# ADA

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## FEATURES



## ADA DIGEST



## ON THE COVER

An ADA Patriot soldier on rotation in Korea. (Photo by Spec. Jeff Adams)



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# Intercept Point

As I mentioned in my last column, the changing nature of our world has created an environment where our Army is being called upon more and more to accomplish diverse missions. Leading the way are ADA soldiers. They have been challenged with a multitude of complex missions and have responded with excellence each time.

None of this would be possible without the strong leadership of our ADA NCOs. The cliche that "NCOs are the backbone of the Army" is never more true than in our branch. Their leadership, dedication and example-setting have been responsible for our successes. This issue of ADA magazine salutes ADA NCOs — the "critical ingredient" in the Air Defense Artillery formula for success.

The Army's Noncommissioned Officer Corps nearly died of neglect in the jungles and rice paddies of Vietnam. There were too many combat tours with no light at the end of the tunnel, too many officers doing NCO business, and too little recognition for their sacrifices and accomplishments in support of our nation's cause. As a result, far too many professional NCOs left the Army. Combat leader schools compensated by producing "shake 'n' bakes," instant NCOs with E-6 chevrons on their sleeves and less than a year in the Army. But, as good as they might have been, they could never begin to make up in numbers what had been lost in quality.

When Vietnam began winding down in the early 1970s, the Army was in desperate need of repair, and the part that needed fixing most was the NCO Corps. The cure was a leadership development system, the Noncommissioned Officer Education System, that enhanced leadership and warfighting skills, complemented by an Army that returned to entrusting NCOs with responsibility.

Today the Army has the best NCO leader development system in the world. Two decades of valuable investment in time, money, human ingenuity and hard work has produced the best NCOs that have ever existed in any Army at any time in the history of the world! These take-charge soldiers possess the courage, commitment, competence and determination that make our Army respected around the world.

Our Army is as challenging today as it ever has been. Demands are greater, the operational tempo is faster and expectations are higher. Through all of this, rewards of military life remain largely intangible. The greatest reward is the opportunity to serve alongside soldiers whose excellence places them a cut above the others. ADA NCOs are such soldiers. Thanks to them, Air Defense Artillery is prepared to be . . .

First to Fire!

*Maj. Gen. James J. Cravens Jr.*
*Chief, Air Defense Artillery*

*Officers design training, philosophy, procedures and doctrine, but NCOs go out and do it.*

*— TRADOC CSM Walton C. Woodall, The NCO Journal, Summer 1994*

*If generals provide the brain power of the Army and enlisted personnel function as the muscle needed to carry out decisions, then surely the noncommissioned officer is the backbone. It is the NCO who links policy decisions from the top level with their ultimate execution at the lowest levels. He transforms objectives into actions. He has served proudly and effectively throughout the history of the United States Army, and his distinctive rank insignia — the chevron — is as well known to the average American as is the general's star.*

*— Chevrons*

# ON ADA NCOs . . .

*by CSM Richard A. Kidd, Sergeant Major of the Army*

*No one in the Army has more to do with the training and caring of soldiers than the Noncommissioned Officer. The Army can provide training, ranges, ammunition, soldiers' manuals, training aids and devices. . . . but these are just aids for NCOs who know how to train their soldiers.*
*— FM 22-600-20*

Noncommissioned officers are a proud group of soldiers who continually overcome tremendous adversity in dealing with the ever-changing world of warfighting.

Force reductions driven by an ever-decreasing defense budget coupled with the constantly evolving geopolitical atmosphere have further added to the obstacles our NCOs have faced and overcome.

NCOs throughout our Army are highly trained, tenacious professionals who are taught to adapt to dynamic, changing situations and confront them. And over the past few years, that ability to adapt to change has never been more evident. On any given day during 1994, it was estimated that our Army had more than 16,000 soldiers deployed in more than 70 countries worldwide. This is in addition to the more than 125,000 soldiers normally forward-stationed in places like Korea, Japan, Germany and Panama.

Like many of their comrades, the soldiers of Air Defense Artillery have adapted to a full range of missions. From regional contingency missions to humanitarian relief operations, ADA soldiers have answered the call quickly and decisively.

Crucial factors in their successes have been our Noncommissioned Officer Education System, their superb on-station training and their dedication. Without complaint, our NCOs face perilous duty and endure hardships, tough living conditions and long separations from their families.

Headlines documenting some of the ADA soldiers' missions offer but a sampling of the diversity of operations other than war America's Army is called upon to perform.

- ADA soldiers deployed to Somalia during humanitarian operations.
- Avenger and Stinger soldiers returned from Somalia just in time to deploy to Haiti.
- Patriot soldiers deployed to Korea amid rising tensions on the peninsula.
- ADA soldiers assisted Haitian and Cuban refugees at Guantanamo Bay, Cuba.
- Patriot soldiers rapidly deployed to Southwest Asia as Iraq once again threatened peace in the region.
- 1-3 and 2-3 ADA soldiers trained to fight forest fires that raged in the western states.

The list goes on and on.

Despite the drawdown, real-world missions, along with operations other than war, are on the rise. In fact, while the Army has reduced the force by one-third, its missions have increased by more than 300 percent. Our ability to respond decisively to those demands is directly attributed to the quality and caliber of our NCOs in the Air Defense Artillery and, indeed, throughout our great Army.

Our NCOs put the needs and goals of the nation, the Army, the unit and fellow soldiers ahead of their personal interests to get the job done. And because they live and work daily with and among their soldiers, they have the best opportunity to see their soldiers as they really are.

This relationship is of critical importance because of the unstable nature of today's world and the reality of frequent deployments. In Air Defense Artillery, as in other specialties, senior NCOs provide young soldiers a solid foundation for learning. Their mentorship helps young soldiers understand the intricacies of tactics and complex weapon systems, and also helps them cope with numerous and long separations from loved ones. Our senior NCOs have a deep understanding of soldier behavior — they've been there themselves — and understand the stresses associated with deployments.

However, with all the challenges and responsibilities our NCOs face in today's Army, one thing remains con-

SPEC. JEFF ADAMS

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SPEC. JEFF ADAMS

stant: their highest priority is the care of their soldiers. Honest, straightforward communication is the glue that has kept our Noncommissioned Officer Corps together. This improves morale and enhances our Army's warfighting capabilities.

Today's NCOs are technically and tactically competent leaders. ADA NCOs, for example, are now more than ever becoming more technically involved in the development of the equipment they use in their operations. We saw evidence of that during Operation Desert Storm and the employment of Patriot missiles. Our soldiers are providing critically needed information for the fielding of new weapon systems to meet the challenges of today's Army. Avenger, FAAD command, control, communications and intelligence and the Bradley Stinger Fighting Vehicle are in the field. Patriot enhancements and the Theater High-Altitude Area Defense system are rapidly progressing toward fielding.

Our NCOs provide information and technical expertise to weapons manufacturers by their hands-on, day-to-day work with their weapons. This vital data, used to modify existing weapon systems, helps to create new systems.

Quality NCOs must instill in their soldiers a deep belief in serving and defending the ideals of freedom, justice, truth and equality. Today's Noncommissioned Officer Corps is doing just that. Indeed, *NCOs make it happen*. We've always quickly adapted to change and overcome obstacles to ensure that the soldiers we train and lead are ready to fight and win our nation's wars. That's the standard. That's our charter.

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***Sergeant Major of the Army Richard A. Kidd*** *entered the Army in March 1962. During more than 30 years of service, Kidd has served in every Infantry enlisted leadership position from squad leader to command sergeant major. Before becoming the ninth Sergeant Major of the Army in July 1991, he was command sergeant major of I Corps and Fort Lewis, Wash.*

# NCO EDUCATION SYSTEM

## *Yesterday, Today and Tomorrow*

*by CSM Mark Avery*

The roots of the Noncommissioned Officer Education System (NCOES) grow deep in the history of America — as deep as the Army itself. Although the structure of NCO education and training didn't emerge institutionally until the late 1970s and 1980s, its importance has been realized by commanders for the past two centuries. Today, our Army's NCOs enjoy recognition as the best trained and best equipped professionals throughout the world. But our success has not always been gradual nor progressive throughout the history of our great military. Each NCO who bears the stripes of authority today needs to realize where the NCO Corps originated and how we became labeled the "backbone of the Army."

**Where We Came From**

Many historians contend that the first organized training of NCOs took place at Valley Forge in 1778. Gen. George Washington commissioned the Prussian Friedreich W. A. Baron Von Steuben as the Continental Army Inspector General. His task was to teach formations and close-order drill during the Continental Army's first harsh winter. As a result, the following year Von Steuben published the Regulations for the Order and Discipline of the Troops of the United States, known today as the "Blue Book." This document prescribed standardized directions for drill and, most importantly, outlined the duties and responsibilities of the NCOs. Most of these concepts and responsibilities are still with us today and can be found in Army Regulation 600-20.

Von Steuben realized the importance of NCO training, so that when emergencies arose in the heat of battle, NCOs could step forward and assume the duties of their officers. This training and education carried on throughout the next eight years until the treaty with England was signed in 1783. Demobilization and reduction of training began almost at once, introducing a pattern that would become typical of America's response to the end of every other war. The specialized training of NCOs went away, as did the citizen-soldiers of the Continental Army. Throughout almost the next 200 years, the NCO training system would reemerge at the height of every major conflict, but would be dismantled again upon declaration of peace.

With the onset of World War I, the first American divisions arrived in France under the control of the American Expeditionary Force (AEF) commanded by Gen. John J. "Blackjack" Pershing. British military advisors were astonished at the low status and prestige given to American NCOs. Part of the dismay was over the manner in which NCOs were thrown together with enlisted soldiers with little regard to difference in rank and responsibility.

Disturbed by the Allied criticism, Pershing recommended that special schooling be established for sergeants to improve leadership skills and enhance the prestige of NCOs. Schooling was established for NCOs in the AEF; however, despite intense petitioning by Pershing, the schooling was not adopted Armywide. Pershing's wartime expedient of NCO training, unfortunately, did not survive demobilization at the end of World War I. The outstanding performance of NCOs as small-unit leaders during World War I fully justified Pershing's policy changes. Commenting on the performance of the AEF in November 1918, Pershing reflected:

"A sergeant or even a corporal may decide a battle by the boldness with which he seizes a bit of ground and holds it."

World War II made more demands upon the NCO Corps and had a greater impact upon the NCO's role and status than any previous conflict in American history. Along with the need for more small-unit leaders, the Army required thousands of new technical specialists to handle the sophisticated weaponry of World War II. Although many specialized technical courses were established, Pershing's concept of leadership training for NCOs was not implemented during World War II. However, many NCOs were awarded field commissions and led their units valiantly through the many campaigns of Africa, Sicily, Italy and Europe.

During the Korean war, the NCO emerged more prominently as a battle leader than he had in World War II. The deeply eroded hills and ridges forced many units to advance as squads and teams. Thousands of NCOs displayed their leadership abilities in combat due to heavy losses of junior officers in battle. Combat studies of the Korean war show that NCOs participated significantly in every prominent campaign. Although much had been achieved in specialty training, there still was no formal leadership development pro-

gram for NCOs. Leadership at the sergeant level was still a matter of on-the-job training and mentorship from more senior NCOs.

Korea did, however, serve as a valuable experience in identifying and establishing NCOs as successful small-unit combat leaders. Increased prestige and responsibility, greater than any other previous conflict, was placed upon the NCO's shoulders.

Shortly after the Korean war, Gen. George C. Marshal wrote, "Strengthening the prestige of the upper bracket of noncommissioned officers within the combat arms contributed more directly than all else to an uplift of the fighting power of the Army."

Despite the slow Armywide adoption of formal NCO training, many senior commanders understood the importance and need for an NCO education system. The innovation of commanders in the field established the first real foothold in organizing ad hoc programs and schools to train NCOs under their command. The first such recorded school was the 2nd Constabulary Brigade's NCO school, which opened Dec. 17, 1949. Located in Sonthofen, Germany, the school was taken over by Seventh Army and was renamed the Seventh Army Noncommissioned Officer Academy. Later it was relocated to Bad Toelz and became known as the forerunner of today's NCO academies.

The Vietnam war brought NCO education and training to the point of crisis. Tactical operations depended upon small-unit leaders — platoon sergeants and squad and fire team leaders — even more than in Korea. As America's role grew in Vietnam, combat losses, 12-month rotations and normal separations led to a severe NCO shortage. In June 1967, Army Chief of Staff Gen. Harold K. Johnson created the Noncommissioned Officer Candidate Course (NCOCC). The NCOCC paralleled the Officer Candidate Course and met the immediate need in Vietnam. The NCOCC led the Army in the right direction, toward permanent upgrading and reform.

The result was the NCO Educational System (NCOES), conceived in 1971. NCOES began as a three-level education system consisting of the basic course for specialists and sergeants, the advanced course for staff sergeants and sergeants first class, and the senior course for master sergeants to prepare them for duty as sergeants major. These courses were implemented Armywide by 1973. With the maturing of NCOES the Army, for the first time, had put into place a formal system that educated enlisted soldiers in line with grade progression.

Throughout the 1970s and mid-1980s the NCOES program experienced many changes, including an increased emphasis on tactical subjects for combat arms (CA) MOSs and technical subjects for combat support (CS) and combat service support (CSS) MOSs. The predominantly classroom-oriented CS and CSS courses emphasized management, communication and leadership skills, while CA courses concentrated on field and tactical tasks.

Soldiers and their chains of command, however, felt that the tasks taught in the separate courses applied to all soldiers regardless of MOS. In 1982, the chief of staff of the Army directed a task force to study and combine the best programs of instruction (POIs) at the Primary Leadership Development Course (PLDC) and Basic NCO Course (BNCOC) levels. The result of this task force is NCOES as we know it today.

**Where We Are Today**

Today, the mission of the NCO Academy is to produce battle-competent NCOs who are qualified team, squad or section leaders or platoon sergeants who can train soldiers to fight and win under their supervision. The NCO Academy provides educational training in the areas of warfighting, leadership, responsibilities, tradition, maintenance and training skills.

The PLDC is a 30-day course that conducts training seven days per week. During this leadership-intensive, live-in

course, soldiers are under the academy's control for training on a 24-hour-per-day basis. PLDC trains prospective and newly appointed sergeants in basic leadership skills, NCO duties, responsibilities and authority and how to conduct performance-oriented training. The course produces battle-competent junior NCOs who are qualified team and squad leaders. As of Oct. 1, 1993, PLDC graduation became a prerequisite for promotion to sergeant.

BNCOC provides tactical, technical and leader training to prepare NCOs at the squad-leader and section-leader levels to lead and train soldiers. All BNCOCs are conducted in a live-in environment. Course lengths vary by MOS. Each BNCOC consists of two phases. The Sergeants Major Academy develops and exports Phase I, which teaches the skills and knowledge of common leader training (CLT). Phase I is 40 hours of fast-paced, challenging training with out-of-class study requirements followed by in-class discussion.

