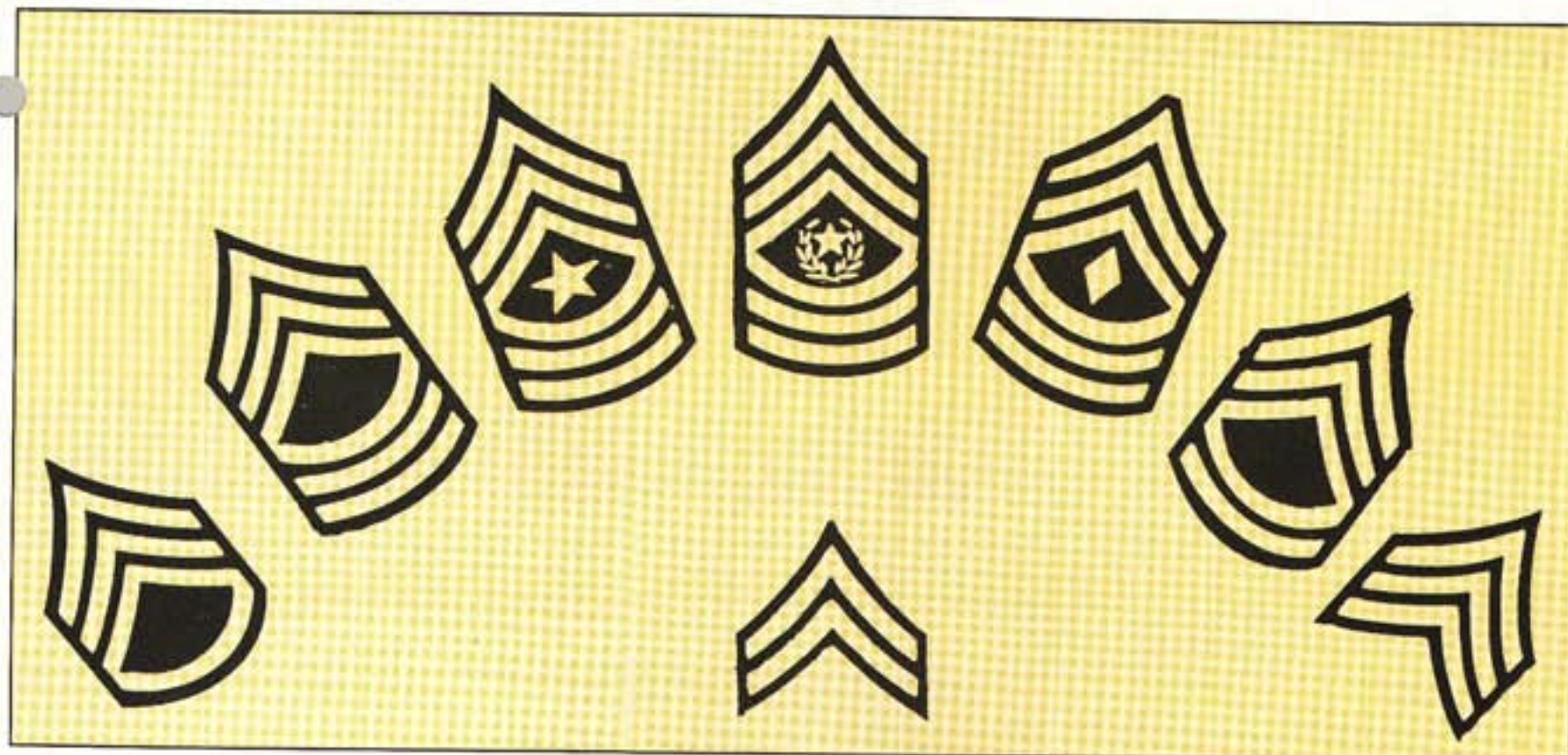


The National Guard **ON GUARD**

May 1989

Volume XVIII, No. 7



Army National Guard celebrates 'Year of the NCO' theme

This issue of **"On Guard"** marks the beginning of a series of observances, articles and highlights which all focus on the Army's theme this year of "Year of the NCO."

Within the articles in this and future issue **"On Guard"** will focus on the "backbone" of the Army National Guard, and in the course of events will also look into what makes NCOs "tick", their role, the challenges they face, and the contributions they make to an ever strengthening Army Guard with a vastly increased role in America's defense.

This issue begins with a look directly from the top — the Chief of the National Guard Bureau, Lt. Gen. Herbert R. Temple, Jr., who gives an insight into his appreciation for the NCO and his perceptions of the contributions they have made and continue to make in an exclusive interview with "On Guard."

Himself a former NCO in combat with the 5th Regimental Combat Team in Korea, the Chief, National Guard Bureau voices both praise and challenge for the Non-comms who refuse to be called "Sir!"

From a different perspective, ARNG Command Sergeant Major G. Steven Blackwood provides a look at what he considers the challenges ahead for the ARNG NCO Corps and what he has challenged the State CSMs to strive for during this, and every year.

Looking ahead, future articles will seek to examine every facet of being a NCO... training... administration... promotion... leadership... discipline... caring.

Guest articles from a wide variety of NCOs will focus on their special skills and the perspectives they have brought to success as a NCO. These will range from Sergeant Majors to junior NCOs, from Sergeants who are technicians to

Sergeants who are M-day NCOs, to Sergeants who are on full time AGR status in divisions, brigades, battalions and lower.

In each instance, the goal is to provide an insight into the overall challenge and reward of wearing the chevrons and the pride of an Army Guard NCO.

And, although principally focused on the Army Guard because of the significance which has been placed on this as a special theme for the year, the Air Guard will not be omitted. It too has a unique history and exemplary professionalism among its NCO corps which needs to be and will be told.

This then begins the first in many looks at the men and women who proudly state "Call me Sergeant!" in today's National Guard.

Tennessee's 3-109th Armor 'Responds' to Medical 'crisis'

When members of Tennessee's 3rd Battalion 109th Armor Medical platoon decided to turn their "gripes" for more realistic and challenging training into action, they had no idea of the success they'd achieve with just a little planning, coordination with other agencies, and just a tad of luck.

But that's exactly what happened when plans to provide the battalion medical platoon a realistic training including people "made-up" as simulated casualties got an extra bang from several unexpected sources.

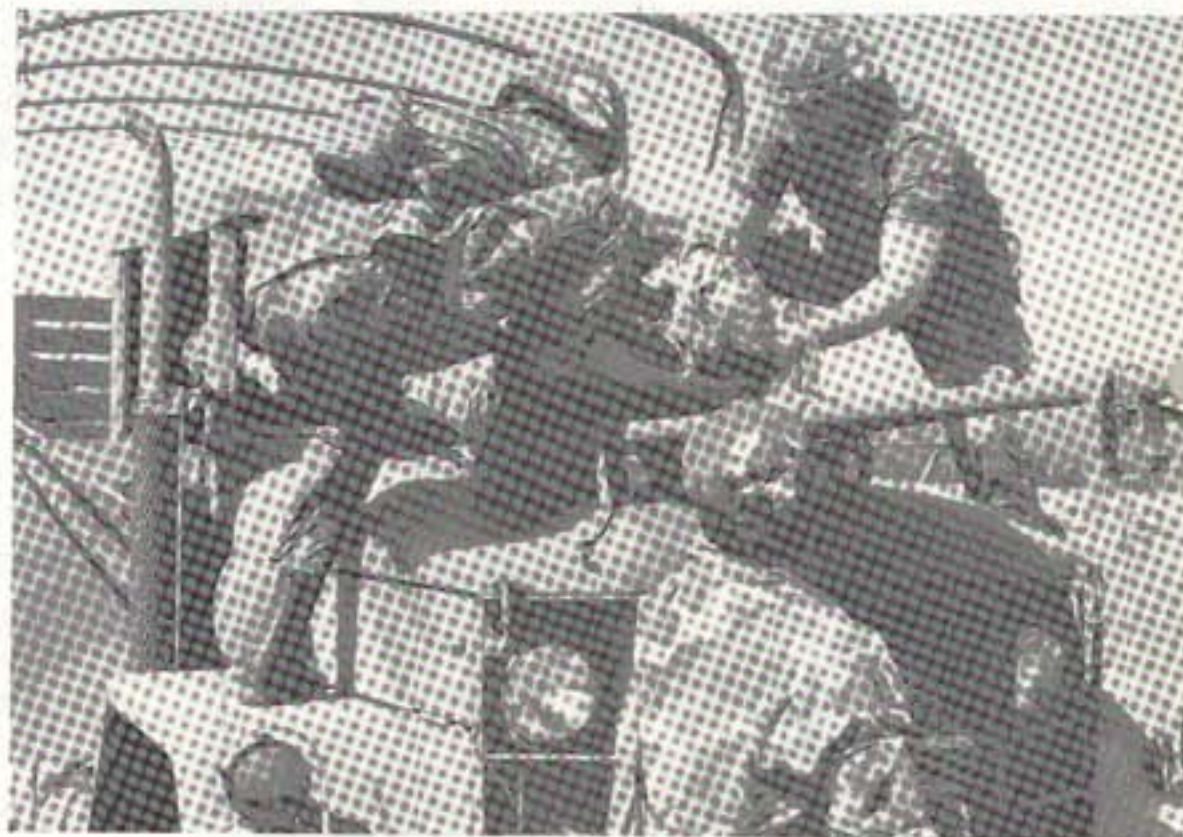
The first stroke of luck came when members of the Wilson County Civil Defense force emergency medical technicians agreed to evaluate the emergency response aspects of the training.

