

The NCO Journal

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ETHICS FOR ARMY FOLKS

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- Ethical Reasoning 101:
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- NCO History:
When it's all over,
friendship is
all we have
- Sergeants focus on
the basics:
Show the way in
2nd Infantry Division

Sergeants focus on basics; show the way in 2nd Inf. Div.

By CSM Barry C. Wheeler

Everywhere you look in Army newspapers, the Internet, and other venues, you see NCOs voicing their concerns and opinions.

While definitely a healthy venue and most often well placed in their concerns, many others are about subjects neither in the NCO Corps' arena nor ability to solve. Many are NCOs who would be well served if they would focus back on what they can solve at their level.

Sergeant Major of the Army Tilley has asked us repeatedly as NCOs to *stay in our lane*. Recently in an interview with the NCO Journal, CSM David Lady, US Army Europe and 7th Army's top NCO, said, "NCOs should not waste energy, emotion, and time on things we have no influence on."

Very good advice from the Army's top enlisted leadership. Deciding what to focus on in daily work is an ethical question facing all NCOs. Often, NCOs get wrapped around the axle with the ills of the Army and what might, should or could be done about it. Instead, they should focus back on the most important thing to an NCO: *Accomplishment of my mission and the welfare of my soldiers*. Here in the 2nd Infantry Division, that's exactly what the NCO Corps strives to do.

Due to the uniqueness of the short 12-month tour in Korea, the NCOs of the Warrior Division do not have time to worry about the things they have no control over. Instead we worry about being ready to *fight tonight!*

We worry about those things that we have positive control over: 1) can my soldiers perform their individual and crew training tasks to standard; 2) is my soldier qualified on his individual weapon and can he hit what he aims at; 3) does my soldier know his Code of Conduct and General Orders; and, 4) can my soldier properly perform a



PMCS? The list goes on.

What is really important to the division and its NCOs is driven home daily when they consider the ramifications of untrained soldiers being placed within harm's way of a well-trained, 1.2 million man North Korean army only a few kilometers away, a North Korean army that moves closer to the Demilitarized Zone and which gets better equipped and bigger every year. These are sobering thoughts that narrow an NCO's focus in very quick fashion.

In order to maintain NCO focus on what's important, the division's

command sergeants major outlined a few areas for NCOs to concentrate on. While not all inclusive, it does provide them *a lane to stay in*.

NCOs are keepers of the standard. If meeting the standard was easy, we would all be the same rank and receive the same pay. That's why the NCO Corps was established. Noncommissioned officers are paid to ensure that every task is performed to standard. Whatever the task, individual or crew, there is a published standard which the soldier must achieve. Our NCO Corps' job is to ensure the standard is achieved. Units that perform tasks to standard automatically find themselves doing less and are a much safer unit to serve in.

Individual and crew training will always be hands-on and performance-oriented. All NCOs of the 2nd Inf. Div. are mandated to ensure that all individual and crew training is trained to the identified standard and performed repetitively. Our goal as NCOs is simple: *Repetitive performance of the task, which will produce in our soldiers an unhesitating response*. We research the task, condition, and standard for all training conducted. Once identified, we show the soldier how to perform the task and then evaluate

his ability to do so. If the standard is not achieved, we ensure our NCOs retrain those who do not demonstrate proficiency. We totally understand that this retraining may well take our free time. Once evaluated, it is entered into the Leader's Book for future reference.

Soldiers will leave in better shape than when they arrived. The division's soldiers and leaders do not get into their privately owned vehicles and drive away every day at 5 or 6 p.m. Because of this captive audience, we as NCOs would be remiss if our soldiers did not leave in better shape than when they arrived. We mandate to our NCOs that each month during normal performance counseling they will set realistic, achievable physical fitness goals for their soldiers. If they scored 255 on their most recent Army Physical Fitness Test, a realistic goal might be 275 on their next one. Each event of the APFT is goal oriented and the soldier knows what the leader expects. Normally soldiers will not let the leader down if the NCO will just tell them what the expectations are.

Every day starts with a formation and an inspection of the soldier. Within the division, our NCOs expect our soldiers to present a soldierly appearance. The NCOs fully understand that in order to achieve this, we must inspect what we expect. The old adage a unit does well what the boss checks is never more true than when an NCO considers the appearance standards of his soldiers. If not inspected, it's not important. Today's soldiers are very smart and they rapidly key in on what their leaders make important. We more senior NCOs make this important to the junior NCO leaders within the Warrior Division by insisting that daily formations and inspections of our soldiers are conducted. Additionally, we publish soldier appearance standards in our *Warrior Standard Handbook* and we fully expect our soldiers to meet those standards. Each soldier receives one of these handbooks upon assignment to the division.

Soldiers should hit what they aim at. Our goal as NCOs is to ensure that our soldiers are trained to the maximum of their capability. We fully understand that you do well what you practice. If you can't hit the target, you probably just need more practice, practice in applying the four fundamentals of firing, practice that requires the NCO's patience and time. Good shooting requires a repetitive performance of the task.

Preliminary Marksmanship Instruction is the key. It sets soldiers up for success so they don't get discouraged quickly. It enables them to more rapidly start hitting what they aim at. We ensure we do not overlook PMI; we insist it be placed on the training schedule. It is a key point our division's senior leaders look for when attending quarterly training briefs.

There is goodness in the marching of soldiers. Our Army is weird. We like to march. Sound strange? If so,



consider this: every task we undertake is more rapidly accomplished when we ensure the timely arrival of our soldiers. When moving from Point A to Point B, soldiers arrive quicker when they are marched than when left to their own volition. Have you ever heard the NCO who asked, *Where is so and so?* We all have. The answer is, *You had the soldier under your control at one point in time, but you told him to meet you at the motor pool.* Had the NCO given the order, *Right, Face; Forward, March;* he would not be asking where his soldiers are.

The guidance to the NCO Corps of the 2nd Inf. Div. is simple: where more than two soldiers are gathered, so is a formation.

There's a closed loop in counseling. Every soldier, from private to general, receives monthly closed-loop counseling. What is closed-loop counseling, you ask? Think about the words *closed loop*. Imagine an unbroken circle. We use that thought process to drive home the importance of all soldiers in the division receiving counseling with his immediate superior. A sergeant who supervises three soldiers must report for counseling with his staff sergeant with his three soldier's counseling statements for that

month. Likewise, the sergeant first class fully expects his staff sergeants, when reporting for counseling, to report with their subordinate NCOs counseling for that month. The process goes up the entire chain of command. The process forms a completed loop that is inspected and expected by every leader in the division.

Our single-soldier quarters will be better when we leave Korea than when we arrived. Korea is a hardship tour. That's why soldiers only get assigned for 12 months. All too often, our leadership approaches the soldier's barracks with that thought being their primary focus. "Well, they only have to put up with the poor living conditions for 12 months. Suck it up and drive on!" The leader who approaches the soldier's home with that philosophy is committing NCO suicide in the 2nd Inf. Div. Within the division we have a rather simple NCO philosophy: the NCOs of the division own the barracks and they will be better than what we inherited. We strongly encourage unit barracks self-help projects and ensure they receive adequate funds.

Each day without fail, our soldiers will receive a visit in their room from their first-line leader. Normally, it will be before the first formation of the day. This visit is accomplished unobtrusively. By that, I mean it is not a Primary Leadership Development Course-style dress, right, dress inspection. The NCOs are just checking on the soldier to ensure several things. They are checking to see if the room is being maintained to a basic level of cleanliness, if everything in the room still works or whether a work order is required for something broken, and to see how the soldier is living. Noncommissioned officers can learn a wealth of information about their soldiers just by sticking their heads in the door. We want our leadership to know at 5:30 a.m. when the soldier's air conditioning went out at 2:30 a.m. We want to know if the soldier is displaying items that might be offensive to his or her roommate. You will only know these things if you visit the soldier in his living area. The bottom line is this: we want our soldiers to have what we would want for our sons and daughters.

Treat every soldier with dignity and respect. Every soldier has a sergeant. Within our division our sergeants spend more time with their soldiers than do average Army units. As such, it's doubly important that the trust our soldiers place in their leaders not be misplaced or abused. We teach our young NCO leaders by way of NCO professional development and consideration of others training about treating every soldier with the dignity that every American deserves. We drive home this importance with one simple acronym: TIPS.

T- **Talk** to your soldiers
I – Keep your soldiers **Informed**

P – Ensure soldier **Predictability**
S – Be **Sensitive** to your soldier's needs.

This acronym helps our NCO leadership remember what it was like to be a soldier — a soldier who is dependant on his sergeant for everything. This is a trust that we must not take lightly. Our soldiers are someone's son or daughter. We owe their parents this care and concern.

We want to know our soldiers as well as or better than our deadline reports. Ask any company commander in the Army what's on his or her deadline report and they can quote it by heart, bumper number by bumper number.

Within the 2nd Inf. Div., we take that same level of importance and attach it to our soldiers. We want to know when our most precious resource, the soldier, is deadlined. Simply put, the soldier is a weapon system that is even more important than the M1 Tank or the M2 Bradley. Without the soldier, the tank doesn't shoot. We drive this home to our NCO leadership each month by way of several events:

- 1) payday Battle Drill;
- 2) ensuring soldiers receive their reassignment orders at least 90 days in advance;
- 3) Standard Installation Division Personnel System rodeos;
- 4) monthly personnel readiness reviews;
- 5) monthly scrubs of specialists who are eligible for promotion; and,
- 6) monthly meetings between CSMs and first sergeants on soldier-associated activities.

Due to the short tour here in Korea, we process approximately three times more personnel actions each month than a normal stateside unit. We have to keep the soldier ready by making sure simple transactions are completed in a timely manner. Not to do so results in our soldiers being out at Rodriguez Range shooting gunnery, but their brain being at Fort Home, USA. We force our unit NCO leadership and the leadership throughout the division to know their soldiers as well as they know their deadline reports. Our soldiers deserve no less.

Are we perfect within the 2nd Infantry Division? No, not even close. However, we as NCOs must continually strive towards that perfection. Show me a great NCO, and I will show you an NCO who focuses down and not up! Show me an NCO who worries about what he can control and not what he cannot, and I'll show you an NCO who worries about basic fundamentals and the combat readiness of his soldiers. Show me great NCOs, and I'll show you NCOs who stay in their lane.

CSM Barry C. Wheeler is the 2nd Infantry Division Command Sergeant Major.

Ethics equals relationships

By SSG Dave Enders

The *NCO Journal* is getting its third editor in chief in less than three years. For any civilian magazine, that would be the kiss of death. But for the *NCO Journal*, it's no problem.

Being an NCO is about handling transitions seamlessly, teaching and mentoring your soldiers while they're your soldiers and then either passing them to the next NCO or making them the next NCO, and doing your job as well and then passing it to the next NCO – an endless cycle.

When SFC Donald Sparks brought the *NCO Journal* back into print, the editor in chief's job was mainly to get exposure for the magazine: get contributions from the field, build the content, and develop relationship between the *NCO Journal* and other agencies. He did that.

The next job for the editor in chief was the job of refining the print magazine, but it was time for Sparks to move on and refining the magazine fell to me.

Our goal has been to improve the overall content and appearance of the magazine with each issue being the best *NCO Journal* since it came back into print. Between the staff and me, we've accomplished that goal.

