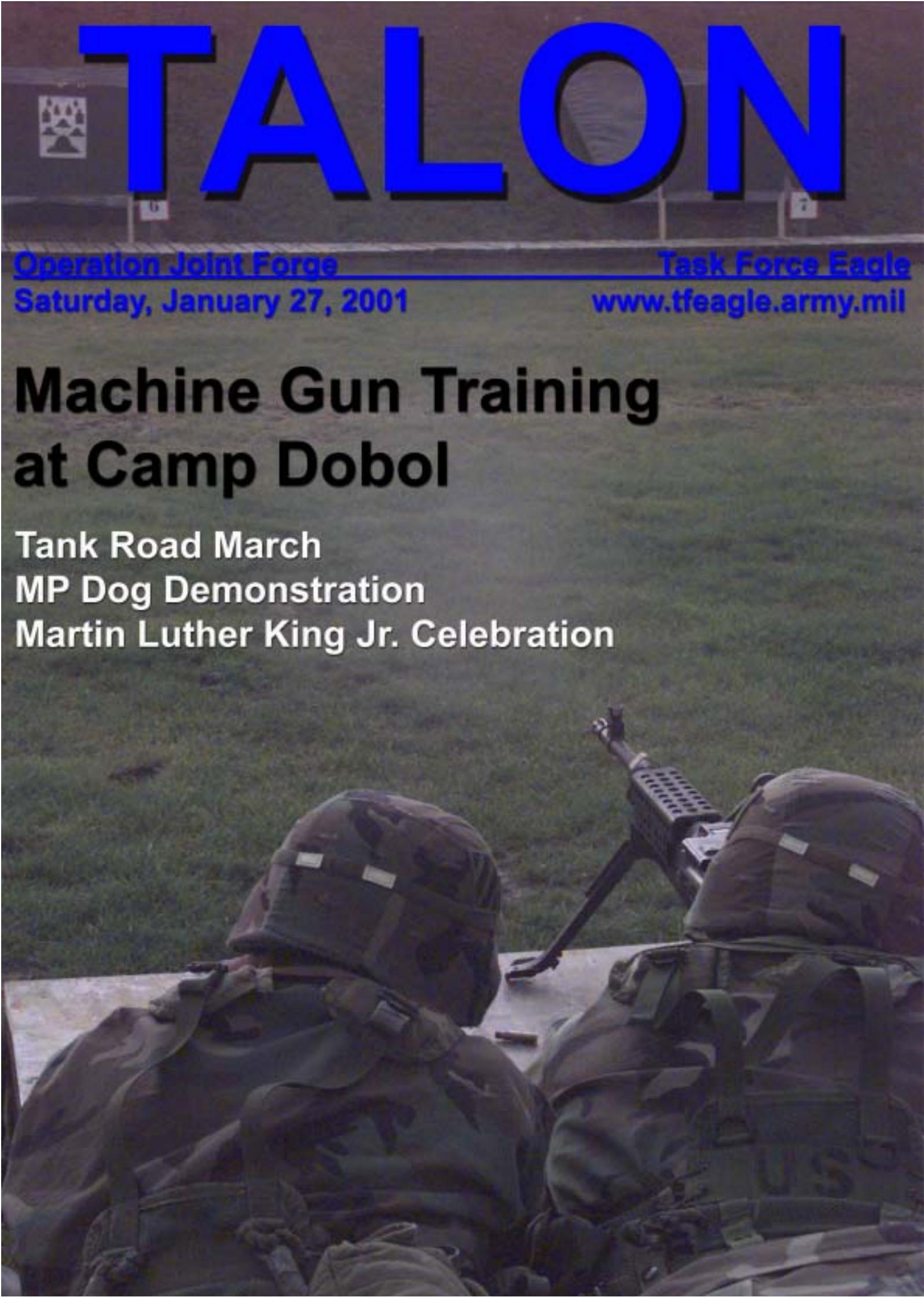


TALON



Operation Joint Forge
Saturday, January 27, 2001

Task Force Eagle
www.tfeagle.army.mil

Machine Gun Training at Camp Dობol

Tank Road March

MP Dog Demonstration

Martin Luther King Jr. Celebration

AVOIDING SPIRITUAL CRAMPS

Tension is a necessary part of our lives. A healthy amount helps keep us alert and can make us faster, stronger, and increase our endurance. However, tension that is severe and unrelenting can cause cramps and tremendous pain. This is true in most every area of our lives. The physical application is obvious, but unrelenting tension can be just as damaging emotionally and spiritually.

I would like to take a moment to remind you of how you can relieve some of the excess tension that you may encounter in this environment. You might expect the chaplain to suggest prayer, studying scripture or attending worship services as ways to relieve tension. Without exception, I highly endorse all these options. However, I would like to remind you that one of the greatest resources God has given us to relieve tension is our sense of humor. Scripture records in Proverbs 17:22; "A cheerful heart is good medicine, but a crushed spirit dries up the bones." This scripture makes it clear that God has wired us to laugh and have a sense of humor. People ask me sometimes if I think God has a sense of humor. I think He does, and I am reminded of this every morning when I look in the mirror.

