a mad man high on the allegedly non-toxic fumes of the very dry erase markers he wielded. Amid the clutter of listed training events and what appeared to be a commissary grocery shopping list, there existed a recognizable shape: a triangle. At the base of the triangle on one side was a bubble encapsulating the words “workforce / subordinates” while on the opposing side was another bubble containing “leaders / managers”. At the top of the triangle was “organization / unit / ARMY”. In the center of the triangle: “Professional / Culture” in all capital letters. We talked at length on the Army culture: where it had been, and what it is now.

We, right now at the lowest levels, are being empowered to bring our Army culture back to where it should be.

I suppose that it is not an uncommon feeling, especially for those of us that were in any branch of the military prior to the current 11 year war, to feel as though our culture has shifted dramatically. I subscribe to the idea that lowering initial entry standards as well as reenlistment standards has caused what is basically a necessary evil: the Army needs bodies in order to support the mission overseas and as a consequence has allowed a lot of potentially substandard individuals to join in our time of need. The screening process was altered; the process by which we vet who is qualified to join and who is not, and that has very much changed who we are as an Army. I impose this idea though: The time has come and the charge has been leveled that command teams at every tier, and even all the way down to the individual Drill Sergeant, will reshape the Army culture.

Where does our power originate?

Thinking back to our triangle with Army/ Organization at the top, we have to receive our marching orders. Rules, regulations, and orders that come down to us from big Army grant us power as leaders. Recent demonstrations of this include new (really old, but now actively being enforced) initial entrance body fat standards for incoming civilians being lowered, limited waivers now being granted for things like criminal history, returning to enforcement of tattoo and other grooming standards, as well as massive reductions in retention targets by increasing retention criteria while basically eliminating reenlistment waivers. These measures will certainly trim troop levels, but as leaders we have to be forceful in adhering to the standards sent down to us. Nobody wants to be the bad guy and tell an NCO that they will not be receiving a waiver to reenlist after a ten plus year career, and while the act itself is akin to a “dirty job”, it is empowering at the same time. We, right now at the lowest levels, are being empowered to bring our Army culture back to where it should be.

This theme plays on and continues all the way down to the Drill Sergeant and individual IET Soldier level. ***Now is the time, if you haven't done it already as a command team, to sit down with your Drill Sergeants and explain to them that the command team, battalion, brigade, and big Army, are not roadblocks to eliminating problem Soldiers in training.*** It's time to explain the story about the shifts of culture pre, during, and post war. They have to understand that the first act of weeding out the good from the bad begins with them being empowered and that the command team and up have enormous trust in them to reshape the Army. When I think of the people that I want to my left and right when in combat, I want them to be Professionals. When I think of the professional Soldier, I think of the Spartans: raised from birth and trained consistently with one purpose, living the life of a fighter, a defender of their people's freedom,

always to be counted on. I think one of the largest hurdles we may have in front of us at this time is the fact that a great majority of our current Drill Sergeants and other leaders are within a certain age range that never knew the military prior to the current war, therefore may not know what “right” looks like. For some of them, it’s easy to look at most of the things that Sergeant Major of the Army Chandler is trying to reintroduce to the ranks as being new and rocking the boat, while those of us that have been around for a while say, “Oh yeah, we used to do that all the time”. In the end, many of them will realize that they are neck deep into something that isn’t what they thought it was, and they may well be the majority that falls into the 30% of reenlistment eligible Soldiers who are denied the privilege (even as I wrote this sentence it was very difficult to type privilege versus the word “right”).

So, we know what empowerment is, we know the direction that the Army is taking as we approach a post war era, at our level how do we properly empower our subordinates? The answer may be as simple as matching up two things: actual power and perceived power. Often times some of the things I hear from my NCOs run along the lines of “They won’t let us chapter them for that” or “They won’t let us new start them for this” or “They’re Private lovers and will just tell us to retrain them” and other such silly notions. In these cases, empowering the Drill Sergeants could be as simple as reinforcing the idea that if they put the time and effort into proper counseling, and not just on paper but verbally and also through the execution of corrective action, that their efforts will be noted and therefore more consideration put into their recommendation. They perceive to have little power when it comes to getting IET Soldiers removed, when in actuality my 1SG and I give them a lot of actual power. In my 16 months of command, I have yet to refuse to listen to a recommendation for Article 15 action, and have also never gone against the recommendations of the Drill Sergeant presenting the argument. Some would argue that this allows Drill Sergeants to take

advantage of the system and their authority over IET Soldiers or, instead of empowering them makes them reliant upon you in order to do their job, but I honestly believe that since I started doing things this way that they have put a lot more time and effort not only into their recommendation write-ups but also corrective actions prior to seeing me. In some cases I have been shocked by their compassion for Soldiers that appear to be turning a corner in their lives long after I would have drawn a line in the sand. I also hold almost all recommendations for what I consider small matters no less than 48 hours. This typically gives some cooling off period for the Drill Sergeant as well as time for the Soldier to demonstrate remorse over their alleged activity. Of course remorse does not relieve you from punishment for your actions, but granting time for reflection on one’s own actions prior to passing justice can be a type of empowerment at the individual Soldier level. Heck, I know at least one battalion has started using a peer evaluation system in order to evaluate the potential need to new start Soldiers. My initial reaction was, “Wow, they let this fly?”, but imagine the faith and trust you have to put in the battalion, company, all the way down to the Drill Sergeant level in order for a system like that to work! With a 200 Soldier fill, we typically have about 25-30 Soldiers on restriction and extra duty by the time we finish our week two health and welfare inspection. We have found this to make us successful in the long run in that it gets the message across to the Soldiers in training of what our standards are while demonstrating to them the actual power the 1SG and I have bestowed upon their trainers.

But now, as a command team, even though I have marching orders from big Army, how is it I feel empowered? In my opinion, in the 2nd Battalion, 13th Infantry Regiment and the 193rd Infantry Brigade, it comes down to my leaders expressing their trust in my work. While naturally I get the occasional snide comment on having so many Article 15’s from the Battalion CSM, or the Brigade Commander razzes me about my “Sunday Soda Social” (incentive I sometimes

grant for the platoon that wins our Fit to Win competition, the opportunity to buy one soda to drink supervised by a DS), it's all in good fun. They recognize that we have a method, have accepted it, and allow us to march on while other companies have completely different methods that may put them in the single digits. It's realizing and accepting the fact that we have different methods as different companies that makes me feel the most empowered: It lets me command. Couple that with being expected to stand on my own two feet to argue the grounds of a chapter packet with the brigade legal team, or being expected to take charge of my own range operations, forcibly if necessary, when confronted with shoot-from-the-hip Range Control mandates or unannounced visitors whom may get in the way of my mission of training Soldiers, and I truly feel that I have the freedom of maneuver needed. As I have said of many of the previous superiors I have worked for over time, the best were always there when I needed help, but always provided me with just enough rope to hang myself. It's that display of trust, even though for an instant it might make the organization look bad, which allows me to go with my instincts on certain decisions. Sometimes I come out wrong, but I stipulate that as long as I learned something along the way it wasn't all bad. GEN (R) Tommy Franks may have wrapped up what I am trying to say best:

“Leaders know that complex issues resist elegant and easy solutions. They must consider the views of others and recognize that disagreement does not mean disrespect.”

To sum this whole thing up, given my experiences in the military up until now after 16 years, I feel more empowered to make decisions, especially tough ones, that will undoubtedly begin to shift the culture of the Army back to that of what we had prior to the last decade of war. It's not a task any of us can do alone though. Part of the charge we are given is to hand down, like we usually do, the responsibility of that power, but not the accountability portion. Talk with your troops, talk about the future of the Army, and talk about the type of person that they want to work with. The more I think about it, the more I truly believe that there is nobody (nobody that matters anyway) standing between me and my ability to ensure that only those fully qualified and that I have no fear of serving next to are those that graduate and move on to AIT. Being the largest Training Center in the U.S. Army, each one of us here at Fort Jackson has a stake in transforming our Army. Once the war mission is complete, we will be the proverbial tip of the spear (if you don't think that we are already). Now is the time to take action. Our Army can only be as good as the worst Soldier you allow to pass through our gates and send to AIT.

CPT Peter Veiga is the Commander of Foxtrot Company, 2nd Battalion , 13th Infantry Regiment, 193rd Infantry Brigade.



WELCOME TO THE UNITED STATES ARMY

A Day In The Life... In The 120th

By CPT Nick J. Chaisson

“Soldiers, I am Drill Sergeant Kriner.

On behalf of the Battalion Commander, LTC Michael McTigue, welcome to the 120th Adjutant General Battalion (Reception), Fort Jackson. Speaking on behalf of all of us here at Fort Jackson, and all current and former United States Army Soldiers, thank you for volunteering for the world’s premier fighting force. You have made a commitment to become part of the Army team, the greatest land force in the World.

Your mission over the next few days is to in-process the United States Army.” Each year approximately 45,000 Soldiers pass through the portals of the 120th Adjutant General Battalion (Reception), the Army’s largest reception battalion, and these are the first words they hear upon arrival as they begin a 60-hour process preparing them for shipment to Basic Combat Training (BCT) on Fort Jackson. New arrivals (receptees) are received at the 120th AG BN (REC) from as early as 0800 hrs to as late as 0200 hours. Upon arrival, a “Meet and Greet” Drill Sergeant welcomes them at the entrance and begins the initial Soldierization process by introducing them to basic military customs and courtesies and identification of the various

cadre members they will encounter during their short stay at the battalion. A new arrival will quickly learn the importance of the Drill Sergeant, as important instructions and initial reception tasks are expertly and efficiently conducted upon arrival. The first two hours of reception are dedicated to ensuring a safe and secure environment for Soldiers by processing each receptee through the amnesty room and a thorough shakedown to ensure no contraband remains. Additionally, new arrivals receive their first military uniform at the Central Initial Issue Point, a physical fitness uniform, prior to being sent to their pre-designated reception company to begin the Soldierization process. Their mornings begin early as they receive their first injection in a series of immunizations and are then met by both the Reception Company and BCT Company chains of command. This briefing, also known as a “moment of truth”, serves the purpose of identifying any issues a receptee may have and aims to resolve them prior to shipping to BCT. The most important element of this moment of truth is the initiation of the “self-admit” process. Any issue that may not have been addressed during the recruitment

phase or at the Military Entrance Processing Station is addressed at this time so that cadre members from both the Reception and BCT sides can attempt to resolve problems prior to shipping. In some cases, a Soldier may be chaptered from the Army and returned home as a result of something they admit that disqualifies them from service. Shortly after this, Soldiers receive their first Army haircut and are provided an Eagle Cash Card in the amount of \$350.00 to purchase any necessary items at the AAFES shopette located on the 120th compound. Soldiers are then processed through the Personal Affairs Branch where they are essentially in-processed into the Army's personnel and pay systems, which includes ID Card and finance processing. Additionally, Soldiers will process through medical for hearing, dental, and optometry while receiving an additional briefing at the physical examination site known as the "medical moment of truth" to ensure that any preexisting medical conditions not previously identified, but now admitted to, are resolved prior to shipment to BCT. It is important to

and a phone call home prior to departing for BCT. Executing this process week in and week out, with a volume of Soldiers reaching upwards of 1,500 per week is no small task.

