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Front Cover

This issue surveys the scenes of Operation Desert Storm 10 years later. Check out the photo review and article about military intelligence officers who visit battlefields in Kuwait to prepare for possible combat in the future. (U.S. Army photo by Gregory Brower)

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View from the top

INSCOM remains committed to Army transformation

By Col. Donald D. Woolfolk

Transformation is not new to INSCOM. The fall of communism, sweeping global unrest, mission “creep,” and the technology explosion have had major impacts on INSCOM in the last two decades. As our mission and focus have grown and morphed, INSCOM has reshaped and transformed into a post-Cold War intelligence agency with new and evolving capabilities.

As the geopolitical face of the world changes, so do the Threats, and the means and doctrine by which we conduct war. The frequency and variety of global “hot spot” operations serve as incubators for lessons learned and springboards for INSCOM’s technological creativity and flexible support concepts. INSCOM continues to set the example of adaptability by tailoring capabilities and services to satisfy full-spectrum intelligence requirements of the nation and the Army.

Against the background of an unstable, emerging global environment, our future range of operating environments will be more complex and unpredictable. To counter these dynamics, INSCOM must continue evolving and honing its intelligence and information operations capabilities to support a wider scope of military operations. Its multifaceted range of intelligence support is clearly a force multiplier for helping commanders gain strategic knowledge dominance across the spectrum of operations.

INSCOM’s ability to leverage national systems will continue to provide “space to mud” intelligence support to force protection, critical reach-back capabilities, situational awareness, and battlefield visualization for commanders of the legacy through the objective forces.

Another area where INSCOM is contributing to Army Transformation is in the development of an Army Intelligence Transformation Plan with the



Col. Donald D. Woolfolk

“Against the background of an unstable, emerging global environment, our future range of operating environments will be more complex and unpredictable.”

Department of the Army and the Intelligence School at Fort Huachuca, Ariz.

INSCOM has often traveled the transformation road! Intelligence must always be agile and flexible enough to meet uncertainties and a changing, evolving Threat. In keeping with the military intelligence motto “always out

front,” INSCOM has been proactive on Army intelligence issues, and sometimes the results required mid-course correction or adjustment. The bottom line, however, still remains – INSCOM and Army military intelligence have had, and will continue to have, a positive impact on change.

INSCOM is committed to Army Transformation, and in the MI tradition, will continue to be out front, providing the best tailored intelligence and information operations support to the Army and our nation’s leaders

A handwritten signature in black ink that reads "Donald D. Woolfolk".

Soldiers ensure success in times of change

By Command Sgt. Maj. Ronald D. Wright



CSM Ronald D. Wright

We are, as an Army and as a branch, in the middle of many changes. Our entire future is on the drawing board, and changes are going to happen.

I recently was at Fort Huachuca for a series of briefings from the Futures Branch and the Office of the Chief of Military Intelligence. Our branch is undergoing a series of internal and external reviews to see if we need to change. In the past 26 years I have seen many changes in the Army and our branch. Some I have agreed with and others I have not. However, at the end of the change cycle, the Army and our branch became stronger and better.

We must look to the future, review the current requirements and become an advocate for advancement. We cannot wait for the next war to determine our strengths

and weaknesses. We must look within to determine our capabilities and capitalize on them. Our technological advances have required a change in how we do business as a branch. We also have acquired soldiers with talents that we must tap to gain the most from them.

Think back just 15 or so years. If you had an IBM typewriter with a select ball, you were out front. Before CNN and satellite transmission TV, we relied on

what we read and the opinions of others to make decisions. Now with the blanket of information, oftentimes it is more difficult to make those same decisions because of the amount of information. We must look to streamline our profession to ensure we can acquire the information needed for the decision makers so we as a nation can be out front.

In order to change, some of our comfort zones may be disrupted. There will always be controversy in the decisions to change. What we must do is step back and look at the change. What is best for us as individuals may not be the best for our branch or our Army. That is the difference between selfish service and selfless service.

“We cannot wait for the next war to determine our strengths and weaknesses. We must look within to determine our capabilities and capitalize on them.”

I ask you to have confidence in our leadership as they make the decisions to change. Our branch is blessed with confident, experienced leaders who have vision to direct our branch into the future. They have conducted exhaustive research on methods to direct us for the

future. All of us can do our part by being objective and providing input to the change when we have a chance.

I feel very confident that we are

doing the right things to bring our Army to the level of ability that the Chief of Staff has directed. In the meantime, we need to continue to work on the fundamentals of our craft. As the world changes around us, we must continue to be proficient in the basic tasks of our profession. This is where leadership sets the tone and leaders take their first steps to success. This is where the noncommissioned officer takes over.

We are responsible for the success of the Army as our leaders spearhead change. We make it all happen.

Ronald D. Wright

Brig. Gen. Alexander to assume command

Brig. Gen. Keith B. Alexander has been selected to be the commanding general of the U.S. Army Intelligence and Security Command, Fort Belvoir, Va. Army Chief of Staff Gen. Eric K. Shinseki announced the assignment in November. An assumption of command ceremony is scheduled for Feb. 15 at Fort Belvoir.

Alexander, currently the director for intelligence for the U.S. Central Command, MacDill AFB, Fla., has a long association with military intelligence, beginning with his assignment as assistant S-4 (logistics) with the 511th Military Intelligence Battalion, 66th MI Group, in March 1976. He has held a variety of command and staff positions in the U.S. Army and the Department of Defense.

Prior to joining CENTCOM, Alexander was deputy director for intelligence on the Joint Staff, Defense Intelligence Agency. He was also the assistant chief of staff (intelligence) for the 1st Armored Division during Operations Desert Shield and Desert Storm, followed by Command of the 204th MI Battalion, 66th MI Brigade and Command of the 525th MI Brigade, XVIII Airborne Corps.

In addition to being a graduate of the U.S. Military Academy, West Point, N.Y., Alexander is a graduate of Boston University and the Naval Post Graduate School. His military education includes the Armor Officer Basic Course, the Military Intelligence Advanced Course, the U.S. Army Command and General Staff College and the National War College.

Alexander's awards and decorations include the Defense Superior Service Medal, the Legion of Merit with four oak leaf clusters, the Bronze Star, the Meritorious Service Medal with four oak leaf clusters and the Air Medal.



Brig. Gen. Keith B. Alexander

As they were: INSCOM Commanders, 1988-1996



Attending a change of command ceremony in August 1996 were (from left) Maj. Gen. Charles F. Scanlon (ret.), INSCOM commanding general from 1990 to 1993; Brig. Gen. John D. Thomas Jr., 1996 to 1998; Lt. Gen. Paul E. Menoher (ret.), 1993 to 1994; Brig. Gen. Trent N. Thomas (ret.), 1994 to 1996; and Maj. Gen. Stanley H. Hyman (ret.), 1988 to 1990. (Composite photo by T. Gardner)

MI has big role in assessing coming challenges, Shinseki says

By Scott Andraea

Win on offense. Seize the initiative and hold it as long as possible. Build momentum quickly. End the conflict as rapidly as possible.

Army Chief of Staff Gen. Eric K. Shinseki provided these rules of thumb for combat in a briefing Sept. 21 to U.S. Army Intelligence and Security Command unit commanders, command sergeants major and their spouses during the command's annual leadership conference at INSCOM headquarters, Fort Belvoir, Va.

Shinseki also explained the effort to transform the Army to meet post-Cold War situations in many places around the globe. He said military intelligence professionals will have a key role in assessing those situations.

The challenges in coming years will be what Shinseki called "points of stress"—China and Taiwan, Pakistan and India, North and South Korea, Southwest Asia, the Balkans and Colombia—and "complicators"—terrorism, narcotrafficking, international organized crime and weapons of mass destruction.

"What you see is a multiplicity of regional threats that could have global implications," he said. "All of us have got to look forward and try to describe that strategic environment as accurately as possible, and those of you that wear the military intelligence insignia are very much a part of that assessment."

The Army must be trained, organized and equipped for the type



Army Chief of Staff Gen. Eric K. Shinseki (left) greets Spc. Roger Willie, a signals intelligence analyst at the Land Information Warfare Activity, during a tour of LIWA. Shinseki was at INSCOM headquarters Sept. 21 for the INSCOM leaders conference. (Photo by Bob Bills)

of "high end" combat that has been contemplated for 50 years, such as raids, strikes, insurgencies and limited or global conventional conflict, he said. Being prepared for those possibilities also means soldiers are prepared for the "low end" operations that the Army is involved in frequently; for example, exercises, environmental operations, peace operations and

counterterrorism. Nowadays that means weapons and doctrine must be suited more for small-scale contingencies, rather than the Cold War scenarios on which they were built, said Shinseki.

"Go in trained, organized and equipped for the high end ... so that if somebody changes the rules on them (soldiers) in 20 minutes, they're equipped to fight.



Army Chief of Staff Gen. Eric K. Shinseki signs the re-enlistment papers of Sgt. Derik Z. Miller, INSCOM NCO of the Year. Looking on is Staff Sgt. Veronica Ingle, re-enlistment NCO for the 741st Military Intelligence Battalion, 704th MI Brigade, Miller's unit. (Photo by Bob Bills)



Army Chief of Staff Gen. Eric K. Shinseki (left) learns of the capabilities of the Land Information Warfare Activity from Col. James Gibbons, LIWA commander. (Photo by Bob Bills)

We have no doctrine. We won the Cold War, and we did it through doctrine. Through that doctrine we developed weapons systems to be successful. We don't have a doctrine for this, and consequently my guess is our weapons are less capable in this arena."

Shinseki's proposal is to develop an "objective force" that will have the same capabilities as today's heavy forces, such as tanks, and light forces, such as the 82nd Airborne Division. The objective force will be a blending of the legacy force—today's Army—and an interim force equipped with off-the-shelf vehicles and weapons that are suited for the new combat environment.

The problem in deploying for high-end conflict, Shinseki noted, is that the light forces can be in place within a few days, although they don't have the capability to confront a mass armored attack. The heavy forces, which do have that capability, take weeks to arrive and months to be fully deployed.

"By the time the heavy force closes, we are in a shooting war, we are part of the counteroffensive. There's no opportunity to deter, to make the other guy blink," Shinseki said. "We will fight at that point. If you're going to change that, you have to have the ability to get enough force and momentum going earlier. The interim force is intended to fill that gap between light arrival and wait for the heavy."

Under the existing design, tanks have lots of armor and big guns to make them effective. The price, said Shinseki, is that tanks have become very heavy and difficult to move. He expects that lighter vehicles can be both easily trans-

portable and fully combat capable through use of low-observable technology, long-range acquisition, early identification of key targets, precision-kill capability and small-caliber weapons, along with the technique of shooting first.

The transformed Army will be responsive in its thinking and planning, deployable, agile in leadership, versatile, lethal, survivable and sustainable, according to Shinseki.

Shinseki doesn't know what the new objective force will look like. He does expect to have the first unit equipped by the year 2008, five years after his term as chief of staff ends. Future chiefs of staff will decide the specifics, he said.

"My contribution is to define for the Army a vision and a long-term transformation process with enough breadth that it includes the whole Army with enough specificity in the near term for people to understand what we're trying to get done; and with enough depth that acknowledges that other chiefs are going to have to play a role."



Andreae is editor of the INSCOM Journal.

Army Chief of Staff Gen. Eric K. Shinseki describes the transformation effort to INSCOM major subordinate commanders and command sergeants major. (Photo by Bob Bills)



An affair of the heart

Families play key role in readiness, Mrs. Shinseki says

By Karen B. Hickman

Sharing the motto with her husband of “soldiering is an affair of the heart,” Patricia K. (Patty) Shinseki, wife of U.S. Army Chief of Staff Gen. Eric K. Shinseki, shared her interest in soldiers and their families during remarks to spouses of the U.S. Army Intelligence and Security Command’s senior military leaders.

“The Army looks to family members in a special way, and meeting the needs of the family as well as the individual is a high readiness issue,” Mrs. Shinseki said Sept. 22 at an INSCOM leaders conference event. “The Army’s readiness is inextricably linked to the well-being of its people.”

Mrs. Shinseki, a military spouse for more than 30 years who has lived in Germany, Italy and half a dozen American states, encouraged the senior military spouses to help younger military family members. “We’ve been where they now are, and we’re bound by strong tradition,” she said. To younger military spouses, she said, “You’re the future. We’re the older generation, and we’re going to lead others into the future.”

She highlighted to the group one family readiness program, the Army Family Team Building Program, which teaches family members the life skills to enhance their independence and self sufficiency, prepares volunteers and family members for leadership roles in the military community, and harnesses the experience of senior spouses. The program is taught in classrooms, and the first level of training is available on the Internet at <http://www.defenseweb.com/aftb>.

On a personal note, Mrs. Shinseki mentioned that she and Gen. Shinseki had recently visited many of the installations around the Army and asked soldiers, their families and civilian employees what type of improvements they would like to see implemented. Several focus groups were held during these visits to discuss some of the issues, including health, housing and spousal employment. Mrs. Shinseki said military spouses have identified their need for careers and skills that are transferable from one location to another. She emphasized the importance of high-quality morale, welfare and recreation programs and the need to continue to evaluate them based on standards.

Mrs. Shinseki participated in the three-day Army Education Summit in July. Seventy-five delegates attended from across the Army and addressed key educational issues, such as differing graduation requirements among schools, difficulty in transferring credits and variations in school



Patricia K. Shinseki, wife of Army Chief of Staff Gen. Eric K. Shinseki, speaks to spouses of major subordinate command leaders during the INSCOM leaders conference. (Photo by Steve Rusch)

calendars and scheduling of extracurricular events that cause problems, such as the inability of military children to try out for team sports.

“These major educational issues impact on the social and emotional well-being of our military children,” said Mrs. Shinseki. As a result of the summit several memoranda of agreement have been drafted and are near finalization, she added.

She encouraged the spouses to take care of themselves, find something that they enjoy doing and do it, as a treat to themselves. “When we were in Bosnia, I took piano lessons. I wasn’t very good, but I loved it.”

In response to a question from the spouse of the 66th Military Intelligence Group commander, who asked what advice she could offer for volunteers who have problems with obtaining day care, she advised, “consider Family Child Care on- and off-post services, if available.”