If we want to properly cope with an excess amount of tension we need to maintain our sense of humor, especially as it relates to us personally. There are some things in life you can do little about. We can either grow increasingly frustrated, angry, and cynical, or we can choose to laugh it off and drive on. The moment we lose the ability to laugh, especially at ourselves, we may be letting the pressure get the better of us. We should always take our mission and our responsibilities seriously, but we should maintain a proper perspective on ourselves, and the situation.

The next time tensions in your life are causing a cramp in your spirit exercise your sense of humor and find some relief. Remember God created us with a sense of humor, and He uses our ability to laugh to carry us through some of the toughest moments in life. If you have any trouble finding something humorous in life just give me a call and I will send you a picture of a bald, hillbilly preacher from East Tennessee that I feel certain will cause you to crack a smile.

Thoughts For The Day

Saturday: We don't need more strength or more ability or greater opportunity, what we need is to use what we have.

Sunday: Every situation, properly perceived, becomes an opportunity.

Monday: He conquers who endures

Tuesday: The power to succeed or fail is yours, and no one can take that away.

Wednesday: Success is getting what you want,
Happiness is liking what you get.

Thursday: For fast acting relief try slowing down

Friday: Make it a habit to do nice things for people who'll never find out.

By Chaplain (Capt.) Eric Boyer
3-15 IN BN Chaplain

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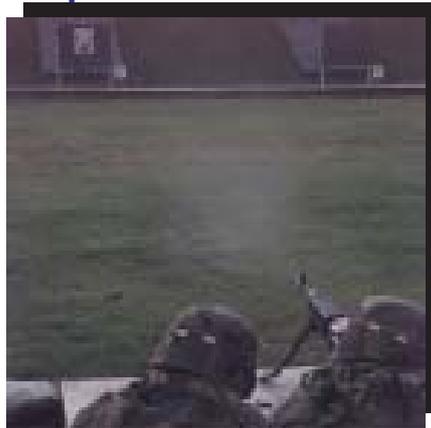
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PREPARING FOR THE BOARD

(Part 1 of 2)

By **Command Sgt. Maj. Carlos A. Cueto**

*Command Sgt. Maj., Aviation Brigade, 3d Infantry Division
(Mechanized)*

As we continue in our service to the people of Bosnia-Herzegovina, many of you will continue your career progression through preparing for local selection boards. Also, you will want to strengthen your official military file for consideration by service-level selection boards as well. These next two articles are dedicated to preparing for both types of selection boards as you strive to achieve your career objectives.

We can believe that we are “swamped” with work or missions and think that there is little, if any, time to prepare for these important career milestones. Being deployed does not mean that we put our careers on hold. Instead, we should commit ourselves to further enhance our eligibility for greater responsibility and strive for excellence in our respective services.

Why seek promotion? Don't think of your next promotion as simply a pay raise, rather think in terms of how your next grade will open up new challenges and opportunities to grow. As a sergeant (E5), you will formally lead for the first time and be evaluated accordingly. As a staff sergeant (E6), you will develop junior soldiers and other noncommissioned officers into a team to achieve the challenging missions you are given. The senior enlisted ranks of sergeant first class (E7), master sergeant and first sergeant (E8), and sergeant major and command sergeant major (E9) afford some of the most challenging leadership and staff experiences imaginable.

Also, achieving higher ranks offers the opportunity to serve in many specialized duties, including: drill sergeant, recruiter, operational staff and an assortment of instructor positions. These will not only enhance your careers, but also develop new marketable skills that will further increase your effectiveness as a leader and soldier.

How do I best prepare for local boards? There are many ways you can prepare for local selection boards. These boards can include promotion, Sergeant Audie Murphy, noncommissioned officer/soldier of the month, quarter or year boards, just to name a few.

1. *Be committed to your preparation.* You must first commit yourself to preparing for the board and not stray from this personal objective. Identify the goal, develop an action plan and begin to work, remaining focused on your goal.

2. *Use unit and individual resources.* There are many fine board preparation manuals and materials that you can either find in your education center or purchase locally. Once you have mastered the material, have your buddies quiz you to see if you can answer clearly with minimal pauses. Also, studying as a group



Command Sgt. Maj. Carlos A. Cueto

can be fun and challenging to see if you can answer every question asked of you.

3. *Seek advise/guidance from others.* Many leaders have been where you are now preparing for a local board. They possess an experiential understanding of the many intricacies of selection boards. Some of them might have even been a serving member on these boards. Take advantage of their guidance and wisdom.