But, when you look at it from an NCO ethics point of view, it's the relationships between the NCOIC and the individual staff members that matter, not the job.

I can't speak much about the relationship between Phil Tegtmeier and me because he and I have been a management team. We've been a tremendous team, in fact.

I can't speak much about the relationship between SPC Jimmy Norris and me either, aside from trying to prod him into becoming *the next NCO*. As the photojournalist, he hasn't been here long enough yet to accomplish anything. He hasn't been

the photojournalist for even an entire issue yet, and our NCOIC to soldier relationship hasn't had time to affect the *Journal*.

That leaves me with one staff member to talk ethics about: SPC Michael Stone.

Stone came here as the *NCO Journal* illustrator straight from AIT, completely green, and Sparks had no more time to work with him than I've had to work with Norris.

The quality of the written content for the *NCO Journal* hasn't changed much since Sparks was here. But the quality of the graphic content has improved greatly, and it continues to improve. We've transitioned from artwork that was primarily photography to representational graphics that illustrate key points in the articles. Stone made that happen.

Stone was a great illustrator. He became a great art director.

The drive, ambition, ability and potential were all Stone. But I did my part to keep him moving in the right direction and to teach him about the processes involved in his job.

Stone learned the process for selecting and producing complementary graphics for articles, the placement of graphic elements on the page and the *how to* for design based on where a graphic element is to appear on the page, and the techniques for balanced magazine design.

As far as producing artwork goes, Stone learned that from someone else – I am no artist. But how it's all supposed to work within the page layout to complement the written articles, that he learned here, from either Phil or me.

In fact, you'll be seeing more of Stone's work soon enough. When they went looking for someone to produce the artwork for the new *NCO Guide*, which will be on the streets next year, Stone was the best local

person available. He took charge of the production for all the artwork, producing most of it himself and working with another soldier who wanted a hand in it.

Would Stone have been able to accomplish what he's done if I hadn't taken time to show him how? Actually, Stone probably would have found a way, but I know that I made it a lot easier for him. And, I made him the art director as opposed to the illustrator.

Several of the articles in this issue have compared being an NCO to being a parent. Being an NCO and taking that role seriously doesn't quite match being a parent, but there is no other job in the world that comes nearly as close.

Am I proud of what Stone's done with what I've given him? You bet I am – he's my soldier.

I'm proud too of the relationship that Phil and I have built. We are a management team.

And I'm proud of the relationship that Norris and I are building – we haven't had time to develop it, but we may.

MSG Lisa Hunter takes over as *NCO Journal* editor-in-chief immediately following this issue. If she wants me to keep working with these soldiers, I'll be glad to do it.

I'm passing the *NCO Journal* to Hunter because it's time for me to move on. As far as the magazine goes, Hunter is simply going to take over as editor in chief and do what the editor in chief needs to do. Some might think it difficult to pass this responsibility to another, but it's not really – I've had my run, albeit a short one.

As an NCO, the thing that's hard for me to pass to Hunter is the soldiers. But, they're hers now, and she'll be their NCO. Drive on.

SSG Enders is the NCO Journal editor-in-chief.

When it's all over, friendship is all we have

by SFC (Ret.) Phil Tegtmeier

A soldier sat in the shadows. The jungle canopy and night sky made him hardly visible. Numbed after four days and nights of non-stop fighting, SFC Gary L. Littrell took out a cigarette and, against all the rules, lit it, drew deeply, and released a cloud of smoke into the night.

A voice with a shadowy figure attached emerged from the underbrush that had been shattered by the violent passing of bullets and shrapnel. In Vietnamese, with an obvious Northern accent, the voice asked, *May I have a cigarette?*

Without blinking, the one soldier gave the other soldier a smoke.

Thank you, the voice said, and the figure melted back into the jungle.

"It was just two professional soldiers looking each other eye-to-eye," Littrell said. The experience was one not detailed in the history books that describe the actions that earned Littrell the Medal of Honor in April 1970. The sergeant first class, who went on to become a command sergeant major, spoke to the members of Sergeants Major Course Class 53, at Biggs Army Airfield Aug. 22, trying to pass on to a new generation of leaders a verbal history of what combat is truly like, not how it reads in the books.

Those books tell how Littrell, an advisor to the Army of the Republic of Vietnam's 23rd Ranger Battalion, spent four days near the Cambodian border with the unit he advised. The Rangers,



CSM Gary L. Littrell

all 473 who went into the fight, ended up surrounded by two North Vietnamese regular Army regiments supported by a battalion of sappers, or combat engineers. When mortar rounds that opened the fight took out all the officers, Littrell took command of the situation. Four days after going into the jungle, he came out again leading 41 walking wounded down from the hilltop position they had stubbornly defended against more than 10-1 odds.

"We were credited with the annihilation of two NV regiments," Littrell told the class, "but that wasn't the real story. All I knew was that I would soon be out of ammo, that I had faced death in the eye, and I had told myself

that within minutes or within hours, I would be dead and it would be okay."

Instead of dying, Littrell and the beleaguered remnants of a proud unit escaped when the enemy finally faded back into the jungle on the fourth night. But the subsequent pullout would not have succeeded if not for the intervention of a close friend of Littrell's who, without authorization, called in air strikes to clear the jungle in advance of the withdrawal of Littrell and his men.

"At the time I had harsh feelings about it, that my men had gone through all that they had but they couldn't get helicopters to lift us out or artillery fires to cover our ground withdrawal," Littrell said. "But later I understood because, while we were now out of contact, other soldiers were in contact and they

could use the support that we would have drawn from them."

Littrell's message was simple in the end. He came into an Army where training consisted of preparing to look good on Saturday inspections in the early 1960s. Today, he sees an Army of high-tech weaponry and battle-focused training. But he said that his Army and today's Army really are the same when everything else is stripped away.

"I got out of that jungle because of a friend. And friendship is still everything."

SFC (Ret.) Tegtmeier is the NCO Journal Managing Editor.

FLPP flop

I recently received an e-mail message informing me that my Foreign Language Proficiency Pay would soon be terminated. It seems that my second language has been dropped from the list of needed languages. This disturbed me because, although I am not in an MOS that requires a language identifier, I use my language on a regular basis for the Army.

My secondary language is German and I am stationed in Germany. I am the only military person in my section and I work with eight civilians, two of whom are local-national employees. Whether on guard duty, in the office or dealing with local contractors, I am constantly using my German skills. I feel that my FLPP was pay that I was EARNING.

Maybe something should be done so soldiers with a second language receive FLPP when they are stationed in a country that uses that language.

*SSG Brett A Beliveau,
5th Signal Command*

It was a lozenge

In the Spring 2002 issue of *NCO Journal* letters to the editor section, CSM Kemp Freund noted that the *pierced lozenge* in the first sergeant rank insignia is correct at this time.

However, in Change 3, AR 600-35, dated 22 September 1942, the device was referred to as a *hollow lozenge*.

*1SG Daniel T. Arnold
HHC 1092nd ECB(C)
Parkersburg, W. Va.*

Benefit packages produce component disharmony

The magazine theme of "One Army: Integrating the Components" (Spring '02 *NCO Journal*) was an excellent choice. Integration of the Army

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components is indeed an important goal in order to increase the cohesiveness and effectiveness of our military forces. One of the hidden (or at least consistently overlooked) obstacles to such integration is the disharmonization between benefits packages of part-time versus full-time soldiers (the most obvious being retirement differences).

In the last 10 years Guardsmen/Reservists have been called on to shoulder a much larger share of the defense burden without any coinciding changes in their benefits. This dramatically increasing burden is also felt by the Guardsmen/Reservists employers and families. Our best and brightest mid-career NCOs often are forced to make hard decisions trying to balance these conflicting demands. An OPTEMPO increase of 1,200 percent (according to NCOA) is quite a daunting challenge.

It is time for the Department of Defense to finally make public comments on the bills before Congress (as both the Senate and House Armed Services Committees have requested) and to support efforts to bring fairness and balance to the Guard/Reserve compensation package.

The Department of Defense has remained publicly silent on the subject this entire year. It is time for the DoD to demonstrate a true **tangible** commitment to real force integration. Our mid-level Guard/Reserve NCOs must be shown that "One Army" is not just an empty slogan. It's time for the DoD and the NCO Corps to support true parity now. The **morale** and long-term **retention** of our most trained, qualified and experienced leaders within the Guard/Reserve depends on such a commitment.

If NCOs are the backbone of the

Army, how bad do we want to maintain a strong backbone in the Guard/Reserve? It's time for the Guard/Reserves to be fairly treated as the partners they are and will continue to be. Increased integration can come through increased parity.

*MSG David McHenry
USAR, Overland Mo.*

High expectations, high returns

Bottom line up front: I expected much from my attendance at the United States Army Sergeants Major Academy. However, I express in the following words what will lead to a proper answer to this familiar concept.

Anticipation and high anxiety mark each centralized promotion board, annually. The same as with the sergeants major board. On that board, there are some positive outcomes, some negative ones and combinations thereof. One possibility is to be selected as an alternate — a student in residence at USASMA, the Army's premiere NCO Education System school for approximately 10 months if someone else can show up.

As an alternate who attended Class 52, I was both elated and honored. Why? It is a testament to all that I have done and achieved these 18 years of soldierly challenges, both as a leader and being led, in peace and war.

These last two years, I had no name to many. I was either *Top* or *First Sergeant*. I was the keeper of the keys, not to just the barracks, but speaking allegorically, the keys of enlightenment — as in training, social service agencies, schools, UCMJ, promotions, fund raisers, family and unit support group, leaves and passes, etc. Although I was not the approval authority but recommender of what should happen on many of these issues, I was the portal of them

all, expected to *walk the walk* not just *talk the talk*. In speaking humbly, I would like to think I did just that and did in fact touch soldiers and inspire them to be all they can be. There is no NCO position that could top this but one – sergeant major. No better way to leave the first sergeant seat than to be selected as a USASMA alternate. (To have a sequence number is a thrill that goes without saying).

So, what did I expect from my attendance at USASMA?

My answer is -- network with my peers, concentrate on or complete a college degree, prepare for a sergeant major's position, be promoted, to name a few. My answer to this question became complete upon graduation of this prestigious NCO course. My true answer was the culmination of all the experiences that happened to me during my attendance at *the Academy* in Class 52.

As the course progressed, I expected mentorship from my faculty advisors, and on occasion I did receive that. The experiences of my resource management faculty advisor often caused reflection on what my role as a sergeant major would be. I did complete college (a master's degree), networked (the art of playing Caribbean-style dominoes) and was selected for promotion/appointment to CSM.

*MSG (P) Randolph B. Muhammad,
Graduate, Class 52*

Day of days

Who will ever forget what they were doing on Sept. 11, 2001? The memories of the way we were that day, the fear, the panic: they remain forever etched into the minds of all of us, like a brand upon our very beings.

I am no different. I have a story, and tales to tell my grandchildren when they ask me, "Where were you?" just

like I asked my grandparents about where they were when JFK was assassinated. My story is nothing special to most, especially those who were at Ground Zero or our brothers and sisters in arms at the Pentagon, but something else happened that day, Sept. 11, and I will never forget that either.

I graduated from PLDC Sept. 6, 2001. After 30 days of lockdown, drill and ceremony, land navigation, more drill and ceremony, bad chow, a worse bunk, and yes, more drill and ceremony, I stood on the 101st Airborne Division Parade Field with almost 200 other soldiers and said the NCO Creed one more time. Then we were dismissed.

