
The Railsplitter

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Spring 2001

Published in the interest of the 84th Division (Institutional Training) and the U.S. Army Reserve.



*Unit gets new mission --
Page 5*

Happy Birthday 84th Division (Institutional Training)

By **Maj. Gen. Robert W. Smith III**
Commander, 84th Division (IT)

The essence of leadership - "A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not seek out to be a leader, but becomes one by the quality of his actions and the integrity of his intent."

Thus as we look at the 84th Division (Institutional Training), can we all not be proud to say that we fit this definition in our 84th year of existence.

Yes it is Happy 84th Birthday for the 84th Division which was organized first in August, 1917 at Camp Zachary Taylor, Louisville, Ky. Since our inception we have etched the meaning of leadership on the military landscape with our blood, sweat and tears. Countless thousands have worn our patch, worked as



civilians in our support or have been a devoted family member. The past and present members of the 84th family have a bright future to look forward to as we carry the mantle of leadership forward for another 84 years.

How ironic as we move out on our next 84 years that we are the "Essence of Leadership" in the Laser Marksmanship Training System and have eight brigades with four main thrusts: initial entry training in 1st and 2nd Brigades, The Army School System in 3rd, 4th, 5th and 6th Brigades, training support in 7th Brigade, and the Reserve Officers Training Corps in 8th Brigade.

So as our motto amply says, "Strike Hard" - let the 84th Division Army Reserve Band step out smartly and strike hard the notes for Happy Birthday as we all proudly reflect on our first 84 years.



U.S. Army Photo
Maj. Gen. Robert W. Smith, III

On the cover

Staff Sgt. Glen Phillips advises Pfc. Erick Magan on how to remove a retaining clip as part of the annual vehicle maintenance in 7th Brigade's (Training Support) new logistics battalion. See, 7th Brigade, Page 5.

The Railsplitter

84th Division Commander
Maj. Gen. Robert W. Smith, III

Public Affairs Officer
Maj. Matthew Leonard

Public Affairs Chief
Master Sgt. Doug Hays

Command Information Officer
Capt. Jacqueline Guthrie

Editor
Sgt. 1st Class Vern Borth

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At a minimum, submissions should be in Microsoft Word format and include: title of story, author's name and title, unit affiliation and telephone number.

Submit photographs as color prints or in JPEG format and include: a list of those in the photo from left to right, their title and unit affiliation; photographers name, title and unit affiliation. We reserve the right to edit as needed.

For more Railsplitter news visit:
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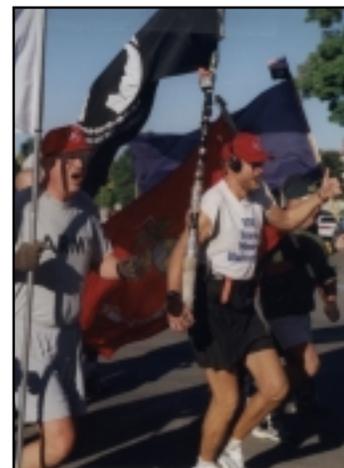
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Back to the basics

By Command Sgt. Maj. Charles Clark

84th Division Command Sgt. Maj.

The year 2001 started out with a bang when the Sergeant Major of the Army called a command sergeants major conference at Fort Bliss, Texas. This is the first!

I shared many of the comments with the brigade command sergeants major on Jan. 13, one day after the conference. But I would like to share with you some information that came out of that conference: back to the basics, taking care of soldiers, ratcheting-up the NCO corps, counseling, pay, active versus Reserve component, and the five areas of concern for the next year.

Back to the basics means a lot of things. For instance, we were all taught early in our careers to stand up when addressing a senior officer or enlisted soldier. Many of us have forgotten that. Be proud to be an American soldier and extend that courtesy every time someone of senior rank enters the room.

Another area for improvement is "on the spot corrections." Many don't take the time to do it, but you are doing a disservice to the soldier by ignoring the offense.