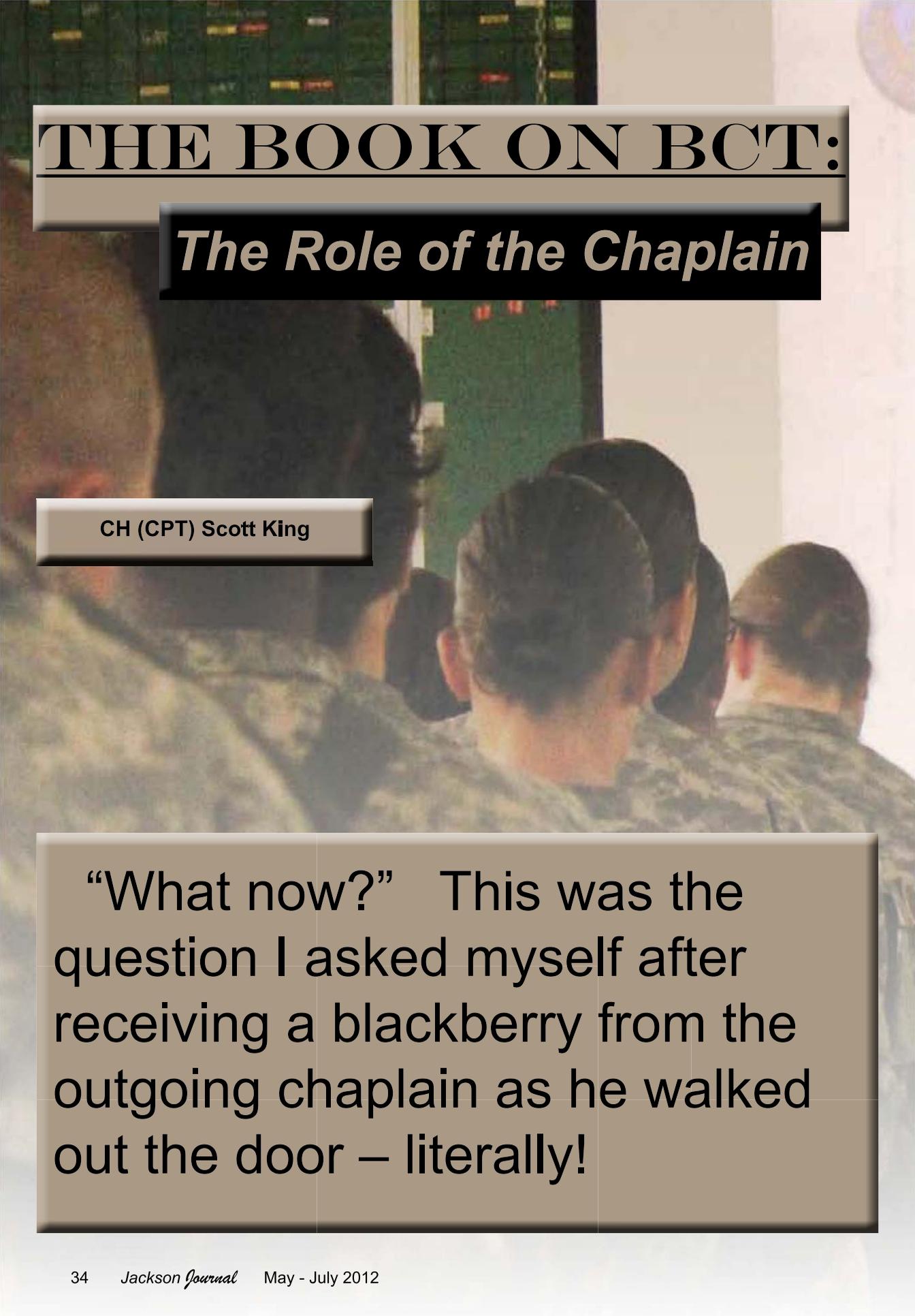


It is an essential process, handled expertly by the Drill Sergeants and NCOs dedicated to ensuring the highest quality of service and professionalism as they execute the fastest and largest reception process in the Army. ***Our sole focus during the process is to ensure that we identify and resolve Soldier issues so that Soldiers and cadre in BCT can focus on training instead of resolving administrative issues.*** In other words, it's just another day in the life of a 120th AG BN (REC) cadre member. "We Set the Example!"



note that a full medical examination does not occur during the initial reception process because it was completed at the Military Entrance Processing Station prior to arrival to Fort Jackson. The remaining two days for Soldiers are spent receiving photographs for their BCT Yearbooks, receiving their full issue of military clothing, boot fitting, immunizations, security clearance screening,

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THE BOOK ON BCT:

The Role of the Chaplain

CH (CPT) Scott King

“What now?” This was the question I asked myself after receiving a blackberry from the outgoing chaplain as he walked out the door – literally!



Without the opportunity for a ‘left seat/right-seat ride,’ I was left to figure out the world of Basic Combat Training on my own. Now, this was not my first assignment, and I understood my role as a battalion chaplain. The responsibility to ‘perform or provide’ religious support for Soldiers in order to ensure their First Amendment right of the free exercise of religious faith was not unfamiliar to me. But how to fulfill this responsibility in the context of basic combat training was completely unfamiliar to me.

The following article is intended to discuss some of the methods learned and best practices developed during my experiences while ‘being on the trail’ as a battalion chaplain assigned to a BCT unit. It is not intended to suggest that this is ‘The Way’ to conduct ministry in this setting, but it is simply offered as a platform upon which one may build their own model of ministry using their own style and personal gifts.

A Unique Environment

BCT is a unique environment in which there is continual change, yet it remains the same – a strange paradox. Nearly every ten weeks, a new group of civilians comes running off of buses to their respective companies in order to begin their basic training. Ten weeks later, they leave as Soldiers, and another group of civilians comes running from buses to begin the cycle all over again. The routine of the training cycle remains the same, but the names and faces of nearly 1,200 Soldiers per cycle are constantly changing. There is a steady rhythm to the training cycle, that once understood, brings consistency and predictability to conducting ministry in BCT – for better, or sometimes worse. The repetitive nature of the training cycle offers a methodical approach to ministry that is straightforward and uncomplicated. Yet this cyclic aspect of BCT ministry can result in complacency and tedium if left unchecked.

Although drill sergeants and cadre members are likewise continually coming and going, they have greater longevity and stability in the battalion than the trainees. Drill sergeants generally spend two years on the trail before taking off their hat. This allows for greater opportunity to get to know them and their families during the time they spend in the battalion. However, because of the long hours they put in each day as a result of the heavy demands of their jobs, they generally protect their time at home, and will choose their family over unit events given the option – and understandably so. Therefore, it is more difficult to get to know them outside of regular duty hours, and to schedule special events on ‘their time’ may not meet with great success. However, because the drill sergeants and cadre members have more permanence in the battalion than the trainees, they are truly the primary focus of ministry in BCT. Because of its unique environment, BCT can be a challenging, demanding and at times exhausting place to perform ministry. Nevertheless, it is perhaps one the richest and most rewarding opportunities for ministry in the career of a chaplain.

Counseling Strategies

Were I given the opportunity to go back and change my elective studies during my seminary education, there is no question that I would replace Greek with pastoral counseling. My weekly counseling load has increased easily by threefold since entering BCT. From the time that trainees arrive to the battalion, they are seeking someone to talk to about their doubts, fears, and concerns regarding their decision to join the Army. The counseling needs of trainees will ebb and flow throughout the cycle based on where they are in the training schedule. Worry over qualifying with their weapon, passing the end-of-cycle APFT, or completing the ten-mile foot march are just a few of their concerns. However, the majority of trainees seek the counsel of the chaplain in order to discuss past and present issues concerning personal problems, their families, and life back home.

The high volume of trainee counseling has in fact served as the basis for my daily ‘battle-rhythm.’ I will move among the companies at the various training ranges based upon the immediate counseling needs for trainees in any given company. I visit training sites in order to conduct counseling sessions with those who have requested to speak with the chaplain, as well as those “hey, chaplain” counseling’s that arise once trainees know that I’m on the ground.

The method I have found effective for tracking trainee counseling is the use of ‘chaplain slips.’ If a trainee would like to speak with the chaplain, they ask their drill sergeant for a chaplain slip. The trainee fills out the basic information and returns it to their drill sergeant who then passes it on to me or drops it in the box on my office door. Then, based on these requests, I schedule my visitations to the training areas in order to meet with the trainees and talk with them on site. I do not schedule appointments, and almost never do counseling with trainees in my office. It is more efficient and effective for me to go to the trainees than to have them brought to me. It is imperative that they conduct their

required training for graduation which must not be interrupted by them having to be transported to the rear in order to talk with the chaplain. Also, the movement of the trainee from the range and then back again following counseling puts an unnecessary burden on the drill sergeants who need to focus their efforts on training rather than transporting trainees.

When a trainee sees another trainee talking with the chaplain, there is a perception created that it is 'OK' to talk with the chaplain, and this is certainly the perception that they should have.

In addition, I conduct counseling after the companies have returned from training for the day, usually after evening chow. Again, this counseling does not occur in my office. I prefer to use public, common areas for counseling trainees. This serves two purposes. One is simply to ensure the integrity of my role as chaplain and avoid the very appearance of inappropriate relations with trainees. The second is to breakdown some of the stigmas that surround the need for counseling within the Army. When a trainee sees another trainee talking with the chaplain, there is a perception created that it is 'OK' to talk with the chaplain, and this is certainly the perception that they should have. My hope is that by creating an environment here in which it is 'normal' to seek help with personal problems, it in turn will perpetuate this mindset throughout the Army as these trainees move through the ranks.

Religious Services

Before arriving to my assignment in BCT, I was on a preaching rotation in which I might deliver a sermon once every couple of months. Those services had an average attendance

of 30-40 attendees. In BCT, services are conducted every Sunday in cycle with average attendance at 300-400 trainees. The service I conduct at the Battalion is a General Protestant service with a contemporary worship style, in accordance with my personal faith tradition. I learned early on that to try to write a sermon every week for the upcoming Sunday was nearly impossible. The demands of counseling, training, meetings, reports, etc. throughout the week did not allow sufficient time for sermon preparation. I eventually developed a preaching plan that I now use for each cycle. The sermon series is designed to address spiritual topics that are relevant to the kinds of issues that the trainees are facing as they move through the course of their training cycle.

On the first Sunday of the cycle, after the initial pick-up, trainees do not leave the battalion area for religious services. Therefore, on that Sunday there is a General Christian service offered at the battalion for all Christian trainees regardless of denominational affiliation. In order to ensure that all trainees are afforded the opportunity for religious accommodation, on that morning a classroom is designated as a sacred space for non-Christian faiths to conduct personal prayer, devotion, and reading of sacred literature. After that first Sunday, trainees are permitted to leave the battalion area in order to attend the religious service of their choice in accordance with the Installation Chaplain's Office worship service schedule.

According to 350-6, 3-6, "POI training is not conducted on Sundays unless specifically authorized by the proponent. On Sundays, activities required for preparing for the next week's training are conducted after 1300." The role of the chaplain is to ensure that trainees are being permitted to attend the religious service of their choice without conflict from training or other non-essential activities. There should be no activities scheduled in the company or platoon prior to 1300 that would impede a trainee from attending religious

services. However, instances may arise in which trainees have had to choose between haircuts, laundry, or trips to the PX and going to worship services. When these occasions arise, the chaplain must remind or educate drill sergeants that trainees must not be put in the position of having to choose between services and activities that are not to be scheduled prior to 1300.

Incorporating trainees into the Battalion worship service has been highly successful in enhancing the overall worship experience. At the first service of the cycle, trainees are invited to sign-up to participate in either the worship band or choir. There is very little time during the week for rehearsal, so it essential to select individuals who have a strong background in music and have been involved in a worship team or choir in their home church. Once a team is assembled, they spend one hour during the week rehearsing, after evening chow, and then a second hour on Sunday morning before service. I generally select the songs for worship, and choose those that are relatively common and popular with a wide audience. The trainees are usually familiar with the songs, which enables them to bring the song-set together in the limited time they have for rehearsal. It is amazing what these young, talented trainees

gives them a sense of ownership, pride, and confidence that they take with them into their day-to-day training experience.

The trainee led worship greatly enhances the service and is a great blessing to both the worship team and the worshipers.

The last Sunday of the cycle is designated for a baptism service. This is a spiritual highlight for the trainees as they are baptized in front of their battle buddies, with whom they have shared the common experiences of BCT. As graduation marks a milestone in their professional lives, so the baptism service marks a milestone in their spiritual lives. Weather permitting, a baptismal pool is set-up in the battalion area, and following a time of worship in the classroom, trainees move outside where the baptism takes place. Before departing BCT, those who participated in the baptism service receive a certificate highlighting the occasion, which serves as a reminder of this important step in their spiritual life.

Religious Support to Cadre

As mentioned earlier, the drill sergeants and cadre are the primary focus of ministry in the battalion. They are the ones who remain cycle-after-cycle, long after the trainees have been shipped to AIT and beyond. Life 'on the trail' is long, tiring, stressful, and challenging. This is true not only for the drill sergeants, but for their families as well. It definitely takes a toll on their personal lives. Thus, it is essential to care for these oft-overlooked and seldom-thanked 'worker bees' who day-in and day-out serve to procure the future success of our Army.

The BCT environment makes it far more difficult to get to know these Soldiers than is the case in a typical line unit. Because their time at home is so limited, they protect it as much as possible. Therefore, apart from the occasional battalion social function, they and



can accomplish on a Sunday morning with only a couple of hours to rehearse. The trainee led worship greatly enhances the service and is a great blessing to both the worship team and the worshipers. I also allow trainees to participate as ushers for my offering and for the communion service. Incorporating trainees into the worship service

Role of the Chaplain

their families are rarely seen when 'off the clock.' It is certainly understandable, but it makes ministry to this group more challenging than in other units. That is why it is critical for the chaplain to walk 'the trail' alongside them. Time spent at the ranges, on Victory Tower, and in the gas chamber is essential to getting to know them and earning their trust.

breakfast. I choose to hold these events during the duty day because, again, I want to avoid taking precious time away from their homes and families. Most wouldn't attend anyway given the choice between a social event at the battalion or their social life at home.



Soldier being baptized by CH (CPT) King

By spending time with the drill sergeants 'where they live,' the door may be opened to conversations and 'counseling' concerning their personal struggles and family concerns apart from the traditional office call. Therefore, to be effective in ministry in BCT, the chaplain must get out of the office and get on the trail with their drill sergeants.

There are two significant spiritual fitness events conducted for the cadre and drill sergeants each training cycle: a cadre appreciation luncheon and a spiritual fitness

The cadre appreciation luncheon is held on graduation day. This is a good time to get the whole battalion together, because the newly graduated Soldiers are out spending time with their families, thus freeing-up the drill sergeants to come to the lunch. It is also a good time to show appreciation for all their hard work throughout the cycle. The event is a catered lunch funded through the CTOF. Putting out a nice spread, rather than just pizza or sandwiches, is just a way to emphasize the gratitude for their hard work

and their value to the battalion. It is a simple way of saying, "we care." As a part of this event, I share a 10-15 minute message on a subject that I have picked-up on during the cycle that is important or necessary to address with them. In addition, I include a slide show of pictures that I have taken of them throughout the cycle, and this has become a 'hit' that they look forward to seeing.