My DA Form 1059 and a four-day pass in hand, I was about to hit the road for a little rest and catch-up time with my wife. But right before I left, one of my NCOs handed me a set of chevrons and smiled. They didn't have my promotion orders finished yet, but they would be in the first day I was back at work: the next Tuesday, Sept. 11, 2001.

I left the parade field more excited than I can recall, finally realizing the first major goal in my Army career. After a few days at home, I was antsy, full of anticipation about being promoted. The other three ranks I had worn just seemed to pale in comparison to the three stripes, the hallmark symbol of an NCO. Is there anything else that physically embodies what it is to be an NCO than seeing those three hard stripes on someone's collar? Well, not to me.

Checking back into the company the day before (Sept. 10), I was told that I could be promoted as soon as I wanted to, even at PT the next day. In my freshman enthusiasm I hastily agreed, not wanting to wait a minute longer. The next day dawned crisp and clear, and I arrived to our PT formation, standing to the side, waiting to be posted. The call came soon

enough, and the next thing I knew, one of my mentors and my company commander were pinning the chevrons on my collar, and tossing my specialist shield aside. I was a SERGEANT.

The next few hours were a blur of congratulations and joking, and yes, a little rank pounding from the senior NCOs. I felt like I was finally there, that I had arrived at some station in my Army journey. And then, three hours after being promoted, one of our soldiers burst into the company speaking of something strange happening in New York, a plane crashing somewhere, maybe the World Trade Center.

In response to the attacks, we immediately went to a heightened level of security, like everyone else in the Army. My status as a sergeant with exactly eight hours time-in-grade put me at the top of the duty roster; my first night as an NCO I was pulling the first of many sergeant-of-the-guard shifts in our company area. I spent the night with my guards, searching for news on the chaos in our country, and getting used to answering the phone, *Sergeant Krause*.

A year has passed since that day, and our country is somehow growing used to our new reality. Our Army is growing used to a new war, and I am finally growing used to being called sergeant. But none of us will ever forget what happened to America last fall and where we were when the news came.

And I don't think I will ever get used to answering the question, *When were you promoted?*

September 11, 2001, I reply.

I wait for the person to inevitably respond, *Really? Man, you'll never forget that day.*"

No, I don't think I will.

*SGT Michael Krause II
101st Corps Support Group*

Sexual harrassment in the workplace

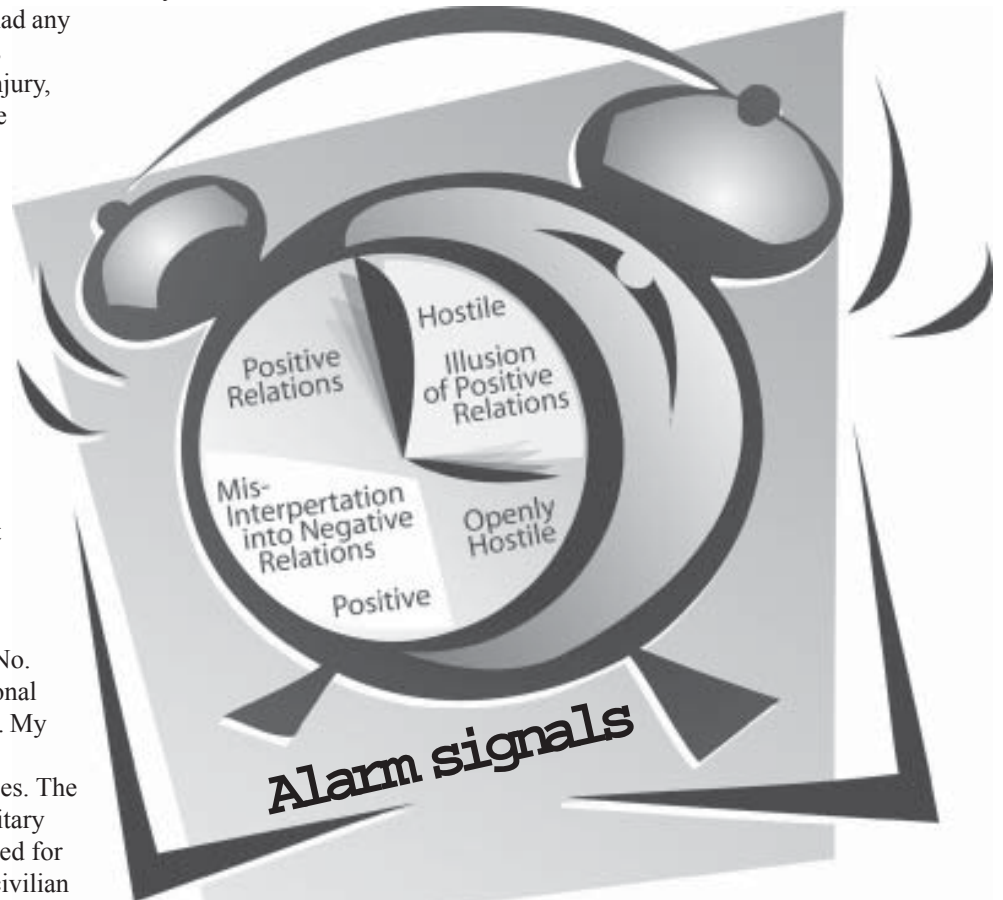
by ISG Lawrence Gillette

As an infantryman, I rarely had any interaction with female soldiers unless there was a real-world injury, a pay issue or an administrative action that needed addressing. With my selection to lead the headquarters company for the 41st Separate Infantry Brigade, I fell into a new sort of world that the infantry does not comprehend: female soldiers and how to interact with them.

Is this a new idea? No. Quite the contrary. Women have been serving with our military as civilians, enlisted soldiers and officers for a great many years now. This new job entailed interaction with more female soldiers than my former unit had. Was this a problem? No. As a member of the Army National Guard I also have a civilian job. My civilian job has the same set of protocols that the Army enforces. The difference is that within the military ranks a soldier can be prosecuted for criminal intent, whereas in the civilian world there can be both criminal and civil penalties.

Is sexual harassment a one-way street? No. It can be male to female, female to male or even same-gender harassment. As we all should know, harassment in any form will not be tolerated. The work environment that we currently perform in can be stressful to the point of breakdown. The possibility of situations that compromise a soldier must be eliminated as soon as they occur and reported through the proper chain for review of the situation.

Most of us think of this issue as a misunderstanding of what someone had said at some time or a misinterpre-



tation of a situation or even an act that one person performed. The guarded issue here is when do we actually investigate an allegation of sexual harassment?

That's a tough call. Do the actions of a soldier warrant filing allegations? Do a soldier's actions as a youth provide basis for acceptance or dismissal? You are the judge. You as an NCO must make the call. You will need to weigh both sides, and there are certain protocols that must be adhered to before any decision can be reached.

Any and all allegations should be investigated, no matter the situation, rank or severity. Sexual harassment in the workplace is intolerable. We, as

the up and coming group of leaders, must stop the illusion that this is acceptable behavior. In neither the Army workplace nor in our civilian jobs will this be an acceptable behavior.

As NCOs in this new fight against the oppressors of the world, we must rise above the acceptance of rude and negative sexual situations that put our soldiers in a hostile workplace. All soldiers, active, Reserve, or guard, deserve a place in which to fulfill our destiny as soldiers.

ISG Gillette is first sergeant for HHC, 41st Separate Infantry Brigade (E), Oregon Army National Guard.

Old school or new, NCOs take care of soldiers

By SFC (Ret.) Phil Tegtmeier

Noncommissioned officers face ethical decisions daily, and the intensity of living in a war zone makes those decisions more critical than ever. Yet, the NCOs of the U.S. Third Army and the Combined Forces Land Component Command deployed on Operation Enduring Freedom in Afghanistan are getting the job done despite the ethical debate of old school versus democratic leadership.

“I’m sorry, but I was brought up in the *old Army* way,” said MSG Andrew Walsh, a man who has made Special Forces his home for the past nine years. “When I was a sergeant in a Ranger battalion, I had a platoon sergeant who was, can I say, tough on us. He held us to standards, and they were tough standards, too. Needless to say, he didn’t have a lot of friends with us junior guys.

“Years later, I saw him in an airport, and I went over to where he was sitting,” Walsh continued. “I told him who I was, and I told him that for all the stuff he’d put me through, I’d come out a much better sergeant for it. You talk about men crying. He told me through his tears that he’d waited for years for someone to tell him that. He knew what he was doing all along. He wasn’t there to be our friend; he was there to make us better soldiers. And I like to think he was successful.”

Walsh said that the way to success in the NCO Corps, whether you’re a sergeant in a Special Forces team or serving in a supply company, is to take responsibility for being a leader. People speak of a “New Army,” he said. But, he added, you don’t raise good soldiers by lowering standards so they can meet them. You do it by holding soldiers not only to the standards the Army and the mission set, but also by expecting them to exceed those standards.

“On the teams, we’re all NCOs. We do a mind meld whenever we put a mission together. Each of us has a specialty, and each of us brings something to the plan,” he said. “Then, as a team sergeant, I have to present it to the team leader. A good officer gives you that leeway to take your self-motivation and come up with a good, solid plan for an operation.”

But, Walsh said, gaining an officer’s respect isn’t automatic.

“We, as NCOs, have to show our officers we can do the job,” Walsh said. “We have to demonstrate that we’re physically fit. We have to build that officer’s confidence in us. We have to stand up to that officer if he starts getting

into NCO business and take him aside and convince him he has to let us do our jobs.”

Walsh knows how critical the NCO Corps is to the U.S. Army. He sees it in the training missions they have with soldiers from other countries.

“One of the things we do when training a unit is we ‘kill’ the officer,” Walsh explained. “We tell him to sit down, and then we tell the unit to get on with its mission. Nothing happens. Nothing. In most armies in the world, there’s no NCO Corps to keep the mission going. When you show an officer that, you teach them a lesson in why our Army is the best in the world. We have to realize that and take responsibility for our role and hold ourselves to the highest standards.”

One day not too long ago, a company commander at Fort Campbell, Ky. called in one of his platoon sergeants. “I’ve got some news for you,” the captain said, “and you’re probably not going to like it.”