4. *Conduct mock boards with friends.* During your free time, invite a few friends to act as a mock board for you. Ask them to critique every element involved in the board process. Include in the evaluation your entry into the boardroom, address of the board members, and the questions found in the promotion board preparation manuals. Ask the mock board to give you an overall after action review at the end. Mock boards are great opportunities to practice being in the “hot seat.”

5. *Maintain excellence in soldier skills.* You can make great strides in compiling high promotion points by exceeding the standards in soldier common tasks. Achieving a maximum score on the Army Physical Fitness Test (APFT), shooting expert with your assigned weapon, and receiving military occupational specialty expert badges are a few examples of ways you can show your strive for excellence. Exceed the standards in these fields; it is the simplest way to demonstrate you are the best at soldiering.

6. *Seek increased responsibility.* The best training you can receive in preparation for any leadership position is hands-on experience. The next time you go on a patrol, ask to give the patrol order to the section. Or, when the road march begins ask to have the reports sent to you, which you in turn can provide those situation reports to your higher headquarters. The day you pin on the rank of a noncommissioned officer is not the day you begin learning. Start preparing for responsibility now!

As you continue to strive for excellence in your preparation for selection boards, I hope you see the need for being committed to the board preparation process. If you focus on your preparation plan and study hard, I am sure you will be a great success as we continue to provide a safe and secure environment for the people of Bosnia-Herzegovina.

Rock of the Marne!

ABRAMS TANKS HIT

Story and photos
By Sgt. Noreen H. Feeney
318th PCH, 1st Cavalry Division

THE ROAD

Before the sun decides whether or not it will be a good morning; before the coffee urn is filled with the day's first offering; before the dew dries off the four blades of grass near the helipad, the Black Knights are mounting up for a full day of what they know is not a 'tank-less' job.

The Black Knights, Bravo Company, 1-64 Armor, 3d Infantry Division (Mechanized) here, went on a road march Jan. 10. Not the typical heavy load, blister-inducing foot marches everyone associates with the military, but a road march of the company's M1A1 Abrams tanks.

According to Staff Sgt. Robert Ward, platoon sergeant in Bravo Company, 1-64 AR, 3d ID (M), the road march works much in the same way as physical training for soldiers.

"If they sit still, they (the tanks) break," Staff Sgt. Ward said. "They need to be taken out for exercise or they get sluggish."

Staff Sgt. Ward also mentioned the need to keep the crews in top form physically and mentally as well.

"We have to be totally prepared and ready for the live fire training and battle scenarios next month," Staff Sgt. Ward said.

The road march of five tanks and its escort was on the local streets, but out of the way of the busiest parts of town. Though not seen on the street everyday,

the tanks drew little attention until one of them broke down in the middle of the street.

The tank, wider than the lane for traffic allows, had blocked a good portion of the road. A two-way traffic jam quickly developed but the Black Knights sprang into action.

2nd Lt. James Lucowitz, Bravo Company, 1-64AR and road march commander, had the tankers dismount and become road guards. With the

best of military courtesy and discipline, the tankers cleared the traffic without so much as an angry word from the residents.

"The road guards even got good training on this trip," said 2nd Lt. Lucowitz.

The road march continued onto the turn-around point, where they pulled off the road and spun the turrets to work out any kinks in the system.

"Everything in the tank works like a small personal computer," said Staff Sgt. Ward. "Anything small that goes wrong will have the same affect as the computer error message 'performed an illegal operation' and that can cause a shutdown of the system. That's why these road marches are so important to our mission."

With the remaining Abrams in working order, the march headed back to camp. The tank that had broken



WHAT NOW— 2nd Lt. Lucowitz speaks with the other tank commanders on what to do about the tank that broke down.

down was back up and running and rejoined the group. Staff Sgt. Ward said the mission was accomplished. "They all came back under their own power. That's what makes it a successful mission."



BIG GUNS— The tanks head back to camp after a good stretch of their gears.



RANGE OF MOTION— The tanks are pulled off the road to test the maneuverability of the turrets.



GOOD TO GO—Sgt. 1st Class Tyrone Scott, HHC 1-64 AR, shows Sgt. Rolon this that his weapon is clear and secure.

SOLDIERS MAINTAIN SKILLS AND SAFETY AT CAMP DOBOL

Story and photos

By Sgt. Noreen L. Feeney

318th PCH, Camp Dobol

“Hey! Get off the road! Can’t you see the red flag?” We’re shooting here!” yelled Sgt. 1st Class John Wilcox, Headquarters and Headquarters Company, 1st Battalion, 64th Armor Regiment, 3d Infantry Division (Mechanized).

“The road is closed when we’re firing on the range,” he bellowed when a jogger ran around the barricade.

To Sgt. 1st Class Wilcox, safety is number one on the range, even more so when he conducts training on machine guns.

Sgt. 1st Class Wilcox, along with Staff Sgt. Jose Rolon and Sgt. Arthur Walker, also with HHC 1-64 Armor, conducted live fire training on the M240B machine gun at Camp Dobol on Jan. 8.