The next lick of good fortune came when the Tennessee National Guard's 300th Mobile Army Surgical Hospital (MASH) agreed to participate — after all, what better chance to work on "casualties" other than their own people during a training exercise. As an added "plus", the MASH was able to call on elements of the 4th Squadron 278th Armored Cavalry Regiment for aero medical evacuation.

By now, the training was taking really impressive dimensions from what had originally been planned. Add to the fortune already made possible by units talking to units volunteers to be "victims" complete with fake uniforms, dog tags, fake money and personal valuables, a "new" identity and their very own "traumatic" injury from a handy moulage kit, and the stage was set for a real challenge of the medical platoon and the other units involved.

From a realistic-looking air strike complete with the smoke, overturned vehicles, confusion and of course "casualties", cries of MEDIC filled the scene and the clock was running on the emergency response personnel from the medical platoon.

"Casualties" were quickly treated, sorted and evacuated to a battalion aid station near a farm house over two miles away. From there, the more serious "casualties" were evacuated by helicopter to Tullahoma where members of the 300th MASH quickly put the "victims" through TRIAGE and in some cases directly into operating rooms where MASH medical staff members worked to treat



EASY DOES IT — As Sgts David Bryant and Jerry Staggs, medics from the 3rd Battalion, 109th Armor, Tennessee Army National Guard, move a "victim" from the cab of a truck during the medical emergency exercise. (Photo by SFC Willie D. Bowers).



"PATIENT" MONITORING — SPC Paul Ray watches over his "unconscious battalion commander", SPC Greg Burris, during emergency medical training for the Tennessee Army National Guard. (Photo by SFC Willie D. Bowers).

simulated burns, amputations and other wounds.

Witnessing the training was Brig. Gen.s Jack Clark, Commander of Tennessee's Troop Command, and Thomas Shulte, Assistant Adjutant General for Ohio where a new MASH unit is planned.

Editor's Note: "On Guard" thanks **SFC Willie D. Bowers** who provided the information and photos on which this story was based. His example proves that you don't have to be a journalist to publicize your unit activities. From a simple write-up describing the conditions and the training, this story emerged.

Instructions published for Commissary Privilege Cards

The Army National Guard has published instructions for the issuance and use of the new Department of Defense Form 2529, **Commissary Privilege card** which will be available for use by all members of the Reserve components by July 1, 1989.

The new card, which entitles the bearer to a total of 12 discretionary commissary visits per year is serial numbered and must be handled as a sensitive form.

The card is approximately four inches high by 8½ inches wide and comes in three parts. The first part is a control number/name portion which will be detached and kept by the issuing unit as a control record. The second part is a mailer portion to display the individual's name and address through a number window envelope. The third portion will become most familiar with the users; it is the Privilege Card portion that will be detached from the mailer and used by the member or dependent to gain access to the commissary.

When issued, the front side of the Privilege Card portion of the form will include the soldier (or airman's) name, Social Security Number, grade, and issuing unit, along with the names of his or her primary and additional dependents. In addition, an expiration date will be noted on the front of the card.

Each card will have a **unique control number** printed in three vertical sections on the rear of the card and will be used to regulate the issue of the cards as well as certify eligibility for replacement cards due to loss, theft or other circumstances.

The back of the card will contain the control number, and, in the Privilege Card portion, blocks representing the 12 "discretionary" entry authorizations permitted within the year.

U.S. ARMED FORCES COMMISSARY PRIVILEGE CARD													
NAME (Last, First, Middle Initial)													
SSN	GRADE												
ISSUING UNIT													
PRIMARY DEPENDENT													
ADDITIONAL DEPENDENTS													
SIGNATURE	EXPIRES (YYMMDD)												
DD Form 2529, OCT 88													
<div style="display: flex; justify-content: space-between;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">CONTROL</div> <div> <p>THIS CARD IS THE PROPERTY OF THE U.S. GOVERNMENT. ITS COUNTERFEITING, ALTERATION, OR MISUSE VIOLATES 10 USC 499, 506, AND 701, AND WILL MAKE OFFENDERS LIABLE TO A HEAVY PENALTY.</p> <p>DD Form 2529 Reverse, OCT 88</p> </div> </div>													
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ISSUE BASIS

Initial and Replacement Commissary Privilege Cards will be issued on a calendar year basis (January thru December). Therefore, when a soldier joins a unit after the start of the calendar year, the issuing unit will void the number of entry authorizations corresponding to the number of months the individual was not a participating member of the unit during the calendar year.

For example, an individual who entered a unit in February, would have one authorization voided on the back of his Privilege Card.

Also, when an individual leaves a unit prior to the end of the calendar year, the issuing unit will collect the card and void the number corresponding to the number of months the individual was not a participating member of the unit.

No input will be required on the back of the Privilege Card at the time it is issued. Commissary officials will stamp the card with the current date in one of the

twelve blocks on the back of the card prior to authorizing entry into the commissary.

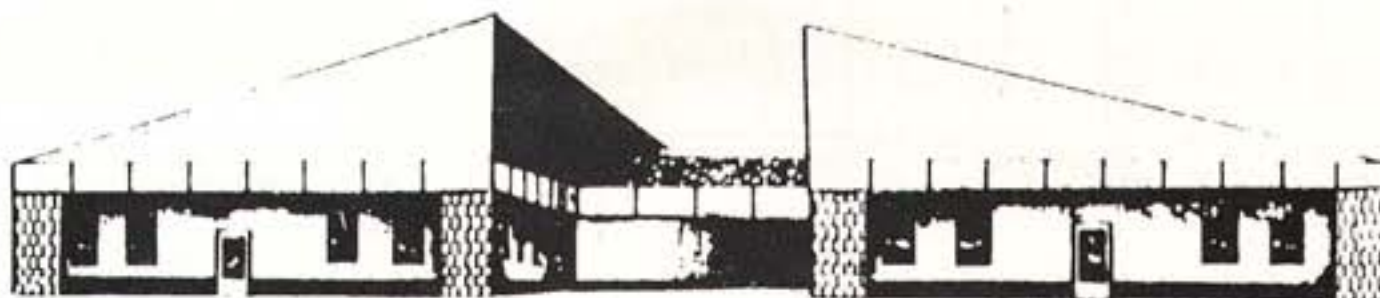
The full name of each eligible dependent will be typed on the Commissary Privilege Card. If the Guard member does not have dependents the word "none" will be entered. To gain access to the commissary, the dependent must present the Guard members Commissary Privilege Card or valid orders during a period the member is on active duty, along with a valid form of identification containing a picture of the dependent.

The Commissary Privilege Card is for use at the discretion of the Guard members or their dependents. During periods the Guard members are performing active duty, including Active Duty for Training, the members and the authorized dependents need only show valid active duty orders covering the current date, and a valid photo identification card to gain commissary access.