Members of the group commented that they really appreciated the World Wide Web site initiative on the Army Family Team Building Program. Mrs. Shinseki replied that 1,000 people have taken the level 1 class on the Internet. She added that some of the senior military spouses in other commands appreciate the opportunity to take the class on-line because they stated most people believe they should already know this information and now they don’t have to feel threatened since the Internet is an “unconstrained” atmosphere of learning.

In her closing remarks, she emphasized to the spouses, “I can’t thank you enough for your generous time, commitment, dedication and leadership you give as you continue to balance as the steady beacon.”



Hickman is a public affairs specialist at INSCOM headquarters, Fort Belvoir, Va.
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Hooah! Career counselor wins for second year

By Karen B. Hickman

Sfc. Derek C. Dahlke, career counselor with the 115th Military Intelligence Group in Hawaii, was selected for the second year in a row as Career Counselor of the Year in the U.S. Army Intelligence and Security Command. Dahlke was INSCOM's 1999 awardee and again represented the command at the Department of the Army-level competition in December.

At a ceremony Nov. 9 at INSCOM headquarters, INSCOM commander Col. Donald W. Woolfolk recognized the achievements of Dahlke and the three runners-up: Staff Sgt. Shane A. Wentz, 66th MI Group; Staff Sgt. Keith R. Licciardo, 109th MI Group; and Sfc. Duaine R.A. Moreau, 204th MI Battalion, 513th MI Brigade.

"This is a great day for INSCOM and the Army to recognize these great soldiers. These soldiers are among the Army's smartest because they must know the whole spectrum of soldiering and be able to convince other soldiers by answering their question, 'Why should I stay in?'" said Woolfolk. He told the audience that today the Army is competing in the most difficult and challenging times for soldier retention. Enormous burdens and challenges are placed on career counselors in their day-to-day roles as they try to convince fellow soldiers to stay in the Army, Woolfolk said.

"That is the tough job," he said. "You men have exhibited an extraordinary and outstanding commitment to your unit and the Army. This is my time to say thank you."

INSCOM Command Sergeant Major Ronald D. Wright said, "The Army does an awful lot of hard work to get



INSCOM commander Col. Donald W. Woolfolk (left) presents Sfc. Derek C. Dahlke with the INSCOM Career Counselor of the Year award. (Photo by Bob Bills)

soldiers to stay in their boots. We ask them to go to school, engage in permanent change of station moves and change their MOS. We depend on career counselors to make sure we meet the right requirements."

Dahlke was selected from among his peers in the major subordinate command-level competition. He credits his two consecutive years of success to wanting to uphold the Army's standards. He said he places his efforts on telling the soldier how much they have contributed to the Army's mission so they do not lose focus. The soldiers who respond favorably primarily want to stay in because of their love for the Army, not the money, Dahlke said. "I'm proud to represent INSCOM, and I'll do my best at DA," he said.

Wentz, who is stationed in Germany, described the most challenging aspect of his job: having to compete with private industry. "Today we have specialists who hold master's degrees," he said. "Soldiers are now asked to deploy more, and overall we're doing more with less."

Licciardo is stationed in England and said he learned a lot from his experiences. He believes most soldiers today stay in the Army because of their patriotism, enjoyment of a steady job and the security they feel the Army provides.

Moreau, who is stationed in Texas, said the overall economy and what it has to offer today present the most challenge. Moreau credits his success in reaching out to soldiers and winning their trust to being honest and straightforward. He said he tries to present himself as the honest broker. "Each instance is situational and depends on the soldier," he said. His greatest satisfaction is seen in the faces of the soldiers and their families.



Sfc. Derek C. Dahlke, INSCOM Career Counselor of the Year (left), stands with runners-up Sfc. Duaine R.A. Moreau, Staff Sgt. Keith R. Licciardo and Staff Sgt. Shane A. Wentz. (Photo by Bob Bills)

Hickman is a public affairs specialist at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

“You could see us
day and night”

Gulf War is milestone for military intelligence

By John P. Finnegan

In August 1990, Iraqi dictator Saddam Hussein launched a surprise attack on the neighboring Emirate of Kuwait, a tiny—but oil-rich territory in the Persian Gulf. Hussein’s actions threatened the stability of the whole Middle East, especially since his forces were now in a position to threaten the key oil fields of Saudi Arabia.

The United States was quick to react. Troops were rushed to Saudi Arabia and the United States rallied world opinion against this aggression through the United Nations. When neither Security Council orders nor international sanctions proved effective in forcing Saddam Hussein to relinquish his prey, President George Bush reinforced the troops already committed to Saudi Arabia, calling up reservists and redeploying an army corps from Germany. In January 1991, an American-led allied coalition launched the air phase of Operation Desert Storm, the liberation of Kuwait. In February, this was followed up by a lightning ground attack that overwhelmed the Iraqis in 100 hours of fighting.

In addition to being a triumph for American arms and logistics, Desert Storm also proved to be a milestone in the history of military intelligence. New technologies allowed commanders unprecedented surveillance of the entire Kuwaiti Theater of Operations, while enhanced satellite communications permitted intelligence produced in Washington to be relayed down to divisions in the field almost instantaneously. The 3rd U.S. Army that fought in the desert received intelligence support from three military intelligence brigades and numerous ancillary intelligence units. And in line with the Total Army concept, reserve MI units were deployed in the desert to assist the active component.

One of the best testimonies to the success of military intelligence in Desert Storm was provided by a captured Iraqi officer. “We had a great appreciation of your intelligence system; we knew from our experience in the Iranian War that at all times you could see us during day and night and knew where we were on the ground. If we communicated, you could both hear us and target us, and if we talked too long, you would target us and destroy us with your ordnance.”



Finnegan is a historian with the history office, U.S. Army Intelligence and Security Command. Excerpted from The Military Intelligence Story: A Photographic History (2nd ed.)

DESERT STORM

Tenth Anniversary

Military intelligence specialists examine a map of the Kuwaiti Theater of Operations. Operation Desert Storm was a milestone in the history of military intelligence.



A soldier of the 513th Military Intelligence Brigade gets close to a young family member after returning from duty in Operation Desert Storm.

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Col. William M. Robeson, then commander of the 513th Military Intelligence Brigade, and his wife lead troops off the airplane upon the unit's return to the United States.



Red, white and blue balloons match the flag's colors at the welcome home ceremony for soldiers of the 513th Military Intelligence Brigade.



A prisoner of war compound in the desert. Captured Iraqis provided valuable information, and human intelligence continued to serve as a major intelligence source both on and off the battlefield.

Following in the tank treads of history: Atlanta-based soldiers tour key Persian Gulf War battlefields



By Warrant Officer John F. Berry

KUWAIT—While following in the treads of Saddam Hussein’s tanks, Capt. Susan Archer urged her fellow officers to stop their red and silver utility vehicle so they could photograph some camels. Seven officers and sergeants, most based at Fort McPherson in Atlanta, climbed out of the car and onto the Coastal Highway just north of Kuwait City. A pregnant camel with scruffy brown fur towered over the seven and stood by patiently as they rotated poses in front of her.

“That camel was extremely accommodating,” Archer said as the seven resumed their tour of the Kuwaiti desert and key Persian Gulf War battle sites. “No spitting, nothing.”

But these soldiers clad in light green, tan and brown camouflage were no ordinary tourists. They’re 3rd Army intelligence officers, whose very knowledge of the enemy could mean the difference between victory and defeat in the next Gulf War.

Because the lay of the land influences what an army can and can’t do, 3rd Army hosts “terrain walks” to introduce its own to potential battlefields. This January journey in

the deceptively flat Kuwaiti desert was as much a mind-opener as it was a history tour for the seven, most of whom had never been to the Middle East.

“There’s no substitute for getting out and riding across the ground you might have to fight on,” said Chief Warrant Officer 2 Clifford Duffy, in Kuwait for the first time. “The focus of intelligence is to tell the commander what the bad guy might do.”

Third Army’s senior intelligence officer, Col. Bill Moore, said he believes terrain walks are so vital that he requires new sergeants and officers to explore the desert when they deploy to Kuwait.

“In a nutshell, success is knowledge of the enemy, knowledge of yourself and knowledge of the terrain,” Moore said. “Firsthand knowledge, like a terrain walk, has been historically proven to win wars.”

Moore was the military intelligence battalion commander for the 1st Infantry Division during the Persian Gulf War. The “Big Red One” broke through Iraqi lines and captured the same area where the terrain walkers spent much of the day.

Fort McPherson is the home of 3rd Army, the same unit that defeated the German *Wehrmacht* in France in 1944 and the Iraqi army in 1991. Third Army is responsible for all U. S. Army units in the Middle East and is also known as U. S. Army Forces Central Command. Its headquarters is named “Patton Hall” after its famed World War II commander. Two trophies are parked near the building’s entrance: a green M48 Patton tank and a tan T-72 Iraqi tank.

The seven visitors began their day at Camp Doha, a well-protected and fortified base camp for the U.S. Army just west of Kuwait City. Capt. Warren Whitmire and Staff Sgt. Keith Paulsen acted as guides for the group, who were in Kuwait to help lay the groundwork for an upcoming exercise.

The first stop was the Mutla Pass,



Maj. John Archer and his wife, Capt. Susan Archer, stand next to a camel on the Coastal Highway just north of Kuwait City during a tour of Gulf War battlefields. (Photo by Warrant Officer John F. Berry)



Maj. Kirby Daras inspects a shell hole inside one of the buildings at the Umm Al Aysh ground satellite station, destroyed during the Persian Gulf War. (Photo by Warrant Officer John F. Berry)

where the Kuwaiti army reportedly destroyed more than 30 Iraqi tanks on Aug. 2, 1990, the day Saddam sent his armor south to seize the oil-rich emirate. The Americans parked on a hill offering a clear view of the Al Jarah bridges, a key point for any army marching north or south.

Whitmire pounded the asphalt-tough desert sand with the heel of his tan boot and said the Iraqis had to blow holes in it so their tanks could dig in. Almost nine years to the day the air offensive in the Gulf started, Mother Nature had filled in a portion of the tank-sized foxhole with blowing and baked-on sand.

Also in view were white Bedouin tents, some equipped with satellite dishes and others with luxury automobiles parked outside. Paulsen explained that Kuwaitis liked to get back to their roots on weekends but not without leaving all the comforts of the week. Like oil wells and camels, these apartment-sized white tents, some with Kuwaiti and American flags flying side-by-side, are a common sight in the desert.

The vehicle churned its way through the drifting sand on the Mutla Ridge before reaching the Coastal Highway, a hardtop road with red and yellow signs praising God in Arabic. The road took the group from Al Jarah to the Persian Gulf. The ridge, unlike the wide-open land on the infamous “Highway of Death” to the northwest, offers defenders some protection against direct fire, such as from machine guns or shoulder-fired rockets.

Gaps in the ridge caught the eye of Maj. John Archer, sitting next to his wife in the rear of the vehicle. He said

maps, computers and books have their limitations. “Sometimes there are roads that just aren’t on maps,” said Archer, pointing at gaps in the Mutla Ridge wide enough for a tank to pass.

The intelligence officers stopped at the crippled Bubiyan Bridge, a span long enough to eclipse the horizon before it reaches Bubiyan Island. They were less than 50 miles from Iran. The bridge would soon be open to traffic, but missile fragments still littered the area.

The Americans turned north toward Iraq—or rather, to a point as close to the border as they were authorized to go. Despite the formal end to the Persian Gulf War almost nine years ago, low levels of shooting are still going on, even while the Atlanta-based officers were in Kuwait. Third Army has maintained forces in Kuwait almost since the end of the war, sending more forces to the area each time Saddam cranks up his tanks and threatens the emirate.

Despite dropping off the front pages of the world, a low-level shooting war is still going on over Iraq. The United States still flies combat aircraft over Iraq as part of Operation Southern Watch, a coalition effort to ensure Saddam abides by United Nations sanctions. Since December 1998, when the United States and Great Britain launched their Operation Desert Fox attacks, Iraq has refused to allow weapon inspectors to return and persists in taking pot shots at coalition aircraft. Saddam’s ack-ack gunners have yet to down a single plane despite losing a considerable amount of anti-aircraft equipment to retaliating pilots.

Maj. Kirby Daras stood on a tank berm of dirt, overlooking a modern no man's land leading up to the Iraqi border. He spent three years with the Army in Berlin, a Cold War flashpoint and site of Checkpoint Charlie, where East and West stood only yards apart for decades. At Checkpoint Charlie, the well-known "YOU ARE LEAVING THE AMERICAN SECTOR" sign was in English, Russian, French and German. But its contemporary equivalent at the Kuwaiti checkpoint prohibiting passage was printed only in English and Arabic.

But at his feet was a sizable tank ditch, over him was a sun radiating temperatures in the 60s, behind him was a wind gusting at 30 miles an hour and in front of him was Iraq, nearly three miles away. The communication towers of Umm Qasr just inside Iraq were clearly visible despite a salty mist blowing off the nearby Persian Gulf.

"It's a great moment...being on the 'five K' berm," said Daras, lingering on the tank barrier while the others sat down for lunch. He pointed northeast instead of north to another potential adversary. "Just think. Just beyond this haze is Iran."

The soldiers consumed their Meals Ready to Eat about 20 miles from where Iran and Iraq meet on the Tigris River, the apex of the Persian Gulf. The mouth of the Tigris, wide enough to accommodate oil tankers, is also known as the Shatt-al-Arab waterway. Ownership of that strategic waterway is one reason why the two ancient foes fought a war from 1980 to 1988.

Militarily, northern Kuwait defies the misconceptions of open tank country. The area is lined with dirt berms, which act like a low-tech fence to prevent erosion and improve the crops. In addition to blocking wind, the berms also could hinder advancing tanks, a potential snag similar to what the Allies unexpectedly faced when they were caught up in hedgerow country in northwestern France in 1944.

Now the 3rd Army contingent was on Highway 80, better known to Gulf War television viewers as "The Highway of Death." The highway is still pocked with small shell marks. They're too small and numerous to avoid with a car but deep enough to make a noticeable thumping sound as car tires traverse them.

The soldiers headed north on Highway 80 until they reached a sign ordering all American service people to halt. They were only three miles from Iraq. Safwan Mountain, near the airfield of the same name where Gen. H. Norman Schwarzkopf signed a cease-fire with the Iraqis, rose above the desert surface.

