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Personnel—General

LEADERSHIP IN ACTION

Headquarters
Department of the Army
Washington, DC
1 July 1986

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SUMMARY of CHANGE

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LEADERSHIP IN ACTION

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DEPARTMENT OF THE ARMY
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LEADERS OF THE TOTAL ARMY - MILITARY AND CIVILIAN

We all have read about the great captains of years past -- the Pattons, Bradleys, Marshalls, MacArthurs, Eisenhowers, and others -- who exemplified the principles of good leadership. We see this kind of leadership today, too. Sound leadership is practiced daily by thousands of leaders in the Total Army -- military and civilian alike. We see it at all levels of command and staff and in all types of organizations.

This booklet describes some "success stories" that illustrate examples of exceptional leadership in today's Army. These are case studies that can be used for the professional development of ourselves, our subordinates, and our units. All of us can learn and benefit from reading about the successes of superb leaders in action and organizations to which they belong.

In peacetime or wartime, "Leadership Makes The Difference."

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

John O. Marsh, Jr.
Secretary of the Army

Headquarters
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Personnel—General

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By Order of the Secretary of the Army:

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History. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This is a new Pamphlet. It is a compilation of leader success stories submitted to Headquarters, Department of the Army from the Major Army Commands for the Leadership Theme year, 1985. These stories describe successful leader and unit/organization actions which demonstrate the quality of Army leadership. These represent more than two hundred-fifty stories and are printed here to recognize outstanding Army leadership, and to serve as examples for professional development.

Applicability. This pamphlet applies to all members of the Active Army, the Army National Guard, and the US Army Reserve. It also applies to all cadets at the U.S. Military Academy and in the Reserve Officer Training Corps.

Proponent and exception authority. The proponent agency for this pamphlet is the Office of the Deputy Chief of Staff for Personnel.

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Chapter 1
ENLISTED SUCCESS STORIES

1–1. VOLUNTEER FIRST SERGEANT

a. BACKGROUND.

(1) In July 1985, Master Sergeant William F. Mays appeared in my office, uniform sharp, boots incredibly well-shined, exuding military bearing and courtesy and said, "Sir, I want to be first sergeant." I had only been in command myself three months, my first sergeant had returned to CONUS 45 days earlier, and I was operating with an acting first sergeant. With unit inactivation scheduled for the following year and no MSGs pinpointed, I was resolved to finishing command with my acting first sergeant. Unexpectedly, my CSM offered me a candidate for the position. My curiosity was aroused, and I learned this candidate was available because he did not get along with his previous commander. After learning this, I was not terribly excited about the prospect of this particular MSG, but I decided to at least interview the man. Although my unit had an outstanding reputation throughout the battalion and command, and continuously did well on tactical evaluations, there were several fundamental areas I felt the unit needed to improve. These were cleanliness and orderliness of living and working areas, inspecting and checking soldiers in their living areas, and maintenance unit of equipment. In a nutshell, I suppose I could characterize these deficiencies as being rooted in a lack of caring.

(2) In the interview, MSG Mays explained to me that he had been a first sergeant in the new PATRIOT Air Defense Battalion recently fielded in Europe but that, when his unit underwent a change-of-command, the incoming commander had expressed a preference for someone of his own choosing to fill the job. He also explained, in an unceremonious matter-of-fact style, that he was scheduled to attend the Sergeants' Major Academy the following year and that, in the meantime, he had no desire to be a MASTER SERGEANT WORKING ON A STAFF. He wanted, instead, to continue as a first sergeant. "Interesting," I thought, as he expounded on some more of his credentials. I then began explaining to him essentially what my philosophy of command was and what I needed a first sergeant to do in my unit. It was quite remarkable, really, how much we seemed to have in common. We both were firm adherents to the NCOs running the unit, to taking care of the soldiers, to training effectively, to dedication to high standards and to earning the confidence and respect of our soldiers. He seemed to voice support for every leadership trait I hold dear and moreover, did so without the slightest trace of forcing his verbiage. I believed that he meant what he was saying. Although still somewhat skeptical, I told him that he could start to work the following week.

b. SPECIFIC SITUATION.

(1) On the first morning 1SG Mays came to work, there was an alert and another major tactical evaluation from higher. As can be imagined, the TAC SITE and billet areas were whirlwinds of motion and activity. The poor first sergeant probably had not learned the names of platoon sergeants yet. Anyway, the dust settled and the battery came out of the evaluation looking great, as was the norm. Now the unit had a chance to settle in and take a look at the latest addition to the leadership, the new first sergeant.

(2) I suppose I got the first hint of a change in the status quo when I came to work and saw a young private painting the front steps. Ordinarily, this would not surprise me except for two striking reasons. First, the private was the recipient of multiple Article 15 punishments at battery and battalion, pending a Chapter 14 discharge and generally speaking, one of the worst and least productive soldiers I had ever seen. Second, I had never stopped to imagine what a new coat of paint would look like on those faded and weather-beaten steps. The steps seemed to perfectly blend in with the rest of the rather dreary building facade. "Well," I thought to myself, "If the first sergeant accomplishes nothing else, he's done something constructive." As it turned out, it seemed that the same private was working on a new project every day and never complaining. I thought there was a trick to it somehow but the first sergeant always made sure the private knew what he wanted. The private was given supplies, supervised, and praised when his work was done well. I even saw the first sergeant out raking with a hoe once while instructing exactly how he wanted a job to be accomplished! It appeared that, perhaps, this was no ordinary NCO.

(3) It was not unusual for me to arrive earlier than the old first sergeant did, but I could not seem to do it with the new one. Finally, one morning, I came in early and he was not there. I began to having a feeling of self-accomplishment. When an hour or so had elapsed and there was no sign of life in the command section, I really was set to chide the first sergeant for "sleeping in." I asked the CQ if he had seen "Top," to which he replied, "Yes, sir, He and the other NCOs have been in the dayroom since 0600 this morning for NCOPD." I almost fainted! After I had studied the first sergeant's "modus operandi" more carefully, I came to find out that he conducted NCOPD quite often. Usually, his guidance to the NCOs would come under two headings, "standards" and "caring." It was becoming more apparent that this was no ordinary first sergeant.

(4) I began to notice subtle changes in the NCOs as well. They actively sought out the first sergeant so they could learn more and discuss certain problems. The first sergeant's easy, personable style, seemed to relax them, and at the same time, get their attention. He appeared to have no problem convincing the NCOs that, if they wanted to be professionals and have the authority to run the unit, he would back them and guide them 100 percent. The NCOs had more pride now and 1SG Mays was constantly involved in building it. In the first sergeant's absence, the platoon

sergeants would aggressively band together and come up with well thought-out plans to insure that missions were smoothly accomplished and soldiers treated equitably.

(5) At times, the ship would start to rock a little bit, but, once the first sergeant came on the scene, the most complex of operations seemed simple. For example, there was a considerable amount of upheaval and confusion in evidence when our guard requirements escalated due to terrorist activity. Combined with CQ, UP and manning requirements, it seemed that roster after roster was being generated on a daily basis by the platoon sergeants. When 1SG Mays took stock of the requirements, he prescribed clearly and fairly what should be done, by whom and when. He incorporated his plans into effective schemes of maneuver. In addition to his excellent "crises" management, 1SG Mays also had complete control over day-to-day operations and an uncanny ability to improve on everything from the most subtle living conditions to the most dynamic training programs. Every now and then, when I was not distracted by the business of the day, I began to notice other changes. My office floor was brightly shined, office supplies would mysteriously appear on my desk (all perfectly laid out, as if prepared for an inspection), my office baseboards would suddenly be meticulously painted, curtains would be hung properly, and washrooms would have plenty of soap, toilet paper and hand towels.

c. EVENT. There was more. The eyesore of a bulletin board was revamped, unnecessary boards were taken down and framed pictures of the chain of command all the way up to President Reagan were hung neatly side-by-side in the hallway. The grass seemed to be always cut (where could the lawnmowers possibly have come from?), hedges were neatly trimmed, steps were painted, and even a new sign was hung over the front door which prominently displayed the names of the first sergeant and myself. I noticed that I was beginning to feel more pride too. I had spent much time listening to and stating that C Battery was the best in the battalion. Now I was beginning to feel it. But why? Maybe, I was just taking it for granted that everyone had finally decided to follow the new policies I had written. Then one day I opened up my suggestion box attached to the wall outside my office. (It allows the soldiers anonymously to suggest a better way of doing things as well as an opportunity to give me input and feedback.) I enjoy reading about what my soldiers have to say so I began unfurling the collection of folded-up notes. One young soldier had sent me a note to the effect that the first sergeant was good for the unit, He was right. In reflecting, I could clearly see much that the first sergeant had accomplished in a short period of time. He had wasted no time in insuring that our unit dayroom was properly cleaned, equipped and organized to the point where it is unquestionably a showpiece. A meeting for the new CSM of 32d AADCOM with the battalion CSM and first sergeants was scheduled in the same dayroom. I took it for granted. I should not have. When I walked through the billets for the quarterly battalion command inspection (CI), I was stunned by the improvements made since the last CI. The battalion CSM was awed at the condition of the basement—the hallway floor of the old building was more highly shined than imaginable, and every object in every room was perfectly in place. The beauty of it is that the billets and TAG SITE are always ready for any visitor or inspection. It was not uncommon at all for the first sergeant to conduct an inspection of the TAC SITE late on Friday afternoons. The troops could see the difference too. That was why that note had appeared in my suggestion box.

d. RESULTS/OUTCOME. The NCOPD session with the platoon sergeants continued, and soon even the CQs were being taught precisely what the first sergeant wanted. Dramatic changes continues to occur. Projects were regularly assigned to each platoon by the first sergeant and visible improvements kept becoming apparent. On top of all this, I realized that whenever I asked the first sergeant to do something, it was always done—not most of the time, but always. 1SG Mays' genuine concern for the troops never abated. When it was brought to his attention that troops on our TAC SITE were not receiving the meals they should, he personally got involved with the dining facility sergeant and platoon sergeants to insure the situation was remedied. He continued to teach his NCOs to check and perform their various duties. Whenever it was time to go to bat for the soldiers, the first sergeant was always there. He never hesitates to fight for his troops. When soldiers were required to pull various duties during the holiday period, he intervened by requesting relief for soldiers because of multiple detail commitments within the community and personally insured that soldiers spent time with their families.

e. APPLICABILITY TO THE ARMY. 1SG Mays is a man who could have retired and closed the book on a career filled with professional accomplishments and examples, but he has, quite fortunately for the Army, elected to extend his brilliant career and to continue to positively influence, train and lead soldiers. One can learn a great deal from a man such as this. When General Wickham wrote his eight precepts of leadership and referred to the critical importance of a leader being a mentor and how one should strive to make a difference—make one's service count—he must have envisioned the same kind of rare ability and leadership which have distinguished the careers of such men as 1SG Mays. He only wanted to remain a first sergeant. He was completely confident that he could meet every challenge as well as teach others to provide the means for better mission accomplishment and for taking care of soldiers. So far, he has done precisely that.

1–2. TAKING CHARGE

a. BACKGROUND. Eighth Army Special Troops scheduled semi-annual .45 caliber pistol qualification for Headquarters, Eighth U.S. Army, U.S. Forces Korea, Combined Forces Command, and United Nations Command soldiers.

b. SPECIFIC SITUATION. At approximately 0745 hours, the ambulance vehicle detailed to provide medical support to the range was struck broadside and both medics inside were injured. LTC Weaver (range OIC) stopped and rendered aid and called for emergency assistance. He also escorted the injured medics to the treatment facility.

c. EVENT. SGT Hart had departed the company area at approximately 0615 hours as part of the forward range detail. Shortly after SGT Hart arrived on the range, the first bus of approximately 40 soldiers, all senior officers along with the USFK CSM, arrived. SGT Hart quickly took charge of the range. He organized the available soldiers, designated tasks and coordinated a back-up medical team enabling the range firing to be conducted. He conducted 1½ hours of basic marksmanship training along with all of the required safety briefings. He initiated all of the training in a calm, efficient manner.

d. RESULTS. The qualification firing was safely, successfully and efficiently completed without a loss of training time or resources. When the emergency situation had been cleared up, a smooth transition from SGT Hart to LTC Weaver was affected.

e. APPLICABILITY TO THE ARMY. SGT Hart's willingness and ability to step forward and take charge reflect most favorably upon his character, but also reflects a command climate where young leaders are trained, challenged and supported in their development.

1–3. THE HANGER QUEEN

a. BACKGROUND.

(1) D33 was one of those tanks everyone in the chain of command has nightmares about. Its time was divided between the motor pool on the deadline report and being broken down on the side of the trail somewhere in Germany. Crew level maintenance was obviously dismal, with 2404s being inaccurate and deferred maintenance non-existent. Indeed, the only thing in worse shape than this tank was its crew. The tank commander had just left, leaving hundreds of dollars of BII shortages behind. The gunner had been flirting with UCMJ action for some time, the driver had just returned from a correctional facility in time to become involved with another drug bust. The only bright spot was that the loader had already been given a Chapter 13 discharge. The tank crew returned from a disastrous ARTEP showing in Hohenfels in April to record one of the lowest Tank Table VIII scores in the brigade during the May Grafenwoehr density, hitting just over 10 percent of the targets presented. All of this was topped off by a miserable showing on a brigade command inspection. Something was desperately needed on D33.

(2) Enter Staff Sergeant Charles P. Waters. SSG Waters arrived at the unit with excellent credentials. A young sergeant with just six years in service, his 201 file was filled with only positive comments and awards attesting to his leadership capabilities. The company commander knew which tank an NCO like this was most needed on, and assigned him to D33. It soon became obvious why SSG Waters had progressed so rapidly in his short career.

b. SPECIFIC SITUATION.

(1) SSG Waters had many challenges facing him, including a gunnery, a major field training exercise (Spearhead Victory), platoon ARTEPs, and a battalion command inspection. In addition, he was given the additional duty of company master gunner of a company that had not qualified a tank in either of the past two gunneries.

(2) He knew that his first order of business was to get the crew situation resolved. He worked with the chain of command in getting the driver discharged from the Service. He grabbed the first private arriving in the unit to replace the driver, believing he could develop anyone with potential early in that soldier's career. SSG Waters felt the gunner just needed some supervision and a fresh start with the right crew, and fought hard to keep this individual.

(3) SSG Waters simultaneously began the tedious ordeal of rebuilding his "maintenance queen." Working with his new crew, he completed the most complete tank inspection possible, beginning with the 283 AMCS steps and working through each and every page of the manuals for hull and turret parts, resulting in a 12–page DA Form 2404! Working closely with the maintenance team chief, every broken part and missing bolt was either fixed, replaced, or ordered. By constantly ensuring items not available were on deferred maintenance and document registers, and by carefully training every member of his crew in proper maintenance procedures, this hard-charging staff sergeant has transformed D33 into one of the top vehicles in the battalion.

c. EVENT. SSG Waters' leadership style of leading by example, setting high standards, demanding his discipline from himself and his crew, and making an obviously honest, concerted effort of taking care of his soldiers has not only had a positive impact on his crew but has overflowed onto the platoon and company as well. He constantly throws good-natured challenges to the other tank commanders causing a ripple effect of each tank commander trying to have the best tank and crew in order to claim one of SSG Waters' infamous "prizes." His maintenance ideas have been adopted by the entire company. As an ardent supporter of BTMS combined with his tactical and technical expertise, SSG Waters definitely was up to all of the training challenges thrown in his path.

d. RESULTS/OUTCOME. During the gunnery, D33 not only qualified but had one of the higher scores in the battalion. In addition, with this NCO as master gunner, Delta Company set the standard by qualifying six tanks and being the high tank company in the brigade. During Spearhead Victory, his crew did an outstanding job, and followed this up with a very successful ARTEP train-up period which included another field exercise. Incidentally, during both field problems, D33 and the rest of the platoon did not miss any training time due to a maintenance problem. Part of the credit goes to SSG Waters' stress on maintenance mentioned earlier. His crew topped the entire battalion by completing the command inspection with flying colors, including getting "go's" on every CTT task tested. A final test for any leader is to watch how his subordinates develop. D33's gunner has developed into an outstanding NCO who is appearing before the next promotion board and will soon have his own tank. The new private is being promoted early

through waiver for the second time to become a private first class after only eight months in Service. And finally, the morale of everyone associated with SSG Waters has soared due to the dedication and positive attitude of this NCO.

e. APPLICABILITY TO THE ARMY. SSG Waters is the epitome of a soldier who can do any job that is given to him. His leadership success story is the kind that is a trademark of the professionalism that is also displayed by many others like him in the United States Army. He typifies the Army's Year of Leadership.

1–4. MODERN ARMY SCOUT

a. BACKGROUND. SP4 Robert Maxwell Diamond reported to the USA Medical Department Activity (MEDDAC), Fort Knox, Kentucky on 20 August 1984 after graduating in the top two percent of his AIT class as an Environmental Health Technician.

b. SPECIFIC SITUATIONS/EVENTS. SP4 Diamond established himself as a stellar soldier. He was the only enlisted soldier from the MEDDAC to be awarded the Expert Field Medic Badge; he was selected soldier of the month and soldier of the quarter on his first attempts; he was given an Army Achievement Medal for his efforts during the MEDDAC AGI and was instrumental in implementing a computer-based communicable disease surveillance program. While each of the above is exemplary in and of themselves, SP4 Diamond showed Fort Knox and the surrounding community live leadership through his personal involvement in the scouting program. Himself an Eagle Scout, SP4 Diamond recognized the need for initiative and leadership to improve existing and new scouting programs. He became a Scoutmaster of a local Boy Scout troop and recognized the need for a program to meet the needs of younger scouts throughout the Central Kentucky District. He personally established a district-wide Junior Scouting Festival in which junior scouts and leaders could compete, exchange ideas, and have fun. At the same time, SP4 Diamond was instrumental in founding a Medical Explorer Post on Fort Knox, KY which has given teenage boys in the Fort Knox community the opportunity to become involved in the scouting program.

c. RESULTS. SP4 Diamond's contributions were in areas that mold young boys and teenagers hearts and lives. One would always say that he worked to enlarge the scouting program by certain number of scouts or activities but his efforts went beyond that and beyond the scouting program. SP4 Diamond's efforts were the result of one young man who knew the value of truth, discipline, and moral courage reaching out through the vehicle of scouting to touch the hearts of young men and boys. SP4 Diamond's goals were to teach them the values for which America stands. America's hope for the future is in people like SP4 Diamond who unselfishly give of themselves to make other lives better. Because of his personification of American ideals, SP4 Diamond recently became the first soldier to receive a Congressional Award for service to his community.

d. APPLICABILITY TO THE ARMY. SP4 Diamond's contributions illustrate the fact that an individual does not have to have high rank to make a significant contribution. Contributions in peacetime and victory in wartime are brought about by people like SP4 Diamond who see a job that needs to be done and through initiative and determination see that the job is done and done well. In light of current doctrine it is incumbent upon everyone in a leadership position to promote this kind of initiative particularly among junior personnel because success as an army and survival as a nation could depend in large measure upon initiative of junior enlisted and officer personnel.

1–5. COMMUNICATIONS SECURITY (COMSEC) REQUIRES NO COMPROMISE

a. BACKGROUND. COMSEC and its success depends on individual understanding and commitment. The extent of its success is heavily influenced by the degree of assistance and example provided by the NCO and Officer Corps. Within the U.S. Army Information Systems Command (USAISC), the consequence of lackadaisical commitment would severely compromise U.S. security. Innovative and positive examples are a personal and organizational challenge, and any effort to improve the "status quo" reinforces the importance of COMSEC goals and ideals.

b. SPECIFIC SITUATION. Unique circumstances at various communications centers worldwide require accurate assessments and careful judgment to insure that day-to-day missions are fulfilled without COMSEC compromise. They are the routine responsibilities of the USAISC ACSI Signal Security Section. This is an area where the slightest error in judgment can be critical to vital U.S security interests. Since his assignment to USAISC in March 1985, SGT Fairconeture, Signal Security NCOIC, has influenced and assumed these responsibilities while occupying a senior noncommissioned officer position.

c. EVENT. Immediately after his arrival, Fairconeture became aware of a critical need to formally train COMSEC personnel to a far greater extent than the Signal Center and School at Fort Gordon, GA, was capable. Few quotas at the school's COMSEC course were reserved for USAISC military personnel who had primary responsibility for Communications Centers' COMSEC duties. In addition, the cost for TDY and per diem to personnel stationed in West Coast and Pacific regions was far greater than those of personnel in East Coast and other populous areas, even if they could obtain one of the meager quotas. With the approval of his supervisor, Fairconeture assumed project officer responsibility for resolving this critical need. He personally coordinated with subordinate commands and other Army entities to "field" the Fort Gordon course at Fort Huachuca, AZ. Using available assets at no additional costs, the Fort Gordon POI was adopted and instructors, without scheduled obligations, from USAICS, were made available to provide training. The course thus became fully accredited and resulted in dollar savings to the Army. More so, the availability of training at Fort Huachuca increased this course attendance among USAISC personnel tenfold over previous quotas granted by Fort Gordon. The continued availability of quotas at Fort Gordon reduces travel and related costs for East

Coast and European-based personnel and/or free allocations for COMSEC personnel in other commands. The first Fort Huachuca course was held in the Fall of 1985 and beginning of March 1986 is scheduled to be conducted on a quarterly basis, even furthering the amount of training made available to personnel within USAISC. This initiative not only demonstrates the technical proficiency of a junior NCO, but is further impressive in the context of what a junior NCO, serving in a more senior position at a MACOM, is able to achieve because of maturity, intuition, and dedication. These are also recognized traits in the daily responsibilities delegated to Fairconeture. For example, authority to grant grade, facility and exception to policy waivers is routinely granted to Fairconeture. His wealth of understanding and empathy for units and soldiers in tactical units is valued by subordinate commands as well as USAISC ACSI and other staff personnel. This allows for his trusted opinions and expertise when staffing regulations and policy which affect Army-wide COMSEC operations and personnel. His "real world" understanding and caring for COMSEC operations and personnel are further demonstrated by personal example. Although attached to a garrison unit and "isolated" at the MACOM headquarters, Fairconeture actively involves himself in unit and post activities. He is a volunteer physical training NCO, the backbone of unit fund projects, and always available to provide his personal services—and that of his equally active family—to fundraising and similar community causes. He also makes time to participate in sports, such as tackle football and basketball.

d. RESULTS/OUTCOME. Whereas many sergeants would be overwhelmed by the responsibilities and magnitude of the ACSI NCOIC, Fairconeture has enthusiastically and professionally tackled the tactically challenging assignment, earning the trust and respect of those necessary to appreciate his views and ideas, allowing them to become reality and benefit USAISC and the Army COMSEC program. Now, many soldiers who critically required COMSEC instructions are certified to do the jobs they are tasked to do. In addition, plans call for vastly increasing this necessary training. Thus overall costs are actually less than the previous, more limited, availability. Soldiers in tactical jobs everywhere have a voice in decisions and policies in the person of SGT Fairconeture. The military police slogan of the "Of the troops, for the troops" is indeed appropriate in the case of Fairconeture and COMSEC personnel. His personal example and integrity are "icing on the cake" when leadership example and credibility are concerned.

e. APPLICABILITY TO THE ARMY. It is said that progress is made more so through what an individual brings to a situation rather than what a situation requires of an individual. In this case, the integrity of the COMSEC program is benefited by the "chair-borne" leadership of a "buck sergeant" who understands and sees to the needs of "the field." If more junior NCOs emulated SGT Fairconeture, the professional leadership at all levels would vastly improve readiness, dedication, and the commitment to soldiers everywhere.

1–6. SEEING IS BELIEVING

a. BACKGROUND. A self-paced physical fitness program in effect at Company B, William Beaumont Army Medical Center was felt to be ineffective. Concern about it began to grow even more when soldiers were identified as overweight or failures at the annual APRT in April and May 1985. This prompted several NCOs to express a desire to collectively organize a company sponsored remedial physical fitness program. As information about the new APRT standards became better known, their concern grew. As standards became tougher, so did the expected number of failures, as was evident by the old standard.

b. SPECIFIC SITUATION.

(1) The NCO with the most conviction and desire to make real the vision of how things should be with respect to physical fitness was SFC George Dickerson, from the Optometry Service. He was given the mission of developing and implementing an effective company physical fitness program for overweight and failure personnel. He solicited the support of other senior noncoms and presented a proposed plan of action for company program within two weeks of receiving the assignment.

(2) He was realistic about potential scheduling problems and the challenges that this program posed to the company, since over 90 percent of personnel required to attend are from the hospital clinics. The true test was to ensure that the objective did not conflict with the patient treatment mission of the hospital. The company has over 39 different duty sections assigned, and communication with the various departments and chiefs had to be accomplished successfully in order to gain their support and cooperation.

(3) Diverse methods of how to accomplish the mission of producing physically fit soldiers was an item of intense discussion and debate. SFC Dickerson maintained the purpose and intent of the program foremost in mind and was able to convey his vision of what an ideal company PT program in a hospital should be to the rest of the noncoms and chain of command.

(4) The program, while mandatory for overweight and PT failures, was left open to personnel that desired to attend for conditioning purposes. It is an aerobics oriented program that capitalizes on physical conditioning and individualized attention. Four to five senior NCOs assist with the training routine and make on the spot correction and provide encouragement. It is not a regimented program, and is conducted in an informal class setting. Once roll call is taken, the aerobics routine begins in a gym class environment. Assistant instructors walk around the gymnasium ensuring that the calisthenic exercises are performed properly, or they provide individualized instruction in weight lifting, upper body improvement, etc. The program started with approximately 20 soldiers and has now grown to over 65 and mounting.

c. EVENT.

(1) SFC Dickerson was given the mission of establishing and implementing an effective and successful physical

fitness training program in a hospital setting, with a target date of 1 October 1985. He was given charge of a Company Physical Fitness Committee consisting of four other senior NCOs to assist him. SFC Dickerson displayed himself to be a loyal and unselfish noncommissioned officer who recognized a serious soldier problem. While many NCOs and leaders recognized the existence of the problem, and offered only negative observations and inaction, he identified the lack of an effective PT program as a leadership problem and confronted it. He accepted responsibility and expressed a sincere willingness to resolve the problem.

(2) He researched other programs, manuals, and sought advise from health professionals knowledgeable in conditioning and developed the present program from that. His strong initiative and attention to detail produced a substantive and quality regimen.

(3) His enthusiasm and strong desire to see soldiers succeed and feel better about themselves carried over to the other noncoms that later assisted in making the program successful and effective.

(4) SFC Dickerson's success with the physical fitness program has had a most positive effect on soldier morale. Their success in passing an APRT or accomplishing their weight objective is a visual indicator of this NCO's positive accomplishment. The soldiers at the physical fitness class display a healthy and sound attitude. They are positive about being there and desire to continue on the program after they accomplish their objective. Morale esprit, and unity that was not evident previously has surfaced and is refreshing and exciting to experience.

(5) The success and popularity of the program has caused other NCOs to be more concerned about their soldiers' welfare. A sincere attempt by most duty sections to allow soldiers who want to attend the PT session has been observed.

(6) The success of the program and the drive behind it to ensure its success and effectiveness has caused the chain of command to reorient itself in placing responsibility where it belongs in respect to this aspect of soldier care. The NCO is responsible for his soldiers. He or she must ensure that opportunities are available for the soldier to be able to be physically fit as well as provide patient care. A soldier who is overweight and/or fails the APRT is a leadership problem and a challenge, not a misfit. Given the opportunity, the soldier will follow. There are a few exceptions, but the opportunity to improve was provided, which is what SFC Dickerson has done exceptionally well.

d. APPLICABILITY TO THE ARMY.

(1) This NCO placed the mission first, encountering some differences of opinion with his immediate supervisors that could not identify with the soldier mission as closely as SFC Dickerson did. The encounters were not pleasant, but his professionalism and sincerity elicited the strong support of the enlisted chain of command. The obstacles were overcome, but not without much personal sacrifice.

(2) His unselfishness in devoting much off-duty time to researching and cementing the program into a solid and well thought out regimen, as well as time spent with the troops three times a week for two to three hours of work-out time is proof of the stuff that good leadership is made of.

(3) He has demonstrated what initiative is, and what decisiveness can do. His accomplishment has placed LEADERSHIP in a special category among the NCO ranks in the company and hospital. LEADERSHIP is a strong NCO.

1–7. PERSONAL EXAMPLE LEADS TO SUCCESS

a. BACKGROUND.

(1) The fact that the U.S. Army Information Systems Command (USAISC) Signal Battalion – Hawaii's Headquarters and Headquarters Company has been transformed from a unit with a myriad of deep-rooted problems to one that excels in everything it does is, in itself, quite a leadership success story. In this, the "Year of Leadership", the proper climate within HHC has been established that enables individual leaders at all levels to stand out. Staff Sergeant Leslie L. Martin, the COMSEC Maintenance NCOIC at the COMSEC Logistics Support Unit–Hawaii (CLSU–HI), is responsible for the supervision of eight soldiers at this facility. He has elevated himself above his peers through exemplifying what an NCO ought to be. Care should be taken, though, so as not to classify SSG Martin as an "unsung hero," for his outstanding efforts have been praised and recorded on enlisted evaluated reports.

(2) The soldier, his efforts and their results, and his impact on the community and unit: SSG Martin's duty position as the COMSEC Maintenance NCOIC at CLSU–HI is not the high visibility job that requires the constant special attention of several superior officers. Perhaps the fact that SSG Martin displays such sound leadership traits in this environment is further testament to just what sort of individual I am attempting to describe. His performance in this situation is truly what I envision when referring to an Army of excellence.

b. SPECIFIC SITUATION.

(1) The following are some details that characterize SSG Martin as a true leadership success story: He continually stresses the professional development of his subordinates. The fruits of his labor are clearly evidenced by the fact that an inordinate amount of his personnel have sought and have successfully achieved promotion, often well ahead of their peers. During the past year, two of the personnel he supervises have been selected as the Battalion NCO of the Quarter. These individuals went on to win the honors of Battalion NCO and Runner-up NCO of the Year. SSG Martin's efforts in his subordinates preparation prior to board appearances were unmistakenly instrumental to their successes. He continually ensures his personnel are afforded every opportunity to attend advanced technical schooling in order to keep them proficient in their MOS. Oftentimes, he has unselfishly sent subordinates to schooling on new equipment

training ahead of himself. He always gets personally involved with his subordinates' preparation for the various Army leadership and technical schools, and insures that his soldiers depart for these schools fully prepared. He consistently demonstrates superior management skills and his charismatic influence fosters effective teamwork when balancing the need for subordinate schooling with mission requirements. He encourages and seeks self-improvement through off-duty enrollment in college level courses. As a result of the example which he has set, nearly all his subordinates have also enrolled in college level courses through local colleges and universities.

(2) He keeps quite busy supporting community relations and activities. He is an active member of the Young Peoples' Support Center and frequently visits local hospitals to lend comfort to individuals stricken with terminal illnesses. He has been central to the planning and organizing of several fund raising activities for that organization with one fund raiser, a gold tournament, netting over $10,000.

(3) He sets the standard across the board in military bearing and appearance.

(4) He rises to meet any challenge, as was exemplified by this maximum score on the last Army physical readiness test (APRT). He provided the inspiration that was responsible for all his subordinates enhancing their APRT performance. Specifically, during his tenure his section improved from a 50 percent pass rate to a 100 percent pass rate.

(5) He is always accountable for his subordinates' actions, and with the role model he portrays, these actions of his subordinates are consistently favorable in nature.