On Guard is a funded monthly quarter board newspaper published in accordance with AR 360-51 and AR 190-1 and distributed to 7-500 units of the Army and the Air National Guard for the benefit of their members. The contents of **On Guard** is prepared, edited and provided by the National Guard Bureau Public Affairs Office, and does not necessarily represent the official views of the U.S. Government, the Department of Defense, Department of Army or Air Force, or the National Guard Bureau. Submissions or questions concerning this publication should be addressed to NGB-PAC, Attn: Editor, **On Guard**, c/o Command Information Team, NGB-PAC, 4501 Ford Road, Alexandria, VA 22304-1456 or by calling (202) 736-1923 or AFPOVON 28/1923.

Lt. Col. Pete Wyro, Editor



PEC dedicates 'Sgt. Rodger W. Young' Hall

The National Guard Professional Education Center on April 15th dedicated a newly renovated administrative building in memory of an Ohio National Guard sergeant who was posthumously awarded the Medal of Honor for saving members of his platoon from withering machine gun fire during the battle for the Solomon Islands in World War II.

Named the "Sergeant Rodger W. Young Hall", the renovated building will be used by the Army National Guard Recruiting and Retention Department as well as the Organizational Leadership Department.

Young, who was born in Tiffin, Ohio in 1918 entered the Ohio National Guard at age 19 in spite of hearing and eyesight problems, and was activated along with other members of his unit, the 148th Infantry Regiment, 37th Infantry Division when it was ordered to the Pacific Theater shortly after Pearl Harbor.

According to the pamphlet for the dedication, Young had eventually reached the rank of sergeant. But, because of continued problems with his eyesight and hearing, he felt incapable of looking out for his men and their needs. So, he



Sgt. Rodger W. Young

asked and was granted his wish to be demoted to private.

Shortly thereafter, his unit assaulted New Georgia Island in the Solomon's chain where, on July 31, 1943, Young's platoon found itself cut off from the main body of his unit by a Japanese machine gun just 75 yards away as it ripped into the flank of the platoon.

Disregarding his own safety, Young yelled for the platoon to move to safety while he single-handedly assaulted the machine gun position.

Young was wounded repeatedly and had his weapon rendered useless by machine gun fire, yet continued his assault until he was within ten yards of the enemy. There he pulled the pin on his last grenade throwing it into the machine gun position killing its crew just as he was hit once more by its fire, and fell mortally wounded.

The private who felt his physical limitations kept him from being a sergeant who could take care of his men had given his life for them.

Maj. Gen. Donald Burdick, Director, Army National Guard was scheduled to participate in the dedication of Sergeant Rodger W. Young Hall.

Col. Shepperd named Air Guard Deputy Director

Col. Donald W. Shepperd has been appointed as the new Deputy Director, Air National Guard.

Shepperd, currently the air commander of the 102nd Fighter Interceptor Wing, Otis ANG Base, Mass., will begin his four-year tour Aug. 1. He replaces Brig. Gen. John F. McMerty who will retire.

As Deputy Director, Shepperd will assist the Director in the formulation, development and coordination of all programs, policies and plans affecting the Air National Guard of the United States and its more than 114,000 members. He will participate with, and assist the 50 states,

District of Columbia and territories in the organization, operation and maintenance of the Air Guard's 91 flying units and more than 300 mission support units.

Shepperd has been the 102nd air commander since 1987. Prior to the he was vice commander, 162nd Tactical Fighter Group, Arizona Air National Guard, Tucson.

Born in San Antonio, Texas, in 1940, he graduated from the fourth class of the United States Air Force Academy in 1962, and completed pilot training in 1963. In 1967, he reported to the 90th Tactical Fighter Squadron, Beir Hoa Air

Base, Vietnam, as an F-100 pilot. He was later assigned to operation Commando Sabre at Phu Cat Air Base. He flew 247 combat missions in southeast Asia. Shepperd left the active Air Force in 1969 and became a commercial airline pilot. In 1970 he joined the Pennsylvania Air National Guard's 111th Tactical Air Support Group at Willow Grove. In 1974 he joined the Arizona Air National Guard as a full-time instructor pilot.

Shepperd is a command pilot with more than 4,500 flying hours. His awards include the Silver Star and three Distinguished Flying Crosses. He is married to the former Rose Marie Driskill of Franklin, Tenn.

Lt. Gen. Temple on 'Year of the NCO'

"On Guard" recently interviewed Lt. Gen. Herbert R. Temple, Jr., Chief, National Bureau on his perceptions and attitudes concerning the Noncommissioned Officers' Corps within the Army National Guard, and the Army's Theme for 1989, "Year of the NCO." Here are his comments from that interview.

ON GUARD: *What are your basic thoughts on the Army's theme, "the Year of the NCO", and the NCO Corps in general?*

LT. GEN. TEMPLE: "It's a superb idea and an indication of the strength of the Army today and in the future since I believe in having a strong NCO corps. The NCO is closer to the soldier and more able to affect the outcome of battle at its lowest level.

"The officer's corps is doing all it can do. And, if the Guard is to continue to progress and improve, the professional NCO must be where it is done.

"My observation is that the NCO of the Army Guard NCO corps is at the highest state of professionalism in its history, even a state of war."

"... Army Guard NCO Corps is at highest state of professionalism in its history, even in a state of war."

ON GUARD: *You yourself were a NCO serving with the 5th Regimental Combat Team during the Korean Conflict. How do you compare your experiences as an NCO in Korea with the role of the NCO in today's National Guard?*

LT. GEN. TEMPLE: "Much of what I have done in my life has been based on my experiences as an NCO in combat in Korea. Most of everything I have tried to accomplish throughout my career in the Guard has been formulated on my experience as a NCO in Korea.

"For instance, I believe training and experience go together in developing an NCO in the National Guard. That's why much of my focus has been on the development of such things as the Battle

Skills Course, Overseas Deployment Training, Mandatory Fulltime Training requirements, realistic training exercises and the like, all of which work to train and increase the experience levels of our NCOs and all of which were formulated from my own experiences as a NCO."

ON GUARD: *What do you consider to be the three most important challenges to the NCO corps in the Guard today and why?*

LT. GEN. TEMPLE: "I think training, meaning meeting the professional standards expected of an NCO, the ability to lead and train subordinates, and caring for subordinates are the three most important challenges our Army Guard NCOs face.

"... The NCO in the Guard today does not have the 'train-up' time and must be ready to fight in peacetime."

"There is a NCO for about every 5 to 6 soldiers in today's Army. If every NCO performed as expected, there would be no problems with soldiers in today's Army."

ON GUARD: *What are the three most important qualities or character traits a NCO must have in today's National Guard?*

LT. GEN. TEMPLE: "Professional skills, courage, and dedication. By courage I mean the courage to be responsible, to exercise leadership, to correct and admonish soldiers when it is needed, and of course the courage to fight. I also mean the courage to make 'uncomfortable' decisions where the results may not be necessarily appealing but which are best for the soldiers involved."

ON GUARD: *How would you compare the challenges of being a NCO in the National Guard today with, say, the challenges you faced when you yourself wore the chevrons of a NCO?*



LT. GEN. TEMPLE: "The challenges today are much more demanding. Back in Korea there was time to 'train-up' before you might have to go to combat. The mobilization transition provided for training opportunities before you were actually called to go to war.

"The NCO in the Guard today does not have that 'train-up' time and must be ready to fight in peacetime. It is much more demanding to be a NCO in the National Guard today than when I was one."

ON GUARD: *Assuming there have been improvements in the National Guard NCO corps in recent years, to what do you attribute those improvements?*

LT. GEN. TEMPLE: "I believe the key to our improvements has been 'training.' We train at a much accelerated pace nowadays, our training has expanded greatly, we train at higher levels and in doing so we have captured the interest and imagination of our Guardsmen. This has produced more

See "Temple", Col. 1, page 4

PJs respond To save Spanish seaman In Azores

A four-person team of "pararescuemen", called "PJs," from the 106th Aerospace Rescue and Recovery Group based at Suffolk County ANG Base, New York were recently instrumental in saving the life of a Spanish seaman aboard a merchant ship - 1,700 miles off shore!