“Everyone should be familiar with this weapon,” explained Sgt. 1st Class Wilcox. “Even those soldiers who don’t always go out on patrol like the mechanics and cooks.”

“We think so too,” said Sgt. Jerry Bidal, and Sgt. Kenneth Little, both food service specialists with HHC 1-64 Armor. “That’s why we came down (to the range).”

With only one weapon to train a lot of soldiers on, it was a long day for the range masters.

Each gunner and vehicle commander from each unit had to go to the range that day.

“This is just a familiarization course,” said Staff Sgt. Rolon. “They’re already qualified on it, but they need to keep practicing.”

Two soldiers grabbed a 25 round ammo belt each and headed to the sandbags. Staff Sgt. Rolon and Sgt. 1st Class Wilcox watched as they got into a prone position and offered tips for better positioning. Each soldier shot the belt of ammo, grouping the shots on a target downrange.

If a soldier does not shoot well, or tiptoes around the weapon, Sgt. 1st Class Wilcox has him shoot again.

“We need every person to feel comfortable with this weapon,” he said. “This is the primary weapon when they leave the gate.”

Spc. Timothy Gallagher, HHC 1-64 Armor, said he enjoys weapons training.

“This is a lot of fun, but Sgt. 1st Class Wilcox is right, every soldier really should get used to it.”

As Staff Sgt. Rolon gave two more soldiers the standard safety briefing, he noted in his speech that safety, of course, was number one on the priority list. Second, he said, was getting good training. Third, and equally important; policing the area.

“Before you leave the range, the brass goes in the wood box, the links go in the metal can...”



EYES—Staff Sgt. Rolon (left) and Staff Sgt. Wilcox keep watchful eyes while the soldiers fire the machine gun. They made sure the training was safe and all guidelines were followed, including the policing of every scrap of brass.



KEEP THEM COMING—Spc. Timothy Gallagher and Sgt. Ray Garnett, both HHC 1-64 AR, load a belt of ammunition in the machine gun. The gunner shoots the weapon while the assistant gunner keeps the belt of ammo from jamming.



ONE ON TWO TRAINING—Sgt. Wilcox gives Sgt. Ray Garnett, HHC 1-64AR, some pointers on how to hold the M240B machine gun and keep the barrel from rising too high. By training only two soldiers at a time, the instructors can give individual instruction to each person, ensuring a quality training session.



SAFETY FIRST—Soldiers from HHC 1-64 AR (left) receive a safety and training briefing by Staff Sgt. Rolon before being allowed on the range.

MND (N) SOLDIERS COME TOGETHER TO CELEBRATE MARTIN LUTHER KING JR.

Story and photos

By Spc. Jodie Moore

318th PCH, Camp McGovern

They came together to lift their voices in praise and in remembrance of a dream. A dream without borders or time limits, a dream that is never to be forgotten or abandoned.

They combined their voices to sing the praises of one of the most heralded men in history. A man who had a dream of acceptance that he shared with the world. His dream has continued to live on in the hearts and minds of people from around the world.

The MND (N) combined gospel choirs from Comanche Base, Eagle Base, and Camp McGovern participated in a Celebration of Unity and Diversity. The choirs were brought together for the recognition of the Rev. Dr. Martin Luther King Jr., on what would have been his 72nd birthday.

A sampling of the international

reach of the Dr. King dream was realized at Camp Butmir. The Celebration was held in his honor there Jan. 15.

The Celebration was a truly diverse affair with civilians and soldiers from all services and countries being represented in the audience and on the program.

The diverse program and audience did not go overlooked.

"Dr. King's dream is alive and well when nations celebrate in unison as a token of appreciation for his legacy," said Sgt. Timothy M. Dixon, HHC 3-15 Infantry. Sgt. Dixon is a member of the Camp McGovern gospel choir.

The program's diversity was a true testament to Dr. King's dream. Camp Butmir, an international camp, seemed the most befitting place to hold the Celebration in honor of Dr. King.

"In a community that expresses much diversity, it is fitting that we meet here (Camp Butmir) to celebrate the birthday of Martin Luther King Jr.," said Chaplain (Lt.

Col.) Clarke L. McGriff, TFE chaplain. Chaplain McGriff was keynote speaker for the Celebration.

The speakers for the celebration focused on the importance of Dr. King's dream then and now.

"We come to reflect, remember and look forward," said Chaplain (Capt.) Gregory J. McCrimmon, 2-130 FA Kansas Air National Guard, master of ceremony for the program.

We look forward and hold his dream in

reality MND (N) soldiers face in their mission.

Dr. King was a pastor who believed that all things were possible through Christ, said Chaplain McGriff. His beliefs were the foundation for his message.

The MND (N) gospel choir paid a musical tribute to Dr. King's religious background. And soldiers from SFOR paid tribute to his most popular speech, "I have a dream."