The second big event that I conduct for the cadre is a spiritual fitness breakfast. This event is held at the beginning of the cycle, usually on the Friday of pick-up. The timing of this event allows for greater participation by the drill sergeants before they jump into the hectic pace of training the 'fresh civilians' that will soon arrive at the battalion later in the day. Again, I prefer to conduct an event that says, 'you matter to us.' Therefore, it is not a donut-and-coffee occasion held in the battalion area. Rather, it is held at a local buffet-style restaurant with a side room designated for our group.

It is not a formal, programmed event.

Rather, it is a time for folks to come, fellowship, and enjoy breaking bread together. Again, I will share a 10-15 minute message

that has a more spiritual, biblical emphasis to it. Afterwards, those who have to go, go. Others linger and continue to enjoy a time of fellowship.



Self-Care

I have heard it said that an assignment to BCT is an opportunity to 'take a knee' and get some much needed rest, as well as some good family time. I would defy those individuals to spend one week in this environment and let me know if they still believe that that is true! As the BCT environment takes a toll on the cadre, drill sergeants, and their families, so it takes a toll on the chaplain and their family. The rewards

of ministry in BCT are great, but they come with a cost. The responsibility of shepherding a flock of 1,200 trainees along with 120 cadre and drill sergeants is demanding. In addition, there are the endless meetings, trainings, and events that drain our time and pull us away from our primary focus of ministry. Also, carrying the Installation on-call duty phone or being on the funeral/death notification duty are responsibilities that are important and necessary, but drain time with family. Needless to say, without proper self-care, one could potentially burn-out in this assignment within the first year.

As chaplains, we understand the need to maintain our spiritual relationship with God, who is the source of our strength and the reason for our ministry. Yet in this environment, where we are constantly giving and giving to others, it is all too easy to put that critical relationship on the back-burner

while we are busy 'working for God.' However, without maintaining and

sustaining our relationship with God, we will lack the strength, wisdom, passion, and compassion

essential to fulfilling our calling to serve our

Soldiers. Therefore, make

time for personal spiritual growth. If possible, attend worship with your family. Stay spiritually engaged in the home. It is critical to the success of your ministry.

Know when to say when. There is always a need. There is always a trainee who wants to talk to the chaplain. I could spend all night, every night at the battalion talking with trainees about their problems. It took me a while, but I had to learn to just say 'no.' There is a point when enough is enough, and it's time to go home and spend time with family or friends. Unless a trainee is having a complete meltdown or threatening self-harm, there is always tomorrow. I had a hard time with this at first. But I came to realize that if I didn't

take care of myself, I couldn't take care of them.

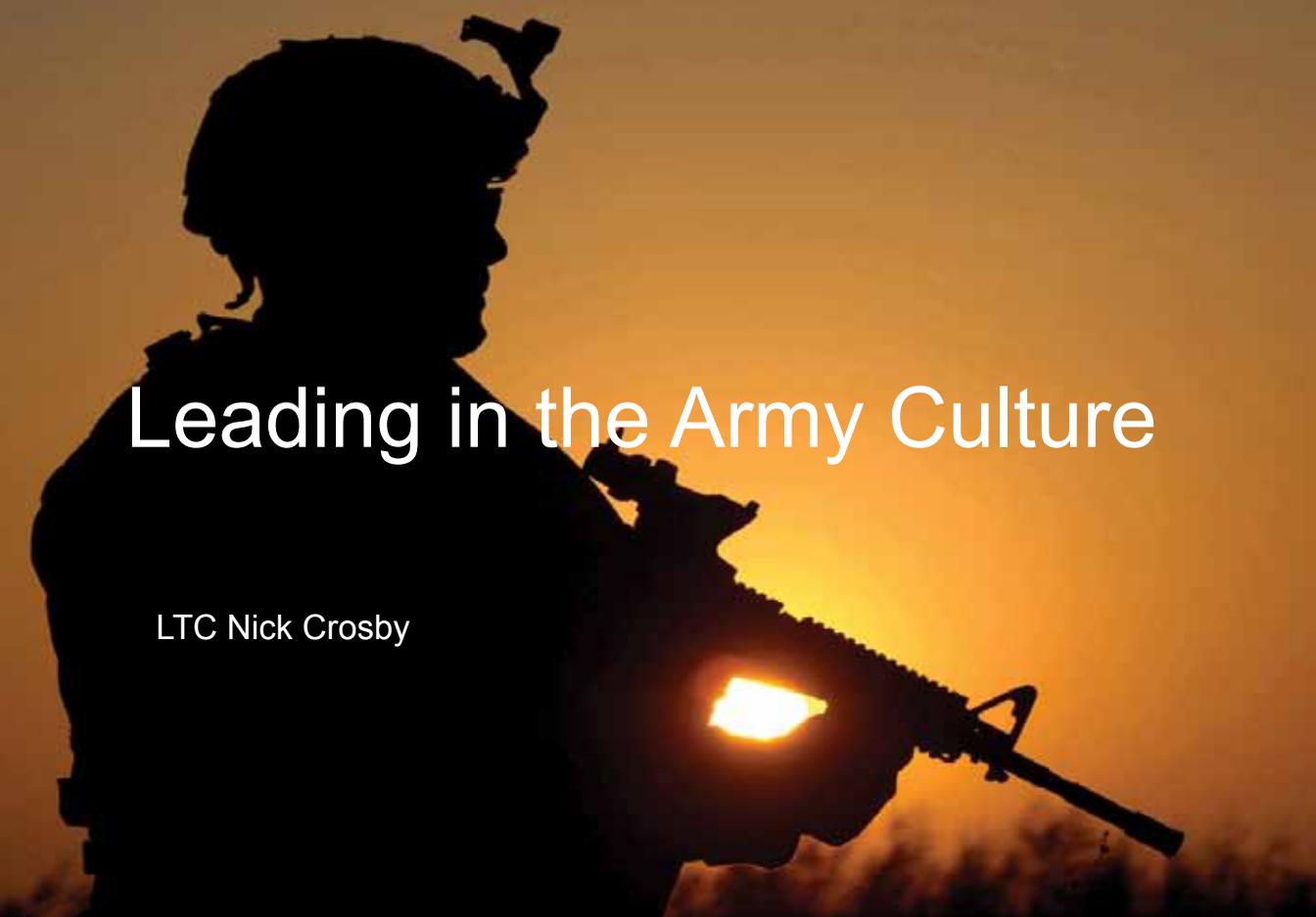
Time away from the battalion is limited, so it is important to make the most of it. Day

Though it was not my assignment of choice, I can't imagine not having had this wonderful opportunity and great privilege to serve 'God and Country' in Basic Combat Training.

trips or even an overnight get-away are ways to make time with family special, break-up the monotony, and get a change of scenery. It does make a difference. It's easy after a long day simply to go home and 'veg.' But it is essential to the health of your family to invest in their lives. I have seen and have experienced the slow deterioration of family life due to the stresses of working in this environment and allowing the home life to drift toward the rocks. Be diligent on the home-front.

Serving as a chaplain in the BCT environment certainly has its challenges. However, the reward of being able to touch the lives of nearly 1,200 trainees per cycle is a tremendous blessing that far outweighs the challenges. The opportunity to be their 'introduction to the Chaplain's Corps' is truly an honor and a sacred responsibility that I hope will cause them to turn to their chaplain as a source of help, hope, and healing throughout their career in the Army. Though it was not my assignment of choice, I can't imagine not having had this wonderful opportunity and great privilege to serve 'God and Country' in Basic Combat Training.

CH (CPT) Scott King is the Chaplain of the 3rd Battalion, 13th Infantry Regiment, 193rd Infantry Brigade.



Leading in the Army Culture

LTC Nick Crosby

Leadership in and of itself seems like a simple concept – I am in charge so follow me. So what exactly is this “Leadership” phenomenon that people keep talking about in the Army? Why do we discuss it in professional development seminars and classes? Why do we solicit civilian organizations and colleges to study, teach, and assist in developing our future leaders? What is the attraction? Why is it so hard to attain? Why is leadership so important?

Discussions on leadership and what it takes to be a good leader in the Army are frequent because that is the essence of our job; to lead others. As an organization the Army is not structured by stagnation, but on challenge, opportunities, continual upward mobility, and leader development. One might even be bold enough to state that the primary commodity of the United States Army is producing leaders. Leadership is important because the

foundation of our entire Army culture is based on developing and grooming Soldiers to become leaders. Leadership is elusive because every time individuals think they have mastered it, the conditions change. Each time leaders start to get comfortable in a leadership position, they are promoted in position or rank and the environment changes. Leadership is hard to achieve by its own definition; getting and depending on people to follow you in the most adverse conditions in the worst possible scenarios – the ultimate test of a leader’s abilities.

Our Leadership Field Manual states the Army needs, “agile and adaptive leaders capable of handling the challenges of full spectrum operations in this era of persistent conflict. These leaders must be creative and critical thinkers; they must be confident and competent communicators; and they must be capable of operating with a comprehensive approach to meet these emerging challenges.” It is important

to understand this cannot be mastered or attained overnight. This becomes a leader's personal goal list throughout their career – something a leader puts on the wall, in a smart book, tapes on a their computer, places under the glass on a desk and continues to reference as a guide to becoming a successful leader.

The first step in each leadership development journey is to answer the ultimate question, "What is the culture I am leading in?" Upon examining culture and leadership in the military more closely, we see that they are intertwined; neither can really be understood by itself. Our army culture defines what we expect and how we perceive leadership, how we interact, how we train, how we get promoted, and how we are recognized as a good/successful leader. This symbiotic relationship with Army culture truly defines leadership in our organization.

Leadership in the Army is not a new or novel concept. Although the Army continues to adapt and refine the definition to our changing environment, the basic concept of leadership in military organizations and the framework of our military culture have not changed for centuries. The Leaders produced within the Army are why we are and have always been respected as an organization throughout the world.

The following are extracts from leadership books that define leaders.

1. **Field Manual (FM) 6-22, Army Leadership: a leader is anyone who by virtue of assumed role or assigned responsibility influences people to accomplish organizational goals. Army**

leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.

2. **Business Dictionary: the position or function of a leader is a person who influences, guides or directs a group; they come to the forefront in case of crisis, and is able to think and act in creative ways in difficult situations.**
3. **Peter Drucker: "The only definition of a leader is someone who has followers." To gain followers requires influence.**
4. **John C Maxwell: "leaders influence - nothing more, nothing less." This moves beyond the position defining the leader, to looking at the ability of the leader to influence others.**



Looking more closely at the definitions, there is a common word that is essential to understanding what leadership truly is; influence. Where the characterization of leaders and leadership start to differ is in how these concepts relate to the culture a leader must work and operate within. To better understand Army culture, the following is from the 2010 Profession of Arms White Paper.

The Army culture is a system of shared meaning held by its Soldiers, “the shared attitudes, values, goals, and practices that characterize the larger institution over time.” Army culture is defined through three major cultural dimensions: professional identity, community, and hierarchy. Professional identity is characterized as an ethos of striving for excellence and the ethic of “service” before self and putting “duty first”. Our community creates bonds in and among units, influencing cohesion with Soldiers and their families resulting from belonging to a “professional family” with shared mission, purpose, and sacrifice. Army culture has a strong tendency towards hierarchy based on explicit and implicit authority distinctions, which not only leads to order and control, but also provides Soldiers with a moral contextual frame of reference.

Understanding our culture is the key to influencing and operating as a leader. The values, principles, ethos, and creeds we repeat, put on signs, and talk about in our daily lives reinforce and reinvigorate our culture. Our unique workplace environment controls the way subordinates behave, the way we interact with peers and superiors, the bond we have with and as retired

service members. We are extremely critical of our leadership because not only is it the product of our organization; it is our culture. We live and breathe in a cauldron of daily (and sometimes hourly) leadership challenges. Promotions are based on a Soldier’s capability to lead at the next rank. Leadership abilities are assessed in our evaluation reports for current duty positions and potential to lead in higher levels of the military. As members of this culture, we conduct continuous informal evaluations of subordinates, peers, or higher ranking individuals on their ability to lead in every aspect of daily operations. Our Soldiers and Leaders expect us to manage challenges through the skills we have developed through research,



at schools, in classes, and by the knowledge we accumulate throughout our careers; that is the confidence our Soldiers have in us as Leaders.

These cultural requirements embody Army Values, the

Warrior Ethos, Soldier’s and NCO Creeds, Oaths of Office, etc. that all Soldiers abide by and use to structure their everyday life in the military. However, we need to dig deeper than the posters, books and speeches that reinforce what Leaders should be and discuss the unspoken qualities that we (Soldiers, peers, superiors) expect of our leadership.

So what are the characteristics for a leader to be successful in the Army culture? Figure 1 shows a list of common leadership practices I have written down over the years, absorbed from a variety of leaders and reference materials, which continue to assist me in my leadership development.

Desire: From Team Leaders to Brigade Commanders, leaders must show aspiration to lead. Never squander an opportunity to take charge because others depend on you to do the right thing. Designed leadership positions don't come that often; be ready – take every chance to make your organization better.

Show empathy: Understand what your Soldiers are going through. Have the ability to identify with and appreciate the situation from their perspective – live in their shoes for a day. Reality from a leader's perspective may not be reality from the Soldier's position.