Phase II is branch-flavored, performance-oriented training conducted according to the needs of the branch. Each branch determines the length of and subjects covered based on training center trends and feedback from commanders and soldiers in the field. As of Oct. 1, 1993, BNCOC graduation is a prerequisite for promotion to staff sergeant.

ANCOC provides platoon sergeants with the skills and knowledge required for battlefield-oriented operations in today's post-Cold War environment. It is conducted in a live-in environment at NCO academies collocated with the proponent service schools. ANCOC also consists of two phases. The Sergeants Major Academy develops and exports Phase I; the branch develops Phase II. ADA ANCOC teaches platoon sergeants how to fight the platoon. This seven-week course will soon integrate the two-week ADA Battle Staff Course that mirrors the USASMA Battle Staff Course. ANCOC graduation is a prerequisite for promotion to sergeant first class.

The United States Army Sergeant Major Course (USASMC) is the capstone of senior NCO training. The 22-week course trains selected NCOs of all MOSs for positions of highest responsibility throughout the Army. Major subject areas include leadership, national security affairs, training management, resource management, military studies, physical fitness and tactical planning. In October of this year the Sergeant Major Course will expand from six to nine months to incorporate the Battle Staff Course into its POI.

NCOES' present four-tier system has come a long way since the initial training of NCOs at Valley Forge in 1778. Although sporadic in development and lacking a systematic and standardized process of training in the past, NCOES today is a well-established and highly successful training system for NCOs. NCO academies are located throughout the world, including Korea, Germany and Panama. To ensure that each academy is complying with prescribed standards and that every soldier, regardless of location, is receiving the same level of training, USASMA evaluates the numerous schools every two years.

The Fort Bliss NCO Academy had its opportunity to excel this past November, and excel it did. While TRADOC NCOES accreditations are nervously received by most installations, the Fort Bliss NCO Academy welcomed the evaluation as an opportunity to validate their success and vision for future leadership development programs.

Being accredited by the TRADOC Evaluation Team simply means that the installation has the license to teach, that the NCO Academy is conducting its program of instruction according to the prescribed standards, and that the atmosphere is conducive to a sound and leadership-intensive learning environment. It is comparable to going through an inspector general's inspection or a maintenance and training inspection all wrapped into one. TRADOC left no stones unturned in ensuring that quality training is being instructed to quality leaders and future leaders of America's Army. In

more than 229 areas evaluated (every aspect pertaining to the training of our future leaders was evaluated), TRADOC noted no deficiencies.

Although our instructors are primarily designated as teachers, we emphasize mentorship and role-modeling for our students. While other academies place importance on platform instruction, we contend that real mentorship takes place before, between and after the classroom instruction. For this same reason, Air Defense Artillery can boast of having the finest trained, most professional NCOs throughout the branches of our proud Army.

The Fort Bliss NCO Academy takes the training of NCOs very seriously. We understand that our mandate to train is important, but that our more crucial task is to mold the leaders of the future who will portray the values, morals and important decisions of our future force. We assume that responsibility with great confidence in our system and great pride in the manner in which we provide it.

Although conducting Common Leader Training is the NCO Academy's primary focus, much has been incorporated into the proponent's phase of training. Throughout the past 18 months, the Fort Bliss NCO Academy has taken a look at the needs of the branch. Training in the area of field-craft skills has taken precedence over equipment hands-on training.

Results from the Joint Readiness Training Center (JRTC), the National Training Center (NTC), the Combat Maneuver Training Center (CMTC) and End-of-Tour Commander's Reports from the past two years were reviewed and incorporated into the proponent's program of instruction. Using these trends, the BNCOC started teaching new lessons in October 1993. We have learned that technical proficiency on varied ADA systems was lacking at the NCO level 10 years ago.

Today, however, this is not the case. The branch needs training on field-craft skills, communications skills and tactical operations. Chief of NCOES Billy Coleman assembled the writers and put together lessons that would address these trends in the ADA branch. Coleman, together with his staff, provided top-notch lessons that addressed concerns of air defenders in the field. The positive results of this training are now being realized at the training centers.

Because of the success of the ADA NCOES Division, coupled with the implementation of FM 25-100 and FM 25 101 at the battery level throughout Air Defense Artillery, the ADA NCO Academy proudly identifies itself as blazing the trails of future NCO education training.

BNCOC now concentrates on tactical operations of the battlefield and has established a common air defense program. This program provides cross-training from different MOS backgrounds and teaches the capabilities and limitations of each ADA weapon system. Lessons learned from recent conflicts in Grenada, Panama and Southwest Asia have taught us that ADA NCOs must understand and be able to articulate the capabilities of the total air defense picture to the task force commander. The students today have to really apply themselves to graduate.

The NCO Academy also performs many other functions than those mandated by TRADOC and USASMA. Each student attending the academy receives a career map briefing by the education center and attends a centralized promotion board briefing conducted by the branch command sergeant major. Upon graduation, they receive a free 13-week subscription to the *Army Times* to enhance career progression knowledge and reinforce research techniques. Students attending BNCOC and ANCOC also undergo the Health Promotion Program diagnosis that determines their fitness level in relationship to their activities, habits and age. Each student receives a copy of their cholesterol level.

In December 1993, the NCO Academy initiated the Army Family Team Building Seminar for spouses of attending PLDC students. This program educates the spouses on the benefits of Army programs and how the various agencies on

the installation can assist families during deployments and extended exercises. This program not only educates spouses on what agencies are available, but also promotes and complements the unit's family support groups. This program has been so successful that the NCO Academy was visited by the wife of the vice chief of staff of the Army, Mrs. Valerie Tilleli, in August 1993.

Senior leaders have recognized the importance of civilian education for NCOs for the past 10 to 15 years. This past year, in conjunction with the TRADOC Education Office, the NCO Academy pioneered the College Credit Pilot Program to test the feasibility of providing imbedded leadership training that would be recognized by the Southern Association of Colleges for actual college credits. Each PLDC, BNCOC and ANCOC course underwent a test phase and evaluation, and each received at least six college credits from Central Texas College. Combined with military credit authorized by the ACES guide, an MOS 63B (Wheeled Vehicle Mechanic) soldier could graduate PLDC and accumulate 49 college credits applicable to an associate degree. The College Credit Program for NCOES is currently under review for Armywide adoption at TRADOC headquarters.

For years, the Officer Education System (OES) has promoted and supported a foreign student exchange program. This program not only enhances the understanding of operations with allied nations, it also supports the principles of joint operations described in FM 100-5. This past fall marked the first-time exchange of ADA NCOs between Germany and the United States. Two German sergeants first class attended ANCOC Class 1-95 and graduated with honors. The two German platoon sergeants had to meet all ANCOC graduation requirements, including drill and ceremonies and the Army Physical Fitness Test. The initial exchange program was a huge success, with the real benefit experienced by the entire ANCOC Class 1-95. This program also paved the way for the first two U.S. ADA NCOs attending the first-ever German ADA ANCOC class conducted at the German ADA School in Rensburg, Germany. 1995 will support one exchange per country at each of the respective ADA schools. We hope to increase the training to two groups each in FY96. If units are interested in participating, please contact the NCO Academy commandant.

The NCO Academy's success, however, is due to people, not programs, the professional NCOs who live the motto "by example" and exude daily commitment to training future leaders. A common bond runs through the commitment of each instructor — the intense desire to train future leaders. The greatest success story is not that these mentors have guided hundreds of soldiers at the academy, but that they will return to their respective units after two years and will emerge as the informal group leaders for that unit.

By supporting the NCO Academy, each unit gets in return an expert in leadership and training management. It is a win-win situation.

**Where We Are Going**

In conjunction with Force XXI, the ADA NCO Academy has initiated new technological initiatives in training. Early in 1994, the Janus computer simulation system came on-line at Fort Bliss. As of October 1994, ANCOC has replaced their field training exercise with a Janus-based situational training exercise. TRADOC approved this change in training strategy in September 1994.

The Janus system consists of integrated sets of hardware and software products that host and run simulation model software furnished by the government. It is a two-sided, interactive, event-driven, tactical ground-combat simulation system. The Janus trains the synchronization of the maneuver fire support, mobility and countermobility, survivability and air defense battlefield operating systems.

After manual tactical operations center training, students are issued an operation order from their associated task force. Leaders must prepare an air defense annex and the aerial dimension matrix to the intelligence preparation of the battlefield, then brief the operation and deploy air defense assets for both static and maneuver forces. The interactive battle then begins in the offensive and defensive modes. Students react to various scenarios and inputs.

The goal of the tactical operations training coupled with the hands-on Janus exercise is to return a battle-competent and confident leader to the unit. With the escalation of deployments around the world and the expansion of operations other than war, no longer is the sergeant only involved with beans and bullets.

By March 1995, the NCO Academy will have a one-week block of tactical operations incorporated into ANCOC instruction. Our goal is to have two weeks of instruction by March 1996. This two-week block will mirror the Battle Staff Course currently taught at USASMA. Pending approval by the Chief of ADA, the two-week course will be named the ADA Battle Staff Course and will be integrated into the BNCOC and ANCOC POIs. Total course length will not be extended. Units will be allowed to send their personnel during this two-week ADA Battle Staff Course to enhance the fighting skills and planning ability of their staff and small-unit leaders.

NCO education has made great strides over the past two centuries, but none more pronounced than those made during the last 20 years. Today, NCOs enjoy the recognition they deserve as professionals. They have a formalized training system that parallels promotions, and they are more involved in the planning of operations. Although many challenges still lie ahead, leaders know that each challenge will be met with well-trained, competent and confident NCOs.

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***CSM Mark Avery** has been commandant of the Fort Bliss NCO Academy since April 1993.*

# Column Write

This issue of *ADA* magazine deals with success: the success of ADA NCOs, their success in the Army and in Air Defense Artillery. Just read the interviews with the NCO Instructor of the Year and Bill Coleman, retired ADA command sergeant major and driving force behind the NCO Education System. These air defenders are symbols of success, examples of the quality soldiers who have chosen our branch. Their experiences, achievements and drive stand as shining examples to ADA NCOs across the board.

Examine also the Bradley Stinger Fighting Vehicle story on page 10. Only in Air Defense Artillery do NCOs enjoy such a unique opportunity. They not only crew the weapon system, but as master gunners, they also take full responsibility for designing all BSFV training and ensuring the training meets the standards. They serve as advisors and technical experts on all BSFV gunnery-related activities and maintenance issues. Only superb NCOs can master the concepts of a BSFV master gunner and graduate from the Master Gunner School, yet ADA NCOs continue to do so with flying colors.

What about personal success? Your branch has provided the opportunities, has built the steps on the ladder you may climb to the top of your career. But only you can fight your way to the top. Only you can take the steps.

Take the time to understand the system. The branch offers a long list of ways to understand, manage and further your career. Senior NCOs top this list. Senior NCOs already know the system, and thus serve as the best guides for junior NCOs.

NCO career development models offer an overview of the assignments, training and self-development you need to ensure a rewarding future. Education counselors will help you plan for and complete necessary and recommended courses, and thus help you achieve your long-term educational goals.

Make yourself as attractive as possible to the promotion board. Statistics prove that Air Defense Artillery ranks at the top of the services in promotion percentages. The trick is to put yourself at the top of the pile of folders. Examine your folder prior to the board. Ensure it accurately reflects your tours, assignments, military and civilian education, special contributions and awards. If your official photo doesn't project the image you wish to capture, do it again! Your extra effort could translate to a promotion.

There is another aspect to your success as an ADA NCO: embracing the future. The future for the Army, especially for ADA NCOs, is technology. Advances in information technology will have tremendous impact on all of the combat arms, and Air Defense Artillery is no exception. ADA NCOs will soon experience innovative developments and space-age communications. Instant global communications are the wave of the future now sweeping through every segment of American society. Information is power — combat power. Winning the information war will permit us to accomplish our mission of protecting the force and allow the Army to win decisively with minimum casualties.

The new information revolution can only increase the combat edge we now enjoy. As an air defender in the 21st century, you must be ready and willing to embrace new concepts. The time to start is now.

**James E. Walthes**
Command Sergeant Major

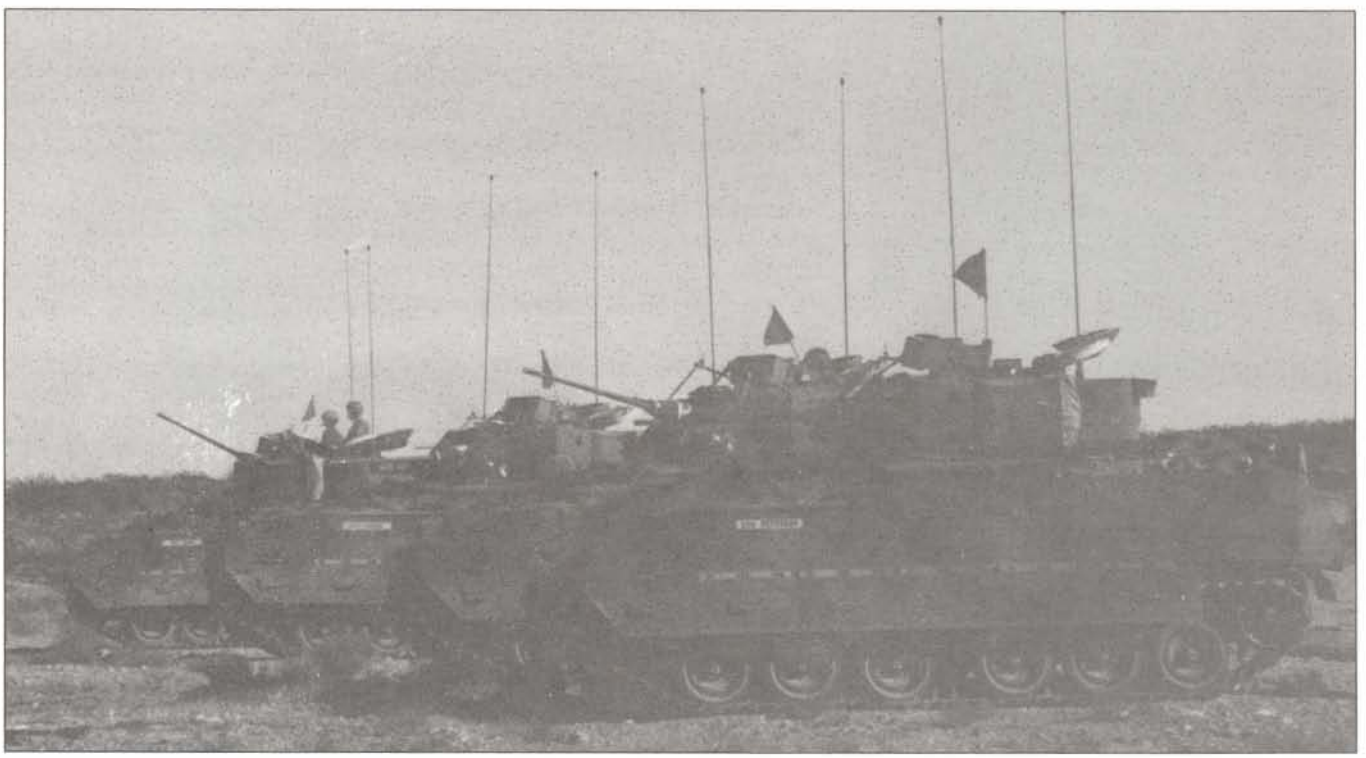
*Quality soldiers, trained and led by competent and caring leaders, will remain key to success on future battlefields. Soldiers in the 21st century will be faced with a wide variety of challenges in preparing for and executing missions in full-dimensional operations. Soldiers will be trained on selected critical individual tasks in initial entry training to ensure they are immediately deployable upon joining their first unit. They will be familiar with the wide variety of tasks expected of them and the equipment they will use. This concept seeks to empower and develop the untapped potential of our quality soldiers. The battlefield contribution of individual soldiers will continue to increase and will be the root of knowledge-based operations.*

*Increased flexibility and adaptability will be required at all levels. As a result, recruitment and selection will focus on early identification of those who will be able to contribute immediately. Force XXI will also increase the demand for soldiers who speak a second language. Training for promotion will be mandatory and will focus on preparing junior leaders for vastly increased responsibility at a much lower rank and earlier in their careers than is the case today.*

*— Brig. Gen. Morris J. Boyd and Maj. Michael Woodgerd, Force XXI Operations, Military Review, November 1994*

# NCOs and the BSFV: A Winning Combination

*Story by Lisa B. Henry, Photos by Spec. Jeff Adams*



A low growl. Belching smoke. A roar. A deep, rumbling idle.