"The biggest thing (people) take away from this is that Kuwait isn't as flat as thought," Whitmire said. "And when they see the Iraqi border, people realize just how close we are to Iraqi forces."

Turning their back on Iraq, the seven began their trek to Umm Al Aysh, which was one of the most significant satellite ground stations in the Middle East until the Iraqis

came over the border. The installation's three satellite dishes and two buildings kept their basic shape despite thousands of rounds shredding the dishes and gutting the buildings. It could be a scene out of "Saving Private Ryan" except for graffiti in Arabic, including "Saddam Lives" written in a destroyed bathroom.

Next came "The Bone Yard," a remote area of the desert where thousands of twisted and scorched pieces of Iraqi military hardware are lumped together in rows. Numerous artillery and tank barrels point skyward. Some appear to be in good shape, but the seven Americans could get no closer than 20 yards because of the possibility that unexploded ammunition and depleted uranium anti-tank rounds could be inside.

Humidity would have turned these monsters of war into rust buckets in other parts of the world; but these hulks still bore tan desert camouflage paint as well as burn marks from their destruction almost a decade ago. Unless man says otherwise, Mother Nature will preserve this bone yard for centuries.

"In time, like any society, war becomes a distant memory. But this will be as powerful a reminder as you will ever find," said Daras, standing on a berm marking the boundary between soldiers and tanks. "It's not statues or monuments. This is the real thing."

Most of the soldiers said throughout the trip that Saddam is too preoccupied with the Kurds, Iran, a bad economy and a U. N. embargo to even consider another venture southward. "Under the current circumstances, he wouldn't try again," Daras said. "If he did, this 'Bone Yard' would be twice as big."

The crew headed back to Camp Doha, their energy levels setting like the evening sun. They had covered more than 150 miles of open desert and several chapters of history in just six hours. All said they had learned lessons that will help them do their jobs better when they return to the cubicles, computers and conference rooms at 3rd Army headquarters on Fort McPherson. They said they also learned something about the Kuwaitis.

"This trip has shown me that it wasn't a bad thing to be involved in the war," Capt. Archer said. "If people want to feel good about being in uniform, Kuwait is a real good place to start."



Berry, a newspaper reporter in civilian life, is an Army Reservist with the 345th Military Intelligence Battalion, 81st Reserve Support Group at Fort McPherson, Ga.

Orphanage volunteers connect with children in Republic of Korea

By Sgt. Stephen F. Pizzini

Some American soldiers come to South Korea against their will, do their time and gladly leave with no intention of returning again. Their time on the peninsula is spent counting down the days until they fly back to the United States.

There are many, though, who leave somewhat reluctantly, having connected in some way with the people and the culture of the nation. Sgt. Danielle Leiby, the orphanage volunteer program coordinator for the 527th Military Intelligence Battalion, 501st MI Brigade, at Camp Humphreys, South Korea, is one such connected soldier.

Leiby was posted to Korea in 1997 and worked with the Shin Saeng orphanage in Ansong almost as long, having visited the orphanage about two weeks after her arrival here. One visit wasn't enough. She was hooked and eventually became program coordinator.

"I built relationships with kids," she said. "They're almost like my little siblings, really, and some of them are like my daughters. Some of them are very young."

The orphanage residents range in age from 3 to 21 years old, the legal age limit for the orphanage, though the

volunteer program works mostly with the 3- to 6-year-olds.

Orphanage volunteers meet one Saturday each month to travel the 45 minutes to the orphanage. Leiby said there are usually between six and 13 volunteers who take part, and they almost always come back from the visit with a new outlook.

"Once they go out to the orphanage and see all these kids, they come home with different attitudes," Leiby said. "They absolutely love it. They say, 'When can we go again?'"

The monthly visits include a birthday party with cake and gifts for all the children in the orphanage born that month and plenty of interaction and play with the youngsters. The orphanage volunteers also transport donated clothing to the orphanage and hold a candy drive for the children during the Easter season, an annual swimming and barbecue party and a Christmas party.

To raise money for the program, orphanage volunteers sponsor bake sales and other fund-raising activities.

"The best part is to see the children smile and have fun," said Spc. Billy Crawford. The toughest part, Crawford added, is seeing the less than happy faces when it's time to leave the children.



Sgt. Danielle Leiby and a Shin Saeng orphanage resident brave the pool at Camp Humphreys. (Photo by Sgt. Stephen F. Pizzini)

For others, the most difficult part of volunteering is the communication gap between the Korean-speaking children and the volunteers. Leiby encourages volunteers to learn the language, but some volunteers discover that verbal communication is not essential to making a difference in the life of a Korean orphan.

"You don't necessarily have to speak the language for the kids to enjoy you," said Sgt. Jodi L. Hudy. "If you're spending time with them, they're happy with that."

Leiby has ended her tour in Korea, but she still intends to be a part of the orphans' lives. She has left the Army for civilian life and her goal is to make enough money in the U.S. to send some of the orphans through college. She also plans to come back for at least one visit.

"Anyone who gets stationed here should at least once go out there and see what it's like," Leiby said. "When they're done visiting, they'll have a new attitude toward life."



Sgt. Jodi L. Hudy takes care of an orphan's minor injury at a summer pool party for the Shin Saeng orphanage. (Photo by Sgt. Stephen F. Pizzini)



Kosovo reconnaissance operations fly through busy skies

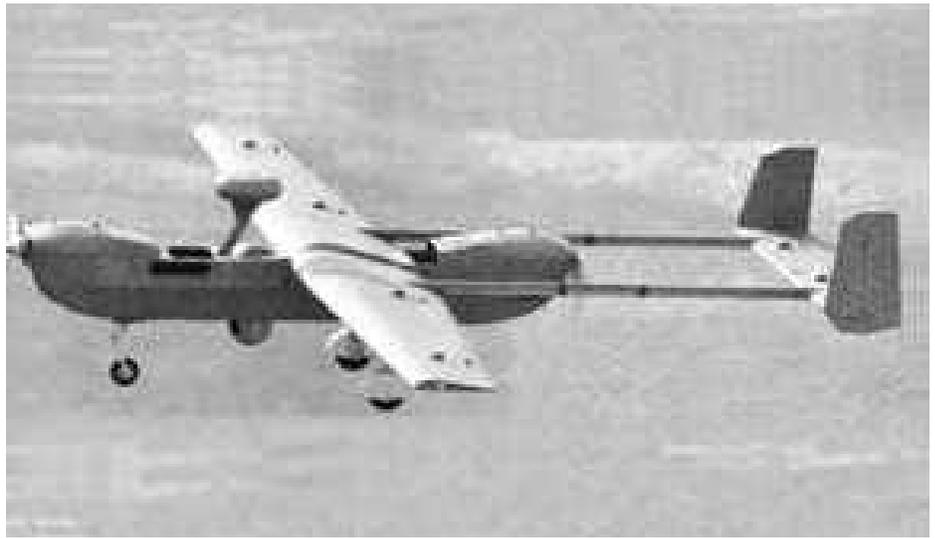
By Maj. Stephen B. Cook

Deployed to Skopje International Airport, Macedonia, for the second time in a year to support NATO combat and peacekeeping operations in Kosovo, Task Force Hunter (Unmanned Aerial Vehicle) has flown more than 800 sorties totaling over 4,600 flight hours as of July 25, 2000.

This operation, which began in March 1999, is the Army's first real-world deployment of the Hunter UAV system, the first full integration of UAVs into the manned traffic flow of a major international airport and the first successful incorporation of UAVs into an operational theater airspace command and control system for both combat and peacekeeping operations.

Task Force Hunter was formed around Company A, 15th Military Intelligence Battalion (Aerial Exploitation), 504th MI Brigade, from Fort Hood, Texas. Company A is currently the only UAV unit in Forces Command and leads the Army in UAV doctrine and tactics, techniques and procedures development. U.S. Army fixed-wing aviators, RC-12/Guardrail pilots well versed in airspace management, lead the task force. However, all Hunter UAVs are remotely piloted by noncommissioned officers and enlisted soldiers trained as UAV operators.

With the massive number of military and civilian aircraft arriving and departing Skopje, the airspace coordination required to conduct Hunter UAV operations was unprecedented. The challenge of safely incorporating UAVs into the daily flow of civilian commercial and multinational military air traffic was initially met with significant resistance. The Macedonian civilian air traffic control (ATC) group at Skopje International



The Hunter unmanned aerial vehicle is used to identify targets and assess battle damage. (U.S. Army photo)

Airport was reluctant to allow unmanned aircraft to use the same runway and airspace as the commercial airline traffic. Additionally, the NATO aviation community was fearful of potential mishaps involving the growing numbers of military fixed-wing and rotary-wing traffic in the region.

We overcame these challenges only because we brought rated aviation credentials to the bargaining table. Our battalion commander, a master aviator, led initial coordination and subsequently convinced the "opposition" that Hunter followed safe, aviation-based procedures. The battalion operations officer, a senior aviator, developed control measures to fully integrate our UAVs into the manned aircraft traffic flow. UAV operators were then quickly trained in local very high frequency communications procedures with ground control, tower and approach control. Coordination and training was followed by safe UAV operations executed with precision, allowing Hunter's complete acceptance and integration into the local airspace and traffic flow.

During the Kosovo air campaign,

Operation Allied Force, Task Force Hunter flew more than 1,500 hours supporting Joint Task Force Noble Anvil and Task Force Hawk in airspace controlled by the Combined Air Operations Center (CAOC) at Vicenza, Italy. With hundreds of manned aircraft saturating Kosovo airspace, deconfliction of assets was critical. All airspace coordination procedures and equipment required for manned military aircraft in the region also applied to the Hunter UAVs. Requirements included direct communications between UAV pilots and controllers, secure communications between Task Force Hunter and the CAOC, and aircraft equipped with altitude-specific Identification Friend or Foe transponders.

Hunter's airspace requirements were injected into the Air Tasking Order (ATO) at the CAOC through Liaison Officer Teams (LNOs) communicating via secure voice and data systems. The LNO teams had two soldiers, a fixed-wing rated Army aviator and an experienced noncommissioned officer UAV operator.



Hunter unmanned aerial vehicles fly out of Skopje International Airport, Macedonia, to support combat and peacekeeping operations in Kosovo. (U.S. Army photo)

They were the key to Hunter's flexibility in support of the operational commander's needs.

While on station observing targets in Kosovo, Hunter was often requested to divert and accept dynamic re-tasking to observe targets in other parts of the country. By coordinating with our CAOC LNOs via secure communications, Hunter was able to clear required airspace and quickly support the commander's needs.

As the air war progressed, military air traffic in and out of Skopje significantly increased. During this time, Task Force Hunter UAVs were sequenced into the airport traffic flow. From receiving approval to taxi to wheels up, Hunter crews took only six minutes to launch two UAVs using the same taxi and takeoff clearances. This process was nearly as fast as that of any two-ship manned aircraft launch conducted at the same facility. During the peak of the operation, Hunter crews launched and recovered as many as nine UAVs in 24 hours.

After launch, Skopje approach control cleared the air vehicle to one of two previously coordinated and published Restricted Operations Zones (ROZ) for safe climb to mission altitude. Once at mission altitude, Hunter was then cleared to continue north toward Kosovo. Skopje approach control was responsible for the airspace to within 5 kilometers of the Macedonia/Kosovo border. Beyond this point, Hunter flew in NATO-controlled Kosovo airspace.

Once in Kosovo airspace, Hunter's mission altitudes varied, depending on the target area terrain, threat air defenses and whether the mission was conducted during daylight or darkness. For survivability reasons, all fixed-wing manned aircraft flew at altitudes above Hunter's assigned altitude, so vertical separation between the UAV and manned aircraft was ever present. Airborne control

assets monitored Hunter's position while it was in NATO-controlled Kosovo airspace.

During the initial stages of the operation, the airspace planners at the CAOC also separated Hunter and the fighters/bombers by vast horizontal space separation. After identifying a target, Hunter was initially required to depart the target area during each attack in order to provide 20 kilometers or more horizontal separation. Hunter would then return to the target area to conduct battle damage assessment (BDA).

As confidence with the UAV operation quickly grew, this horizontal space separation was reduced to 2 to 5 kilometers, allowing Hunter to share Kosovo airspace with the attacking aircraft while still separated by altitude. The benefit was "instantaneous" BDA provided to the commander.

Upon mission completion, the UAV returning to Macedonian airspace was cleared directly to one of the two designated climb/descend ROZs. Throughout the flight in Macedonian airspace, the UAV was under positive radar control monitored by Skopje ATC. After descending to a predetermined altitude, Hunter was handed off to Skopje tower for final clearance to land. After touchdown, it took Hunter crews two minutes to clear the runway, a time comparable to landing manned aircraft.

As the air war continued, a second liaison team was deployed to Albania to coordinate Hunter UAV mission support for Task Force Hawk's preparation for potential combat in Kosovo. UAV support to Task Force Hawk primarily focused on route reconnaissance, battle position development and engagement area development. During this period, Task Force Hunter flew UAV missions for Task Force Hawk while continuing to support the ongoing air campaign flying all sorties from Skopje. Many times during this effort, Task Force Hunter simultaneously managed four airborne UAVs, supporting two different operational commanders with up to 50 flight hours logged in 24 hours.

The complexity of the combined mission support efforts demanded precise airspace management geared to reduce the risk of potential conflicts. While Task Force Hawk UAV mission support was considerably different than the target hunting and BDA support to the air campaign, the existing overarching airspace structure supported the "big picture" ATO requirements.

When the Military Technical Agreement was signed on June 9, 1999, ending the air war and forcing Serbian forces to depart Kosovo, Task Force Hunter came under operational control of Task Force Falcon in support of the KFOR peacekeeping operation, Operation Joint Guardian. As the number of military aircraft in the region quickly decreased, the number of civilian aircraft at Skopje dramatically increased as NATO countries began returning refugees to

Kosovo. Again, airspace coordination was critical. All airspace control measures established with Skopje ATC for Macedonian airspace during the war in Kosovo remained in effect during Joint Guardian and forward airspace usage continued to be coordinated at the CAOC by the Hunter LNOs. However, the control measures within Kosovo airspace dramatically changed as a result of the peacekeeping force occupation of Pristina Airfield.