(6) His professional instruction of classes always reflects great preparation and attention to detail, both for MOS critical and common task instruction. Through stressing realism, he has demonstrated the ability to make even the driest subjects interesting.

(7) He insists that his soldiers remain extremely proficient in those soldierly tasks that are required for one to survive on the modern battlefield. While always fair with his personnel, he demands that tough, but achievable standards are met in this endeavor. In doing so, he can in no way demonstrate a deeper or more sincere caring for his soldiers. One day they may well attribute their longevity on the battlefield to his unwavering standards.

(8) He is never satisfied with the status quo and has implemented scores of initiatives as COMSEC Maintenance NCOIC at the CLSU–HI. He has restructured the maintenance of historical and trouble call records in a manner that facilitates easier information and improves quality control. He has generated preventive maintenance checklists that have served to better organize this process and reduce equipment downtime. He reorganized the shop's maintenance layout for most efficient operations. With SSG Martin's continued emphasis on safety, the CLSU–HI was singled out by the HQ, USAISC safety officer as having an exceptional safety program and as being the only USAISC–WESTCOM unit to have virtually no safety discrepancies during his inspection. Using his solid foundation and tactical experience, he rewrote the standard operating procedures for the mobile maintenance contact team (MMCT), eliminating excess test equipment and restructuring equipment placement. As maintenance COMSEC custodian, he has elevated a substandard account to one which has received the highest praise in each inspection. He revamped what was once an inefficient procedure by which COMSEC equipment is ordered for the MMCT and the war reserves. He has significantly increased shop efficiency through scrutinizing and subsequently reducing both handling and inventory lines through consolidation, which in turn reduced the number of COMSEC inventory reportable items.

1–8. HOUSE CLEANING

a. BACKGROUND. The 6th Medical Supply, Optical and Maintenance Command (MEDSOM) is a TOE medical logistics organization with both organic and augmentation equipment assigned. Mobility equipment consists of 2½ ton trucks, 1¼ ton trucks, and numerous pieces of low density commercial design materials handling equipment. All of this equipment is needed to provide mission Class VIII support and insure readiness for contingency operations.

b. SPECIFIC SITUATION. SGT Williams was assigned as the unit motor sergeant in June 1985. Prior to his arrival, the position had been vacant since November 1984. This prolonged absence of capable supervision contributed to the declining state of maintenance in the unit and corresponding decline in mission capable rates, PLL availability, and safety.

c. EVENT.

(1) Upon his arrival, SGT Williams quickly recognized the challenge he faced to bring maintenance operations up to acceptable levels. He immediately technically inspected all assigned equipment. His inspections reflected his superior maintenance knowledge and superb supervisory skill. Most of the equipment he inspected was deadlined. To his chagrin, he found the unit PLL nonresponsive. He immediately took steps to completely revamp the unit PLL, increasing it by 100 lines. He pushed for and received increased emphasis on Preventive Maintenance Checks and Services (PMCS).

(2) Description of Key Players. SGT Williams is a Maintenance and Recovery Supervisor who came to the 6th MEDSOM from Fort Stewart, Georgia. He has demonstrated an outstanding aptitude for his field and an extreme desire to learn. His efforts to improve unit readiness reporting have been outstanding. He has quickly earned the respect of personnel at support maintenance.

(3) Impact of Leader's Action. SGT Williams has dramatically improved maintenance in the unit. Operator and organizational maintenance has improved. Though initially mission capable rates fell, they are now moving up. Due to

SGT Williams' leadership and technical competence, this unit is confident that down time will decrease. The upgrade of the unit PLL has already demonstrated its ability to get vehicles back on the road the same day they go down.

d. RESULT/OUTCOME. The results of SGT Williams' actions have been to dramatically improved mission readiness of the 6th MEDSOM. Dispatch of vehicles can be made with the confidence that they are safe for field or garrison operations. Due to his efforts, the Eighth U.S. Army has a class VIII supply organization more capable of sustaining its forces in peace or war.

e. APPLICABILITY TO THE ARMY. Increased mission capability of the 6th MEDSOM indicates an increased capability to provide the medical supplies and equipment needed by units in Korea. This in turn insures higher return-to-duty rates for sick and injured soldiers and provides more production for the given assigned force.

1–9. TRAINING THE MAINTAINER

a. BACKGROUND. MSG Warren R. Baker, Service Battery, 1st Battalion, 15th Field Artillery, is responsible for supervising the numerous missions of a 24–man maintenance section. MSG Baker and his section have performed their duties in a consistently outstanding manner, maintaining 174 vehicles and other BN equipment with an average equipment readiness rate of 96% (98% for pacing items). Since his arrival in March 1985, MSG Baker has inspired and developed in his subordinates a sense of urgency in maintaining the BN's equipment in a combat ready state. Through leadership, training, maintenance, and innovation, MSG Baker has kept his BN fit to fight at any time, and anywhere it goes.

b. SPECIFIC SITUATION. In October 1985, the Chief of Staff of the Army's Maintenance Excellence Award Competition for FY 85 was held in the 2d Infantry Division. In November of 1985, the winner of the 2d Infantry Division competition had the opportunity to compete in the Eighth United States Army Competition. DA Circular 750–85–1 provided the guidelines for the competition and stated that the primary criteria for this evaluation would be existing maintenance management information files from 1 Jan 85 to 30 Sep 85. Detailed information on unit maintenance readiness, training, management, cost/savings, and innovation was to be provided for the entire nine month period.

c. EVENT.

(1) Description of Key Players. The entire chain of command has been actively involved in maintenance excellence – not to win an award, but to stay combat ready on a moment's notice. Every leader had some part in the team effort which attained and sustained such high standards of material readiness, but the BN maintenance section, as the experts and advisors to the BN commander, played a particularly vital role in this effort. Several individuals stood out in their exemplary performance of their duties: 1LT Michael Cane, the Battalion Motor Officer; CW3 Roland Concepcion, the Battalion Maintenance Technician; and MAJ Ronnie Tucker, the Battalion Executive Officer. MSG Baker's invaluable contributions, however, are of particular note, for his leadership achievements as the Battalion Motor Sergeant were truly outstanding.

(2) Impact of Leader's Actions. MSG Baker made enormous gains in the area of maintenance training. He instituted weekly "train the trainer" classes which greatly increased the proficiency of battery level maintenance personnel in various aspects of maintenance and maintenance management. MSG Baker also established professional development classes for officers and NCOs, allowing these supervisors to get hands-on experience on the equipment for which they are responsible in order to better train and lead their men. MSG Baker also oversaw the development of a certification program for all ranks, which particularly complements the enlisted soldiers' SQTs. The success of this program was verified by the extremely high percentage of mechanics in the BN who qualified on their last SQT. He has paid special attention to the problem of training his "low density" MOS maintenance personnel, such as welders, and has coordinated with higher echelons of maintenance in order to allow these soldiers to cross-train with their counterparts in DS maintenance units. MSG Baker personally instructs at many of these classes, setting an example for all those who aspire to be outstanding NCOs.

(3) MSG Baker's zeal in ensuring that the BN can roll out and fight on no notice has inspired all maintenance personnel. He fosters and enforces a sense of urgency about any piece of equipment that is not mission capable. He demands that combat readiness is first and foremost in the minds of every operator and mechanic. The soldiers that work with him are instilled with professionalism, following his sterling example, and are motivated to perform their vital mission to a nearly flawless standard.

(4) MSG Baker has made great use of the maintenance assets available to him. He has developed a solid rapport with all higher level support maintenance shops. Contact teams are ready at a moment's notice to respond to our needs in the field. DS level personnel come to our unit and work hand in hand with our own mechanics to "peak up" our equipment. MSG Baker has made great use of the expertise of both Maintenance Assistance Instruction Teams (MAIT) and Mobile Training Teams to train our own soldiers.

(5) This BN has benefited from a number of innovations, due largely to MSG Baker's efforts. Since MSG Baker assumed his duties, many "better ideas" suggested by soldiers have been incorporated into our equipment. Ammunition Carriers (M548A2) have had bolt-on racks installed to provide additional storage space and enhance our capability to segregate ammunition. In the critical communications link between the TACFIRE system's battery computer system and gun display unit, WD1 has been replaced with more reliable copper wire. Bolt-on extensions have been added to the rear bustle racks of M109A2 Howitzers, resulting in a threefold increase in the personal equipment carrying

capacity of the weapon. An adapter has been designed which allows FIST to power their Digital Message Devices (DMD) off of a common PRC 77 battery.

d. RESULTS/OUTCOME. As a result of MSG Baker's superb and infectious leadership, unyielding determination, superior degree of technical expertise, and aggressive attitude, the BN's maintenance personnel have been instilled with a winning spirit and willingly have given 110% in all they do. It was not a surprise, in light of MSG Baker's efforts and qualities, that the 1st Battalion, 15th Field Artillery won both the 2d Infantry Division and the Eighth US Army nominations for the Chief of Staff of the Army's Award for Maintenance Excellence in FY 85.

e. APPLICABILITY TO THE ARMY. Inspired leadership, as demonstrated by MSG Baker, can move the soldier to do a little extra and to take a special pride in his work. It was precisely this extra effort, sustained and nurtured over an extended period of time, that caused our maintenance program to stand out from the others. MSG Baker contributed magnificently to the soldiers of the 1st Battalion, 15th Field Artillery realizing their full potential.

1–10. KEY PERSON IN PERSONNEL

a. BACKGROUND. Acting Sergeant Arthur J. Rochte, a 23 year old personnel management specialist with four years active service, assigned to the 516th Personnel Service Company (Provisional), Camp Humphreys, Korea, attended the Primary Leadership Development Course in July 1985 and upon completion returned a highly motivated and dedicated soldier. He performed his assigned mission in a highly professional manner and was clearly a key member of the enlisted redeployment section.

b. SPECIFIC SITUATION. The need arose to replace the officer redeployment clerk at his rotation. The officer redeployment section had problems with short fuse orders and an inexperienced clerk with low motivation. The section needed a highly motivated, take charge soldier. Because of Sergeant Rochte's past performance, he was selected for this mission. Upon his assignment he immediately took on the challenge and turned the section around, developing a suspense system to minimize short fuse orders and became the expert in officer redeployment procedures. In addition, he taught himself how to process officer promotions. Furthermore, while performing his daily mission he was the key player in motivating younger soldiers in unit physical training.

c. EVENT. The key player in the officer redeployment section *is* Sergeant Rochte. He has the ability to lead and motivate both superiors and subordinates alike in his vigorous but enjoyable physical training sessions. He is a dynamic soldier who when faced with the challenge to improve his section, did so with enthusiasm. He pushed ahead to accomplish his mission and displayed only a positive attitude. He also served as the unit armorer which required numerous additional duty hours. As a "key person" in the Combined Federal Campaign, his efforts were instrumental in our unit collecting more contributions than any other unit within 8th Personnel Command, regardless of size. As a direct result of Sergeant Rochte's initiative, his section is now in top shape giving total personnel support to the officers at Camp Humphreys.

d. RESULTS/OUTCOME. Sergeant Rochte's efforts and accomplishments were recognized in a December 1985 PERMAS inspection in which he was praised for his successes. His leadership has brought a marginal section up to standard and influenced soldiers to participate in physical training sessions and the Combined Federal Campaign. He has had a positive impact on the unit's mission accomplishment and morale.

e. APPLICABILITY TO THE ARMY. Sergeant Rochte is the type of leader the Army needs. He has had a positive influence on his soldiers that they will carry throughout their Army careers.

1–11. CARING TAKES TIME

a. BACKGROUND. Many of our Army's leaders who are in units today often dream "If only I had a chance to start my unit from scratch. All new soldiers, a new mission, a new beginning." This is a dream often sought, but seldom realized. One soldier who had this opportunity and made the most of it is an MLRS battery first sergeant named Steven G. Chittum.

b. SPECIFIC SITUATION. First Sergeant Chittum, young for his rank at 33, but senior to many in terms of maturity, drive, and ideals, accepted the challenge in February 1985 to build a unit "from scratch." To take privates directly from AIT and sergeants from various field artillery units and backgrounds, and build a unit. He saw it as a dream come true—a chance to start a unit the right way, with soldiers who would be taught to understand pride and discipline. His unit would be formed at Fort Sill, train there, and deploy to Germany to join its parent battalion. The unit is Battery B, 4th Battalion, 27th Field Artillery (MLRS).

c. EVENT.

(1) 1SG Chittum realized that the young soldiers he would receive were nothing more than moldable clay, much like the form a sculptor begins with and slowly works into a finished piece. So he took these young privates, straight from their drill sergeants at AIT graduation, and welcomed them to their new unit. He bonded them in that manner. He let them know someone wanted and welcomed them. He began to form them. He ensured that at each AIT graduation, a new member of B Btry, 4–27th FA was greeted by his sergeant, and personally escorted across Fort Sill to his new home. To each soldier he gave the same welcoming speech. He told each one that he now belonged to the best unit in the whole United States Army, and that his would be a legacy which would be left for many to inherit. He told each soldier to be proud of his uniform, how he wore it, and how he talked to his leaders. For an example, he presented himself to the new soldier, and offered his impeccably pressed BDUs and mirror-like boots as an example. He told

each soldier to respect his leaders, to follow his sergeant, and to do his best in all. The NCOs of the battery were trained by 1SG Chittum to take the private and teach him the soldierly skills of teamwork and self-pride. Each day the unit grew larger and larger. Each morning at formation, young soldiers with pressed uniforms and highly shined boots would fall out, proud of themselves and their new unit. They were taught by their first sergeant to look good because they wanted to look good. They were taught to address their sergeants by full title, "Good morning, Sergeant." And each sergeant addressed his soldier by his full title. This exchange of mutual respect taught the young men to be proud of his rank and respect the rank of his leaders.

(2) Meanwhile, the unit NCOs were taught to account for their soldiers while on and off duty; to train, instead of discipline, a weak soldier; and to pat a soldier on the back before kicking him in the pants. Sergeants were trained on their responsibility to be the example for their men to follow, and to care for each man.

(3) The unit became stronger and stronger and fed from its own internal strengths. It soon received much notice and attention. Soldiers of B, 4–27 seemed to stand out from among the others. They wore a pride of being a soldier and a smile of a man who enjoyed his job.

(4) Soon training was over and the battery deployed to Germany. Over 40 families went with them. Many were young wives new to the Army and strange to European ways. Arriving in Wertheim, Germany, in July, the unit soon found itself in a housing crunch. In three weeks, it would leave families and home base to go to Graffenwoehr for two months of equipment fielding and training. The wait for available housing was four to eight weeks long. The small base housing office was unable to meet the demand which the new unit created. A crisis was developing. Soldiers would have to deploy to Graffenwoehr and leave wives and children behind—in guest quarters, in pensions and in gasthauses. Something had to be done.

d. OUTCOME. 1SG Chittum personally took it upon himself to remedy the situation. He believed that caring for the soldier included that soldier's family. He set as his goal to find a house or apartment for each of the unit's families and have them settled before the unit left for Graffenwoehr or upon the arrival of the families due in while the unit was at Graffenwoehr. Organizing his NCOs into teams, they spread out to the surrounding villages and towns, placing ads in newspapers, posting cards in city halls and meeting rooms, and talking to landlords, rental agents, and city officials. What the post housing office was unable to do, 1SG Chittum accomplished with resounding success. Each family found a place to live, and as each family arrived at Rhein Main Air Base, it was met by the husband and transportation to take the soldier and his family to their new quarters. Not a single family was left out.

e. APPLICABILITY TO THE ARMY. Throughout the battery's early months in Germany, 1SG Chittum continued to maintain his high standards. Being a new MLRS unit, the battery attracted more than its share of visitors. Each one came to see the new MLRS weapon system, but instead was treated to experiencing a weapon system it did not expect—a Bravo Battery soldier. For some reason, soldiers in this battery were different. They were trained, organized, and smiling. They wore a pride about them which made them stand out. They eagerly displayed for visiting officers and sergeants major a drive and initiative obviously born out of morale and discipline. And always standing nearby would be the man's sergeant, a smile on his face much like a parent whose son just hit a home run in the Little League game or just received straight "A's" on a report card. In fact, so professional are the young soldiers of B, 4–27, that almost without exception, visitors to Peden Barracks in Wertheim who ask to see a unit's billets or soldiers are always sent to 1SG Chittum. The reason for this is clear. As a senior ranking command sergeant major in VII Corps recently said, "If you want to see a good unit, one where it's done right, go to Wertheim and see Bravo 4–27th. They built it the right way. From scratch." And if you go there and experience these young soldiers, standing nearby will be a man with the smile of a father whose son just hit a home run. On the name tape of his impeccably pressed BDUs is the name "Chittum."

1–12. SUPPLY IMPROVEMENT

a. BACKGROUND. The 6th Medical Supply, Optical, and Maintenance Command (MEDSOM) provides intermediate level biomedical equipment maintenance support for the USFK. Medical equipment in Korea consists of TOE equipment authorized for field medical service and TDA equipment commonly used in peacetime health care. The estimated value of both types of equipment exceeds $12 million and range from simple thermometers to sophisticated X-Ray and laboratory apparatus. The equipment is located in numerous medical and dental treatment facilities throughout Korea. Further, all new facilities medical equipment is installed by 6th MEDSOM personnel.

b. SPECIFIC SITUATION. The complexity of equipment, pace of maintenance requirements, and low density of most medical items presents a significant maintenance challenge. Added to this "routine" requirement are numerous new facility opening and/or renovations which tax maintenance resources due to installation requirements. Many require temporary relocation of equipment due to renovation with reinstallation at a later time. The medical maintenance work load in Korea has grown significantly in 1985.

c. EVENT.

(1) Description of Key Players. MSG Samuel H. Jones, Sr., has served as the NCOIC of the Medical Maintenance Division during the entire year – a period of exploding workload. With absolutely no increase in staff, and the normal 1 year Korea turnover, MSG Jones has accomplished all mission requirements and found time and resources to improve his Division's operations in virtually all areas.

(2) Impact of Leader's Actions. MSG Jones was assigned to the 6th MEDSOM from the U.S. Army Medical

Material Agency's National Maintenance Point. Since his assignment, he has been a positive influence on all aspects of unit training and maintenance. His leadership has produced a Division of personnel who are totally responsive to all requirements, for example: X-Ray installations on the USS Blueridge; CPR Training; maintenance contact team preventive maintenance; vehicle PMCS; common task training; precious metals recovery and TMDE accountability. There is no task that can be given to the medical Maintenance Division without complete confidence in superior accomplishment.

(3) MSG Jones has practiced all precepts of leadership. He clearly sets the example for all personnel and is respected for it. The motivation he produces consistently provides maintenance technicians on site who are praised for their competence, responsiveness and overall soldier professionalism.

d. RESULTS/OUTCOME. Organizations supported by the Medical Maintenance Division are constantly praising the resourcefulness and service provided. Medical Maintenance personnel perform well in the field and in the clinic, at times that will not disrupt patient care. Due to MSG Jones leadership, medical personnel providing health care to USFK personnel receive maintenance support the equal of any in the world.

e. APPLICABILITY TO THE ARMY. Improved medical equipment availability provides greater levels of health care and patient satisfaction. This provides improved soldier morale and productivity. Further time lost due to the need for rescheduling appointments or conducting retests is minimized. MSG Jones is a splendid example of leadership success breeding mission success.

1–13. CONCERN FOR SOLDIERS

a. BACKGROUND. SFC Joseph F. Duarte as the Motor Sergeant for A Battery, 1st Battalion, 15th Field Artillery, is responsible for supervising the numerous missions of a ten man maintenance section in a self-propelled howitzer battery. SFC Duarte and his section have done a superb job of maintaining 5 wheeled vehicles, 13 tracked vehicles, and 3 generators in a high state of operational readiness. Additionally, SFC Duarte is responsible for driving safety, driver training and licensing, and The Army Maintenance Management System (TAMMS) and Prescribed Load List (PLL) management within the battery. The high quality of SFC Duarte's efforts is reflected by his battalion's selection as the Eighth United States Army Winner of the Chief of Staff of the Army's Maintenance Excellence Award.

b. SPECIAL SITUATION. PVT A is one of SFC Duarte's tracked vehicle mechanics. Although PVT A demonstrated modest ability as a mechanic, he has had severe personal problems. Since his assignment to A Battery in Jul 85, PVT A had demonstrated an increasing propensity for alcohol abuse and a serious inability to manage his finances. Furthermore, PVT A appeared to be losing touch with reality. He began to speak of being a member of a satanic society and of seeing visions from the Norse gods. PVT A bragged of a transvestite girlfriend, and stated in counseling that he would be willing to die in order for her/him to get the insurance money. Early counseling attempts at the Stanley House had not resulted in any change in his behavior. By Oct 85, the Battery Commander determined that PVT A's $1300 indebtedness was sufficient grounds for separation under the provisions of AR 635–200, Chapter 14. PVT A, crushed by the news of his pending separation, became extremely depressed and agitated.

c. EVENT.

(1) Description of Key Players. SFC Duarte felt a personal responsibility for his subordinates and their actions. He is genuinely concerned for their needs and well being, both on duty and off. PVT A, already identified as having severe emotional problems and difficulty managing his personal affairs, had just been dealt a crippling emotional blow that he was incapable of handling.

(2) At 2200 hours on 30 Oct 85, SFC Duarte made a routine spot check of his soldiers' rooms in the A Battery barracks. When he entered PVT A room, he found that PVT A had just placed a "hangman's noose" made from 1/2″ hemp over the utility pipes in his room. SFC Duarte immediately confiscated the rope, assigned another NCO to stay with PVT A, called the 1SG for additional instructions, and spoke with PVT A in an effort to talk him out of his suicidal depression. SFC Duarte's quick thinking and off duty presence probably saved PVT A from a suicide attempt.

(3) Impact of Leader's Actions. PVT A, saved from impending suicide, was immediately referred to the Stanley House for a mental evaluation. PVT A was evacuated to the 121 Medical Evacuation Hospital where he spent 10 days under full professional supervision, evaluation, and rehabilitation. Upon determination that he had made satisfactory recovery, PVT A returned to A Battery, where he remains to this day, fulfilling his duties as a tracked vehicle mechanic.

d. RESULTS/OUTCOME. Since his return to a A Battery, PVT A has clearly demonstrated a more positive attitude. He has made substantial progress in reconciling his debts, and his efficiency as a mechanic has markedly improved. All of this has been because of SFC Duarte's concerned leadership. In fact, PVT A has improved to such a degree that his Battery Commander has determined that he not be separated at this time.

e. APPLICABILITY TO THE ARMY. Each and every soldier represents an investment by the Army in both time and money. Concerned leadership can cause rehabilitation of even the most hopeless case, and, as shown in this case, save a senseless loss of human life.

1–14. PONCHO COUNSELING

a. BACKGROUND. The 7th Infantry Division (Light) had just completed its year of transition to the light division

concept and was now a part of the rapid deployment forces of the United States. As such, it was on an alert status requiring it to be airborne, "wheels up", in just 18 hours. The word EDRE captured everyone's imagination. EDRE, Emergency Deployment Readiness Exercise, is a test of the Division's capability to meet its deployment mission as well as an opportunity for its leaders to learn and develop. Hopefully, that learning occurs throughout the depth and breadth of the Division. This story is about a young Sergeant, assigned deep within a Division unit, who had the moral courage to teach and learn from his subordinates, the candor to entertain their questions, and the competence to conduct an indepth After Action Review.

b. SPECIFIC SITUATION. "Blue Bayonet," the phrase that initiates the execution of the EDRE, was passed quickly and efficiently throughout Fort Ord on a lazy December afternoon. Soldiers kissed spouses and children good-bye and headed for assembly areas; civilian workers hurried to warehouses and transportation points; leaders pondered maps and answered ever ringing telephones. The Division was moving, thankfully not for some foreign shore but, to McChord Air Force Base, Washington, and a training exercise at Fort Lewis. For the light fighters and leaders of the 2nd Battalion, 9th Infantry Regiment (Light), the lead division element, it was finally a time for them to show what they had learned through months of Light Leader courses, Rites of Passage, and numerous FTX's.

c. EVENT.

(1) The 2/9th Infantry mission was to conduct an air assault behind enemy lines to secure a bridge critical to US Forces. On order, the battalion was to interrupt enemy lines of communication and seize the town of Regensberg. The operation was fastpaced and units were employed independently, relying heavily on the initiative and competence of small unit leaders. Cold rain, snow, and fog challenged the will of the "Light Fighters" and the terrain sapped the strength from their legs. Soggy, heavy "rucks" bent the backs of the foot soldiers but on they moved for 56 hours of continuous operation. The bridge and town were secured and the mission accomplished.

(2) After the exercise was completed, Sergeant Bean assembled his squad to conduct an After Action Review (AAR) of the entire operation. Earlier, each level in the chain of command had done the same with their subordinates. It was now his opportunity to discuss the operation and share the learning experiences with his soldiers. In the bleak, damp, and barren temporary barracks the troops were using there were no high-tech training aids. Sergeant Bean tacked his poncho to the wall and gathered his squad around him, seated on the floor. On his poncho he drew schematics of the operation and listed the strengths and weaknesses of the squad performance. He asked his soldiers to tell what they had seen. He listened to them critique the operation. They told him what they might have done, were they in his position. During the open exchange of information, Sergeant Bean's "Light Fighters" showed the courage to tell their squad leader how he might have done better and the candor the compliment him on the actions they admired.

d. RESULTS/OUTCOME. The full potential of the exercise was realized, particularly in Sergeant Bean's squad. The battalion enhanced its combat readiness through analysis of the tactical play while concurrently developing its junior leaders through the process of self examination and critique. Leaders in all positions were learning to be responsible for the good, the bad, and the wrong. They were being held accountable, by both their seniors and their subordinates. Each member of Sergeant Bean's squad became an active participant in the review and development process. Each made a contribution; each made a difference.

e. APPLICABILITY TO THE ARMY. Great learning occurs when people are willing to take risks; when leaders have the courage to ask for honest input regarding the critique of an operation. The unit, as well as the leader, grows. Subordinates who are listened to will develop trust and commitment to both the leader and the unit. Initiative will grow as junior people are given the opportunity to express themselves. Technical and tactical proficiency develops, as does the spirit to achieve and win.

1–15. PRACTICAL INSTRUCTIONS

a. BACKGROUND. Sergeant First Class Dominguez, a Vietnam combat veteran with a Bronze Star and a Purple Heart, is an instructor in this schools NCO Academy. A former squad leader who has a long list of military skills—he is Special Forces, airborne, armor, and infantry qualified—SFC Dominguez brings an overwhelming amount of experience to his classes. Even when not on military duty, he gives a great deal of his own personal time to set up classes that will both interest and inform his student. In civilian life, he is a New York City housing police officer.

b. SPECIFIC SITUATION. The NCO Academy instructs Reserve and National Guard NCOs in how to become more effective military leaders. It focuses on practical military skills, the internal qualities of leadership, and the motivation of subordinates. In 1985, SFC Dominguez taught the Advanced NCO Course, the second level of the three NCO courses offered here. While lesson plans are standardized for the course, they nonetheless leave a great deal of room for instructor initiative. Instructors must recruit their own classes.

c. EVENT.

(1) The one-year Advanced Course is a combination of classroom instruction in management and field exercises in map and compass, small-unit tactics and drill and ceremonies. As such, it is an ongoing challenge to an instructor to make the material come to life in a way that students can use in their own unit assignments.

(2) Description of key players. Each Advanced Class has a minimum of 10 students. Usually, they are staff sergeants, although sergeants are admitted with a waiver. Students tend to be seasoned soldiers in their late twenties and early thirties. Completion of the course is required for promotion to sergeant first class. Still, an instructor does not

have a free ride. He must recruit his class and ensure that students attend regularly through a dynamic and interesting presentation of the course material.

(3) Description of the leader's actions. On his own time during weekends and weeknights, SFC Dominguez journeyed to National Guard and Reserve armories to recruit for his class. His infectious enthusiasm made that a short-lived task. He did not depend on bulletin notices to bring in his students, and ended up with one of the largest classes in the school, with 55 students. Thirteen of these had to drop out due to scheduling problems—a normal attrition rate. SFC Dominguez worked personally with those having time conflicts, and kept several in the program. But it was during the instruction itself that he really shone. Again on his own time, he set up a novel orienteering course in a Long Island state park. He spent days trekking through Hecksher State Park planning it. When the actual exercise took place, he had fired up his students that they attacked the course with gusto unmatched in previous outings. During these exercises, he drew heavily upon his active-duty experience to underscore the practical value of the instruction.

d. RESULTS/OUTCOME. As a result, SFC Dominguez has become the top instructor in this school and, as the ARCOM and First Army awards attest, one of the finest soldiers in the Reserve program. It is significant that he was able to devote considerable time and energy pursuing these awards while simultaneously working overtime at instructing. His classes are extremely popular, and his students emerge with a deep knowledge of military management and a real zest for leadership. As the one responsible for imparting that, SFC Dominguez has shown himself to be a fine leader indeed. It is a special kind of leader who can make leaders out of others.

e. APPLICABILITY TO THE ARMY. SFC Dominguez is a superb role model for others. His enthusiasm, energy, and selflessness embody what it means to be a leader.

1–16. A RANGER LEADS THE WAY

a. BACKGROUND. The 25th Infantry Division was designated to convert to a Light Infantry Division during 1985–86. The TOE for the senior leadership positions in an ID(L) rifle company requires ranger qualified personnel. SFC(P) Donard W. Calavera, Headquarters and Headquarters Company, 1st Battalion, 21st Infantry has been assigned as a platoon sergeant since October 1984. SFC Calavera, 37 years old, was not ranger qualified prior to his unit's ID(L) conversion.

b. EVENT. On 19 March 1985, SFC Calavera enrolled in the 25th Infantry Division's two-week Ranger Indoctrination Program (RIP). After completing RIP, he attended the U.S. Army Ranger School at Fort Benning, GA. He successfully graduated from Ranger School on 6 June 1985. Upon his return he prepared his junior leaders to attend the Light Leaders Course and the Light Fighters Course.

c. RESULTS/OUTCOME. As a senior noncommissioned officer, SFC Calavera was not required to attend Ranger School nor expend the additional effort required to prepare him to do so. He could, had he chosen to do so, have told his young soldiers and leaders that it was important for them to attend Ranger School. He could have told them that by attending Ranger School, they would be better prepared as soldiers and leaders to survive and lead on the ID(L) battlefield. This is what would be expected of a 37–year-old platoon sergeant. However, SFC Calavera decided to lead by example. To show his soldiers that he truly believed in what he was saying, he volunteered for and completed RIP and Ranger School. His desire to improve his technical and tactical skills and grow as a leader were models for young soldiers to emulate.

d. APPLICABILITY TO THE ARMY. SFC Calavera set tough standards for himself. He demonstrated strict discipline and was the example for younger leaders to follow. His performance of duty was and is a motivating factor for his platoon, company, and battalion. His example will be remembered by young leaders and will be a model for them in the future.