The four, MSgt. Kevin Kelly, SMSgt. Paul Bellissimo, TSgt. Craig Johnson, and MSgt. Tim Malloy parachuted into the Atlantic Ocean from their HC-130 flying at 3,000 feet then boarded the 734-foot Spanish bulk carrier the "Castillo do Arevalo."

Once on board the team worked to stabilize merchant seaman Juan Louis who had been reported suffering from severe abdominal pain thought to be the onset of appendicitis, which can be fatal if permitted to rupture and infect other vital organs.

Known for its work as a lead rescue agency for the National Aeronautical and Space Administration's (NASA) Space Shuttle program, the 106th had been contacted earlier by the Coast Guard seeking assistance in flying the mission — a trek of some 1,700 miles from the unit's Suffolk County home to the Azores.

The mission began with a 7:30 a.m. lift off from their home base and their parachute drop into the Atlantic some six hours later.

Once the team had stabilized the ailing seaman, they remained with him until he could be evacuated by a Portuguese Rescue helicopter two days later.

For their rescue efforts the team was presented a proclamation by the Suffolk County legislature.



ONE THOUSAND ONE . . . PJs from the 106th Aerospace Rescue and Recovery Group based at Suffolk County ANG base, New York free-fall from 3,000 feet as they respond to the rescue effort for a seriously ill Spanish merchant seaman aboard his ship in the Azores, some 1,700 miles from their home base.



Temple: 'Professional Skills, courage, Dedication' are NCO traits

readiness and more capability. It has caused us to be equipped effectively, so we've demonstrated our confidence in them (the NCOs) by giving them the resources they need to do their job.

"I also believe the increased reliance the American people have come to place on the National Guard has had a lot to do with the improvements we have seen."

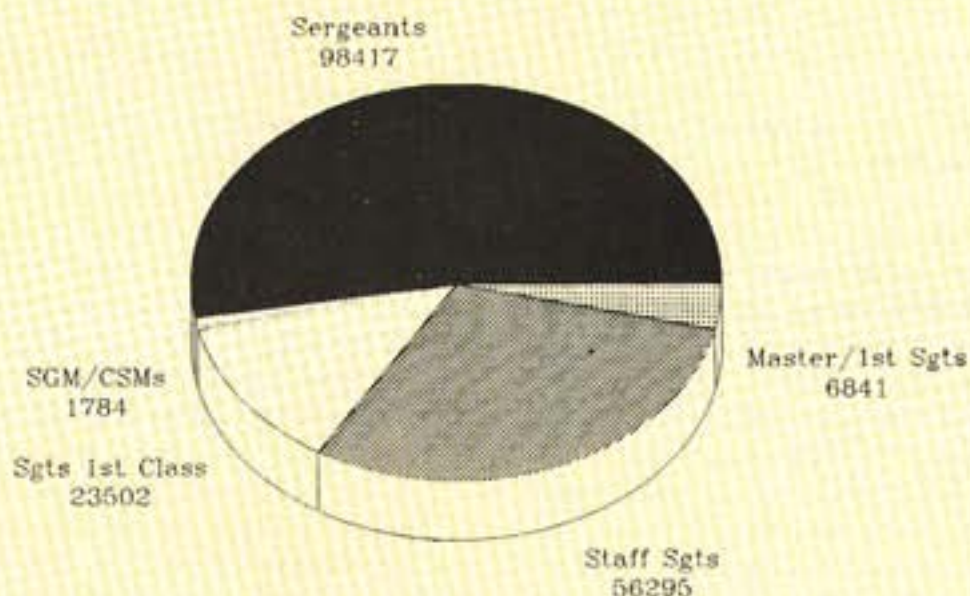
ON GUARD: Can you recall any one "memorable" time when a NCO has had a "special" effect on you and which has contributed to your career?

LT. GEN. TEMPLE: "I can't remember the guy's name. But when I was a newly commissioned infantry second lieutenant I was reassigned to command a company. I remember a regular Army NCO advisory sergeant who showed up at our first night drill and offered me his help. I came to consider that NCO a "staff", like a pole or tree to lean on when I needed help. Yet he was a calming influence on me, and he never embarrassed me by appearing to be my mentor even though he probably was. He helped me without diminishing my authority. He offered advice and encouragement and I have never forgotten it."

ON GUARD: How would you describe the relationship which should exist between NCOs and officers in the Guard today, and between NCOs and the men and women in our units?

LT. GEN. TEMPLE: "Two words come to mind — respect and reliance in every case. At both ends of the rank spectrum, we must depend on NCOs to perform their duties and we must give them the respect they deserve, by granting them the authority to carry out those duties."

ARNG NCO CORPS COMPOSITION



Source: DoD Manpower Statistics FY88

DoD statistics provide a Profile of ARNG NCO Corps

What do we know from statistics about today's National Guard NCO Corps and especially the Army Guard NCO Corps?

From the "Official Guard and Reserve Manpower Strengths and Statistics" published by the Assistant Secretary of Defense (Reserve Affairs) the data reflects that at the end of FY88, of 406,966 total enlisted personnel in the Army Guard, there were 186,839 NCOs.

These included 98,417 "Buck" Sergeants, 56,295 Staff Sergeants, 23,502 Sergeants First Class, 6,841 Master or First Sergeants, and 1,784 Sergeant or Command Sergeant Majors. No corporals were listed in the data.

In terms of average years of service, the Sergeants had 10.2 years, Staff Sergeants had 15.3, Sergeants First Class had 19.5, Master and First Sergeants had 23.3 and Sergeants and Command Sergeants Major had 28.7 years of service.

From the same data, the average age of Sergeants was 33.1, Staff Sergeants was 38.9, Sergeants First Class was 42.7,

Master and First Sergeants was 45.6 and Sergeants and Command Sergeants Major was 49.6.

The same reference reports that at the end of FY88, the number of Army Guard NCOs in AGR assignments included 5,416 Sergeants, 5,696 Staff Sergeants, 6,267 Sergeants First Class, 1,108 Master or First Sergeants and 319 Sergeants or Command Sergeants Major.

Within the Fulltime Manning Force NCO technicians accounted for 5,818 Sergeants, 5,686 Staff Sergeants, 3,893 Sergeants First Class, 1,437 Master or First Sergeants and 396 Sergeants or Command Sergeants Major, for a total of 17,230.

Editor's Note: Although the DoD data not always completely agree with data from other sources, it is used in this instance as merely a point of reference to provide a "Profile" of the ARNG NCO Corps. Other data may be more current, but was not immediately available at the time of publication.

Don't shortchange Safety — it costs \$'s and Lives!

by LTC Kenneth O. Boley
ARNG Safety Officer

We have made great strides in Army National Guard accident prevention. Fiscal year 1988 was one of the safest in our history. We experienced a **26 percent reduction** in ground accidents compared to FY 87, while incurring **317 fewer accidents** than forecast. The **Class A aviation accident** rate was **1.00 per 100,000 flying hours**, the **best rate ever**. This compares quite favorably with an Armywide rate of 1.84. This safety record was compiled while the level and tempo of operations significantly increased. Accident prevention speaks to the fundamental business of the Army National Guard combat readiness.

The Army National Guard is in a state of transition, preparing for the challenges of the future. Missions are more diverse and demanding. Hundreds of new combat systems are being developed and fielded. Many exhibit unrivaled mobility and sophistication requiring a high level of knowledge by crew and commanders alike. The high expectations for excellence and "can do" attitudes create pressures to take shortcuts by bypassing regulations and standing operating procedures.

Safety-Training Integrated

Safety and realistic training are **not** mutually exclusive. The key is to integrate safety into the operational training environment so it supports realism as it relates to the wartime mission. The only thing worse than no training is bad training.

Soldiers have an uncanny sense for determining the values of their leaders. If a commander is concerned about his soldiers, they will sense it. They also know if the commander is primarily concerned about his own career, covering his tracks, or putting on a good show. When the commander says safety is a top priority but becomes more concerned about impressing his boss, he is telling his unit through behavior a message quite different from that which he espouses. When there is a conflict between "espoused" behavior and "actual" behavior, people infer from actual behavior what is really important.

We **must give our junior leaders** the opportunity to practice the art of war.