To control air traffic into and out of Pristina Airfield, two separate air corridors were established, one for air traffic flying to and from the north and one for traffic flying to and from the south. To deconflict Hunter with the large volume of traffic using these corridors, the Task Force Hunter leadership conducted a series of meetings with Allied Forces Southern Europe LNOs working in the newly established KFOR (Rear) Headquarters and British military air traffic controllers responsible for Pristina Airfield ATC.

Based on UAV operational considerations, Hunter was given a specific block altitude for every mission. To deconflict UAVs and manned aircraft in the northern corridor, British ATC mandated that all manned air traffic arriving from the north descend below the established UAV block altitude prior to reaching the northern Kosovo border inbound to Pristina. This allowed Hunter to fly freely through the northern corridor at least 1,000 feet above all aircraft.

Southern corridor procedures were slightly different.

Due to the high terrain along the Kosovo/Macedonia border and the added requirement to deconflict Pristina and Skopje arrival and departure traffic, it became necessary to establish additional control measures to deconflict the UAV with this traffic. The solution was to activate and deactivate the southern corridor for arriving and departing manned air traffic. Fifteen minutes prior to a manned aircraft entering the corridor, British ATC in Pristina contacted Task Force Hunter's Battalion Operations Center (BOC) via secure communications to advise that the corridor was active. The Hunter pilots would then fly the UAV out of the corridor to clear the airspace. When the manned aircraft had cleared the corridor, Pristina ATC contacted the BOC to inform the Hunter pilot that the corridor was once again inactive and the UAV was cleared to freely operate within the corridor.

At the close of Task Force Hunter's first deployment in November 1999, the Task Force had successfully flown 675 sorties totaling 3,864 flight hours. Midway through the second Balkan deployment, Hunter continues to support KFOR and Task Force Falcon peacekeeping operations in Kosovo incorporating many of the Task Force Hawk tactical airspace management lessons learned and using basically the same overarching air structure designed during the first deployment.

The process used to fully integrate UAVs into the civilian commercial and multinational air traffic flow has been an overwhelming success with Hunter operating in an environment in which air traffic controllers now routinely handle more than 100 aircraft a day. Incorporating the Hunter UAV into the theater airspace command and control system for Operations Allied Force and Joint Guardian as well as Skopje International Airport use was groundbreaking. In all instances, the established procedures allowed Hunter to perform exceptionally well providing the operational and tactical commanders with their most flexible imaging tool.

Task Force Hunter's demonstrated ability to operate UAVs has proven the feasibility of manned-unmanned co-usage of resources and airspace. The key to our success in safely incorporating Army UAVs into traditionally manned airspace was undoubtedly our rated aviation leadership's involvement in planning and coordinating airspace management. This, coupled with the daily professional performance of our noncommissioned officer and enlisted UAV pilots, made the Army's first Hunter UAV real-world operational experience an overwhelming success.



At the time this article was written, Cook was the operations officer for the 15th MI Battalion (Aerial Exploitation), 504th MI Brigade, Fort Hood, Texas.



Seeing the battlefield through infrared tools

When observing a threat through thermal optics, warfighters must be aware of a variety of conditions affecting thermal imaging, including time of day and year, terrain, prevailing weather and a vehicle's operational status. The Simulated InfraRed Earth Environment Lab (SIREEL), an interactive World Wide Web-based tool, simulates these conditions to better prepare warfighters for the battlefield.

The Signatures and Countermeasures (Signatures) Division of the U.S. Army Intelligence and Security Command's National Ground Intelligence Center (NGIC) developed SIREEL in response to requests from the U.S. Army Training and Doctrine Command (TRADOC) gunnery schools, man-in-the-loop munitions programs (e.g., Javelin) and various mission-specific schools (e.g., unmanned aerial vehicle pilot training). Other training programs did not satisfy their requirements for realistic thermal imagery of foreign vehicles.

NGIC's Signatures Division processes, analyzes and disseminates foreign ground signature data to those who build vehicle replicas, the modeling and simulation community and precision-guided munitions programs. SIREEL has also enabled the Signatures Division to extend its purview to include identification friend-or-foe information intended to reduce the occurrence of fratricide. As a Web-based intelligence product, SIREEL provides the most current and accurate information because the Web site is at NGIC, an authority on foreign weapon systems.

Currently SIREEL is focusing on North Korea. Based on the enthusiastic response and invaluable insights for specific threat weapon systems from the 3-6 Heavy Cavalry Apache

Squadron, SIREEL is attuned to real-world scenarios. The squadron, based at Camp Humphreys, South Korea, has prioritized the threat vehicles and is using SIREEL to enhance training for their real-world missions.

SIREEL is customer driven through formal requests and feedback via the Web site. In addition to TRADOC and other branch schools, SIREEL has been used and requested by Army Forces Command, Eighth U.S. Army, Special Operations Command, U.S. Pacific Command, U.S. European Command, U.S. Central Command and U.S. Joint Forces Command operational units.

The SIREEL Web site provides an "Education" link that familiarizes the user with basic principles of thermal dynamics and a "Deployment" link that is continually updated with thermal still images and video clips of various military equipment. The equipment images are organized by country or listed individually in the vehicle index.

A thermal scene simulator is in development within the "Deployment" section. Warfighters may view the prospective battlefield by building a detailed scenario that represents the terrain and weather conditions of a particular country. In this simulated scene, vehicles of interest are placed into the representative terrain using both real and modeled thermal signature data.

SIREEL has exhibited resourcefulness in a variety of ways. Thermal images are provided through the Army's Measurement and Signature Intelligence program, based at INSCOM headquarters. SIREEL uses many software programs that are in



A Soviet-built T-62 tank as seen through an infrared viewer. (Photo courtesy of U.S. Army Communications-Electronics Command)

use today by other agencies for different purposes, such as signature prediction, geometry models, sensor stimulation testing, image degradation and three-dimensional Web viewers.

With minimal funding and a year's effort, SIREEL has accomplished what other training programs have not. It not only provides warfighters with familiarity with the thermal optic perspective but also the ability to compare threat and friendly vehicles in a thermal environment. This capability has already proven valuable to the Apache squadron operating on the Korean peninsula.

To date, users have found SIREEL by word of mouth. The SIREEL Web site can be accessed only through an official, unclassified government Internet system. SIREEL's homepage, <https://208.27.18.206>, may be used to obtain an account.



Taylor is an infrared signatures analyst in the Signatures and Countermeasures Division of the National Ground Intelligence Center, Charlottesville, Va.

Soldiers, civilians get dirty, give back to community

By Sgt. Trinace Rutledge

They weren't offered any money or time off. There were no gifts promised to them and no favors exchanged. They did it, as Sgt. Jason Kirkland said, "to make a difference."

Soldiers and civilian employees from the U.S. Army Intelligence and Security Command headquarters took the meaning of the Army Value Selfless Service to heart when they volunteered their time at the Washington, D.C., Ronald McDonald House.

The Ronald McDonald House is a nonprofit organization that allows parents to care for sick children and well children, cook their own meals, wash clothes and have privacy while housed close to a hospital where their sick child is being treated. This is at very little or no cost to them. It's a sort of home away from home for families while a sick child receives hospital care.

"My daughter has Down syndrome, and she was really sick," said Maj.

Sgt. 1st Class Albert Uhrich (right) helps Sgt. David Carson unload the grass-catching bag while doing lawn work at the Washington, D.C., Ronald McDonald House. (Photo by Sgt. Trinace Rutledge)



Jacqueline James. "I understand the importance of what the Ronald McDonald House does. So by all means I wanted to help out."

James and the others helped cut the acre-and-a-half lawn on the grounds of the facility and also did some simple landscaping.

"I thought I was going to use the Ronald McDonald House while in Colorado when my daughter had open-heart surgery. I ended up staying in the hospital room," James said.

James, vigorously pulling weeds by hand, said she enjoyed being outside. Besides, she said her helping the house with the yard work was her way of getting extra physical training.

"The house has a very small staff of volunteers, and it would fall on the families to do the work," said Barbara Silverman, house operations manager. Without volunteers the house's staff would have to find additional ways to maintain the grounds at a cost to the families. "This allows us to keep the place open. We rely on volunteers 100 percent," Silverman said.

Silverman said at least 400 families use the facilities each year, and almost all of them are in the military. She said most families at the Washington house are there because they had to use Walter Reed Army Medical Center.

Sgt. Merrion Pew had to use the house in late 1998. His son was diagnosed with cancer, and they had to go to Walter Reed. They stayed in the house almost five months while he was attached to a medical unit there.

Fortunately, his son's cancer is now in remission. Pew, along with cancer survivor son Joseph, were at the house helping as they have whenever they could since their 1998 stay.

Thirteen-year-old Albert Uhrich Jr., son of Sgt. 1st Class Albert Uhrich, said people his age should help out, because many of them probably do



James Fenton clears the curb of grass and weeds during a volunteer cleanup at the Washington, D.C., Ronald McDonald House. (Photo by Sgt. Trinace Rutledge)

not have anything else to do during the summer.

The senior Uhrich started the volunteer program in May with five volunteers. Since then, he's added 10 more, civilian and military alike. He said he only needs four to six at a time.

"All the volunteers worked really hard," Uhrich said. "People should volunteer for things that help their own community. That's the way they'd get the most back from it."

Kirkland said he had always thought it would be a great experience to volunteer. "[Volunteering] made me feel like I was just doing something good," Kirkland said. "I felt as though I was contributing to my own family. Helping them was like helping myself."



Rutledge is public affairs NCO at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

Information operations: part of full-spectrum battlefield

By Mike Schellhammer

The information age is changing how we view the world. The explosion of technology, the importance of automation, proliferation of global communications and the expansive nature of computer technology have changed military operations as they have the civilian world.

Rapid processing of battlefield and strategic information is vitally important to commanders at every level, and disruption of the flow of information can be as detrimental to an operation as physical destruction of personnel and equipment. The Army has recognized this course for several years, and now the doctrine for influencing an adversary's information flow while protecting our own is embodied in the concept of information superiority. As in any major Army effort, soldiers of the U.S. Army Intelligence and Security Command play an important role by providing intelligence support to information operations, one of the means used to achieve information superiority.

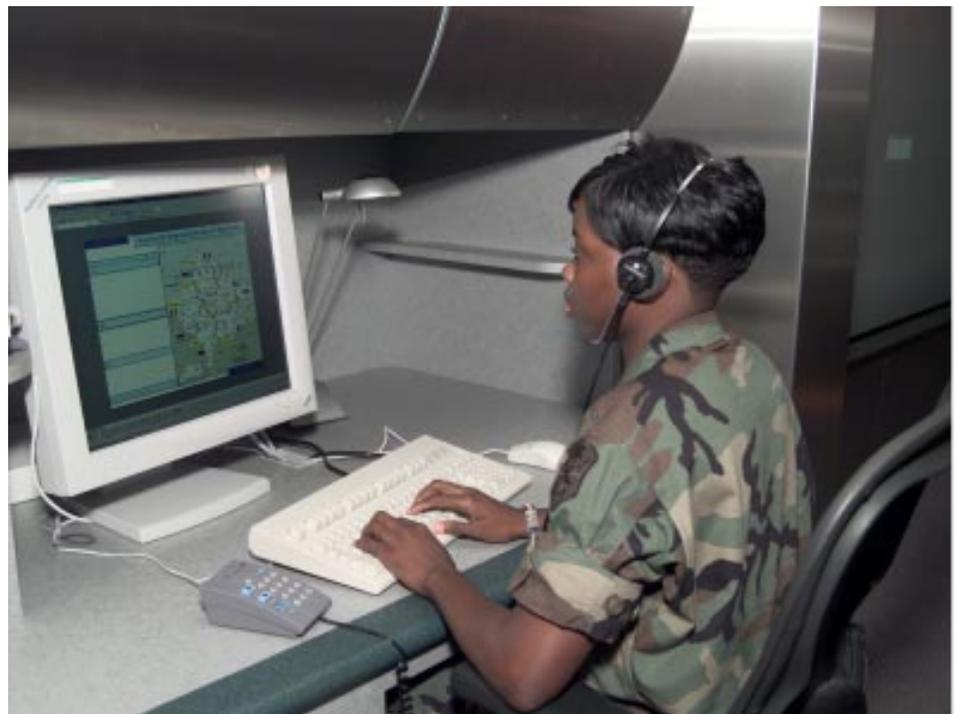
Although the term "information operations" usually evokes an image of computers and computer hackers, the term actually encompasses much more. FM 100-6, "Information Operations," defines IO as those actions taken to affect adversaries and influence other audiences' decision-making processes, information and information systems, while defending friendly information. Information operations can consist of separate actions by themselves or be a manner of focusing traditional military activity to define the operational situation, generate better understanding, provide context and influence perceptions. As explained by Jim Hoover, INSCOM deputy assistant G3 for information operations, "IO is a lot more than computers and hackers. It's how we manage and influence information in every operation."

"Full spectrum" information operations are as diverse as any conventional military activity. Offensive IO affects adversary decision-makers, processes and information management systems. For example, opera-

tional security (OPSEC), military deception and psychological operations are used to shape adversary perceptions, hide critical information or convey friendly themes. Electronic and computer network attacks are used to deny or degrade an adversary's capability to command and control his units. Physical destruction, using indirect or direct fire, is used to interdict or destroy information management systems.

Defensive IO protects our information and systems. It provides us with a more accurate, timely and comprehensive awareness of situations from many perspectives. For example, computer network defense and information assurance protect systems, detect intrusions, restore networks, deter further attacks and react to network probes. Counterintelligence, OPSEC, counterdeception, counterpropaganda and electronic warfare gather information and react to adversary collection efforts. With their inherent abilities to shape public opinion and perceptions, public affairs and civil affairs also can provide important support to offensive and defensive IO.

As with any operation, intelligence support is a vital component of IO, a fact well known to the INSCOM staff.



Military intelligence soldiers offer vital support for information operations. (Photo by Bob Bills)

In 1997, the command established the IO Division under the G3 to manage worldwide INSCOM intelligence support to IO. The division synchronizes IO efforts and includes intelligence collection, combat development for offensive IO, analysis and exploitation, counterintelligence support and military and technical production of IO-related products.