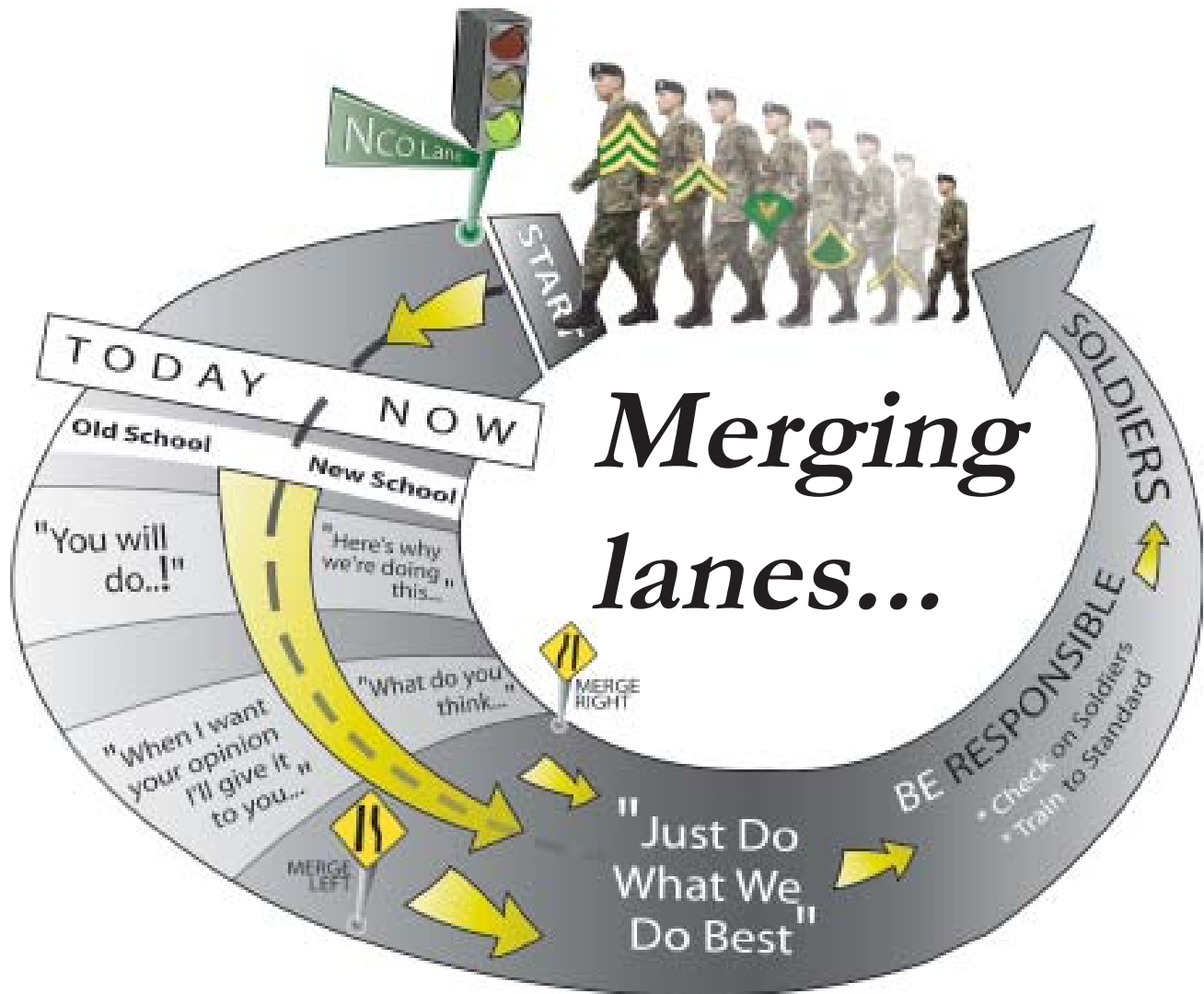
A week before deploying to Operation Enduring Freedom, SFC Kellyjack Luman learned that he’d be going into combat not as a platoon sergeant, but as a platoon leader. He was pulled out of his platoon and assigned to another one in the company as its platoon leader, taking the place of a lieutenant who wouldn’t be deploying with the unit.

“I’ve been a platoon sergeant for a while,” Luman said. “I’ve been a coach and a mentor to many lieutenants in the past, so I knew a lot about what the job entails. I came from the old school where my leaders had a confidence that you could see in their eyes. If your leader has confidence in you, you can have confidence in him. As a platoon sergeant, I would sit down with my platoon leader and we would make a sort of contract. Each of us would set goals and standards we expected of ourselves and the men, and each of us would enforce them. We’re all one team where one guy can make a difference, so it was our job to make sure everyone was ready.”

Luman said that as a platoon leader, he has to make sure he stays in his role and let his platoon sergeant take care of the sergeant’s business, but he has to balance that with ensuring that he still mentors his sergeants to pass on his NCO experience.

“Raising soldiers is like being a parent,” Luman said.

“People talk about old school/new school, but the bottom line is that you get what you pay for. You don’t know ahead of time when the call’s going to come down, so you have to



raise your soldiers to be adults, just like you try to raise your kids. My focus is on conducting combat-oriented training. We cross train our soldiers. We focused on the fundamentals of war during the 11-week training cycle we had before coming here. Now, instead of training, we're maintaining. We still do battle drills. We still do PT. And, because we did our training to standard, my guys are ready.

"Anyone can be a leader," Luman continued. "It's your choice to stand up and be one. We play a little game at night here, telling each other what our feelings are about 9-11. When the guys stop and think about what other people went through that day, it keeps them from feeling sorry for themselves. And when a leader lets his soldiers know why they're doing a thing, morale gets higher, and people step up and do what they have to do."

What CFLCC is doing in the desert represents its country's response to terrorism. Generals and colonels move the pieces on the big chessboard. Statesmen coordinate the coalition effort. And soldiers do it in the dirt.

"That guy on the line doesn't think about strategy when the bullets start flying," said CFLCC's CSM Vince Myers. "He's thinking about the guy on his left and the guy on his right. That's who he's fighting for. That's *esprit de corps*, and that's what holds us together."

Myers weighed in on the old school/new school debate, settling the discussion with one simple thought.

"There's no old Army. There's no new Army. There's just one Army," he said. "NCOs do now what they've always done, and that's take care of soldiers. We don't need to create some new way of doing things; we need to sit down and do what we do best. We need to check on soldiers, we need to train our soldiers, and we need to be responsible for our soldiers. They will take care of the buddy on their right and the buddy on their left, and the mission will get done."

SFC (Ret.) Tegtmeier is the NCO Journal Managing Editor.

All BNCOC graduates to get 40 promotion points

by SSG Marcia Triggs

WASHINGTON (Army News Service) — Soldiers who successfully complete BNCOC began receiving 40 promotion points Aug. 1.

Soldiers no longer receive four promotion points per BNCOC-course week. This change lessens administrative mistakes and levels the playing field for BNCOC graduates with similar military occupational specialties, personnel officials said.

“Clerks no longer have to do the math,” said SGM Louisa Scott, the chief of Enlisted Promotions, Total U.S. Army Personnel Command.

Under the current system, when soldiers complete both phases of BNCOC — common core and military occupational specialty specific — they submitted two forms of the Department of the Army 1059 to their Personnel Support Branch for points, Scott said.

Then the PSB clerk decided how many points a soldier got, Scott said. For example, if phase one was five weeks and three days and phase two

was two weeks and two days one clerk may have given 32 points for eight weeks, but another clerk may have given 28 points for seven weeks.

By implementing a 40-point standard there’s no room for interpretation, Scott said.

Some soldiers may have the perception that they are losing points because their particular BNCOC is longer than 10 weeks, said SGM Gerald Purcell, personnel policy integrator with the Army’s G1. “That’s not true. The point system will be applicable to every soldier in the MOS, and the cut-off score will reflect that,” he said.

Soldiers still compete against others in their MOS, and everyone in that MOS has the same 40 points, Scott added.

The soldiers most greatly affected are ones who are in MOSs that have merged, such as some in the medical field, and those that are planning to merge under the implementation of

ADS XXI initiatives, which was designed to consolidate MOSs with similar functions, Purcell said.

It’s been proposed to merge light-wheel vehicle mechanics (63B), heavy-wheel vehicle mechanics (63S) and wheel-vehicle repairers (63W). While the wheel-vehicle repairers would lose 32 points if the merger goes through, each of the soldiers, who would be competing between one another for promotion, would receive the same number of promotion points for BNCOC completion. This eliminates inequities based solely on their BNCOC course length, Purcell said.

“We’re treating BNCOC as an equal element. So as we merge similar MOSs, no one is at a disadvantage,” Purcell said.

In July all Personnel Support Battalions began converting the BNCOC points, and adjusting promotion points. Soldiers will not have to do anything, Purcell said.

Troops-to-teachers legislation extends to Reservists

By Diane M. Dove, Office of the Chief, Army Reserve

WASHINGTON (OCAR News Release) — Members of the Army Reserve and Army National Guard are now eligible to participate in the *Troops to Teachers* program, a program which has been offered only to active-component soldiers.

Reservists can qualify if they have accrued 10 or more years of service and agree to serve three additional years.

The *Troops to Teachers* program extends financial assistance to eligible individuals to help them offset their education expenses.

Extending financial assistance to Reservists is one of the most significant changes to the eligibility criteria. Other eligibility categories for financial assistance are outlined in *Troops-to-Teachers Eligibility Criteria*.

President Bush signed the legislation authorizing the institution of *Troops to Teachers* into law on Jan. 8, 2002. Congress also appropriated \$18 million to provide financial assistance to eligible individuals pursuing teacher certification programs, and to individuals accepting employment as

teachers in “high needs” schools.

Eligible individuals can register for *Troops to Teachers* by submitting the registration form, which soldiers can get by downloading from the website at <http://voled.doded.mil/dantes/ttt>.

The Defense Activity for Non-Traditional Education Support, DANTES, is in the process of preparing promotional materials.

Points of contact at DANTES for more information are John R. Gantz, at (850) 452-1320 or DSN 922-1320, or Peter Peters at (800) 231-6242, ext. 117, or by e-mail at: ttt@voled.doded.mil/.

'Digital senders' speeding actions in Afghanistan

Courtesy U.S. Army Personnel Command

ALEXANDRIA, Va. (Army News Service)— Processing awards and other personnel records in faraway places is getting easier with the help of “digital senders,” according to personnel officials supporting Operation Enduring Freedom.

A digital sender from Fort Bragg, N.C., is up and running in Uzbekistan, another is being set up in Afghanistan and a third one for the theater is planned, according to LTC Dick Kuehl, commander of the 18th Personnel Support Battalion.

To date, the Enlisted Records and Evaluation Center in Indianapolis has received 194 documents and 127 NCO evaluation reports from Afghanistan.

A digital sender looks like a fax machine and acts similarly in transmitting awards, evaluations and other documents directly into a soldier's official military personnel file, officials said.

A personnel section can send a Bronze Star award citation from the field one day and see it online the following day.

COL Howard Olsen, the EREC commander, will increase the number of senders in the Army to 100 by the end of the year, he said.

“We have funding to buy 30 more digital senders,” Olsen said. “EREC has sent memorandums to a number of major installations throughout the Army offering to pay for a second digital sender, if the installation commander agrees to purchase the initial sender for their command.”

Olsen told personnel officials at the 2002 personnel leaders meeting in May that EREC will prioritize the list of those commands who respond positively to the offer and purchase senders in a manner that will maximize coverage Armywide.

Currently, there are 30 digital senders at Fort Lewis, Wash.; Fort Bragg, N.C.; Korea; Germany; and Afghanistan.

A sender from Germany arrived recently in Kosovo to support 1st Battalion, 18th Infantry, soldiers deployed to Kosovo from Schweinfurt. And another is enroute to Kuwait to support soldiers there.

Web-based program schedules NCO schools

Courtesy U.S. Army Personnel Command

WASHINGTON (Army News Service)— A new web-based program now gives NCO Education System managers greater access to training information.

The Army Training Requirements and Resources System Analysis Program will provide authorized ATRRS users the capability to rapidly obtain information on the web to manage NCOES training.

“This program is a great leap forward,” said SGM Willis McCloud, training division sergeant major for the Enlisted Personnel Management Division.