1–17. RELIABLE COMMUNICATIONS

a. BACKGROUND. This battalion was activated on 1 September 1985, our first communications mission was in support of the 193d Infantry Brigade (Panama) exercise "Road Dawg 85." The primary mission of this exercise was to repair and improve the Mariato–Arneas Road in the Azuero Peninsula of Panama. This work was to be done by the 536th Engineer Battalion. The mission was a result of the "Low Intensity Conflict" (LIC) strategy which was developed when General Paul F. Gorman was Commander-in-Chief of U.S. Southern Command.

b. SPECIFIC SITUATION. The primary communications link required for this exercise was a high-frequency (HF) radio teletype (RATT) system between three locations: the exercise headquarters on the Azuero Peninsula, the 193d Infantry Brigade's Emergency Operations Center (EOC), Fort Clayton, and the 536th Engineer Battalion headquarters at Fort Kobbe. The key link in this system was the RATT station on the Peninsula at exercise headquarters. This station was over 145 miles from Fort Clayton. It was also the only communications link between the two areas. Because of the rural nature of the exercise area, commercial telephone systems were not available. The difficulty in providing a reliable communications link was further compounded by the monsoon rains in the exercise area. If military communications were ineffective, there would be no communications between the Clayton/Kobbe area and the troops in the field. It was critical the RATT station on the Azuero Peninsula remain operational.

c. EVENT. The 154th Signal Battalion's Command Communications Company was tasked to provide the radio team on the Azuero Peninsula. Because this unit was also newly activated, at approximately 40 percent strength and extremely short of NCOs, SP4 Robert C. Pease, Jr., and his RATT team were given the Peninsula mission. SP4 Pease

had only been in the Army since November 1982, and in Panama since April 1985. However, because of his can-do, positive attitude, he and his team were chosen over other RATT teams which appeared to be more experienced. SP4 Pease's personal qualities of dependability, initiative, and responsibility, as well as his cheerful, outgoing manner had captured the confidence of both his superiors and subordinates alike. As a result, he had been placed in an E5 team chief position and was doing an outstanding job. His selection for this mission, however, was his first major challenge. Despite his youth and experience level, his natural leadership ability and common sense ensured his team was deployed in a professional manner and the HF RATT link was promptly established. Despite periods of difficulty with weather, frequencies, system component failures, etc., SP4 Pease's well-developed sense of mission accomplishment ensured all obstacles were quickly and efficiently overcome. SP4 Pease's attitude was "get the message through" which he continuously did for the seven weeks of the exercise.

d. RESULTS/OUTCOME. SP4 Pease's performance resulted in a communications system which had an exceptionally high reliability rate. This system was extremely responsive and dependable. All messages were passed in a timely and accurate manner. The engineer element was so impressed with SP4 Pease's technical skills, professionalism, and can-do attitude, that they recommended him for an Army Achievement Medal for his performance. The exercise was a large success which was in no small way due to the outstanding communications support provided by SP4 Pease's radio team. Also, as a direct result of his performance, the 154th Signal Battalion's first communications challenge was successfully met.

e. APPLICABILITY TO THE ARMY.

(1) SP4 Pease's performance reaffirms several key principles:

(a) It is leadership which is the decisive factor in successful mission accomplishment.

(b) Outstanding leadership can be found at any grade.

(c) Good leadership ensures outstanding tactical communications.

(2) Paragraph not used.

1–18. HOOKING UP THE LANYARD

a. BACKGROUND. The occupation of the firing point had gone well except for one gun. Throughout the FTX during this most recent Grafenwoehr density, sixth section had been a constant problem. In retrospect, sixth section had always been a problem. Back in garrison everything from personnel accountability to the maintenance of the section's M110A2 Howitzer and M548 Ammunition Carrier had been substandard. Disciplinary problems within the section ranged from bad checks to feigned illnesses. The section had become a training ground for bad attitudes and poor performance. I had only been in command of the battery 30 days before the section chief of sixth section rotated back to the states, but it was obvious that he was not enforcing any standards. His replacement seemed to be just what the section needed. Then the second blow occurred for almost as soon as he had finished inprocessing, he was forced to return to CONUS on emergency leave. With no other NCOs available, I decided to make the gunner an acting sergeant and place him in charge of the section. Even with a lot of assistance from the gunnery sergeant and the Chief of Firing Battery, he had not been able to keep the section functioning. Just two weeks prior, he was one of the guys; now he was trying to be the chief. His friends resented him trying to exert authority over them and had very little respect for his technical expertise. The situation deteriorated to the point where the section could not accomplish even the most basic tasks. During this occupation, the other five sections had been laid for deflection within three minutes, while sixth section had taken eight minutes and would obviously bust the 9–minute ARTEP standard before getting laid.

b. SPECIFIC SITUATION.

(1) SFC Felder called me on the land line at the PCC and told me what had happened. The first sergeant and I, along with the battery XO and the Chief of Firing Battery, had discussed this possibility earlier and had agreed that the best man to replace our first choice would be SGT Lohman, an acting sergeant and gunner for first section. The section chief in first section, Sergeant Edgerston, was one of the stronger NCOs in the battery. His section was well-trained and disciplined and the maintenance of their equipment was outstanding. SGT Edgerston was a quiet individual; however, he possessed a military bearing which commanded the respect of his soldiers. SGT Lohman had been in SGT Edgerston's section for almost a year and had learned a great deal. In addition, SGT Lohman was already respected throughout the battery.

(2) I went to the first section and found SGT Edgerston instructing one of his soldiers on how to set the headspace and timing of his section's M2 machine gun. I called SGT Edgerston and SGT Lohman to the rear piece and told SGT Edgerston that I was taking his gunner. I then turned to SGT Lohman and said: "You are now the chief of sixth section." SGT Edgerston looked back toward his howitzer and said: "Negron, you're now the gunner." A look of shock flashed across SGT Lohman's face, immediately followed by a look of intensity as he first asked: "Are you serious?" and then, "What happened?" When the preliminary questions had been answered, SGT Lohman picked up his bags and proceeded to the sixth section. He met SFC Felder enroute and was further briefed on what would be expected of him. SGT Lohman told SFC Felder that he would need a gunner that he could depend on and that no one in the section could fill the job without additional training. SFC Felder agreed to send SP4 Jones to sixth section to help out.

c. EVENT.

(1) When SGT Lohman and SFC Felder went to the sixth section and announced: "SGT Lohman is now your chief

for the remainder of this field problem. SP4 Jones will be taking over as the gunner." SGT Lohman then started to get an accurate accountability of his section equipment. After a close inspection for serviceability, he found that his equipment was worse than any of us thought. Most of the night-lighting devices did not work and his M548 was deadlined. SGT Lohman made a list of what he needed, forwarded it to the supply sergeant and contacted our maintenance contact team for assistance. What he needed immediately, he borrowed from the other sections. While bringing the equipment up to standard, SGT Lohman discussed with each of his personnel what they felt was wrong with the section. His first leadership challenge was to sort out the griping from the legitimate criticisms.

(2) He listened to his howitzer driver, who said: "All we do is drive up and down the roads and do maintenance. When it comes time to shoot, we have to call ourselves out because we either can't keep up with the other sections or our gun goes down. This gun and 548 are both pieces of junk. I don't know why we got stuck with all the junk." The number two man said: "I have a lot of pride and I don't like being in the dud section. I want to do my job, but what we have been doing makes no sense to me. Just a lot of screaming." The third crew member complained: "My back hurts me all the time. I can't lift anything or ride on the tank trails. I don't know why they brought me out here."

(3) After listening to the full range of criticisms, SGT Lohman decided to redefine individual tasks to be performed and instill a sense of responsibility in each of the soldiers in the section. To the driver he said, "Private, this vehicle has been neglected. I want you to perform a good weekly PMCS right now. Make sure you have the 'dash ten' out while you are doing it. I want you to operate this vehicle strictly in accordance with the operators manual, to include orderly shutdown procedures. We are going to make this the best gun in the battery. To do that, you are going to have to stop losing my equipment every time we move." To the gunner he said, "Private, we are going to go through some dry missions before we start firing live. We are going to make the ARTEP times and we are going to do it safely. Do not hook up the lanyard until I tell you." To the assistant gunner he said, "Right now, you and I are going to see SFC Felder. When I get back, we are going to go over lay procedures step by step."

(4) The improvement in the section was dramatic. By the time the battery left that firing point, the sixth section was keeping up with the rest of the battery during fire missions. Even the soldier with the back problem started performing well as the assistant gunner. When the battery arrived back at the motor park at Camp Kasserine, SGT Lohman insured that all of his equipment was secured and that his vehicles were topped off before he released his personnel. Over the next two days, SGT Lohman was able to repair or replace most of the equipment that he would need during the upcoming ARTEP. When it became apparent that he would not have his M548 back from support maintenance in time, he contacted the battery ammunition sergeant to discuss the feasibility of using a 5–Ton truck as an ammunition carrier for his section. When he presented the idea to the chief of firing battery, he said: "If we're going out, I want to shoot."

(5) When the battery made its first occupation during the ARTEP evaluation, SGT Lohman's section was the first one laid. The battalion CSM observed the occupation and commented that it was outstanding except for the fact that the sixth section's spade was not dug in properly. That was the last criticism that the sixth section received for the remainder of the ARTEP evaluation. A rivalry soon developed between SGT Lehman's section and SGT Edgerston's section. Although SGT Lohman was handicapped by having a wheeled ammunition vehicle, he was able to keep up with and at times surpass his old chief. The sixth section could be depended on during the evaluation to the point of being utilized for numerous special missions. With all six sections working like a team, the battery was able to meet most of the ARTEP standards and was formally designated as the best in the battalion.

(6) When SSG Allen returned from emergency leave, SGT Lohman returned to the first section as the gunner. His performance as a section chief had reflected well on himself and the NCO who had trained him. SGT Lohman had patterned his leadership skills after those of SGT Edgerston.

1–19. LEADERSHIP INITIATIVE

a. BACKGROUND. Upon his arrival in the 2d Brigade, CSM Denny immediately became totally involved in the NCO leadership development program. Completely on his own initiative, CSM Denny wrote and developed the Plan of Instruction (POI) for a brigade level Basic Leadership Course. This course was designed to provide leadership training to the soldiers of this Brigade who have not yet attended other leadership courses but are serving in junior leadership CSM positions. He selected guest speakers and subject experts to supplement that instruction given by the cadre. This two week course is given several times throughout the year with the instructors/cadre changed for each course. This provides training not only for the soldier but also for the instructors. All personnel involved in the course are from Camp Hovey and initiation of this course has not caused an increase in special duty personnel.

b. SPECIFIC SITUATION. This course is providing the members of the 2d Brigade with the vital leadership skills they need to fight and win on today's battlefield. This training will help speed their development as our future noncommissioned officers.

c. EVENT.

(1) Description of Key Players. CSM Denny is the driving force behind the Brigade Leadership School. He thought of it, developed it and runs it. His outstanding leadership has rubbed off on instructors and students alike.

(2) Impact of Leader's Actions. The Brigade is short of sergeants to fill fire team and other Sergeant positions. Soldiers who are still specialist four or corporal are serving in some of these positions. This course helps prepare them

for their job as noncommissioned officers. As more soldiers attend this course, leadership will be improved throughout the Brigade.

d. RESULTS/OUTCOME. CSM Denny's initiative and hard work have paid off in providing this Brigade additional leadership training at the critical point in our soldiers' careers. He is the type of outstanding NCO who makes our Army get a little better each day.

e. APPLICABILITY TO THE ARMY. CSM Denny's creation and eventual implementation of the Brigade Leadership School is a prime example of taking the initiative to start a program for the specific enhancement and development of the junior soldier.

1–20. CLIMATE FOR SUCCESS

a. BACKGROUND. 1SG Charles W. Fitzpatrick, A Company, 1st Battalion, 21st Infantry has been assigned as first sergeant since 8 May 1983. During his assignment to A Company he has deployed to the Republic of Korea for Team Spirit "84", to the Philippines for Balikatan 85, and four times to the Island of Hawaii for major training events. His individual accomplishments include being certified as a master in drill, physical training, and the M60 machine gun. He is a graduate of the Air Assault School, Rape1 Master Course, and the First Sergeant's Course. 1SG Fitzpatrick has achieved the maximum score of 300 on his past four APRTs. He is currently the 25th Infantry Division record holder for his age group in pushups (101), and situps (102).

b. EVENT. 1SG Fitzpatrick has made a difference in A Company, 1–21st Infantry. His company is considered the best in the battalion. It consistently has the best billets in the brigade and is considered the best in the division by many. Company A is always rated the highest during the battalion commanders monthly readiness inspection. Through 1SG Fitzpatrick's efforts and leadership, his unit transitioned from a TOE Rifle Company to the Division's first Light Infantry Company. The magnitude of this action is increased by considering that the unit's readiness rating was never below C3 throughout the transition. 1SG Fitzpatrick was instrumental in transferring his technical and tactical expertise to his junior leaders, preparing them for Ranger School, light leaders training at Fort Benning and light fighters training on Oahu. His motivation and desire to excel are constantly reflected in the achievements of his company. Being awarded 1st place in the 25th Infantry Division Drill Competition is only one example. Company A consistently has the highest quality and the greatest quantity of soldiers who attend military schooling. 1SG Fitzpatrick spends a great deal of effort to ensure his soldiers are well prepared and highly motivated to attend schooling. 1SG Fitzpatrick's efforts as teacher, coach, and counselor have had a direct impact on his company's ability to accomplish its mission.

c. RESULTS/OUTCOME. 1SG Fitzpatrick has created a climate, through personal example and leadership, that has established his company as a standard for others to emulate. His soldiers are motivated and truly cared for by the chain of command. A Company has taken an extremely difficult mission, conversion to light infantry with no reduction in combat readiness, and accomplished it in less time, with no personnel turmoil. This truly professional accomplishment is now the standard for others to achieve.

d. APPLICABILITY TO THE ARMY. 1SG Fitzpatrick's efforts have resulted in well trained, highly motivated soldiers and a Light Infantry Company that is fit to fight.

1–21. ON THE AIR

a. BACKGROUND. The Radio and Television section of the Office of the Chief of Public Affairs, United States Army Japan (USARJ), is responsible for producing radio, television and video tape programs, primarily for broadcast on the Far East Network (FEN), Tokyo. Additionally, productions are broadcast on USARJ's closed circuit television system, and command video tapes are used for command briefings and orientations. Additionally, the radio and television section is tasked to provide command narrations, and masters of ceremonies for ceremonies and events.

b. SPECIFIC SITUATION. The mission of the radio and television section is to promote USARJ via the FEN, Tokyo and to provide command information to the Army family in Japan via FEN, closed circuit television, and video tapes. During 1985, the mission was modified to include promoting the Army's 1985 Leadership Theme, through radio and television productions.

c. EVENT.

(1) Description of Key Players. Sergeant Taylor–Matteo is the NCOIC of the USARJ Public Affairs Radio and Television Section. She is responsible for radio, television, and video productions. The primary mission of the section is to promote the Army in Japan through productions aired on FEN, Tokyo. During 1985 the section was tasked with additional responsibilities for command briefing video tapes promoting USARJ's bilateral exercise program and a USARJ story briefing tape. The most significant added responsibility was to establish a closed circuit television system. To support this function, two temporary employees were hired, one in August and the other in October. Due to programming changes at the FEN, Tokyo, the USARJ PAO Radio and Television Section increased its production from approximately 30 minutes a month to more than 50 minutes of television production a month. The majority of this increase was in the newly formatted weekly USARJ magazine, with the remainder being contributions to FEN's weekly magazine television production.

(2) These changes in the mission required the staff to aggressively seek out stories and to increase productions for both radio and television, plus closed-circuit television. The resulting successful accomplishment of these tasks attest to Sergeant Taylor–Matteo's tenacity and dedication. She led by example: writing, video taping, editing, and producing

her own programs. She supervised her staff, critiquing their work, and managing the necessary planning, scheduling, and programming.

(3) Sergeant Taylor–Matteo sought to be an outstanding technician in broadcasting, and an outstanding leader. Her success as a supervisor of a very dynamic organization that daily conducts diverse and short-suspense operations is attributable to her desire to learn how to lead. She sought guidance. She sought examples. She sought to make a difference.

(4) The section staff increased at year's end to two military, two temporary government service employees, one local national employee, and one student. With the exception of the military broadcaster and the local national employee, this increase required extensive training for the new employees. Sergeant Taylor–Matteo provided diligent training, tailoring instructions to the specific needs of the individual.

(5) Impact of Leader's Actions. Sergeant Taylor–Matteo demonstrated a dedicated willingness to learn, teach, mentor, and accomplish increasingly complex and diverse missions during a turbulent year. Confronted with challenging tasks and limited resources — she excelled.

(6) During these demanding times of command post exercises, field training exercises, changes of commands, ceremonies, festivals, and community activities — each requiring coverage, reporting, editing and production — Sergeant Taylor–Matteo developed into a mature, disciplined, and conscientious, dedicated noncommissioned officer. Her responsibilities took her to Hokkaido, Hawaii, Okinawa, the Base of Mount Fuji, Tokyo and throughout the Army communities in Japan. She often worked excessively long hours, under arduous condition with marginal equipment.

(7) Her military bearing and professionalism were readily apparent on-camera, on-site, and as command-directed narrator for numerous ceremonies and events. She came to represent USARJ, its standards, its professionalism, a reflection of its command climate through her visibility — visibility enhanced by the trust and faith expressed by the commander in his selecting her as spokesperson and narrator on numerous occasions.

d. RESULTS/OUTCOME. Sergeant Taylor–Matteo has rightfully earned the respect of the Armed Forces in Japan and has made a significant difference in telling the Army's story to Americans and Japanese alike. Sergeant Taylor–Matteo has contributed greatly to a command climate in which leadership as an integral part of daily operations is observable, supported and appreciated. Sergeant Taylor–Matteo successfully promoted the Army's theme of leadership throughout the year, but more importantly for her, the Army in Japan and the United States Army, 1985 was a threshold year in which she developed into a leader who made history on her watch.

e. APPLICABILITY TO THE ARMY. Sergeant Taylor–Matteo is an example of the spirit of the Leadership Theme. She is a soldier-ambassador. Sergeant Taylor–Matteo has come to represent the Army to thousands of Americans and Japanese. She has promoted the Army's theme in story and fact. She represents a young soldier striving to be all she can be — a leader who makes a difference.

Chapter 2
Officer Success Stories

2–1. DEDICATION TO THE FINAL EFFORT

a. BACKGROUND. The 11th Signal Company, 11th Special Forces Group (Airborne) was in considerable disarray when CPT Phillips was assigned as its commander. None of the four previous commanders had completed the statutory three years in command. Personnel turnover was high and a great deal of equipment was missing. The unit routinely failed inspections. It was unable to communicate with deployed Special Forces Operational Detachments during Group FTXs (it never achieved 50% of required contacts and had scored 0–5% several times). In short, the command climate was poor. CPT Phillips had the additional challenge since he was an Infantry rather than a Signal Corps officer.

b. SPECIFIC SITUATION. CPT Phillips intended to pass all inspections, to raise morale and reduce personnel turnover, and to achieve greatly increased communications with deployed detachments during FTXs. He also planned to win the 11th Special Forces Group (Airborne) Golden Boot, a bronzed paratrooper boot given annually to the company that performed best at Annual Training. The Golden Boot had always been won by a lettered (A, B, C) line company, never by a Headquarters or Support company.

c. EVENT.

(1) Description of Key Players. CPT Phillips was 39 years old when he assumed command of the 11th Signal Company. He had served as an enlisted man in the 101st Airborne Division in Vietnam. He was awarded two Silver Stars, two Bronze Stars, the Purple Heart, and the Army Commendation Medal. He left the Army in 1969, earned a law degree, and became a nationally known advocate for the rights of veterans. He eventually became the General Counsel of the Veterans' Administration. During the 1970s, he contracted cancer, but managed to beat it. In 1980, he decided that it was his duty to resume service to his country. Since he volunteered for service in 1967 as an enlisted paratrooper despite being a college graduate, he applied for a Reserve commission. He was offered a commission as a major in the Judge Advocate Generals Corps, but he preferred service with troops. Consequently, he was offered a commission as a captain of Infantry based on his valor and leadership in Vietnam.

(2) Impact of Leader's Actions. CPT Phillips' basic approach was to be relentlessly tough and demanding on himself as well as on his soldiers. CPT Phillips began by emphasizing basic soldiering (military appearance, military courtesy, physical fitness, and parachuting). He excelled in these things due to perseverance, and he expected the same from his soldiers. He undertook to make his company perfect in administration and logistics. He worked his troops very hard and worked much harder himself, spending countless evenings and weekends at his company. Aware of his technical ignorance in communications, he studied technical doctrine until he understood the ramifications of his unit mission. He allowed no excuses, but, if a subordinate convinced him that a fault lay at a higher headquarters or at another unit, CPT Phillips was his unit's strongest advocate. He set high standards for promotions and awards, and saw to it that they were given to those who deserved them. The welfare of his troops was an extremely high priority, and he tolerated no slack on the part of his own staff in settling pay problems, overdue promotions, late orders, etc. CPT Phillips created a command climate that particularly exemplified every one of the eight precepts of leadership:

(a) Based on his Vietnam experience, he taught his troops that combat is the end of all training, is unbelievably demanding, and the price of individual and unit errors are failed missions and dead American soldiers.

(b) He worked extremely hard to overcome his lack of technical knowledge, and forced major changes in company and Group signal procedures that improved the Group's communications success rate.

(c) By caring deeply and sincerely for the welfare of his soldiers, and demanding they be given what they earned, he taught his officers and NCOs that the welfare of their troops always comes before the leader's convenience.

(d) CPT Phillips always accepted complete responsibility for shortcomings in his unit and credited success to his subordinates.

(e) Tough standards were set and achieved.

(f) CPT Phillips always listened to subordinates, questioned them closely, and then either told them why they were wrong or saw to it that their suggestions or problems were acted upon.

(g) He attempted to personally grow until the day of his death. He sought a combat arms commission at the age of 38, volunteered for and passed the rigorous Special Forces Qualification Course and the Air Assault Course at the age of 39, and then accepted command of a signal company with the intention of making it the best in the Army.

(h) CPT Phillips was obsessed by the idea that an individual has obligations and that his efforts count. These were his driving motives in Vietnam and in his service with the Special Forces Reserves.

(3) In 1983, CPT Phillips suffered a recurrence of cancer. He took chemotherapy and lost a good deal of weight. This was not readily apparent to people who did not know him, as he was a powerfully built, raw-boned man. Nevertheless, and against the advice of his doctors, he attended a Jumpmaster Course at Fort Lee, Virginia. The author of this paper ((MAJ Moore, S1, 11th Special Forces Group (Airborne)) was his classmate, and I vividly remember his relentless practice and determination to succeed despite his physical weakness. He refused to allow his instructors to know he was suffering from cancer or to ask for any favors. He mastered the techniques, but was too weak to perform them in the required time. Consequently, he failed the course and thereupon resolved to try again at the next opportunity.

(4) CPT Phillips' cancer came back again late in 1984 and continued into 1985. He lost a great deal of weight, most of his hair, and the effective use of one eye as a result of disease and chemotherapy.

d. RESULTS/OUTCOME.

(1) CPT Phillips came as a shock to his company. However, they soon saw what was demanded, accepted it, and decided that they were going to be a truly elite unit, the best in the Army. They and CPT Phillips let everyone know how they felt, and then they delivered. Under CPT Phillips, the 11th Signal Company never failed an inspection and even won the Golden Boot as the best company in the 11th Special Forces Group. The communications success rate on FTXs rose in 1983 and continued to climb in 1984. In the spring of 1985, the company deployed to England to participate in a major Active Army FTX along with major elements of the 11th Special Forces Group (Airborne), an Active Army Special Forces Group (Airborne), and a National Guard Special Forces Group (Airborne). CPT Phillips went with them despite his severe illness. On this FTX, the 11th Signal Company achieved its highest ever success rate and out-performed the other Special Forces Groups.

(2) By the summer of 1985, CPT Phillips had to carry a portable oxygen unit with him, but he continued his duties. In August, CPT Phillips was tasked to conduct an airborne operation for the three companies of the 11th Special Forces Group (Airborne) at Fort Meade on very short notice. He was so tasked (despite the fact that his company had two major signal exercises on the day of the jump), because it was a short-notice mission and it was felt that he was the best commander for the job. He conducted his planning meetings with his usual meticulousness. He breathed from his oxygen unit while others talked. He went over every detail and contingency. He criticized strongly and praised just as strongly. CPT Phillips took charge of the drop zone on the day of the jump (17 August) and ran an excellent airborne operation.

(3) CPT Phillips died on 22 August 1985. He was buried in Arlington Cemetery.

e. APPLICABILITY TO THE ARMY. CPT Phillips showed total dedication to duty. His heroism in Vietnam and his leadership as a reserve officer can be seen as facets of that quality. The applicability of this to the Army is that dedication means overcoming all obstacles and is the only road to success.

2–2. AN ENGINEER SUCCESS

a. BACKGROUND.

(1) The National Training Center (NTC) at Fort Irwin, California provides the setting for countless leadership success stories. A rotation at the NTC is a true test of men, machines, and units were success or failure in battle can be precisely measured. The 82d Airborne Division at Fort Bragg, North Carolina is recognized worldwide for exporting leadership to the United States Army. It was, therefore, inevitable that when a task force from the 82d traveled to Fort Irwin in September 1985, something of note would occur. While the entire rotation was an unqualified success in all areas from service support to marksmanship, this paper will present the contributions made by Captain Bill Bulen and his task force of combat engineers.

(2) The decision to join a brigade from the 4th Infantry Division on rotation was a rather late one. In May, the commanding general committed 1st Battalion (airborne), 504th Infantry to be the nucleus of a combined arms task force to work with two battalions from Fort Carson to exercise the "heavy-light" concept and to serve as a test case for employment of light forces at the NTC. The task of moving the 2,000–man task force and all of its equipment from the East coast to the West coast and supporting it in the field was a monumental one. Without the benefit of prior experience at the NTC, the division and battalion staffs had to rapidly identify needs and resource those needs with very little lead time. The thorough job done by the logisticians at home station made it possible for the combat leaders to succeed in battle. Without a well-thought-out plan for service support and combat support, no amount of leadership could have overcome the opposing force. As Field Marshall Rommel stated following the North African campaigns, "The quartermasters decided the outcome of the battle before the first shot was fired." That statement can certainly be applied at the NTC.

(3) As previously stated, 1st Battalion (Airborne), 504th Infantry under the command of LTC Keith Kellogg provided the nucleus for Task Force STRIKE. Included in the task force were a tank company from 3d Battalion (Airborne), 73d Armor; a battery from 2d Battalion (Airborne), 321st Field Artillery; extensive lift and attack helicopter support from the 82d Combat Aviation Battalion and 1st Squadron (Airborne), 17th Cavalry; air defenders from 3d Battalion (Airborne), 4th Air Defense Artillery; and numerous combat support and service support elements from the 82d Airborne Division Support Command and the separate battalions of the Division. A special engineer task force was organized to provide support for Task Force STRIKE. It was comprised of A Company, 307th Engineer Battalion (Airborne) with two platoons; 1st Platoon from B Company; equipment sections from HHC and the 618th Engineer Company (Light Equipment) (Airborne); and bulldozers from the 548th Engineer Battalion (Combat) (Heavy) of the 20th Engineer Brigade. This 180–man element had six bulldozers, six loaders, and two backhoes at its disposal during the exercise.

b. SPECIFIC SITUATION.

(1) The task force defense in sector is the most challenging mission at the NTC. It is during this mission that the defending force goes head to head with the full opposing force regiment consisting of approximately 180 armored vehicles. This force not only possesses a numerical advantage but they also have the benefit of fighting on familiar

ground in an environment to which they are completely accustomed. They are expertly trained and led and they attack with the confidence that they will usually win.

(2) The defense in sector is not the only mission prepared for and executed at the NTC but it is the one where combat engineers play an absolutely essential role. The remainder of this paper will be a discussion of how the engineers prepared for the task force defense and how their efforts led to a total defeat of the enemy.

(3) The engineers had profited from lessons learned by other units in previous deployments to the NTC. They knew that they had to accomplish two principal tasks to defeat the enemy. They had to physically stop the enemy with their obstacles and they had to get every man under overhead cover and every vehicle in a protected position. To physically stop the enemy they understood that they had to construct extensive, complex, linear obstacles in depth. The opposing forces at the NTC are known to be masters at finding weak points and bypassing or breaching obstacles. The engineers, therefore, had to make bypass impossible and ensure that when the enemy breached an obstacle he would find himself faced immediately with another obstacle. This dictated extensive antitank ditching, minefields, and reinforced wire obstacles sited where they reinforced natural terrain obstacles, which were carefully tied to the task force scheme of maneuver.

(4) Artillery is definitely a significant factor at the NTC. Massive casualties are sustained by troops and weapons systems that do not have sufficient overhead, frontal, flank, and rear cover. It was apparent that there were insufficient engineers available to satisfy all the countermobility and survivability tasks required by the task force. It was also apparent that the desolate terrain at Fort Irwin would provide no materials for the overhead cover required. It fell to the engineer task force commander, Captain Bill Bulen, to develop a plan to stop the enemy while at the same time enabling the task force to survive the heavy direct and indirect fires that would accompany the enemy attack.

c. EVENT.

(1) Captain Bulen typifies the combat engineer of the light forces. He is a tough former college football player who takes an aggressive, enthusiastic approach to his duties. In spite of the overwhelming odds facing him, it never occurred to him that he would fail. He did not know where or when he would be called upon to execute a defense but he reasoned that it would be in terrain which favored employment of light infantry against armor. He conducted a careful study of the terrain at Fort Irwin with the task force commander and gradually developed a general scheme of maneuver that could be executed in any of the typical areas they studied. With a thorough understanding of how the enemy attacks and how the commander proposed to organize the battlefield, Captain Bulen set out on a systematic examination of the requirements.

(2) He decided that the combat engineers of the task force would concentrate on emplacing the systems of linear obstacles. He envisioned tying terrain masses together with belts of obstacles which consisted of a minefield, backed up immediately by a reinforced triple-strand concertina fence placed in front of an antitank ditch. This system would be repeated as many times as time and resources allowed to bottle up the enemy in engagement areas selected by the task force commander. The enemy sappers would have to negotiate a minefield to breach the wire and then somehow breach the antitank ditch. The common tactic of “bulling through” would be very costly to the enemy. Captain Bulen was realistic to know that no matter how extensive minefields were, in the heat of battle it would be extremely difficult for the observer-controllers to assess minefield casualties. However, he did know that very few tank or APC drivers would risk crashing through five strands of concertina and jumping an antitank ditch in one rush. He concentrated on erecting those obstacles which could not simply be driven through.

(3) He made an assessment of how many vehicle fighting positions would be required by the task force and allocated sufficient earthmoving equipment to the task. He had to balance the need for antitank ditching against the need for fighting positions to arrive at an equitable breakdown. As with the obstacle plan, he ensured that each vehicle would have a dug-in position and as many alternate or supplementary positions as time would allow. He appointed two platoon leaders to supervise the survivability effort to ensure weapons systems were being properly sited and tied in with the obstacles.

(4) With all engineers committed to obstacle preparation and all equipment dedicated to digging in weapons systems and command posts or antitank ditches it fell to the infantry to provide for their own protection. Realizing that there were no natural resources available for overhead cover, Captain Bulen designed prototype fighting positions for individual and crew-served weapons. His engineers constructed overhead cover systems from lumber and roofing tin which was secured before the battle. He met with each company commander from the task force and determined how many of each type position were required by each company. He then constructed the requisite number of platforms and placed them together with the other component such as sandbags and pickets in unit lots. The infantrymen were given orientations on how the various positions were constructed so that when the materials arrived on the battlefield they would know exactly how to construct an effective protective position.

(5) Captain Bulen had learned from after-action reports that one of the principal causes for failure in the defense was not that resources were not available but rather that there was not sufficient control of those resources to get them to the critical place on the battlefield in time to be emplaced. For that reason he demanded, and eventually received a fleet of trucks which were attached to him for the sole purpose of transporting Class VI materials. It is understandable that the logistics planners resisted having their assets tied up in this manner but Captain Bulen’s persistence paid off when he convinced the task force commander of the critical importance of the materials. He uploaded the trucks in unit configurations and insured that each infantry company executive officer inspected his loads and knew which trucks

carried his materials. Some of the more innovative infantrymen constructed complete mortar section firing positions of sandbags, dismantled them, and loaded the filled sandbags on transportation to be called forward when needed.