Be resolute: Leaders must understand when to act and when not to act. Be decisive - when leaders hesitate it creates confusion amongst subordinates. There is an art to making decisions with just enough information.

Be self-confident: Confidence is the knowledge that you can do something and do it well; applying your skills to any situation and adapting quickly as the situation unfolds; knowing you have the ability to master difficult situation and are not afraid to fail.

Build and maintain trust / credibility: Credibility is hard to gain and easy to lose. A leader's word is their bond to Soldiers. Trust and credibility may be the two most important aspects of leadership, particularly within our Army culture.

Constantly listen and learn: Listen to Soldiers, they will always provide an honest opinion on how you are doing as a leader. Watch Soldiers and how they react to different scenarios. Solicit feedback from Soldiers and use it in the future; leaders that fail to use feedback in future operations lose credibility with Soldiers and their organization .

Provide challenges to motivate: Because the Army is not a stagnant organization, we are constantly looking to fix, change, or make things more efficient. People in general feel good about accomplishment – day one Basic Combat Training Soldiers understand this practice, “why are we sitting around, we need to do something”. Work to establish achievable goals that challenge and therefore motivate your team.

Always promote teamwork: Despite the Army recruitment slogan misstep (Army of One), our entire organization is built and operates through teamwork. By promoting cooperation and collaboration, we encourage the team mentality which is vital to the mission.

Take initiative: Be the leader that takes action – showing initiative as a unit creates esprit de corps, especially when Soldiers are rewarded / awarded for their accomplishment after seizing the initiative.

Be seen and interact: The simple act of being present for training, special events, promotions, re-enlistments, Stable Calls, etc. is expected from leaders in the Army culture. Sincerely interacting with Soldiers at training and special events is a criteria that sets apart great leaders.

Understand and practice balance: Soldiers watch leaders and how they practice balance between family and work, administrative paperwork and training, field and desk time. Practice what you preach with subordinates – balance is finding equilibrium between internal and external demands in your life.

Timing: Selecting the exact moment to initiate the process of actions or remarks to produce most favorable effects on the organization or individual is one of the most difficult practices to master. If you miss the moment, it may very well be gone forever.

Empowerment: Once you are empowered to lead, do not be a hypocrite. Allow others the same opportunities you were given to excel.

Figure 1

Army leaders need determination and strength to deal with the adversities given the variety of responsibilities and scenarios on a daily basis. They must maintain a firmness of spirit and unyielding courage that is essential in dealing with challenges. Leaders must understand that despite how much you see challenge as an opportunity, despite how focused you can be, despite how driven you are to succeed, there will be setbacks. Failure is inevitable in the military if you are aspiring to be a successful leader. When failure occurs, a good leader asks, "What can be learned from this experience". Learning does not take place in the absence of mistakes. Learning for leaders is a continual process – if you are not learning, you are not leading. Read, discuss, collaborate, attend seminars, watch and learn with every opportunity. Being a good leader in the Army culture is hard; being a great leader is even harder. Your entire Army career will be defined as success or failure based on your ability to lead others.



Leaders must never forget at any level that leading Soldiers is a privilege and they must be accountable for all successes and failure of their organization. Without Soldiers to lead – we are not Leaders, just stewards of abilities and knowledge. That is the essence of leading in the Army culture.

LTC Nick Crosby is the Commander of the 2nd Battalion, 13th Infantry Regiment, 193rd Infantry Brigade.

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1. [An Army White Paper: The Profession of Arms](#), CG TRADOC Approved, 8 December 2010
 2. [FM 6-22 \(FM22-100\), Army Leadership: Competent, Confident, and Agile](#), October 2006

The Soldier's Creed

I AM AN AMERICAN SOLDIER.

I am a Warrior and a member of a team.

I serve the people of the United States

And live the Army Values.

I WILL ALWAYS PLACE THE MISSION FIRST.

I WILL NEVER ACCEPT DEFEAT.

I WILL NEVER QUIT.

I WILL NEVER LEAVE A FALLEN COMRADE.

**I am disciplined, physically and mentally tough,
trained**

And proficient in my Warrior tasks and drills.

**I always maintain my arms, my equipment and
myself.**

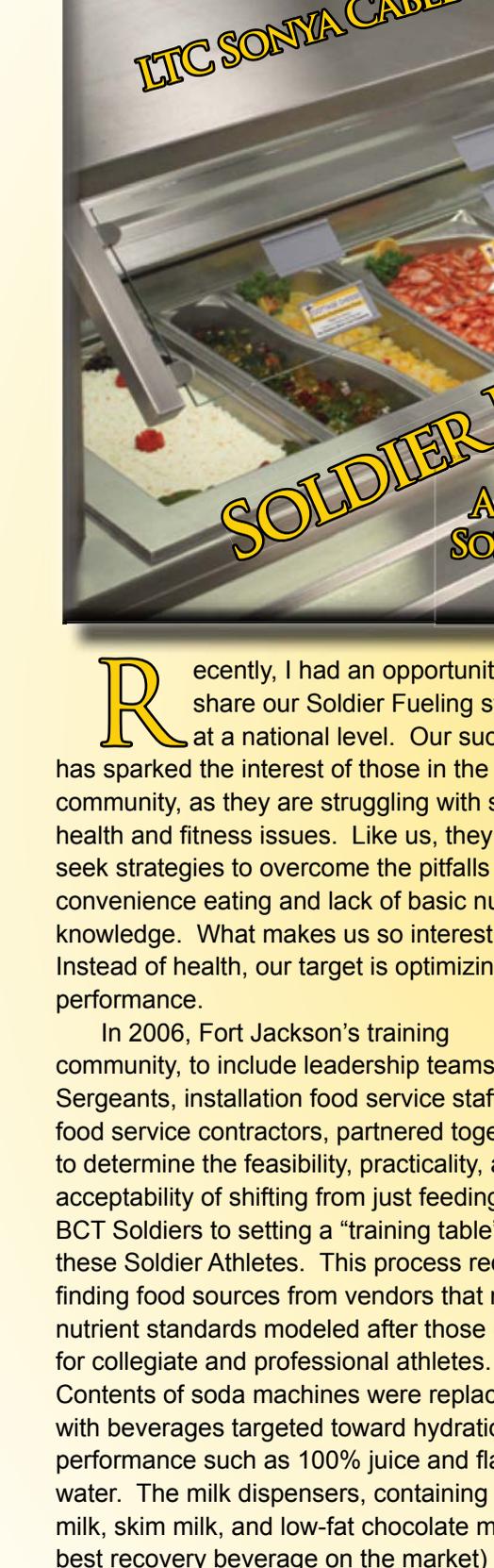
I am an expert and I am a professional.

**I stand ready to deploy, engage and destroy the
enemies**

**Of the United States of America in close
combat.**

**I am a guardian of freedom and the American
way of life.**

I AM AN AMERICAN SOLDIER.



LTC SONYA CABLE

SOLDIER FUELING INITIATIVE

A CULTURAL SHIFT FROM JUST FEEDING SOLDIERS TO SETTING A "TRAINING TABLE" FOR SOLDIER ATHLETES.

Recently, I had an opportunity to share our Soldier Fueling story at a national level. Our success has sparked the interest of those in the civilian community, as they are struggling with similar health and fitness issues. Like us, they seek strategies to overcome the pitfalls of convenience eating and lack of basic nutrition knowledge. What makes us so interesting? Instead of health, our target is optimizing performance.

In 2006, Fort Jackson's training community, to include leadership teams, Drill Sergeants, installation food service staff, and food service contractors, partnered together to determine the feasibility, practicality, and acceptability of shifting from just feeding BCT Soldiers to setting a "training table" for these Soldier Athletes. This process required finding food sources from vendors that met nutrient standards modeled after those used for collegiate and professional athletes. Contents of soda machines were replaced with beverages targeted toward hydration and performance such as 100% juice and flavored water. The milk dispensers, containing low-fat milk, skim milk, and low-fat chocolate milk (the best recovery beverage on the market) were

moved to positions of prominence. Traditional pastries were replaced with low-fat options and more fruit. Cooks actually used chef skills that had become dormant due to past menus consisting of mostly pre-prepared items. As a result, we learned that we could provide choices with lots of nutrients for the same amount of money that tasted good. Initial Entry Training (IET) Soldiers told us that they expected nothing less.

The team also developed a block of basic sports nutrition that every BCT Soldier received during Red Phase. A registered dietitian assigned to FT Jackson's training community, Drill Sergeants, First Sergeants, Company Commanders and Sergeant Majors taught the block providing personal insights as to how quality nutrition helped them succeed in achieving performance goals.

An initiative that included big changes in the dining facilities AND nutrition education focused on performance needed a catchy name. The "Soldier Fueling Initiative" (SFI) won!

About a year later, Fort Benning and Fort Leonard Wood started similar pilots. In fact, the Go for Green™ labeling was born out of a request from Fort Benning. Of course, Go

for Green™ as well as DFAC menus evolved due to feedback from IET Soldiers, Drill Sergeants, Platoon Sergeants, cadre and DFAC staff. By the time the Joint Culinary Center of Excellence (JCCoE) hosted the IMT Soldier Fueling Summit in August 2010, enough lessons were learned to develop the IMT menu standards and the standardized cycle menu. (More information is available at the JCCoE website: http://www.quartermaster.army.mil/jccoe/Operations_Directorate/QUAD/Nutrition/nutrition_main.html.)

The IMTCoE and the JCCoE officially implemented Soldier Fueling throughout the IET community in February 2011. The two invited the US Army Public Health Command to evaluate SFI's impact. Their initial analysis of surveys completed by BCT and AIT Soldiers, and focus groups of BCT Soldiers, AIT Soldiers, and dining facility personnel is that SFI is an emerging public health initiative. Our Soldiers are connecting with the message of "fueling for performance". In simple terms, an outside agency skilled in evaluating such programs as our SFI tells us that it is worth the effort!

I think our Soldiers' and staff's experiences are the most powerful in depicting the potential impact of SFI. What do you think?

- A new Soldier who grew up on a farm, and never had broccoli before, was amazed by just how good broccoli tasted and how much better he felt after adding more fruits and vegetables.

- A DFAC member announced 13 pounds weight lost in the two weeks after quitting smoking by using the information learned through SFI.

- A new Soldier's mom got to enjoy the pleasure of eating milk on her cereal without her stomach hurting because her son told her about the soy milk in his DFAC.

Since Soldier Fueling's official launch, feedback from the training community has pushed improvements. IET Soldiers begging

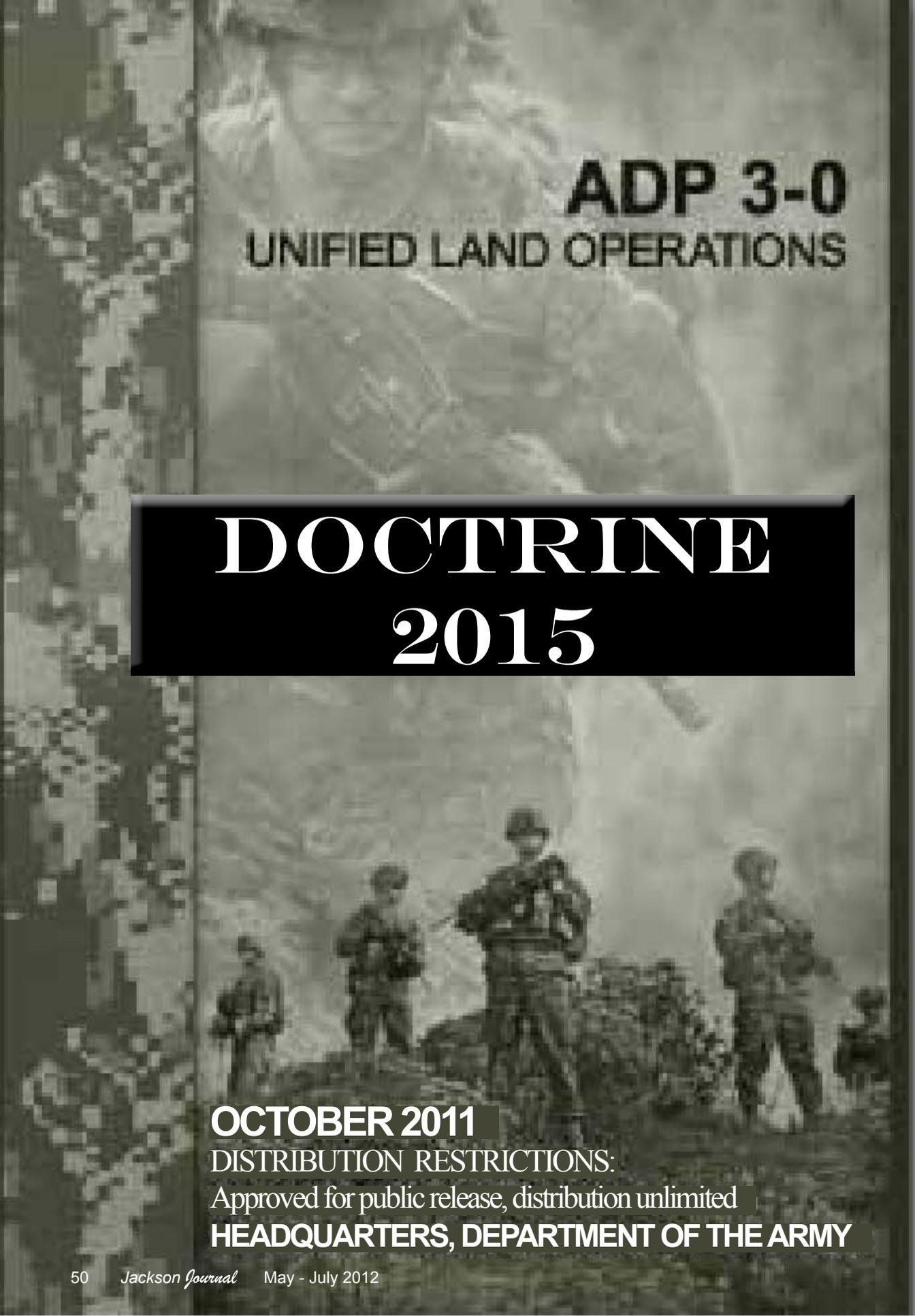
for more options besides chicken resulted in a 35 day cycle menu that offers more variety in ALL food categories. Drill Sergeants asked for help in teaching the Performance Nutrition block leading to Drill Sergeant Candidates receiving instruction from a dietitian certified in sports dietetics. Recognizing that mixed media is always a plus, a video is now available to Drill Sergeants for use in the classroom. (The video is available from the IMTCoE SharePoint site.) The recent Go for Green™ Digital Application release on the Android marketplace will begin to meet AIT Soldiers' demands for more sports nutrition knowledge. Our public health friends tell us that feedback is critical to SFI's continued success.