A program that was once based on complicated codes was reformatted so soldiers can easily navigate the system without having a working knowledge of database codes.

“The system is talking (soldier's) language,” McCloud said. “It's moved from code-based to a web-based system.”

ATRRS is being used by the U.S. Total Army Personnel Command Basic and Advanced NCO Course managers to coordinate scheduling.

“The program was created to manage NCOES,” said McCloud. “Additionally, the (new system) will help reduce the number of conditionally promoted soldiers who have not met NCOES requirements.”

Information within the program is also useful for projecting changes to training requirements.

MACOM training NCOs can view the training status of their soldiers and disseminate it down through their organizations, officials said. This tool enables the chain of command to

be informed of soldiers' training schedules.

Once logged-in with ATRRS ID, password and access code, users can obtain data for a soldier's last five classes, said McCloud.

“ATRRS tells if the soldier is not scheduled, why and what he can do to correct it,” McCloud said.

ATRRS managers can select two methods to view the soldier's information by viewing NCOES data or class management by MOS. The latter will provide the capability to view class statistics by MOS for ANCOC and BNCOC classes that started during the previous three months and those that are scheduled to start within the next six months.

In addition to ANCOC and BNCOC information, data can be obtained for the Primary Leadership Development Course and the United States Army Sergeants Major Academy resident and non-resident courses.

The program launched on April 15 with the web address <http://www.atrrs.army.mil/channels/ncoes>.

Editor's Note

The *NCO Journal* publishes the most pertinent news and issues sent to us within the first several pages of each issue. E-mail your news and issues for consideration to atss-sj-ncojournal@bliss.army.mil.

Reserve NCO, Soldier of Year named

By LTC Randy Pullen

WASHINGTON (OCAR News Release) — “I know you are anxious to hear the results of the board,” understated the 2001 Army Reserve Noncommissioned Officer of the Year.

SFC Jody Wilson of the 94th Regional Support Command opened the third annual Army Reserve Soldier and NCO of the Year Recognition Banquet, held Aug. 17 at Fort Myer, Va., with these words.

She was addressing all those in attendance, but especially the nine Army Reserve soldiers who were sitting where she sat last year, all eagerly waiting to hear which of them would be named the 2002 Soldier and NCO of the Year. The suspense didn’t last long because of a suggestion by them to the Command Sergeant Major of the Army Reserve.

Wilson and SGT Jean Stackpole, the 2001 Soldier of the Year, had mentioned to CSM Alex Ray Lackey that because the results of the competition were not announced until after dinner, they and the other 2001 nominees had not been able to enjoy the meal. To eliminate the suspense and allow for better digestion, Lackey accepted their recommendation and began the banquet by announcing the selections.

SPC Charlene Dominguez, 818th Adjutant General Company, 90th RSC, was named the Army Reserve’s 2002 Soldier of the Year.

SFC Paul Mantha, Office of the Chief, Army Reserve, was named the Army Reserve’s 2002 NCO of the Year.

Speaking to the banquet attendees, LTG James R. Helmly, Chief, Army Reserve, said that recognizing the achievements of these top soldiers was the right thing to do and that he was honored to be among them.

“I can think of nothing more humbling than to be among American soldiers,” Helmly said. “For 227 years, this Army has been the vanguard of freedom.”

The Chief of the Army Reserve paid tribute to the family members, whose sacrifices allow their loved ones to serve.

Helmly noted that Wilson and Stackpole had both gone up in rank since last year’s award ceremony and that Stackpole had added something else to her uniform beside sergeant stripes. She now had jump wings on her uniform, having recently completed Airborne School.

“Airborne, sir!” yelled Stackpole.

Helmly personally congratulated the Soldier and NCO of



SFC Paul Mantha receives his plaque from CSM of the Army Reserve Alex Ray Lackey.

the Year. He told the nominees that they were all winners, the best soldiers and NCOs of their commands, with each possessing the “warrior ethos” of being a soldier who takes on a challenge and goes at it with everything he or she possesses until told to slow down. He told them not to slow down. Instead he wanted them to take on new challenges, to go back to their units to train and lead soldiers and prepare them for the war America is now waging.

“Our nation is at war,” Helmly said. “It is not a war of our choosing. But we will not back down. And we will win this war.”

He charged them with remembering those who had assisted them to reach the top. He also said they should go back home, thank all who had helped them along the way, and then begin training and mentoring those who will follow them and aspire to be what they are, the very best.

Besides preparing soldiers for the global war on terrorism and molding future leaders, Helmly also asked for help from the soldiers and NCOs before him in transformation.

“To transform as we must will require the very best in leadership,” Helmly said. “I see quite a bit of leadership in front of me right now, leadership ready to come up with the solutions and ideas we need.”

The banquet was the culmination of three busy days for the competing soldiers and months of work by the NCOs of the Army Reserve, who planned, organized and then conducted the competition.

After all the stress and excitement, after all the awards, the 2002 Army Reserve NCO of the Year reflected on the most memorable part of what had taken place.

“The one thing that stands out the most to me,” said Mantha, “is how much of an honor and a privilege it was to compete with the best NCOs in the Army Reserve from all over the world.”

Also recognized at the banquet were MSG David Gravunder, the Reserve Instructor of the Year; SSG Charles Alden, the Reserve Recruiter of the Year; SSG James Kolky, the Reserve Retention NCO of the Year; and SSG Triscel Webb, the Reserve Equal Opportunity Advisor of the Year.

LTC Pullen is the Public Affairs Officer, Office of the Chief, Army Reserve.

Fort Leonard Wood drill continues post's streak; Reservist Meister leads from start

FORT MONROE, Va. (TRADOC News Service)—SSG Randy Cheadle became the fifth straight drill sergeant from Fort Leonard Wood, Mo., to win the active Army Drill Sergeant of the Year title. Reserve Army Drill Sergeant of the Year SFC Tobias Meister, 95th Division (IT), led this year's competition from the beginning on June 18.

LTG Dennis Cavin, commander of the Army Accessions Command and Deputy Chief of Staff for Initial Entry Training for Training and Doctrine Command, officiated at the ceremony.

Cavin said drill sergeants are highly prized throughout the Army after they finish their tours training new soldiers.

"I often get calls from division commanders and corps commanders saying, 'Send me some drill sergeants,'" he said. "It's not that their platoons are short or their companies are short. It's because they know what they get when an NCO comes to them who wears that distinctive patch — a patch that says without words, role model, coach, mentor, trainer — someone of extraordinary ability to fill the ranks with competent and confident fighting men and women."

Cheadle is a drill sergeant with B Company, 795th Military Police Battalion, at Fort Leonard Wood. He went on the "trail" last year after finishing as the Distinguished Honor Graduate of his drill sergeant school.

He has been an MP at Fort Carson, Colo.; Hanau, Germany; and Fort Bragg, N.C. Cheadle has also deployed to Desert Shield/Desert Storm, Saudi Arabia; Operation Restore Hope, Somalia; and Operation Joint Endeavor/Joint Guard, Bosnia, among others.

He joined the Army in March 1989. He and his wife, Terry, reside at Fort Leonard Wood with their two children.

Meister, from Tulsa, Okla., joined the Iowa National Guard in 1992 two years before graduating from Remsen-Union Community High School, Remsen, Iowa.

He also served with the Texas Army National Guard before joining the 95th Division, headquartered in Oklahoma City.

Meister is a former middleweight Golden Gloves champion in Dallas, and had an undefeated career in kickboxing. His athleticism was showcased when the Drill Sergeant of the Year competition began Tuesday with the Army Physical Fitness Test. He finished first in the two-mile run and did 100 push-ups and 114 sit-ups.

In his civilian life, Meister works for Horizon Natural Resources, an independent oil and gas company, in Tulsa.

Cheadle and Meister were presented the Meritorious Service Medal and a \$500 savings bond from the Army. They also received awards from the Army Times, Noncommissioned Officers Association, Association of the United States Army, Armed Forces Insurance, American Military Society and First Command Financial.

The 17 other drill sergeant competitors received the Army Commendation Medal.



SSG Randy Cheadle



SFC Tobias Meister

Fort Hood soldier becomes AG NCO of Year

By SPC Stephanie Shepard

“I’m here if you need anything.”

These comforting words are what many distressed soldiers hear from a noncommissioned officer who has made it her goal in life to put soldiers first.

Because of this and many other noteworthy qualities, a voting panel at Fort Jackson, S.C. chose SFC Linda M. Kessinger to be the U.S. Army Adjutant General NCO of the Year.

She is the 3rd Personnel Group’s equal opportunity NCO and so much more, said COL Ron Higham, the commander of the 3rd Personnel Group.

When the order first came down to find aspirants for the prestigious award, Kessinger began looking for other soldiers worthy of the nomination.

“She’s always looking out for the junior NCOs, and always trying to empower them,” said CSM Annette Joseph, command sergeant major of the 3rd Personnel Group and Kessinger’s current supervisor.

CSM Bobby Sanders, command sergeant major of 502nd Personnel Service Battalion, and Kessinger’s previous supervisor, ended Kessinger’s hunt by naming her a candidate.

“I didn’t say *no*, and I didn’t say *yes*. I wasn’t looking for my name to be in the spotlight,” said Kessinger. “I know competitions are very widespread out there, and it’s very competitive to win anything.”

Sanders put the paperwork together and gave it to Joseph to sign.

In April, a panel at Fort Hood, Texas chose Kessinger to be its Adjutant General NCO of the Year, so her paperwork was sent to Fort Jackson. In May, Kessinger was chosen to be the U.S. Army Adjutant General NCO of the Year.

Joseph and Higham were at Fort Jackson when the decision was announced.

“When they read out her name, I started jumping up and down and yelling, ‘that’s my soldier,’” said Joseph. “The people there probably thought I was the one who won with the way I was carrying on.”

“There were other senior NCOs competing for the award, but there are aspects about Kessinger that set her above the rest,” Joseph said.

Kessinger was at home with her husband when Joseph called with the news.

“My first reaction when I heard was a big smile on my face, and then I turned to my husband and said ‘I won,’” said Kessinger. “I was so thrilled because to get something of that prestige is pretty cool.”

Many of her peers, leaders and soldiers deem her more than worthy of the recognition.

“There is nobody who is more deserving of this award,”

said SGT Audrey Riley, administrative assistant to Higham, and a soldier Kessinger’s supportive nature has touched.

Kessinger firmly believes in the importance of mentoring soldiers, she said. So when Riley’s own NCOs wouldn’t go that extra mile to guide her through promotion board preparation, Kessinger stepped in and took over.

“She would stay up with me until midnight to help me study for the board,” said Riley. “That was my first board I had ever gone to. She was that one who got me through, and at the end, I came out of that board with 149 points out of 150.”

“There are no other NCOs like her,” said Riley. “She is so far above her peers that it’s unreal.”

Kessinger feels she needs to help out in every way she can, she said. “I don’t care if you’re my soldier or not. If you’re somebody who needs help, I will do everything in my power to help.”

The reason why is because she thinks that “it’s very important to help soldiers because they are the future,” she said. “If I don’t answer their questions, and the next NCO doesn’t answer their questions, then they will think that we don’t care. The soldiers need to know that there are NCOs out there who care.”

Kessinger loves being a direct influence in the development of a soldier, but as an EO officer, she feels she doesn’t have that kind of interaction with soldiers.