(6) A similar approach was taken with materials for the obstacle traces. Each combat engineer platoon had a basic load of mines, wire, and pickets uploaded on organic vehicles so they could immediately begin work when assigned a sector. Bulk quantities were uploaded on dedicated transportation which accompanied the infantry survivability materials and followed the task force at a safe distance to be called forward when needed. Class IV and mine dumps were planned for and coordinated by the company executive officer so they could be delivered to central locations for ease of distribution. As a footnote to the discussion of the obstacle plan it should be mentioned that there was no concertina wire available in the Army supply system at the time of the exercise. Realizing the essentiality of wire obstacles, Captain Bulen pushed hard for special efforts to procure concertina. As a result of his persistence, the Division G4 made an extraordinary effort and was able to get DA approval to make a special purchase. Other units went to the NTC without wire and paid the price.

(7) While the combat engineers were constructing overhead cover, making up satchel charges, and uploading trucks, the equipment operators were preparing for the battle by digging antitank ditches and vehicle fighting positions during daylight and darkness to establish work rates. The dry, rocky terrain at Fort Irwin was quite different from the sandy soil of Fort Bragg. It was found that work rates were significantly reduced. An understanding of the effects of terrain was essential in developing planning factors and setting priorities. Extensive effort was devoted to night operations under total blackout since it was recognized that the machines would have to operate around the clock under constant enemy observation.

d. RESULTS/OUTCOME.

(1) When the force-on-force phase of the exercise began, Captain Bulen and his engineers were confident that they were ready. Under the heavy-light concept, the light force was used in conjunction with the heavy force to capitalize on the strengths of each. The first night was spent occupying the battle area and preparing for offensive operations. Similar missions were conducted on the second and third nights in which light infantry attacked at night to seize key terrain. At first light the mechanized and armored forces would conduct deep attacks under the overwatch of the light forces. Engineer involvement in these operations was rather limited so when the word came to occupy defensive positions on the fourth day of the exercise, the engineers were rested and anxious to go to work. The heavy-light concept was again employed. Task Force Strike was placed astride the enemy avenue of approach were it was relatively restricted and bounded by hill masses. An armor task force was assigned a sector behind Task Force STRIKE where the avenue of approach opened onto a broad valley floor. It was hoped that at best the 82d task force would strip off the first echelon, allowing the armor to finish off the depleted regiment.

(2) Captain Bulen's terrain analysis and firm grasp on the commander's intent paid off immediately. He received his warning order, assigned initial obstacle traces, and ordered materials forward. He then conducted a reconnaissance of the sector with the task force commander to confirm his initial dispositions. He was gratified to learn that the commander approved all of his actions. The task force commander outlined his plan and priorities and left the execution to Captain Bulen. Throughout the next 36 hours the two commanders conferred frequently to insure that the obstacles were well tied in with the direct and indirect fire plans.

(3) The men of the engineer task force knew exactly what was expected of them and started work immediately. They knew Task Force STRIKE did not have a chance of success against the onslaught of the enemy regimental attack unless they could emplace an impenetrable system of obstacles. They were highly motivated because they knew that the reputation of the 82d Airborne Division rested on their shoulders. They were well aware that the eyes of the Army were on Fort Irwin to see how the light airborne force would stand up against the superbly trained opposing force regiment that had defeated so many mechanized and armor units in the past. They were also well aware of how badly the opposing force regiment wanted to beat them, to prove that the 82d Airborne Division was not so elite after all. They knew all these things because their commander had prepared them emotionally as well as physically for the battle. There was not a word of complaint as the men worked around the clock to complete their mission. There was a sense of eager anticipation in the air as each and every man did his part, from the mechanics and medics to the mess sergeant, to show the enemy what the All–American Engineers could do.

(4) The obstacle systems went in exactly as planned. There were five major systems which tied into terrain masses to keep the enemy in the engagement areas. Each system was 150 to 1,000 meters in width and consisted of at least two belts of mines, wire, and antitank ditch as previously described. All systems were well covered by direct and indirect fires. The infantry knew how important their engineers were and they understood the enemy's tactic of conducting reconnaissance, breaching, and harassment operations under cover of darkness. They were so effective in protecting their engineers that they captured over 20 enemy infiltrators and completely denied the enemy commander any intelligence. Whereas the opposing force normally attacked confidently against previously identified weak points or breaches, they were forced to thrust blindly with the very general knowledge that there were "strong obstacles" awaiting them.

(5) The infantry survivability plan was also executed flawlessly. Overhead cover and other materials were delivered to the infantry as soon as they occupied their positions and every element of the task force was under cover when the attack began. The observer-controllers commented that they had never seen a more organized or effective plan for protection of a task force. In addition to digging in where obstacles could be covered by fire, the task force commander

also directed that positions be dug directly into the obstacle belts to defeat breaching attempts and to compensate for obscuration of the battlefield by smoke and dust. These positions were also strongly protected with overhead and flank cover and were provided with routes of egress to allow fights on successive lines. To maximize the combat power of the task force the commander integrated combat engineer platoons into the defense as infantry. This delighted the engineers because they wanted to be on hand to see the results of their efforts.

(6) Construction of fighting positions for the tanks and TOWs went as planned. Each vehicle had at least two positions, most of which were two-stage positions, which allowed for observation from a complete defilade and a hull defilade for target engagements. A tank platoon was assigned a mobile reserve mission and had fighting positions constructed behind each obstacle system so they could be repositioned to meet the greatest threat.

(7) Captain Bulen was everywhere during the preparation of the defense. He walked every meter of antitank ditch, minefield, and wire. He visited infantry unit leaders to ensure that they were getting the engineer support they needed and that their weapons were sited to take best advantage of his obstacles. His constant and enthusiastic presence only increased the already high morale and determination of his men.

(8) The dawn attack of the opposing force regiment almost proved anticlimatic. They attacked with every vehicle they could muster and came in under heavy artillery fires. The defense was so well planned and executed that the enemy lost approximately 90 percent of his vehicles within about an hour of crossing the line of departure. It was an absolutely incredible display of combined arms firepower as the engagement areas of Task Force STRIKE became littered with destroyed enemy vehicles. Everywhere the enemy turned he ran into withering fires and impenetrable obstacles. The obstacles worked exactly as planned. They literally stopped the lead elements of the attack. Two vehicles tried to bull through at one point resulting in one of them upside down in an antitank ditch and the other with a thrown track. Most of the engagements took place in the predawn darkness. As the sun rose, A01's and Cobra gunships came in to finish the task. Only four enemy vehicles were able to get through by forcing a bypass of an obstacle but these were picked up and destroyed by the mobile tank platoon which was repositioned to meet them. Captain Bulen was at the site of the breach when it occurred. He immediately ordered a bulldozer to be driven into the breach to close it off. This was done before the enemy could destroy the machine and the opposing force commander broke off the attack when he learned that the gap had been closed.

(9) While it would be difficult to say that Captain Bill Bulen's leadership was the one key element that made the difference, it would be equally difficult to single out any individual who contributed more to the outcome of the battle than he did. His confidence, unrelenting drive, and enthusiasm energized every engineer under his command and instilled a sense of confidence in everyone he came in contact with. He did not let an overwhelming and frightening task discourage him. Instead, he took a very analytical approach to his mission, issued clear guidance, ensured his plan was fully resourced, and supervised its execution. He knew he would not fail and he did not.

e. APPLICABILITY TO THE ARMY.

(1) Captain Bulen's performance is a perfect example of military leadership at its best. All too often we cite examples of a leader's ability to step into a desperate situation and turn it around. Bill Bulen demonstrated that kind of leadership when he closed the breached obstacle with a bulldozer. However, that is not the kind of leadership that made the difference at the NTC. Captain Bulen's leadership began to take effect the instant he learned that he would command the engineer task force. His intensive planning and persistence made the difference. The real measure of his effectiveness as a leader is the fact that *he never allowed that desperate situation to develop.*

(2) During the after action review, the engineer observer-controller told the platoon that, "...this was a proud day for me as an engineer. You are the finest engineers I have seen here (at the NTC) in over two years—more than 45 rotations." Major General Bobby Porter commented, "It was the finest obstacle system I have ever seen. The engineers did an outstanding job." It was indeed a proud day for the engineers. Every man was proud to be an engineer, a member of the 82d Airborne Division, and a soldier. The key to instilling that kind of pride is leadership.

2–3. LIGHT FIGHTING – WITH A HEAVY DOSE OF LEADERSHIP!

a. BACKGROUND. The Light Infantry organization calls for the consolidation of maintenance and mess operations at the brigade level. This structure widens the responsibility and duties of the Brigade Headquarters and Headquarters Company to that of a brigade-wide focus. No longer is the HHC strictly concerned with the company business of training, maintaining, leading, and caring. The company's leadership must now direct activities that influence the command climate of the entire brigade. This places a great burden squarely on the shoulders of a few junior leaders, like the HHC Executive Officer. From his traditional role as maintainer and supplier, the XO's challenge has significantly increased. This is the story of one such executive officer, who has met and exceeded the challenge.

b. SPECIFIC SITUATION. The transition to the light infantry organization is an arduous one. It requires the utmost in personal and organizational commitment and competence. If either is lacking, the completion of this mission, in addition to the daily routine, will suffer. The moving of equipment and personnel in a timely and accountable manner is explicit in the task. A more implicit requirement is to simultaneously inculcate the high standards of training and readiness in the developing organization—the whole organization—the "Light Fighter" organization.

c. EVENT.

(1) First Lieutenant Merritt A. Bender, an infantry officer, is the Executive Officer for HHC, 9th Infantry Regiment

(1st Brigade), 7th Infantry Division (Light). As a home-grown leader with airborne-ranger qualifications and leadership skills developed by a year of experience with "Light Fighters", LT Bender is well prepared for his assignment.

(2) Traditionally, the XO is noted for contributions in administration and logistics, essential but hardly the glamorous aspects of command. LT Bender was not satisfied to behave in accordance with "tradition." He was a trainer and he vowed to teach, coach, and develop subordinate leaders in the company. LT Bender knew that the successful "Light Fighter" must be physically fit, skilled in small unit operations, possess high standards of marksmanship, and be capable of operating in the hours of limited visibility. Transitioning to the light infantry configuration, LT Bender developed a comprehensive, innovative training program for the company. He designed it to establish priorities, infuse a sense of urgency and, above all, instill pride and self-confidence in soldiers, leaders, and the unit.

(3) The first opportunity to make a difference was during the Rites of Passage Course. Sharing his knowledge of field operations, survival techniques, rappelling, land navigation, and small unit tactics, he was able to energize excellent performance of the cooks, mechanics, and communications personnel of HHC. In keeping with his personal leadership style, most of this instruction was one-on-one, integrated into the designed Rites of Passage program of instruction (POI) as time permitted.

(4) To bring about the "toughened" nature of the "Light Fighter," LT Bender established a demanding physical readiness program to include the frequently overlooked off-shift cooks and "mission-essential" mechanics. Prior to the August 1985 Division Exercise (Celtic Cross III) in which the Brigade Headquarters would have to conduct an amphibious assault and foot march over the Los Padres Mountains, LT Bender organized and executed a preparatory PT program. The program included circuit training and confidence, obstacle, and bayonet assault courses. To cap off his strategy, LT Bender added road marches with full combat gear. He personally led the road marches providing motivation, coaching, and inspirational leadership throughout.

(5) LT Bender saw to it that the need for tactical and technical competence was met. During the numerous deployments of the brigade headquarters, as part of his responsibility for main command post security, LT Bender integrated the individual weapons of the assigned and attached personnel into a comprehensive plan of indirect fires, and operated an aggressive patrol plan. This provided an opportunity for LT Bender to teach soldiers individual movement techniques, the fundamentals of patrolling, and the way to build a proper fighting position. He demonstrated to the soldiers that he truly cares—he taught them how to survive on the battlefield.

(6) To further bring about horizontal and vertical bonding in the Headquarters Company, LT Bender capitalized on the traditions of the 9th Regiment. He developed and executed a program, which when successfully completed, authorized the soldiers of the company to wear the coveted 9th Regiment belt buckle. The program, titled throughout the three infantry battalions of the Brigade as "Dragon Fire," is a day long event that incorporates land navigation, bayonet assault, NBC, marksmanship, and other light infantry skills. Successful completion of "Dragon Fire" allowed the soldiers of HHC to identify with the other "MANCHUS" in the subordinate units of the Brigade.

(7) Not to forget the whole soldier, LT Bender has become personally involved in helping soldiers in the Alcohol and Drug Abuse Program (ADAP), the Basic Skills Education Program (BSEP), GT improvement, and other programs for individual growth. His genuine concern for the whole soldier has also extended to the family through his encouragement of the Family Support Group.

d. RESULTS/OUTCOME. Through LT Bender's efforts, the soldiers of Headquarters and Headquarters Company, 9th Regiment, have become a highly qualified, spirited group of soldiers, capable of accomplishing the difficult missions required of the light infantry. The HHC soldiers are motivated and trained by an exemplary junior officer. The positive, developmental command climate of the total organization is a direct result of this dedicated executive officer who knows and cares about his job and his soldiers.

e. APPLICABILITY TO THE ARMY. The role of the executive officer in the Headquarters and Headquarters Company throughout the Army is demanding. However, if the total organization is to meet the challenge of being prepared for the future battle, then innovative ideas and a fresh look at the needs of the soldiers must be implemented. The leadership example set by this junior officer challenges all in the unit; challenges them to be the finest and most tactically and technically competent soldiers in the world, to meet the toughest physical standards, and to develop the mental toughness and unit pride that wins wars. This leader's story demonstrates that the challenge can be issued to, and answered by, any Army unit, not just a line combat outfit.

2–4. UNCOMMON LEADERSHIP FOR MOBILIZATION

a. BACKGROUND. Fitzsimons Army Medical Center (FAMC) was tasked by Department of the Army in February 1985 to participate as one of eight Army installations in the retiree recall exercise, "Certain Sage." The exercise, a follow-on from Exercise Grey Thunder conducted at Fort Jackson, South Carolina, was to test the FAMC's ability as a mobilization site to recall and inprocess 50 retirees.

b. SPECIFIC SITUATION. CPT(P) Leigh S. Fairchild, Assistant Chief of the Military Personnel Division, was designated as project officer for the exercise. Early in the planning stage, CPT Fairchild determined that the retire recall exercise would not fully test the installation's ability to function as a mobilization site. He developed an ambitious plan to not only recall the 50 retirees, but to mobilize the 5502d U.S. Army Hospital, and recall and outprocess the Professional Officer Filler System (PROFIS) personnel during the same weekend. It was felt this expanded exercise could test all three systems and provide an opportunity to evaluate the installation's new Welcome

Center as a processing center. CPT Fairchild meticulously planned and coordinated every aspect of the exercise. The coordination involved representatives of the Army Deputy Chief of Staff for Personnel, the U.S. Army Reserve Personnel Center, U.S. Army Health Services Command, the Colorado Army National Guard, the 5502d U.S. Army Hospital, and most of the activities within FAMC. His detailed planning encompassed virtually every possible aspect, from notifications to participants to detailed in and out processing procedures.

c. EVENT. The exercise was accomplished in a flawless manner. The activities of each participant were carefully scheduled and all three groups were able to adhere precisely to the processing agenda. CPT Fairchild successfully controlled all three groups, simultaneously, while managing the myriad of actions required to ensure mission accomplishment. All persons involved had been thoroughly prepared, and the processing through the medical and personnel stations was accomplished in an effective and efficient manner.

d. RESULTS/OUTCOME. A very successful operation, proving that FAMC is prepared and capable of conducting and processing retirees if they were recalled to active duty. Also, the 5502d Reserve Unit was quickly processed and took over their assigned duties. The PROFIS Personnel were ready and moved out on schedule.

e. APPLICABILITY TO THE ARMY. This operation has Army–wide application. All installations could adopt the FAMC plan as a model for retiree mobilization.

2–5. SPIRITUAL LEADERSHIP IN THE FACE OF TRAGEDY

a. BACKGROUND.

(1) November 14th, 1985, began as an ordinary duty day for the soldiers of the 210th Aviation Battalion, 193d Infantry Brigade, Panama. The day ended with the 210th showing the World what it means to be in a proud and ready United States Army doing what it is trained to do in a real world emergency, with the whole world watching. Chaplain (CPT) Joseph Rossi, 210th Aviation Battalion chaplain, showed us what being an Army chaplain is all about.

(2) At 1000 hrs, the 210th was ordered to prepare to deploy to Columbia in response to urgent requests for immediate assistance in the aftermath of the catastrophic volcanic explosion which occurred at Armero, Columbia. Initial reports were of 20,000 dead with countless thousands homeless and in need of medical supplies, food, clothing and evacuation from the devastated area.

(3) Task Force 210th Aviation was formed by Lieutenant Colonel Abbot, Commander of the 210th, and he selected his battalion chaplain, Joseph Rossi, as part of the task force. The choice of Father Rossi would turn out to be providential. Father Rossi has less than four years active service as an Army chaplain but he served 10 years in Central America as a missionary before coming on active duty. Chaplain Rossi is fluent in Spanish and understands the culture of the people of the region and what it takes to identify with them.

(4) During the pre-deployment phase of the relief operation, Chaplain Rossi was a source of strength and solace for members of the 210th as they prepared for an early morning moveout on 15 November. His calm, professional, approach was a source of inspiration and emulation on the part of all ranks. Most impressive was his attitude of confidence..."Heck, this is no big deal. This is what we are trained to do and now we have the opportunity to show the world what we are all about."

(5) Chaplain Rossi's actions gave a portent of greater things to come during the hectic and demanding days and nights to come in Columbia.

(6) My confidence in Father Rossi was summed up in my reply to his hurried inquiry as to what he should do now and upon arrival in Columbia. "Joe, you're doing a great job here and when you get there you'll know just what to do...all you have to do is do it!"

b. SPECIFIC SITUATION.

(1) The 210th Aviation Battalion Task Force was among the first units to arrive in Columbia. LTC Abbot gave his chaplain a mission type order, "Do what is necessary."

(2) Chaplain Rossi was among the first to visit the devastated areas of Armero, Mariquita, Guayabal, and Lerida.

(3) The people in Guayabal were in dire straits. Most appeared to be traumatized and disorganized as they milled about looking for missing loved ones amid the ruins of their former homes. Father Rossi immediately set about bringing order out of chaos. He did it by identifying himself as an Army chaplain and a Catholic priest. He then began to move among the people encouraging them, celebrating Mass in their midst and organizing the more than 800 people into groups of 13 for Blackhawk helicopter transportation to a safer location.

(4) Guayabal nestles at the foot of the volcano and during this time gave every sign of exploding again. Calming, organizing and moving men, women, and children paralyzed with shock, fear, and uncertainty called for signal leadership. Father Rossi's courage, altruism, and patent love for the suffering people affected everyone. The people dubbed him "Padrecito" in recognition of his de facto authority and natural leadership. Chaplain Rossi's mantle of leadership fell upon him because of his status as an officer and soldier-priest, his role as an agent of escape from death and destruction and most important because his caring personality inspired all to follow him. Chaplain Rossi 'earned' his authority by being an example for all to follow.

(5) Father Rossi described the results of his actions as taking people from "death to resurrection." The transformation of a great mob into an orderly, motivated, purposeful, and disciplined organization determined to rise above the tragedy of the moment can only be explained in terms of charismatic leadership as displayed over the centuries by the

great captains of history. Men and women who possess an ethos, a character, that transcends the immediate crisis and affects subordinates in such ways that they see the darkest event as an opportunity to excel as their leader expects them to. Father Rossi projected a "be like me—do like me—together we'll do it" attitude that impelled the crowd to follow him.

(6) In the staging area, Father Rossi became the instant spiritual leader to the multinational relief force. He was particularly popular with the Columbian and British soldiers and airmen who presented him with flight crew wings in recognition of his selfless service on their behalf. Father Rossi organized religious services for Protestants and Catholics alike and the ease with which he set up and carried out all assigned missions projected the message loud and clear..."Here is the soldier-chaplain who has paid his dues. Come. Be like him if you are man or woman enough."

(7) Initiative, competence, compassion, tenacity, toughness, courage, trust, integrity, understanding of soldiers and the system, shared danger and hardships are all part of Chaplain Joseph Rossi's basic load. He does not talk about it, he just leads, everyday, everywhere, quietly and firmly. A soldier's chaplain.

c. RESULTS/OUTCOME.

(1) Chaplain Rossi inspired the members of his unit, the 210th Aviation Battalion, 193d Infantry Brigade (Panama), soldiers and civilian relief workers, from many countries, and was immediately responsible for the rescue and succor of countless disaster victims. His conduct exemplified to all ranks and classes of people what it means to be an American soldier—the preserver of peace, the helper in time of need and the defender when unjustly attacked. Chaplain Rossi is a leader whose presence added an essential spiritual dimension to Task Force 210's efforts. It was the "man of God" projection that lent credibility to our soldiers' efforts so that they were looked upon by the victims as heaven-sent rescuers coming from above—and with their own priest!!

(2) The heartfelt reaction of the Columbian people is summed up in the note a young girl pressed into the hand of a 210th crew chief. "Thanks...Gracias, U.S.A."

(3) The performance of the 210th Aviation Battalion exceeded all expectations because of the leadership of the Commander, 210th, who saw in Father Rossi's character the potential to lead the finest...and that potential of unit and chaplain were realized and then some!

d. APPLICABILITY TO THE ARMY.

(1) Identification with indigenous populations is critical for a deployed force. No better vehicle for achieving this exists than the chaplain who is able to establish instant rapport through familiar and comforting religious rites and practices.

(2) Commanders should make every effort to include chaplains and chaplain assistants on all deployments, particularly when it is a "real world" operation.

(3) The astounding results, so patent, even with a cursory examination of the accomplishments of the 210th are a testimonial to great leadership at all levels, but signal credit must go to LTC Abbot and his Chaplain (CPT) Joseph Rossi, both soldiers true...men of daring, humility and courage...models for all ranks...and how we need those "good" models!

2–6. SHORT–CIRCUITING SIGNAL PROBLEMS

a. BACKGROUND. The modern battlefield dictates that the tactical commander must be knowledgeable of the technology, resources, and capabilities opposing him. He then can balance his own forces against the threat to gain the greatest advantage and achieve his fundamental mission of winning the battle. Intelligence and electronic warfare (IEW) is critical to that mission by providing the required knowledge to the commander. However, the mobility and range of today's wartime systems direct that commanders must be able to access far more information than can be supplied by their own organic intelligence assets. This requires as echelon above corps level organization to direct and support intelligence efforts throughout the theater. A major part of these efforts involve signals intelligence (SIGINT), and in Europe, the organization at this level for SIGINT is the primary control and analysis center (PCAC). Doctrine for echelon above corps (EAC) intelligence support is continually evolving to keep pace with the almost constantly changing face of the modern battlefield. Therefore, the dynamic environment to which the stated doctrine must apply is sometimes ambiguous.

b. SPECIFIC SITUATION. When CW3 Pierce, Jr. was assigned to the 328th ASA Company in January 1985 and began work in the PCAC, he discovered an organization built on seemingly half-formulated concepts and being operated through partially executed mission tasking. The senior grade structure was virtually non-existent. The principal staffing of the shift was composed of first-term soldiers on their initial assignment following graduation from advanced individual training. It became clear to CW3 Pierce in the first few days of his assignment that the PCAC was not manned or organized properly for its assigned mission. This lack of expertise had forced CW3 Pierce's predecessor into centralized management and control of the section. This strategy had led to lack of accomplishment of several important missions as well as severely diminished soldier morale. Resentment grew between the officers and enlisted personnel. Examining his situation, CW3 Pierce found his list to be a reiteration of many units' problems, though his seemed to be somewhat magnified: personnel shortages, lack of training, lack of equipment and communications. Since most of the problems facing him were out of his direct control, he decided to begin with the aspects of training the personnel he had.

c. EVENT. CW3 Pierce's first step was to lay the groundwork for his own credibility. He established himself as an example to all, setting high standards for himself and the PCAC. He then ensured that each individual was aware of these standards and provided immediate feedback, both positive and negative, on the soldiers' progress. To develop the tactical and technical proficiency required of his junior leaders, CW3 Pierce spent long hours with each, instructing and listening to their own ideas and suggestions. Often these suggestions were valid and CW3 Pierce implemented changes to accomplish them. As respect and confidence in his knowledge and ability grew, so did the individual's respect and confidence in their own abilities. Knowing that decentralization was critical to his plans, he placed new and greater responsibilities in the hands of his subordinate leaders as a reward for positive achievement. This created a working environment built on mutual respect where each would seek assistance from the other whenever it was needed. CW3 Pierce now began to examine more closely the internal policies and procedures the PCAC used to manage and complete actions. There were never less than 88 ongoing actions at any given time, some requiring 24–hour response and others with long suspenses. He converted many of these long-range actions into projects and assigned them to individuals to maintain better control and develop in-house expertise and institutional memory so badly needed for operations. To aid the institutional memory he went on to reorganize the achieve files for faster and more accurate response to future actions. The pace increased in the PCAC, along with the morale. Soldiers were beginning to feel productive again and that their efforts were worth the work to accomplish them just when CW3 Pierce seemed to have his section running smoothly, a major hurdle appeared, funding cutbacks excised from the PCAC computer on which he based much of his operational capabilities. However, he responded by first finding alternate means to generate and organize the required data and secondly, began a one-man campaign to convince his chain of command of the importance of the computer to the mission of the battalion, using data gained through and with the help of his fast developing work force within the PCAC. After the tireless efforts by CW3 Pierce, at three conferences and several field visits from higher headquarters, in July 1985, the Deputy Chief of Staff for Operations at the Department of the Army notified the command and PCAC that the much-needed computer system had not only been revived but accepted as a QRC action under the Army's new equipment procurement system, due to be let around the end of the year.

d. RESULTS/OUTCOME. As the primary technician, and the principle memory of the PCAC, CW3 Pierce has created a fully operational mission through his own perseverance and leadership, and instilled in his new leaders the same sense of responsibility and dedication to duty. In addition, as almost single-handedly saved for his unit a piece of equipment critical to his organization's ability to do its wartime mission.

e. APPLICABILITY TO THE ARMY. With a minimum of resources, CW3 Pierce created the climate for learning and development so desperately needed in a failing mission. Through his own concern for his subordinates he gave them the incentive to strive for excellence and set the example by his own actions and knowledge. He created an organizational climate in which subordinates were free to realize their own individual and collective potential, and proved that one man, with leadership ability can make the difference.

2–7. MUST SURGERY

a. BACKGROUND. Kenner Army Community Hospital (KACH) is located at the home of the Quartermaster Corps, Fort Lee, Virginia. The facility was built in 1963 and had an outpatient clinic area added in 1977. KACH supports nearly 95,000 medical beneficiaries and has a catchment area which covers 67 counties of the state of Virginia. Additionally, KACH provides support to the Defense General Supply Center (DGSC) in Richmond, Virginia; Fort Pickett, Virginia; and the Foreign Sciences Technology Center and Judge Advocate General School, both in Charlottesville, Virginia. At present KACH is programmed to provide 56 inpatient bed days and 640 outpatient visits on a daily basis. The current Commander is Colonel Seymour Levine.

b. SPECIFIC SITUATION. Faced with a major renovation of the operating rooms and pre/post operative area in February of 1985, Colonel Levine needed to make arrangements for how surgical services would be provided during an anticipated six-month period in which the in-house surgical facilities would be unavailable. Several specific courses of action were available. One option was to place all surgical requirements upon the civilian community (hospitals) at a significant Supplemental Care and CHAMPUS expense. Another course of action was to attempt to obtain permission to use the Veterans' Administration Hospital surgical facilities in Richmond, Virginia. This option had a prohibitive distance and patient inconvenience cost. A third course of action considered was to transport patients to the hospital at Fort Eustis, Virginia. In this option there was a considerable distance inconvenience. A final option considered was to request that the 85th Evacuation Hospital set up their surgical facilities "boxes", a pre/post operative area "bubble", and a central materiel services (CMS) area. This option had a great deal of uncertainty affiliated with it. Doing peacetime surgery in a "field environment" raised a number of issues about hospital/surgical related infections. There was staff resistance to this option. Additionally, safety concerns were raised. Large areas had to be made available for POL storage and Utility Package operations. Fire, noise and other safety considerations were made.

c. EVENT. Considering the variables: customer care and welfare, patient convenience, cost, and training opportunities; the final option was the one which was selected. Key players other than the commander were the Deputy Commander for Administration, LTC(P) Jack E. Bradford; the Deputy Commander for Clinical Services, LTC(P) John K. Jones; and the Chief Nurse, LTC Sharon F. Bystran. LTC Bradford, having recently commanded a Combat Support Hospital, provided guidance and recommendations on the set up of the physical facility. LTC Jones did much to allay the fears of the professional staff and charge them with the opportunity to train in a facility which was as close as

possible to wartime conditions. LTC Bystran had the difficult task of providing staff and operational support to the 85th Evacuation "facility". In a six-month time frame, all regularly scheduled and emergency surgery was done in the "bubble". This included 607 cases and ranged in significance from bunion removal to cholecystecomies. There were only two infections of questionable hospital origin. The field surgical set up was considered a total success.

d. RESULTS/OUTCOME. The MUST provided a clean and safe environment for quality surgical care. Infections and mortality rates were actually lower than normal with only two infections experienced in a seven month period. MOS training of KACH and 85th Evacuation Hospital Staffs considerably enhanced medical readiness. Over 607 surgeries were performed, which equates to an average increase from 30 to over 90 per month. Cost savings for families and the Government were estimated under CHAMPUS/Supplemental care to be $3.4224 million. This is important because the families of some of KACH's young soldiers could ill afford civilian medical care under CHAMPUS. (MUST operational costs were $504.76 per day while the cost of an operating room at a local hospital approximates $380 per hour.) Total operational cost for seven months equaled $106,000. Renovations were completed and the staff moved back into the fixed facility on 13 September 1985.

e. APPLICABILITY TO THE ARMY. The two most significant accomplishments of the MUST operation were the fiscal savings and a more intangible area, the training benefit. The fact that approximately $3.5 million were saved speaks for itself. The fact that physicians, nurses and other members of both the 85th Evacuation Hospital and KACH staffs trained under conditions which so closely approximate what they will be faced with in wartime is significant in relation to improving medical readiness. The teamwork which evolved and the corporate culture which was developed was valuable by product of the project, as well. Leadership made the difference. A difficult and potentially costly situation was resolved by a timely and effective decision by the Commander. This task was undertaken in a command climate which invited initiative, provided a freedom to exercise at the highest potential available to all players, and provided for professional, military career development.

2–8. PREPARED FROM THE BEGINNING

a. BACKGROUND. This story reflects individual leadership actions of the Commander of the 16th Field Service Company (FSC), Fort Lee, VA, before and after the 12 Dec 85 crash of the DC–8 carrying 248 soldiers from the 101st Airborne Division. Actions of this officer exemplified two leadership precepts from DA Pam 600–50: develop and sustain technical and tactical proficiency in self and in subordinates; and set tough, achievable standards and demand they be met.

b. SPECIFIC SITUATION. The crash of a DC–8 in Gander, Newfoundland created a mass casualty situation for Army Graves registration personnel. Upon notification of the fatal accident, Graves Registration Section of the 16th FSC, 240th Quartermaster Battalion, along with five experts from the Quartermaster School, were tasked to depart for Gander to collect, identify, and prepare the remains for shipment. Upon arrival, the Fort Lee unit immediately became the Army focal point for this action.

c. EVENT.