Another key ingredient toward success is you being a SFI Champion. Everyone has a role in SFI. It might be providing the performance nutrition education to preparing nutrient rich, great tasting meals to making sure the Go for Green™ label is in the right place. Just reminding a new Soldier that quality fuel might just improve their performance is significant. Just do your part. Regardless of how big or small you might think your part; you will have a positive impact (again a takeaway from our public health team's evaluation).

Our Soldier Fueling story isn't finished yet. Help write the next chapter by sharing your ideas and success stories.

LTC Sonya Cable is the Chief, Human Dimensions for the Initial Military Training Center of Excellence



ADP 3-0
UNIFIED LAND OPERATIONS

DOCTRINE
2015

OCTOBER 2011

DISTRIBUTION RESTRICTIONS:

Approved for public release, distribution unlimited

HEADQUARTERS, DEPARTMENT OF THE ARMY

Doctrine 2015 Strategy Overview

In June 2011, The 37th Chief of Staff of the Army established the Mission Command Initiative that includes the Doctrine 2015 Strategy for recategorizing doctrinal publications, reducing their length and number, and enhancing collaboration and accessibility through technology. Doctrine 2015 will reduce doctrine development time and ensure doctrine catches up and keeps pace with Soldiers, leaders, and dynamic operational environments.

The Doctrine 2015 Strategy introduces new publication media. The new doctrinal publication categories are Army doctrine

publications (ADPs), Army doctrine reference publications (ADRP), field manuals (FMs), and Army techniques publications (ATPs).

While FMs will be retained as a publication category, their content will change. The Army tactics, techniques, and procedures (ATTPs) established in 2009 will be phased out. The milWiki program, originally established for ATTPs, now will include ATPs. Doctrine 2015 includes new digital publishing media such as video books, podcasts, mobile applications, and collaboration through social networking. Figure 1 illustrates an overview of the Doctrine 2015 Strategy (the ADP/ADRP illustrated in figure 1 are only examples).

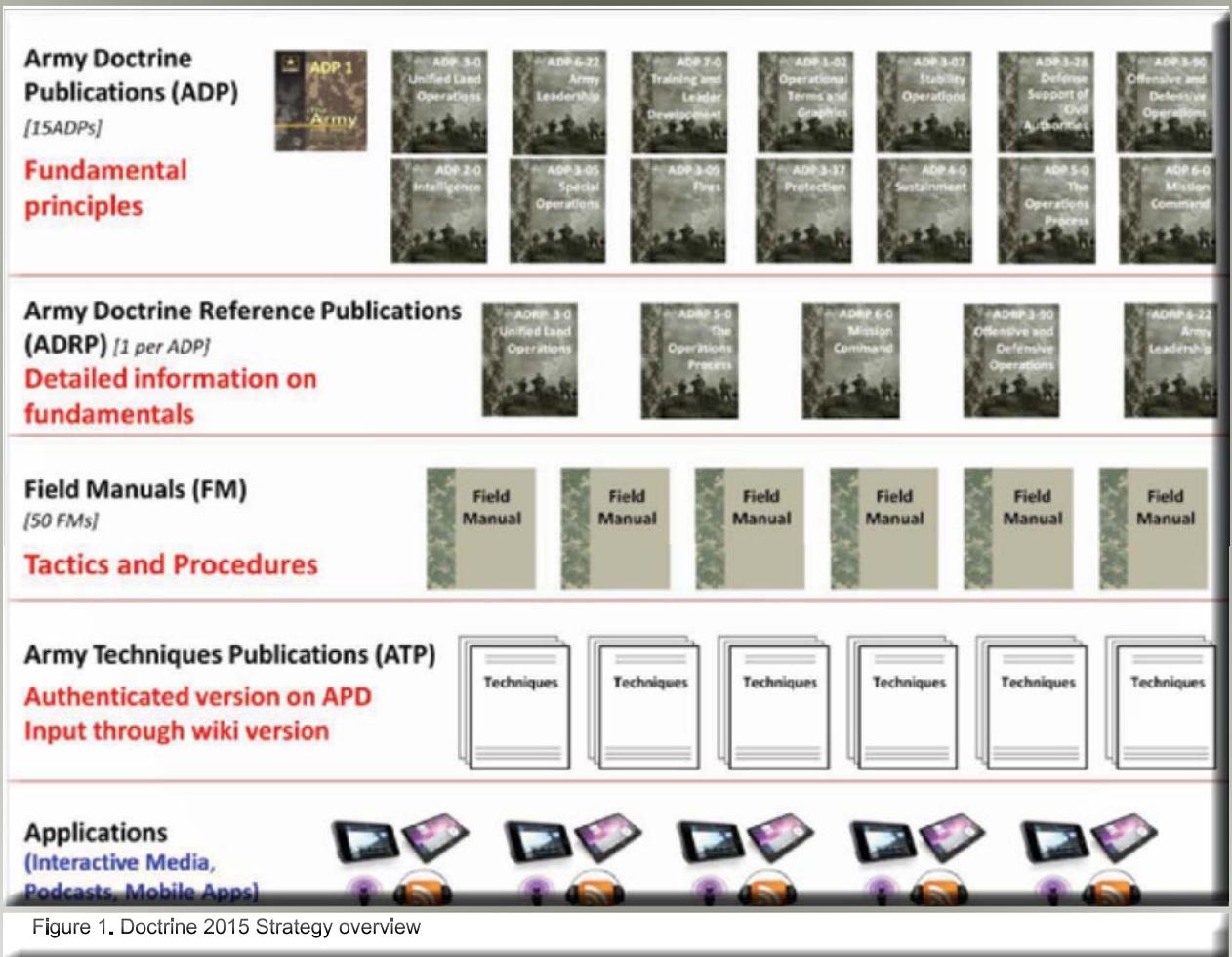


Figure 1. Doctrine 2015 Strategy overview

Fifteen Army Doctrine Publications

Fifteen ADPs will contain the fundamental, enduring principles that guide the actions of Army forces and explain how those principles support national objectives. ADPs will provide, in very concise language, the

intellectual underpinnings of Army operational doctrine. ADPs will be Department of the Army publications printed in a small (6-inch by 9-inch) format and limited to fewer than fifteen pages. They will also be available on Army Knowledge Online (AKO).

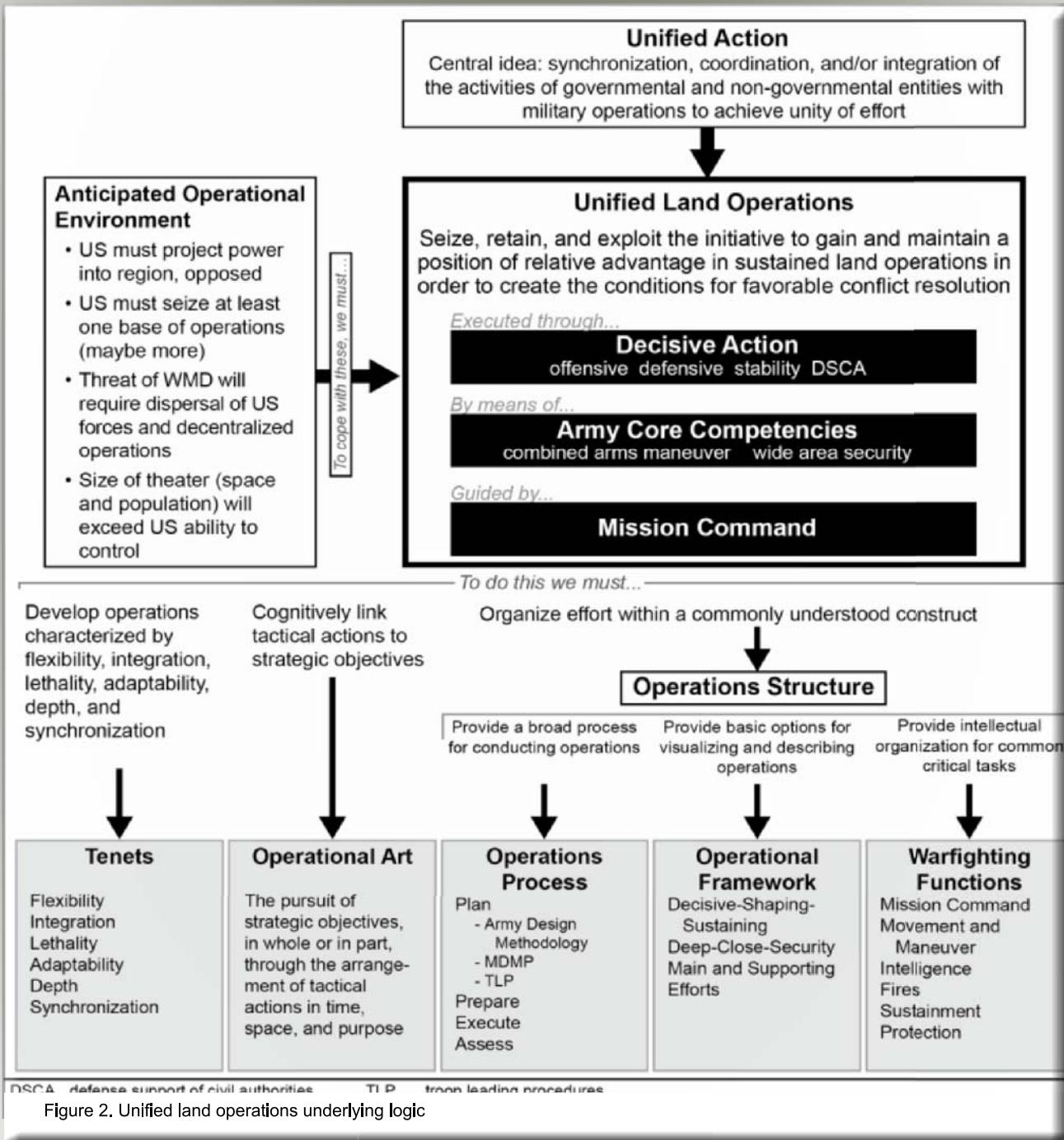


Figure 2. Unified land operations underlying logic

Fourteen Army Doctrine Reference Publications

Fourteen ADRPs will elaborate on the fundamental doctrinal principles described in corresponding ADPs. They will not discuss specific tactics, techniques, or procedures. Every ADP—except ADP 1—will have a corresponding ADRP of the same name. ADRPs will be prepared in a traditional (8½-inch by 11-inch) template and in electronic formats for the Web (on AKO) and digital devices. In its traditional format, each ADRP will be no more than 100 pages.

Fifty Field Manuals

Fifty FMs will describe doctrinal tactics and procedures—minus techniques—used by the Army to train for and conduct operations, consistent with the principles described in ADPs and ADRPs. FMs will present this knowledge using a streamlined approach that focuses on functions. FMs will not repeat information presented in ADRPs. FMs will be prepared in a traditional (8½-inch by 11-inch) template and electronic format for the Web (on AKO). In the traditional format, they will be limited to no more than 200 pages in the main body of the manual. Appendixes to FMs will contain procedures: prescriptive ways for performing tasks. Selected traditional FMs with content that is no longer considered doctrinal are being republished as training circulars and training manuals.

Army Techniques Publications

An undetermined number of ATPs will discuss doctrinal techniques: nonprescriptive ways or methods for performing missions, functions, or tasks. ATPs will be Department of the Army publications, prepared in a traditional (8½-inch by 11-inch) template and electronic format for the Web (AKO). ATPs will not have a content length restriction but will be written concisely. They will not repeat information from other types of manuals.