They must be allowed to operate in an environment that allows mistakes and then be coached by their superiors on how to avoid them the next time around. There is a perception among many in command that an accident equates to a career in jeopardy.

The identification of risks associated with a particular operation and the requirement to weigh these risks against overall training value to be gained is paramount. Accident experience has shown that, in many instances, the individual has decided what level of risk he will accept rather than the command establishing operational parameters. Class A accident investigations appear to suggest that we are poor risk managers at the company/troop level and, in some cases, accept high-risk scenarios without a corresponding increase in training value. These are not soldiers doing "dumb" things, but highly-motivated officers and NCOs getting in over their heads from a risk perspective and having an accident.

Fundamentals

These six fundamental actions can help save lives and equipment.

1. Set high standards. Safety is a by-product of professionalism, of doing the job right the first time every time. By-the-book disciplined operations are mandatory.

2. Know your soldiers. Test new people's knowledge regardless of whether or not they have been previously operator certified. This applies to weapons and every type of moving equipment — even gas masks. Ensure soldiers use all equipment correctly.

3. Know your equipment. Numerous checklists and publications are available to guide you.

4. Apply dispatch discipline. Many accidents involve equipment that should not even be out of the motor pool or off the helipad. Commit to the use of only properly maintained equipment.

5. Manage risks in training. A high degree of safety can be achieved through the systematic identification and reduction of risks inherent in all missions.

6. Maintain awareness. You cannot

allow yourself to relax your vigil and become complacent when everything is running smoothly.

The pressures to succeed are varied and intense. Leadership at any level seeks clear-cut answers to problems. Since indecision and ambiguity are not only stressful but less than desirable leadership traits, a decision seems better than delay particularly when a deadline draws near. From a risk perspective we can find ourselves "boxed in" to a short-fused, high-risk venture which, in many instances, does not relate to our wartime mission or increase our unit's performance.

Excluding Vietnam, over the **past 20 years, 16,000** soldiers have been **killed in accidents that cost \$5.8 billion**. That's enough money to organize 11 Apache attack companies or equip 12 armor battalions with M1 tanks. Our most recent wartime and contingency operation experience, Vietnam and Grenada, indicates nearly **20 percent of all deaths and injuries arose from accidents**. Accidental losses of aircraft, vehicles, and equipment are believed to have been an even greater percentage of the total. From a readiness standpoint, **accidents are a cost the Army National Guard simply cannot afford.**



CSM Blackwood to all ARNG NCOs



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
WASHINGTON, D.C. 20315-2000



NCB-ARZ-CSM (600)

4 March 1989

MEMORANDUM FOR All Army National Guard Noncommissioned Officers

SUBJECT: Year of the Noncommissioned Officer

1. The United States Army holds a respected position among the armies of the world. The decade of the Eighties has seen a tremendous growth in the professionalism and pride in our Army. The Army National Guard contributes immeasurably to that pride through the efforts of its 182,000 Noncommissioned Officers.

2. The Army's leadership, Secretary Marsh, General Yano, the Chief of Staff, and Sergeant Major of the Army Gates, have paid in many tributes for our efforts. In declaring the Army theme for 1989 the Year of the Noncommissioned Officer, they have recognized your abilities and challenged you to stretch them.

a. The tribute is recognition of more than three centuries of dedicated service to our States and Nation, our soldiers, and our units. We also serve the communities from which we are drawn and whose names we often carry as a part of our identity, such as Hellfighters from Harlem, today's 36th Transportation Battalion, NYARNG.

b. Our challenge is to meet and even raise to new levels the high standards and expectations set by countless Noncommissioned Officers before us. They established high standards through selfless performance and many remarkable achievements. As is so often the case, each generation achieves new levels of greatness.

3. The year ahead will be only what we wish it to be: success or failure rewarding or disheartening. I wish it to be successful, to affirm the dedication of the soldiers who have paid their price and led the way to prepare us for our roles in the defense of this nation. I wish it, also, to be rewarding, to affirm the faith, the hope, and the charity of our friends and neighbors, the citizens who have entrusted to us their sons and daughters because they believe in our abilities to train, lead, and protect them.

4. There are four areas to which the Noncommissioned Officer is ideally suited. In the Army National Guard Year of the Noncommissioned Officer, they will be our cornerstones, our basis for the future.

a. **STRENGTH.** The sum of everything that affects a soldier, retention is the conservation of our human resources. This must be the paramount concern of every Noncommissioned Officer, for without soldiers, we are not leaders. Do not presume that the same factors and circumstances that cause you to stay will keep each of your soldiers. Extend to them at least the same care and concern Noncommissioned Officers have given you over time. Extend the basic human courtesy of appreciating their efforts -- out loud. And ask them to stay. In the meantime, ask each of your soldiers to refer to their supporting recruiter either citizens with whom they would like to soldier. This will reinforce the fact that the National Guard is units made up of citizens who come together to ensure the common good.



Meet, even raise the high Standards of NCOs Before us

NCB-ARZ-CSM

SUBJECT: Year of the Noncommissioned Officer

b. **TRAINING.** The Officer Corps sets the standards that soldiers must meet. The Noncommissioned Officer Corps traditionally has assured discipline in four ways: by setting the example for soldiers to follow, instructing them to perform their tasks to standard, correcting infractions to ensure they act in an orderly manner, and counseling them to improve their performance, confidence, abilities, and potential. Soldiers who are not trained in their individual tasks cannot contribute materially to the unit's mission, be it a squad or a brigade. We measure soldier performance in many areas: common and MCS tasks, physical fitness, appearance and conduct, weight control, supply, security, and maintenance. These and many others are the blocks that Noncommissioned Officers use to develop soldiers.

c. **TRADITIONS.** The codes, customs, and traditions of the Army, and the proud accomplishments of our units are only some of the things that give soldiers a sense of purpose. Trust in, and a sound respect for, those with whom they serve is another. One of the earliest, most respected Noncommissioned Officer ranks was the Color Sergeant who carried the battle flag into combat. Those brave soldiers provided the rally and pivot points for the maneuver elements. Often, they paid a terrible price for their visibility and unwavering attention to duty and mission. Next, were the Sergeants who kept their elements effectively moving toward the objective. And then the Corporals, who guided the lines from where we place squad leaders today. The Noncommissioned Officer is charged to honor the sacrifices of those who went before us and continue to earn the respect they earned. Respect comes at a high price, but is easily lost; we must earn it every day or lose it. We must keep alive our traditions to honor the past, and pass them to those who will take our places.

d. **FAMILY.** Soldiers without the support of their families will soon be lost. We cannot treat lightly nor disregard the people who care for our soldiers and for whom the soldiers care in return. The complete National Guard family comprises our citizen-soldiers and their loved ones, the communities from which we draw them, and the employers who provide their livelihoods. Over this triad we superimpose the unit with its own set of demands. We must retain a realistic balance between the demands on our soldiers of home, work, and play, and those of the Army National Guard. While there are many demands on a soldier, there are many more on a leader. We must consider the sum of these demands, and ensure that we retain an honest sense of the personal price each soldier may pay to serve. While military service is not for everyone, we must assure a leadership environment in which an adequate number of citizens will wish to serve and that they will have their families' support.

5. This is the greatest time to be a Noncommissioned Officer in the history of the Army National Guard. We have been given a significant opportunity and I feel we are equal to the challenge. The way we perform this year will set the stage for the Noncommissioned Officer Corps into the 21st century; lead the way. The National Guard Bureau Noncommissioned Officers will help you in any way we can: just ask.

6. NCOs make it happen. We can't afford not to.

G. Steven Blackwood

G. STEVEN BLACKWOOD
Command Sergeant Major
Office of the Director, Army National Guard



WHAT COULD BE — West Virginia Army Guard Sgt. Richard Ogden stands beside the wreckage of an automobile from which the passenger was thrown and the driver was killed. Ogen was credited with saving the life of the passenger, a civilian. Accidents like this happen all too often, even when people are travelling to or from their units to participate in National Guard training,

and especially during the summer when Annual Training activity reaches significant levels. Keep the wreckage in mind. Make safety a constant companion and don't let a lack of safety make a wreck of your life. (Photo by Sgt. Jack McNeely, 153rd Public Affairs Detachment).