(1) LT Lacy Hughes assumed Command of the 16th FSC on 4 December 1985. LT Hughes is a leader who understands his mission of deployment on short notice. One of his first acts upon taking command was to ensure his unit was ready to meet a short notice deployment requirement. He conducted a practice Emergency Deployment Readiness Exercise (EDRE) shortly after assuming command. At 1400 hours on 12 December 1985, only eight days after taking command, LT Hughes was alerted to deploy his Graves Registration Platoon to Gander. He was given four hours to get his platoon ready. LT Hughes' battalion commander, XO and S–3 were not available when he received the alert notice. He proceeded to organize his men and equipment, develop the mission requirements, and assure his soldiers were packed and prepared to depart. At 1800 hours on 12 Dec 85, he and his soldiers were on the helicopter pad awaiting departure. LT Hughes and his unit worked efficiently and effectively at Gander and later at Dover AFB until the Graves Registration mission was completed.

(2) LT Hughes' actions exemplifies his extraordinary leadership ability. The work of LT Hughes and his platoon received high praise from both U.S. and Canadian officials.

d. RESULTS/OUTCOME. LT Hughes' accomplishment of a difficult, high visibility mission by a prepared, confident leader with foresight, and his technically competent unit.

e. APPLICABILITY TO THE ARMY. LT Hughes' story is an example of effective, competent leadership at the junior officer level. Publicizing this leadership story would serve as an incentive for junior leaders to assess their ability and ability of their unit to react quickly and effectively in a crisis situation.

2–9. A PERSONAL TOUCH

a. BACKGROUND. This is a leadership success story of how a company executive officer at Fort Sill, OK, effectively applied his mentoring skills to help a soldier save his career. Actions of this leader exemplified two individual leadership precepts in DA Pam 600–50 of being a teacher and mentor to soldiers entrusted to you, and caring deeply and sincerely for your subordinates and using your leadership to serve them.

b. SPECIFIC SITUATION. An Army specialist four arrived for duty at Fort Sill on 1 March 1984. He was looking forward to his job as a finance specialist on his first assignment to his home state since enlisting in the Army. This soldier was in financial trouble since his arrival at Fort Sill. Recently married and expecting his first baby, the

specialist overextended himself financially in trying to establish his family at a new Army post. Financial problems led to marital strain, and eventually to poor job performance. Debtors began calling his house and unit, his wife threatened to leave him, he was facing eviction, and he began missing formations. Finally, in August 1984, he received an Article 15 for failure to repair and was demoted to PFC. His credibility as a soldier, credit rating, family, and Army career were on the brink of total ruin.

c. EVENT.

(1) Reception Station Executive Officer, Captain Ken Anderson, saw the potential of this enlisted man for becoming a productive soldier. CPT Anderson had been assigned to Fort Sill less than one month when this soldier received his Article 15. CPT Anderson took special interest in this soldier. He first listened to the soldier's subordinates, to his section chief, and to other members of the chain of command, and then to the soldier himself. CPT Anderson called the soldier into his office and together they developed a plan for him to overcome his problems and "grow" as a soldier. Through his mentoring-style leadership, CPT Anderson taught this finance specialist how to be a good soldier. He saw that he received help in consolidating his debts, that he received marriage counseling, and that his creditors were contacted to work out revised debt repayment schedules. CPT Anderson spent many long evenings with the soldier and his wife sorting through the problems and finding solutions.

(2) During 1985, this soldier made a remarkable reversal in his duty performance that resulted in his return to rank of specialist four in January 1985. In May 1985, he was honored as Soldier of the Month, and in October 1985, he extended for 15 more months under the bonus extension and retraining program. Finally, in November 1985, this finance specialist graduated from PLDC with a 90 percent grade average.

d. RESULTS/OUTCOME. As a result of CPT Anderson's involvement, this individual is well on the way to becoming a productive, career-minded soldier. He is steadily paying off his debts, family ties are growing stronger, and his duty performance is now outstanding. It is obvious that the mentoring-style leadership of CPT Anderson made a difference in salvaging the career and improving the job performance of a soldier.

e. APPLICABILITY TO THE ARMY. Telling this success story should inspire other leaders to look for potential in their "nonproductive" subordinates. This is just one of innumerable examples in our rich military history of how a caring mentor/leader has turned a marginal soldier into a productive contributor to the Army mission. Many of our great leaders evolved from such positive leadership influences.

2–10. INDOMITABLE SPIRIT

a. BACKGROUND. The history of the United States Army is filled with inspirational accounts of desperate situations, from Washington at Valley Forge to McAuliffe at Bastogne, where soldiers under great duress, have been motivated by energetic, unyielding leaders to perform beyond their known limits. 1985 was declared the year of the leader, in an effort to bring to the forefront these unique qualities needed in the successful leader, so that all soldiers may be made cognizant of the importance of cultivating these qualities. While 1985, fortunately, was a year of peace for the United States, every soldier nonetheless encountered some difficult situation that called for a good leader to help renew his spirit and see him through the crisis. The 4th Squadron (Air), 9th Cavalry, 6th Cavalry Brigade (Air Combat) feels that they have just such a leader in Captain Carlos E. Campos, B Troop Commander.

b. SPECIFIC SITUATION. B Troop, 4th Squadron (Air), 9th Cavalry was newly reactivated in June 1983 and in 1984 Captain Campos took command as B Troop was torn apart as an H–series air cavalry troop and formed into a J–series air attack troop. A strong leader was needed now more than ever.

c. EVENT.

(1) B Troop was just becoming a viable force in the squadron, nearing 100 percent in strength and equipment, when it was turned inside out and given its new facelift. From the outset this new attack troop was relatively inexperienced with both platoon leaders having two years or less of military duty and the scout platoon and weapons platoon consisting of junior warrants, many fresh out of flight school. Captain Campos took himself and several chief warrant officers and formed a core which immediately began cultivating these officers' skills. This task alone required great effort but is further distinguished by the fact that B Troop had been committed as the squadron's night fighting force. Flying under night vision goggles has been recognized as the most difficult and strenuous flight regime and was an additional burden to an inexperienced group attempting to convert to a different concept of operation. The troop was required to continually switch back and forth from a day to a night cycle often flying until dawn. The stress placed on the aviators required a true motivator to keep spirit up, as well as an excellent manager to ensure that the enlisted, who were constantly on days to perform effective maintenance, met all of their requirements as soldiers and continued their career progression. B Troop noncommissioned officers and enlisted were also a very young group. The first sergeant was a SFC and the scout platoon sergeant was a new SSG. For a large part of the year, both platoon sergeants were away at school requiring SGTs to fill in for many months. Regardless of these shortages, every soldier eligible in B Troop attended the Basic Leadership Course and Primary Leadership Development Course. Three soldiers were also sent to the Aerial Observer Course, on to the AH–64 Mechanics Course, one to the Technical Inspector School, one to the ALSE School, and the list goes on. Despite the obvious manpower shortages, B Troop continually maintained operational readiness rates well above DA standards. Whereas troop members will admit that they may have worked a little harder than their peers, in the same breath they will tell you of the great satisfaction as a result of working for a commander so dedicated to the individual's career development, unit cohesion and mission accomplishment. Cohesion

came very easily to B (Sabre) Troop in the form of its "Sabre Spirit," with Captain Campos becoming the embodiment of that special fire. A fine example was seen when a B Troop crewchief was seriously injured in an automobile accident. The soldier's mother flew in from California during his extended stay in the hospital, and Captain Campos graciously afforded her lodging and meals at his home. An officer was appointed to assist and escort her to and from the hospital virtually 24 hours a day and Captain Campos visited frequently. A collection was also taken to help with the mother's expenses and disposition of the wrecked automobile was handled by B Troop members. Sabre Spirit has never shone so brightly. Another example of unit pride and togetherness was realized recently when a troop warrant officer was blessed with his first child a week before Christmas. As fate would have it, he also had staff duty on Christmas Day. No fewer than 10 officers came forth unselfishly to sacrifice time with their families on that special day, so that he could spend time with his family on his new baby's first Christmas. When you go out on a PT morning and see B Troop troopers adorned with Sabre Troop baseball caps or tee-shirts, you know its not because that was the last clean thing in the drawer, but that it is worn out of pride in their unit and commander. Despite the burdens placed on the troop as previously mentioned, if a unit can develop the closeness as B Troop has, mission accomplishment is facilitated that much more. As soon as the unit was reorganized, emphasis was placed on preparation for its ARTEP four months later. The squadron began going to the field to develop its own methods of operation with a completely restructured chain of command. B Troop almost immediately established itself as the backbone of the squadron and completed its pilot training and began helping sister troops with their training. Again the commander's managerial and leadership skills were needed to absorb the loss of assets and encumbered training.

(2) All of the training and cross-training finally came to fruition in the successful ARTEP, with B Troop receiving many laudatory comments from the evaluators. After the ARTEP, the troop ended its participation in the upcoming Bright Star '85. During these months alone, Captain Campos made sure that exclusion did not breed resentment for B Troop. Troop spirit and activities flourished and the soldiers were always made aware by him, that they were still a part of the "Real Cav." The importance of their mission as the rear detachment was always emphasized and he performed his duties as troop commander and acting squadron commander with distinction. He was responsible for maintaining the daily functions of his troop, the squadron, a large force of soldiers left behind, and 200 plus curious and rightfully impatient wives. In addition, the troop was tasked on occasion to fly a battle drill for evaluation or observation for certain personnel. The Pakistani Chief of Staff was particularly impressed with a dawn attack planned by Captain Campos and executed by the troop. He has also supervised all aspects of training and records keeping as evidenced by B Troop's outstanding performance in a recent Aviation Resources Management Survey. Again, B Troop was targeted for an NVG battle drill for evaluation. Captain Campos' operations order was particularly detailed and impressive. As always, no stone was left unturned and the parameters of the mission were well presented and the mission was successfully completed. Captain Campos' abilities have not gone unnoticed outside the brigade either as he was selected as a possible aviation branch nominee to work in the Emergency Operations Center in the White House.

d. RESULTS/OUTCOME. Captain Campos has proven himself to be the epitome of the leader the Army is looking for. Whether he is fighting for a warrant officer's selection for voluntary indefinite, giving professional development classes for his platoon leaders, or just putting out his "Sabre Charge" newsletter with soldiers' birthdays and important information, Captain Campos gives his full effort in the care of his soldiers' professional and personal lives. His indomitable spirit and devotion to duty have made B Troop the most cohesive, combat ready, and safe troop within the brigade, in a short period of time. B Troop's phoenix has risen from the ashes of reactivation and taken flight due to its commander, Captain Carlos Campos, the ideal leader in the Army's Year of the Leader.

e. APPLICABILITY TO THE ARMY. It occurs to me that after having put this to paper, there are not one but two common threads that appear on a daily basis as I observe Captain Campos. They are first, a loyalty and belief in the freedom of our nation through an unwavering dedication to the profession of arms and, secondly, a deep sense of caring for the American soldier. These two ideas are what I believe to be the springboard from which good leadership is launched. You cannot, however, pretend a belief in either idea. The soldiers will know you are not sincere and they will look elsewhere for their leader.

2–11. HOW 'BOUT THEM DAWGS?

a. BACKGROUND.

(1) The central figure of this success story is Captain John F. Knight, a warrior and a leader. CPT Knight joined the Wolverines of the 94th Engineer Combat Battalion (Heavy) in December 1983. CPT Knight has subsequently commanded two Wolverine Companies with distinction, eliciting from each unit a superb level of sustained performance. The mission that best displayed the capabilities of CPT Knight and his combat engineers, was the construction of a perimeter wall girdling a wooded hilltop called Camp Redleg, the strategic site of the Army's most important and politically sensitive weapon system: the Pershing II Missile. This wall was in response to concern expressed by German and American leaders who had reason to suspect that this site was targeted for terrorist activity. An unexplained explosion at Camp Redleg only months before further underscored the need for immediate action.

(2) Initially, CPT Knight served the U.S. Army as an enlisted soldier, quickly attaining the rank of sergeant. Recognizing exceptional ability, his leaders encouraged him to apply for Officer Candidate School. After earning his commission, he was assigned to the Corps of Engineers. Prior to assuming command, CPT Knight led a combat

engineer platoon in direct support of a 1st Infantry Division fighting battalion at Fort Riley, Kansas. After a year at the platoon level, he served as the company's executive officer, further developing his leadership proficiency as he gained experience. After completing the Engineer Officer Advanced Course, he was deployed overseas to the 94th Engineer Combat Battalion (Heavy) in USAREUR's elite 18th Engineer Brigade. After serving two months as the battalion's assistant S-3, CPT Knight was selected ahead of his peers to command Headquarters Company. Enthusiastic, aggressive, and resourceful, CPT Knight seized every initiative to motivate and train his soldiers, already deployed at Grafenwoehr in support of the massive Range 79 Project. When a line company became available, he was chosen to assume command of Delta Company. Delta Company's primary mission is general construction in support of USAREUR.

(3) In the previous three years, Delta Company had taken part in the construction of three major USAREUR Tank Range Upgrade Projects. These have significantly enhanced the combat readiness of fighting units in Europe. Unseasonably wet weather in the summer of 1984 had pushed the Range 79 Project more than two months behind schedule, and project completion during 1984 appeared impossible. The company maintenance program in Grafenwoehr was functioning poorly because of a lack of resources and a priority system that mandated construction. From the beginning, CPT Knight developed a proactive plan to instill confidence in his soldiers. He believed in their abilities. As more equipment became operational, CPT Knight's soldiers increased production dramatically to complete the largest slice of the battalion's section by Thanksgiving, completing five month's work in half that time.

b. SPECIFIC SITUATION.

(1) Although Range 79 was declared a resounding success, the 1984 construction season had taken its toll on Delta Company. The soldiers and the equipment had paid a high price to deliver the huge project by year's end. Soldiers were exhausted, their families stressed by the long separation, and already old equipment was wearing out. Relying on leadership fundamentals, CPT Knight developed a revitalization program. He focused on maintenance—the weakest program among his critical areas—training, leading, maintaining, and caring for soldiers. He campaigned aggressively to identify and work through problem areas in his maintenance program. By sharing knowledge and experience, CPT Knight and his green tab leaders in Delta Company identified the following problem areas:

(a) Lack of maintenance knowledge among equipment operators and supervisors.

(b) Lack of a "sense of pride" and "ownership" in each operator for his particular piece of equipment and for his role in the company mission.

(c) An inactive incentive program to encourage high performance.

(2) To address the first shortcoming, CPT Knight developed fundamental maintenance skills in officers, supervisors, and operators. During this stage, operators learned the intricacies of their equipment while supervisors learned how to order parts for their equipment and how to properly supervise operators under their control. Next, he focused on developing a sense of pride and ownership in each operator for his piece of equipment. The first objective was to reaffix property accountability at the working level. The equipment operator assumed full responsibility for his machine along with the complete authorized basic issue items and supplemental tools. Delta Company equipment operators were then encouraged to nickname their vehicles. For example, the commander's vehicle was christened "Knight Rider". Attaching pet names to the equipment both increased unit esprit and implanted a sense of ownership.

(3) The development of incentive programs to encourage performance was the final step in CPT Knight's revitalization plan. The operator-of-the-month program presented operators an opportunity to be recognized for "maintenance excellence." Monthly winners were awarded 3–day passes. "Operators of the quarter" were offered ITT–sponsored tours. Driver and mechanic badges are awarded systematically to unit personnel who achieved the required standards. Also, battalion "coins of excellence" and "Delta DAWG" certificates were presented regularly to those individuals who excelled in maintenance.

(4) CPT Knight then worked with his people to identify tough, but achievable short and long range goals. This fostered a climate were soldiers were consistently challenged. With emphasis on maintenance-related objectives, CPT Knight directed his soldiers to pursue the following goals for 1985:

(a) Achieve and sustain a 90 percent readiness rate by year's end.

(b) Achieve 100 percent accountability of BII for all equipment.

(c) Win maintenance excellence award.

(d) Enhance unit combat readiness.

(e) Facilitate a smooth MTO&E transition of 29 new pieces of engineer equipment.

c. EVENT.

(1) The construction directive giving Delta Company the green light to construct an obscuration wall around Camp Redleg initiated a fast-and-furious period for CPT Knight and his people. The "dawgs" were allotted less than half of the normal time to complete all operations planning. Not since prior to the 1982 major range upgrade project had direct coordination been required at the company level to line up accommodations, necessary special equipment, and construction material support. Delta Company found itself in the thick of a complex network whose key players consisted of VII Corps engineers, a Pershing Brigade command, the local community command, and one of Germany's major fence manufacturers. CPT Knight soon discovered that he needed to learn who within this network could make decisions and provide the resources he needed. Time was of the essence since this high priority mission had to be

completed within two months. Brigadier General Haddock, Commander of the 56th Field Artillery Brigade, wished to deny direct observation by ever-present demonstrators and others who sought to impair or deny his Brigade's capability to accomplish their mission. As a stopgap measure, Europe had been scoured for semi-trailers which were then parked nose to tail just inside the wire around the perimeter of Camp Redleg.

(2) During the planning phase, CPT Knight faced an early deadline to complete all construction planning, and coordinate for logistics support. With the 18th Engineer Brigade scattered throughout Germany executing construction, only limited assistance was available from support channels. As a result, CPT Knight himself seized the initiative, directly coordinating 90 percent of this logistics support. Routinely, he knocked on the doors of key leaders two and three levels above his own, and walked out with what his soldiers needed. In preparation for construction, he assigned training missions to his platoons. Each experimented to identify the most effective production technique for excavating footings, building forms, placing concrete, and erecting I–beams. CPT Knight personally prepared and presented informative slide shows to his soldiers and their families. These depicted the job site, the Heilbronn community, and even presented a glimpse of demonstrators. Using photographs of ongoing German autobahn noise abatement wall construction, he stirred their imaginations relative to building techniques. During the preliminary stages of construction planning, CPT Knight identified the following resource constraints which would require immediate attention.

(3) In the initial stages of the project unseasonable rain disrupted compaction efforts. By encouraging every soldier to contribute ideas and experience, CPT Knight developed a system which neutralized inclement weather. A–frames covered with plastic were constructed to divert rainfall from each footer excavation. To permit the remaining third of the company to contribute, CPT Knight organized a fence-raising competition in which fence panels were installed between erected I–beam posts. This proved a tremendous success. The soldiers, inspired by their commander's leadership, attacked the mission with vigor and enthusiasm. From the first weeks on the project, it was apparent that the commander's focus on maintenance throughout the year had reinstituted both "esprit de corps" within the unit and an unstoppable commitment to mission accomplishment. By mid-September the wall was complete, and the site's security dramatically improved, Delta Company was first to finish in the Brigade, achieving a rate and level of quality that amazed even the fence manufacturer.

d. RESULTS/OUTCOME.

(1) CPT Knight achieved remarkable success in Heilbronn despite being confronted with unforgiving obstacles. His uncanny ability for making quick and creative decisions challenged the "Dawgs" to overcome each problem and continue the mission. With very little notice and planning, Delta Company completed a quality project which was accomplished three weeks ahead of schedule, saving the Army over $8,000. CPT Knight's leadership was also instrumental in the achievement of other company goals. Delta Company has attained one of the highest operational readiness rates of any engineer unit in the Army. The unit has sustained a 90 percent operational readiness rate for the past six months which has been validated during the 94th Engineer Combat Battalion (Heavy) and 18th Brigade inspections and during readiness tests. The "Dawgs" earned the right to represent the 18th Engineer Brigade for the Army's Maintenance of Excellence Award. Delta Company was the first company in the 18th Engineer Brigade to complete the MTO&E transition of 29 pieces of engineer equipment. The soldiers of Company D have earned a tremendous reputation for accomplishing all missions in a responsive, aggressive, and timely manner.

(2) The Delta Dawgs singularly within the 94th Engineer Battalion were able to accept and complete all assigned missions because their effective preventive maintenance program consistently kept their equipment in a "mission capable" status. All of this is a direct reflection of CPT Knight's leadership. He has made the difference influencing the company to strive for excellence and professionalism in every mission they pursue.

2–12. INSPIRED FOR LEADERSHIP

a. BACKGROUND. Second Lieutenant Mary E. Taleton was born in August 1961 in Mobile, Alabama. One of 12 children, she enlisted in the Army in April 1980, attained the rank of PFC, and served until released from active duty in February 1982. Then, attending the University of South Alabama and enrolled in the ROTC Program, she graduated in June 1985 with a BA in History (the first in the family to claim that distinction). While in school, she distinguished herself in ROTC by earning the Veterans of WWII Award for Citizenship, Academic and Military Leadership. Taleton accepted a commission as a 2LT of Chemical under the early commissioning program on 6 June 1984.

b. SPECIFIC SITUATION.

(1) Lieutenant Taleton arrived at Fort Huachuca, Arizona on 7 June 1985 and immediately began her current assignment as the Post NBC Officer for the U.S. Army Garrison. Surveying her working conditions and the subordinates assigned, she soon discovered that the section had been without officer or NCO leadership for over a year. Her first concern included taking steps to update her subordinates on the latest information about NBC, establish objectives for the section, set high but achievable standards, and start an in-house training program to develop job proficiency. When she was satisfied her section had attained requisite proficiency, she focused all efforts on the needs of the post, to include the establishment of a Post NBC School for NCOs and officers. To date, two courses have graduated.

(2) In concern for her subordinates, Taleton's efforts did not stop at the duty section or only during duty hours. She cares by getting involved in such things as soldiers' living conditions, education, and the welfare of their families. She provides guidance on how to improve themselves professionally and personally and makes herself available whenever

needed. She listens to their recommendations and gripes, acting upon them to improve the situation or eliminate disruption or cause.

(3) In conclusion, 2LT Taleton accepts the challenge, shows concern for her personnel, the Army, and the mission. She is selfless in that she is available to her soldiers at any time. Her effort in the establishment of the NBC School is such that instruction from her section is sought not only by active duty soldiers, but by National Guards and Reservists. She is an inspiration to her subordinates and is worthy of emulation by her peers. She is a credit to herself, the unit, and the United States Army.

2–13. SNOW AND OTHER DEFICIENCIES

a. BACKGROUND.

(1) In April 1978 Fort Sheridan was once again designated for closure by the Department of Defense. This began a 5–year period of reduced funding and physical deterioration. Having seen little modernization Fort Sheridan consisted primarily of antiquated buildings and facilities. Most facilities were housed in either "turn of the century" permanent structures or temporary World War II era structures. The impending closure stopped funding for new construction and facility upgrade. The age of structures led to a rapid physical deterioration. With closure looming ever nearer long range construction and facility modernization planning were curtailed.

(2) Closure affected not only the physical plant but the workforce as well. Civilian employees, which made up approximately 50% of the work force, were faced with a long period of uncertainty and disheartenment. Closure of Fort Sheridan would mean a loss of jobs. Years of facing this did much to erode attitude and morale. Large organizations with a high percentage of civilian employees were particularly hard hit.

b. SPECIFIC SITUATION.

(1) Fort Sheridan remained on the DOD closure list until late 1982. By then the installation was five years behind in modernization and planning. Minimal amounts of money were available to meet the massive requirements of modernization and upgrade. Major construction monies diverted pending closure were not available. Long range plans and project development necessary to bring in these monies were outdated or nonexistent.

(2) The workforce responsible for bearing the brunt of modernization was the Directorate of Engineering and Housing (DEH). This organization was made up almost entirely of civilian employees. In January 1984, reassignment of the Director of Engineering and Housing (DDEH) necessitated an inexperienced major assuming the role as a stop-gap measure until a new DEH (LTC) could be assigned. During the next seven months the organization which should have been at the forefront of the Post revitalization and modernization effort did little more than remain afloat. This served to further erode the attitude and performance of the workforce. To compound matters during this period the DEH underwent a complete restructuring in an attempt to better use the resources available.

c. EVENT.

(1) LTC Dean arrived at Fort Sheridan as the new DDEH in July 1984. He arrived to find an engineer organization staggering under the burden of maintaining and modernizing the installation. The wealth of leadership and experience possessed by LTC Dean were immediately brought to bear. Personal involvement in all facets of his organization became his most effective tool.

(2) From his early morning cup of coffee on the work site with his employees to personally responding to emergency calls after duty hours, LTC Dean lead by example. During a period when heavy snowfall created emergency conditions at Fort Sheridan he personally operated snow removal equipment for a period in excess of 24 hours. He personally directed DEH sponsored self-help playground projects for the housing areas and post wide beautification efforts. Long hours became his rule rather than an exception. Long hours spent leading, teaching, and caring for his subordinates.

(3) LTC Dean developed a deep caring not only for his organization but for each individual within the organization. An organizational identity, esprit, and pride were continually fostered. He took every opportunity to improve the image of the Engineer workforce. An identification badge was developed for wear by all DEH employees. This badge served a twofold purpose. First, it distinguished them from civilian contractor employees who at times did not demonstrate a great deal of concern for Post dwellings and facilities. Secondly, it gave them a source of identity. One which greatly enhanced organizational pride and esprit. It drew them closer together as a unit and fostered teamwork. Personal and organizational awards were issued at every opportunity. Publicity sources, such as the Post newspaper, were used liberally to highlight Engineer successes, both individual and group. Constantly seeking ways to create a better family atmosphere and foster cohesion, LTC Dean took every opportunity to personally interface with his employees and their families. He personally hosted several social functions in his quarters. These were attended by spouses as well as DEH employees. For many of these spouses this was their first taste of military life. This ultimately resulted in a better understanding of the military and consequently a more caring attitude among the civilian employees. LTC Dean, through his constant presence at the work site demonstrated his caring for each individual. His wife cheerfully joined him in his total commitment to the organization. Following a particularly severe snow storm he took his entire work crew to his Quarters at 0200 hrs for hot coffee. It was during sessions such as these that LTC Dean was able to communicate directly with the "cutting edge" of his organization. He effectively reached out and created a committed, concerned workforce that mirrored his own dedication to excellence.

(4) LTC Dean took every opportunity to develop his subordinates. Leaders at all levels were given the freedom to do their jobs. Tasks were delegated to the lowest possible levels. He took advantage of every opportunity to coach and counsel his subordinates. Decision making was nurtured in leaders at all levels.

(5) Tough, achievable standards were set and enforced. LTC Dean brought a new discipline to the organization. He demanded standards be met. Performers were rewarded. Non-performers were disciplined and if necessary weeded out. At the same time he was fair and impartial in all his actions.

(6) Those years of reduced funding and impending closure had done much to degrade the overall skill level of the organization. LTC Dean took advantage of every training opportunity for his employees. Arrangements were made to allow DEH employees (civilians) to attend resident training programs at the Engineer School at Fort Leonard Wood. This was the first time civilians attended resident instruction at the school. This innovation sharpened old skills and taught new ones. It enhanced the overall skill level of the organization and saved valuable training dollars. Maximum use was made of local training courses. Nine apprentices (the most of any FORSCOM unit) were brought to DEH. On-the-job training programs were revitalized.

(7) DEH played a major role in the fielding of the Fourth Army at Fort Sheridan. The housing of another major command headquarters on the installation required additional construction and upgrade as well as much on-post reshuffling of facilities. LTC Dean was instrumental in the successful fielding of the headquarters. He accomplished this while serving as an effective buffer between Fourth Army requirements and his organization. Because of this, not only was the fielding a success, but also other modernization projects and day-to-day Post operations moved forward at a rapid pace.

d. RESULTS/OUTCOME.

(1) LTC Dean's impact on Fort Sheridan during the year of Army Leadership was significant. Through his leadership and technical skills the installation took major strides toward facility modernization and upgrade. Many new projects were completed and many more begun. The Engineer long range planning system was revitalized. Long range plans were developed and improved.

(2) The Engineer organization was also revitalized. Individual and unit training significantly improved. A new sense of identity and esprit was instilled in the workforce. Tough standards were set and enforced. All of this was accomplished while successfully completing a myriad of tasks. DEH played a significant role in the fielding of the Fourth Army. Off-post training facilities were upgrade. Public relations projects with neighboring communities were undertaken.

(3) LTC Dean and his organization lead the way toward modernization and revitalization. His impact on Fort Sheridan was invaluable.

e. APPLICABILITY TO THE ARMY. LTC Dean's efforts were instrumental in Fort Sheridan's revitalization and modernization effort.

2–14. DEDICATED CARE

a. BACKGROUND. About 1200 hrs, 22 May 1985, I was the charge nurse in the Emergency Treatment Clinic (ETC) at Irwin Army Community Hospital (IACH), Fort Riley, Kansas when a seven year old boy was brought to the ETC after falling at home and striking his head. At presentation to the ETC the child exhibited an altered state of consciousness and Dr. Steve Eadline was called in as the physician consultant. After the examination, it was Dr. Eadline's decision the child needed to be Medically Evacuated (MEDEVACed) for an emergency CAT Scan.

b. SPECIFIC SITUATION/EVENT.

(1) The event, related by CPT Baxter, exemplifies the selfless dedication demonstrated daily in every medical treatment facility throughout Health Services Command. Although both health care providers and the helicopter crew narrowly escaped death, the concern for the well being of those on both aircraft and the continued health of the patient was more important than the physician's and nurse's own fear. Both clearly demonstrated the selfless dedication which serves as the foundation for effective leadership.

(2) 82nd AirEvac was called and the mission put on. Due to the condition of the patient Dr. Eadline requested I accompany him with the patient to assist in monitoring. The patient, Dr. Eadline, and myself went to the airfield, set up our equipment and monitors in the helicopter, loaded the patient, and took off. Approximately 5–10 minutes later as I was observing the patient, the helicopter made a violent turn to the left and there was a terrific crash. The pilot immediately began calling "May Day," giving our position over the radio. The aircraft was shaking violently and was headed straight for the ground. I immediately secured all of the monitors and medical equipment within my reach and made sure the safety straps on the child were secure. I re-tightened my safety belt and assumed the crash position. The pilot regained enough control to make a successful crash landing in a rock and ravine field. When it was safe, we exited the aircraft and checked for fire and injuries. Shortly thereafter, 15–20 minutes, rescue equipment and the back-up AirEvac helicopter arrived.

c. RESULTS/OUTCOME. The aircraft that apparently struck us had been sighted and since there were no serious injuries on our downed helicopter the physician went with the back-up AirEvac helicopter to the other crash site to render assistance. I stayed with the patient. The child started vomiting and I cleared and maintained his airway and monitored neurological and physiological vital signs until the back-up AirEvac helicopter returned approximately 20

minutes later. At that time the patient was transferred to the back-up AirEvac helicopter and Dr. Eadline and myself accompanied the child to the hospital in Topeka. We transferred the patient to an ambulance for the final trip to the hospital and the CAT Scan. We stayed with the patient during the exam and waited with the child until a ground ambulance could be sent from Fort Riley to pick us up as the 82nd AirEvac was on another mission. We came back to IACH where the child was admitted.

Chapter 3
Civilian Success Stories

3–1. KEEP THE FLEET ROLLIN'

a. BACKGROUND.

(1) The Giessen Military Community's Maintenance Division has historically performed organizational maintenance services and repairs for the community's nontactical vehicle (NTV) fleet. Additional responsibilities include the repair of material handling equipment, generators not permanently installed, and certain tactical wheeled vehicles, as directed, within the Maintenance Division's capability. The predominant maintenance requirements are generated from the local transportation motor pool (TMP) which has approximately 430 NTVs (a mixture of US and German).

(2) In 1984, the Headquarters, US Army, Europe, directed that additional tactical vehicle work be sent to Community Motor Maintenance Activities (MMA) and that NTV maintenance be shifted to local commercial sources, particularly for the European manufactured vehicles.