The evening culminated with soldiers from all backgrounds and countries reciting Dr. King's famous speech. Afterwards everyone was invited on stage to sing with the choir. This was the signature of many meetings held by Dr. King, ending with a song.

Martin Luther King Jr.'s dream of unity and acceptance, though conceived in America, is being practiced by MND (N) soldiers

throughout Bosnia-Herzegovina. There is a time to reflect and there is a time to react. The Celebration of Unity and Diversity provided a lesson on the importance of both.



SINGING— Members of the MND (N) Gospel Choir perform during the Celebration of Unity and Diversity held at Camp Butmir Jan. 15.

our hearts till the prejudice and hate is drowned out everywhere, said Chaplain McCrimmon.

Dr. King's 38-year old dream holds relevance to today's MND (N) mission, to bring peace to a country where prejudices and hate were once common.

"The recollection is of then, but the reality is now," said Chaplain McGriff.

That is why celebrate his life and his work, but the reality of his true dream is yet to be realized.

In order to achieve Dr. King's dream throughout the world we must stand and fight injustices everywhere. We cannot let complacency set in, said Chaplain McGriff. Complacency opens the door for bigotry and prejudice to come in. This allows fear to reign, he said.

We must use the lessons of the past to prevent the hardship from then to reign in today's world, Chaplain McGriff added.

This is the dream and this is the



ROAD MARCH— The Celebration of Unity and Diversity in recognition of Martin Luther King Jr. was held at Camp Butmir Jan. 15. A candlelight march was held in his honor.

MP DOGS SHOW THEIR STUFF AT CAMP UGLJEVIK DEMONSTRATION

Story by Spc. Matt Burrell
318th PCH, Eagle Base

Photos by Spc. Matt Burrell
and Sgt. Keith McGrew,
Combat Camera

From ancient civilizations such as the Romans to modern armies, military dogs have played a vital role. The 1st Peacekeeping Russian Separate Airborne Brigade stationed at Camp Ugljevik witnessed a demonstration Jan. 18 of the roles military dogs play in the U.S. Army.

"The demonstration is to show the dogs' capabilities," said Sgt. 1st Class Jeffery Ridenour, kennel master, 163rd

Military Police Detachment, Fort Campbell, Ky.

The capabilities on display involved controlled aggression and detection, according to Sgt. 1st Class Ridenour.

On this sunny January day dozens of Russians crowded around to watch the dogs perform acts that required weeks of daily training and discipline. Sgt. 1st Class Ridenour began the demonstration with a brief history of the military working dog. A history that began in Virginia, in 1957, and excelled when a the main kennel was established at Lackman Air



DEMONSTRATION—Staff Sgt. Bly explains to a few Russian soldiers stationed at Camp Ugljevik the purpose and capabilities of the military dog. The use of the military dog is a time honored tradition. Dogs have been used on the battlefield since the ancient Roman civilization.

Force Base in 1982.

Throughout the demonstration the dogs performed multiple acts to perfection. Detecting a bomb within a vehicle and attacking an armored Staff Sgt. Anthony Bly, 163d MP Detachment, were some of the acts that Roni, military working dog, and Sgt. Jason Hazzard, handler, performed.

"It's a goal of ours to get out with other military forces. We're just lucky to have the opportunity to get out and show people what we got," said Sgt. Hazzard.

The unit has been giving demonstrations frequently and shows no signs of slowing.

"We've already done one this week, and are scheduled for a few more. We've been doing them frequently for the International Police Task Force," said Sgt. 1st Class Ridenour.

The dog's responsibilities in MND (N) are mostly detection and patrol. There are only two drug detection dogs of the nine

stationed at Eagle Base. The Russians have participated in many joint operations, and were happy to host the demonstration.

"I think it's a good idea. We have a lot of joint projects together," said Russian Sgt. Alex Poladko, interpreter.

Midway through the demonstration a few Russians were asked to participate by donning a heavy jacket.

Then the dogs were let loose upon them. Once ordered to attack the handler could call off the dogs at anytime, always when the victim stopped resisting.

"I was scared a little bit at first, but it was fun," said Staff Sgt. Alexander Britikov, radio team.

The Russians did express an interest in possibly having dogs in the future.

"If you use dogs, you are safe more. A lot of things a dog can see that a man can't, but you need to teach a handler and we must discuss it with our supervisors," said Sgt. Poladko.



TASTES LIKE CHICKEN—Uvarted, a military working dog stationed at Eagle Base, gets a taste of a piece of Staff Sgt. Britikov's arm during the demonstration.

LOCAL BAND ALARM ROCKS EAGLE BASE

Story and photos

By Spc. Marc F. Marin

318th PCH, Eagle Base

Morale, Welfare, and Recreation promised a rock show when local Bosnian band Alarm invaded the Sports Complex here Jan. 19, and a rock show was exactly what Alarm delivered.