This is the Bradley Stinger Fighting Vehicle. This is NCO business.

The BSFV has created a new breed of ADA NCOs — the Bradley master gunner — and a new challenge for ADA trainers — schooling soldiers on a system that's part tank, part armored personnel carrier and part surface-to-air missile launcher. One thing hasn't changed: the ability of ADA NCOs to rise to any challenge. The speed with which Air Defense Artillery has trained fully qualified BSFV soldiers attests to ADA NCOs' high level of adaptability, flexibility and capability.

In Air Defense Artillery, MOS 14R soldiers man the Bradley commander, gunner and driver positions, while two MOS 14S Stinger crewmen round out the five-man crew.

The Army's decision to remove the Vulcan from Air Defense Artillery's arsenal prompted the addition of the BSFV to the fighting force in November 1991 as an interim fix until the air defense antitank system (ADATS) was fielded. But then the ADATS was terminated, the branch was left with a pure Stinger forward area air defense force (FAAD), and the BSFV became the primary FAAD system to protect the combined arms team. The Bradley not only filled the void created by the demise of the Vulcan, it also filled the need to protect Stinger teams forward on the battlefield. The need for and value of having Stinger under armor has been proven time and again at the National Training Center and Joint Readiness Training Center.

The ADA application required no major modifications to the M-3 Cavalry fighting vehicle. The M-3 sports a new missile rack capable of safely transporting both Stinger and TOW missiles. The BSFV carries the Stinger team's basic load of six Stinger missiles (two ready rounds and four stowed rounds), five TOW missiles (two in the launcher and three stowed), and the vehicle's normal basic load of 25mm and 7.62mm ammunition for the turret's cannon and coaxial machine gun.

The BSFV maneuvers with and provides air defense for combined arms

task forces. Its principal role is to effectively employ the two-man Stinger team and to use the 25mm chain gun and TOW missiles as additional air defense weapons.

**Personnel**

For the young soldier, Air Defense Artillery is the place to be. Only in the First to Fire branch can a private be a driver or a gunner; only in this branch can junior NCOs become BSFV gunners and cross train as Bradley commanders following the Primary Leadership Development Course (Infantry limits its privates to driving only and allows junior NCOs to perform gunner duties only upon completion of the Basic NCO Course).

Each BSFV platoon consists of four BSFV systems with the grade configurations shown at right. Currently, the Stinger team consists of MOS 14S soldiers, but an initiative begun last November will convert the entire BSFV crew of five to MOS 14R soldiers by the fourth quarter of FY95. Branch leaders plan to add manportable air defense training to the MOS 14R soldiers' tasks. This will increase the diversity inherent to the MOS 14R position while making the BSFV crew more self-sufficient. Any member of the BSFV crew will be able to command or drive the Bradley, shoot the Bradley weapons as well as the Stinger missile and, if need be, dismount and lead a Stinger team.

**Training**

The BSFV advanced individual training course that 2-6 ADA conducts at Fort Bliss, Texas, trains 14R crew members to operate as three-man teams. Most of the eight-week, four-day BSFV transition training course consists of hands-on training. The students (many of them former Vulcaneers) must demonstrate proficiency in maintenance, driving and gunnery skills. The training includes hull and turret maintenance, turret system operation, march order and emplacement, target acquisi-

**BSFV GRADE CONFIGURATIONS**

| System 1 | | System 2 | |
|---|---|---|---|
| Squad Leader: | 14R Staff Sergeant | Squad Leader: | 14R Staff Sergeant |
| Senior Gunner: | 14R Sergeant | Senior Gunner: | 14R Sergeant |
| Gunner/Driver: | 14R Specialist | Gunner/Driver: | 14R Specialist |
| Team Leader: | 16S Sergeant | Team Leader: | 16S Sergeant |
| MANPADS Crew Member: | 16S Specialist | MANPADS Crew Member: | 16S Specialist |
| **System 3** | | **System 4** | |
| Crew Chief: | 14R Sergeant | Crew Chief: | 14R Sergeant |
| Gunner/Driver: | 14R Specialist | Gunner/Driver: | 14R Specialist |
| Prime Mover Driver: | 14R PFC | Prime Mover Driver: | 14R PFC |
| Team Leader: | 16S Specialist | Team Leader: | 16S Specialist |
| MANPADS Crew Member: | 16S PFC | MANPADS Crew Member: | 16S PFC |

*What a Career Boost!*

When Air Defense Artillery phased out the Vulcan, I was in the right place at the right time. What a boost to my career! As a Vulcaneer, I was just a maintenance guy, but as a BSFV master gunner, I'm now a recognized expert in my field. The added responsibilities that come with being a master gunner are incredible, but tremendously satisfying.

As a Bradley master gunner, and especially as a senior NCO, I ensure commanders get the most highly trained soldiers in the field. From a Bradley standpoint, my soldiers can perform, can fight and can do their jobs.

I was one of the air defenders who attended the Infantry Master Gunner Course before the branch started the prep course. It's tough. If there's one thing I could bring back and relate to leaders, it's that ADA guys need to be three times better than the Infantry guys to succeed.

SSgt. Nathaniel Fishburne

tion and engagement, and global positioning system orientation.

Students complete 30 hours in a conduct-of-fire trainer (COFT) before moving to the live-fire ranges. The U.S. Army ADA School received the first two of six BSFV COFTs on June 30, 1993. USAADASCH received the other four COFTs during 1994. Prior to this, 2-6 ADA scheduled training, usually during off-duty time, in a COFT that belonged to another major command. Owning the COFTs allows 2-6 ADA to schedule training during normal duty hours.

The live-fire course integrates night fire and jump-start training into the range firing exercises. The BSFV live-fire includes sub-caliber 5.56mm, 7.62mm and 25mm, the BSFV's automatic chain gun, commonly referred to as the Bushmaster. Students fire sub-caliber 5.56mm gunnery (Tables III and IV, FM 23-1) as well as the BSFV's 7.62mm coaxial machine gun and the 25mm Bushmaster (Tables VI-A and VI-B, FM 23-1) at Ranges 50 and 51 of Fort Bliss' Dona Ana Range Complex.

Day and night driver training at Fort Bliss' Training Area 30 challenges drivers to negotiate right and left turns, back up, pivot, negotiate slopes and operate the smoke generator. The drivers must then perform the same tasks over a three-mile course using thermal imagery devices.

The highlight of BSFV training is the Bradley Gunnery Skills Test administered prior to live-fire training. During the test, students demonstrate their hands-on ability to perform the full range of BSFV weaponry tasks. They install, remove, disassemble and apply immediate action to clear jamming on the 25mm chain gun and the coaxial machine gun. They load and remove misfires from the TOW launcher and boresight all turret weapons. They also acquire and track targets with all turret weapons, including the TOW. Students perform the timed events according to Appendix D of FM 23-1, *Bradley Fighting Vehicle Gunnery.*

**Fielding**

The U.S. Army fielded the first BSFVs to 4-3 ADA (Kitzingen, Germany) and 5-3 ADA (Wackernheim, Germany) in 1992; both units now have 24 BSFVs, six platoon leader Bradleys (no Stinger teams) and two operational readiness floats (ORFs) in their inventories. Mobile training teams from USAADASCH trained and evaluated the BSFV units in tactics, techniques and procedures.

Soon thereafter, 5-5 ADA (Camp Stanley, Korea) received 16 BSFVs, four platoon leader Bradleys and two ORFs, followed by the 6th ADA Brigade, the U.S. Army Air Defense Artillery School's training brigade, which fielded 21 BSFVs in late 1992. 1-3 ADA (Fort Carson, Colo.), originally equipped with BSFVs in early 1993, received the M-2A2 version (24 BSFVs, six platoon leader Bradleys and two ORFs) in early 1995. 1993 also saw 24 BSFVs, six platoon leader Bradleys and two ORFs fielded to 1-5 ADA (Fort Stewart, Ga.)

During the first half of 1994 Fort Hood, Texas, was inundated with BSFVs when 2-5 ADA and 4-5 ADA each received 24 BSFVs, six platoon leader Bradleys and two ORFs. The NTC followed in early 1995 with its pre-positioned fleet of 22 BSFVs. The pre-positioned fleet of BSFVs eliminates the need for most ADA units to bring their own BSFVs with them on rotation; in turn, this improves operating tempo and eliminates wear and tear on the vehicles.

2-3 ADA (Fort Riley, Kan.) and the Tennessee National Guard's 278th Armored Cavalry Regiment also received their BSFV allotments in early 1995. 2-3 ADA received 16 BSFVs, four platoon leader Bradleys and two ORFs, while the 278th received 10 BSFVs. 1996 will bring the 3rd Armored Cavalry Regiment on line with eight BSFVs and two platoon leader vehicles.

**Enhanced BSFV**

The U.S. Army Air Defense Artillery School is working a unique opportunity to field an upgraded version of the BSFV. This system, known as the Enhanced BSFV, would make it possible to fight under armor by replacing the TOW launcher with a Stinger launcher having four ready missiles. The Enhanced BSFV would receive automatically oriented FAAD command, control, communications and intelligence ($C^3I$) while on the move, permitting the vehicle to stop and rapidly acquire and engage targets. Additional vehicle upgrades, if acquired, will equip the Enhanced BSFV with a laser rangefinder. Future growth (subject to funding) includes identification, friend or foe and acquire and shoot-on-the-move capabilities.

The Enhanced BSFV will greatly improve FAAD survivability and will increase the effectiveness of air defense coverage of the maneuver force.

The Department of the Army decided Jan. 26, 1995, to continue funding for the Enhanced BSFV program. The current program is based upon new acquisition streamlining initiatives designed to field the systems just 26 months after the contract award.

**Bradley Master Gunner Program**

NCOs not only man the BSFV, they also serve as master gunners — master planners, if you will. ADA Bradley master gunners are the recognized experts in their field. Master gunners aid, assist and advise commanders at all echelons in planning, developing, executing and evaluating all Bradley-related training. ADA Bradley master gunners are solely responsible for advising battalion commanders on the best, sometimes only, way to accomplish training in the hours available and to ensure they accomplish all tasks in the mission essential task list.

Air Defense Artillery recognized the need to grow its own master gunners soon after the BSFV joined the ADA arsenal in 1991. At first, the branch "borrowed" Infantry and Cavalry master gunners, an interim fix while ADA NCOs attended and graduated from the Master Gunner School at Fort Benning, Ga. The 12-week school gives experienced NCOs added training in BSFV maintenance, range planning and execution, and gunnery training.

The foresight and long-range planning so typical of the First to Fire branch spurred yet another innovative undertaking, the Master Gunner Preparatory Course conducted by 2-6 ADA master gunners at Fort Bliss. The course saves Army resources and valuable manhours by preparing 14R NCOs for the rigors of the Fort Benning Master Gunner School. The four-week, three-day preparatory course, begun in February 1994, offers preliminary training to potential master gunners and gives them a heads-up on how to exceed the standards of the Fort Benning course. The Preparatory Course also allows the branch to evaluate the individual soldier's academic prowess. If an NCO does not do well in the Preparatory Course, chances are he will fail the Fort Benning course. NCOs who do not score well in the ADA Master Gunner Preparatory Course are not recommended for attendance at the Master Gunner School.

SSgt. James R. Martin made history by becoming ADA's first Bradley master gunner in early 1993 without benefit of the ADA Preparatory Course, but with the assistance of SSgt.(P) Ruben Duran, a Cavalry Bradley master gunner assigned to B/2-6 ADA. Duran has helped to train more than 20 master gunners since training Martin, and now serves as the 2-6 ADA BSFV expert. Duran runs the live-fire portion of 2-6 ADA's training. From his tower perspective, he maintains tight control of students firing the Bradleys for the first time.

*Everythings In Ink!*

I was ADA's fifth master gunner, and I also went through Fort Benning before the preparatory course. I've been an air defender for 15 years, beginning as a 24M Vulcan system mechanic. I'm sure this background helped me pass the Master Gunner School my first time around. But the school is tough. No half measures; everything's in ink! I never would have passed without the help of Sergeants Fishburne and Martin.

It's hard to describe what it feels like to be a master gunner. Your battalion commander makes decisions based on your recommendations. The battalion's combat efficiency rides on your shoulders. At the course, you get the material and books, but you learn on your own. You have to yearn to be a master gunner, you really have to want it.

SSgt. James Cone

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***Lisa B. Henry** is editor-in-chief of ADA Magazine, U.S. Army Air Defense Artillery School, Fort Bliss, Texas.*

# PATRIOT SOLDIERS

## Knights in Shining Armor

*by SGM Robert Mimms*

*4-7 ADA Patriot soldiers, who deployed to Korea to test the system's interoperability with South Korea's air defense network, brief a general officer on the system's capabilities. At top right, Republic of Korea officers inspect a Patriot fire unit. At right, an exhausted Patriot soldier, Spec. Tanya Rackly of C/2-1 ADA, grabs some sleep in a sandbagged bunker during Operation Desert Storm.*

The end of the Cold War has created not a sense of security but a fear that weapons of mass destruction and their delivery systems are no longer held under tight rein. The Gulf War, with its revelations about Iraq's nuclear, biological and chemical programs, rang an alarm bell. The Department of Defense Bottom-Up Review, completed in 1993, singled out weapons of mass destruction, most likely to be delivered by short- and medium-range theater ballistic missiles, as the most "urgent and direct" threat to U.S. security interests.