(3) By early 1985, the Giessen MMA was accepting large numbers of tactical vehicles and was successfully adjusting to this major work shift through the leadership style and management principles of the Chief of the Maintenance Division, Mr. Walter Schuster.

b. SPECIFIC SITUATION.

(1) The vehicle availability rates for nontactical vehicles supported by the Giessen Maintenance Division was between 97.2 and 98 percent for FY 85. The Memorandum of Understanding between the V Corps DIO and the V Corps Chief of Staff, which was signed in May 1985, formalized the agreement under which the Giessen Maintenance Division would formally and immediately accept the Corps repairs responsibility for M149 water trailers (400–gallon), trailer mounted field kitchens, tracked vehicle heaters, and other new types of maintenance work. Mr. Schuster was tasked with responsibility of reorganizing his shop space, production capabilities, inspection teams, shop stock and mechanic training problems. The urgency of this workload adjustment is highlighted by the fact that never before had a maintenance with V Corps had to adjust so rapidly and so comprehensively as did the Giessen Maintenance Division during the first part of 1985.

(2) The leadership style which Mr. Schuster directly used was to directly approach and solicit input from the shop foremen, production control chiefs, quality assurance specialists, and supply technicians to devise innovative measures by which they could adjust their work responsibilities from that of repair of NTVs to the repair of tactical trailers and heaters. The orders which he gave to his supervisors were direct and stringent: do not reduce the maintenance availability rates of nontactical vehicles and accept the tactical vehicle repair responsibilities as a long-term directed mission. He directed his entire staff to report to him their surge capabilities and their shortfalls by projecting the volume to be several hundred tactical vehicles a year as versus the current rate of less than 50. He challenged his shop stock specialists to identify the required ASLs and to program the replacement of repair parts for vehicles which they had not hitherto performed maintenance. He encouraged his inspection teams to increase their training to ensure that only a quality product was returned to the using unit. And finally, he worked closely with the contracting authorities to ensure that only best commercial firms were made available at the most reasonable cost for the subsequent increase in NTV workload which would have to be shifted to the local economy. Mr. Schuster ensured a total effort of the Maintenance Division and every one of his 68 employees, both German and American, were thoroughly briefed of the changing situation. The new work which was coming into the Giessen Maintenance Division was welcomed as a challenge and through the tremendous motivation efforts of Mr. Schuster there was never any hesitation that the work could be done in volume quantities and outstanding quality.

c. EVENT.

(1) Mr. Walter Schuster, the Chief of the Maintenance Division, was clearly the key player and the one who accepts the total responsibility of the Maintenance Division's efforts. He is a technician who, without a doubt, can do the work of any of his 68 employees. He is creative and is never bogged down by old ideas, old concepts, and old methods. He adjusts to the changing environment of modern maintenance techniques, e.g., testing equipment, new vehicles with new and revolutionary systems, new workloads, new management techniques, etc. He is a motivator who is able to walk into any of his maintenance branches and to receive total respect from all employees since his directives as the Maintenance Chief give total consideration of the worker's views, concerns, and suggestions.

(2) He is a private person who upholds the finest family values. Yet he is a social person who recognizes the social needs of this division. He has united his workforce around key social occasions, such as work outings in the summer time and Christmas party in the winter. But his social occasions are more of an event rather than a party. He has organized a Maintenance Division band and his chorus. He takes pride in knowing the names of every employee and his/her spouse. During social events he can often be seen carrying the children of his employees and he is referred to as the man whom the employees work with rather than the man they work for.

(3) There is no doubt in the minds of the maintenance staffs throughout the V Corps, the 3d AD, and 8th ID, other military communities, and particularly this community, that it was the effort of one single individual which enabled a major shift of the entire maintenance workload of the Giessen Military Community so dramatically. Without Mr. Schuster's enthusiasm and without his loyal support, there is absolutely no doubt that the tremendous success which

this community has experienced would simply not have taken place. Yet, Mr. Schuster is selective in the maintenance work which he receives. He carefully balances out his capabilities within the branches to ensure that the productivity of his workforce is maximized, to include overtime and overhire personnel, while the degradation of maintenance results is not experienced. His visibility over funding for repair parts, personnel, administration, supplies, contracts, and local purchase items is clearly astute. Without a close watch on funding availability, to include the programmed budget, reimbursables and fund transfers, the Maintenance Division could clearly not affect an orderly maintenance structure considering the projections of vehicles due-in, personnel availability, repair parts availability, and administrative support.

(4) To do those actions directed to substantially change the maintenance programs within the calendar year 1985 is indicative of his technical proficiency, his acceptance of responsibility, his sound and timely decisions, his intricate knowledge of the Division's total maintenance capabilities, and his seeking the involvement of every person within his Division. He is a leader who communicates with his subordinates and with his superiors. His written and oral skills of the English language is unquestioned and his ability to present clear and concise picture of the Community's maintenance posture is absolutely outstanding.

d. RESULTS/OUTCOME.

(1) As of this date, several hundred tactical vehicles have been upgraded within the Giessen DIO, Maintenance Division. The proof of the repair services is not in the opinion of the maintenance activity, but rather in the serviced customer. While there has been a substantial increase in tactical vehicle repair, there has been no let-up whatsoever in the vehicle availability rates of nontactical vehicles. The repair of NTVs within the maintenance shop and the coordination for their repairs at commercial facilities, has resulted in a maintenance availability rate of 98 percent, the highest sustained availability rate in V Corps, if not in all of USAREUR.

(2) The reputation of the Giessen maintenance activity has expanded to USAREUR levels. It is evident that no other maintenance facility now has the capability to upgrade the volume numbers of M149 water trailers and the mobile field kitchen trailers. It is particularly in the latter category as the Maintenance division has excelled. The upgrading of those vehicles has not only been accomplished in a superb manner, but many faults have been identified and reported through the quality deficiency report (QDR) system. Mr. Schuster personally finds time to speak to the operators of the kitchen trailers to ensure that all items on the work request are valid and to obtain their opinion on ways to increase the effectiveness of the use of the trailer. These conversations had led to the identification of those deficiencies outlined in the QDRs.

(3) In the area of supply management, which is crucial to the fast turnaround of programmed vehicles, Mr. Schuster has excelled. Before the normal requisitioning system could be fully utilized for the repair parts of the tactical vehicles, the use of commercial sources was maximized. The integration of supply requirements and commercial capabilities demanded extraordinary knowledge of repair part items and authorized substitutes in both the American supply system and the German source. While this was done, demand data had to be gathered to fully utilize the Army requisitioning system. The number of PLL lines increased from 1,865 in January 1985 to over 2,200 in September 1985. Nevertheless, the zero balances decreased from 2.6 percent to 1.9 percent.

(4) The recognition of Mr. Schuster's efforts is indicated in the attached command maintenance management survey and inspection report. This comprehensive inspection is one which best highlights the outsider's view of the Giessen maintenance shops. No faults were noted in the areas of shop supply shop operations, commercial material handling equipment, POV inspection, contract maintenance, safety, fire prevention/protection tool and test equipment, and material readiness reports. Again, it is to be noted, that the inspection took place when major reorganizations within the Maintenance Division were being accomplished.

(5) Mr. Schuster personally oversees the cost programs to ensure that the most effective utilization of all resources (individuals, funds, time, etc.) is made to provide the best service at the lowest cost. Again, while all QDRs have Mr. Schuster's personal interest, those on the kitchen trailers receive his undivided attention, since not only is it a viable upgrading of the vehicle, but it services the soldier for the maximum extent, based on USAREUR input data.

(6) While additional data could be submitted in statistical and narrative format based on employee utilization, the productive versus nonproductive hours, suggestion awards, sustained superior performance summaries, safety awards, energy conservation measures, it must suffice that in all of these areas, along with all the other areas indicated herein, Mr. Schuster has taken a personal and dedicated interest in the excellence of his organization. He sees and envisions no problem as being below his attention, nor does he see any task to be above his total review and study. He is a total person who gives a total effort to the entire success of the maintenance efforts of the United States Army as exemplified within his maintenance shops and within his maintenance capabilities. It is Mr. Schuster, and Mr. Schuster alone, who is personified in the success of the Giessen Maintenance Division mission.

3–2. CUSTOMER SUPPORT

a. BACKGROUND. Mr. Corkery has been employed at Area Facilities Engineer (AFE), Yongsan since September 1978. He started as a Maintenance General Foreman, WS–11, and was promoted to Maintenance General Foreman, WS–14 in April 1985. Mr. Corkery has 7 years of US Civil Service employment.

b. SPECIFIC SITUATION. During the period 2 – 20 August 1985, Mr. Corkery distinguished himself by performing his duties in an outstanding manner during and after the onset of severe storms generated by typhoons "Kit" and "Lee."

Numerous roads were blocked and more than 40 power lines were severed due to downed trees and high winds. Each power outage was restored within 4 hours.

c. EVENT. Mr. Corkery, the employees of his branch, and the 19th KSC personnel were mobilized on extremely short notice. Under his direction, the 240 persons worked extended duty hours and weekends in order to restore required services to the community. Mr. Corkery worked throughout several nights supervising restoration of power at more than 40 separate power line breaks. Using his outstanding leadership abilities, enabled him to keep his people motivated and working throughout the night. At the same time he recognized the needs of his people and personally looked after each individual. Mr. Corkery also prepared the necessary documents to ensure his people were rewarded for their outstanding performance. The hardships on this community (personal and monetary) would have been far worse had he and his personnel not shown great zeal. They also worked during both storms, to clear nearly 1000 downed trees from roads and utility lines. This restored traffic flow and electricity throughout the community.

d. RESULTS/OUTCOME. His ability, professionalism, coordinating ability, and cooperation with customers during these emergency conditions resulted in a highly successful restoration process. During this period of emergency, he guided his crew in their normal duty requirements. His "mission oriented" leadership, realistic guidance, and dedication to duty aided the community to meet emergency needs during and after the severe storms. His personal leadership allowed traffic flow and electrical service to be restored in a minimum of time.

e. APPLICABILITY TO THE ARMY. His recognition of the urgency of the situation and response to meet the emergencies were totally "above and beyond" that expected of any manager. His demonstrated leadership, loyalty, and dedication to resolve the various situations reflect great credit upon himself. Due to Mr. Corkery and his outstanding leadership capabilities and quick response, numerous family housing occupants, unaccompanied personnel housing occupants, and mission essential functions were able to survive the storms with only minimal inconvenience.

3–3. EXCELLENCE IN EDUCATION

a. BACKGROUND. Mr. Davies' leadership as principal of Seoul American High School (SAHS) enabled the school to be selected as one of the 212 most outstanding secondary schools in the United States by the Department of Education for School Year 1984–85.

b. SPECIFIC SITUATION. Mr. Davies was asked to go to the White House on 1 October 1985 to receive a special plaque from President Reagan. On 20 December 1985, Ms. Marybel Batjer, Assistant to the Secretary of Defense, traveled to Seoul to present a special "Flag of Excellence" to the school which will fly beneath the U.S. flag.

c. EVENT.

(1) Description of Key Players. Mr. Davies has been the principal of Seoul American High School since 1980. Prior to his arrival the school had almost a yearly turnover rate for administrators and severe student discipline problems. His dynamic leadership style, while working cooperatively with a strong and dedicated faculty, has moved SAHS into the frontrunner position among DODDS high schools.

(2) Impact of Leader's Actions. High student expectations by the principal and staff has resulted in SAHS students boasting a high ratio of merit scholars, academy appointments, as well as other scholarships. College board and National Achievement test scores are among the highest in DODDS and in the nation.

(3) Mr. Davies is excited about his school, his enthusiasm is contagious, and it reflects in overall school morale. He is a professional principal who is cognizant of every program and potential problem in his school. Students are academically motivated. National recognition has been received by the JROTC, art, music, math, and business departments.

d. RESULTS/OUTCOME. As described, the school was recognized as one of the 212 best secondary schools in the United States by the Department of Education.

e. APPLICABILITY TO THE ARMY. The recognition received by Seoul American High School was well publicized throughout the media overseas as well as in the United States. Word of this honor was proudly received by the Commander In Chief, the Seoul military community, parents, teachers and staff. We believe parents will request more command sponsored tours and this honor will reflect favorably on community morale and "quality of life" in Korea.

3–4. PEOPLE PROGRAMS MAKE A DIFFERENCE AT TROSCOM

a. BACKGROUND. Troop Support Command's (TROSCOM) Directorate for Materiel Management long recognized a need for "people programs" to improve communications between the directorate's senior management and the employees. The perceived benefits were many, and included developing employees, alleviating frustrations, keeping people informed regarding significant issues, and recognizing organizational shortcomings. In addition, it was believed that another benefit would be a reduction in formal grievances. Less tangible but no less important benefits would be the promotion of old-fashioned values such as belief in the work ethic and giving a full day's work for a full day's pay. All of these improved attitudes would lead ultimately to improved productivity. These programs were not to be designed for just one category of people, but rather to address the needs of many groups—interns, keypunch operators, secretaries, EEO counselors, FWP representatives, and union stewards—among the 550 people of this NICP.

b. SPECIFIC SITUATION.

(1) Believing that the development of future Army leaders is an important aspect of leadership, Dir/Mat Mgt chose

1985 as the year to implement these "people programs." Mr. Al Cook, the Deputy Director, identified various means to achieve the goals. He felt that if the program was to be effective, it must be institutionalized, with formal titles, regularly scheduled meetings, constant membership, and prescribed formats. The following programs were established, with each one meeting in closed session with Mr. Cook either quarterly or monthly:

(a) Welcome sessions: These sessions, held monthly, enabled Mr. Cook to meet all incoming employees, regardless of position or grade. They are given a standard directorate briefing, and also informed of intraorganizational structure and communications. A question-and-answer period follows, and each group is also asked to critique the session on a pre-printed form. The feedback obtained is used for continual improvement of the sessions.

(b) Directorate rap sessions: Each month a different group meets with Mr. Cook; after all groups have had sessions, the cycle begins again. The group is composed of interns, keypunch operators, FWP representatives, EEO counselors, union stewards and supervisors. Mr. Cook begins the sessions by presenting information and issues of particular interest, and then opens the session for discussion. Members of the group are thus afforded an opportunity to ask questions, voice concerns, and provide feedback to management.

(c) Project Springboard: This program was designed to provide an opportunity for low-graded employees to enter and compete in the supply field. It is primarily oriented toward keypunch, clerical, administrative, and secretarial personnel, in dead-end positions. It applies only to those personnel who have been in the directorate for a minimum of one year, and who have received a fully successful or higher performance rating. The program is designed to offer laterals only, with no promotions, provided the basic eligibility requirements are met. The program is completely voluntary and fills approximately 20 percent of the supply clerk positions automatically, without selection or an interview process.

(d) The Sound Off Program: This was designed to solicit ideas regarding directorate policies, procedures, and programs, thus allowing the people at the lower grades to have a voice in the decision making and formulation process. The nature of this program is not that it be used as a vehicle for petty complaints or to bypass supervisory channels, but rather to provide the opportunity for input important to the decision making process within the directorate. The Sound Offs are kept in strict privacy and are marked "Exclusively for Mr. Cook." They are answered via directorate staff meeting minutes or office memorandum which will reference our Sound Off Program.

(e) Quality Circle Program: A survey was conducted throughout the directorate to determine interest in quality circles. As a result, two quality circles were established; one in the Policy, Plans and Programs organization, identified as RAMS, and the other in our Logistic Data Management organization, identified as GIN–O–RATERS. In addition, a third was later established as the first cross-functional quality circle in the command, consisting of members of each division of Mat Mgt and identified as SWEEPERS. The circles are already demonstrating their value; they are providing experience in policy and procedure planning and in giving formal presentations; they are enhancing pride in performance, improving morale, increasing productivity, and increasing self-confidence. Members are also becoming more responsive to work requirements and are gaining respect for each other's organizations.

(2) Paragraph not used.

c. EVENT.

(1) Description of key player: Mr. Cook has personally initiated and implemented many of these "people programs," and has been involved far beyond the planning stages. He has written detailed guidance regarding structure, timing, content, and format of the programs. He has also participated in most of the group meetings. As a result of his enthusiastic involvement, the programs have achieved a continuing, cyclic status. This allows the employees to know about the programs and the importance of the employer/employee relationship within the programs. In addition, Mr. Cook has coordinated similar programs with the director. Of significance is the TROSCOM–Wide Key Managers Team Building Workshop of 52 managers in the grades of GM–15s and 14s. Here, Mr. Cook works directly for the commanding general as the Command Workshop Coordinator. This is indicative of Mr. Cook's effectiveness and reputation as a team builder—from directorate level to a command-wide people program.

(2) Impact of leader's actions: The "people programs," initiated by Mr. Cook have been held each month throughout the year, and in most months multiple meetings of the respective programs have been conducted. Grades GS–3 through GS–12 have been in attendance, and benefited both professionally and personally. These programs are well established and known, so an example has been set for other elements throughout the command.

d. RESULTS/OUTCOME. The benefits of all the programs have been numerous. They run the full range from setting the environment for motivation of employees at the lower grades, to reducing grievances initiated and elevated above the directorate level. The latter has allowed negative issues introduced by employees to be solved at the lowest level, i. e., within the directorate. For example, during the period 1980–82, there were an average of 45 formal complaints a year. Since then, the average is less than two formal complaints per year; only one of which was elevated above directorate level for resolution. Additional results are that people have been cross-trained, particularly in the quality circle participation, and developed in technical knowledge, self-confidence, and communication ability. Controlled actions as a result of recommendations from the lower graded personnel have brought many positive results, thereby improving customer service. Additionally, the programs have produced an informed workforce and an improved atmosphere of team play. Problems are aired early and are dealt with in a positive way, before they become

formal or major issues. All this has resulted in an enhanced atmosphere of productivity, with credit going to the "people programs."

e. APPLICABILITY TO THE ARMY. Materiel Management's "people programs" demonstrate how truly people-oriented leadership has made a difference in the Army workforce and in customer service. Improvements have been both tangible and intangible, and can often be traced to the ideas contributed by employees. The programs have produced an atmosphere of involved civilian and military personnel at all grade levels, and have produced a positive and highly productive climate for the organization.

3–5. LEADING TOWARD A DISTRIBUTION CENTER

a. BACKGROUND.

(1) New Cumberland Army Depot is a vital part of the Army Supply System as its "LIFE LINE" to Europe. The depot receives, stores, and issues 56% of the total supplies shipped by the Army, including 89% of Army supplies and 99% of all Army repair parts shipped to Europe. At the current rate of growth, the depot will near its peacetime workload saturation by 1990, leaving extremely limited capacity for mobilization. Similar situations also exist at the United States Army's other two Area Oriented Depots (AODs).

(2) The Eastern Distribution Center is being built to replace aging facilities, some of which were constructed during World War I. Subsequent construction, during World War II and the Korean Conflict, although increasing storage capacity and providing some equipment modernization, was not sufficient to eliminate fragmentation of functions, costly double handling of materiel, and a highly labor intensive mode of operation. Although current operations are supported by Automated Data Processing, input to this system is heavily dependent upon manual counts and other types of manual input.

(3) The new distribution center will consolidate currently fragmented functions under one roof, provide automated systems for materiel handling, and achieve maximum load consolidation before shipment. A sophisticated management and control system, through extensive use of computer and barcoding technology, will provide visibility of materiel from time of receipt to shipment, maintain quality by location for materiel in storage, and will provide the means to manage the flow of the depot's workload.

(4) In addition to the benefits which automated materiel handling systems and information systems provide, one of the major benefits of the new distribution center will be improved productivity. The workload of 1990, which will increase significantly over current levels, will be handled by today's workforce with few increases in manpower.

b. SPECIFIC SITUATION.

(1) The Eastern Distribution Center, itself is a project of unprecedented magnitude within the supply system of the United States Army. Management of this project was begun by the AOD Modernization Task Force in December 1983. It soon became evident that the one year charter for the Task Force was only the beginning of the planning effort required. An organization to manage the $178 million AOD Modernization Program would be required through 1990 for transition into the Eastern Distribution Center.

(2) The Directorate for Eastern Distribution Center Management is an interdisciplinary team of experts, whose mission is to provide centralized program management for design and construction of and transition into the Eastern Distribution Center and to integrate depot long-range planning with depot operations.

(3) Mr. Alan K. Thompson is the Supervisory General Engineer in the Project Engineering Division of the Directorate for Eastern Distribution Center Management. It is because of his leadership character, his attention to detail and dedication to New Cumberland Army Depot that he was selected to be responsible for the engineering aspects of the world's largest distribution center.

(4) In this capacity, Mr. Thompson has taken numerous significant actions to ensure the success of this highly complex project for the future of New Cumberland Army Depot. This effort is particularly challenging because of local, state, and federal regulatory constraints. Mr. Thompson has actively maintained and cultivated open channels of communication with the Federal Aviation Administration as well as the Department of Environmental Resources. His diplomacy and tact in dealing with these authorities on controversial issues have produced exceptional results.

(5) Mr. Thompson pursues a management style which encourages and promotes effective interpersonal communication with his employees. At the same time, Mr. Thompson's personal skill at negotiation and problem solving has proved invaluable. His demeanor encourages communication both with his employees and with any professionals with whom he comes in contact. In several specific instances, his cultivation of open channels of communication has benefited this project significantly.

(6) Many of the negotiations and problem solving situations in which Mr. Thompson is asked to take the lead demand an individual with technical expertise and personal credibility. Mr. Thompson exceeds in his ability to meet these challenges. At the same time, he has been able to provide opportunities for development of his engineering subordinates in working through the myriad of details involved in site preparation and construction of a 41.4 acre distribution center.

c. EVENTS.

(1) Mr. Thompson has established an excellent rapport with federal and state officials, local media area residents and, additionally has been recognized as an excellent liaison representative with community leaders.

(2) As part of the Eastern Distribution Center project, it was necessary to acquire 19.7 acres of land from the adjacent Capital City Airport, which is owned and operated by the Commonwealth of Pennsylvania, Department of Transportation. Construction of the Eastern Distribution Center was not possible without this parcel of land.

(3) Although legal responsibility for the land acquisition lies with the Baltimore District, United States Army Corps of Engineers, it was necessary for a representative of the Directorate of Eastern Distribution Center Management to play a role as "negotiator" in the acquisition process.

(4) The Pennsylvania Department of Transportation approached the sale of the required land with reluctance. The airport would lose one of its runways, and although the airport would still have adequate capacity, initial meetings were not very productive. The channels of communication, however, were kept open by Mr. Thompson.

(5) Meetings were held with local state legislators and area businessmen. Mr. Thompson briefed them about the project: its background, its importance to the Army and to the local community. The outcome of these meetings was that the Legislators and businessmen suggested that the land could be acquired for a nominal fee rather than the "appraised value" to be established by the Baltimore District Corps of Engineers real estate office. After further meetings with Legislators to provide the required legal description of the land, legislation was introduced into the state legislature to sell the required acreage to the Depot for the 1936 purchase price of $11,600.00. Continued meetings with Pennsylvania Department of Transportation officials resulted in eventual agreement by all parties, and passage by the Legislature of the acquisition bill. The net savings to the government as a result of this initiative: $273,400.00.

(6) During the process of negotiations for land acquisition, the Federal Aviation Administration became involved in discussion. Initial reaction from the Federal Aviation Administration was that construction of the Eastern Distribution Center and certain portions of the access road would penetrate the airspace envelope of a runway approach zone. Revisions were made, under Mr. Thompson's guidance, to roadway layouts. Revised layouts were presented and discussions continued with both the local district Federal Aviation Administration Office and the Eastern Region Office of JFK International Airport. Agreements were reached on all issues relating to the obstructions, and as a result, construction permits were issued by the Federal Aviation Administration. Mr. Thompson's personal knowledge of depot facilities and his still at negotiation, resulted in successful resolution of all problems with the Federal Aviation Administration.

(7) In preparation for the demolition of several World War I era buildings, it was necessary to develop a Facility Closure plan. The buildings in question had to be tested for the presence of hazardous material residue. Identification of areas requiring disposal of hazardous residues was not, in itself, a problem. It was necessary to provide a closure plan that would provide for removal of hazardous materials that would be within the funding allocated for site preparation. A successful and financially acceptable plan was submitted and approved.

d. RESULTS/OUTCOME.

(1) Because of Mr. Thompson's thoroughness in management of the engineering aspects of the Eastern Distribution Center, the project is on schedule and cost remains within the budgeted amounts appropriated. Failure to resolve any of the issues mentioned in the most creative way would have resulted in delay and cost escalation of the project. Current project, in fact, reflects a savings from land acquisition.

(2) Mr. Thompson has been actively involved in efforts to reduce overall project cost estimates by examining every aspect of equipment and facility specifications and revising specifications which appeared to be restrictive enough to cause cost escalation. Failure to reveal design flaws by the Architect-Engineer for the project could cause severe problems for the operation of the Distribution Center.

e. APPLICABILITY TO THE ARMY.

(1) Mr. Thompson embodies the qualities of leadership so vitally important to the successful accomplishment of the Army's supply mission.

(2) He has a genuine concern for the well being and success of his subordinates. He has been actively involved in helping to find solutions to problems and improving the environment in his organization. He has invested many unselfish hours to the engineering aspect of project management, to counseling and teaching subordinates by providing a challenge for growth.

(3) This depot is a critical link in the Army's Supply System. Since New Cumberland is responsible for 56% of total supplies shipped by the Army, including 89% of Army supplies and 99% of all Army repair parts shipped to Europe, the successful construction and operation of the Eastern Distribution Center will have a significant impact on the readiness posture of the soldier in the field.

3–6. DIVER LEADS OVER AND UNDER THE WATER

a. BACKGROUND. Mr. Young is employed as the diver foreman and Chief of the Petroleum Distribution System Okinawa (PDSO) Watercraft and Offshore Diving Support Division. Mr. Young supervises eight Master Labor Contract (MLC) persons, both divers and boat operators, and is responsible for diver and boat operations which support ocean tanker fuel delivery to PDSO in support of DOD fuel requirements in Okinawa. Each year, approximately 140 million gallons of fuel is supplied to Okinawa by ocean tanker and Mr. Young ensures that tanker offload and ship bunkering operations are accomplished in a safe and timely manner.

b. SPECIFIC SITUATION. Mr. Young has accomplished his assigned tasks in a truly outstanding manner over the

past several years, and consistently seeks to implement improved methods of job performance for his personnel and for the entire unit. To accomplish his duties, Mr. Young has learned to both speak and read Japanese, and communicates fluently with his subordinates in their native language, which facilitates both teaching, mentoring, and sharing his many areas of knowledge and experience. Mr. Young has also utilized his professional and linguistic abilities to ensure that local contractor repair of PDSO watercraft and related fuel handling equipment occurs in the most efficient and timely manner. In this role, Mr. Young has expanded his own expertise far beyond that required of a diver foreman to that expected of a contracting officer, able to speak and read both English and Japanese. Mr. Young's efforts in this arena have permitted uninterrupted delivery of fuel to Okinawa, concurrent with overhaul and repair of major items of fuel handling and fuel handling support equipment within the organization.

c. EVENT. Mr. Young is the key player in this leadership success, along with four divers and four boat operators and handlers. His energy and desire for excellence is certainly emulated by his subordinates, along with the officers, NCOs, and soldiers in the unit. He has on his own time provided no cost diving instruction to military members of the unit desiring to become certified in scuba. He has developed technical proficiency without supervision. Mr. Young constantly takes the time to ensure that his workers are recognized for their efforts, and has created a climate for personal responsibility for individual or group actions within his division. The work Mr. Young and his people perform is by its very nature difficult and often requires a display of physical courage and dedication well beyond the norm required of divers and boat operators. Mr. Young is a gifted listener and his people know that he will relentlessly follow up on their suggestions and comments. His concern for doing the job right, the first time, has helped to inspire and motivate the entire organization. During a recent petroleum exercise which centered around deployment and redeployment of a CONUS based petroleum operating company conducting "over-the-shore" petroleum logistics, Mr. Young became the focal point for the entire exercise, and through a combination of hard work under very difficult weather conditions, his ability to make rapid and correct decisions in situations of extreme stress and time sensitivity, the water portion as well as all other aspects of the exercise were judged as outstanding. In a sense, Mr. Young's contribution to the exercise, both in concept development and implementation, made history, since no exercise of this nature had ever been accomplished before within the command. Without Mr. Young's leadership and exceptional expertise and ability, the entire exercise would have not been possible.

d. RESULTS/OUTCOME. The fruits of Mr. Young's demonstrated leadership over the past two years are represented by the fact that more than 300 million gallons of fuel have been offloaded and stored for DOD use on Okinawa, without one single incident or spill. Considering the environmental climate and public concern for a protected ecology on Okinawa, this accomplishment is even more noteworthy. Mr. Young has led his personnel to a level of precision and technical proficiency that is truly remarkable. Mr. Young and his personnel played a vital role in the development and execution of a "first of its kind" petroleum logistics exercise on Okinawa, that provided extremely valuable training for both the CONUS based petroleum operating company as well as PDSO, in an environment that was demanding and realistic. Mr. Young and his personnel have been officially recognized for their exceptional duty performance and for their contribution to the petroleum logistics exercise. Most recently, Mr. Young was selected as the U.S. Army Garrison, Okinawa, Department of the Army Civilian of the Year. On every occasion in which Mr. Young has been given a monetary award for his outstanding performance of duty, he has shared that award with his subordinates and other members of the organization, by hosting cookouts and other events which have helped to inspire, motivate, and develop increased desire for excellence within the entire organization.

e. APPLICABILITY TO THE ARMY. A principal mission of PDSO is to sustain the training base for petroleum distribution expertise. Due in large part to the leadership exhibited by Mr. Young, PDSO has gone beyond sustainment of a training base to development and enhancement of that base. The Army has benefited from this and an exercise which focused on "over-the-shore" petroleum logistics conducted in a realistic manner in a highly demanding training environment. Over three hundred million gallons of fuel have been provided to Army and other DOD elements of Okinawa without a single incident or problem, thus enhancing the defense readiness posture of the entire DOD force on Okinawa. The leadership and personal commitment of Mr. Dale R. Young has been a centerpiece for each of these accomplishments and is a success story worthy of the attention of the entire Army.

3–7. VALDEZ IS COMING! – MAKING AFFIRMATIVE ACTION WORK

a. BACKGROUND.

(1) The Valdez Consent Decree, commonly called the Hispanic Consent Decree, started in 1974 with an Hispanic employee named Rebecca Valdez who filed an EEO complaint of nonselection for promotion to GS–5. Support for her complaint came from the local union. More importantly, her complaint gained the support of the Interagency of Mexican–American Government Employees (IMAGE), a strong, influential organization which continues to be an advocate for Hispanic causes. When IMAGE was informed of the Valdez EEO complaint by Hispanic employees at the Oakland Army Base, it inserted itself and turned the complaint into a class action which ultimately found its way to Federal Court.

(2) With direction from The Judge Advocate General, Department of the Army, Military Traffic Management Command Western Area (MTMCWA) entered into a consent decree in 1981, without admission of discrimination. Ms. Valdez was paid the sum of $2,500 in full settlement of all her back pay and other claims in this lawsuit, and promoted to GS–5, Step 8, effective 22 December 1974. In addition, MTMCWA was required by August 1986 to reach a goal

wherein 10.7% of the total General Schedule, full-time, permanent employees in the work force would be Hispanic. Initially, MTMCWA experienced much difficulty in recruiting and hiring Hispanic applicants for employment.

b. SPECIFIC SITUATION.