The band rocked and rolled its way through a two-hour set, mixing in covers such as Steppenwolf's 'Born to be Wild' and Jimi Hendrix's 'Hey Joe' with their own brand of fast-paced, solo-filled break.

Comprised of four Tuzla-area musicians, Alarm recorded the Jan. 19 show and will use the tape to put together a live album, according to singer and guitarist Jazz.



DRUMMIN'— Drummer Nenad Slaga pounds away on his drum set during Alarm's performance.

"We're going to call it 'Live for Peace,' said Jazz, who also works as a translator for Task Force Eagle, "because we played for the peacekeepers."

"We're very satisfied with the audience," said Jazz. "We really appreciate the soldiers of Eagle Base who came out to see us. They took a big part in the recording of our first live CD."

Bassist Eldar and drummer Nenad Slaga make up the other two-thirds of the music portion of the band. Luka, a supervisor for Brown and Root, is the band's special effects guru, responsible for set design and putting together light shows.

The current trio of musicians has now been together for a year, and Jazz finally thinks he has the right combination.

"I've got a couple really, really crazy guys in the band, guys who are fanatics when it comes to their instruments," Jazz said. "I'm fortunate to have finally found these guys."

In its four-year history, Alarm has played over 100 shows, said Jazz. "We've played at humanitarian concerts for orphans, biker meetings, anti-drug campaign shows, and Miss Bosnia competitions," Jazz said. Jazz added that Alarm plans to play its first shows out of Bosnia-Herzegovina later this year in Croatia and Slovenia.

Like most bands, Alarm has been influenced by many inventors of rock, including Deep Purple, Rainbow, and Whitesnake, according to Jazz.

Alarm currently has one album out, 'Speed up on your Washed Up Brain,' and hopes to release their second, 'Closeness,' within the next two months.



WAILING AWAY— Singer and guitarist Jazz belts out a tune for Eagle Base. Jazz also works as a translator for Task Force Eagle.

SFOR 9 SOLDIERS CONDUCT SUCCESSFUL MISSION READINESS EXERCISE (MRE)

Story by

Spc. Marc F. Marin

318th PCH, Eagle Base

61 soldiers from the 3d Infantry Division (Mechanized) and the 48th Infantry Brigade, Georgia National Guard, recently completed a 15-day mission readiness exercise here to prepare for SFOR 9.

"It was a successful training exercise in terms of training objectives met, but most importantly safety," said Col. Barry Fowler, chief of staff, 3d ID. "There were no serious injuries or accidents."

When SFOR 9 officially begins April 5, there will be a 60 percent turnover in division staff, according to Col. Fowler. One of the soldiers taking over a division staff position is Master Sgt. Frank L. Hood, 48th Infantry Brigade.

Master Sgt. Hood, a 29-year veteran of the Army and a veteran of both Vietnam and Desert Shield, is slated to become the G-6 operations noncommissioned officer in charge for SFOR 9.

"I'm looking forward to doing my tour and serving my country," Master Sgt. Hood said. "That's what we all signed up for."

"Everything's been going fine," Master Sgt. Hood continued. "All the facilities are more than adequate. This deployment's going to be a lot different for me because there will hopefully be no fighting, we're here to keep the peace."

Col. Fowler came away more than pleased with how the MRE went. He said he's looking forward to SFOR 9.

"I'm greatly encouraged by the high

quality of the soldiers who came over," Col. Fowler said. "This MRE reinforced in my mind that we can smoothly and successfully make the transition."

Due to the uniqueness of the U.S. mission in Bosnia-Herzegovina, Col. Fowler said conducting an MRE is in the best interests of a command.

"I think an MRE like this is one of the most important things a unit can do to deploy to Bosnia-Herzegovina," Col. Fowler said. "Soldiers get to experience first-hand the living conditions, working conditions, entertainment, THREATCON, everything that a soldier deployed here would be anxious about and have questions about. They're better prepared to do the job now and have a couple months to finish training for the mission."

THE ARMY VALUES WINNING ESSAY ON SELFLESS SERVICE

(Editor's note—The MND (N) command group selected the following as the winning essay on selfless service for the December Army Values Essay Contest sponsored by the Equal Opportunity office in Building 14. For more details contact Sgt. 1st Class Lee Morgenroth at 762-0033 or see your commander or first sergeant.)

By Capt. Chris Weathers

1-229 Aviation, Camp Comanche

The Army in the 20th century faces new and tougher challenges than our brethren faced 20 years ago. No longer do we train to defeat an advancing hoard of Soviet armor and long gone is the need to stamp out communism around the world. The cold war is over, and now we face new, tougher challenges that require the Army, and individual officers and soldiers alike to rethink what selfless service means to them.