ADP 3-0: Unified Land Operations, 10 October 2011

ADP 3-0, *Unified Land Operations*, superseded FM 3-0. ADP 3-0 is the first publication under Doctrine 2015. It introduces the Army's new operational concept, unified land operations, which replaces the full spectrum operations operational concept. ADP 3-0 defines unified land operations as how the Army seizes, retains and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

In addition, ADP 3-0 briefly describes the strategic context within which Army forces expect to operate. It introduces the foundations of the operating concept and summarizes the tenets of Army operations. It describes the link between strategic aims and tactical actions (operational art) and a conceptual construct for organizing military effort (operations structure). Figure 2, illustrates the underlying logic of unified land operations.

The foundations of unified land operations are decisive action, the Army core competencies, and mission command. To seize, retain, and exploit the initiative, Army forces strike the enemy in times, places, or manners for which the enemy is not prepared. Army forces conduct decisive action through the simultaneous combination of offensive, defensive, stability, and defense support of civil authorities tasks appropriate to the mission and the operational environment. The Army core competencies—combined arms maneuver and wide area security—are the means for balancing combat power with tactical actions and tasks associated with conducting decisive action. Mission command is a philosophy of command and a warfighting function. The mission command philosophy of

command refers to the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent. The mission command warfighting function develops and integrates activities enabling a commander to balance the art of command and the science of control. (ADP 6-0 will contain a concise description of the fundamental principles of mission command.)

The tenets of unified land operations are flexibility, integration, lethality, adaptability, depth, and synchronization. Operational art is the pursuit of strategic objectives through the arrangement of tactical actions in time, space, and purpose. The operations structure includes the operations process (planning, preparation, execution, and assessment), the operational framework

(area of operations, area of interest, deep-close-security, decisive-shaping-sustaining, and main and supporting efforts), and the warfighting functions (mission command, movement and maneuver, intelligence, fires, sustainment, and protection).

The Role of Doctrine

Army doctrine is a body of thought on how Army forces operate as an integral part of a joint force. Doctrine acts as a guide to action rather than a set of fixed rules. Capstone doctrine establishes the Army's view of the nature of operations, the fundamentals by which Army forces conduct operations, and the methods by which commanders exercise mission command. Capstone doctrine also serves as the basis for decisions about organization, training, leader development, materiel, Soldiers, and facilities. FM 1, The Army, and ADP 3-0, Unified Land Operations, represent Army capstone doctrine.

Doctrine 2015 Online, Delivering Critical Knowledge to the Point of Need

The Commanding General, Combined Arms Center, has established an online website for latest Doctrine 2015 development status at: <http://usacac.army.mil/cac2/Doctrine2015/index.asp> to include published ADP and ADRPs from HQDA's official repository (<http://www.apd.army.mil/>), current briefings,

white papers, video presentations, news media releases, previous doctrine updates, and evolving digital applications capabilities.

An Executive Summary, compiled by the Editors from the Mission Command Center of Excellence doctrine updates.

Mrs. Bixby's Letter

TO MRS. LYDIA BIXBY

Executive Mansion

Washington, Nov. 21, 1864

Dear Madam,

I have been shown in the files of the War Department a statement of the Adjutant General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle.

I feel how weak and fruitless must be any words of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering to you the consolation that may be found in the thanks of the Republic they died to save.

I pray that our Heavenly Father may assuage the anguish of your bereavement, and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours, to have laid so costly a sacrifice upon the altar of Freedom.

Yours, very sincerely and respectfully,

Abraham Lincoln

From Sideline to Firing Line:

Athletic Trainers in the Initial Entry Training Environment

at Fort Jackson

By Sallie Wallace

In 2007, Fort Jackson started the Certified Athletic Trainer Forward Program with a primary emphasis on reducing musculoskeletal injury, reducing time lost from training, and educating the Soldiers in Training (SIT) as well as the staff and cadre about injury management and prevention. At that time certified athletic trainers (AT's) were assigned at five BCT battalions, the Physical Training and Rehabilitation Program (PTRP), and the 187th Ordnance BN. By 2008, it was decided that all nine BCT Battalions, PTRP, two Advanced Individual Training Battalions, and the United States Army Drill Sergeant School would be added in 2009. The implementation and expansion of the Certified Athletic Trainer Forward program has provided a unique opportunity/experience for both the Soldiers and Cadre at Fort Jackson and also the AT's. A Certified Athletic Trainer (AT) is a highly educated and skilled health care professional whose specialty is in athletic health care. The AT is skilled and knowledgeable in five areas, known as the five domains of athletic training. The domains are:

- Injury/Illness Prevention and Wellness Protection
- Clinical Evaluation and Diagnosis
- Immediate and Emergency Care
- Treatment and Rehabilitation
- Organizational and Professional Health and Well-Being

The AT's are contracted civilians who act as musculoskeletal subject matter experts, not personal trainers, in the battalions and many have become integrated into their respective battalions, steadily building rapport with both Cadre and Soldiers in Training. While the Army has undertaken a substantial effort to both prevent and manage the musculoskeletal injuries sustained by Soldiers in Training by placing Certified Athletic Trainers in brigades across the country through several unique programs, this article will focus on the AT's at Fort Jackson.

The AT is a unique medical provider with a diverse skill set that is easily adapted to a multitude of settings. This adaptability is essential in order to operate in the Army

setting and to provide the highest level of care possible to the Soldiers. While IET differs greatly from the traditional competitive athletics setting that AT's are trained to manage, the similarities are highly prevalent. Assessment of the physical demands associated with required training, recognizing and properly managing commonly altered body mechanics, and equipment related concerns are approached with the same discriminatory lens whether its college athletes wearing helmets and shoulder pads, or Soldiers in Training wearing an IBA and ACH.

This being said, the physical demands of Basic Combat Training are not commonly found in any other population of physically active individuals. Coupling the cumulative physical effect of wearing heavy equipment and long duration activities with a generation, which has progressively become more sedentary, creates an equation for overuse injuries. The AT's act as the first line of defense for the SIT by providing acute care and long term guidance on dealing with overuse injuries. The AT's at Fort Jackson do not just evaluate a Soldier's injury but also evaluate the Soldiers' overall body mechanics, looking at their posture and analyzing the Soldiers' natural movement patterns in order to get to the root of the injury or problem. By integrating themselves into the battalion and learning the demands placed on Soldiers in Training, the AT's have been able to provide an excellent resource to Commanders, Non Commissioned Officers' (NCO's) and Soldiers in Training. "The entire time I was a Drill Sergeant, the unit I was assigned to had Athletic Trainers," said SFC William D. Paige, who served 36 months as a Drill Sergeant at the 2nd Battalion, 60th Infantry Regiment and as a Drill Sergeant Leader at the United



States Army Drill Sergeant School. "These highly skilled and trained professionals have helped to reduce and mitigate injuries to the Soldiers in Training. If we were conducting a Road March, Victory Tower, Modern Army Combatives Training, there was always an AT available prior to and during training to pre-screen SITs that the DS identified or the SIT themselves identified as having an injury or to just educate Soldiers about injuries," he added. SFC Paige continued that the handouts provided by the AT team on Fort Jackson really helped educate SIT and DSs on things that can be done to help reduce and/or mitigate injuries. "The presence of the ATs helps keep our Soldiers safe and healthy and our cadre informed," he said.

The AT's provide many different services to the Cadre and SIT's such as: educational briefings to the Cadre and SIT that can help in preventing injuries and can provide self-care guidance if an injury does occur, screening SIT's for musculoskeletal injuries in a forward-based setting such as sick call or in the field, collaborating with other medical providers to provide appropriate medical care to the SIT while allowing the SIT to participate in training, documenting Soldier care, collecting data to assess injury trends, recommending injury prevention and mitigation strategies, analyzing SIT biomechanics/movement patterns in order to provide feedback to the SIT on ways to increase their own physical efficiency, and providing recommendations for modifying training while adhering to the POI. AT's are able to further assist the SIT by providing physical rehabilitation sessions, not to be confused with profile physical training, if the SIT is currently on a limited medical profile due to a musculoskeletal issue. The physical rehabilitation sessions conducted by the AT's

are geared towards decreasing recovery time from the injury, reducing the amount of training time lost by the Soldier and hopefully allow the Soldier to get back into training in time to graduate.

Unlike other traditional medical providers who are often limited to a clinical setting, the AT's at Fort Jackson have the benefit of being involved in the daily operations of training, allowing an enhanced perspective of providing injury care from start to finish. Observing the mechanism of injury of the injured SIT either at a PT session or at a training event helps provide valuable information regarding the potential diagnosis, which in turn allows for the highest quality of initial on-site care, the completion of rehabilitation programs and the hopeful return to duty. While there are many parallels between the traditional athletic training setting and the work performed by the AT's in the battalions, it stills requires a transition period for the AT's. Shifting from a traditional athletic training setting to the military setting is not always an easy process. Many of the AT's have to change their mindsets due to the change in population that they are working with; basically changing from a population of people whose primary focus is athletic performance to a very diverse population that includes many people who have never been physically active. Another change that the AT's must adapt to is the military atmosphere in general. Most of the AT's have never been in the military and as such must learn the various rules, regulations and chain of command that the Army adheres to. The Fort Jackson community, both training



side and medical side, have provided all the AT's with valuable insight and wisdom and have made the transition for the AT's easier. In addition to the support and guidance provided by the Commanders, NCO's/Cadre and the medical community, the AT's at Fort Jackson also have the benefit of having a total of fourteen AT's on post who can assist or provide different insight if needed. Having such a relatively large group of AT's allows for an opportunity to exchange ideas and techniques, encourages active learning opportunities within the program and provides the AT with access to a second opinion on difficult cases. The wealth of different individual experiences within the program is a benefit to the Certified Athletic Trainer Forward Program, Commands, Cadre and SIT's at Fort Jackson.

The ultimate goal for the AT's is to equip the Soldiers in Training with the tools necessary for safety and recovery while minimizing training time missed due to injury, to provide education (based on established medical knowledge and current research) on injury prevention methods, to provide each battalion with access to a musculoskeletal subject matter

expert and to teach self care techniques that the SIT can use throughout their Army career. This is the mission of the AT's who daily provide care to Soldiers in Training in the Fort Jackson footprint.

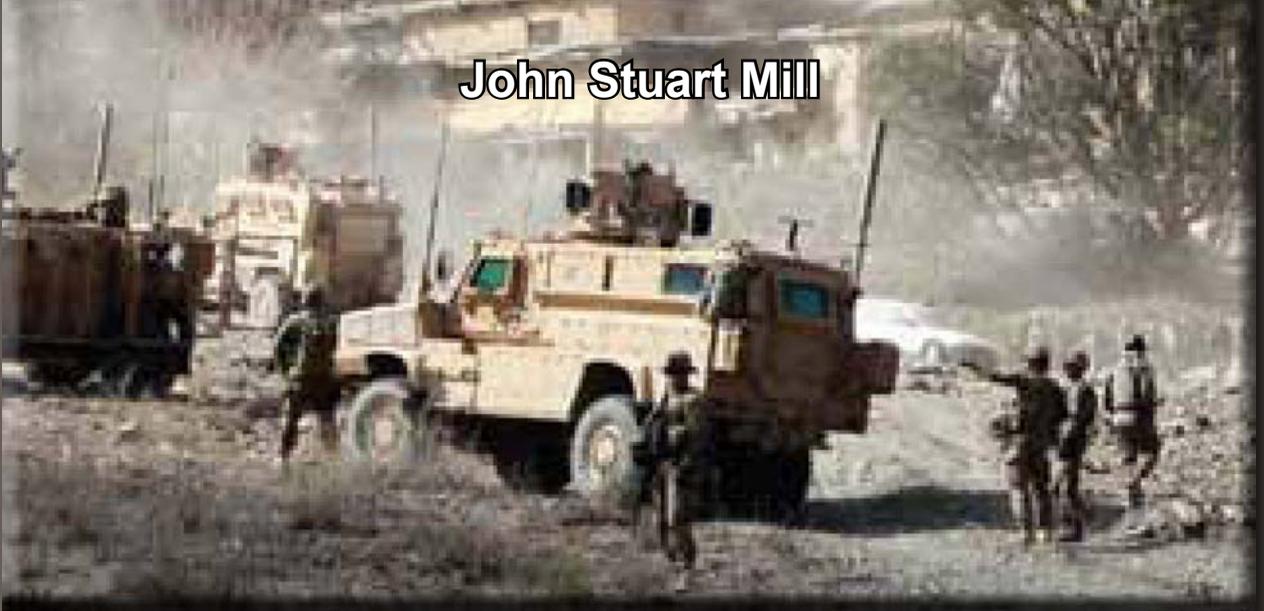
Sallie Wallace is the Athletic Trainer Coordinator for the 165th and 171st Infantry Brigades and the Athletic Trainer for the United States Army Drill Sergeant School.

The following Athletic Trainers helped provide insight for this article:

- Mr. Kenyon Foster, MEd, ATC, SCAT, 193rd Brigade Athletic Training Coordinator
- Mr. Jason Nussbaum, MS, ATC, 3rd Battalion, 34th Infantry Regiment Athletic Trainer
- Mr. Chris Cosce, MS, ATC, 187th OD Battalion Athletic Trainer
- Mr. Tommy Stich, MS, ATC, FMS, 3rd Battalion, 60th Infantry Regiment Athletic Trainer

“War is an ugly thing, but not the ugliest of things; the decayed and degraded state of moral and patriotic feeling which thinks nothing worth a war, is worse. A man who has nothing which he cares more about than he does about his personal safety is a miserable creature who has no chance at being free, unless made and kept so by the exertions of better men than himself.”