The Land Information Warfare Activity (LIWA) is the Army's operational focal point for all information operations and assists commanders worldwide with planning, preparing, executing and assessing IO. Some of the most visible LIWA support comes from its Field Support Teams (FSTs), the Army Computer Emergency Response Teams (ACERTs) and the IO Vulnerability Assessment Teams (IOVATs).

Operating from the LIWA headquarters at Fort Belvoir, Va., LIWA FSTs have deployed worldwide to provide direct IO support to land component and Joint Task Force (JTF) commanders. The FST often augment existing staffs and assist commanders in coordinating IO planning, intelligence and targeting. The teams usually consist of a field grade officer and three other military personnel with electronic warfare, operational security, military deception, civil affairs, public affairs, PSYOP, intelligence and computer network defense skills as required by the land component commander.

The ACERT has an around-the-clock coordination center at LIWA headquarters and provides capability to prevent, detect, assess and respond to Army information system security incidents in conjunction with four regional CERTs co-located at the Army Signal Command theater network and system operations centers at Fort Huachuca, Ariz.; Germany; Korea and Hawaii.

The IOVATs are designed to assess and enhance an Army commander's defensive IO capabilities. A holistic assessment employs a "Blue" team, which conducts non-intrusive assessments, and "Red" teams that simulate adversary IO capabilities and attacks. The teams provide commanders thorough, multidisciplinary analysis of their vulnerabilities to IO attack and assist them in implementing defensive security measures.

Whereas the LIWA is the organizational focal point for the conduct of IO, the INSCOM Information Dominance Center (IDC) is the Army's IO tactical operations center. Located in INSCOM headquarters, the IDC will integrate and synchronize the Army's wide-ranging IO activities while supporting commanders with tailored analytical products, assessments, field support activities, computer emergency response and friendly vulnerability assessments. The IDC also will operate virtual and collaborative interfaces with other services, joint, national and U.S. government agencies. This ability to receive huge amounts of information and generate responses gives the IDC its nickname as the "brain stem" for intelligence support to IO.

Capable of 24-hour operations and manned by personnel from INSCOM headquarters, LIWA and other INSCOM units, the IDC will combine intelligence reports, open-source information and media sources into comprehensive IO-oriented databases. Analysts will then parse and search the data, looking for unique relationships and perspectives necessary to identify threat trends, and then continually refine the information to identify IO vulnerabilities and appropriate friendly courses of action. Commanders will be given a more complete "picture" of the IO battlefield than ever before.

Other INSCOM units also provide intelligence and offensive IO capabilities such as computer research, computer network exploitation and Special Purpose Electronic Attack. The 902nd Military Intelligence Group provides counterintelligence investigative support and computer media forensic analysis support to Army-wide IO. The National Ground Intelligence Center, which produces all-source intelligence estimates of adversary capabilities, also produces studies on potential adversary ground forces IO capabilities with threat projections based on exploitation of foreign material, modeling and simulation.

Despite the challenges presented by the information age, INSCOM will continue to play a significant role in enabling warfighters to achieve information superiority over adversaries. Harnessing the field and operational experiences of LIWA since 1995, the newly established IDC and the full range of INSCOM's worldwide multidisciplinary intelligence, these capabilities are making INSCOM a recognized leader in ensuring full spectrum IO support to the Army is a reality.



Schellhammer is an intelligence specialist in the Measurement and Signature Intelligence Branch at INSCOM headquarters, Fort Belvoir, Va.



The Army Computer Emergency Response Team operates a coordination center 24 hours a day. (Photo by Bob Bills)

They keep the planes flying

Aircraft maintenance and inspection at the 204th

By Capt. Daryl D. Foss

Scquelch breaks radio silence and an aircraft crew reports that they are returning to base, their intelligence collection mission complete. Some time later, the previously tranquil operations center begins to bustle, as the roar of four turboprop engines going into reverse announces the arrival of a RC-7 Airborne Reconnaissance Low (ARL) aircraft belonging to the 204th Military Intelligence Battalion (Aerial Reconnaissance), 513th MI Brigade.

Its white skin flashes in the sunlight as it taxis to the refueling point. The propellers slow to a stop, and an energetic ground maintenance team greets the aircraft and crew. These professionals refuel the aircraft, obtain any details of maintenance issues encountered during the flight and prepare the aircraft for the next mission.

Aircraft maintenance and inspections are an integral part of daily aircraft operations. Numerous contracted maintenance corporations assist the 204th MI BN (AR) with daily operations: AVTEL, DynCorp, TRW, California Microwave Systems and Mantech. Approximately 46 personnel are teamed amongst these organizations to maintain logistics, quality control, avionics, aircraft maintenance and primary mission equipment maintenance. The men and women of the maintenance teams are the backbone of aerial operations. These unsung heroes “keep the planes flying.”

There is much to do in terms of aircraft maintenance and inspections. All aircraft assigned to the 204th MI Battalion go through rigorous “scheduled” and “unscheduled” maintenance inspections. Scheduled maintenance



The RC-7 Airborne Reconnaissance Low aircraft is flown and maintained by personnel of the 204th MI Battalion (Aerial Reconnaissance), 513th MI Brigade. (U.S. Army photo)

includes servicing, lubricating, inspecting, cleaning, washing and replacing items in a periodic manner. Unscheduled maintenance is the replacement or repair of an aircraft component or item that has failed or shown a fault.

Maintenance technicians conduct a “daily” scheduled maintenance inspection of all assigned aircraft prior to release to the pilot for his pre-flight check. Major scheduled maintenance is referred to in terms of “phase” or “detail.” Phases and details are scheduled in accordance with “time flown” per airframe and coincide with an hourly breakdown. The RC-7 platforms go through a “phase” every 150 hours of flight.

Maintenance personnel conduct additional scheduled maintenance in accordance with the Aircraft Inspection and Maintenance System or AIMS. This computer-driven system outlines aircraft maintenance or inspections required by the number of aircraft hours flown, number of engine

starts, number of aircraft landings or a particular calendar. The quality control section of the maintenance organization monitors the AIMS program; additionally, pilots are required to review the AIMS prior to each flight to verify and record periodic maintenance requirements.

Often, maintenance issues arise that may render an aircraft unsuitable for flight. The aircraft Minimum Equipment List, or MEL, is a major tool the aircraft pilots use during this situation. When aircrews experience aircraft problems, they turn to the MEL, located in the aircraft logbook. It lists priorities and maintenance procedures to be performed to determine if an aircraft may or may not be flown with a specific maintenance issue.

The MEL labels maintenance procedures in two categories. Category one includes maintenance steps and procedures conducted by the crew, and category two includes maintenance steps and procedures conducted

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Good words to live by: the Code of Conduct

By Capt. Jennifer S. Zucker

The Code of Conduct for Members of the Armed Forces of the United States is a product of our prisoner of war (POW) experience during the Korean War. During the Korean War enemy captors violated the Hague and Geneva conventions concerning the treatment of POWs. These violations included coercion, sleep and food deprivation, humiliation and even physical torture.

Nearly 40 percent of the 7,000 American service members captured during the Korean War perished in captivity. Many of these service members died because they lost their will to survive. As the result of their ill treatment, some Americans made statements and false confessions that aided the enemy and hindered the American war effort. After the Korean War, courts-martial convicted 11 U.S. service members for serious offenses against their comrades.

After the war, President Dwight D. Eisenhower appointed a distinguished commission to study the events that occurred in the Korean POW camps. In 1955, the commission drafted the Code of Conduct and Eisenhower issued it as Executive Order 10631. In its six brief articles, the code provides service members with a moral compass that can guide them through a harrowing POW experience. In succinct and unambiguous language, the Code of Conduct provides insight to critical issues such as discipline and courage. Most importantly, it provides hope to a POW.

The following is a brief discussion of each of these articles:

Article I. *I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.*

This article always applies to all service members, whether in combat or in captivity. It closely mirrors the oath that all service members voluntarily take when they join the force. Military service, as we all know, may require the ultimate sacrifice.

Article II. *I will never surrender of my own free will. If in command I will never surrender the members of my command while they still have the means to resist.*

In 1941, during the darkest hours of World War II, Winston Churchill said, “Never give in, never give in, never, never, never, never—in nothing great or small, large or petty—never give in except to convictions of honor and

good sense.” Likewise, members of the United States Armed Forces must never surrender voluntarily. Even when isolated and no longer able to inflict casualties on the enemy, they have a duty to evade capture and rejoin the nearest friendly force. The means to resist or evade is exhausted only when evasion is impossible and further fighting would lead to friendly losses with no significant loss to the enemy.

Article III. *If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.*

The Geneva conventions recognize that POWs will attempt to escape. A successful escape causes the enemy to divert forces that might otherwise be fighting on the front lines. Escapees can provide the United States valuable information about the enemy and other POWs in captivity. Article III also addresses how American POWs must respond to offers of special favor made by the captor. Prisoners of war shall refuse such benefits and privileges because accepting them invariably undermines morale and unit cohesiveness. Examples of special favors include providing a POW with better food, recreation or living conditions than those available to other POWs.

Article IV. *If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which may be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.*

Discipline and adherence to the chain of command are critically important to the success of any military organization. This fact does not change because the unit happens to be located in an enemy POW camp. Every POW has a duty to follow lawful orders from superiors and to respect basic principles associated with the rank structure. Moreover, POWs will not betray their fellow service members. Remember, there is strength in unity and in numbers.

Article V. *When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.*

Continued on page 27

Detachment trains at home away from home

By Staff Sgt. Robert B. Schomacker and Sgt. 1st Class Daniel P. Haley

When you are in a remote Army detachment stationed on a naval base, you are like a child in a foster home. The environment is very strange. Mom and dad are 270 miles away but do talk to you occasionally by phone and expect you to uphold their standards. Your foster parents are happy to have you around to help wash the dishes but can't provide you with true parental support. They provide you with none of the things you would have if you were still living with mom and dad.

That is roughly the situation the 24 soldiers of Headquarters Operations Company, 742nd Military Intelligence Battalion, 704th MI Brigade, find themselves in at Naval Security Group Activity Northwest in Chesapeake, a city in southeast Virginia near the Atlantic Ocean. Their parent unit is at Fort George G. Meade, Md.

There is a new language to learn: you use the head instead of a latrine, eat in a galley instead of a mess hall and post notices on bulkheads instead of walls. Military clothing sales has no Army-specific items; the best you can expect is to get BDU pants and jackets stocked for Marines. There is in fact little or no support for Army-specific needs. Nowhere is this lack of support more evident than in training.

The base has no M-16 range, so soldiers travel to Fort Meade to do annual weapons qualification. Army annual training requirements, such as subversion and espionage directed against the Army, may or may not be covered in the base General Military Training our soldiers are required to attend. There is no Training and Support Center to provide training materials and equipment. But of all training problems, conducting Common Task Training and testing is the biggest.

First, there is a very real lack of equipment to meet the training conditions required for individual tasks. There is no arms room full of M-16s and no nuclear, biological and chemical room. The nearest Army TASC is nearly two hours away. There are a limited number of soldiers to use as trainers and evaluators, and most are junior soldiers who have not yet done this during their career.

Despite this, all soldiers were trained and tested to first-time GOs during fiscal year 1999, and all but one soldier present on Oct. 1 was trained and tested in fiscal year 2000. CTT can be accomplished if NCOs provide careful planning, oversight and execution.

Planning began in August.

A decision was made to test the entire detachment on a Saturday in November, using the "round robin" format on all tasks except those requiring M-16s, which are not available. Tasks to be trained and tested were downloaded from the U.S. Army Training and Doctrine Command Web site. The majority of the detachment is comprised of junior

soldiers, and all but two were assigned to train and test a task. CTT was seen as an excellent opportunity for junior soldiers to learn tasks at the next highest Skill Level and to provide soldiers a chance to excel and develop leadership skills. Privates and junior specialists were tasked with training and testing Skill Level One tasks, with senior specialists providing Skill Level Two training, sergeants providing Skill Level Three training, etc. A risk assessment was

conducted to ensure safe mission accomplishment, and a test site location was secured.

With September came the operations order. The senior soldiers on each shift ensured junior trainers understood their tasks, identified materials needed and could present a class using the task/condition/standard format. Soldiers then identified what equipment was required. Chemical protective overgarments and M-40-series protective masks were unit provided. Other equipment was secured through detachment channels and individual resources. For instance, a vehicle dashboard with broken dials was created for the depleted uranium and low-level radiation munitions task. The goal was to have every task tested to standard, with the correct equipment.

October brought dry runs. Senior soldiers on shift received classes from their subordinates to ensure the subordinates understood their respective tasks and were able to present them in accordance with Army standards to other soldiers. Soldiers were required to prepare for CTT

Soldiers of the 742nd MI Battalion used ingenuity to accomplish their Common Task Testing.

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Getting help from the Inspector General

By Patricia Moeller
By Patricia Moeller

Inspector general (IG) assistance is the process of receiving, inquiring into and responding to complaints, allegations and requests for help or assistance presented or referred to an IG. Frequently, the chain of command or some other agency must address and resolve many of the matters received by an IG.

An Inspector General Action Request (IGAR) is the complaint, allegation or request for help presented or referred to an IG. Although use of DA Form 1559-R is preferred, IGARs may be submitted in any form, for example, in person or by letter, telephone, e-mail or fax. Make sure you are clear concerning what you want the IG to do for you.

Anyone can submit an IGAR. Typical sources of IGARs received by INSCOM IGs are active component soldiers, Reserve and National Guard soldiers, family members, Department of the Army civilians, referrals from other Army IGs or commands, internal command or staff actions, anonymous, contractors and their employees,

private citizens, members of Congress, other service IGs or members or referrals from other governmental agencies.

Each of INSCOM's major subordinate commands has an acting inspector general (AIG). Complaints that are appropriate for the AIG are requests for assistance of a personal or administrative nature. An AIG who receives a complaint or request for assistance for other than a routine administrative problem will pass it to the office of the supervising detailed IG (INSCOM headquarters) for action.

The IG will resolve an IGAR by providing assistance, referring the matter to the appropriate agency, conducting an IG inquiry or investigation or referring the case to the chain of command for further investigation outside IG channels.