“As an EO, I don’t have any soldiers, and that’s what hurts me the worst,” said Kessinger, but she doesn’t let that stop her from using her job as a means of being there for soldiers whenever she can.

“My job is important because the soldiers know that I’m there even if I’m not their first-line supervisor,” said Kessinger. “They are always free to talk about what they want to talk about.”

Her love of what she does, and her dedication and determination to be a guiding light for anybody who needs it is why she won, said Joseph.

“The military is my life. The soldiers are my life,” Kessinger said.

That’s why Kessinger’s next goal is to become a first sergeant. She wants to be more of an impact on the progress of future NCOs for tomorrow’s U.S. Army.



SPC Shepard is assigned to the 4th Public Affairs Detachment, Fort Hood, Texas.

Alaska Guardsman wins endurance race

By Jamie Dvorak

Imagine the most brutal environment an Alaskan winter can summon. Now, imagine a 100-mile race through it.

Sean McPeck, an Army ROTC cadet and an Alaska Guardsman, tackled exactly that in winning the Susitna 100, this spring. The race is an ultimate endurance event that has even been named *Alaska's toughest human-powered ultra-marathon*.

Growing up in the Knik Valley, McPeck is accustomed to rough conditions. McPeck's father homesteaded land outside Palmer, Alaska, and expected Sean to be self-reliant and hard working. Without the modern luxuries of running water and electricity, going through hard times wasn't occasional, but a daily way of life. Along with his upbringing, McPeck's active-duty military training as an Army Ranger in the 3rd Ranger Battalion and his five-hour training runs in Fairbanks helped McPeck in his five-month preparation for the event.

When asked whether or not he would be sleeping, McPeck replied that his "goal was to not sleep, as long as his body could hold up."

Although no fatal injuries have occurred in the 5-year history of the Susitna 100, competitors have and will continue to suffer frostbite and hypothermia, the two most

common injuries of this sport. This fact alone justified a checklist of required survival equipment that included a minimum amount of food and a pot capable of melting snow and a minus-20 sleeping bag, among other items.

McPeck, along with the other participants, also used a sled because when you're relying on foot power, hauling 20 pounds on your back over 100 miles of rotten, "punchy" snow is extremely difficult.

Apart from contending with sub-zero temperatures, McPeck, along with the other 50-plus athletes, had to deal with barely distinguishable terrain and navigate through a trail marked only by four-foot wide snow machine trails that run for miles across lakes and rivers and through breaks in the tree line. Although the trek was unbelievably taxing on all competitors both mentally and physically, the trails would have been impossible to find without these tracks.

The race began at Big Lake Lodge in Wasilla, Alaska, and traveled 100 miles as it made a "lollipop," ending where it began. There were 14 checkpoints along the trail and a time limit of 48 hours.

Dvorak is with the University of Alaska, Fairbanks, Army ROTC program.

Army paratrooper defends duathlon title at 44

Courtesy U.S. Army Southern European Task Force (Airborne) Public Affairs

CSM William "Wade" Gunter successfully defended his world championship title Aug. 18 in the International Triathlon Union's Duathlon World Championship in Weyer, Austria.

Running in the over-40 Clydesdale Division (200-plus pounds), Gunter, 44, finished the 97-kilometer course in 4:11:24. The event featured a 14-kilometer run and a 76-kilometer bike course, followed by a run of another seven kilometers.

As an Army paratrooper, Gunter is accustomed to pushing himself.

"I hate anyone being able to outdo me. I talk a lot of trash sometimes, so I have to back it up," Gunter said.

As the command sergeant major of the Army's 173d Airborne Brigade in Vicenza, Italy, Gunter is the highest-ranking enlisted man in the unit and must continually lead his soldiers by example.

"He's kind of like a poster child for any leader. I'm really, really proud of him," said COL William Mayville, 173d Airborne Brigade commander.

Gunter has been competing in duathlons since he gave up competitive wrestling in 1986. His training routine

includes lifting weights throughout the year. He does most of his running in the morning during physical training (PT) with his soldiers. Occasionally, he runs during the mid-day to get his body accustomed to the heat. He cycles regularly, too, either on the indoor trainer in his office, or during long outings on the roads in and around Vicenza.

"I want to have the mental toughness the young soldiers have. I can achieve this through working out more than the young soldiers," Gunter said.

Originally from Melbourne, Fla., Gunter joined the Army in 1977. He says competing in duathlons is "just a hobby," but he has competed in about 400 events.

"I like to challenge myself for my own athletic achievements. I like to look at it as an additional preparation for combat," Gunter said.

Currently ranked No. 1 in his category by *Inside Triathlon* magazine, Gunter also won the last two U. S. titles and captured his first world title last year in Venray, The Netherlands.

In addition to being an extraordinary athlete, Gunter is a combat veteran. He saw action as an infantryman in Grenada in 1983 and Operation Desert Storm in 1991.

Ethics 101: Ethical reasoning process

By SGM Mark Kalinoski

(Editor's Note: This is the first of a two-part article on the Army's decision-making process. In this issue, the author explains the current thought on making decisions. Next issue, we'll bring the readership up to speed on the latest thoughts on the decision-making process. The process will change soon, with additional steps that promise to ease the task of ethical decision making.)

Like most fathers, I've been known to dote on my children by buying them gifts. Also like most fathers, I buy them presents on major holidays and on their birthdays. And the present they seem to get the most

excited about — at the age they are now — is a new bicycle.

If you are like me and like to save money, you buy the kind of bike that comes in pieces, unassembled, in a box. It's cheaper that way.

I know I am not the only father who has taken that box of bicycle parts and, with all good intentions, torn into the process of putting it together. We have a tendency to throw the instructions aside. We start tightening the clamps, spinning the bolts, and turning the screws. Before you know it, you succeed in transforming it into a sleek new two-wheeler.

There is only one problem. You never really looked at the instructions. As you look at this vehicle, you know that you worked hard on it. You used your intellect and did your best to put it together properly. And there were, for the most part, no parts left over to make you wonder if this thing was going to fall apart the minute your child climbed aboard.

But still, without following the instructions, you have to wonder if it is as good and sound as it could possibly be. Maybe you missed something. Maybe a certain bolt was too tight, or too loose, or had been inserted the wrong way.

Ethical decision making in the Army is a lot like putting that same bicycle together. The Army has provided us with instructions to help us make the decisions that we as leaders need to make every day. The instructions I'm talking about are in FM 22-100, Army Leadership, specifically, the Ethical Reasoning Process.

When I was a very young soldier, I always thought that



the Army literature on issues like ethics, leadership and values were the books you cracked a few days before you went before a promotion board, or maybe skimmed over while attending professional development courses. How in the world was someone supposed to find time to read a book on decision making, when you are so preoccupied with *the mission* and so busy making decisions?

Just like people are of a nature to put a bike together without looking at instructions, I thought that people were all of a nature to make ethical judgments. Everyone knows that a person's ethics are shaped by the way they are raised by their family, through participation — or lack of participation — in religious activities, by playing sports, and just through general experience.

If ethics are all about common knowledge and common sense, then a book on ethical decision making must be written for someone without common knowledge and common sense. Right? That is wrong, and it is dangerous to assume that.

I've served in many leadership positions and I've survived, as most NCOs do. The immediate thing I realized when I was a first sergeant is that there was continual conflict all around. Whether you looked up at superiors, down at subordinates, or to the left and right at your peers, there was always a competing issue or problem that demanded you touch it and affect it in some way.

Any leader knows that there are some tough calls to make out there. And any leader knows that when you make a decision you need a leg to stand on. You need "something" solid and unwavering ... you need a "reason" for each and every decision you make or action you take, no matter how large or how small.

The resources in FM 22-100 can give you that reason. They are the instructions I spoke of earlier. The problems

that you work through daily are the pieces of the bicycle. By applying the ethical reasoning process the FM outlines, you can back up any decision you make, with anyone, and anywhere.

It sounds simple, and it is. Most good tools are. FM 22-100 defines the process as follows:

- define the problem
- know the relevant rules
- develop and evaluate courses of action
- choose the course of action that best represents Army values

We've heard about the Army values again and again. Perhaps we've heard them so many times that they become background noise and we no longer notice them. That's because as leaders, we are all busy. We are all consumed with our daily duties and our mission. But no matter what the mission, you must always take time to reflect. Though it may be difficult to find time to reflect on the Army values — Loyalty, Duty, Respect, Selfless service, Honor, Integrity, and Personal courage — it is time well spent.

It is comforting to me — and it should be for you — to know that the Army of today, with its hectic pace and competing demands, took the time to provide us with the tools we need to help us succeed as leaders and invariably make the right decisions. All we have to do is let the ethical reasoning process work for us and let the Army values guide us in every decision we make.

If we can all do that, we'll be bulletproof ... in the Army and in life. All we have to do is follow the instructions.

SGM Kalinoski is the III Corps PAO Sergeant Major, Fort Hood, Texas.

Sources for learning about ethical decisions

Ethics, A Selected Bibliography was compiled in support of the William G. Bainbridge Chair of Ethics established to further the study of ethics at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.

The following is an extract of selected readings NCOs may be able to find at their learning resource centers:

Books

Brown, James. ed. *MILITARY ETHICS AND PROFESSIONALISM: A COLLECTION OF ESSAYS*. Washington, DC: National Defense University, 1981

Gaston, James C., ed. *ETHICS AND NATIONAL DEFENSE: THE TIMELESS ISSUES*. Washington DC: National Defense University Press, 1993.

Books (Cont.)

Maihafer, Harry J. *BRAVE DECISIONS: MORALE COURAGE FROM THE REVOLUTIONARY WAR TO DESERT STORM*. Washington, DC: Brassey's, 1995.

Articles

Anderson, Jon R. "Blow the whistle, lose your job." *ARMY TIMES*. Mar. 7, 1994, pages 12-14+.

Garcia, Elroy, SSG. "We're here to help [New image of the Inspector General]." *SOLDIERS*, Oct 1982, pages 10, 11.

Toner, James H. "Teaching Military Ethics." *MILITARY REVIEW*, May, 1993, pages 33-40.

NCOs bear the ethical standards in their units

By SGM Abe Vega

As NCO leaders we are the ethical standard bearers within our organizations. As we **do**, so **does** the rest of the unit. As leaders, we must be good in judgment and sound in our ethical reasoning. We do not get a second chance to recover from unethical conduct, nor should we.

Good leaders possess sound ethical principles and by our example, build ethical climates in units consistent with Army values. In so doing, we mentor and develop ethical leaders for the future.

Consider the notion that someone new to the Army may not fully understand the importance of ethical behavior nor realize its impact on the mission.