Twenty or even ten years ago, it was easy for any red blooded American to put the welfare of the nation, the Army, and subordinates above his own. It was rather easy to justify putting the needs of the nation ahead of ones self when the sacrifices are for the sanctity of their home and the people they love. However, this scenario no longer applies. We have entered a new era. An era where it is easy to build contempt for personal selfless service to the nation. An era where the Army asks me to commit myself totally for people I do not love and for a nation I care little about. This scenario has replayed itself over the past 10 years: Kuwait, Somalia, Haiti, Bosnia, and Kosovo and the list has the potential to grow even further in the near future. How has this changed the commitment to selfless service in the young soldiers and officers in today's Army? How do we adapt our views of selfless service towards a new role in the world order? For me it has been a tough shift in perspective.

I believe that everyone has to commit to some ideology, and that ideology must be a driving force in one's life for that person to put personal needs subordinate to it. Ten years ago, I decided to swear an oath to defend the constitution. To a young impressionable Private Weathers, selfless service meant I would sacrifice my life, when called, to preserve the American way of life. I committed to the patriotic ideology. The fact that I volunteered to put off college, marriage, and family for the good of the nation was, in my mind, the highest form of selfless service.

At West Point, the line was the same. Being in the Army was the ultimate in patriotism. The fact was engraved in my brain that we were the future of American democracy. Leaving West Point made me feel like an American. I felt like the things I did or would do were for the security of our nation as a whole, and that the Army was the forward edge of American freedom. I was committed to sacrificing everything for the nation and soldiers I love. Just a few years ago this was the only view I had of selfless service.

Now let us jump ahead three and a half years. My father always told me that experience was why he always knew more than I. Now I understand he was right. I have learned a great deal about selfless service as an officer in the new Army. I have learned that since 1990, we as an Army have become less committed to the defense of our nation and more committed to the welfare of individuals and foreign nations instead of the unit and America. No longer do we train ourselves to defend America by enforcing tough but fair discipline through out the ranks. Instead, we do sensitivity and consideration of others "training". We train to "stabilize" peace in other nations. As a result, we do fewer ranges,



Capt. Chris Weathers (Photo by Sgt. David Lietz)

field exercises, and deployments to training centers. This scenario, in my opinion, has forced many to abandon their traditional views of selfless service, and in many cases the need to commit to the cause is gone. The fact is if the soldiers and officers do not see the impacts of their service benefit what is important to them, i.e. family, country, and unit, their desire to serve fades.

So how do I justify my selfless service in this day and age, where the missions I execute have no impact on the welfare of my family, my soldiers, or the security of the constitution? How do I justify serving selflessly when it seems we are less committed to American security and training our soldiers to win wars and more committed to stability and peace in other nations. When we are more concerned with who is gay and how we integrate him or her into our units. When we feel a beret instills individual pride in a unit rather than teamwork, mission success, or leaders who care about soldiers. Selfless service has taken on many new faces for me in the last three and a half years. My view is, that during times when it seems there is little to offer service for is when we serve the most. There has been a polar shift in the values of our Armed Forces, but my views of selfless service have pretty much remained the same. No longer is total American security the focus. Instead, it is the stability of other regions around the world. This new mission requires a different type of soldier. In my opinion, one with less affinity to kill, less warrior spirit, less discipline, and less spirit of selfless service. To a person that loves his country, it is sometimes hard to deal with.

However, let us think about what we are doing here in Bosnia. We are supporting peace in a nation that is not ours. A nation that could disappear tomorrow and America would continue to operate as if it never existed. Now lets take a ride around the Bosnian countryside. Look at the devastation, the impoverished children and women, and the general state of the country's political and social structure. This deployment has made me realize that we are here so that this country may prosper as we have and not for American security. So the Bosnian people may enjoy a future of peace and prosperity and hopefully, in a few decades, we can leave them and never look back.

Now think about this. We spend time helping Bosnians while our children get eight months older, while our wives spend time at home alone, and while our families celebrate the holidays with us only in their hearts. No, we are not doing a thing that is better for America. However, we are making life better for future generations of a society that has known little of peace and freedom. In the end, we ask for nothing in return. To me this is selfless service in its truest form. If anything, I have learned a new way to justify my sacrifices and shift my selfless service away from my nation to the American commitment to a new global order. I am not saying that our foreign policy program or our shift in the nation's priorities is the right thing. I would tend to disagree with anyone who says it is. However, the selfless service every soldier demonstrates by being in Bosnia is worthy of a King's ransom, and we are all better Americans because of it.

NCO DREAMS THEN ACCOMPLISHES GOALS

SOLDIER'S SPOTLIGHT



Story and photos

By Sgt. David Lietz

318th PCH, Eagle Base

Accomplishment is a familiar word to Sgt. 1st Class Carlos Ayub, platoon sergeant with A. Co., 10th Engineers. Growing up in San Jose, Costa Rica, he enjoyed watching war movies on television and dreamed about joining the U.S. Army some day.

"I left Costa Rica and moved to the United States with the purpose of joining the U.S. Army," said Sgt. 1st Class Ayub. He made that dream come true when he joined on May 6, 1984. "The feeling was great," he said. "I was accomplishing my goal." After completing infantry training at Fort Benning, Ga, he served one year in Korea with 1-9 Infantry.