The post-Cold War threat evaluation has shifted the national security emphasis from defense against strategic ballistic missiles, first embodied in the Reagan administration's Strategic Defense Initiative, to defense against theater ballistic missiles. This shift in emphasis places a tremendous burden of responsibility on the shoulders of soldiers who crew the Partiot air defense system and those who, in the near future, will crew the Theater High-Altitude Area Defense (THAAD) system. The burden falls heaviest on ADA NCOs who will spend most of their careers on these two systems.

Ballistic missiles grab everyone's attention because they're just as likely to be targeted against population centers as they are military assets. They make everyone, not just soldiers, feel a little involved. For example, except for theater ballistic missiles, the citizens of Tel Aviv would have had to watch the Gulf War on CNN just like other civilians. And although typical American civilians could never imagine themselves in a foxhole — that's what we've got the All-Volunteer Army for — most can imagine the day when someones aims a ballistic missile at their block, and not many U.S. homeowners have Scud insurance.

So, it's no wonder that Patriot soldiers vaulted from obscurity to fame during Operation Desert Storm when they protected Saudi Arabia, Israel and Turkey against Iraqi Scuds. "The Patriot system is manned by some of the Army's best and brightest," said NBC's Tom Brokaw. "Weapons experts are calling the success of Patriot a monumental event in the history of warfare."

The Gulf War news media virtually ignored ADA units until the first Scud intercept lit up the nighttime sky. Patriot crew members, overnight, became everyone's knights in shining armor.

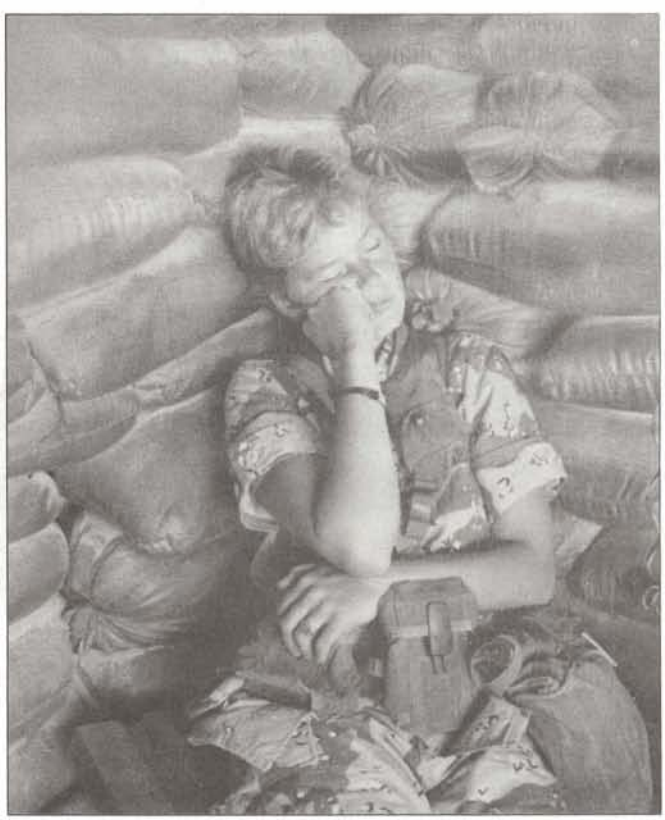
Today, Patriot battalions continue to make international headlines whenever they deploy. Yesterday, America's standing operating procedure (SOP) for handling diplomatic crises was to send in the Marines; today, America's SOP is to send in a Patriot battalion. The Patriot makes an ideal weapon

of diplomacy because it is a purely defensive weapon system that demonstrates American resolve without escalating tensions. It also affords the only protection against a very real threat that is growing more severe. The U.S. Air Force has the fixed-wing air threat pretty much under control, but only Patriot can kill theater ballistic missiles.

It's nice to be noticed and even nicer to be appreciated, but Patriot soldiers have discovered that fame and adulation have their price. Operation Constant Vigil rotations to Southwest Asia, where Patriot fire units have been deployed since the end of the Gulf War four years ago, and recent deployments to Korea have turned Patriot soldiers into frequent flyers.

Arms dealers sell theater ballistic missiles, or the technology countries need to build their own, like hotcakes. The theater ballistic missile threat is rapidly spreading around the world, and there are only eight active component Patriot battalions and one reserve component Patriot battalion to go around. The frequent deployments place a heavy burden on Patriot NCOs who, unlike officers, spend most of their careers on one weapon system.

Operation Constant Vigil, for example, maintains a Patriot battalion in Southwest Asia while a "quick reaction" battery stands by at its home station, ready to deploy and fall in on pre-positioned Patriot equipment. The 2nd Battalion, 43rd Air Defense Artillery, 108th ADA Brigade, recently



*Hello, Goodbye: The Army's rotation schedules distribute the deployment burden among Patriot battalions. (Photo by K. Coats-Doyle)*

dispatched two "quick reaction" Patriot batteries from Fort Polk, La., to Southwest Asia when Iraq sent armored columns rumbling toward Kuwait.

"Our soldiers deploy eagerly in crisis situations," said Lt. Col. Alan D. Landry, 2-43 ADA commander, "but the routine rotations [to Southwest Asia] are an agony."

The frequent deployment with short-notice requirement make issues that are a nuisance to other units critical to Patriot battalions. For example, the issue of nondeployable soldiers is a touchy one with Patriot commanders and NCOs, who believe nondeployable soldiers (those with P3 profiles) degrade combat readiness. Soldiers with P3 profiles are retained on active duty in their primary military occupational specialty (MOS), but may not deploy until they have appeared before an MOS Medical Retention Board (MMRB). The MMRB has four options. It can recommend that the soldier be retained in his or her MOS, which makes the soldier worldwide deployable. The MMRB can refer the soldier to a Medical Evaluation Board and/or Physical Evaluation Board, which requires medical authorities to determine whether or not the soldier is fit for duty, should be medically retired or should be separated from active duty. The board can also recommend that the soldier be placed on six-months probation or reccommend that the soldier be reclassified into a less demanding MOS. To minimize the problem, platoon sergeants and first sergeants should schedule soldiers with P3 profiles for an appearance before the MMRB as soon as possible.

Upper-echelon rotation policies have also affected the deployability of Patriot soldiers. U.S. Army Forces Central Command policy states that soldiers who will separate (ETS), permanently change station (PCS) or retire from the Army during a rotation may not be deployed to Southwest Asia. The impact on a typical Patriot battalion is that 15 to 20 percent of its assigned strength is designated nondeployable. As a result, Patriot units that deploy a soldier, knowing he or she will not complete the full tour, must fund the soldier's early return.

The biggest complaint, however, involves Patriot Constant Vigil rotation schedules. In the beginning, the absence of fixed rotation schedules hampered long-range training plans, adversely impacted soldier morale and contributed to the loss of quality soldiers. The Army responded by publishing a rotation schedule, but the schedule was disrupted by the unexpected deployment of a Patriot battalion, the 2nd Battalion, 7th Air Defense Artillery, to Korea in April 1994. Today, maintaining a fixed Southwest Asia rotation schedule is a top priority. The U.S. Army Training and Doctrine Command System Manager-Theater Missile Defense Office works with the Department of the Army, major commands and ADA brigades to coordinate any changes.

*President George Bush visited 11th ADA Brigade Patriot soldiers during the Gulf War.*

Our Patriot soldiers have nothing on the Avenger/Stinger soldiers of the 2nd Battalion, 44th Air Defense Artillery, who deployed both to Somalia and Haiti, but generally speaking, serving in a Patriot battalion is probably the toughest peacetime job in Air Defense Artillery. They're the ones subject to the most frequent deployments and the most frequent separations from their families.

But they know they play a tremendously important strategic role, a role they are tremendously proud of. Senior ADA and Army leaders are aware of the hardships imposed on our Patriot soldiers by frequent deployments, and they are doing their best to see that the burden is distributed as equally as possible.

There is no short-term solution. There's a limited number of Patriot battalions, and no other type of unit can accomplish Patriot's anti-tactical ballistic missile mission. The good news is that help is on the way. The Theater High-Altitude Area Defense system will be fielded soon, and the Corps Surface-to-Air Missile is on the way. In the near future, instead of deploying two Patriot battalions, we may deploy one THAAD battalion and one Patriot battalion. We will have more options from which to choose.

Until that time, Patriot soldiers are going to be out on point in the battle against theater ballistic missiles. Fortunately we've got dedicated, competent soldiers who are equal to the task.

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*SGM Robert Mimms is the sergeant major of the Office, Chief of Air Defense Artillery, U.S. Army Air Defense Artillery School, Fort Bliss, Texas.*

# ADA DIGEST

## COMBAT TRAINING CENTERS

# NCOs at the JRTC

### Observations of the Section Sergeant

One of an NCO's most prestigious and rewarding positions is that of section sergeant. The direct influence he has on soldiers, the example he sets and the standards, discipline, professionalism, integrity, values and work ethics he demonstrates provide him the opportunity to pass these attributes on to future generations within the military. In no other position does a soldier provide such direct leadership and influence over soldiers.

Troops see their section sergeant as a coach, teacher and mentor — the leader who will mold them into capable soldiers who are able to survive on tomorrow's battlefields. The section sergeant is the soldiers' technical and tactical expert; he helps them become successful air defenders as well as effective combat multipliers by providing proper training and pre-combat inspections (PCIs), adequate rehearsals and decisive execution. Soldiers will scrutinize his every action until he has proven himself to them. Section sergeants truly earn their stripes.

Stinger section sergeants face a particularly difficult and challenging task. The continued downsizing of military forces has cast NCOs from the Vulcan and Chaparral military occupational specialties into the role of Stinger section sergeant without formal training in battalion tactical operations center (TOC) operations or responsibilities as an air defense officer (ADO). These Stinger section sergeants must develop themselves technically and tactically so they can extract information in the battalion TOC and disseminate it to the teams. The "bottom line up front" is to provide the teams with every possible means to become a success in tomorrow's conflicts and operations other than war.

If the bottom line up front is to provide young soldiers with every possible means to be successful, then why do many young air defenders become casualties on the Joint Readiness Training Center (JRTC) battlefield? Let's focus on some of the shortcomings of the section sergeant in the areas of planning, preparation and coordination, and execution. This may help to clarify some of their critical actions, aid in the completion of a successful deployment and benefit those air defenders who have joined the light-infantry world.

#### Planning

The purpose of the plan is to establish a detailed scheme, or method, to accomplish an objective. In doing so, the NCO must work with the platoon leader and assist in the development of the enemy threat in the third dimension, as well as enemy capabilities, to give the teams an initial air intelligence preparation of the battlefield. An estimate of the enemy's situation and understanding of a detailed mission analysis all must be driven by the factors of mission, enemy, troops, terrain and time available. The NCO's involvement in these matters rests with the possibility of being thrust into the ADO position. This involvement not only eases the NCO's adjustment as a member of the task force's special staff, it also provides the NCO with the working knowledge to advise the task force commander on all air defense matters, continue current operations, plan future operations and disseminate directed early warning to the task force.

Another essential, albeit less detailed, planning function is to properly battle track and establish a 24-hour ADO presence in the task force TOC with the platoon leader. To successfully track the battle and the section, the section sergeant should ensure that the TOC cell, at a minimum, has at least remote FM capabilities, map boards, air intelligence preparation of the battlefield, status boards depicting team locations, primary target lines, left and right limits, air defense warnings, weapons control status, air defense priorities and the task force and brigade boundaries assembled and available in a light configuration.

At the JRTC, section sergeants usually do not participate with the supported task forces during the planning phases, leaving the platoon leader as the only air defense representative in the TOC and making him solely responsible for planning, tracking and fighting the current battle. The section sergeant is most often found in a ve-

hicle, monitoring the radio or looking for Class V by roaming the battlefield without security. This mindset needs to change. The section sergeant must take an active part in the planning phase.

**Preparation and Coordination**

The section sergeant must be able to quickly change hats and become the immediate supervisor. He accomplishes this through a complete understanding of the plan, relating the plan to the teams in an operations order format, and then properly supervising preparation and coordination with the team's supported elements. Teams should immediately backbrief the plan to the platoon leader and section sergeant to ensure their understanding of the mission. During the backbriefs, the section sergeant can delegate the task of preparing a sand table to the driver. The section sergeant or platoon leader can then conduct rehearsals with the teams, so each will have an idea of how their mission fits collectively into the platoon's mission and how each piece of the operation aids in the success of the overall task force's mission.

One key to a successful mission is the knowledge of what to bring on the mission. This is an area where the section sergeant must give attention to every detail to ensure that each soldier has the necessary equipment. The section sergeant must ensure that the teams abandon the "nice-to-have creature comforts" for the mission-essential items. During the PCIs the section sergeant must ensure that all equipment is present and operational. This includes ensuring that the teams have adequate batteries, radio fills and supporting equipment necessary for the duration of the specified mission.

Once the teams understand the platoon leader's intent and the mission, the section sergeant ensures that they have the mission-essential equipment and then supervises the link-up of the teams with supported elements. This coordination and link-up must be done with sufficient time to allow the teams to participate in rehearsals and PCIs with the supported element. The staff sergeant should also coordinate with the task force's S-1 and S-4 to ensure that the proper Class V is pushed forward and that all logistical information is accurate.

*Section sergeants ensure that soldiers have the equipment they need to complete the mission.*

The typical preparation and coordination at JRTC leaves teams with an operations order and a general direction of the supported element. Leaders continually abandon the 1/3-2/3 rule, and teams eventually suffer. The section sergeant is usually tracking down Class V, and no one questions the teams in backbriefs to see if they have an understanding of the mission. Platoon and section rehearsals are nonexistent and PCIs are usually left up to the individual teams. This failure to conduct detailed PCIs has led to teams bringing nice-to-have creature comforts instead of mission-essential equipment. Consequently, teams have suffered some embarrassing moments when they link up with their supported elements. Once the coordination and link-up with the supported elements occur, the teams try to play catchup because the supported elements have had rehearsals and PCIs. This places the ADA teams at a significant disadvantage. They don't realize how their ADA mission supports the execution of the supported element's mission. The untimely link-up significantly degrades coordination with the supported unit's S-4 for continued support and use of logistical packages (log packs) to push Class I and IV. The section sergeants find themselves roaming the battlefield, trying to make belated coordination in the rear areas to push Class I and V forward; then, they abandon that effort to establish Class I and V in the log packs to deliver missiles and food. This is usually the most costly and dangerous way to move Class I and V forward, since the section sergeant usually transports all the missiles and food on unsecured routes. The section sergeant becomes a lucrative target of opportunity for the enemy. Timely

*Section sergeants stress combat survival to avoid unnecessary casualties.*

preparation and coordination with the supported element can aid in the overall success of the mission.