(1) Actions taken prior to 1984 to meet the hiring and recruitment provisions of the decree were routinely accomplished with little sense of urgency. Emphasis was added in 1983 with the formation of a Valdez Consent Decree Committee that would on a monthly basis monitor the progress made towards reaching the goals and recommend further steps to be taken. Acceleration towards meeting the requirements began in 1984 with new initiatives started by Mr. Wendell E. Basey, then a team chief in the Civilian Personnel Office, and Mr. Ralph C. Williams, the Equal Employment Opportunity Officer, in locating Hispanic candidates for employment, preparing them to compete for vacancies, and in implementing Office of Personnel Management (OPM) hiring authorities. Mr. Basey was instrumental in MTMCWA utilizing the following authorities granted by OPM:

(a) Competitive examination authority.

(b) Predetermined score procedures.

(c) Direct hire of secretaries.

(d) Direct hire of clerk/typist, GS–4s.

(2) Other initiatives recommended and/or implemented by Mr. Basey included:

(a) The hiring of a Test Preparation Instructor (Hispanic) to assist and prepare applicants for employment to achieve the predetermined test score. These tests were given in the community and at the Oakland Army Base.

(b) Soliciting members of the union, Local 1157 American Federation of Government Employees, and members of the MTMCWA Hispanic Employment Program Committee to urge their assistance in locating qualified Hispanic applicants for employment at Oakland Army Base.

(c) Conducting frequent job fairs at the Oakland Army Base and within the Hispanic community to attract applicants for employment from the targeted group.

c. EVENT.

(1) Description of key players:

(a) Mr. Wendell E. Basey, Acting Civilian Personnel Officer (CPO), MTMCWA, displayed great initiative and leadership in devising and implementing strategies to facilitate the employment of Hispanic applicants.

(b) Mr. Carlos A. Vasquez, Hispanic Employment Program Manager (HEPM), MTMCWA, displayed great initiative and leadership in devising and implementing strategies to locate and recruit qualified Hispanics for employment referrals.

(c) Mr. Ralph C. Williams, Equal Employment Opportunity Officer, MTMCWA, provided guidance and direction to the HEPM in the recruitment of Hispanic applicants. Carefully monitored the filling of vacancies and promotion actions to ensure compliance with affirmative action.

(2) Impact of Leader's Action: The combined and coordinated actions and activities of the Consent Decree Team listed above resulted in an upsurge toward meeting the 10.7% goal. This upsurge was especially noticeable and dramatic after Mr. Basey became the Acting CPO in April 1985. In June 1984, Hispanic full-time, permanent, GS employees represented 6 percent of the GS employees represented 7.1 percent of the work force. As of 31 December 1985, Hispanic full-time, permanent, GS employees represented 10.8 percent of the GS work force.

d. RESULTS/OUTCOME. The combined leadership actions of the Consent Decree Team resulted in the achievement of the goal eight months in advance of the deadline. Administratively, achievement of the goal eliminated the preparation and submission of voluminous records and reports to the Federal Court, the plaintiff, and to higher headquarters, thus permitting more time for staff personnel to support other relevant activities. More importantly, this achievement significantly improved the reputation of MTMCWA with the surrounding Hispanic community as being an organization sincerely committed to the employment of qualified Hispanics.

e. APPLICABILITY TO THE ARMY. These leadership actions have broad applicability to the Army. This success demonstrates how challenges can be used to develop subordinates in their creativity, inventiveness, and determination to succeed.

Chapter 4
Organizational Success Stories

4–1. ALL OR NOTHING

a. BACKGROUND. Delta Battery, 2d Battalion, 62d Air Defense Artillery is a NATO deployed HAWK firing battery located in the Federal Republic of Germany. The HAWK low-to-medium air defense mission is an integral part of the United States Army air defense. In July 1985, Delta Battery was bound for Hania, Crete, to culminate a year of intense training at their Annual Service Practice (ASP). The Annual Service Practice for each air defense unit is *the* opportunity for a unit to determine the success or failure of its training over an entire year. The ASP affords the unit the ability to apply the tactical and technical expertise that they have gained in a live-firing exercise. ASP is also a yardstick the unit can use to measure their preparedness for war.

b. SPECIFIC SITUATION. On 15 July 1985, Delta Battery traveled to Crete, aware that the other three firing units within the battalion had already received honor battery distinctions; each one firing over 95 percent. Scoring over 95 percent is the goal every unit carries to ASP; it is seldom accomplished. This created a considerable amount of pressure for Delta Battery for they knew they had an opportunity for battery and battalion honor laurels. A possible battalion collective firing record was at stake. The first day the unit inspected and later accepted the prepositioned HAWK system and support components they would be working with, and began the inspection of all radars, missiles, and equipment. The second day the unit began integrated system checks. The entire HAWK system had to be aligned, and each radar had to be checked both locally and when remoted to the platoon command post van. While conducting this procedure the unit found two major faults in the system. One fault was occurring in the High Power Illuminating Radar and the other in the control van. These faults prevented a positive integrated system. Under close scrutiny of the evaluators, they determined that the faults were due only to malfunctioning equipment and not to any incorrect procedures on the part of the unit. No evaluation points were lost because of it; however, the unit was given a complete new system which they had to again align and upon which they had to perform integrated checks. This doubled the possibility of a point loss and increased the pressure. However, as the chief evaluator stated, "the unit seemed to get stronger the more adverse the situation." The third day the unit was supposed to fire. The anticipation and unit effort mounted as countdown approached. The missile did not fire and the unit was directed to attempt to fire the optional missile. This missile did not fire either and the evaluators again thoroughly inspected each missile and the entire system. The evaluators determined that the missiles were inoperable. The unit commander was then informed that the present score was 99.25 percent.

c. EVENT. The commander and the unit had a difficult decision. Either accept the score of 99.25 percent, which would ensure not only battery and battalion honor laurels, but also a NATO record, or complete the firing sequence and risk losing this record score. They began by decanning two more missiles, emplaced them on launchers, and repeated the firing sequence. There was no opportunity to gain points, only to lose them. The point of going to ASP, however, was to fire a missile. The unit had already put considerable time into their work, had put two systems together as opposed to one, and now faced construction a second launcher section. No other unit had ever faced such a challenge at an ASP. Captain Jerry D. Thomason, the commander, held a meeting with his key personnel to decide what action to take. After careful deliberation, the unit elected to fire again. They had come to Crete to fire a missile and that is what they would do.

d. RESULTS/OUTCOME. The unit worked an additional day, decanned two missiles, emplaced them, performed system checks, ran the firing sequence, and fired a HAWK missile. Through all of this, the unit received *no* additional point cuts. The unit completed their ASP with a score of 99.25 percent, which became a NATO record. The battalion cumulative score became 98 percent, also a NATO record. Both the battalion and battalion received honors, and more importantly the unit had made a difficult but proper decision. Many evaluators and observers commented that the unit's performance was the most amazing demonstration of unified purpose they had ever witnessed. The unit's performance reflects what motivation can accomplish.

e. APPLICABILITY TO THE ARMY.

(1) Delta Battery's achievement demonstrates that with the moral courage to make the proper decision and the motivation to overcome severe adversity, the mission cannot only be accomplished, but standards and goals may be surpassed. Delta Battery's professionalism and inspiration overcame a difficult evaluation and raised the standard for all of NATO. The strength and guidance of the unit's leadership combined with the perseverance and morale of the soldiers represented a year of training excellence. Delta Battery demonstrated that they are indeed a unit trained and prepared for war.

(a) Tactical and technical proficiency: The ASP reflects the success of a unit's training for the calendar year. The leaders of Delta Battery, from the commander to junior NCO had aggressively trained both tactically and technically for the mission. The minimal point loss demonstrates how earnestly the soldier learned and how precisely he applied his knowledge. Each soldier displayed extreme technical and tactical proficiency in his/her job.

(b) Teacher and mentor: A key aspect of this unit's leadership was the application of a teacher/mentor concept. The battalion commander trained and prepared his battery commanders. He taught him how to plan and how to lead. The battery commander then accepts this knowledge and uses it to perform the mission and make decisions. This concept works at all levels, commander to platoon commander, platoon commander to platoon sergeant, and so forth. In this

way, each leader learned and taught and the unit became more cohesive and better trained. The battalion commander was present and could have interceded to change the decision of the battery commander but elected to support the decision, without involvement.

(c) Care of the soldiers: The care of the soldiers was a major consideration in the decision to fire a second time. They had trained all year to be afforded the chance to actually fire a HAWK missile. The importance of this firing is to build confidence in the system, and in the soldier. This became even more important after some system failures. The unit came to fire, and the unit decided to fire at all costs, for the soldier. This is the only training event when a soldier actually sees the end result of this action.

(d) Take responsibility: The decision to fire or not to fire required a considerable amount of responsibility. Either decision could carry positive or negative consequences. Captain Thomason decided to fire, and he took responsibility for that decision. However, many others took responsibility as they performed their duties with very expensive, highly technical equipment.

(e) Set standards: The standard for Delta Battery was to go to ASP, fire a missile, and do the best they could do. They did just that. Success came, though, from setting tough, high standards all year long. The officers and NCOs embodied a fair but stern discipline with their soldiers. The result was the soldiers setting a new standard for NATO.

(f) Listen to subordinates: The chain of command was able to lead effectively because they listened to their subordinates. Captain Thomason listened to his key personnel before deciding to fire. Lieutenant Regensgurger listened to his NCOs before deciding how to approach the system. The NCOs listed to the soldiers. Motivated ideas from subordinates can, and did, spark solid, proper decisions in leaders.

(g) Grow (inspire excellence): Delta Battery had a motto: "No problem. No cuts." The motto meant: "Let's strive for excellence, let's grow and learn, and be the best." The unit achieved excellence with this motto, this theory, but it also grew closer together. The morale and unity raised higher than the score. The soldiers grew, and the unit grew from the professional inspiration of the leaders.

(h) Make history: Considering the accomplishments, the soldiers could be led to do only one more thing—make history. The soldiers did make history. When Delta Battery, 2d Battalion, 62d Air Defense Artillery fired at ASP, they set a NATO record for a BIAD HAWK firing battery with a score of 99.25 percent. This also gave the 2d Battalion, 62d Air Defense Artillery a record battalion score for a HAWK BIAD Battalion of 98 percent.

(i) True leadership: This remarkable unit triumphed over great odds and achieved the ultimate level of excellence. The soldiers at Delta Battery knew that at worst, if they failed, at least they failed while daring to be great. Collectively, they captured the essence of a spirit; a spirit that the timid will never know. They sparred with defeat, but in the final analysis they achieved the victory, in its truest sense.

(2) This case study is much akin to the decision once made by another great achiever—Ted Williams. The final day of the season found the "splendid splinter" with a .400 batting average. All he had to do was to sit out the last game and secure his place in baseball history. He elected, however, to play. Ted Williams was a ball player. He came to play and play he did. History records that Ted Williams batted .406 in this historic season.

4–2. DOING MORE WITH LESS ... AND LIKING IT!

a. BACKGROUND. The Northeast Telecommunications Switching Center (NETSC) is located at Hancock Field, New York, approximately six miles north of Syracuse, the state's fifth largest city. This base served primarily as the home for the 21st NORAD Region/Air Division. However, on 1 January 1984, the Air Force withdrew from Hancock Field, and relocated their mission to Griffiss Air Force Base. The Army subsequently assumed ownership of the former semiautomatic ground environment (SAGE) complex.

b. SPECIFIC SITUATION.

(1) A decision was made by HQ USAF to relocate the 21st NORAD Region from Hancock Field, NY to Griffiss AFB in mid–1983. This decision prompted the eventual complete withdrawal of USAF support to all tenants located on Hancock Field, and finally the closure of the base as an active Air Force establishment. USAISC–NETSC was granted a permit to remain in mid–1984, and had to assume the host responsibilities of the 7–acre complex in which they are located. The complex is contained within a fenced-in area and consists of two block-house type structures, one, three-stories and the other, four-stories. Additionally, within the complex is a utility systems plant which provides all the critical utilities to operate a computerized AUTODIN Switching Center.

(2) The Automatic Digital Network (AUTODIN) is an electronic, computer-controlled, fully secure, high-speed, common user communication system which provides record communications services to the Department of Defense and other Federal agencies. During CY 1985, because of the criticality of the NETSC mission, it was necessary for NETSC to maintain a "stand-alone" posture. Several large scale modifications were made with regard to utilities, physical security, building maintenance, roads and grounds, etc.

c. EVENT.

(1) The primary concern during this changeover was the utility systems plant. This plant houses the heart of the complex. All commercial power is switched through the main switch gear in the plant and also connected to the two backup Worthington 1770 horsepower diesel generators, which can develop 1250 kilowatts of emergency power. Also housed within this plant are three 400–Ton water chillers, brine cooling systems, two Cleaver Brooks boilers rated at

250 horsepower each and capable of generating 8600 pounds of steam per hour, water circulating pumps, make-up and water softener systems, control air systems, air conditioning systems, air compressors for the starting air systems, diesel fuel transfer pumps, a fuel oil tank farm containing five 30,000 gallon underground tanks, booster pumps, 2400 volt switchgear equipment, battery racks, battery chargers, etc.

(2) NETSC's first item of business was to recruit personnel to operate and maintain this complex system. Working with the Seneca Army Depot Civilian Personnel Office and the Air Force, NETSC was able to laterally transfer three of the former plant operators from the Air Force to Army just prior to the 1 January cut-off date. These three operators worked with the few remaining Air Force personnel for approximately 60 days until they were also transferred to Griffiss Air Force Base. During this 60–day period, NETSC was able to recruit/transfer two additional personnel to augment our work force. By the end of the third month, all five utility systems operators were doing the work that previously took 21 people per shift to accomplish.

(3) During 1985, one additional man was recruited and this total work force of six kept this plant operating 24 hours a day, seven to days a week. Due to the removal of equipment and personnel, environmental controls had to be maintained and monitored daily. This procedure resulted in drastic reductions in fuel consumption from the previous year. An estimated 25 percent fuel savings resulted from realignment of the entire system and closing off unused areas and spaces.

(4) Today, this utility systems plant continues to operate its antiquated equipment with a workforce of six men, even though major repair items must be contracted out, the operators are constantly striving to accomplish this complex mission with the minimal amount of outside assistance.

(5) Total physical security of the semiautomatic ground environment (SAGE) complex was transferred to NETSC because of results with the withdrawal of the Air Force police force. NETSC had to completely refurbish an old security guard house which had been closed five years earlier and relocate their existing guard force from their third floor operating area to this new facility. Along with this construction, approximately 800 feet of new security fence had to be installed along with an automatic vehicle control gate. Relocation of all existing CCTV surveillance and alarm systems, in addition to the purchase and installation of new exterior CCTV systems were also incorporated within the new guard house facility.

(6) During all this construction and relocation, NETSC was faced with emergency recruitment actions to hire an additional five guard personnel and then training and qualifying all security guards in the use and safety of firearms. Previously all NETSC guards were unarmed and relied on air police for assistance and protection. Once all guard personnel were trained and qualified, extensive revision of all security SOPs had to be accomplished, support agreements with the local sheriff's department established for assistance during emergency situation, and the development of a workable routine so as not to interfere or disrupt the primary mission of the AUTODIN Switching Center.

(7) Along with the two major additional mission responsibilities, NETSC became the landlord and automatically assumed the responsibilities incorporated within the category of building and grounds, which in itself encompassed a wide variety of new and challenging areas of contract and procurement procedures, not normally associated with an AUTODIN Switching Center.

(8) Snow plowing, lawn mowing, roads and grounds maintenance are now a major part of their annual contracting procedures. Procurement of a special and unique supply items and repair parts, associated with the utility systems and its antiquated items of equipment was a challenge in itself. Through the extensive review of operating manuals, GSA catalogs, microfiche, and "let your fingers do the walking through the Yellow Pages," NETSC was able to establish sources of supplies, repair parts, inventory controls and levels, vendor locations and cooperation and a working relationship with all entities in the area that could provide assistance in the accomplishment of their additional mission responsibilities.

(9) During this time period, outside agencies, who approached the Air Force and NETSC for space in the now vacant facility began finalizing their relocation requirements and began moving into the facility. Support agreements had to be developed for all agencies occupying space in the complex in order for NETSC to be reimbursed for their host support cost. Through the establishment of these ISSAs along with the funding reimbursement documents, NETSC and the U.S. Army will realize a reduced obligation level during the fiscal year.

(10) Budgetary requirements and forecasting during NETSC's interim period as host impacted all areas of concern. Working with the budget officers of Operations Command, 7th Signal Command and the Defense Communications Agency, NETSC was able to formulate a flexible budget program and during the mid-year review period, was able to stabilize their projection requirement to accomplish their mission objectives. During the fiscal year of this transition period, NETSC still maintained a 99.99 percent obligation rate in their A&M and CSIF programs.

(11) Description of key players. The NETSC unit consists of 80 Department of Army civilians totaling more than 1300 years of communications experience. The director is Mr. Henry J. Leo, who has been with the unit since it was first established, and has been in his current position since November 1980.

(12) Mr. Leo stated that it would be impossible to identify or single our individual people who contributed the most toward the success of the unit. They are a cohesive group, who maintain a great deal of pride, loyalty, professionalism and dedication to their unit. The word "unit" applies to NETSC in the strongest sense, because they are a "united" group who have the ability and willingness to respond to most any situation with vigor and enthusiasm.

(13) Impact of leader's actions. The leaders in this case are the total workforce, from the director to the custodian. Their impact on the unit is easily determined by the success of the unit during 1985 and beyond. Their individual pride and loyalty has led NETSC to the best DCS AUTODIN facility in the world.

(14) Mr. Leo describes them as "survivors," who have a "can do" attitude, and are unafraid to tackle anything. Simply give them the mission or the objective, and it will be accomplished in a quick, professional manner, regardless of whether or not it is related to their normal duties. They welcome the challenge of innovation and the management or leadership style or the director, Mr. Leo, is very simple, and some are outlined herein:

— Give people responsibility.
— Make them feel they are a vital part of the unit.
— Solicit ideas, and use them whenever possible.
— Praise and reward deserving people.
— Punish when necessary.
— Lead by example.
— Visit each work area on a regular basis.
— Accept a challenge willingly.
— Look for innovation or change.
— Do not restrict yourself; use your full potential.
— Maintain personal and professional pride.
— Ask questions.
— Maintain a close relationship with outside activities.
— Get involved.

d. RESULTS/OUTCOME.

(1) NETSC has been able to maintain a high degree of competency despite assuming the additional responsibilities of being a "host" activity and the continual shortage of personnel. The personnel shortages are the results of 10–12 month period required to obtain the necessary security clearance.

(2) Operationally, the activity was able to maintain an excellent reliability of 99.96 percent during CY 85. This represents only 195 minutes of unplanned service interruption to the subscribers, and includes two months (February, August) when no downtime was experienced. The DCA performance objective for this unit is 99.5 percent.

(3) The rewards for NETSC's perseverance to excel was highlighted in July 1985 when BG Joseph Schott, Director of the Defense Communications System Organization, Washington, DC, presented them with the "DCS Outstanding Station Award." This award is given to the outstanding CONUS AUTODIN switching center which demonstrates excellence in the performance of their DCS mission.

e. APPLICABILITY TO THE ARMY. The application of this success story to the Army is never ending. It shows how an Army unit competed with other Services (Navy and Air Force), and came out on top as the best DCS AUTODIN switch. It shows that Army communicators are second to none, and they will work hard to maintain that position. The Army will enjoy the distinction of being ultimately responsible for an outstanding unit that won in competition with the other Services.

4–3. TEAMWORK MEETING THE CHALLENGE

a. BACKGROUND.

(1) On 7 January 1985, Special Troops Combined Field Army (STCFA), ROK/US received a Combined Forces Command (CFC) tasking to construct and maintain a base camp at R222 Airfield, about 30 minutes north of Uijongbu, Korea, in support of Team Spirit '85. Sound easy enough? Not true!

(2) Reading further into the fine print revealed the following requirements:

(a) The base camp had to be large enough to house 550 troops of the 3d Squadron, 4th Cavalry, 25th Infantry Division.

(b) Maintenance and parking areas were required for 38 helicopters, 28 track vehicles, and 140 items of rolling stock.

(c) The base infrastructure had to be self-sufficient with its own power sources, water, bath, laundry, heat, lights, KOAX, club system, chapel, guard force, and fire station.

(d) And finally, all the work had to be completed by 11 February 1985 only 32 days from receipt of the tasking.

(3) A reconnaissance of the R222 base camp site on 8 January 1985 confirmed previous suspicions relative to the magnitude of the tasking.

b. SPECIFIC SITUATION.

(1) The mission facing STCFA was to construct and operate a complete tent city to support 550 soldiers of the 3d Squadron, 4th Cavalry, 25th Infantry Division in 32 days time. This time-line was from receipt of the tasking to the arrival of the unit's advance party including planning, coordination, shipment of material, and site construction.

Execution was complicated by the uniqueness of the mission and the lack of organic assets necessary to accomplish the task.

(2) In order to successfully accomplish the mission a team of dedicated, knowledgeable professionals was rapidly organized. It was the motivated teamwork of U. S. Military, Army Civilians, Korea Service Corps (KSC), and Korean Civilians that met the challenge at R222 and made the difference. Supported by the Eighth United States Army (EUSA) Team, encompassing ACofS Operations, ACofS Logistics, Facility Engineer Activity Korea, the Korean Contracting Agency, the 19th Support Command, and the transportation community; STCFA made history at R222.

c. EVENT.

(1) In order to establish the base camp, named Camp MacKenzie (in honor of COL Ronald S. MacKenzie, command of the 4th U.S. Cavalry for 12 years from 1870 until 1882 during the bloody Indian Wars), massive amounts of equipment would be required to both house the troopers and to erect the camp itself. Ultimately 8 general purpose (GP) large, 75 GP medium, 9 GP small, and 7 Maintenance tents would be put up by the 15th KSC Company under the command of Mr. KIM, Sang Pae. That's enough canvas to cover 2 football fields from goal line to goal line! Immediate supervision of the untiring efforts of the 15th KSC Company was provided by Mr. NO, Su Chol, Lead Foreman of STCFA's Field Section and coordinated by SSG Darrell G. Queen. In all, twenty-five M872 line haul trailer loads of supplies and equipment weighing in excess of 110 tons (equivalent to better than 50 modern cars) would be delivered, off loaded, and emplaced.

(2) Coordination with the 19th Support Command in Taegu provided much of the equipment and valuable experience to undertake such an extensive operation. After well over 300 manhours of planning and coordination supplies began to roll into the site.

(3) The Officer–In–Charge of the Camp MacKenzie project was MAJ Marlin G. Leatherman, STCFA S–4. He was given this tasking only 48 hours after arriving in Korea, even before he completed his inprocessing. Under his capable supervision the many organizations pulled together to get the job done and to meet their deadline.

(4) Under the competent direction of MSG(P) Andy Dechert of STCFA, the camp began to take shape. In an unbelievably short period of time, only 10 days, the camp developed from a tactical C–130 strip, to a small self sufficient city, complete with all the comforts of home – well, almost. Power to light the complex was provided by four 15KW and three 60KW field generators operated under the skilled eye of Mr. SON, Chong MO of the CRC Transportation Motor Pool. To transmit 27 KW of 110 volt and 67 KW of 220 volt current, the Area Facility Engineers (AFE), coordinated by Mr. Salvatore M. Cremona and under the supervision of Mr. PAK, Sun Pyong and Mr. YI, Sang Ki placed 32 power poles to support over 15 miles of wire.

(5) STCFA Facilities Engineer under the direction of Mr. Van G. Uberman made over 500 plywood tent platform sections utilizing in excess of 1438 sheets of plywood and 3 miles of 2″x4″ studs to support the flooring. Leveling the platforms, on the sloping terrain, required over 3000 cinder blocks, enough block to build an average size home, A continuous line haul effort began on 1 February 1985 to truck over 350 loads of gravel to the site. Spreading gravel across an area equivalent to 4 football fields was necessary to accommodate track parking, a tank trail, and improve drainage.

(6) While planning the tank trail, it was determined that a field expedient bridge would be required to cross a drainage culvert. A timber bridge capable of supporting the 66 ton weight of an M88 Tank Recovery Vehicle was emplaced by members of the 15th KSC Company under the skilled supervision of SGT Randall L. Adkins of D Company, 44th Engineer Battalion (Combat Heavy).

(7) Under the supervision of SSG Ronald D. Boyd, of the STCFA's Communication–Electronic (C–E) Section, 552d Signal Company, the 304th Signal Battalion layed over 10 miles of communication wire, connecting 16 telephones to provide vital communications. In addition to insuring security and fire protection, the system provided communications for the "All Cav" Squadron with its higher headquarters, as well as emergency service support from Camp Red Cloud.

(8) Supporting the construction of Camp MacKenzie at R222, the STCFA TMP logged well over 12,000 miles on 19 dedicated vehicles. This does not include the vehicles and mileage utilized by the AFE in their vital support. Also not included was the line haul required to support the approximately 5,400 gallons of potable water needed daily for the unit's dining facility, shower point ,and routine operations.

(9) Heating of the base camp was provided by 70,000 BTU and 45,000 BTU (the old reliable pot-belly stove) units burning in excess of 2,200 gallons of diesel fuel per day, Six Herman Nelson heaters together drank another 50 gallons of MOGAS fuel daily. Refueling and maintaining nearly 200 heating stoves is a 24 hour a day job. Once again the KSCs proved they were ready for the task. Although it's hard work, the KSC's "Can Do" attitude is evident in all the various missions they skillfully undertake.

(10) While the weather, for the most part, was unseasonably mild, there was many a cold morning, dead vehicles due to cold batteries, and stiff fingers to contend with. The greatest difficulty was posed by the rock-hard ground requiring fires to thaw it out or jack hammers to break through the 12 to 18 inches of frozen soil. Over 1,700 steel tent pegs were cut from rebar and quickly fabricated by the AFE, CFA (ROK/US), as wooden tent stakes could not be driven into the ground. Later, as the mild weather caused an early ground thaw, it became necessary to replace each of the steel pegs with longer wooden tent stakes.

(11) The Camp Red Cloud Fire Station had a 400 gallon pumper on site to provide fire prevention support, as well

as immediate assistance in case of an actual fire. Routine patrols by these dedicated men insured the safety of R222's canvas city. Local security was provided by the CRC Contract Security Guards, as well as routine patrols by both the 3d Military Police Detachment and by organic MP's from the 25th Infantry Division.

(12) In addition to the minimum essential billeting, maintenance, and dining facilities, the camp also included a chapel, recreation tent (complete with weights and a reading area), a mini-shopping mall – containing a fast food tent complete with juke box and video games, a retail outlet, barber shop, laundry, concession area, custom tailor and shoe repair shop. The camp movie theatre is another plus if you don't mind a chill in the air, BDUs, and no popcorn.

d. APPLICABILITY TO THE ARMY. The mission at R222 is an example of leadership, individual skill, and teamwork, meeting the challenges of today's Army. A well trained, professional group of individuals (military, Army Civilian, Korean Service Corps, and Korean Nationals) highly proficient in their individual skills, were organized to accomplish a specific mission and did just that. They overcame a lack of organic resources, a severe time shortage, a unique mission, and a language barrier by pooling their resources, maximizing individual talents, and working together, making their service count. No one person or smaller faction of the overall group could have accomplished what the team set out to do in as rapidly a manner.

4–4. LEADERSHIP BY DESIGN

a. BACKGROUND.

(1) Kotar Range is a joint compound shared by the Republic of Korea Air Force (ROKAF) and the U.S. Air Force (USAF) that is located in the mountains of eastern Korea. The USAF had a deadline to relocate its maintenance activity out of a ROKAF facility into a USAF facility across a stream by 31 Dec 85. At the request of the 51st Civil Engineering Squadron (CES) at Osan Air Base, the 2d Engineer Group prepared a bridge design and assigned the 802d Engineer Battalion (Combat) (Heavy) to perform the construction.

(2) The 1st Platoon of Bravo Company, led by LT Julian Lee and SFC Glen Vaughn, was assigned the project and mobilized to the site in late June 1985. The design called for the construction of a "low water" bridge – a series of culverts through a concrete-covered earth embankment – across a small mountain stream. A low water bridge functions during normal stream flow by passing the water through the culverts and during floods by allowing the water to pass over the top of the bridge (the concrete cover prevents erosion of the earth). Construction on the bridge was well ahead of schedule when a major setback occurred on 10 August. Heavy rains from Typhoon Kit and Typhoon Lee turned the gentle stream into a raging torrent that raised the water level almost five feet above the normal level. The tremendous force of this flow completely destroyed over half of the bridge that had been constructed, and significantly damaged the remaining portion of the bridge.

b. SPECIFIC SITUATION. The flood damage created an immediate crisis because the 31 December 1985 relocation date was non-negotiable and because the current design had proven unsatisfactory since it could not withstand the force of the floods which periodically occurred. A bridge was still required, but valuable time would be lost in selecting a new design concept and in performing the detailed design. Additionally, a cost ceiling of $100,000 could not be exceeded and the weather at Kotar Range (normally the coldest military installation in Korea) would soon become a factor.

c. EVENT.

(1) MAJ Bob Besancon, the 802d Engr Bn S3, immediately took action to devise a new design. With troop experience at Fort Leonard Wood and in a combat heavy engineer battalion in Germany, and US Army Corps of Engineer construction experience supervising contractor construction of a hospital in Texas, he was ideally suited to the task. Since cost and time were critical parameters, the first redesign effort was a modification of the low water bridge to enable it to pass a greater volume of water underneath the bridge and to strengthen the bridge foundation to prevent underwater scouring.

(2) An alternate proposal of a conventional steel beam supported bridge was also prepared and the two concepts were briefed to the 51st CES Commander on 23 August 1985. The conventional bridge concept was accepted and a 20 September 1985 design completion data was established. MAJ Besancon immediately initiated the redesign despite a very intense battalion training schedule by setting tough but achievable goals for the S3 designers and by establishing a close working relationship with LT Lee and LT Rich Gingras, the construction officers.

(3) After a sight investigation was conducted to obtain critical measurements and soils data, seven different design concepts were evaluated. An innovative design was selected that required one abutment to be elevated and moved out into the stream bed, permitting the entire bridge superstructure to be above the recorded high water mark. MAJ Besancon also decided to design the bridge into two segments, concentrating first on the extensive concrete foundation by the remaining bridge design. This was done to allow the unit the maximum amount of construction time before freezing weather arrived, by starting before the full design was finished. By 10 September the blueprints for the first portion of the design were completed. Coordination with the Air Force for material had been simultaneously initiated which allowed 1st Platoon to reoccupy the site and start construction by 16 September. A critical factor in the remaining design was the requirement that it use steel available in Korea to eliminate long shipping times. This caused a few problems and several design recalculations, but the final drawings were completed by 20 September—just 20 days from the date the decision was made to design. The extraordinary nature of this accomplishment can only be fully appreciated when it is compared with a routine design of this magnitude which takes an average time of six to eight

months. The catalyst who made this happen was MAJ Besancon whose technical proficiency, demanding standards, and personal commitment created a climate where the designers gave their best efforts and the Bravo Company personnel had confidence in the results thus setting the stage for the final effort – the actual construction.

d. RESULTS/OUTCOME. The construction schedule was just as ambitious and was tightly managed by Lt Gingras. Lt Lee and SFC Vaughn developed an aggressive construction schedule that relied heavily on a tight material delivery schedule and the availability of certain critical pieces of equipment. Despite working long hours, living in tents since June, and working on every available good weather day, the platoon had a very high morale. It was readily apparent that they were proud of their work and that they wanted to see it finished. 1st Platoon completed all he concrete work prior to the arrival of freezing weather and the entire bridge by 8 November—over 45 days ahead of the deadline given to the Battalion by the Air Force.

e. APPLICABILITY TO THE ARMY. In the short span of 75 days, the battalion had overcome a serious construction setback. It had completely redesigned and constructed the bridge in far less time than expected possible, and gave the Air Force a superior product. The training value for the designers and for the soldiers of the 1st Platoon was immeasurable, and the operational relationship between the 802d Engr Bn and 51st CES was significantly enhanced. Clearly, this project and the people involved symbolize the motto of the Deuce – "The Hardest Working Battalion in Korea".