Command involvement essential

ARNG Director stresses accident prevention

Maj. Gen. Donald Burdick, Director, Army National Guard has emphasized the need for command involvement to prevent accidents in a recent memorandum to all states.

In that memorandum, Burdick describes circumstances surrounding the death of an Army Guard soldier from drowning when his Armored Personnel Carrier (M106) attempted to "swim" a stream instead of crossing a bridge nearby. The vehicle sank mid-way across the stream, while the

three crew members . . . all non-swimmers . . . tried to reach the shore. One drowned attempting to get to shore.

It was later learned that the vehicle had not been properly prepared to "swim" the stream and in fact there had been no reason to attempt to swim the stream.

The sad fact is there was a life lost because of human error and inattention.

For that human error, the entire chain of command was cited not only for proper supervision, but also for

inadequately instructing the soldiers in proper procedures needed to prepare their vehicle for "swimming" a waterway.

In assessing the responsibility for the accident Burdick wrote, "After my personal review of a recent Class A accident, it became very evident that leaders at all levels should be reminded of their responsibility to prevent accidents. Had the leadership been doing their job properly this accident would never have happened."

Excerpts from Blackwood to NCOs

The challenge

"Our challenge is to meet and even raise to new levels the high standards and expectations set by countless Noncommissioned Officers before us. They established high standards through selfless performance and many remarkable achievements. As is so often the case, each generation achieves new levels of greatness."

Goals

"The year ahead will be only what we wish it to be: success or failure; rewarding or discomfiting. I wish it to be successful, to affirm the dedication of the soldiers who have paid their price and led the way to prepare us for our roles in the defense of this nation. I wish it, also, to be rewarding, to affirm the faith, the hope, and the charity of our friends and neighbors, the citizens who have entrusted to us their sons and daughters because they believe in our abilities to train, lead, and protect them."

People count

"The sum of everything that affects a soldiers, retention is the conservation of our human resources. This must be the paramount concern of every Noncommissioned Officer, for without soldiers, we are not leaders. Do not presume the same factors and circumstances that cause you to stay will keep each of your soldiers. Extend to them at least the same care and concern Noncommissioned Officers have given you over time. Extend the basic human courtesy of appreciating their efforts — out loud. And ask them to stay."

On Discipline

"The Noncommissioned Officer Corps traditionally has assured discipline in four ways: by setting the example for soldiers to follow, instructing them to perform their tasks to standard, correcting infractions to ensure they act in an orderly manner, and counseling them to improve their performance, confidence, abilities, and potential."

Customs, Tradition Important

"The codes, customs and traditions of the Army and the proud accomplishments of our units are only some of the things that give soldiers a sense of purpose . . . The Noncommissioned Officer is charged to honor the sacrifices of those who went before us and continue to earn the respect they earned. Respect comes at a high price, but is easily lost; we must earn it every day or lose it. We must keep alive our traditions to honor the past, and pass them to those who will take our places."

Families count, too

"Soldiers without the support of their families will soon be lost. We cannot treat lightly nor disregard the people who care for our soldiers and for whom the soldiers care in return . . . We must retain a realistic balance between the demands on our soldiers of home, work and play, and those of the Army National Guard."

Reward

"This is the greatest time to be a Noncommissioned Officer in the history of the Army National Guard."



CSM G. Steven Blackwood

CSM George S. Blackwood became Command Sergeant Major, Army National Guard Directorate on April 15, 1988.

Born in Durham, North Carolina, June 8, 1944, he graduated from Durham County High School, attended Campbell University and the University of North Carolina at Chapel Hill, and has received an Associate Degree in General Management.

His military education includes the completion of Basic Training and Advanced Individual Training, 1966; NCO Leadership School, 1969; N.C. National Guard Recruiting and Retention School, 1976; Administrative Supply Technician Course, 1977; Senior NCO Course, 1978; Crypto Technician Course, 1979; Personnel Senior SGT Course, 1982; Battalion Training Management Seminar (TMW), 1984; Interaction Management, 1985. He graduated January 15, 1987 from the United States Army Sergeants Major Academy where he served as Vice President of Class 28. For his outstanding leadership abilities, CSM Blackwood was awarded the AUSA Award for Excellence making him the first Reservist to receive the award.

CSM Blackwood began his military career on July 27, 1965 when he enlisted in the 130th Signal Battalion of the North Carolina Army National Guard. He served in positions as Armorer, Supply Sergeant, Radio Teletype Team Chief, Mess Steward, Communications Supervisor, Platoon Sergeant, First Sergeant and Personnel Staff NCO. On October 1, 1978, he was assigned to Headquarters Company, 30th Combat Service Support Group where he served as Senior Readiness NCO and Chief Supply Sergeant. On October 1, 1980, he transferred to Headquarters, North Carolina Army National Guard and served as Chief Admin NCO, Personnel Senior Sergeant, and was promoted to sergeant major on September 13, 1982. He served as the Deputy Chief of Staff, Personnel Sergeant Major until his appointment as State Command Sergeant Major by Major General Charles E. Scott on October 1, 1985.

His awards and decorations include the U.S. Army Meritorious Service Medal; Army Commendation Medal with oak leaf cluster; Army Achievement Medal with three oak leaf clusters; Army Reserve Component Achievement Medal with three oak leaf clusters; Armed Forces Reserve Medal with device; NCO Professional Development Ribbon; Army Service Ribbon; Reserve Component Overseas Training Ribbon; North Carolina Meritorious Service Medal; North Carolina Commendation Medal; North Carolina State Active Duty Ribbon (3rd award); and the North Carolina National Guard Service Award with 20-year device.

CSM Blackwood is a life member and past president of the North Carolina National Guard Association; Enlisted National Guard Association of the United States (life member); and is a member of the NCO Association of the US Army; and the Association of the US Army.

He is married to the former Carolyn Ann Plonski of Durham. They have two sons, Jeff and Joe.

Relative Humidity %	Actual Air Temperature (Fahrenheit)						
	70	75	80	85	90	95	100
Apparent Temperature (What it feels like)							
0	64	69	73	78	83	87	91
10	65	70	75	80	85	90	95
20	66	72	77	82	87	93	99
30	67	73	78	84	90	96	104
40	68	74	79	86	93	101	110
50	69	75	81	88	96	107	120
60	70	78	82	90	100	114	132
70	70	77	85	93	106	124	144
80	71	78	86	97	113	136	157
90	71	79	88	102	122	150	170
100	72	80	91	108	133	166	

Vermont finishes strong

1989 NGB Biathlon results are in

The results of the 1989 Chief, National Guard Bureau Biathlon competition held at Camp Ripley, Minn., in February are in, some 31 teams participated.

Individual Races

Individual race winners included the following:

Men's Open Novice 7.5 kilometer race: **Kent Buryska**, Montana, first, **Jeff Blatzell**, Washington, second, and **Bret Birk**, Montana, third.

Women's Open Novice 7.5 kilometer race: **Patricia Morrill**, New Hampshire, first, **Lori McMaster**, Michigan, second, **Karen Ledding**, Wisconsin, third.

Men's Open 20 kilometer race: **Ben Neal**, Vermont, first, **Paul Lincoln**, Vermont, second, **Chuch Lyda**, California, third.

Women's Open 15 kilometer race: **Helene Arnold**, Vermont, first, **Dina Newhouse**, Utah, second, **Debby Nordyke**, Alaska, third.

Men's Junior Open 15 kilometer race:

Jeff Blatzell, Washington, first, **Tom Kontos**, Vermont, second, **Paul Lahan**, New York, third.

Women's Junior Open 15 kilometer race: **Kathi Kretz**, Vermont, first, **Jean Eisenhardt**, Vermont, second. No third place finisher reported.

Men's Open 10 kilometer race: **Robert Rosser**, Oregon, first, **Robert Powers**, Vermont, second, **Paul Lincoln**, and **Tom Lane**, Vermont tied for third.

Men's Junior Open 10 kilometer race: **Jeff Blatzell**, Washington, first, **Tom Kontos**, Vermont, second, **Paul Kahan**, New York, third.