**Execution**

If the teams have a thorough understanding of the plan and the necessary means to accomplish the mission, the section sergeant will oversee the execution. It is during this crucial time that the section sergeant collocates with the platoon leader at the supported task force's TOC. They work hand-in-hand to handle any air defense matter. The section sergeant must be prepared to step into the ADO role if circumstances remove the platoon leader from the battlefield. Knowing this, the section sergeant must be able to command, control and conduct continuous operations from the task force TOC. Being present at the task force TOC becomes paramount if the section sergeant is to successfully integrate himself with the other members of the special staff. The section sergeant can gain credibility as the air defense subject-matter expert if integration and timely and accurate information is exchanged with the task force's special staff. The staff sergeant's ability to battle track will help the Stinger teams successfully arrive at their positions. It is here that the section sergeant will be able to pass on needed information (such as the enemy situation, friendly and enemy minefield locations, target reference points and cleared routes) that may help the teams succeed.

Successfully tracking the battle requires that the section sergeant establish standardized TOC charts and have a knowledge of command post procedures. The TOC charts must be workable, durable, lightweight and easily upgraded. The radios must be remoted into the TOC to ensure that timely key events are not missed. An OE-254 antenna should be erected if the supported task force emplaces one. Once the command post has been established, the section sergeant must enforce the unit's tactical standing operating procedures, which define required radio procedures, reporting formats, annex formats, the directed early warning plan and any other procedure that is organic to the unit. Collecting data and reports from the teams is key to identifying the routes of enemy aircraft. Plotting tracks can aid in verifying the air intelligence preparation of the battlefield, so the teams can adjust to intercept the aircraft. This requires collecting historical tracks and analyzing them with the S-2. A workable directed early warning plan must be briefed and rehearsed with the TOC personnel. Combined arms for air defense and passive air defense measures must continually be briefed and practiced. These are only a few of the ways that the section sergeant can sell air defense and be viewed as truly knowledgeable on air defense matters.

The section sergeant must stay in contact with the teams and stress the basics of combat survival. It is here that the JRTC battlefield lays claim to the unnecessary deaths of teams and the destruction of missiles. Often, the section sergeant tells the teams to move about the battlefield without first inquiring if the routes are secured. This information is often unknown, because the section sergeant is not present in the task force TOC and is not tracking the battle. Teams eventually fall victim to planned enemy ambushes and attacks as they travel on unsecured routes. Knowledge of enemy and friendly minefields is seldom disseminated down to team level. Minefields have claimed many air defenders because the staff sergeant did not pass down the information. Section sergeants have also moved teams into locations that were already plotted as target reference points. These teams then fall victim to needless fratricide when the target reference point becomes registered.

Trying to survive as a team in a hostile environment is a difficult task, and the section sergeant must do his part and act aggressively to get all

mission-essential information to the teams. Life is restored through a green key at today's combat training centers; unfortunately, soldiers lost on the battlefield are gone forever. Staff sergeants must do their jobs now to ensure their soldiers succeed.

*SFC Kevin B. McGovern*

## Avenger Position Occupation

Being a soldier is a hard and often a very dangerous job. We volunteered to put ourselves in harm's way for the freedom and beliefs of our country. We learn through experience, formal education and doctrinal manuals that there are many ways to enhance survivability on the battlefield.

What does this have to do with Avenger position occupation, you ask? During many rotations spent observing and controlling Avenger teams at the Joint Readiness Training Center (JRTC), we see many missed opportunities to enhance survivability. This results in the opposing forces eliminating Avenger teams and systems.

There seem to be two keys to successful occupation and, most importantly, survivability in your Avenger position. They are to follow an established priority of work and to use field craft (otherwise known as survivability skills). These keys, although separate, quite often intermingle. Priorities of work give you a list of things to do to improve your position and a timeline that dictates when you should do those things. This ensures that everything gets done and that nothing is forgotten. It also ensures that you wasted no time improving your position.

The priorities of work checklist at right is an example of one used by several of the units that come through the JRTC. Some units may have different priority of work checklists in their standing operating procedures, but this example shows you the basic purpose for the priorities.

The use of field craft and survivability skills includes any technique you use to make yourself less vulnerable to enemy observation or attack. They include (but are not limited to) the following:

- Cover, concealment and camouflage of vehicles, positions and personnel.
- Noise, light and litter discipline.
- Movement techniques.
- Use of alternate positions.
- Remote control unit (RCU) emplacement.
- Digging in to established standards.
- Moving only when necessary.
- Situational awareness.
- One-on/One-off method.

As stated earlier, a priorities of work checklist enhances survivability because it shows you what needs to be done and at what time after occupation you should do it. This prevents confusion, forgetfulness and wasted time. Time is always a valuable asset on the battlefield.

Let's concentrate on the field craft and survivability skills. These are simple steps that can remarkably help your chances for survival. The following is a more in-depth explanation of the survival skills listed above.

### Cover, Concealment and Camouflage

Anything that reduces the chance of being seen or shot at helps. You would

**Priorities of Work Checklist**

N Hour
1. Establish security. Clear area of NBC hazards. Coordinate with units in and around your sector.
2. Verify location, primary target line and sectors of fire.
3. Select vehicle location along primary target line.
4. Perform emplacement crew drill.
5. Establish communications with higher headquarters.
6. Emplace M-8 alarm (150 meters for combat, 50 meters for training).
7. Select alternate position that allows coverage of the same primary target line and sector of fire.
8. Begin range cards.

N+2 Hours
9. Camouflage vehicle.
10. Dig hasty fighting position (Ranger grave).
11. Dig in ammunition cache point as necessary.
12. Complete range card.

N+2 Hours
13. Emplace special equipment as necessary (Claymores, LAWs, concertina wire, etc.).

N+3 Hours to N+9 Hours
14. Dig in fighting position.

N+10 Hours to N+24 Hours
15. Rehearse movement to alternate position.
16. Establish a sleep, security and maintenance plan.

N+24 Hours and beyond
17. Constantly improve position to include alternate position and range card.

*Avenger teams should emplace and conceal the RCU if they are in position more than an hour.*

be surprised how hard the Avenger is to spot when you pull into a small culvert, put up the camouflage net, cover all reflective surfaces and use some small trees and vegetation to help break up the outline.

**Noise, Light and Litter Discipline**

We have all been told about this one before! Noise and light travel a long way, day or night. Litter strewn about is easily seen, especially from the air.

**Movement Techniques**

Avoid silhouetting yourself. When you have to move, stay low, try to use covered and concealed routes and do not use the same route twice, otherwise snipers and forward observers could wreak havoc on your soul. Don't set yourself up for failure.

**Use of Alternate Positions**

Most air defenders do not realize that a move of just 200 meters can prevent enemy air from pinpointing a position. Many personnel and system casualties at the JRTC are the result of fire units staying in one position and firing numerous missiles from this location without moving. This allows a number of things to happen. Enemy air may pinpoint you and avoid the area, or they may dedicate an air mission to destroy or neutralize you. They may even send in ground assets to kill the system and crew.

With the threat of mass air attack reduced to fixed-wing leakers and rotary-wing aircraft, it is normally not necessary to move immediately after shooting. However, once your fire unit gets downgraded in its air defense warning or state of alert, you should move as soon as possible. Avenger crews at the JRTC have proven one technique. While in a hasty status (in position one hour or less), they position the system in a nearby woodline about 100 meters from their actual firing point. When the air defense warning or state of alert is upgraded, the crew moves the Avenger into firing position. The Avenger crew stays active at this location until their status is downgraded. They then reposition the system to another point in the woodline. This hide position should allow observation of the team's defended area. In addition, if engineer support is available, have them prepare an alternate position. Crews in hasty positions should continue to execute their priorities of work according to their tactical standing operating procedures.

**RCU Emplacement**

Follow your priorities of work checklist. A good rule of thumb is, if you are going to be in position one hour or less), stay hasty with the gunner in the turret. If you are in position longer than one hour, emplace the remote control uni (RCU). Obviously, this preplanning requires that leaders give up-to-date guidance on how long you will be at one location.

When emplacing the RCU, run it out to the length of the connecting cable and into a covered and concealed position from which you can observe your primary target line and sector of fire. Once remoted, ensure all adjustments are made to the forward-looking infrared both inside the turret and at the RCU.

A major problem we observe at the JRTC is that the RCU is not integrated with the Avenger system, and when it is, teams do not use the autoslew feature to acquire targets that enter their defended area. We have noticed a negative trend in the teams' ability to acquire, track and engage targets from the RCU. As leaders, we need to focus some of our training time on this task. Positioning Avengers near an airfield or using the radio-controlled miniature aerial target for tracking practice is good training, and these are both available on most installations.

Another area of interest is continuous operations. During continuous operations the RCU, forward-looking infrared and the control data terminal emit a light signature that can be seen

up to 100 meters away with night vision goggles. You may want to cover the console at night with a poncho or piece of canvas to tone down the glow.

**Digging In To Established Standards**

During the massive air campaign of the Gulf War, Iraqi troops survived by using hasty holes that averaged six feet in length and 24 inches in depth. Unless a bomb landed on or very close to them, they survived.

These holes increased the survivability of anyone caught out in the open. A negative disciplinary trend across the board is that fire units claim they are in a hasty position from three hours to three or four days. This lack of discipline results in casualties from both direct and indirect fires. Most units have a standard for fighting positions in their tactical standing operating procedures and, if they don't, they can find standards in SMCT 21-2. The position should be oriented on the team's primary target line, allowing observation of their defended area. Modify the fighting position slightly to accept the RCU.

There is a breakdown at the junior-leader level (team chief, section sergeant). These personnel are not enforcing the standards set forth in their unit tactical standing operating procedures and are not taking advantage of this training time to teach the young soldiers how to survive on the battlefield and what they should know when they reach the rank of corporal or sergeant.

**Moving Only When Necessary**

Crews usually emplace the Avenger system on a prominent piece of terrain or in an open area, where movement increases their chances of being detected by the enemy. Once you have emplaced the Avenger and camouflaged it, which should be done prior to first light depending on the mission, move to your fighting position.

Have all of your mission-essential equipment at the fighting position. Some of these items include maps, weapons (including at least one Stinger weapon round in case the Avenger system fails), at least one manpack radio, binoculars, Alice pack, food, water and pioneer tools. Having these items at your fighting position will cut down on movement back and forth to the Avenger. Many fire units perish at the JRTC because team members freely move about their area, going to and from the vehicle to get food, water and equipment. This allows enemy ground forces to detect them. Once you occupy your fighting position, homestead there. Don't move from it unless absolutely necessary.

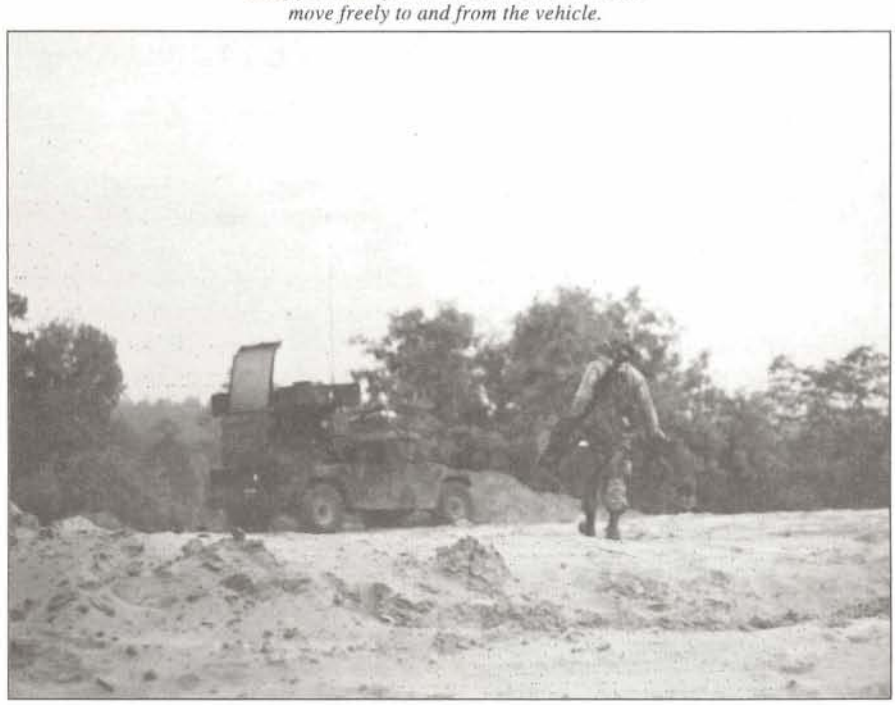
**Situational Awareness**

Situational awareness is the ability to keep track of what is happening around you and throughout the battlefield. For the Avenger crew this is a two-sided coin. Not only does the team need to stay abreast of what is going on around them, but they can also contribute to the awareness of the task force commander by passing effective spot reports through the air defense officer at task force level. For example, there have been times that as many as three fire units have been destroyed in the same minefield. Sometimes a team drives by a fire unit that has been blown up in a minefield, but they do not report it to the air defense officer. Then they travel a little farther down the road and realize that they are lost, turn around and drive right into the same minefield they just passed.

Because the fire unit never reported the location of the enemy minefield to higher headquarters, four air defenders were killed in action and one Avenger, one Stinger vehicle and 14 missiles were destroyed.

Teams make it through ambushes or see enemy troops moving in the area and never send in reports, causing unnecessary casualties. Before moving, teams should clear routes of march by having the air defense officer check with the engineer liaison at task force level for obstacles, minefields, enemy

*Many fire units perish because team members move freely to and from the vehicle.*



locations and ambush sites, as well as any changes in the current situation. Always remember, stay alert, stay alive!

**One-on/One-off Method**

Avenger crews conduct RCU operations while wearing the combat vehicle crew member helmet. A problem at the JRTC, and a potential problem on the battlefield, is that when both team members wear the helmet, they cannot hear what is going on around them. This has allowed enemy ground forces to maneuver right up to the team's position. They never know what hit them! Sound is also a major part of the detection phase when looking for hostile aircraft. If you cannot hear the target, your detection time increases, causing missed opportunities. Only one team member should wear the helmet to monitor radio traffic and keep the other teammate aware of what is happening.

As you can see, there are many ways that you can increase your ability to survive and complete your mission. The points in this article only begin to scratch the surface. The key is that, if you find something that works, pass it on!

While it's easy to blame problems on our higher leaders, it's obvious there is a breakdown at the junior leader level. NCOs and their soldiers perform the execution phase, but they are neither establishing nor enforcing standards. Don't be afraid to stand up and take charge!

In closing, I would like to pass on a thought given to me when I was a young team chief. I took it to heart and have used it throughout my career. When these young men and women join the Army, their mothers, fathers, sisters and brothers entrust their loved ones to you, a young corporal or sergeant. They count on you to look out for that soldier's welfare. This is a sacred trust NCOs must not violate. Train these soldiers so that if we ever have to fight, they will make it back.