John Stuart Mill



John Stuart Mill (1806-1873) was a British philosopher, political economist and civil servant. This quote was written in England about the U.S. civil war, as Mill attempted to sway public opinion to support Union North.

Creating a Learning Culture in Basic Combat Training



Each day civilians arrive at Fort Jackson with the ultimate goal of one day becoming a member of our team; a Soldier in the United States Army. Forty-five thousand of these future Soldiers ship here to complete Basic Combat Training (BCT) each year from all over the world. They come from all fifty states, United States territories, and over one thousand Soldiers become U.S. citizens through the naturalization process during BCT, originating from countries as far away as Ghana and Ukraine. They come from all social, economic, religious and academic backgrounds. They range in age from 17 to 42 and have differing levels of comprehension of the English language. The degree to which these future Soldiers differ is nothing short of amazing and is one of the greatest strengths of our Army. However, these same differences pose an enormous challenge for our Drill Sergeants and Cadre as they transform these civilians into Soldiers in a short 10 week period. In order to combat this challenge we have

By CPT Joshua S. Liley

created a two pronged training approach to enhance learning for each individual Soldier:

1. Increase training effectiveness by ensuring that all training encompasses the three types of learning (visual, auditory, and kinesthetic) in order to reach the widest possible audience.

2. Organize Program of Instruction (POI) required training into a logical and progressive sequence, therefore creating additional training opportunities by integrating previously taught skills into subsequent training events.

As diverse as the BCT population may be, all Soldiers can be reached by utilizing a teaching style that addresses one or more of the three types of learning. A small portion of the population learns by hearing, i.e. auditory learners. These people simply have to be told something in order to retain the information and recall it for later application. A slightly larger percentage of the population learns from seeing, i.e. visual learners. These people may not grasp a concept by being told

how to do it, but instead will need to see it demonstrated. The third and most common way that people learn is by gaining hands on experience, i.e. kinesthetic learners. These people will need to physically do whatever it is that they are being taught in order to fully grasp the concept.

It may take more than one technique for an individual to learn a task or concept and in a population as large as a BCT Company there will be individuals that fall into all three categories. Therefore, it is important to teach each POI task using all three techniques. By starting in a classroom environment (or equivalent) the auditory learners will be reached. Then, adding a visual aid portion (slides, videos, etc.) and a demonstration, when appropriate, the visual learners will benefit. Finally, providing hands on training and practical exercises will ensure that the remaining portion of the population is reached. Additionally, by using all three techniques any Soldier that requires a combination of these styles will have been reached as well.

The First Aid Training from the POI can be used to illustrate this process. There are eight modules of First Aid instruction required. Modules one thru seven can be taught in a classroom environment and have an associated slide presentation from the Training Support Package (TSP) which caters directly to both the auditory and visual learner. These modules can be further broken up with intermittent periods of hands on training, such as applying a tourniquet, splinting a fracture, or transporting a casualty. This addition caters to the kinesthetic learner and completes a holistic approach ensuring all Soldiers' learning styles are addressed.

As simple as it may sound, organizing the POI into a logical and progressive sequence that takes into account the three styles of learning is a necessary and somewhat overlooked task. The time spent developing this training approach can go a long way to maximizing training opportunities in an already rigorous 10 week program.

Returning to the First Aid example used above; if this training is conducted in the first few weeks of BCT, as opposed to simply fitting it in throughout the entire 10 week cycle, these



tasks can be reinforced through concurrent training during Basic Rifle Marksmanship or Advanced Rifle Marksmanship. This provides multiple opportunities to present the material in all three learning styles already outlined and also takes advantage of time where Soldiers would otherwise be sitting in bleachers waiting for their turn to shoot. By planning ahead, Soldiers benefit from additional hands on training while still meeting all other requirements within the POI. The increased level of proficiency resulting from these multiple learning opportunities means that even more advanced First Aid scenarios can then be integrated into other training events.

The examples and strategies outlined above are just the beginning when it comes to creating a standard, effective strategy for training Soldiers from all different backgrounds that possess all different learning styles. By fostering an environment in which concepts are grasped by virtually every individual, and creating additional training opportunities through a logical and progressive organization of the POI, our Drill Sergeants and Cadre are producing a better prepared Soldier; ultimately laying the foundations for the future success of the United States Army 10 weeks at a time.

CPT Joshua Liley is the Commander of Charlie Company, 2nd Battalion, 13th Infantry Regiment, 193rd Infantry Brigade



Digital Training Management System

LTC Robert Fouche

The Army has come a long way over the years with the development of training doctrine and systems to enhance our Soldiers ability to defeat the enemy on the field of battle. As our arms rooms are filled with an increasing number of gadgets and Soldiers at all levels are required to train on an increasing number of Army programs and new equipment, training management has become a larger and more complex problem set. In an effort to help leaders manage training tasks, the Army developed the Digital Training Management System based on requirements dictated by FORSCOM. The result is a collaborative training management system that archives training records and assists leaders with planning and managing future training. Because FORSCOM units requested many of the functions built into DTMS, TRADOC units have been left on the sidelines of a very capable system. The developers at Fort Leavenworth and our leadership at Fort Jackson would like to bridge the gap between FORSCOM and TRADOC's usage of DTMS by maximizing its capabilities for use in Basic Combat Training.

Requirements versus Capabilities

In order to shape the future of DTMS in TRADOC, we have to both understand

what DTMS can already do for us as well as articulate what our requirements are for future versions. DTMS can already provide a large portion of the training management functions that we need without any modifications.

Current Capabilities

With a few changes to our UIC hierarchy in DTMS, units from Post level down to the company and individual can view training records and scheduled activities for their parent units. According to AR 350-1, Army Training and Leader Development, all units are required to enter their training schedules into DTMS. Abiding by this mandate not only puts your unit in compliance with regulatory guidance but also provides the opportunity to maximize the collaborative efforts of all companies within a battalion to make an accurate daily training schedule. Once entered, this data can easily be manipulated for use by every echelon.

Calendars

In order to facilitate customized calendars by echelon, it is necessary to establish some basic guidelines or standard operating procedures for data entry. There are multiple ways to code

and sort the data as the training schedule is created. The simplest is the event color. To make events stand out on a consolidated calendar you can color code events by type, unit location or any number of other choices. When selecting what to highlight, visualize your calendar and what you spend the most time searching for and then color code those items. Highlighting events is helpful but less so without a good system to separate the wheat from the chaff. This can easily be accomplished by using an SOP to describe how the drop down events on the input form correlate to actual events you conduct. We have provided an example below in figure 1. The intent of categorizing events is to allow different echelons to get rid of unnecessary data allowing them to more quickly visualize the problem.

There are many other calendar functions that can be used to plan and manage training beyond T+6. I have chosen only to address the functions within the six week window because we are already mandated to enter this data into DTMS. By learning how to enter the data by

SOP as discussed above, we can maximize data that is already resident in the system. In 4-10 IN, we are already exploring ways to build our Long Range Training Calendar into DTMS where battalion dictated events will auto populate on training schedules as companies enter the T+6 window.

Training Records

The Training Records management functions in DTMS are designed to carry a Soldier from initial entry through retirement. Data entered at recruiting stations is pulled forward by successive units until years later all of the Soldiers training qualifications are resident in DTMS. Training records entered into the system are also searchable by field. So, whether you are preparing for a post cycle after action review or predicting what individual training needs to be conducted in the future, DTMS provides a vehicle to retrieve and analyze the supporting data.

Currently, RITMS provides the initial training records archive that is necessary to produce a graduation certificate.

There is no reason that DTMS cannot be used for the same purpose. This simple change would eliminate numerous spreadsheets and hard copies of training records used to augment RITMS data that is currently not capable of providing data queries across the entire population of a company or battalion sized unit. Data entry into DTMS takes a little more time than data entry into RITMS.

Admin		All formations, feeding times, sick call and physical training events
Annual Training		All Army directed mandatory training (SHARP, HEAT etc)
AWT		All low risk POI events that do not involve ammunition of some type (May not require presence of BN LDR's)
Collective		All MED or HIGH risk POI events (May require presence of BN LDR's)
Local Collective		All leader training (Sergeants time, LPD, OPD, NCOPD)
Education		All cadre certification events
Ranges		All POI events that require some type of ammunition support
Training Cycle		All motor moves requiring transportation assets

Figure 1

Currently, many BCT companies enter data into RITMS and an excel spreadsheet or access data base. The spreadsheets are used to track progress and RITMS is used to print an ITR to support the graduation certificate. Using DTMS requires only one data entry and the data in DTMS can be manipulated to produce any report that a spreadsheet can produce. By this logic, DTMS takes no more time to update than a spreadsheet and can be collaboratively shared across all levels of command. DTMS is also capable of mass data entry. As an example, there is a power point presentation at the link below that explains how to mass input APFT data into the system in a few quick steps. (https://dtms.army.mil/DTMSCS/files/folders/training_materials/entry6872.aspx)

This same function is available for almost every other conceivable training event. These additional tasks are located under the training manager weapons tab and the “search for tasks” tab. Soldiers can be rostered in mass for completion of tasks in both of these sub-menus. Soldier records in DTMS can also be customized to allow entry of qualifications that may only exist on Fort Jackson or in TRADOC.

All BCT companies have two UICs, one for Soldiers in training and one for cadre. Using both UICs for BCT companies’ enables units to query training records of Soldiers in training without adding in cadre statistics. The separate UIC’s also allow companies to build and track cadre certifications that are necessary for Drill Sergeants to remain on the trail.

Future Initiatives and Requirements

Version 7 of DTMS will be fielded in 4Q/FY12 with a separate program that can operate without a web connection. This

will allow BCT Companies to take a laptop to the range and enter qualification data as it occurs. This should significantly reduce the amount of time necessary to record and track training statistics.

CAC-T has also been experimenting with card scanners on ranges that will almost fully automate data entry for basic rifle marksmanship. A similar system could be developed using a job book with bar codes to record Soldier completion of any number of other POI events that are go/no-go type events.

Additionally, we have been able to establish permanent contact between the DTMS cadre and our POI developers so that all POI events with TSP’s will be available on the Combined Arms Training Strategy menu. This initiative will most likely be implemented during the 4Q/FY12. The POI will also be added to the Warrior Tasks menus in the Soldier Manager in order to allow DTMS to replace RITMS as a system of record for the production of graduation certificates.

The Way Ahead

As with almost any Army program, success can only be achieved with buy-in from leaders and Soldiers. CPOF, the horseless carriage and the percussion rifle were all initially met with skepticism by Soldiers and leaders. Through education and training, all of these systems are now indispensable tools of the trade. After seven years of use by FORSCOM and almost daily improvements to the system, it is time for leaders and Soldiers in TRADOC to drink the kool aid.

LTC Robert Fouche is the Commander of the 4th Battalion, 10th Infantry Regiment, 171st Infantry Brigade.

WINNERS - USUALLY WORK HARDER

We're going to talk about winners—not only the ones who win on the fields of athletic endeavor, but also those who win in the game of life.

A winner says, "Let's find out"; a loser says, "Nobody knows."

When a winner makes a mistake he says, "I was wrong"; when a loser makes a mistake he says, "It wasn't my fault."

A winner credits his "good luck" for winning—even though it isn't good luck; a loser blames his "bad luck" for losing—even though it isn't bad luck.

A winner works harder than a loser and has more time; a loser is always "too busy" to do what is necessary.

A winner goes through a problem; a loser goes around it and never gets past it.

A winner makes commitments; a loser makes promises.

A winner knows what to fight for and what to compromise on; a loser compromises on what he shouldn't and fights for what isn't worth fighting for.

A winner says, "I'm good but not as good as I ought to be"; a loser says, "I'm not as bad as a lot of other people."

A winner listens; a loser just waits until it's his turn to talk.