While protecting confidentiality is a priority concern for the IG, it cannot be absolutely guaranteed. IGs will not unconditionally promise confidentiality. Sometimes your name must be used to reach resolution (e.g., finance, housing or personnel issues).

Confidentiality may be breached if required by law, regulation or the Department of the Army inspector general.

Department of the Army personnel are prohibited from restricting any soldier or civilian from filing a complaint, seeking assistance or cooperating with the inspector general or a member of Congress. Furthermore, Army officials also are prohibited from taking any disciplinary or adverse action against individuals for filing a complaint, seeking assistance or cooperating with the inspector general, a member of Congress or any agency established to receive such complaints.

INSCOM's IGs are Maj. Timothy Longanacre, (703) 706-1740, e-mail talonga@vulcan.belvoir.army.mil; Sgt. Maj. Doris Williams, (703) 706-1203, djwilli@vulcan.belvoir.army.mil; and Patricia Moeller, (703) 706-1903, pamoell@vulcan.belvoir.army.mil. DSN is 235.



Moeller is an assistant inspector general at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

Complaints not appropriate for the IG are:

- Serious criminal allegations (e.g., murder or rape).
- Civilian grievances. Although IGs do not handle grievances, they will provide assistance in referring the civilian employee to the appropriate avenue.
- Equal employment opportunity complaints. IGs will advise a civilian employee or third party who presents a complaint based on discrimination or allegations of reprisal for protected EEO activity to contact the EEO officer or an EEO counselor for information and assistance in processing the complaint.

Complaints appropriate for the IG are:

- Violations of regulatory guidance.
- Violations of law.
- Violations of established policy.
- Standard operating procedures, or standards that do not fall into the above categories.

Code of Conduct...

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Under the Geneva conventions, captors have no right to force POWs to provide additional information. However, many countries ignore these provisions. A POW must resist providing any information to the enemy that will aid the enemy's cause, even when physically or mentally coerced. Examples of things that POWs should avoid include: oral or written confessions; answers to questionnaires; personal histories; propaganda recordings and broadcasts; appeals for United States surrender or parole; and self-criticisms harmful to the United States, its allies or other POWs. If a POW discloses information under intense coercion, that service member should attempt to recover and resist with a fresh line of mental defense.

Article VI. *I will never forget that I am an American, fighting for freedom, responsible for my actions and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.*

Prisoners of war remain accountable for their actions under appropriate laws and regulations, even when in captivity. The Code of Conduct is designed to ensure that service members survive captivity with honor.

POWs who survived their experience often say that their secret to survival was the Code of Conduct and their faith in their family, country, religion and fellow service members. Study and learn the Code of Conduct, good words to live by.



One of many images that represent the meaning of the Code of Conduct and evoke the sense of pride and patriotism of being a soldier.



Zucker is command judge advocate at the 66th Military Intelligence Group in Darmstadt, Germany.

Detachment trains...

Continued from page 25

by studying their Soldier's Manuals and quizzing each other. As testing day approached, key personnel made sure all materials were on hand. An exact order for task completion to maximize efficiency during the round robin was established. We thought we were ready to go.

There is an Army saying that states "no plan survives contact with the enemy." This applied to the detachment CTT testing plans as well. A last-minute check of tasks on the TRADOC Web site revealed that two tasks had changed since August. Two sergeants handled the changes in stride, providing new training materials for the tasks at the last minute.

Test day came on Nov. 20. The detachment was minus one tester, who was stranded in Newport News, Va., by car problems. An NCO evaluated this task (communicate by a tactical radio), preparing a testing scenario based on the Soldier's Manual standards using radios provided by the base security department. Despite these problems, a round of training followed by testing proceeded smoothly that morning.

All tested soldiers received first-time GOs on their tasks, and testing was completed more than an hour early. The time saved was used to provide one soldier scheduled to go to Primary Leadership Development Course with drill and ceremony training using a squad-sized element, something not normally possible at Northwest because of the varied shift schedules soldiers work.

A common complaint at remote detachments is that training to standard cannot be accomplished because equipment, facilities, know-how, etc. are not available. Detachment Northwest proves this just isn't true. Training to standard simply requires the desire to do the extra work that may be required to make it happen, and nothing more.



Schomacker and Haley are assigned to Headquarters Operations Company, 742nd MI Battalion, 704th MI Brigade.

Leadership influences reenlistment

By Master Sgt. Bobby J. Sansale

Many soldiers, NCOs and officers often have the wrong perception as to why soldiers reenlist. They feel it is the options and bonuses that career counselors offer that convince the soldiers to commit to another tour of duty in the Army. They sell themselves short when it comes to the influence they have on their subordinates.

The truth is that leadership has a big influence on this very important decision. Career counselors only have about 45 minutes to interview a prospective reenlistee, obtain the option and allow the soldier to stay in the Army.

Let me take you through the typical four-year enlistment of brand-new soldiers arriving at their first Army assignments. You tell me who has the most influence on a soldier deciding to make the Army a career.

It all starts the very first day soldiers arrive in the unit. They are very impressionable young men or women and look to leaders for direction. In-processing is the key to the first impression the soldiers and their families have of the Army. To make this smooth and uneventful, leaders should be sure the following actions are done:

- Assignment of a sponsor. Set the soldiers up for success by pairing them with soldiers who will provide a good role model and articulate the assets of the unit.
- Provide steps to ensure the four basic human needs (food, shelter, clothing and money) are taken care of and if there are any problems that the chain of command is informed and allowed to assist

in the corrective actions.

- The commander must provide a 60- to 90-day job performance interview. This interview is a great time for the commander to inform the soldier of his or her work ethics, identify problems and correct these problems at the earliest date.

When soldiers get about 6 to 12 months in the Army, they have many questions but may be afraid to ask them. We must provide the following information for career progression of this new soldier:

- Information on promotion—How to get advanced from the ranks of private 1 up to specialist, promoted to sergeant and staff sergeant, and when soldiers start obtaining those promotion points.
- Education—How important civilian and military education is to their career. We often ask soldiers to go to military schools rather than directing the soldier to attend. Are they encouraged to attend college at lunch, night or off duty time?
- MOS strength—Provide “tough love” and tell soldiers in overstrength MOSs to research shortage MOSs for faster career progression. One program that can be used to get soldiers out of overstrength categories is the Bonus Extension and Retraining Program. This is a program that allows soldiers in overstrength MOSs to extend their enlistment, retrain into a critical skilled or shortage bonus MOS and reenlist for that bonus at the completion of the school.

When soldiers are within 18 months of their estimated time of separation (ETS) their concerns are more personal. Their questions are more about ETSing versus reenlisting. They must have someone to talk to at this very important time in their career. This could be you the leader or the active Army career counselor. If it is the leader he or she must have accurate information or steer the subordinate to the unit career counselor. Many of the questions will be about reenlistment options and the leader can provide basic information, but this is the time to get the soldier to the battalion career counselor.

The career counselor will explain the five reenlistment options available to soldiers and what they provide. *Regular Army*—Assignment and training in accordance with the needs of the Army. *Current Station Stabilization*—Stabilization of six months to two years. *Army Training*—Promises retraining into a new MOS, airborne or ranger training. *Overseas Assignment*—Promises assignment to one of seven overseas theaters. *CONUS Station of Choice*—Promises assignment to CONUS-based assignment in one of the 48 U.S. continental states. Each of these options has hurdles that must be overcome so that the soldier can use them.

As you can see, the seed of reenlistment is planted long before the soldier has arrived at the career counselor's door. Leaders and their actions are the front line to a successful retention program.



Sansale is retention operations NCO at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

INSCOM leads Nazi war crimes records initiative

By Karen B. Hickman

“No matter what time and where in the world, we’re coming to get you (war criminals),” announced Maj. Gen. Robert A. Harding, assistant deputy chief of staff for intelligence, at an awards ceremony Oct. 25 at Fort George G. Meade, Md., for more than 150 U.S. Army Intelligence and Security Command soldiers, civilians and contractors who pioneered the Army’s effort to digitize, declassify and transfer Nazi war crimes records to the National Archives and Records Administration (NARA). Based on this initiative, the general public will be able to view Nazi war crime information from NARA that had been classified for over half a century.

Chaplain Scott R. Borderud opened the ceremony with an invocation and stated, “Let’s all take a minute of silence to remember the Holocaust, the victims, their families and those here today who have had the painstaking



Mary Johnson receives the Achievement Medal for Civilian Service from Maj. Gen. Robert A. Harding, assistant deputy chief of staff for intelligence, as Urban Kempf and Richard Mansfield wait to receive the medal for serving in the Nazi war crimes records initiative at Fort George G. Meade, Md. (Photo by Scott Andreae)

Spc. Marquetter K. Wells receives the Army Achievement Medal from Maj. Gen. Robert A. Harding, assistant deputy chief of staff for intelligence, as Pfc. Chris Williams and Pfc. Charles J. Baldwin wait to receive the medal for serving in the Nazi war crimes records initiative at Fort George G. Meade, Md. (Photo by Scott Andreae)



task of reliving those events while they purged thousands and thousands of (Nazi war crime) records.”

Spc. Yancey Lucino, a microwave operations maintenance analyst with the 704th Military Intelligence Brigade, said he worked in several areas during the project: microfilm review during the day and later indexing on the graveyard shift. “I learned a lot about what went on in those days and how well it was documented,” he said. He credited the success in completing the project ahead of schedule to management’s organization of time and the team’s efforts. He added he enjoyed working with civilian employees and said the teamwork was outstanding.

Barbara Paylor, civilian supervisor of the classification review section, said her staff dedicated 100 percent of their work time to the project. She said during the initial phase, Elaine Rogic, chief of the Investigative Records Repository, and three other employees conducted train-the-trainer sessions and the most challenging aspect was in computer training. Paylor said her employees did not use computers in their normal jobs before this project. “The project was a joy to complete and we enjoyed the soldier support,” she said.

Col. Ginger T. Pratt, 902nd MI Group commander, said her predecessor, Col. Lewis H. Thompson, gets the credit for pioneering the IRR’s initiative, along with Lt. Col. Jasey B. Briley, commander of the 310th MI Battalion. “Our coming together today represents what happens when military, civilians and contractors come together, work together and pray together,” said Pratt.

The team faced some challenges. For example, the server crashed and no backup system existed for data recovery. Workers lost three weeks of data, creating a collective challenge because of the close timelines all were working against. They were a six-day, 24-hour operation. “Yes, sometimes we even prayed,” said Pratt.

According to Pratt, the Nazi war crime initiative is a continuance of the Army’s 1992 initiative to digitize all of the repository’s record holdings from the more than 1.9 million paper and microfilm files. The Nazi War Crime Disclosure Act, signed into law in 1998, accelerated the repository’s role in the digitization process.

Pratt recognized the repository’s soldiers and civilians as the backbone to the project’s success. She also voiced support and appreciation for the group’s other battalions,

headquarters and headquarters detachment and individual manning authorized reserve soldiers. She gave special thanks to the 704th MI Brigade and 741st and 742nd Battalions; the 116th MI Group, and Company A, 314th MI Battalion; and the U.S. Army Materiel Command Support Activity and contractors.

Harding, after presenting awards to 50-plus recipients one-by-one, gave thanks on behalf of the Secretary of the Army and the deputy chief of staff for intelligence and noted, "We will continue to take pride in what you do." He credited the two brigades for pulling together as a team quickly and focusing on one effort. Harding spoke briefly about the Army's Counter Intelligence Corps (CIC) and stated that the CIC captured 120,000 Germans following World War II. He said the repository is carrying forward with that heritage and said, "It is totally appropriate for the 902nd to



Staff Sgt. Todd M. Sloan (left) stands alongside Maj. Gen. Robert A. Harding, assistant deputy chief of staff for intelligence, after receiving the Meritorious Service Medal for serving in the Nazi war crimes records initiative at Fort George G. Meade, Md. (Photo by Spc. Brian Murphy)

spearhead this initiative. You are now the Army's CIC."

Dr. Michael J. Kurtz, chairman of the Nazi War Crimes Disclosure Act Interagency Working Group, in appreciation of the Army's (and primarily INSCOM's) efforts said, "It is an honor to give deep appreciation and respect. It was truly an outstanding effort and a model for all other agencies." He awarded certificates of commendation to Pratt and Briley on behalf of the assistant to the president for national security affairs. He thanked them for fulfilling the work of the act, ahead of schedule.

Elizabeth Holtzman, former congresswoman from New York and a member of the working group, added, "I want to express my admiration and appreciation to each one of you." She stated a project she had expected to last forever took only seven months to complete (based on INSCOM's initiative). "This is the can-do Army," Holtzman said. She stated this effort

Microfilm records converted to e

By Scott Andreae

With music blaring from a modular speaker in the corner of a windowless room in a building where most windows are bricked up, soldiers and civilians at times working almost shoulder to shoulder toiled around the clock to make documents about Nazi war crimes available to the public.

The staff of the Investigative Records Repository, a component of the 310th Military Intelligence Battalion, 902nd MI Group at Fort George G. Meade, Md., supported by other U.S. Army Intelligence and Security Command elements and contractors, worked 24 hours a day, six days a week to bring decades-old microfilm and paper records into the information age. After examining more than one million documents, they completed the work ahead of schedule and identified

almost 15,800 files pertinent to Nazi war crimes.

Challenges along the way to the computer-intensive effort included a blown electrical transformer (the only replacement available was in South Dakota, so generators were used in the meantime to provide power), other power failures and a server crash that resulted in the loss of three weeks' work. More computer hardware had to be purchased to accommodate the massive electronic files.

"It's one of the largest efforts ever," said Lt. Col. Jasey B. Briley, the 310th's commander. Sixty-five percent of the personnel from the repository were devoted to the project, according to repository director Elaine Rogic.

The repository stores the Army's counterintelligence investigative files

and some intelligence files in 1.9 million paper and microfilm documents, some of which date back to World War II. Repository customers such as the Defense Security Service, Office of Personnel Management, White House and Department of Justice make 17,000 requests a year for dossiers, requiring review to make sure no material is released in violation of laws or regulations on national security and privacy.