*SFCs Michael T. Delaney and Joseph E. Stout Jr.*

# NCOs at the NTC

In most forward area air defense units, the rubber meets the road at the team and squad levels. In these teams and squads, the responsibility for mission success ultimately rests on the shoulders of the NCO. ADA NCOs must rise to the challenge.

In this issue we'll focus on the role of NCOs in three areas: enforcing standards, troop-leading procedures (TLP) and functioning as part of a battle staff. Observer-controllers at the National Training Center have determined that ADA units display the most problems in these areas, the same areas in which they show the greatest improvement.

**Enforcing Standards**

Most units have excellent squad battle books that include the information necessary for mission success, such as PCC checklists, standing operating procedures (SOPs) on issuing orders, position selection and improvement, and survivability, just to name a few. If a private with skill level 1 knowledge followed the procedures in the battle book, his team would be superior to most teams and squads we see at the NTC. Why is this so?

At the NTC, squad and team leaders try to "wing it" on their first mission or two. Rather than following their own SOPs, they fulfill the minimum requirements and wait to see what the observer-controller looks for and checks. This attitude is not what we expect from the NCO Corps, but it is typical. The problem appears to be a home-station training issue. The old saying is true, "If you don't enforce the standard, you have just set a new, lower standard." The fix is simple: enforce the standard. Senior NCOs have a key role in this. First, they need to ensure that the standard is met at all times. Only then will enforcing the standards become routine. Second, they need to teach platoon leaders what to look for and check when visiting the teams.

ADA NCOs are competent and well trained. The problem discussed above generally goes away after the first few battles and once the standards are understood. Our question to the command sergeants major, first sergeants and platoon sergeants is: "Why does it take an outsider to get your squad and team leaders to follow your own SOPs?" Your challenge is to answer this question and then act on it.

**Troop-Leading Procedures**

TLP is an NCO success story at the NTC. NCOs tend to be very aggressive about TLP once they understand their mission. However, there is room for improvement. The problem is not TLP, but time management and coordination with the platoon leader. Most NCOs wait until they understand the mission before beginning TLP. Waiting causes late linkups and rushed PCCs and pre-combat inspections, and tends to create a confused environment. Most NCOs delay TLP for two reasons: to rest the team and to avoid doing anything until the mission is understood out of a fear of changes. Rest is okay, laziness is not. It's easy to spot the difference between the two. Waiting until the mission is understood is a poor excuse. Most of the TLP are standardized in the battle books and do not change. It is much easier to modify an existing plan than to create a new one, so NCOs have no logical reason to wait.

In good platoons (typical at the NTC), while the platoon leader is in planning with the supported unit, NCOs are taking care of soldiers, checking ammunition and equipment, making overlays, receiving and issuing warning orders, building a terrain model for a rehearsal and, if possible, reconnoitering positions and routes. When the platoon leader is done planning, the only thing he should need to do is issue the order and conduct a rehearsal.

In poor platoons (rare, but there are a few), NCOs sit like bumps on a log, waiting for the platoon leader. Once the platoon leader issues the order, the NCOs run around trying to play catch-up or trying to hide their mistakes. The difference between good and poor platoons is not the platoon leader, it is the NCOs.

**Battle Staff**

All platoon sergeants and Stinger team and section chiefs must be prepared to function on the battle staff of the supported unit. These NCOs cannot think of themselves as strictly "green tabbers." They may be called upon to work air defense issues on a task force staff as the air defense officer (ADO). The ADO is normally a platoon leader; however, it is very common for a Stinger section sergeant to fill the ADO role. Therefore, all ADA NCOs not only need to know their primary leadership duties, they also need to understand how a staff works, the planning process and how to integrate air defense into a scheme of maneuver. Working on a battle staff alongside majors and captains requires extreme self-confidence and credibility. Home-station training for NCOs that includes battle-staff training will help to instill the confidence and creditability these NCOs need to succeed.

The best example of NCOs working dual-hatted as leaders and staff members was in the air defense platoon of the 3rd Armored Cavalry Regiment. Sergeants (E-5s) served as both section sergeants and ADOs in the squadrons while the platoon leader was the ADO for the regiment. Two NCOs were designated "heroes" by the commander of Operations Group, NTC. This only proves that the ADA NCO can rise to any occasion if he or she has the desire and the training.

Our doctrine, schools and the tradition of the NCO Corps have provided NCOs with the tools needed for success on the battlefield. However, it is up to each individual NCO to pick up the tools and use them like a craftsman.

*SFC Teodoso Rodriguez Jr.*

## COMBAT MULTIPLIERS

### NCOs Play Critical JTAGS Role

ADA NCOs have become a more valuable combat multiplier than ever before. Their evaluation of joint tactical ground station (JTAGS) data and their split-second decisions on missile warning ensure the survival of our forces in theater.

This new addition to today's battlefield environment establishes the ability to provide tactical missile warning. JTAGS processes the direct downlink of missile detection information provided by satellites to tell us where a missile was launched from, the direction it is heading and the general area of where the missile will land. The application of this information is evident for attack operations as well as active and passive defense.

JTAGS is C-141-transportable and will be located in a theater of operation. Positioned in theater, JTAGS can tie directly into missile warning communications links as well as broadcast warning information over UHF satellite communications.

JTAGS is an Army program with Navy participation. As such, the crews consist equally of Army and Navy personnel. A JTAGS section is operated by a 15-person section that includes a warrant officer section leader, section sergeant, equipment records/parts sergeant, and eight NCO and four enlisted operators. The 12 operators split into four three-man crews to provide 24-hour operations.

JTAGS is an ongoing acquisition under the direction of the Program Executive Officer, Missile Defense; however, prototype systems developed during research and development are operating today in Europe and Korea.

*Maj. Tom Cole*

## NCO
## Stained Glass Window


ADA NCOs erected their own piece of history in July 1994 when they donated the NCO Stained Glass Window to the Headquarters Building at Fort Bliss, Texas. ADA NCOs undertook a post-wide campaign to collect enough money to purchase the window.

Sgt. Melanie Carr of the post command sergeant major's office says the NCOs collected more than enough funds to purchase the stained glass window, so they donated the surplus funds to the Fort Bliss YMCA building project.

Sandra Larsen of Sandra Larsen Designs, The Stained Glass Touch, brought her unique concepts and custom designs to the creation of the NCO window. "I had already designed and emplaced several regimental windows, but this was the first in a series of unique windows," Larsen said. "Creating a new design is a lot more fun than difficulty. The post provided me with a computer-generated design, and I modified it to make it consistent with the vertical design of the other windows in the hall. Then I picked the colors and determined the placement of the NCO Corps crest and motto."

The real stumbling block, Larsen found, was creating the chevrons. "Pictures, drawings and copies just didn't portray the unevenness, the depth, of the stripes," Larsen explained. "I needed the real thing."

Carr brought Larsen Class A stripes to show the designer what each chevron looks like.

"I did the stripes right on the glass," Larsen said. "Then I used symbolic colors to represent the uniform [green] and Air Defense Artillery [red]. I see the eagle as a savior, a protector, so I used dark blue glass and positioned the eagle to swoop in and destroy the enemy."

Although Larsen calls El Paso, Texas, home, she finds that word-of-mouth advertising is expanding her base of operations. "I've done work from here to California, and I'm preparing a window for a church in Dallas, Texas. "I've been in this business just 11 years, and my work is selling itself. It's great!"

*Staff*

# ADA Association

*by CSM Arthur "Buck" Jones*
*2nd Battalion, 44th Air Defense Artillery*
*101st Airborne Division (Air Assault)*

The "Screaming Eagles" of the 101st Airborne Division (Air Assault), like soldiers everywhere, believe in heritage and tradition because they have seen the power of heritage and tradition at work on the battlefield. They sustain soldiers in combat; they multiply a unit's combat effectiveness. When *ADA* magazine editors asked me to write a column on why NCOs should join the ADA Association, my first thought was "heritage and tradition."

The association, primarily through its support of the ADA Museum and its sponsorship of the Order of Saint Barbara, protects and preserves Air Defense Artillery's heritage and traditions. That's one reason I'm always startled when an NCO asks: "Why should I join the ADA Association?"

The answer, to me, seems obvious. Every soldier who pins on the crossed cannons and missile insignia passes through the U.S. Army ADA School, Fort Bliss, Texas, for initial air defense training. The association helps infuse each one of these soldiers — the soldiers who will later report to your battalion, battery, platoon or squad —with the fighting spirit of Air Defense Artillery. So, asking why I should join the ADA Association is sort of like asking, "Why should I care if soldiers arrive at my unit with an appreciation of Air Defense Artillery's heritage and traditions?" Any NCO worth his or her stripes recognizes the value of heritage and tradition when it comes to motivating and leading soldiers. By protecting and preserving the heritage and traditions of the "First to Fire" branch, the ADA Association makes every ADA NCO's job a little easier.

The ADA Association also encourages ADA soldiers and NCOs to strive for excellence by annually presenting "Soldier of the Year" and "NCO of the Year" plaques to top soldiers of every ADA battalion. From this select group of soldiers, the association selects an enlisted soldier and NCO of the year for the entire branch. This February, on Saint Barbara's Day, CSM James E. Walthes, Air Defense Artillery's top NCO, will personally present the "ADA Soldier of the Year" and "ADA NCO of the Year" plaques to Spec. Raymond D. Stairs and Sgt. Samuel Wiremen, both of 2-44 ADA.

Every combat arm has its own association and most are older and larger than the ADA Association. Air Defense Artillery traces its lineage back to the Coast Artillery and the Revolutionary War, but it has been an independent combat arm for little more than a quarter of a century. Despite the growing importance of the air defense mission, our branch remains the Army's smallest combat arm. As a result, the ADA Association must draw from a smaller pool of potential members than other combat arm associations.

We have all seen the positive influence that large and powerful associations such as the Infantry, Field Artillery and Armor associations can exert on behalf of their members when it comes to decisions that affect force structure, career progression, etc. Sheer numbers place Air Defense Artillery at a disadvantage. The ADA Association can compete with an association the size of, for example, the Field Artillery Association, only if a larger percentage of "First to Fire" soldiers join the ADA Association than the percentage of Redlegs who join the Field Artillery Association. In my view, the only acceptable percentage for ADA NCOs is 100 percent. To help increase the impact of the association around the world, every ADA brigade or battalion located away from Fort Bliss should create a sub-chapter (Write: Air Defense Artillery Association, P.O. Box 6101, Fort Bliss, TX 79906, for membership applications and sub-chapter start-up kit.)

In the final analysis, membership in the ADA Association is a matter of pride — branch pride. Air Defense Artillery may be the smallest combat arm in the Army, but it is also one of the best combat arms in the Army. The ADA Association builds and promotes branch pride. Be proud to be an air defender. Join the association and hold your head up high.

# PERSPECTIVE

## CSM (Ret.) Bill Coleman Speaks Out

*CSM (Ret.) Bill Coleman joined air defense in 1957, where he remained until his retirement in 1978. His experience as an active duty soldier and as current head of the U. S. Army Air Defense Artillery School's NCOES Division make him an ideal commentator on the First to Fire branch.*

*What are some of the greatest changes you've witnessed between the education requirements of yesteryear and those of today?*

One of the biggest changes I've seen is that in the old Army, if you were a good soldier and worked hard, you didn't go to school. There were no education requirements. In other words, I didn't have to go to the NCO Academy to be promoted. So what happened, back in those days, was that all the "eight-balls" (so to speak) went to school. It was that way throughout the Army. Commanders kept their good workers on site — not only in air defense, but across the board.

We didn't have education requirements, and we didn't have mandatory education. All of the promotions were local. Now soldiers must complete PLDC [Primary Leadership Development Course] to make E-5, graduate from BNCOC [Basic NCO Course] to make E-6, and graduate from ANCOC [Advanced NCO Course] to make E-7.

*Do today's education requirements better prepare soldiers for war?*

Tactically and administratively. I don't think today's NCOs have any more responsibility than we used to have, but I think we use them differently. Today's NCOs are more in the forefront, more visible. When I was an E-5 and E-6, I was a squad leader. I was required to talk to whoever came to where I was. But I was never required to put together a professional briefing and brief a two-star general.

*Do you consider the soldiers of today to be better educated than those of three generations past?*

I hear a lot of people say our soldiers are "better educated" than they used to be. While the percentage of high school graduates is much greater, and the collective level of education is much higher, I don't think graduates today are any "smarter" than a 10th grade student that dropped out of high school anywhere between the late '40s or early '60s. I also think this is reflected throughout society. One of the biggest complaints in civilian life is that high school graduates can't read and write.

During my earlier career, although most of us didn't have high school educations (the non-high school graduate percentage of the Army was pretty high), I think we had more "smarts," more "horse sense," than youngsters of today.

Don't misunderstand me. I think this lack of common sense is not just a reflection on the Army, but on society as a whole.

*If NCOES doesn't produce a smarter soldier, why does the Army invest so heavily in education?*

Don't confuse horse sense with education. NCOES does produce a more educated soldier. We train them to bring them up to the standard the Army wants, which is above the standards society has now, because our demands are greater. Now, for instance, almost every soldier will be exposed to computers and other high-tech equipment. They've got to learn. Seldom anymore do you walk in an office and find clerks. Everyone's required to do his or her own typing and paperwork. That wasn't true before. Soldiers rarely learn this in high school, so we have to train them.

In addition, I think NCOES gives the soldiers a much better, fuller view of what's going on in the Army. When I was in, I didn't know what was going on in the battery or company next to me. Now, a GI can sit down and talk to you about about force structure, or discuss the whole division, brigade or post. We were concerned only with our one little area. That's how we were taught. Our unit was our focus. The Army fostered a much narrower focus for the individual soldier.

Today the Army's liable to place anybody in the S-3 office, and that soldier had better know the "big picture." Before, they were really handpicked, but now everyone's expected to be able to do it.

*Does the NCOES serve as a filter to weed out subquality soldiers?*

I don't believe the education system should serve as a filter, or that we should depend on schooling to weed out subquality soldiers. That's not the purpose of NCOES, that's the purpose of the NCOER and field commanders.

The NCO Academy, in my opinion, keeps the commanders honest. ANCOC and BNCOC, for instance, are based on a soldier knowing the technical part of his job. For example, an E-6 coming through ANCOC has probably been in the Army 10 or 12 years. Basically all he's ever done is work on, say, a launcher. So he should know the technical part of his job. We try to teach him the leadership and survival skills to carry on in that job. We're not there to kick people out of the academy.

We do, however, identify some soldiers who have slipped through the system. These are the soldiers who have real good NCOERs, but are unable to cut it at BNCOC or ANCOC. We pick them up and put them out.

But the purpose of the course is not to do that. The percentage that we flunk is not that great. In fact, we take a lot of pride in trying to make sure that we get all the soldiers through, not just skate them through, but teach them. We give them remedial training; we give them every chance in the world to come on line and pass the course. It's a big waste of money to bring a soldier here and, two weeks into the training, flunk him out and send him back.