Women's Open 10-K race: **Dina Newhouse**, Utah, first, **Helene Arnold**, Vermont, second, **Debby Nordyke**, Alaska, third.

Women's Junior 10-K race: **Kathi Kretz**, Vermont, first, **Jean Eisenhardt**, Vermont, second.

Combined All-Guard Men 20-K: **Robert Rosser**, Oregon, first, **Jeffrey Sanborn**, Vermont, second, **Eric**

Reynolds, Utah, third.

Combined All-Guard Men 10-K: **Paul Lincoln**, Vermont, first, **Robert Powers**, Vermont, second, **Ben Neal**, Vermont, third.

Combined 10/15-K, All-Guard Women: **Helene Arnold**, Vermont, first, **Dina Newhouse**, Utah, second.

Combined 15/10-K, All-Guard Junior Men: **Jeff Blatzell**, Washington, first, **Tom Kontos**, Vermont, second, **Tom Moran**, New York, third.

Combined 15/10-K All-Guard Junior Women: **Kathi Kretz**, Vermont, first, **Jean Eisenhardt**, Vermont, second.

Team Races

In Team Races, Vermont won the Team Patrol Race with Alaska second and Oregon third. The Team Relay race was won by Vermont with Alaska and Washington finishing second and third respectively.

In Combined Team Standings, Vermont was first followed by Alaska, second, and Oregon, third.

Wayne A. 'Robbie' Robertson to retire in May

The quiet, soft spoken "man behind the scenes", Special Assistant to the Chief, National Guard Bureau Wayne A. Robertson will retire from Federal service in May after more than three decades of service to his country and the National Guard.

A native of Texas, Robertson studied accounting and business administration at St. Mary's University and the University of Texas. He served in the Air Force from 1954 to 1958 before becoming a Military Personnel Officer with the Texas Air National Guard at San Antonio. In 1967, he returned to active duty as Chief, Air Technician Branch with the National Guard Bureau where he ultimately worked with members of the NGB legal staff and the Senate Armed Services Committee to compile data to support the National Guard Technicians Act of 1968. Afterwards he worked with the Army and Air Force and the Civil Service Commission to develop procedures and regulations for administering National Guard technicians as federal employees.

Released from active duty in 1969, he joined the NGB Office of Technical Personnel which was organized to provide a full range of personnel management for the Army and Air National Guard Technician programs with more than 51,000 employees nationwide. After



serving as Chief, Personnel Management, he was appointed Director of Personnel in 1973.

In 1981, Robertson, who was often called simply "Robbie", was appointed as Special Assistant to the Chief, National Guard Bureau and was promoted to the Senior Executive Service in November 1982.

An Air Guard officer, Robertson retired

as a lieutenant colonel in 1982 with over 24 years of service.

An affable person, the lanky Robertson has served under three separate Chiefs as their Special Assistant, often working from a unique perspective to sort out problems as the Chief, NGB's special trouble shooter and problem solver.

An active member of several civic and professional organizations, Robertson has also received Outstanding Performance Ratings, the Air Force Meritorious Civilian Service Award, and the Air Force Decoration for Exceptional Civilian Service. In farewell ceremonies prior to his retirement, Lt. Gen. Herbert R. Temple, Jr., Chief, National Guard Bureau presented Robertson the Outstanding Civilian Career Service Award. He also received numerous state awards in recognition of his contributions to and assistance to programs within individual states.

The staunch Dallas Cowboy fan (even in recent years) was reported by one Guard official as "having the knack to listen to every side of a difficult problem then, ever so diplomatically, move people to an agreement on solving the matter."

Robertson plans to return to his native south Texas upon his retirement May 10th and settle in Corpus Christi along the Texas Gulf coast.

Vice Chief, NGB calls for 'occupational' safety Consciousness; increase 'work-place' safety

The Vice Chief, National Guard Bureau, Maj. Gen. John B. Conaway, has called on all states to be more safety conscious in efforts to increase safety in the workplace and to reduce the costs associated with medical costs for sick and injured technicians.

In an recent memorandum to all states, Conaway noted that "In 1988, the National Guard spend over 19 million dollars on compensation and medical costs for injured technicians and Title 5 civilians. We also spent about one million on Environmental Differential Pay (EDP)

for those technicians who worked in an environment where they were exposed to unusually severe hazard."

The Vice Chief went on to state, "The very nature of our work is frequently hazardous, and exposure to these hazards inevitably results in some harm to our dedicated, professional workforce."

General Conaway pointed out however, that by observing good safety practices, using protective equipment, and eliminating hazardous conditions from the workplace, drastic reductions in injuries and occupational illness could be achieved.

"The highest levels of management must be involved in this process," Conaway said adding, "Good policies and programs must be developed and rigidly enforced. Supervisors who do not properly execute programs and workers who do not use good safety practices, including the wear of protective equipment, must be held accountable. Everything possible must be done to protect our people and to reduce the unnecessary drain on a dwindling budget. We must do better and we must do it now!"

Vermont hosts international military Ski meet for CISM competitors

Vermont Guardsmen recently hosted the first international military ski competition to be held outside Europe as part of the Conseil International du Sport (CISM) Ski Championships in February.

The world-class competition among military personnel included competitors from Sweden, Norway, Belgium, Finland, West Germany, the Netherlands, Austria, Switzerland, France, Italy, Canada, the United States and Chile. Among the individual competitors were some of the world's finest international ski competitors including West Germany's World Cup competitor Peter Roth who won the Giant Slalom and fellow West German Marcus Wasmeier, ranked third in the world in the event who placed third behind Italy's Luca Pesando. In all, 14 Olympic athletes matched their skills in the competition.

The competition marked the first time in its 31

year history the international military sports competition had been held outside the familiar European countryside and was made possible through the cooperation and work of the Vermont National Guard with help from the National Guard Bureau.

A new training site at a higher elevation than previous training tracts provided almost 18 inches of snow for the 214 competitors and an excellent setting for the ski competition.

Some 500 individuals worked behind the scenes to ensure the success of the competition. They included members of Wisconsin's 112th Public Affairs Detachment which produced a documentary video-tape on the competition, and members of the Utah Army National Guard who were interpreters for the international athletes.

Among the US competitors, **Pam Nordheim**

scored eighth in the Women's 15-kilometer race while US Biathletes **Andree Frenette**, **Peg Hunter** and **Nancy Bell** finished second in the Women's 10-kilometer Cross Country Team event, and the team of **Pamela Nordheim**, **Helene Arnold** and **Nancy Bell** captured third in the overall Women's Biathlon team award, the highest showing for US military ski competitors ever in CISM competition. Overall the US military ski competitors placed ninth in the competition.

In describing the success of the competition and the work which had gone into preparing for it to members of the National Guard Bureau after the end of the competition, Maj. Gen. Donald Edwards, Vermont Adjutant General noted that although the US would not normally be called on to sponsor the event for another nine years, the international sports council had asked that the US sponsor the competition again in 1992.

FEMA offers Training for State Defense Forces

WASHINGTON — The Emergency Management Institute in March opened its training programs to members of the State Defense Forces, according to the Federal Emergency Management Agency (FEMA).

The Institute, operated by FEMA, provides courses at its Emmitsburg, Md., training facility and through state emergency management agencies. The courses are designed to improve students' emergency response capabilities in the event of a statewide emergency or disaster.

State Defense Forces would play a vital role in the event of a major national mobilization requiring federalization of National Guard resources. Twenty-three

states, the District of Columbia and Puerto Rico maintain State Defense Forces.

State Defense Forces are maintained by Alabama, Alaska, California, Georgia, Indiana, Louisiana, Maryland, Massachusetts, Montana, New Mexico, New York, Mississippi, Nevada, Ohio, Oregon, Rhode Island, S. Carolina, Tennessee, Texas, Utah, Vermont, Virginia and Washington.

Additional information and a course catalog may be obtained by writing the Admissions Office, National Emergency Training Center, 16825 S. Seton Ave., Emmitsburg, Md. 21727.

DoD approves 'drug war' plans for 12 states

Secretary of Defense Richard B. Cheney on March 30, 1989 approved the first phase of a \$40 million program aimed at increasing the role of the National Guard in supporting civilian drug law enforcement agencies in the nationwide crusade against drugs.