"I liked Korea. I like the different culture and the travel. I even had an opportunity to have dinner with a Korean family," he said. When he returned from Korea, Sgt. 1st Class Ayub accomplished his next goal of becoming airborne qualified. And then he worked towards accomplishing still another goal: becoming a leader of soldiers, a non-commissioned officer. He credits Sgt. 1st Class Tony Perez with showing him the right way to lead.

"My mentor was Sgt. 1st Class Perez. He helped me develop," said Sgt. 1st Class Ayub. When he became a squad leader for a mortar platoon, the first thing he did was develop a team. Together, the mortar platoon went through training like EIB (expert infantryman badge) and mortar qualification tables and completed Reforger exercises in Germany. He learned how to become a professional NCO.

"You have to develop trust with your soldiers. It's a bond you develop over time. As a sergeant, you must always do the right thing. Young soldiers are looking to you for leadership," said Sgt. 1st Class Ayub.

He also said an NCO must provide purpose, direction and motivation and give soldiers the time and resources to accomplish the mission. Setting the right example is also another important part of being a leader.

"It does not look good to a soldier's eyes to see a squad leader take the 'easy wrong' instead of the 'hard right,'" he said.

He used the example of completing PMCS (preventive maintenance checks and services) of a vehicle. The easy wrong is just to give a cursory inspection of the vehicle. The hard right is taking the time to do a proper inspection by looking under the vehicle, checking the engine and doing the job right.

Sgt. 1st Class Ayub said his father, Rafael, was also a big influence on him during childhood.

"He always told us to do the right thing, to be honest, study hard, and respect your parents, brothers and sisters," he said.

When it came time for his reenlistment Sgt. 1st Class Ayub wanted a new challenge.

"I wanted something different. So I decided to transfer to the engineer branch," he said. Then it was time for another accomplishment; to become a United States citizen in April 1987.

"It was the most fulfilling day of my life, raising my right hand and becoming a U.S. citizen." While he had to give up his Costa

Rican citizenship, he has no regrets.

"The United States really opened up a world of opportunity. It gave me the ability to accomplish things," said Sgt. 1st Class Ayub. And with becoming a U.S. citizen, it helped him advance in the ranks as a leader. One of his biggest concerns as a leader was making sure his soldiers were ready for real-world missions. His test would come when he deployed as a squad leader with Delta Co., 12th Engineers, for Operations Desert Shield and Desert Storm.

"My biggest fear and challenge was taking a squad of eight soldiers and bringing them all back safely from the Gulf War," said Sgt. 1st Class Ayub.

Sgt. 1st Class Ayub says it's important as an NCO to keep soldiers mission-focused and always do the right thing. Another challenge came when his unit crossed the Sava River for the IFOR (Implementation Force) rotation in Bosnia in January 1996.

"While crossing the Sava River on a cold day in an APC (armored personnel carrier), my biggest concern was all of the mines in this country. When we crossed the river, I wanted to make sure all my soldiers did the right thing," said Sgt. 1st Class Ayub.

As a leader, he knows how to set the example. When his unit followed a Bosnian Serb military unit up a mountain on a de-mining mission, he led the way.

"I told them to follow me and to step where I step," he said. Sgt. 1st Class Ayub refers to it as leading from the front. "Don't make a soldier do something you can't do."

One of the young soldiers that works for Sgt. 1st Class Ayub has learned a lot from his leadership example.

"I have learned you have to be strong and take charge. Stay true to the platoon and to the other soldiers to make everything happen," he said. "The most important thing I have learned from Sgt. 1st Class Ayub is integrity. Be true to the squad and yourself," said Pfc. Daniel Nieves, Platoon Sergeants driver, A Co., 10th

Engineers. During training to set up an enemy obstacle recently, Sgt. 1st Class Ayub watched carefully as the engineer soldiers' trained.

"We have to be able to breach an obstacle so the following forces like the tanks can go through. We do it with explosives," said Ayub.

He watched the squad leaders and accessed the platoon to see where they may need more training in the future.

"I am evaluating the soldiers on proficiency, checking their equipment, and making sure the soldiers are doing the right thing," said Sgt. 1st Class Ayub.

Sgt. 1st Class Ayub has developed his leadership philosophy through hard work and experience.

"Each soldier is different. You have to know every soldier and be able to communicate with the soldier," he said. He added that if a leader trains and takes care of his soldiers, "when it comes time to accomplish the mission, it will be accomplished." He also says it's important to keep growing and developing once a soldier becomes an NCO and to keep looking for the next challenge.

"You have to learn. You have to get in the books and do the research to gain more knowledge on your specific job," he said.



BRIEFING—Sgt. 1st Class Carlos Ayub (Middle) briefs soldiers during engineer training Friday as 1st Lt. Timothy Donoghue (right) listens.