*How do you see the education system evolving?*

Eventually, I think you'll see a regional concept, one institution for everybody to complete their training. There might be several of them in the United States, but they would all be teaching the same thing.

Another good thing about the current system is that everyone in the Army receives the common part (we call it common leader training) of the training. They have to train to the same standard to graduate. That's great. Years ago the old NCO Academy was strictly spit and polish. We would go out and spit shine the hallways, make them shine like glass. You didn't have to be smart, you just had to be pretty and make your equipment look good — even if it didn't work. Your smartness meant nothing.

Now the system is more balanced. We want a good soldier, but we also want somebody with common sense that pays attention to details.

Eventually, I think we'll get away from MOS training in the schoolhouse, and focus the classes on leadership and management rather than the job.

We've already taken the first step in BNCOC. We still teach ADA concepts, and we have FAAD [forward area air defense], HIMAD [high- to medium-altitude air defense] and maintenance tracks, but we don't involve equipment in it. Now we teach maintenance only — how to maintain the equipment, keep the records and complete the paperwork. The hands-on equipment training we leave at the unit, where "the rubber meets the road."

*Isn't the Army regressing if it takes the MOS training out of the courses and returns it to the unit?*

I don't think so. If I'm on a launcher or a track, that's all I do, day in and day out. I probably know more about that system than the person trying to teach it to me. Because I spend my life on it, me and my squad. We're responsible. We maintain it; we live with it daily.

What can you teach a guy like that? If he's been on a system 10 years and doesn't know it, a couple of weeks in a course isn't liable to do him much good. That's the approach we took. That's why we took the MOS-specific tasks out.

*Will all MOS-specific training go back to the unit? Will advanced individual training (AIT) disappear?*

When I was active duty, we went through a week or two of classes at the battalion headquarters before going to the battery. In that sense AIT existed, but the unit was responsible for it.

Nowadays the unit is not responsible for AIT, and many times when a soldier gets to his unit, the first thing they tell him is "forget what they taught you at Fort Bliss, this is the way we do it." I can understand that units have their own way of doing things, but I think soldiers need some initial entry training before going to the unit. These soldiers at least need to understand that piece of equipment before they're expected to perform.

I think the Army will keep AIT. It might change, and they might cut it back to just familiarization training, but I don't think it will disappear.

*If you had unlimited funds and resources, what would you do to improve NCOES?*

The first thing I would do is build a modern NCO Academy, including, as a minimum, high-tech classrooms, ADA simulators and simulations, tactical operations centers, computer rooms and an MOS library. Then I'd make sure the NCO Academy had all of the equipment it needed, and assign plenty of qualified personnel to maintain it.

I'd add an ADA-specific battle staff course to ANCOC or BNCOC, or perhaps as a stand-alone course (that decision would be made after we developed the tasks to be trained.)

My ultimate dream is to staff this new NCO Academy at 100 percent. In this way we can ensure our NCOs get the quality training they deserve.

*Is there anything you'd like to add about the NCO Education System?*

I get a very good feeling when I look at the results of what NCOES has done and is doing for our NCOs. I would like to point out that what we have today is the results of a lot of hard-working NCOs from the past and present. I think it is important to credit those who helped create NCOES. Past commandants have devoted themselves to NCOES. Post

CSM Jim Walthes and NCO Academy Commandant CSM Mark Avery also support NCOES 100 percent. The post command sergeant major makes things happen; he opens doors. He supports our training and ensures we have the resources to do our job. Mark lives for the NCOA; nothing comes before the quality of NCO training with CSM Avery.

Let me relate a little NCOES history. NCOES in Air Defense Artillery has its roots in the development of the Army First Sergeants Course. In 1979, TRADOC assigned USAADASCH [the U.S. Army Air Defense Artillery School] responsibility for developing the course, and the Fort Bliss command sergeant major, CSM Fred Stafford, selected retired sergeants major and command sergeants major to make it happen. The main players on this development team were Bob Laubenstein, John Sides, Doug Morris, Charlie Spore, Chuck Bolling, Jim Cook, Mac McNeil and Joe Wrenchner. They completed the course and turned it over to the U.S. Army Sergeants Major Academy for implementation in September of 1981.

The NCOES Division, as we know it today, was established in October 1981. We had only three ADA BNCOC courses — Chaparral, Vulcan and Stinger — taught in seven locations worldwide. This rapidly expanded to more than 20 courses, and included technical courses for the maintenance personnel in CMFs [career management fields] 23 and 25.

Two people deserve most of the credit for developing and expanding these courses: CSM (Ret.) Fred Stafford and CSM (Ret.) John Sides. Fred really supported the system. He was the one who opened the doors and secured the resources. John Sides provided the know-how and did the work. He was the glue that held the fabric together. These two retired command sergeants major were the power behind the NCOES train, and I'd like to thank them for their efforts and for a job well done.

*Let's address some broader subjects. For example, what do you think of the centralized education and promotion systems in place today?*

I think mandatory education is great. Not only does it produce a more educated soldier, it provides each soldier with a career plan.

*Today the Army's liable to place anybody in the S-3 office, and that soldier had better know the "big picture." Before, they were really hand-picked, but now everyone's expected to be able to do it.*

Now you have a standard to meet. You have to graduate from PLDC and BNCOC, and this helps you plan your career. Before you couldn't do that. Now, if you're in the zone of consideration for E-7, you already know the basics you need to qualify for promotion. When I made E-7, I just went down to the brigade and appeared in front of the board, and they made the decision, then and there.

Personally, I see some disadvantages with the centralized promotion boards, particularly that they take some of the commanders out of the promotion loop. In an organization as large as the Army, this is bound to happen. Someone will be promoted because he's got a good record, but when it comes to performance, he just doesn't perform well. The NCOER, if used properly, would prevent that. But the NCOERs, generally speaking, are very inflated.

In my opinion, we are not using the NCOER to its potential. I believe if a soldier is doing a great job, and really deserves praise, then I should give him an NCOER. By the same token, if he's *not* doing a good job, I should give him an NCOER. I wouldn't give NCOERs to the average soldiers doing an average job. This approach would cut down the paperwork tremendously and would serve just as good a purpose. The NCOER is the secret to not promoting the nonqualified soldier.

The centralized promotion system in place today almost forces commanders to hand out average ratings. A commander has to justify a below-average rating and show when and where he has counseled a soldier. It becomes a hassle; therefore, it becomes easier to rate everyone average, even those who don't quite make the grade.

*How big of a challenge will NCOs face adjusting to the information age?*

I think by the time an ADA soldier makes E-6, he's probably been exposed to enough computerization and new technology that he can pick up on whatever he has to do. We touch on computer literacy in the NCOES courses. We don't try to make the soldier a computer expert, but we don't want him to be afraid of it either. We let the students do their homework on computers. The computer literacy course is not mandatory, but for air defenders, I believe it should be. In air defense, the need to use computers is greater than, for instance, in the infantry.

*Do you think the United States should remount a national missile defense?*

When we had the old ARADCOM [Army Air Defense Command], we weren't part of the Army. We were sitting in concrete. Wisconsin, California, North Dakota — poor old guys sitting out there in the boonies. People resented us. I think the cost of maintaining things in those days was crazy.

Let me put it another way. Say you had a radar down. The Army would fly a part from Dallas, Texas, to L.A. or from New York to L.A. to get that radar

back on line. That cost a lot of money. And in my mind, that wasn't necessary. We had other units that could take over and pull that status. But we were so hung up on "no downtime, no downtime." We could have had 24-hour protection without spending all that money. I always kind of resented it. Why would you fly a part to L.A. just to get a radar up, when we had two more radars sitting there that could have done the job?

If we recreate national missile defense, we're going to have to use a lot more common sense maintaining it. We've got to watch our dollars. The question is, do we need it? I'm not high enough on that scale to see the big picture, to decide whether NMD is necessary. Somebody else is going to have to make that decision. But it's going to be an expensive decision if we do it.

*The Pentagon has decided to purchase fewer weapon systems to fund quality-of-life improvements for soldiers. Do you think this is a good decision?*

I think their intentions are good, but I personally disagree with their methodology. Let me explain.

The Army has already invested immense resources in junior NCOs. While I agree that we need to encourage younger soldiers to stay in the Army, I think the Army has over-padded the benefits to these young soldiers and left the senior NCOs in the lurch. I believe the Army needs to recognize and reward its senior NCOs.

In my opinion, by the time a soldier makes E-6, he's decided to be a career soldier. Below the rank of E-6, you haven't really made up your mind what you're going to do. Why should we expend all of the benefits on soldiers who may just be using the Army as a stepping stone to a civilian career?

Right now, in the academy, we run college courses in PLDC, BNCOC and ANCOC. I personally feel it's a waste of money to pay for college credits for all students attending PLDC. I can't quote the exact percentages of junior NCOs who elect to stay in the Army, but until a soldier makes a commitment to the service, I don't think we owe him an education. When he goes to BNCOC and he's a career soldier, I agree, but not in PLDC. I think that's a waste of resources.

Take household goods. I don't know the exact rates, but a captain's weight allowance is more than a sergeant major's. The captain is just a young guy who usually has very little stuff to move. The sergeant major, on the other hand, has years in, probably has two or three teenagers, and a lot more stuff to move.

*Desert Storm was probably ADA's finest hour, and in my opinion, was definitely ADA's biggest selling point. . . . The media convinced the American people of what the Army knew all along: Air Defense Artillery is indispensable.*

Look at the barracks. I know there's been some work done, but here on Fort Bliss we don't have BEQ [bachelor enlisted quarters]. Fort Bliss has homemade stuff that they try to fix up and make it look nice for senior NCOs.

Senior NCOs, E-6s and above, are not being compensated for their experience. I wish I had a pay scale to compare for you the difference in pay between a battery first sergeant and the battery commander. I know the battery commander is, well, the battery commander. But that first sergeant has a lot of experience, and a lot in that battery depends on what he does.

I believe the Army does a good job with its junior NCOs, but I think it's none too soon to recognize senior NCOs and increase their compensation. One thing is for sure. **No NCO should qualify for food stamps.**

*What are the greatest changes you've witnessed in ADA?*

One of the biggest changes I've seen is that we're involved in divisions now. We used to be set in concrete. We had Hawk and Ajax — hardstand systems. But now we are involved, actually tied in with, all the divisions. Look at the way our sergeants major have come up in the divisions. Several have gone on to be division sergeants major. In the '50s, air defenders were considered to be sissies. Now, they're combat soldiers. I think that in most divisions, you'll find they think very highly of the air defense soldier, and the battalion CSMs in those divisions, overall, have a very good reputation.

A pound of prevention is worth 10 pounds of cure, and therein lies the reason for the respect ADA garners from the divisions. I think all of the NTC and JRTC rotations, all the training that the divisions do and see, bears out that ADA battalions are highly regarded. They're really capable and ready.

Operation Desert Storm was probably ADA's finest hour, and in my opinion, was definitely ADA's biggest selling point. Regardless of the reality of the situation, and regardless of the aftereffects, the national media chose to sell ADA as the single most effective combatant in the Gulf War. The media convinced the American people of what the Army knew all along: Air Defense Artillery is indispensable. But the media didn't sell our other weapon systems for us — you didn't read anything about them.

The divisions proved the true worth of air defense in the Gulf War. ADA weapons were right there with the armored divisions, the cavalry divisions, the task forces. I think divisional air defense was the biggest improvement we ever made. When we became part of the division, we became part of the Army. We're not the ugly stepchild anymore.

# AN INSTRUCTOR'S ROLE

## *An Interview with ADA's NCO Instructor of the Year*

*It's hard to interview SSgt. Clay A. Feilmeier. He refuses to take credit for being a great instructor, a concerned mentor, and an accomplished leader — which he is — and instead gives the credit for his nomination as NCO Instructor of the Year to his senior instructors.*

*How long have you taught the Bradley course?*

I've been teaching the course for nine months, and I've been involved with the BSFV [Bradley Stinger Fighting Vehicle] for two years. I was with the first unit that fielded the Bradley, so I had a lot of line experience. That really helps me when I'm instructing. I also know what it's like to be out in the middle of the night with the Bradley when something breaks down. I can really stress the importance of PMCS [preventive maintenance checks and services] to these young guys.

*"Extra effort" is just one of the reasons you are the NCO Instructor of the Year. How do you give more of yourself to the soldiers you teach?*

One thing I try with the younger soldiers is to get to know them personally. We have them for just nine weeks. Some of them are facing their first time away from home. I find out where they're from; if they're married, I ask them about their wives and children. Basically, I try to make them feel welcome in the Army.

Most of your drill sergeants on Logan Heights are very strong, disciplinary on the younger guys. I try to get to them on a personal nature: find out what they want to do in the Army, help them understand what the Army's all about. If they get orders to Korea, I try to explain to them things to do besides chase women and drink beer. I try to explain the personal side of the military. If they have a wife and children, I explain ACS [Army Community Service] and Red Cross and things of that nature.

*Does getting involved with the soldiers, letting them know you're interested in their personal welfare, allow them to come to you with problems?*

It kind of gets contagious after a while. That's one thing about being a leader; you want the people below you to trust you and know that you're concerned about them. Problems that some leaders think are minute may loom as a major problem to a private. I think it's important for senior leaders to take those few minutes per day and ask the young soldier how he's doing. It's so easy to lose track and forget where you came from.

*What is your opinion of the average air defense soldier?*

I think the average ADA soldier is a cut above the rest. Air defenders have to be really aggressive. When you go out to your slice element, basically, you're out there alone. So you've got to sell yourself to that task force commander. I think air defense soldiers learn that real quick. I don't want to say they have to be independent, but they have to be able to operate either with their team or their squad away from their battery element.

*What is your opinion of ADA soldiers' learning abilities?*

All soldiers have the potential to learn; sometimes you just have to use different techniques to teach them. Some military subjects are really bland, really dry. That's where the instructor's got to make the student *want* to learn. Instead of just throwing the subject matter at them, instructors instead need to explain to the students where the information will come in handy in the future. I explain to young privates that the better they know their piece of equipment, the better informed they are, the better their chances of promotion. I don't want to put monetary value on it, but when you talk to people about promotion, they know it means more money in their pockets. It's a motivating factor for them to increase their knowledge.

*Do all instructors take the time to explain to the young soldiers why they need to know the material?*

Each instructor has his own philosophy. I think the reason I am the way I am today is because I had strong leaders who taught me right from wrong, made me give that little bit of extra effort, and showed me how it would pay off in the end. The instructors I work with are good. They have a lot of collective experience. I think any one of them could have been Fort Bliss' NCO Instructor of the Year.

*Do you think instructors are born, not made?*

I think instructors are made. Air defenders start learning to instruct as corporals or when they go to PLDC [Primary Leadership Development Course]. Young NCOs give classes throughout the week on subjects such as aircraft recognition, Armor recognition and first aid. I feel this is the most critical juncture. When the junior NCOs start teaching the soldiers, that's when senior NCOs must make sure they keep the standards. Yes, I think instructors are trained, they're made.