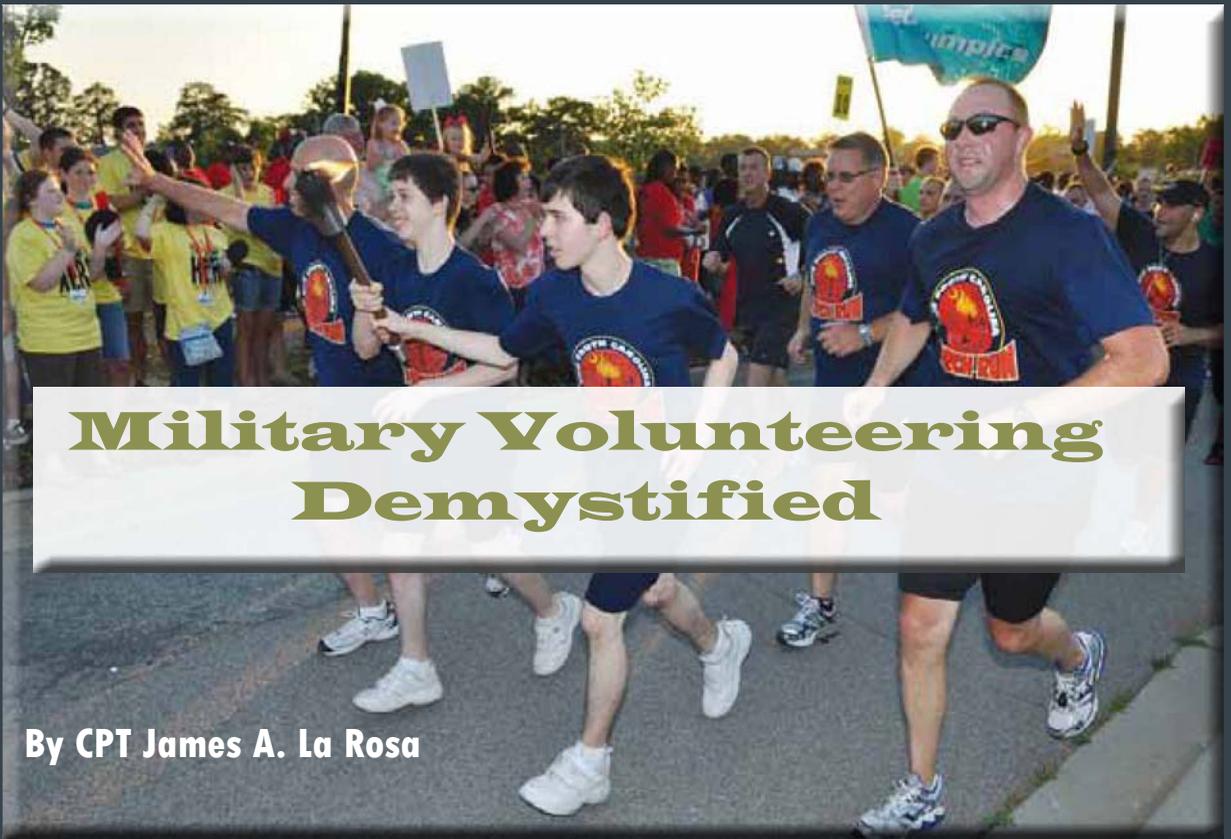
A winner would rather be admired than liked, although he would prefer both; a loser would rather be liked than admired, and is even willing to pay the price of mild contempt of it.

A winner respects those who are superior to him and tries to learn something from them; a loser resents those who are superior to him and tries to find chinks in their armor.

A winner explains; a loser explains away.

A winner feels responsible for more than his job; a loser says, "I only work here."

A winner says, "There ought to be a better way to do it"; a loser says, "That's the way it's always been done."



Military Volunteering Demystified

By CPT James A. La Rosa

At one point or another, each and every Soldier raised his or her right hand and swore to support and defend the Constitution of the United States. Most importantly though, each and every one of them did it voluntarily. Despite various individual incentives and reasons, this is the absolute epitome of selfless service to our nation. It is the reason why we are and will remain the most formidable fighting force on the planet. However, for many who wear the uniform on a daily basis, simply serving is not enough. The call to volunteer continues to ring loudly in the hearts and minds of service members the world over. Many become involved in their local communities for nothing more than the betterment of society. Notwithstanding the simple fact that we, as an Army, encourage volunteering at every opportunity, there are some guidelines which must be adhered to in order to ensure that Soldiers can support their communities while maintaining the professional and impartial image of the United States government.

The simple act of volunteering presents an interesting paradox when viewed within the context of the military. To volunteer is to offer oneself, by choice, for the benefit of some external cause. It is always an individual decision. On the other hand, the military is just about the furthest from individuality as one can get. We operate on orders and chains of command. Soldiers are told what to do at different levels and to different extents. It is what works and it is the way we remain disciplined and ready. Of course, the question then becomes how to officially support and recognize what amounts to an individual activity within the structure of an orders-based organization. This is precisely where we enter into the realm of command sponsorship. Command sponsorship is, quite simply, the official (either real or perceived) endorsement and support of a given cause. An example might be an entire post supporting the Special Olympics, or at a lower level, a uniformed platoon serving meals at a local soup kitchen. It is important to note that

in either of the above cases, as well as countless others, the general public does not necessarily see the post or the platoon as individual entities, but rather as the United States military. This presents a new challenge.

When military units engage in volunteer activities in support of various causes and organizations, the activities are perceived as being officially sanctioned by the United States government. This can cause potential problems simply due to fairness and the perception of the United States government as an impartial entity. Basically, if the platoon in the above example (seen by the general public not as that platoon, but as the “Army”) supports that soup kitchen, then why is the “Army” (or the United States government) not giving the same support to the soup kitchen down the street, or the homeless shelter across town? Immediately, this can cause a sense of disenfranchisement among parallel or competing organizations, ultimately creating more of a negative effect than a positive one. The end result is the federal government appearing biased and unfair, rather than charitable and philanthropic.

Despite the potential issues as stated above, volunteering remains not only possible, but open to infinite possibilities and options. In order to maintain the fair and impartial image of the United States government, command sponsored volunteer activities must be largely limited to support for other federal organizations.

A perfect example of this is mobilizing command support for local VA hospitals. Command sponsored support for federal organizations cannot be seen as biased because there are simply no competing entities. Additionally, there are a number of non-federal entities that can be supported through command sponsored volunteering. These include local schools, blood drives through the American Red Cross, and resources authorized to be provided to the Boy and Girl Scouts of America.

So, what about that soup kitchen? This is where we take a departure from unit-level command sponsorship and get to the true heart of volunteering – the individual. All United States military service members are free to support any charitable organization as they see fit. There are a few guidelines that must be adhered to regarding this, though. Individuals must make every attempt to avoid the appearance of official sponsorship for a cause. This would include volunteering in civilian attire rather than in uniform and avoiding use of organizational



names or official title or position. Also, fundraising of any kind should be avoided at all times when in a duty status, in uniform, or in the workplace outside of the Combined Federal Campaign or Army Emergency Relief support. Of course, Soldiers are not just a bunch of freewheeling philanthropists who can run out to every charity whenever they see fit. We have little free time and the time we do have is usually reserved for other obligations, such as family. This is where chains of command can assist.

At any given time, there are numerous volunteering opportunities available in most local areas. These opportunities should be tracked by installation public affairs personnel, who in turn disseminate them down through their respective chains of command. Once the information is pushed down to the battalion or company level, Soldiers can be afforded the opportunity to volunteer in support of these events or events of their choosing with chain of command support. The decision to volunteer is now at the individual level and only reliant on the immediate command to determine if mission requirements allow for support not what agency is supported. Essentially, a company commander would receive the volunteer opportunities from higher, disseminate that information to his or her subordinates to provide ideas, determine who is interested, and afford those individuals the time, mission-dependent and via ordinary pass, to volunteer. This process ensures that volunteering is truly of individual free will and allows for the support of the many causes that fall outside the scope of command sponsorship.



To summarize, volunteering is an extremely important and rewarding function that must be encouraged, but within the appropriate guidelines. Command sponsored volunteer activities may support federal entities, educational institutions or the Red Cross, and Boy Scouts and Girl Scouts within reason. Other charitable organizations can and should be supported through individual volunteering, as long as the mission allows for it and the activity is not portrayed as official in any way. The bottom line is that selfless service is a value that runs deep in the hearts of anyone who has ever served their country in this profession of arms. For many, that sense of service does not stop with an oath, but continues on through community support and volunteering. Get out there and support your community. The rewards are immeasurable.

CPT James A. La Rosa is the Commander of Foxtrot Company, 2nd Battalion, 60th Infantry Regiment, 193rd Infantry Brigade.

Special Orders to No.1 Section 13/3/18

- (1) *This position will be held, and the section will remain here until relieved.*
- (2) *The enemy cannot be allowed to interfere with this programme.*
- (3) *If the section cannot remain here alive, it will remain here dead, but in any case it will remain here.*
- (4) *Should any man, through shell shock or other cause, attempt to surrender, he will remain here dead.*
- (5) *Should all guns be blown out, the section will use Mills grenades and other novelties.*
- (6) *Finally, the position as stated, will be held.*

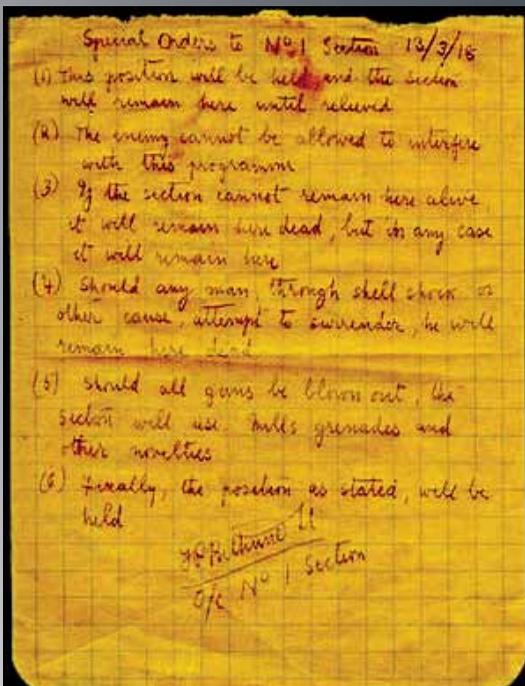
F.P. Bethune Lt

O/C No.1 Section

Orders issued by Lieutenant F.P. Bethune (1877 – 1942) to his group of seven men in No.1 section, 3rd Machine Gun Company, when sent to defend an exposed position at Passchendaele in France in March 1918.

Bethune was a clergyman from Tasmania who had enlisted in the Australian Army on 1 July 1915. Interestingly, Bethune chose to enlist as a soldier rather than as a padre, seeing action numerous times, being wounded and also gassed twice.

After Bethune had issued the above orders, the unit repulsed repeated attacks over an 18 day period. They were also subjected to constant artillery barrages of high explosive, shrapnel and gas shells. All survived. The orders were later circulated throughout the allied armies in France and embodied in British Army Orders until 1940. Twenty-two years later, after the fall of Dunkirk, they were reproduced as posters under the caption 'The spirit which won the last war' and displayed throughout England.



Jackson Journal Articles Needed

The Jackson Journal is always in need of articles for publication. Topics for articles can include any aspect of training or leading Soldiers in Initial Military Training (IMT). If you are unsure whether a topic is suitable, please contact us.

Feature articles are usually between 1,500 and 3,000 words (but those are not rigid guidelines). Shorter articles can be used in our training section. We prefer clear, correct, concise, and consistent wording expressed in the active voice. Also, please spell out all acronyms and abbreviations the first time you use them.

Photographs or graphics that support your article are encouraged when you submit your article, please include the original electronic file of all graphs (jpeg, power point, etc).

Articles can be submitted by email to: michael.ryan9@us.army.mil or john.d.philibert.civ@mail.mil

For more information call 803-397-2063

“A good company idea in tactics is likely to remain confined to one company indefinitely, even though it would be of benefit to the whole military establishment”.

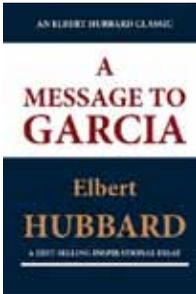
S.L.A. Marshall

Men Against Fire: The Problem of Battle Command, 1947

Add to your

Reading List

A Message to Garcia



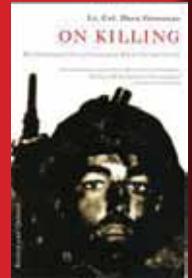
Elbert Hubbard // Lexington, Ky.: Seven Treasures Publications, 2009

This classic essay from 1899, based on the true story of Lt. Andrew Rowan, is a notable testament of initiative and responsibility. This work provides commonsense advice on the importance of personal responsibility, loyalty, hard work, and enterprise.

On Killing: The Psychological Cost of Learning to Kill in War and Society

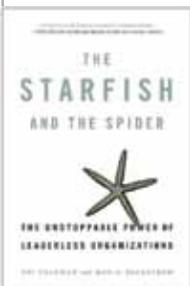
Dave Grossman // Rev. ed.; New York: Back Bay Books, 2009

The book investigates the psychology of killing in combat and stresses that human beings have a powerful, innate resistance to the taking of life. The author examines the techniques developed by the military to overcome that aversion during the Vietnam War, revealing how an American Soldier was more lethal during this conflict than at any other time in history. Grossman argues that the combination of the breakdown of American society, the pervasive violence in the media, and interactive video games is conditioning our children to kill in a manner similar to the Army's conditioning of Soldiers.



The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations

Ori Brafman and Rod Beckstrom // New York: Penguin Group, 2006



A traditional top-down organization is like a spider: if you cut off its head, it dies. By contrast, if you cut off a starfish's leg, it grows a new one, and that leg can grow into an entirely new starfish. *The Starfish and the Spider* explores what happens when starfish companies, such as Wikipedia and eBay, take on spiders. It reveals how established companies and institutions, from IBM to U.S. government agencies, are also learning how to incorporate starfish principles to achieve success. The Army's success over the past decade hinged on distributed, networked operations and operational adaptability at every level. Every indication is these trends will continue into the future. This book is an excellent primer to generate thought on how the Army should adapt as an institution to meet future challenges.



ANDREW JACKSON

**SON OF SOUTH CAROLINA
HERO OF THE WAR OF 1812**

PRESIDENT OF THE UNITED STATES

WHOSE NAME

THIS POST PROUDLY BEARS