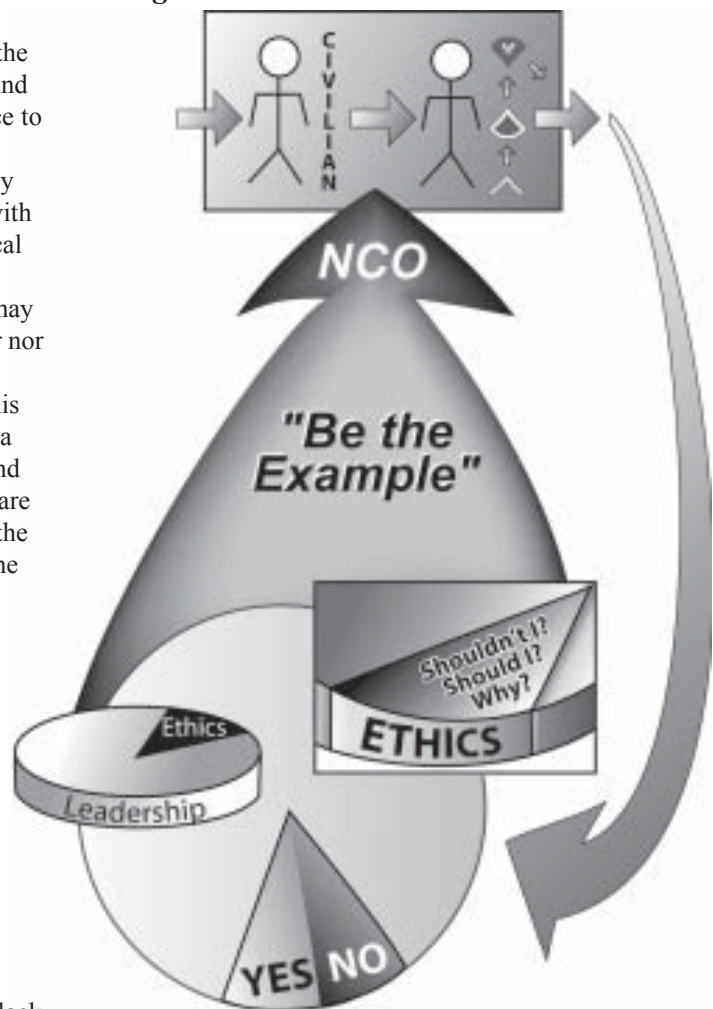
Every man and woman who enters the Army brings his or her own set of values. They acquire these values as a result of their upbringing within their socioeconomic and political environment. However, not all of these values are compatible with military service. What then, serves as the ethical guide for our young men and women entering the Army today?

The answer is Army values. The Army values lay the foundation for the accepted rules of conduct for every soldier. The Army values assist new recruits in developing the moral principles necessary to serve in the Army. Of the seven Army values, **honor** is the most important. Soldiers who are **loyal**, perform their **duty** to the utmost of their ability, consider others and treat everyone with **respect**, **serve selflessly** with the utmost **integrity**, and display **personal courage** in everything they do are **honorable** men and women.

We cannot deny the fact that we live in challenging times. In my opinion, many of our young people today lack the moral and ethical foundation we expect in our soldiers. As such, it is incumbent upon us as leaders to instill in them a sense of honor and morality.

Ethics are an aspect of leadership that does not include a gray area. Leaders will either behave ethically or unethically. For those who choose the latter, it will discredit them as leaders and will lead to their downfall and the disruption of their unit.

Remember the actions of past leaders who betrayed our nation's trust. The actions of NCOs such as those involved in the incidents at Aberdeen Proving Grounds brought discredit to the Corps of Noncommissioned Officers. Their lapse in ethical reasoning led to their professional demise



and brought humiliation to all of those who wear the uniform.

Leaders are on display at all times. Soldiers will model them and do as they do. Hopefully all leaders will be honorable men and women who set ethical examples for soldiers. We cannot simply talk about ethics and ethical behavior. We must set the example in everything we do.

America trusts us to defend and support the Constitution of the United States. We must do so proudly, with honor and with a high sense of morality.

SGM Abe Vega is on staff at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas.

The NCO role in procurement

SGM Ethan A. Jones

The success and effectiveness of 21st-century warfighters will depend immensely on transforming and/or reducing the logistics trail. For every combat soldier on the firing line, nearly 30 soldiers are working in a tail from the body of troops to the factory in the rear that produced the bullets. Moving the Army into threatened areas in the future will require a drastic reduction in the tooth-to-tail ratio.

One of the key resources to achieve this is contracting, which is an integral part of the U.S. Armed Forces support structure. Contracting efforts are also helping the Army realize its vision of mobilizing and deploying brigade combat teams within 96 hours, and developing faster, lighter and more lethal forces. Effective contracting support planning requires continuous and proactive command involvement and intensive education and training.

But, although most Army acquisitions come through formalized channels, innovations in the procurement arena have placed NCOs Armywide in positions where they must make ethical decisions about how and where to spend government funds. An understanding of the contracting process overall can help NCOs understand their roles and play a part in combating waste, fraud and abuse.

The Army's special staff component for contracting issues is the Principal Assistant Responsible for Contracting. The PARC and the command's warfighting staff sections must work closely together to train and understand contracting processes and how they apply to their mission requirements. Military and civilian PARCs/ commanders within the Army contracting command structure who support warfighting commands are responsible for developing and revising contracting support plans

that meet requirements of the warfighter operational plans and logistics annexes.

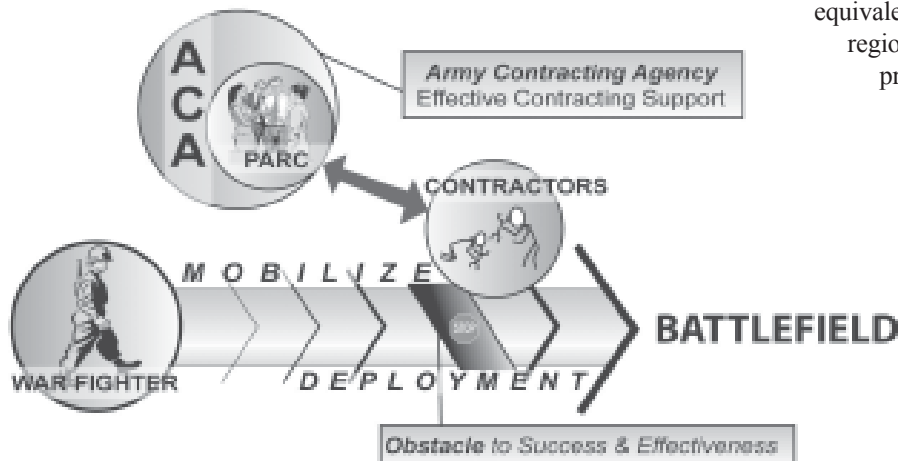
Typical tasks in the contract planning process are varied:

- planning for various contingency operations;
- articulating contracting procedures, authority and deviations;
- lending contract support to units;
- ensuring units understand and conduct site surveys, exercises and pre-deployment training;
- ensuring contracting, resource management and finance support are included in contingency OPLANs;
- conducting market surveys to identify available commercial supplies, services and equipment in the mission area;
- advising commanders and logistics planners how contingency contracting can best support and accomplish their mission and explaining to those commands that every area of responsibility has a PARC who oversees and is responsible for all contracting issues within the theater of operation;
- expeditiously contracting the workload and resolving complex contracting issues.

In addition, Army contracting NCOs contribute to overseeing and using the Government Purchase Card, processing purchase requests, and educating and monitoring field ordering officers about unauthorized commitments. Class A agents receive formal training through local finance support channels.

Warfighters are responsible to know and understand their roles in using contracting. Brigade, battalion equivalent contracting commands, centers, regional and installation contracting offices provide Army contracting support.

In austere environments, commands/units will designate FOOs and Class A agents in a formal memorandum through contracting and finance channels. Contracting NCOs will train FOOs on the use of Standard Form 44, Purchase Order-Invoice-Voucher, and finance personnel will brief Class A agent responsibilities. The SF44 is used to acquire off-the-shelf supplies





The Transformation will require greater NCO involvement in procurement.

and services below the micro purchase threshold, under \$2,500; a warranted contracting NCO is authorized to use SF44 for purchases above the \$2,500 threshold. The Class A agent is responsible to carry, protect and maintain receipts or a ledger for monies in his or her possession. The FOO and the Class A agent work together in environments where hard currency is the only accepted or authorized means for acquiring goods and services. The Class A agent maintains the monies, the FOO executes and processes the SF44, the contracting NCO ensures the FOO reconciles with the finance office prior to clearing the area of responsibility.

In a more mature environment, the GPC can be utilized and contracting NCOs have the means to make purchases on behalf of the U.S. Government. The GPC may be used by non-contracting personnel up to the micro-purchase threshold of \$2,500 per purchase. Based on special circumstances, some activities authorize individuals a limit up to \$25,000 per purchase. Contracting NCOs in contingency operations have warrants up to \$200,000, but that limit can be raised based on the situation.

Another means of acquiring supplies and services in a mature environment is through contracting channels on DA Form 3953, Purchase Request and Commitment. Requiring activities will request and process their requirements on DA Form 3953 through their G4/S4 for oversight and compliance or approval. DA Form 3953 is forwarded through Resource Management for funding and then to a contracting office/ NCO for processing. The contracting NCOs cannot split requirements, purchase items beyond the funding limits or commit the U.S. government without proper cause. Contracting NCOs are of the strongest character, have to make sound business decisions, be tactically aware and, like all others in the field, are ethically challenged each and every day. Contracting support planning, training and educational processes are continuous and ongoing due to frequent changes in federal acquisition laws and personnel turnover.

Another force multiplier on the battlefield is the contractor. DoD contractors are a critical link between the Army Service Component Command and the functional/ logistical systems they support. Documentation is being developed to identify required contractors and enter information on them in the Time-Phased Force Deployment Data. TPFDD is simply the phases or timelines that units are deployed from CONUS or OCONUS to the theater of operations. Policies are also being developed to support contractors on the battlefield and implement their support within the warfighter command structures. The policies will assist commanders to monitor, manage, deploy, protect, and provide logistical support to the contractors on the battlefield. The proposed doctrine will require contractors to develop and provide support plans that tie directly to the command's operational plans/ logistics annexes. This support plan will ensure that contractors receive the necessary life support to fulfill their missions while remaining transparent to the warfighter.

SGM Jones was selected as the first ever Sergeant Major, U.S. Army Contracting Command, Europe. He serves concurrently as the Sergeant Major, Joint Contracting Centers, Balkans and as the Sergeant Major to the Principal Assistant Responsible for Contracting in U.S. Army, Europe.

Taking the NCO Corps into the 21st century

Leaders of the Continental Army envisioned a military that would secure the people of the new free world from oppression imposed by nations with different beliefs and values, a military that would stand the test of time, be able to conform to changing missions and act on behalf of the people. Realizing in order for this to take place and armed with the knowledge that the foundation had been laid, a building block was needed in order for the institution to remain steady.

The NCO has been given the title *The Backbone of the Army*, and NCOs are that building block. A lot has been written on the subject. However, another correlation can be made. The NCO can also be viewed as the cornerstone of the U.S. Army.

A successful organization must constantly evaluate itself and incorporate recommended and needed changes necessary to the well being of the organization in order to remain successful. As the world adapts and evolves to the current situation it finds itself in, so must we.

The responsibility of NCOs from the moment of their transition into the corps to the day they remove their uniform for the last time remains the same: ensure soldiers are trained, standards are enforced and traditions are kept sacred. Training soldiers is an extremely daunting task when considering someone's father, mother or loved one has entrusted you with their most cherished possession and expects you to ensure a safe return.