Based on recommendations from law enforcement agencies, plans from 12 border states were accorded the highest priority for review and implementation. Plans from the other states have been reviewed and approved by the Department

of Defense and have been sent to the Department of Justice for further review. We expect approval of these plans in the very near future.

State plans approved include: Alabama - \$930,745, Arizona - \$176,359, California - \$990,407, Florida - \$3,413,052, Georgia - \$281,904, Hawaii - \$247,627, Louisiana - \$1,190,820, Mississippi - \$468,046, New Mexico - \$330,399, Oregon - \$474,384, Texas - \$2,904,210, Washington - \$369,880.

Activities described in the plans include: detection and monitoring of drug smuggling through flight crew surveillance; aerial photography and other imagery; radar surveillance; long-range reconnaissance; assistance in searching containers; transportation of law enforcement personnel, equipment and seized substances; expanded training of law enforcement personnel; and increased loans of military equipment. This expanded role does not include direct participation by Guard personnel in police activities such as arrest and seizure.

'shorttakes'

Air Traffic Kudos

From "Soldiers" magazine comes word the 11th Air Traffic Control Platoon (Forward), Florida Army National Guard was named Combat Support Platoon of the Year among the Air Traffic Control community in the Total Army.

GI Bill Changes for Reservists

"Soldiers" also reports recent changes in the Montgomery GI Bill (MGIB) continue to make it a huge success with members of the Selected Reserve, including the National Guard.

According to "Soldiers," on November 18, 1988, Congress removed the requirement for attending school on at least a half-time basis in order to draw the MGIB benefits. At the same time, Congress also removed a requirement for members of the Selected Reserve — including Guardsmen — to serve a minimum of 180 days before receiving educational assistance.

When new recruits now complete their Initial Entry Training (IET) they become eligible and can begin drawing benefits immediately.

Under terms of the MGIB for the Selected Reserve, soldiers who enlist, extend their service or reenlist for a total of at least six years' service after July 1, 1985, qualify for up to \$140 per month for up to 36 months. In addition, officers in the Selected Reserve (including the National Guard) who, after July 1, 1985 agree to serve for six years beyond their initial obligation, may enroll in the MGIB.

Under the provisions for the Selected Reservists, there is no reduction in the soldiers' base pay for participating in the program, the program pays up to \$5,040 in educational benefits for participants. Other restrictions, however, do apply and should be checked out with appropriate personnel officials.

According to "Soldiers," since its inception, the MGIB has seen, as of December 1988, more than 50,000 Guard members participate.



SAVINGS DRIVE — Maj. Gen. Donald Burdick, Army Guard Director kicks off the Army Directorate's U.S. Savings Bond Campaign with his own contribution while the ARNG Savings Bond Campaign Coordinator, Maj. Johnny Dillard looks on. The drive ends May 30th.

ADA Association Award

The Army's Air Defense Artillery Association has reported the creation of a new award for newly commissioned Officer Candidate School graduates of State Military Academies in the Army National Guard who are the top graduate in their class and who chose Air Defense Artillery as their basic branch.

According to Lt. Col. Cruz M. Sedillo, II, the Army National Guard Plans, Policy and Training Advisor to the Army's Air Defense Artillery Center at Ft. Bliss, Texas, the awards program includes the awarding of a plaque to the top officer candidate graduate in each of the state military academies who meets the criteria.

According to Sedillo the purpose of the award is to promote branch pride, and enhance the professional development of Air Defense Artillery officers.

Questions concerning the award may be referred to Lt. Col. Sedillo at autovoon 978-5722 or 978-2030.

Tactical Air Command History Note

The Air Force Tactical Air Command reports that April 11th marked the 19th anniversary of the gaining of TAC's first Air National Guard unit, the 146th Tactical Airlift Wing, California Air National Guard, which was reorganized April 11, 1970.

Newspaper "Column" Alert!

The Air Force Command Information Office has issued an alert concerning a letter which has been mailed to some base newspapers offering a 12-month free subscription to a syndicated column called "Thanks a Million."

The Air Force reminds editors and public affairs officers, including those within Air National Guard units, that Air Force Regulation 190-1 prohibits the use or subscription to commercial syndicated columns. Therefore, use of the column is also prohibited.

ARNG aviators from Arizona, Texas chosen To vie for world championships in Paris

Army Guard competitors captured three of the top five positions in team competition at the U.S. Precision Helicopter Championships held at Fort Rucker, Ala. in March which saw 22 teams vying for a chance to compete at the World Helicopter Championships to be held in Paris, France in September. A fourth Army Guard team placed seventh.

CWO2s George Egbert and Paul Hendricks from the **Arizona** Guard's Western Army Aviation Training Site placed second a mere four points behind the winning team from the U.S. Army Europe.

The team of **CW3 Ed Jones** and **1st Lt. Neil Whigham**, from **Texas'** Detachment 1, Company E, 149th Aviation battalion placed third, while another Texas Army Guard team, **CW4 Maris Stipnieks** and **2nd Lt. Brian Dickens**, assigned to Troop D, 1st Squadron 12th Cavalry placed fifth.

The top five teams from the competition will represent the U.S. in the world championships in September.

The precision flying competition included "Timed Arrival and Rescue", "Precision Hovering," "Navigation Course," and "Helicopter Slalom" events.

In the "Timed Arrival and Rescue" event the aviators had not only to meet exact take-off and landing times, but had to navigate to a specific point and lower a bottle at the end of a seven meter rope through a two-foot square hole in the process.

The "Precision Hovering" event demanded that the crew fly their aircraft in a 50-meter square course along a one-meter wide corridor, keeping a weight suspended from a two-meter rope within the corridor, while also keeping a weight



CHAMPIONSHIP FORM — As CW2s George Egbert and Paul Hendricks compete in the U.S. Precision Helicopter Championships at Fort Rucker, Ala., while working their way to a second place finish against 21 competitors. (Photo by SSgt. Norm Arnold).

suspended from a three meter rope in contact with the ground.

For the "Navigation Course," the teams were to have flown a precise 120 kilometer course with specific start and landing times, while identifying and marking targets enroute. Inclement weather forced the cancellation of this event, but it will be included in the Paris competition.

In the "Helicopter Slalom," an area 120 by 200 meters was marked on a field, along with 12 gates composed of two poles, each two meters high and one meter apart. The crews had to maneuver a precisely measured bucket of water suspended from a five meter rope through the gates, then lower the bucket precisely to 11 meters and place it in the center of a small table without losing any water — all of this within 210 seconds.

CSM echoes 'Director's Challenge' To NCOs: 'Make it happen'

Army National Guard Command Sergeant Major G. Steven Blackwood has challenged each State Command Sergeant Major to get behind efforts to ensure the Army Guard reaches its end-strength goal by June 30th.

Maj. Gen. Donald Burdick issued a challenge to the adjutants general recently to make their end strengths by that date as part of a "Director's Challenge" — an all-out push to meet the targeted strength level at the end of June instead of waiting for a push the final months of the fiscal year.

In adding his own backing to the effort, CSM Blackwood noted that this was a "tough task, but one that can be met if each of you rally your

NCO corps to help."

Blackwood went on to urge efforts to "focus every NCO's efforts in the retention of quality soldiers, counseling the ones who may encounter difficulty" and making "sure that our soldiers refer to their supporting recruiters other citizens with whom they want to soldier."

"The officers set the standards, and **we train, evaluate, and counsel** soldiers to ensure compliance. Setting the example is one of the highest and most respected forms of training known," Blackwood stated.

"We are not getting any new money, and **there are no fancy tricks:** the NCO Corps

has never had to rely on these," Blackwood added. "Our manpower well is not bottomless. Economy of effort and good plain 'horse-sense' tell us that we have to start with the soldiers we have — with retention. And we are all retention NCOs — 182,000 strong."

Blackwood also noted, "There is not one NCO among us who can afford the luxury of letting someone else do this for him, for without soldiers, we are not leaders. I think we can meet this challenge as we have always done it, through the indomitable will of the Sergeant; the soldiers who say, 'Can Do, Will Do.'"

The senior Army Guard NCO leader added, "NCO's make it happen; we can't afford not to."