Electronic digitization of the records was the key to success in the Nazi records. The process, now being applied to the repository's millions of pages of paper records on other topics, makes the documents suitable for posting to an Internet server and allows keyword searches and magnification of hard-to-read portions. In addition, digitization will permit the

would strengthen our democracy and ensure that the public can know the whole truth. Holtzman presented certificates of achievement “for superior effort” to the 902nd MI Group and 310th MI Battalion on behalf of Dr. Kurtz and the entire working group.

Col. William H. Marvin, INSCOM chief of staff, said to the recipients, “I want to take this time to thank the collective groups for their teamwork efforts. INSCOM’s ability to move resources and apply expertise for Army and Defense Department

requirements is truly what they expect us to do. The initiative as exhibited today was a true example of that effort, involved millions of military documents and was able to be executed and completed in a very short period of time. My many thanks and professional appreciation for a job well done.”



Hickman is a public affairs specialist at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

Units that completed the mission

- 902nd MI Group
- 704th MI Brigade
- 308th MI Battalion
- 310th MI Battalion
- 741st MI Battalion
- 742nd MI Battalion
- Foreign Counterintelligence Activity
- 314th MI Battalion
- Headquarters and Headquarters Detachment, 902nd MI Group
- Department of the Army civilians



Elizabeth Holtzman, a member of the Nazi War Criminal Records Interagency Working Group, commends soldiers and civilian employees of the U.S. Army Intelligence and Security Command for their role in the Nazi war crimes records initiative at an awards ceremony at Fort George G. Meade, Md. (Photo by Spc. Brian Murphy)

repository to reduce by a week how long it takes to find, review and mail files to the repository’s customers.

“The request will come in electronically and it will go out electronically,” said Andy Swicegood, deputy chief of operations for the 310th MI Battalion. In the case of Nazi war crime records, the work was done on behalf of the Nazi War Criminal Records Interagency Working Group. Digitization was done by feeding 13,000 reels of microfilm through a scanner. The microfilm, stored in battered, 4-foot-high gray cabinets down the hall from the scanning room, has 1,500 frames per reel. Scanning a reel took about half an hour.

Lt. Gen. Robert W. Noonan Jr., Army deputy chief of staff for intelligence, at the time the commanding general of INSCOM, directed the Nazi war crime project be completed by

Oct. 1, 2000. It was finished on Sept. 29, when the last of the 15,800 files were released to the National Archives and Records Administration (NARA). “Not only did we satisfy the requirement, we did it ahead of time,” Briley said.

After records are digitized, their original, paper versions are taken to the National Archives. The microfilm will be transferred to NARA during the coming months, regardless of its release in digital form, since the film itself is historical in nature. The paper files reviewed during the Nazi war crime process already have been transferred; there were about 157.

The results of the overall digitization program can be seen in the file room, the size of a football field, which now is half filled with empty shelves. Under the new file disposition instructions, the paper files will be destroyed

once the digital image is confirmed. Digitization is scheduled to be completed by the end of 2001 for the facility’s remaining records.



Andreae is editor of the INSCOM Journal.

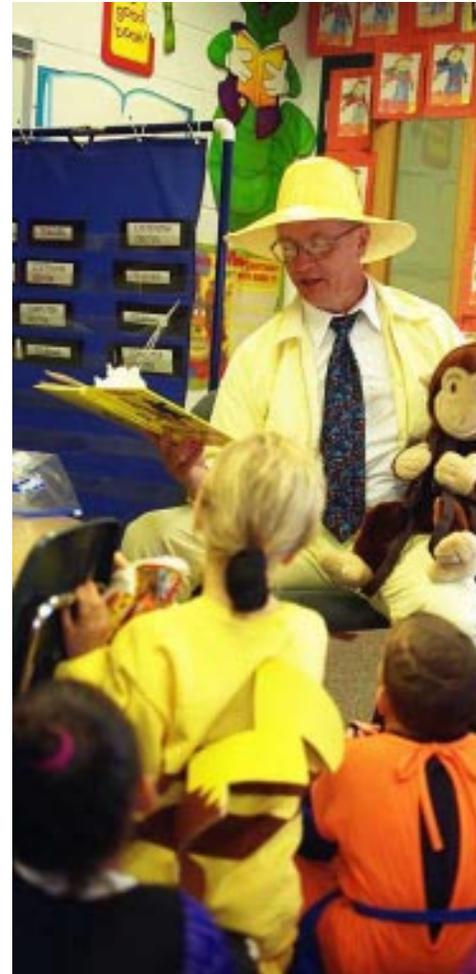


Sgt. Samuel Soleys reviews microfilmed Nazi war crimes records at the Investigative Records Repository during a project to digitize the aging records. (U.S. Army photo)

Shots from t



INSCOM Command Sgt. Maj. Ronald D. Wright (right) presents a montage of military intelligence memorabilia to Command Sgt. Maj. Larry Johnson, student battalion commander at the U.S. Army Sergeants Major Academy, Fort Bliss, Texas, for inclusion in the academy's Military Intelligence Room. (Photo courtesy of U.S. Army Sergeants Major Academy)



"Curious George" came along with Maj. Eric [Name], chaplain at U.S. Army Intelligence and Security [Name] headquarters, to celebrate Read Aloud to You at Fort Belvoir Elementary School. (Photo by S. Rutledge)



Senior United Kingdom officer Nevin Ward provides some tea and comic relief in the board of directors 100-meter dash during the inaugural Menwith Hill track meet. (Photo by Spc. Benjamin G. King)

field



The Company A, Operations Battalion, 66th Military Intelligence Group volleyball team won first place at the unit-level competition and second place in the 233rd Base Support Battalion's tournament to end the season. (Photo by Jayme Loppnow)



Sgt. Brian Montgomery (right) and Sgt. 1st Class Rodger Rogers cross a log balance beam, one of the obstacles in the Battalion Fitness Challenge of the 742nd Military Intelligence Battalion, 704th MI Brigade. (Photo by Spc. Brian Murphy)

NGIC begins professional training program

By Lynne Billman

The National Ground Intelligence Center (NGIC) has placed high priority on the training and development of its employees. Last year, the commander, Col. Gary Phillips, tasked the training office to develop a program to promote continuous learning among all NGIC employees. The training officer, Dr. Lynne Billman, has worked with a team of managers and employees to outline the concept, requirements and process for employee professional development. The Professionalization Program develops employees at all levels, whether they are fresh out of school, interagency transfers with several years of experience or seasoned intelligence analysts.

The concept and structure are similar to those used by institutions of higher learning. Just as universities specify core course requirements, the program defines the basic information and skills that all employees must possess. It also defines requirements for specialization within each career field, just as course requirements do for an academic major. Finally, the program outlines the requirements for supervisory development, analogous to graduate-level work.

Last year, NGIC developed the program's basic structure, identifying eight component modules: Module 1, New Employee Orientation; Module 2, Universal Skills; Module 3, Administrative, Clerical and Technical; Module 4, Entry Level of Career Path; Module 5, Journey Level of Career Path; Module 6, Senior Level of Career Path; Module 7, Pre-Supervisory Development; and Module 8, Leadership Skills.

In the first module, which is required for new employees, briefings by senior staff include orientations to the Department of Defense and Army so that employees understand why our work at NGIC is so crucial to the nation. New employees also learn about the intelligence process and discipline and about the community we represent. Directors brief on activities unique to their directorates and show how the NGIC team works together to provide timely and accurate intelligence to the warfighter. After the three days of classroom briefings at NGIC's Charlottesville, Va., headquarters, participants take a two-day field trip to NGIC's Imagery Operations Directorate at the Washington Navy Yard and to the Foreign Materiel Operation Division at Aberdeen Proving Ground, Md.

The second module focuses on universal skills, which include teambuilding, briefing, writing, computer skills and Internet searching. To be certified in this module, employees must demonstrate proficiency in these fundamental skills.

The third module seeks to develop proficiency among

employees in administrative, clerical and technical fields. Professionalization in this module requires completion of various classes and courses, including those available at community colleges; a developmental assignment; working with a mentor; and reading selections from a list of professional publications.

Each non-managerial career path, such as the 132 intelligence analyst career path, takes a three-tiered approach to full professionalization. Modules correspond to the three tiers for each career path or job series. Module Four is entry level (GG-5 through -9), Module Five is journey level (GG-11 through -13) and Module Six is senior level (GG-14 and above). Each module includes training and education, a developmental assignment, feedback and coaching and a reading list that recommends books and publications for required reading and reports.

The seventh module exposes participants to the responsibilities and skills required of managers. The pre-supervisory module will include a practicum with a current supervisor that gives employees hands-on experience in dealing with personnel management issues. The participants also will take classes in the roles of the supervisor. There is no guarantee of promotion to supervisor upon completion of the module. Its purpose is to allow employees to ascertain if they have the interest and ability to be a manager prior to applying for such a position.

The eighth module is for supervisory personnel. Professionalization will include training and education, a developmental assignment and mentoring others. The goal is to increase the breadth of experience required for supervisors and augment their ability to grow their employees.

The voluntary program not only outlines the structure and requirements for professional development but also the process by which the program is implemented. Employees are encouraged to work with their supervisors to assess their current level of professional competence (a process which, during the program's initial implementation, could involve the granting of constructive credit based upon job experience and previous training) and to develop a plan for fulfilling requirements for the next level. Except for universal knowledge requirements, which are the program's foundational level, attainment of higher levels of professionalization requires traditional training and developmental assignments. At the lower-grade levels, employees are expected to develop a relationship with an NGIC mentor. At the higher-grade levels, the employee is expected to mentor more junior employees. Upon fulfillment of the requirements for each level, the employee receives a certificate of completion.

While the program outlines requirements for each level of competency, the program has built-in flexibility. Supplementing the required courses at each level are elective courses, developmental assignments and reading require-

ments that are cooperatively developed by the supervisor and the employee. The ability to tailor requirements allows the program to meet unique organizational and personnel training needs while simultaneously making employees active participants in the design of their professional development goals.

Although this program is more easily completed by a stable civilian workforce that has the time to progress through the professionalization levels, military members are encouraged to participate in the program as well. Soldiers may not be able to complete all the requirements during their tenure at NGIC, but they benefit personally and professionally by progressing down this carefully charted path of career development. Clearly, this inclusive approach dovetails with the center's philosophy of continuous learning for all employees.

Completion of a module in the Professionalization Program does not lead to promotion. However, attaining

the professionalization goals is likely to make individuals more competitive for promotions and career opportunities. The attributes associated with completion are a willingness to volunteer for difficult assignments, an intellectual curiosity and stamina to stay the professional course. These are attractive qualities in any job candidate.

NGIC is committed to investing in its employees. We recognize that this is the best mechanism to motivate and retain our current cadre of employees while enhancing our recruitment efforts to attract the best candidates. Investing in its people will increase vitality and develop the center's intellectual stamina over the long haul. This is the right thing to do. It's also the smart thing to do.



Billman is the training officer at the National Ground Intelligence Center, Charlottesville, Va.

Flying...

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A contract maintenance employee of the 204th MI Battalion (Aerial Reconnaissance), 513th MI Brigade, passes by ground service equipment next to a RC-12 Guardrail aircraft. (U.S. Army photo)

by maintenance personnel. These procedures outline steps to isolate and determine faulty components, which in turn may be disabled or replaced in accordance with maintenance procedures.

Major maintenance such as power plant (engine) and flight control related issues require maintenance test flights afterwards. Army aviators who are trained as maintenance pilots conduct all maintenance test flights. Test flights may be as simple as conducting engine ground runs to ensure proper power and propeller settings, or as complex as conducting complete engine checks and aerial test

flights in all regimes to confirm the flight characteristics and proper stall configurations of the aircraft.

Another important element of aircraft maintenance is the care of the ground service equipment, or aircraft ground power units, ground air conditioner units, aircraft tugs and numerous other maintenance servicing units. A ground support technician supervises the maintenance program of all equipment that supports aerial operations.

During the planning and preparation for a deployment of the 204th's aircraft outside the continental United States, maintainers and operators consider numerous maintenance issues. Aircraft must be meticulously scheduled in accordance with time to phase requirements to ensure proper readiness of the platforms. Phase inspections may take up to 10 days to complete, depending on the class of phase the aircraft is in. The unit cannot afford excessive downtime due to phase maintenance during deployments. This forces the proper scheduling of aircraft flights to ensure the deployability and readiness of all airframes for long-range deployments.

Additionally, the logistics tail is long while the aircraft are deployed to the

U.S. Southern Command area of responsibility. This necessitates detailed planning, communication and logistical support to move required parts and spares into a theater where they often are not readily available. Through tremendous effort, planning and dedication of assigned maintenance teams, the 204th gets highly successful intelligence collection results while executing 100 percent of tasked missions and support hours.

Aircraft stand ready as aircrews approach them prior to any flight. Maintenance personnel perform the daily inspection, apply ground power, initialize electronic equipment, conduct system checks on navigational and communication equipment and ready the aircraft for flight before the aircrew arrives at the flight line. A dedicated effort of aircrews and maintenance teams assigned to the 204th MI Battalion keeps the planes flying.



Foss, a veteran ARL pilot and former ARL company commander, is the mission operations officer for the 204th MI Battalion at Fort Bliss, Texas.

Intel deputy chief gets two stars

Maj. Gen. Alfonso Gilley was promoted to his present rank in a ceremony Nov. 3 at the headquarters of the U.S. Army Intelligence and Security Command. Gilley is the assistant deputy chief of staff for intelligence (Individual Mobilization Augmentee) at the Pentagon.

Lt. Gen. Robert W. Noonan Jr., deputy chief of staff for intelligence, Department of the Army, officiated the ceremony.

“This promotion is a testimony that AI is capable of taking on even more responsibility. He’s a very, very good guy.... and he has the heart of a soldier,” said Noonan. “Promoting AI was the right thing to do. We know everything we give him to do will get done, and we get to keep him a little bit longer,” he said.

“This promotion is not about me,” said Gilley. “It’s about teachers... folks who challenged me and instilled in me that I could be anything I wanted to be. It’s about soldiers. Your soldiers will pick you up and lift you. All you have to do is show you care. This is a great day for me. We (general officers) have to use our rank and visibility to make soldiers think more of themselves,” he said.



MG Gilley

IMA commander promoted

Brig. Gen. George R. Fay, deputy commanding general (Individual Mobilization Augmentee) of the U.S. Army Intelligence and Security Command, was promoted to general officer and received his first star at a ceremony Nov. 9 at INSCOM headquarters. Lt. Gen. Robert W. Noonan Jr., deputy chief of staff for intelligence, Department of the Army, officiated the ceremony.