Whether we find ourselves on point for the nation, ensuring a refugee is fed and sheltered or in our own

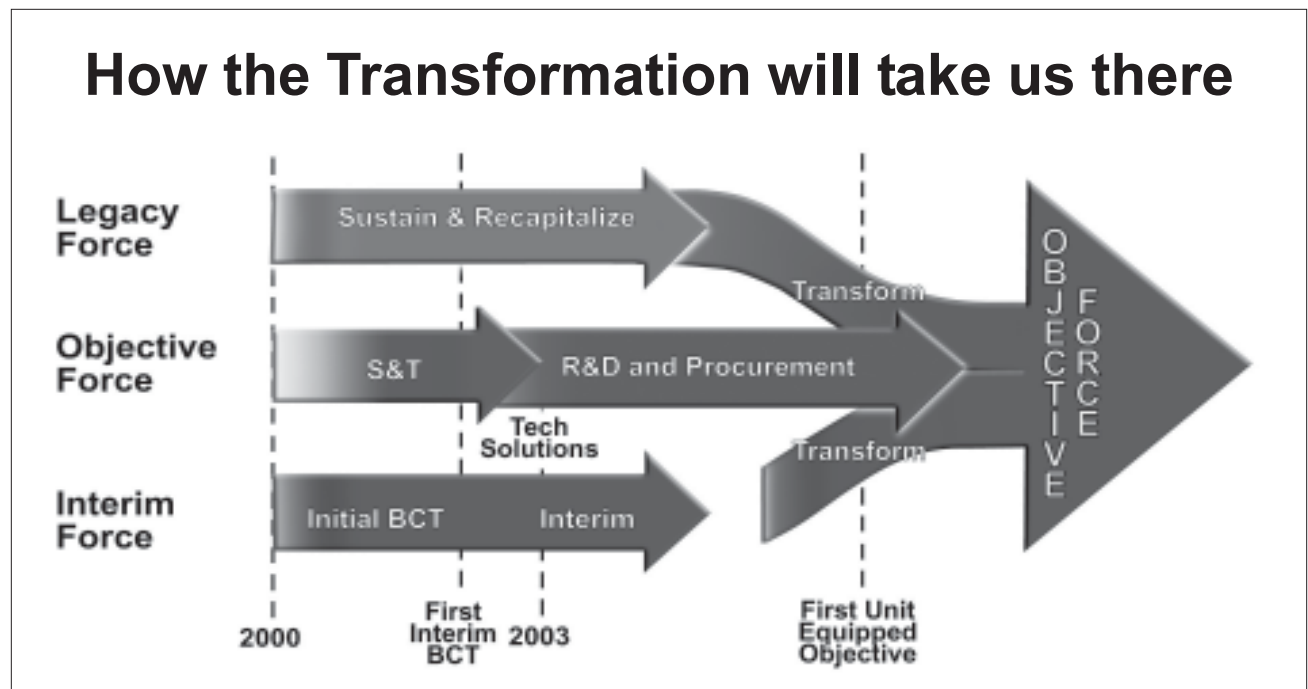
backyard conducting sergeant's time training, standards are our utmost priority, coupled with the added dimension of ensuring the safety of America's sons and daughters. How do we ensure this happens? It is a multi-faceted task.

First, we ensure that the training of enlisted soldiers is conducted to standard. Merely checking the block and adding a footnote that your soldier needs further training is insufficient. This apathy could someday result in the loss of life. The training we conduct must be continuously practiced, until the newest soldier is proficient enough to act instinctively and without hesitation. Second, we must enforce our role as leaders.

There is no doctrine that states what is and what is not *Sergeants' Business*, simply because in every aspect of the Army there is an NCO somewhere with an eye on the target ensuring standards are enforced. If NCOs allow standards to drop, our responsibilities will erode to a point where our position no longer commands respect to those around us.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. This is a very powerful yet ambiguous statement contained in the NCO Creed. Where is the line drawn between NCO and officer duties?

We have to remember that we not only train enlisted soldiers, we also advise commissioned officers. It is primarily the responsibility of platoon sergeants to advise platoon leaders and first sergeants or command sergeants major to advise company commanders and higher. How-



ever, at all levels the NCO must always act in a professional manner as well as display unquestionable military bearing. As the *Backbone of the Army*, we must have the foresight needed to ensure our humbling responsibilities remain ours. In essence our effectiveness for training soldiers could forever be tarnished if we breach that trust between officers and NCOs. We must realize the platoon leaders we are advising, and conversely who are watching the Corps of NCOs today, could very much be the commander of a company, battalion, brigade or higher tomorrow.

If we take the easy wrong over the hard right we cannot blame the status of the military on anyone but the person looking back from the mirror. This is easy to lose sight of because it is not the here and now, but if we forget, it will degrade one of the most revered militaries in the world.

Army Regulation 600-100 defines leader development as a process that prepares military and civilian leaders through a progressive and sequential system of institutional training, operational assignments, and self development, to assume leader positions and exploit the full potential of present and future doctrine.

Members of the NCO Corps, as guardians of the standards, place a great deal of emphasis on this process to keep it functioning properly. One way this is accomplished is by ensuring our soldiers are properly prepared and motivated for all NCO Education System courses, and by providing peace of mind in knowing their families will be supported and taken care of in their absence. We also

guide and mentor them in their career paths, giving advice when needed, allowing them room to make mistakes in order to promote self-growth and allowing them the opportunity to lead. Just as platoon sergeants advise and guide platoon leaders in order for them to become successful and eventually gain command, competent NCOs guide and advise soldiers to eventually take their place as the *Backbone of the Army*.

The building block where an organization begins, whether the organization's a squad or a major command, does not matter. What does matter is the cornerstone. It must be and remain solid, fortifying the foundation it is built upon. The NCO Corps, the foundation and cornerstone, is in place and has proven that NCOs can withstand the test of time. It is up to us to remain vigilant, keeping the organization intact. In all we do, both on and off duty, we need to remember that we are professionals, a part of an organization that is rich in tradition and honor. The nation has placed great responsibility upon our shoulders to protect the future of this premier force, keep it fit, lean and prepared at all times, ready for anything and everything we are called upon to accomplish. As our Army moves into the 21st Century, our vision needs to remain focused, our posture forward, our actions precise and with purpose.

The world looks to us with awe and wonderment and asks how can a society so young have a military force with such presence. The answer, of course, is the NCO.

Uniform quiz challenges readers

(Editor's note: We thought we'd let a first sergeant do our light work. Just to clarify one point, SGT Jodi Barth is taking part in a demonstration, and the uniform problems are there by design to challenge students at the Fort Gordon, Georgia Junior Leadership Skills and Development Course. Many thanks to the hundreds of soldiers who participated.)

Let me commend the 206th JLSD course for raising the bar for soldier development. Though this course does not replace the junior soldier's first technical and tactical challenge away from his or her command, it clearly provides the preliminary concept for enhancement to be used throughout all Army units.

We have recognized 11 issues on the portrait presented in the Summer edition:

- Hair below bottom of collar

- Non-complementary lipstick
- Earrings
- Chain around neck
- Folded sleeve on right arm
- Non-complementary nail polish
- Unauthorized wear of rings
- BDU cap protruding out of right cargo pocket (trousers)
- Unauthorized blouse of trousers
- Boots untied (both)
- Incorrect color of socks (tape on leg)

Thanks for this demonstration. My soldiers and I enjoyed the time spent discussing the obvious uniform violations that sometimes go without correction.

We, the SCORPIONS, are proud to be a part of this process.

*1SG Ron Bethea, Sr.
Fort Riley, Kansas*



Ethical behavior in the school environment

Interview by SFC Sheila Tunney

Soldiers attending formal schools have their own ethical decisions to make, and for aspiring sergeants attending an NCO academy, those decisions and how they're made can affect the sergeant's outlook forever.

CSM Mary Starmer, commandant of the 104th Division NCO Academy, Fort Lewis, Wash., came in shortly after the Women's Army Corps became fully integrated into the Army. She made it to the top of the NCO Corps ranks, raised a son mainly on her own and spent 20 years off and on in night school earning a college degree. The ethical decisions she had to make along the way have provided her with the background to shape tomorrow's leaders' ethical decision-making skills.

"This academy has a code of ethics," Starmer said. "I look at ethics from a layman's view. We have regulations and other doctrinal materials that tell us how to *behave*. But when the doctrine leaves room for interpretation — which is often — a soldier's personal ethics become involved. These personal ethics tell the soldier what is right and wrong based on the soldier's individual value system."

Instilling a desire to behave ethically can be half the battle of raising NCOs who act in ways that are morally and ethically correct.

"The more I can communicate my own value system to soldiers, the less gray area there is left for my soldiers," Starmer said. "That's because it will be clear to them what I believe to be right and wrong. For example, I make it clear to my instructors what I think constitutes inappropriate behavior with students."

Starmer carried that example further to illustrate the shadings of ethical decisions.

"We have situations here that we know are clearly unlawful, like inappropriate student-instructor relationships. These fall into a black

area," she said. "We have laws we know and trust that fall into a white area — we follow them. All of those in-between issues, situations that aren't in violation of a regulation but that might not meet the spirit of the law, fall into the gray area."

Making decisions that may be lawful but are unethical is where the NCO can get into trouble.

"When making an ethical decision, we have to distinguish between statements that are factual, and those that are values-based," Starmer said. "When I ask soldiers what is a factual statement, I usually get the response, *telling the truth*. Although it's wise to base decisions on truth, not all factual statements are based on truth.

"The real truth in an ethical decision comes from balancing the facts of the case, the personalities involved in the case, and the values-based perspective the decision maker brings to the case." Starmer said. "Sharing values is important to soldiers, because it's shared values that shrink the size of the gray areas."

But even though we do have shared values, those values are not all inclusive, and aren't the only values we acquire. One of Starmer's favorite movies, *Top Gun*, teaches the value of believing in your own skills and abilities and acting on those beliefs in the face of peer pressure.

"I don't care who you are or where you come from, today's leaders need to be extremely confident and competent, or they will find someone standing in the doorway ready to take their place," Starmer said. "For me, I have always been goal oriented. I write my goals down so I can see them every day. The day I made private first class, I bought a new uniform and sewed specialist insignia on it. I knew early on that I would be a command sergeant major some day, I just didn't know how long it would take."

One of Starmer's most significant

values-related learning experiences didn't come from an NCO — it came from a civilian instructor she met years ago.

When she was nearing the end of her first enlistment, Starmer set her sights on reclassifying and becoming an Army broadcaster. To become one requires passing a voice audition — one not everyone can pass.

"Bob Runda headed the voice and diction department at the broadcaster school. He took the time to write me a letter in Korea, telling me the things I needed to do to become an Army broadcaster," Starmer explained.

It took, as Starmer related, a lot of hard work, but she passed the audition, passed the course and went on to one day become an instructor in Runda's department.

"He taught me so much about working hard, going after what you want and not quitting, the years I worked with him changed my life," Starmer said.

Quitting could have been easy for any woman who joined the Army in the 1970s. Army magazines still had pin-up girl pictures on their inside covers, and female soldiers weren't always welcome in some units.

"Of course, there will always be some knuckleheads who still have issues with women in the military, but that's their problem," Starmer said. "I do believe the Army Reserve has led the way opening the diversity door to leadership positions. We are a true reflection of society, so I would imagine attitudes change with time. It's our job as NCOs to ensure future leaders reinforce society's and the Army's values through the use of a sound ethical decision-making process."

SFC Tunney is a public affairs NCO in the 70th Reserve Support Command PAO, Seattle, Wash.