4–5. THE 48 HOUR PATROL BASE

a. BACKGROUND. 1st Battalion, 23d Infantry Regiment conducted reconnaissance operations in the U.S. sector of the Demilitarized Zone (DMZ) from 21 February – 3 May 1985 to prevent north Korean aggression and infiltration attempts.

b. SPECIFIC SITUATION/EVENT.

(1) Description of Key Players. CPT Alfred E. Dochanal, Commander, Co C, designated the "48 hour patrol base" concept and supervised its execution.

(2) Impact of Leader's Actions. Sound coordination, aggressive supervision, and technical expertise demonstrated by "green tabbers" in the company chain of command resulted in flawless patrol execution for an extended period under tough, combat conditions.

(3) Company C, 1–23 INF employed imaginative, aggressive, and tactically sound patrolling techniques throughout the period 17 March – 9 April 1985. Responsible for conducting reconnaissance and ambush patrolling throughout the US Sector, they developed a concept of employing platoon patrol bases in covered and concealed positions inside the Southern Sector of the DMZ. Co C instituted a unique "48 hour platoon patrol base" which broke the routine way patrols were deployed from Warrior Base. This concept confused the north Koreans and kept them guessing. It was a definite change to the way patrols had been initiated in the past. Combat patrols operated out of a platoon patrol base for 48 hours; the patrol base shifted during darkness. By using platoon patrol bases for an extended period, inside the DMZ, the north Koreans could not quantify the number of patrols moving to drop off points and returning to pick up points for redeployment. Somewhat tougher on soldiers because they had to operate in extreme conditions of weather, physical and mental stress over a 48–hour period, it demonstrated flexibility and initiative and a serious intent to safeguard the US sector, Risky, because it was not the "routine" way of conducting DMZ patrols, it provided an outstanding opportunity for leaders and soldiers to demonstrate their expert infantry skills in a hostile environment.

c. RESULTS/OUTCOME. An innovative, effective combat technique which demonstrated the prowess and professionalism of combat leaders at company, platoon, and squad level. The bottom line result was that the North Koreans did not dare to attempt infiltration because they could not predict the timetable or locations of Co C combat patrols.

d. APPLICABILITY TO THE ARMY. Well-trained infantry combat leaders can execute the toughest missions under the most severe conditions. This was an excellent example showing soldiers in the 2d Infantry Division are "Fit to Fight!"

4–6. OIC COMMUNICATIONS CARE

a. BACKGROUND. U.S. Army Information Security Command (USAISC) at Fort Campbell supports the 101st Airborne Division (Air Assault) and Fort Campbell with telephone, high frequency radio communications, fixed base air traffic control, data processing an office automation, a telecommunications center, and other support. Persons assigned include 46 military and 155 civilians.

b. SPECIFIC SITUATION. The 101s Airborne Division (Air Assault) had sent Task Force 3–502 to the Sinai as the American contingent of the Multi–National Peace Force Team. The Task Fort had completed its mission and has returned to Fort Campbell in four increments, the last one to arrive on 19 December 1985.

c. EVENT.

(1) On the morning of 12 December 1985, the flight which was the third increment of the Task Force back to Fort Campbell crashed on take-off in Newfoundland, killing the crew and 248 soldiers. This tragic event set off a barrage of activities which tasked the capabilities of his communications and administrative personnel almost to the limit.

(2) Description of Key Players:

(a) Commander/DOIM – LTC Maxie G. Holt

(b) Deputy/Operations Division Chief – Mr. L. V. Henderson

(c) Logistics Division Chief – Mr. Charles Davis

(d) Outside Plant Chief – Mr. Bobby M. Long

(e) Inside Plant Chief – Mr. Philip (Pete) Bowers

(f) Administrative Services Division – 1LT Moore

(3) Impact of Leader's Actions. The key aspect of the leadership was the physical presence of the leader on-site during the whole ordeal. LTC Holt ensured that a supervisor was stationed at each site involved to make decisions quickly and resolve problems. It was important to him that leadership develops a cohesive group of people dedicated to providing support to surviving family members and for the President's visit on 16 December 1985.

d. RESULTS/OUTCOME.

(1) The communication/administrative requirements which followed the tragic accident on 12 December were incredible and challenged the capabilities in ways not previously tested. The first concern was for the families of the victims. The Chief of Staff, 101st Airborne Division (Air Assault), directed his principal staff to activate a Family Assistance Center in the Command Conference building which had only two telephones. Within 30 minutes of alerting the installation team, his unit had ten telephones installed with direct FTS and class AA access. Within two hours, the telephone numbers were announced nationwide and were besieged with calls. LTC Holt directed the press center to activate at the PAO office. His unit had previously installed commercial circuits for a press exercise to be able to meet these requirements quickly. He also diverted some FTS trunks to set up family assistance telephones in the hospital. Within one hour they also coordinated for the cable TV contractor to install television outlets in the Family Assistance Center so the team could stay informed of news stories and be prepared for callers' questions. The gymnasium, intended for the welcome home ceremony, became a center of activity, but only had one telephone. LTC Holt was told at 0935 hrs that the President would call the post gymnasium at 1015 hrs to speak to all the families at once. He coordinated with his telephone personnel and with TASO to install a telephone, a PA system and to design an interface with the telephone to broadcast over the PA system. The system was completed by 1005 hrs.

(2) By the evening of the 12th, the telephone system became overloaded. They put telephone mechanics and operators on over-time to handle the calls and to re-route circuits. Local minimize to prevent overloading the central office was instigated. It was brought to LTC Holt's attention that the telephone operators were suffering emotionally because of the telephone calls they received from distraught families asking about the victims. He arranged for the local chaplain to visit the operators and provide comfort and encouragement. It was a big help to them. The incoming city trunks were saturated, so LTC Holt requested South Central Bell to install 16 additional ones which they did in three and one-half hours. As new requests surfaced and changes occurred, a previously installed internal unit beeper system became invaluable to handle the changes. LTC Holt, leaving his deputy in charge at the HQ, stayed mobile, checking on actual sites and key supervisors informed of changes as they occurred. Many problems were solved on the spot and service was provided.

(3) At noon on the 13 December, they were informed that the President was coming for a memorial service on 16 December. The White House Communications Agency team arrived in the afternoon to provide support for the visit. The President and Press Corps together needed 152 cable pairs at Campbell Army Airfield, they had only 32 spares. It took personnel all weekend to re-route cable pairs, terminate service to some customers and install new cable for four major airfield sites. LTC Holt and his deputy were there continuously until all systems were operational. The White House team was totally professional and easy to work with. No outages were reported during the President's visit. We owe that to the incredible help of our telephone mechanics and supervisors at Ft. Campbell. The next challenge was to prepare for an area wide memorial service at the Parade Field on 20 December. There were no spare cable pairs at the Parade Field, but approximately 20 were needed. Also, a Visitors' Center was set up to help with the victims' relatives and friends who were expected to attend. By this time, the telephone system and all incoming circuits were saturated so LTC Holt authorized 12 commercial telephones to be installed to bypass the system and allow immediate communication needs to be met. For the Parade Field, he called the 501st Tactical Signal Battalion Commander, LTC Joe Cox, and asked him to help. They coordinated to install systems between his dial central office and the Parade Field, between the airfield and the Parade field, and a switchboard telephone system for elements located at the Parade Field. The support was outstanding and reliable. Printing requirements for both memorial services were given on short notice and required over-time and close coordination with three commercial printers to have over 40,000 copies printed with less than 24 hours notice. The key to his success was the atmosphere of trust and respect for his employees that he and his division chiefs have built over the last two years. This encouraged innovation and gave freedom for individuals to grow professionally. LTC Holt and members of USAISC–Ft Campbell have met the leadership challenge and set the example for others to follow.

e. APPLICABILITY TO THE ARMY. The Army family has always pulled together in times of tragedy. We design systems and organizations for routine use, but must rely on something deeper within people to meet extraordinary and often unpredictable requirements. Each of us in the Army family must become thoroughly competent in our jobs. This will ensure when we are called upon we will have the confidence to cast aside personal comfort and go beyond our limits.

4–7. COMBAT HEAVY SUPPORTS

a. BACKGROUND. The mix of US Army engineer units in Korea is a combination which creates uneasiness from Fort Belvoir to Fort Leavenworth and which gives up-and-coming tacticians worse nightmares than the infamous Bell Hall "smothered burrito" (known to all CAS3, CGSC, and Pre-Command Course Graduates.) This is a non-doctrinal situation. Specific doctrine calls for US Army divisions to be backed up by several non-divisional combat engineer battalions to work in consonance with the divisional combat engineer battalion to perform the numerous engineer tasks required in combat. They are backed up by combat heavy engineer battalions using their heavy equipment and specially trained soldiers to perform technical and large scale missions beyond the capability of the combat engineers. Because there are no US Army non-divisional combat engineer units in Korea, the combat heavy engineer battalions must ready themselves to perform the combat engineer tasks which will always be required by divisions.

b. SPECIFIC SITUATION. The annual Team Spirit exercise in Korea is the major field training event of the year, involving numerous US Army and Republic of Korea Army (ROKA) units in a realistic simulated combat environment. Conducted in March, it minimizes crop and maneuver damages and maximizes leadership challenges due to the miserable conditions. A unique feature of Team Spirit 85 was the decision to place a combat heavy engineer company in direct support to the 2d Infantry Division. A direct support role is probably the most demanding one for an engineer unit because it takes its missions from the unit it supports but is still under the command of its parent unit – in other words, it has two bosses. The company selected for this difficult assignment was Charlie Company, 802d Engineer Battalion. Charlie Company was hot – it had just been selected as the Eighth U.S. Army (EUSA) winner of the Chief of Staff, Army Award for Maintenance Excellence (Intermediate category) for its extraordinary maintenance performance in 1984 — and the troops were ready.

c. EVENT.

(1) When he arrived in Korea on 14 February 1985, LT Mark Thompson had little idea how quickly he would get to use the knowledge gained in his recently completed Engineer Officers Basic Course. Thompson, whose father and uncle are also Corps of Engineer Officers, was about to have his leadership abilities tested to the maximum while gaining experience many officers only dream about.

(2) On 25 February 1985, the Earthmoving Platoon of Charlie Company augmented with engineer assets from Bravo Company, mobilized to a field site southeast of IP'O Korea to establish a command post in support of Team Spirit 85. The platoon, led by LT Thompson and SSG Charles R. Burke, made contact at the field site with a platoon from HHC, 2d Engr Bn, to begin their direct support mission.

(3) LT Thompson directed his engineer assets to support the 89 missions on the initial mission tasking list which had been submitted by units throughout Korea, completing between two and five missions per day. The list was prioritized in terms of mission essentiality, numbering from one to 89. The highest priority project was the construction of a 100m wide walking ford to support infantry troops in the attack as they crossed the Han River under the concealment of darkness. LT Thompson designated SGT Jon Foote to supervise the project which proved to be a considerable challenge and took two weeks to complete. The ford required four scrapers and two push-cat D7 doziers for an average 8–10 hours a day to bring the Han River from an initial depth of 6½ feet to the required 6 feet.

(4) Other projects accomplished were the construction of six vehicular fords, road upgrades and maintenance of main supply routes, bridge bypasses, tactical operation centers, forward area support team sites, and petroleum, oil, and lubricants (POL) berms. The POL berms proved to be a particularly important mission because of the support that berms provided to fuel bladders which were not strong enough to support their full capacity of fuel unaided.

(5) LT Thompson's role, coordinating missions with the 2d Engineer Battalion, adjusting priorities and shifting equipment accordingly, planning future missions, responding to equipment malfunctions to keep the missions on schedule, and, most importantly, motivating his soldiers, was the key element in the successful completion of all the assigned missions.

(6) On 6 March 1985 the Earthmoving Platoon was joined by the rest of Charlie Company for the remainder of Team Spirit 85. While the newly arrived general construction platoons installed bridge reinforcing bents, minefields, and demolition missions, the men of the Earthmoving Platoon continued their equipment missions, including a 36 hour continuous MSR upgrade mission. This mission was critical to the retrograde of the Blue Forces. LT Thompson assigned it to SGT Pete Morales who conducted the operation around the clock by rotating crews, stopping only to perform Periodic Maintenance Checks and Services (PMCS) and to refuel.

d. RESULTS/OUTCOME. All told, in 33 days the men from Charlie Company performed over 150 missions including two tank ditches, minefields and wire obstacles, fords, bridge bypasses, FAST sites, road upgrades, TOC site construction with command bunkers, and POL storage berms. The Team Spirit 85 exercise proved to be challenging and valuable in terms of combat mission training. The soldiers of the Earthmoving Platoon remained in the field for 33 straight days, completing all assigned missions. The overall engineer effort in support of the 2d Infantry Division was so impressive that GEN Livsey, the CINC, designated the 2d Engineer Battalion as the best combat unit in Team Spirit 85, due in large part to the support provided by LT Thompson.

e. APPLICABILITY TO THE ARMY. In addition to the exceptional training value for all concerned, the extraordinary effort of LT Thompson allowed a non-doctrinal support relationship to be tested and evaluated. The increased

capability of combat heavy units to support division operations was demonstrated, and logistical support and command/control issues were confronted.

4–8. THE APATHETIC KATUSA

a. BACKGROUND. Early in October 1985, members of Combat Support Company, 1st Battalion, 9th U.S. Infantry were alerted due to heightened tensions along the Korean Demilitarized Zone (DMZ). Along with the urgency and excitement of "this could be it" situation, the battalion was also preparing for the Command Inspection, resulting in long duty hours and multiple missions for all. The alert situation required increased security throughout the area.

b. SPECIFIC SITUATION. The scout platoon was tasked to provide early warning for the battalion and had secured several of the anti-tank TOW II positions. One of the Korean Augmentation to the United States Army (KATUSA) sergeants voiced a complaint about having to pull more security than other scout platoon members.

c. EVENT.

(1) One of the platoon KATUSAs was seen by his chain of command to be constantly apathetic. Several statements were written about his lack of motivation and apathetic behavior. The senior KATUSA informed the company commander about the situation. The commander reviewed the facts and then counseled the KATUSA.

(2) Description of Key Players:

(a) SGT Han, Y. S. – apathetic KATUSA.

(b) SGT Jung – Senior KATUSA.

(c) SSG Allensworth – SGT Han's Section NCOIC and *real* key player.

(3) Impact of Leader's Actions. The company commander charged SGT Han to perform extra training for his actions. The battalion's Republic of Korea Army (ROKA) Liaison Officer reviewed the situation and noted the inability of the KATUSA soldiers to express their grievances in proper SGT English. After SGT Jung had explained the situation to the company's chain of command, SGT Han's extra training was suspended. The commander decided that there was a lack of understanding of exactly what duties were to be performed by SGT Han.

(4) SSG Allensworth spent extra time training SGT Han to be an NCO of the highest caliber. Through dedicated efforts by both parties, he brought forth SGT Han's true leadership potential. Beginning with the basics of leadership and living those himself, SSG Allensworth demonstrated the ability to acquire the trust of SGT Han as well as the rest of the section's members. SSG Allensworth placed SGT Han into a leadership position and continually mentored him. When special patrols were called for during the DMZ patrolling, SSG Allensworth specifically requested SGT Han.

d. RESULTS/OUTCOME. SGT Han was recommended by his chain of command and approved by the company commander to fill the Senior KATUSA position. SGT Han's first action was to counsel KATUSA soldiers on their mandatory ROKA training performance. SSG Allensworth ensured SGT Han's advancement by striving to obtain a better understanding of the Korean culture. In fact, the overall exchange of knowledge led to a better KATUSA/U.S. soldier relationship for the entire company.

e. APPLICABILITY TO THE ARMY. SSG Allensworth exemplified the true leader by bringing out the best in other soldiers regardless of the cultural and language barriers.

4–9. FITNESS TRAINING UNIT

a. BACKGROUND. Many highly motivated individuals who join the Army are not able to meet the Army's fitness standards during BCT. Most of these individuals had not followed a physically active life style prior to entering the military service and thus are subject to early discharge from the Army before they are able to develop an acceptable level of physical fitness. This story relates how development of a fitness training unit at Fort Dix has helped retain potentially productive soldiers. It shows how leaders at various levels from several installations worked together to change organizational practices and policies for the benefit of our soldiers and the good of the Army overall.

b. SPECIFIC SITUATION. In early 1985, Fort Dix was selected as the Army Training Center to test the concept of providing certain, designated soldiers with specific, concentrated physical fitness training to help them overcome fitness deficiencies prior to their entry into BCT. On 15 April 1985, a five-week pilot test began. During the test period, three cycles of 40 soldiers each underwent FTU training. Each was closely supervised for fitness training coupled with formal classes and seminars to educate and motivate soldiers regarding benefits of a proper diet and exercise. The FTU experience has initially been determined a success as judged by the number of students who successfully completed BCT who might otherwise have been eliminated from the Army for failure to meet minimum fitness standards.

c. EVENT.

(1) Success of Fort Dix FTU pilot test is directly attributable to enlightened competent, and caring leadership at all levels. This project involved the coordination and cooperation of HQ TRADOC command group and staff, the commanders of Fort Dix and the Soldier Support Center, soldier physical fitness school personnel, and the FTU company cadre who personally supervised the unit's daily activities. The personal/professional involvement of all leaders was a key factor in overcoming the myriad of challenges in a project of this nature and making the project a success.

(2) The key impact of the leaders' actions led to its implementation at all Army Training Centers by 1 November

1985. The FTU has produced highly motivated soldiers, able to meet the physical rigors of BCT after completing FTU training. Two of the Fort Dix FTU graduates have been selected as the BCT "trainees of the cycle."

d. RESULTS/OUTCOME. As a result of this demonstration of organizational leadership, many potentially productive soldiers have been retained on active duty at a cost savings to the Army in terms of personnel recruitment and retention and training resources. Many distinguished visitors have seen the FTU and, without exception, have expressed high praise of the unit. As with most leadership successes, some of the highest praise has come from those best qualified to judge, the led. Many FTU graduates have returned to the unit to express their gratitude to the cadre and to talk with and encourage those who have just entered the FTU program.

e. APPLICABILITY TO THE ARMY. The concept of an FTU has proven to be applicable to the BCT environment. The program has already been implemented in all Army Training Centers.

Chapter 5
Acknowledgments

5–1. LEADERSHIP CONTRIBUTIONS

In addition to the success stories contained in this publication, the United States Army gratefully acknowledges the outstanding leadership contributions of these superb leaders and organizations. The volume and quality of success stories submitted to Headquarters, Department of the Army is indicative of the outstanding support provided by the Major Commands. The 1985 Army Theme—LEADERSHIP— has and will continue to strengthen our Army.

5–2. ACKNOWLEDGMENTS

The following table lists important contributions made by enlisted, officers, civilians and organizations.

Table 5–1
ACKNOWLEDGMENTS

NAME	MACOM
ENLISTED	
Barnwell, Johnny SSG	USAREUR
Beam, Fred J. CSM	FORSCOM
Bidwell, Robert N. SFC	USAREUR
Box, Horace E. SFC	USAREUR
Brofield, James L. SFC	FORSCOM
Brown, Douglass L. SFC	FORSCOM
Buckner, Harland SSG	USAREUR
Cardoz, Juan M. SFC	FORSCOM
Carlton, Daziel L. SSG	FORSCOM
Chubb, Paul H. SSG	USAREUR
Cloutier, Earnest J. SFC	FORSCOM
Cocuzzo, Barry SSG	FORSCOM
Cortez, Arnold SGT	FORSCOM
Cox, David W. SGT	FORSCOM
Damron, Scott G. SSG	FORSCOM
Davenport, Stephen C. SGT	USAREUR
Davis, Charles F. SFC	AMC
Dawe, James 1SG	USAREUR
Dejesus, Carlos R. SSG	FORSCOM
Devine, Ronald J. SFC	USAREUR
Diamond, Robert M. SP4	HSC
Dickerson, George SFC	HSC
Doffing, Brian F. CPL	FORSCOM
Dragoo, Billy MSG	FORSCOM
Duer, Thomas A. MSG	FORSCOM
Edwards, Spencer W. SSG	FORSCOM
Eisenga, Dana R. SFC	FORSCOM
Elder, David A. SFC	FORSCOM
Fells, Samuel L. SSG	USAREUR
Fox, Grant 1SG	FORSCOM
Friesz, Harry L. SP4	USAREUR
Garris, Curtis L. SFC	FORSCOM
Giles, Rodney G. SGT	USAREUR
Givens, Kitral J. SSG	FORSCOM
Grace, Harry W. SSG	FORSCOM
Gribble, Jimmie G. MSG	AMC
Grose, Stephen SFC	USAREUR
Harrison, Gary B. SSG	FORSCOM
Hernandez, Hector SFC	FORSCOM
Hill, Charles SP4	FORSCOM
Hudson, Kenneth 1SG	USAREUR
Jewell, Robert SFC	USAREUR
Keith, D'Jaris A. SGT *	FORSCOM
Kemp, Douglas P. SGT	FORSCOM
Kitterman, Charles SFC	FORSCOM
Knapp, Timothy PFC	FORSCOM
Knight, James B. SP4	FORSCOM
LaBore, James F. SFC	USAREUR
Lamica, Don 1SG	FORSCOM
Liddic, Charles SFC	USAREUR
Lingo, Russell H. SFC	USAISC
Maewethers, Michael SGT	USAREUR

Table 5–1
ACKNOWLEDGMENTS—Continued

NAME	MACOM
Mannaham, Kevin SSG	FORSCOM
Martin, Jeffrey A. SSG	FORSCOM
McCall, Henry E. CPL	FORSCOM
McClary, Donald J. 1SG	FORSCOM
McKinney, Stephen H. SSG	USAREUR
McLean, Robert SFC	FORSCOM
McVey, Albert SSG	USAREUR
Moore, Aaron 1SG	USAREUR
Moore, Anthony W. 1SG	FORSCOM
Moore, Dale G. 1SG	FORSCOM
Mullins, William M. MSG	USAISC
Nolan, Kevin P. SGT	FORSCOM
Ortiz, Pat SGT	EUSA
Osorio, Lorenzo 1SG	FORSCOM
Paiz, Alexander A. SFC	FORSCOM
Pettigrew, Danny R. SFC	FORSCOM
Quinn, Bruce SSG	FORSCOM
Rankin, Mark CPL	FORSCOM
Reyes, Robert A. SSG	FORSCOM
Ross, Alfonso SSG	FORSCOM
Royal, Eddie M. SGT	USAREUR
Ruffolo, Charles D. SFC	USAREUR
Sellers, Lynnell SFC	USAREUR
Shaw, George W. CSM	FORSCOM
Shinn, Orval E. SFC	USAISC
Slone, Rose E. SSG	USAREUR
Smith, Ronnie SSG	USAREUR
Smith, Benjamin F. SFC	FORSCOM
Smith, Larry E. SGT	FORSCOM
Stephens, Randy PSG	USAREUR
Steven, Randall C. SGT	EUSA
Stevens, William J. SSG	FORSCOM
Stokes, Henry 1SG	USAREUR
Strachan, Kenneth R. SSG	USAREUR
Surre, Skip SGT	FORSCOM
Vargasysilva, Jose SFC	FORSCOM
Wade, Michael SSG	USAREUR
Watanabe, Thomas SFC	FORSCOM
Waters, Greg SP4	FORSCOM
Watson, Paul L. SSG	USAREUR
Welch, Braulio V. SSG	AMC
Wilhoit, Raymond V. SP4	FORSCOM
Williams, Terry L. SFC	FORSCOM
Williams, Joseph SSG	FORSCOM
Williams, George A. SGT	FORSCOM
Wynn, Michael E. CPL	FORSCOM
Young, Charles R. SSG	FORSCOM
Youngs, Richard SFC	USAREUR

OFFICER	
Barnes, Paul Z. LTC	FORSCOM
Bierwith, James CPT	FORSCOM
Bradford, Jack E. LTC	HSC
Bradford, Ralph MAJ	HSC
Brown, Rex E. CPT	FORSCOM
Bystran, Sharon F. LTC	HSC
Caddell, Walter A. CW2	FORSCOM
Carr, Jeffrey CPT	AMC
Carroll, Gerald CPT	FORSCOM
Chalmers, Gary E. CPT	FORSCOM
Chamberlain, Scott 1LT	TRADOC
Cino, Paul V. 1LT	USAREUR
Corbin, Erin 1LT	FORSCOM
Dunn, Willard J. CW2	FORSCOM
Edgin, Robert L. LTC	AMC
Ekman, Michael E. COL	EUSA
Evans, Jason T. LTC	AMC
Fairchild, Leigh S. CPT	HSC
Farmer, William P. COL	AMC
Fortrin, Robert A. LTC	AMC

Table 5–1
ACKNOWLEDGMENTS—Continued

NAME	MACOM
Glaeser, Tim R. CPT	USAREUR
Guerra, Joseph L. MAJ	FORSCOM
Hall, Joe CPT	AMC
Herndon, R. K. Chap	EUSA
Hyland, Bernard V. MAJ	FORSCOM
Irish, Richard W. LTC	FORSCOM
Jones, John K. LTC	HSC
LaPorta, Anthony J. MAJ	HSC
Leary, Melvin R. 1LT	FORSCOM
Legg, Steven A. CPT	FORSCOM
Lowes, John J. CW3	USAREUR
Madison, Michael J. CPT	FORSCOM
Maggart, Lon CPT	FORSCOM
McLemore, Oren COL	HQDA
Meredith, Robert A. CPT	FORSCOM
Minter, Jon CPT	USAREUR
Mitten, Terry L. MAJ	FORSCOM
Mott, J. R. CPT	TRADOC
Moulton, Douglas WO1	FORSCOM
Noel, James M. CPT	HSC
Owen, Philis 2LT	FORSCOM
Packard, G E. Chap	FORSCOM
Patterson, Donald G. CPT	USAREUR
Reyes, Jerarod CPT	FORSCOM
Rosenquist, David L. 1LT	FORSCOM
Seniuk, Stephen F. CW2	USAREUR
Smith, Mikel CW3	FORSCOM
Snow, John T. MAJ	FORSCOM
Stones, Thomas C. COL	FORSCOM
Sutton, Joseph W. LTC	USAREUR
Tobin, Thomas M. LTC	USARJ
Vanderlinden, R. S. 1LT	FORSCOM
Walker, Thomas M. COL	AMC
White, James CW3	USAREUR
CIVILIAN	
Alexander, Joe B. Mr.	AMC
Beaver, Everett Mr.	AMC
Bowman, Dean Mr.	AMC
Buckner, Charles Mr.	AMC
Busch, Patrick J. Mr.	AMC
Byrd, Dwight Mr.	AMC
Cechota, John J. Mr.	AMC
Cheek, Lola Mrs.	TRADOC
Cline, Larry L. Mr.	USAREUR
Cole, James Mr.	AMC
Collins, Robert T. Mr.	USAISC
Dopson, M. E. Mrs.	USAREUR
Dukes, A. J. Mr.	HSC
Fisher, Edwin M. Mr.	USAREUR
Fowler, Randy Mr.	TRADOC
Green, Russell W. Mr.	USAISC
Hall, Don Mr.	AMC
Hanson, Sandra J. Mrs.	AMC
Hill, Frances Mr.	EUSA
Hoy, Lowell C. Mr.	AMC
Huizinga, Marvin A. Mr.	AMC
Hunter, John Mr.	AMC
Iacono, Vincent I. Mr.	AMC
Kippes, LeRoy Mr.	AMC
Leach, Connie Ms.	AMC
Lee, Jacky W. Mr.	AMC
Lee, Walter W. Mr.	USARJ
Mahoney, Eugene E. Mr.	AMC
McDaniel, Richard Mr.	AMC
Miller, David E. Mr.	USAREUR
Ogels, Thomas M. Mr.	USAREUR
Owens, Theo D. Mr.	AMC
Potts, Betty Ms.	HSC
Reidrich, Ernst Mr.	USAREUR

Table 5–1
ACKNOWLEDGMENTS—Continued

NAME	MACOM
Rinehart, Phylis Ms.	HSC
Schmitz, Kent Mr.	AMC
Shepherd, Donald W. Mr.	AMC
Sleight, Eldow D. Mr.	AMC
Solloway, Charles D. Mr.	AMC
Webber, Kay Mrs.	USAREUR
White, Zunilda Mrs.	FORSCOM
Wilcox, Charles R. Mr.	AMC
Wood, William R. Mr.	AMC
Wright, Lonnie Mr.	AMC
Wright, Lane Mr.	FORSCOM
York, Emil J. Mr.	AMC
ORGANIZATIONS	
ALMC	AMC
AVSCOM	AMC
Combat Equipment Gp, Europe	USAREUR
Corpus Christi Army Depot	AMC
CPO, Fort Bragg	FORSCOM
D Company, 2d Bn 47th Inf	FORSCOM
Drill Sergeant's Wives, USAFATC	TRADOC
EXPO '85 Agencies, Fort Knox	TRADOC
Fort Detrick	HSC
Freight Trf Div, Estrn Area	MTMC
HQ, 1st Armored Div	USAREUR
Leadership Instructors, Fort Huachuca	TRADOC
Letterkenny Army Depot	AMC
Light Fighters Course, Graduates	FORSCOM
PAO, Fort Belvoir	TRADOC
POI Task Force and Standardization Review Committee, Fort Jackson	TRADOC
Rocky Mountain Arsenal	AMC
Sapper Leader Course Instructors	TRADOC
Tank Automotive Cmd	AMC
TF 2–66 AR, 2AD	USAREUR
Tobyhanna Army Depot	AMC
TROSCOM, USATSC	AMC
USATISC	AMC
USAISD, Fort Devens	TRADOC
1st BN 33d AR, 3AD	USAREUR
1st Bn 73rd AR	FORSCOM
2d Armored Div (FWD)	USAREUR
2d Plt/C Btry, 3/61 ADA	USAREUR
4th Bn 41st INF, 2AD	USAREUR
5th Bn 21st Inf (L)	FORSCOM
6th Training Bn, USAFATC	TRADOC
13th Engineer Bn	FORSCOM
19th AG Repl Det	FORSCOM
37th Transportation GP	USAREUR
66th TC, 53d Trans Bn	USAREUR
163d MI Bn	FORSCOM
201st Cbt Avn Co	EUSA
440th Signal Battalion	USAREUR

Legend for Table 5-1:
HQDA HEADQUARTERS, DEPARTMENT OF THE ARMY
EUSA EIGHTH UNITED STATES ARMY (KOREA)
USAREUR UNITED STATES ARMY, EUROPE
TRADOC UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
FORSCOM UNITED STATES ARMY FORCES COMMAND
AMC UNITED STATES ARMY MATERIEL COMMAND
WESTCOM UNITED STATES ARMY WESTERN COMMAND
USARJ UNITED STATES ARMY, JAPAN
USAISC UNITED STATES ARMY INFORMATION SYSTEMS COMMAND
HSC UNITED STATES ARMY HEALTH SERVICES COMMAND
MTMC MILITARY TRAFFIC MANAGEMENT COMMAND
* Deceased

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