*So you think it's within most people's ability to teach. What about the ability to involve them in a dry subject?*

That's where you've got to use your personality, your salesmanship. But not all of us are salesmen. So you ask the other instructors how they taught the class the last time, what was good and what was bad. Go to them prior to the class, ask them how to motivate the students, how to make it interesting to the young guys.

*Why did you choose to make ADA your career?*

When I got out of high school in 1981, the economy was really bad. I wanted to go into farming. But to start farming, you had to have a hundred thousand dollars or more, and I just didn't have it. So I planned to come into the military for three years, and wait for the economy to turn around. Then once I got into the military, I really started enjoying it. Then I said well, I'll do three more, then I'll get out. Then when those three were up, the economy still hadn't really turned around, so I said well, I'll do a couple more, and here I am. I've got 12 years in now. My wife is a great supporter. She was in the Marine Corps, so she understands the military and the problems, like the commissary lines. If you just found someone and married them, and boom, brought them to a post, they would suffer a major culture shock. But my wife knew what she was doing.

*What is the newly enlisted soldier's biggest problem?*

Lots of things. You take a young guy who's never been away from home before. You send him 1,500 miles away from home, shave his head and make him wear camouflage clothing. Some guy in a brown hat that looks like a state trooper yells at him. Combine this confusion with trying to learn the military. The military's got its own language. It's a society within a society. It takes a little while to adjust.

Leaders need to step in and ensure these young guys get off on the right path. It's real easy at this point to get a bad attitude. These soldiers are alone, they don't know the people around them, they're trying to learn a new language. Some people, prior to being in the military, have never had someone yell at them! I'm not saying that yelling is a good thing, but sometimes you have to bark a little bit. Some of them had to leave their wives and kids, and that's tough.

*When you open the door to young soldiers, what's the most common problem they bring in?*

Usually loneliness. The married guys are missing the wife and kids; the single guys are missing the freedom to go their own way. Loneliness is what I see the most.

*Let's talk about NCOs. Everyone says NCOs are the backbone of the Army, but rarely contemplate what that means. What do you think NCOs mean to the Army?*

An NCO represents that key link between the officer corps and the enlisted corps. An NCO has got to wear several hats. In some situations, he's a surrogate parent; in others, he serves as a big brother or sister. He's got to know the military inside and out. When the soldiers bring him different types of problems, he's got to know where to get the answers. If you demonstrate to your soldiers that you know how to solve their problems, they're going to trust you.

What does an NCO mean to the Army? A noncommissioned officer, and the NCO Corps of the United States Army, are the guardians of the standards. That's the NCO's job: to enforce the standards. And that's what I'd call them, guardians of the standards.

*What do you think of the soldiers joining ADA today?*

I think the soldiers coming in now are really high caliber. The standards for joining the Army continue to climb as the drawdown progresses. I think we're getting quality people in. Of course, with every bushel of apples you get a couple of bad ones. Overall, the soldiers coming in want to serve, and to get in the military they had to be qualified.

*What one thing comes to mind that makes you glad you're in the Army?*

I'm not sure if this relates, because it isn't quite on the military side of the house. I have a 13-year-old right now, staying with my wife and me. He lives down the street from me, and his mother couldn't handle him. I opened my door. I moved him in, and I'm trying to get him back on the right path. To see him turn himself around is a tremendous reward. One of the reasons I'm glad I'm here is that I was able to help this young man.

Maybe this does apply to the military also. Mentorship is an ongoing process; it never ends. If one of my soldiers remember just one thing I've told them, just one soldier, then I've done my job.

# ADA ENLISTED MOS STRUCTURE

*by Larry Kimmich*

The introduction of sophisticated air defense weaponry — Stinger, Avenger and Patriot — and the anticipated fielding of the Theater High-Altitude Area Defense (THAAD) and the forward area air defense command, control, communications and intelligence (FAAD C³I) systems have dominated news about ADA developments for a decade. By comparison, the rapid consolidation of enlisted ADA military occupational specialties (MOSs), despite its dramatic impact on the careers of ADA soldiers and NCOs, has drawn little media attention except in the pages of *ADA* magazine. The impact of new weapons technology on Air Defense Artillery is difficult to overstate, but in decades to come, when today's new air defense systems grow old, it will likely grow apparent that the impact created by ADA MOS consolidation is more profound.

ADA MOS consolidation has created a new breed of NCO who, compared to the ADA NCO of the past, is more of a "generalist" than a "specialist," a soldier/leader capable of applying his or her leadership skills and technical expertise across a much broader spectrum of Air Defense Artillery. Once, assigning NCOs outside their primary MOS was thought of as the equivalent of pounding square pegs into round holes, but today's NCOs, given a chance to fully exercise their potential, greatly resemble interchangeable parts. MOS consolidation is the Army's way of saying it recognizes, more than before, the vast potential of the NCO Corps and that it trusts today's NCO to shoulder a greater burden of responsibility.

The rewards are equal to the increases in responsibility, for the redesign of the ADA enlisted MOS force structure has been accomplished with the needs of soldiers in mind. The reduction and consolidation of enlisted MOSs has given ADA soldiers more challenging and rewarding roles. It has given them an equal shot at promotion within Air Defense Artillery and has placed them on a competitive footing with NCOs from other branches. It has also improved personnel management by allowing Air Defense Artillery to more correctly assign personnel against force requirements and, in time of war, will improve battlefield reconstitution.

In June 1994, during a decade known as the "Era of Specialties," the enlisted ADA force structure consisted of 46 MOSs. The Army and Air Defense Artillery had an MOS for just about everything it did, and the force structure was a nightmare to manage. The crowded MOS architecture put some ADA NCOs on the fast lane toward promotion while trapping other, equally deserving ADA NCOs in dead-end MOSs.

Every branch suffered from similar problems with its enlisted MOS structure, but the problem was particularly acute in Air Defense Artillery due to the complexity and diversity of its weapon systems. For example, expertise acquired on an ADA gun system transferred poorly, if at all, to an ADA missile system. A Vulcan crew chief had more in common with an M-60 tank commander than he did with a Hawk tactical control officer.

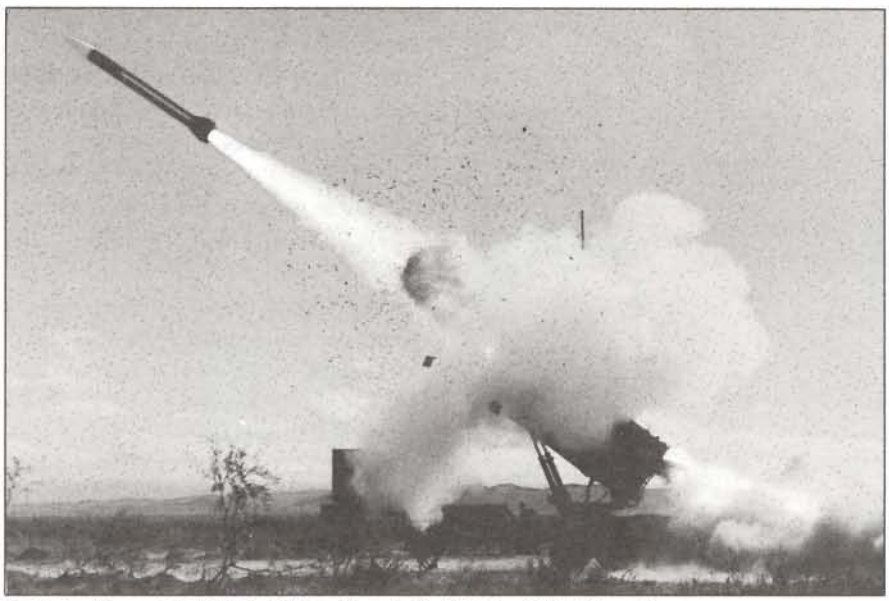
To many, the obstacles in the path of MOS consolidation seemed impossible to overcome, but several factors worked in the branch's favor.

To begin with, Vulcan's departure eliminated antiaircraft guns from the ADA arsenal. Many air defenders were sad to see them go, but afterward, all air defenders spoke more or less the same language, the language of missile technology.

Old air defense weapons, such as Chaparral, moved aside for more lethal, more mobile and more maintainable systems. Product improvements enabled ADA soldiers to "do more with less," a phrase that often elicits a knowing smirk, but which, in Air Defense Artillery's case, happens to reflect reality. For example, soldiers with two MOSs (MOS 16D, Hawk Missile, and MOS 16E, Hawk Fire Control Crewmember) were once required to march order, emplace and operate Hawk. Today, there is only one Hawk operator MOS, 14D, Hawk Missile System Crewmember.

Product improvement programs also allowed Air Defense Artillery to reduce the number of MOSs necessary for system maintenance and later transfer active component air defense maintenance MOSs to the Ordnance Branch. This success story applies to all ADA weaponry.

The use of automation in the Army personnel management system also spurred the move toward MOS consolidation, but by far the most important factor was the high quality of recruits entering the Army and Air Defense Artillery, and the high quality of ADA NCOs graduating from leadership training courses. Today, the quality of ADA NCOs is so uniformly high that promo-



*Patriot soldiers with HIMAD MOSs will probably fill future THAAD positions.*

tion boards complain of difficulty in distinguishing among them, and in making a selection, are forced to resort to previously unopened files. Senior ADA leaders based their confidence that MOS consolidation would work on the skill, expertise, adaptability and professionalism of "First to Fire" NCOs.

In 1986, Maj. Gen. Donald Infante, then chief of Air Defense Artillery, initiated a study of ADA MOSs. The study's goals were to define ways to consolidate the enlisted ADA MOS structure to meet the demands of the future, to establish new ADA MOSs necessary to man new ADA systems and to give ADA NCOs a fair shake in the branch-wide and Armywide competition for promotions.

The general officers who followed Infante as chiefs of branch continued the push toward MOS consolidation. By 1989, the enlisted ADA force structure had shrunk from 46 to 25 MOSs, and by the time Air Defense Artillery entered the 1990s, only 14 enlisted MOSs remained.

Today, there are only six active component ADA MOSs: three forward area air defense (FAAD) MOSs and three high- to medium-altitude air defense (HIMAD) MOSs. The reserve component has four FAAD MOSs and four HIMAD MOSs.

Progress, to date, has been impressive, but work continues. The future of ADA enlisted MOS consolidation is not 100-percent certain, and complex questions must be answered. For example, emerging weapons technology is certain to multiply ADA combat effectiveness, but will it increase or decrease our demand for MOSs? Will ADA be forced to create new MOSs to accommodate the fielding of THAAD and the Corps Surface-to-Air Missile (SAM)?

At first glance, the answer is no. The technology is similar. Soldiers will need equipment-specific training, but the need to assign new MOSs looks doubtful. Soldiers with Patriot training could easily operate and maintain THAAD and probably could do just as well with Corps SAM. Instead of creating a new MOS, the Personnel Proponent Division, Office, Chief of Air Defense Artillery, U.S. Army Air Defense Artillery School is analyzing the feasibility of assigning an additional skill identifier (ASI) to identify soldiers who will be trained to operate THAAD, and will likely adapt a similar approach to Corps SAM.

**FAAD MOS Status**

The explosion of automation in the "Information Age" will also affect the ADA enlisted MOS structure. Air Defense Artillery leads the Army in automating its company, battalion and brigade tactical operations centers. We are studying the necessity of creating a new MOS to operate the various hardware and software being fielded. It will be some time before this decision is made.

Air Defense Artillery will continue to realign career management field (CMF) 16 to CMF 14, adjusting the MOS structure to force modernization and creating enhanced career paths for "First to Fire" soldiers. MOS 16J, Forward Area Alerting Radar Operator, will become MOS 14J, Early Warning System Operator. In making the conversion, MOS 14J soldiers will train on FAAD $C^3I$ and sensor equipment designed to provide air threat alerting and cueing, position data and air battle management information to support the FAAD mission.

MOS 16P, Chaparral Missile Crewmember, and MOS 24N, Chaparral System Mechanic, have been deleted from the active component and now only exist in the reserve component. MOS 16P and 24N personnel will convert to MOS 14S, Avenger Crewmember. MOS 16R, Vulcan Crewmember, and MOS 24M, Vulcan System Mechanic, have been deleted. Some of the soldiers in MOS 16R will convert to MOS 14S. Most MOSs 16R and 24M soldiers will make the transition to MOS 14R, Line-of-Sight Forward (Heavy) Crewmember, and serve as Bradley Stinger Fighting Vehicle crewmen.

Active component MOS 16S, Manportable Air Defense System, Stinger soldiers will complete the conversion to MOS 14S, Avenger Crewmember, as early as FY96. The active component will continue to train MOS 16S reserve component soldiers at the U.S. Army Air Defense Artillery School.

*MOS 14D, Hawk Missile System Crewmember, exists only in the reserve component.*

**HIMAD MOS Status**

MOS 16D, Hawk Missile Crewmember, and MOS 16E, Hawk Fire Control Crewmember, were replaced by MOS 14D, Hawk Missile System Crewmember. MOS 14D is no longer in the active component. MOSs 24C, 24G and 24R were consolidated into MOS 23R, Hawk Maintainer. MOS 23R will be coded MOS 14Q, HIMAD Fire Control Operator. MOSs 14D and 14Q are reserve component MOSs.

MOS 16T, Patriot Missile Crewmember, will convert to MOS 14T, HIMAD LS Operator. MOS 24T, Patriot Operator/Maintainer, will convert to MOS 14E, HIMAD Fire Control Crewmember.

MOS 25L, AN/TSQ-73 Operator/Maintainer, will remain in the reserve component. MOS 25L may convert to MOS 14L, Operations/Intelligence, in the active component.

The THAAD system will be fielded to the active component only, and assignment of an ASI appears more likely than the creation of a THAAD MOS.

The Office, Chief of Air Defense Artillery, has proposed redesignating MOS 16Z, ADA Senior Sergeant, to MOS 14Z. A Department of the Army decision is pending.

Most ADA NCOs have welcomed ADA enlisted MOS consolidation with enthusiasm mixed, perhaps, with a bit of apprehension. Few, for example, are the senior ADA NCOs who would not welcome a short-course before reporting to a unit that employs a weapon system with which they have only a passing familiarity, but such courses, at present, are nonexistent. The overwhelming consensus, however, is that the upside of MOS consolidation far outweighs the downside, and ADA NCOs traditionally love a challenge.

Enlisted MOS consolidation is good management. It brings enlisted MOSs in line with officer MOSs. It eliminates the inequities that abounded in the old MOS structure and rewards the best soldiers with promotions.

There are significant parallels between the Army's reduction in force, now reaching its final stages, and the branch's consolidation of enlisted ADA MOSs, presently nearing its end. Both are success stories, and both depend on superior technology and truly outstanding soldiers.

When Infante launched Air Defense Artillery on its voyage toward MOS consolidation, he warned of the uncharted waters and turbulent seas that lay ahead. Today, ADA has weathered the worst of the stormy seas, and clear sailing lies ahead.

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