BG Fay

“On this Veterans Day holiday, this is a blessing. I’m proud to have been asked to officiate at this ceremony,” said Noonan. “George Fay

deserves to be a general officer. He does all the Army asks him to do. With all his vision, he makes the right decisions. With his broad experience he’s the right person to handle this level of responsibility. There is no difference now between the active component and the reserve component.”

Fay said, “This is the biggest day of my professional life. I am deeply humbled by your presence today.” He said soldiers, mentors and leaders inspired his Army career. Fay assists the INSCOM commanding general in the command, control and leadership of the major command.

The IMA deputy commander ensures that reserve component, echelons above corps military intelligence units and personnel are fully integrated into INSCOM training and operations during peace, crisis and war.

Sierra Leone soldier finds success in Army

While college admissions flourish, military enlistment is starting to wane. Company A of the 741st Military Intelligence Battalion, 704th MI Brigade, has a soldier on its roster from an unlikely place.

You might find her typing at the computer or riding her bicycle around Fort George G. Meade, Md., but Pfc. Ada Kanu is definitely not what many of us would picture when you think United States Army. Born in 1974 to parents from the West African country of Sierra Leone, Kanu feels at home in the 741st.

Although she was born in the United States, she lived in Sierra Leone for 15 years. She returned to the United States when she was 24, after spending nine of the 15 years in a Sierra Leone at war.

She described the situation there as one of constant fear. “We had to leave our homes to escape war. Sometimes we had to walk miles and miles to hide out in the countryside,” Kanu said.

When Kanu returned to the United States, she had to adjust to a new culture, which was very difficult. She said she thought joining the Army would be a good way to be integrated back into American society. She added that her pride in the country itself influenced her decision to join. “I like the discipline, the educational opportunities and the uniforms,” Kanu said.

When she told her parents she wanted to join the Army, they were a little shocked at first. “They still live in Sierra Leone, and the only image of the military they see is the one of Sierra Leone, so it is quite different from here.” Her parents think being in the military is very dangerous and hard because the soldiers’ lives are at risk all the time, said Kanu. The military in Sierra Leone is somewhat of a mystery to most people. Kanu said the only way you learn

anything about the military there is if you are involved in it. It is, however, a voluntary organization.

Kanu hopes to use her enlisted experience as a steppingstone. She wants to finish her college degree, become an officer and make the Army a career. Kanu said she is very satisfied with the training and guidance she has received thus far.

Renovated Knight's Table opens

The renovated Knight's Table dining facility opened Oct. 12 at Fort Gordon, Ga., providing support to the Vigilant Knights of the 513th Military Intelligence Brigade. Soldiers of the 297th MI Battalion and the 513th MI Brigade formed up outside the facility before lunch for the ribbon-cutting ceremony. The Support Platoon of the Headquarters and Headquarters Service Company, 297th MI Battalion (Operations) operates and maintains the dining facility, which provides food service support to the entire brigade.

Chaplain Philip T. Smiley gave the invocation; Lt. Col. Richard A. Jodoin Jr., 297th Battalion commander, spoke about the history of the Knight's Table, awards it won in the past two years and the extent of the renovation; and 513th MI Brigade commander Col. Brian A. Keller talked about the importance of having quality dining facilities to support soldiers. The festivities closed with a ribbon cutting by Keller, Jodoin, 2nd Lt. Travis K. Herron and Sfc. Anthony Williams. Following the ribbon cutting, a special cake and lunch menu were served for the occasion.

The dining facility had been closed for about a year. Fort Gordon and INSCOM spent more than \$500,000 to remodel the interior of the building. The renovation included new dining furniture and appliances such as the salad bar, updated electrical, plumbing and air conditioning systems, a repaired roof and a building addition that provides much-needed restrooms and additional office space.

Prior to closing in 1999 the 513th dining facility won Fort Gordon's installation-level Commanding General's Best Dining Facility. Due to the renovation it was not able to represent Fort Gordon in the Philip A. Connelly Competition. With the renovation complete the Knight's Table will be in the running to win the installation competition again. The high quality of food served attracts soldiers from all across post. Signal Corps and MI soldiers alike agree that the quality of food is impressive and the atmosphere is superb.

Lieutenant is all-star in soccer

1st Lt. Stanley F. Florkowski, security officer for the 532nd Military Intelligence Battalion, 501st MI Brigade, in Yongsan, South Korea, is a skilled center midfielder who competed with the All-Army soccer team in the Armed

Forces tournament at Fort Eustis, Va., last October.

Teams in the tournament played all other teams twice. The All-Army team took second place, posting a record of 3-3 by beating the Marines twice and the Navy once. The Air Force team won the championship with a record of 5-1.

Florkowski has been playing organized soccer since he was 5 years old. His younger brother, 1st Lt. A.J. Florkowski, a platoon leader at Fort Polk, La., also played on the All-Army team.

"A.J. was a better soccer player in high school and at the (U.S. Military) Academy than I was," said Florkowski, adding that besides representing the 532nd MI Battalion, playing with his brother was one of the best parts of being on the team.

The schedule is grueling and can take its toll on the players, and it isn't always the most skilled teams who take the title.

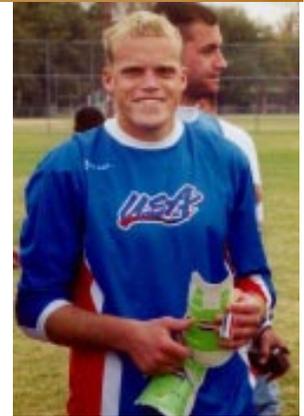
"Stamina turns out to be one of the biggest factors" in being successful in the tournament, according to Florkowski. "Injuries happen a lot more when you get tired," he said. A game a day for six days can wear even the most conditioned player down. Florkowski suffered torn ligaments in his ankle during the tournament but was able to play on with the help of the team's trainer.

While the Army team didn't fare as well as they had hoped, the Florkowski brothers got another chance to play soccer as representatives of the U.S. military. Following the tournament at Fort Eustis, they were chosen as part of the All-Service team, which played in an international competition with all-service teams from 114 other countries.

This competition occurs every two years, hosted by a different country each year. The United States hosted the North American region competition at Fort Eustis in November.

Florkowski's All-Service team won the North American region and advanced to the Conseil Internationale du Sport Militaire (International Military Sports Council, or CISM) world finals in Cairo, Egypt, where they will compete with 11 other all-service soccer teams from around the world.

"I'm really proud and excited for the chance to represent my country next summer in Egypt in the world CISM final," said Florkowski. "It will be really nice to play soccer with my brother again."



Lt. Florkowski

Savings plan open to military

Military members will be able to create their own retirement nest egg by using the Federal Employees Thrift Savings Plan. The Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001 allows service members to participate in the civilian retirement plan, said Navy Capt. Elliott Bloxom, the Department of Defense's director of military compensation.

The Thrift Savings Plan offers federal civilian employees the same type of savings and tax benefits that many private corporations offer their employees under so-called 401(k) plans. Money invested in the TSP comes from pre-tax dollars and reduces taxable income; investments and earnings are not taxed until they're withdrawn.

Active duty and Ready Reserve service members may invest up to 5 percent of their basic pay in the plan and all of any special and incentive pays they may receive—including bonuses—up to a total \$10,500 annual limit.

Civilians in the current Federal Employees Retirement System receive matching government funds in the TSP program. The investment benefit for the bulk of the military force, however, will resemble that of workers in the old Civil Service Retirement System. Those employees also have a 5 percent ceiling and receive no matching funds.

Service members may be eligible for matching funds in limited instances. Under the Special Retention Incentive portion of the legislation, members in certain critical specialties may receive matching funds based on their contributions from basic pay. In return, the member would have to agree to spend at least six years in the specialty.

"The match is discretionary by the service secretaries," Bloxom said. "We will be meeting with the services to determine how the services want to implement this. I would envision at this point that the services would offer the match similar to the way they offer the selective enlistment bonus."

Participation is optional and not automatic. Service members who want to sign up or change their investment levels generally would do so during designated "open seasons"—the same as civilian employees.

"Actual cash contributions would not start until after that open season," Bloxom said. He estimated service members would actually begin investing by January 2002.

DoD officials are working with the Defense Finance and Accounting Service and the thrift investment board on how to get the whole program up and running. Forms and educational materials will go out to service members so they can make an informed choice during the open season.

The TSP program currently allows employees to invest in any or all of three mutual funds: a government bond fund, a

corporate bond fund and a stock fund. TSP administrators currently estimate that May 1, 2001, will be the stand-up of two new mutual fund options: international stocks and small-business stocks. (American Forces Press Service)

Online instruction offered

Active-duty and reserve soldiers and Department of Army civilians can continue to take free online information technology courses thanks to a recently renewed contract between the Army and SmartForce, a commercial computer-based training company. The course catalog has training on more than 1,100 technical subjects.

"Rather than send people away from their jobs to half a dozen places for training, why not save time and money by having them sign up for online courses," said Lt. Col. Tom Loper, the program's project manager. "We opted to offer this education to both the civilian and soldier workforce. In an increasingly technology-based Army, these classes not only make students smarter at their jobs but give them more marketable skills for future jobs inside or out of the military."

The program is offered on the World Wide Web at www.armycbt.army.mil. The classes range from how to use word-processor, database and spreadsheet programs for beginner through advanced users to 70 certification-preparation courses for systems administrators and computer programmers.

Additionally, many of the offered courses may qualify for college credit. Loper recommended those interested in getting college credit for SmartForce classes check with their local Army Education Services office to determine which qualify and what costs may be involved through a college or university.

To register or view the course catalog, visit the Army CBT web site. Registration must be made on a computer tied into an Army wide-area network using a military domain address. However, once the registration is complete, students may log on with a student number and password at home, a local library or on any other computer connected to the Internet. (Army News Service)

Deployment clock started

An Army punch clock began ticking Oct. 1 that tracks the number of days a soldier spends deployed and will signal when that soldier may be due for some extra pay.

The Fiscal Year 2000 National Defense Authorization Act required all services to track individual deployments with the start of FY 2001. The act clarified the deployment definition and the management approval authorities, and

authorized payment of a \$100 per diem to each service member deployed more than 401 days within a rolling 730-day window.

“The intent of the Personnel Tempo policy is to force commanders at all levels to better manage soldiers’ time away from home,” said Capt. Danita Dempsey, Personnel Tempo staff officer for the Office of the Deputy Chief of Staff for Personnel.

The congressional definition of a deployed day is “Any day which, pursuant to orders, the member is performing service in a training exercise or operation at a location or under circumstances that make it impossible or infeasible for the member to spend off-duty time in the housing in which the member resides when on garrison duty at the member’s permanent duty station...”

The working group determined overnight time spent in support operations, exercises, on- and off-post unit training and mission-support temporary duty count as deployed days. What does not count on the deployment clock is disciplinary confinement, absent without leave, schools, hospitalization and leave in conjunction with a deployment event.

The group decided that a day away (deployed) starts on one day and ends on another and could be less than 24 hours. The return day does not count as a day away.

The deployment tracking and per diem pay requirements apply to both the active and reserve components.

Time deployed prior to Oct. 1 does not count on the PERSTEMPO pay clock.

The new Army PERSTEMPO program is being implemented in three phases.

The first phase, developing and fielding a web-based tracking system and training soldiers how to input data, is already in place. Data is entered at battalion and separate company-level into a web-based application.

The second phase is fielding final guidance on managing “high deployment days” soldiers to meet the intent of the National Defense Authorization Act. The law identifies the first general officer within a chain of command as the manager of soldiers deployed in excess of 181 days, and a four-star general approval is required for soldiers to be deployed beyond 220 days. Both of the management thresholds are viewed in a 365-day rolling window. The management guidance is slated to be fielded toward the end of the first quarter of the fiscal year.

The final stage is fielding final guidance on payment procedures for the PERSTEMPO per diem. It is expected to be released in the second quarter of the fiscal year.

Soldiers may review their PERSTEMPO count on their leave and earnings statements starting in the first quarter of FY 2001. A statement appeared on the end-of-month

October LES to show where the PERSTEMPO information will appear in later months. (Army News Service)

New hardship duty pay begins

The Department of Defense has implemented a new special pay to recognize members assigned to areas with extraordinarily arduous quality-of-life conditions. The new Hardship Duty Pay for designated locations (HDP-L) will replace the Certain Places Pay (CPP) that has been in effect since 1949. CPP, which is restricted to enlisted persons serving in specific locations outside the continental United States (CONUS), currently provides \$8 to \$22.50 per month. Those rates have not been updated for many years.

The new HDP-L is paid to active and reserve officers and enlisted service members serving in 110 countries at rates of \$50, \$100, or \$150 a month, depending upon the severity of conditions in the area. Other areas qualifying for the new pay may be designated in the future based on requests submitted by unified and component commanders.

Not all areas currently designated for CPP meet the criteria for HDP-L. Service members assigned to these areas will be grandfathered through Dec. 31, 2001, to allow time for their unit commanders to review the new HDP-L criteria and apply for it by submitting a DoD Hardship Duty Location Assessment Questionnaire. If the area is approved for HDP-L, personnel will begin receiving the new pay within one month of approval. If not, these members will continue to receive CPP until reassigned from the area. Moreover, commanders may resubmit a hardship questionnaire at any time if conditions change in their area or if they disagree with the level of HDP-L they have been awarded.

HDP-L will provide meaningful financial recognition to members assigned to areas where living conditions are substantially below the standard most service persons would generally experience in CONUS. The most significant boost in pay is aimed at members serving under the most arduous of conditions. For example, \$150 per month will be paid to members serving in South Korea’s DMZ (Area 1), Diego Garcia, Johnston Island, and Antarctica. To qualify, members must be assigned to the areas permanently, or on a temporary basis for more than 30 consecutive days.

In determining whether an area qualifies for HDP-L, three broad categories of factors are considered within the assessment questionnaire: physical environment (physical isolation, climate, social isolation), living conditions (sanitation, disease, medical facilities, housing, food, recreational and community facilities); and personal security (political violence, harassment, crime). (Department of Defense Office of Public Affairs)