A general at the conference told us it is OUR job as NCOs to train the officer corps. It has been our job throughout our history. He said he had brought some Russian officers over to work with his unit and as they watched his unit they started to question the NCO corps. Who were these soldiers? They thought we had put officers in enlisted uniforms. The general said, "No, these are our enlisted soldiers." Talk about pride. Let's get back to basics.

Taking care of soldiers is my reason for being here. The smallest acknowledgment can mean more to a soldier than you can measure. You will know that years later when someone comes up to you and says, "Do you remember when you...." I have found, and shared with the commanding general, that I cannot get results as fast as I did when I was at battalion or brigade level. I

have brigade command sergeants major that need to get involved in the everyday aspects of taking care of soldiers. Promotion packets, instilling the pride and ambition to get to the next level. Why are master sergeants not putting packets in to become sergeants major?

"Ratchet-Up" is a key phrase the SMA uses all the time. If you get the opportunity to see and listen to him you will find that he loves being a soldier and that things need to change. That phrase will catch you because it deals with "The Army."

The SMA also said the Army is broke when it comes to counseling. From senior levels to the lowest level we just don't do a good job counseling. We need to ratchet-up counseling. The NCO efficiency rating is written with input from the sessions. The SMA said, "I know it says four times a year for active component and two times a year for Reserve component. I would like to see it more and maybe our NCOERs will reflect what we have done.

There is a major push to overhaul the current pay tables. We have seen some changes already but there is more to come. The Army is trying to align our pay scale with the civilian force to make it worthwhile to stay and serve our country, on active duty or in the Reserves.

I was as proud as a new father when I heard over and over again from the SMA and generals alike that this is not "your father's" Army. Active component forces cannot do their job unless they have the Reserve forces.

Then SMA and Lt. Gen. Larry Ellis, deputy chief of staff for Army operations, pointed out that the Reserve forces make up 54 percent of the combat force and 70 percent of combat service/combat service support.

Right after saying that Ellis asked if there were any "Railsplitters" in the room. I stood up and said, "Yes Sir." He went on to say what the Railsplitters have taught him. Remember this conference included ALL the Army's top command sergeants major and here Ellis is saying good things about the 84th Division. Talk



**U.S. Army Photo
Command Sgt. Maj. Charles Clark**

about PRIDE! We can all thank our division commander, Maj. Gen. Robert Smith for this. He has been putting the 84th "on point" since he came here. The 84th does a lot of great things. Wear that patch proudly.

What can you say? I think I need to ratchet-up the way I think about my job as a Reserve component soldier.

The "NCO Visions" that we command sergeants major adopted that week are:

- Lead by example
- Train from experience
- Maintain and enforce the standards
- Take care of soldiers
- Adapt to a changing world

Other than these top five, the SMA also said that effective counseling, maintaining an outstanding personal appearance, and maintaining disciplined leaders to produce disciplined soldiers are also very important. If you would like a copy of the NCO Visions, see your command sergeant major.

This is only a small amount of the information that was put out during the week. I invite you all to visit the web site to see all of the briefings. You can find it at usasma.bliss.army.mil, then go to links and then SMA Conference.

In other news, the commanding general is keeping me busy taking care of the division and soldiers, not only within the command but also on the Army level.

See, Basics, Page 15

7th Brigade forms new logistics battalion

Story and photo By Capt.
Jacqueline Guthrie
Railsplitter staff

A battalion of 84th Division (Institutional Training) soldiers has a new job – a new job helping others.

The 1st Battalion (ROTC), 339th Regiment, 7th Brigade (Training Support), headquartered in Sturtevant, Wis., will no longer train college students how to be military officers. The 127 battalion members will, instead, provide logistics support to several 84th Division schools — a challenging, yet rewarding endeavor, according to Lt. Col. Patricia Heritsch, unit commander.

One of the 84th Division's missions is to support The Army School System, known as TASS, by providing military specialty skill training to active duty, Reserve and National Guard soldiers throughout the country. The Reserve schools teach the same programs of instruction as their active duty counterparts, but have two big challenges, Heritsch said.

“We have less time to teach than our active duty counterparts,” she said. “And our TASS battalions are not authorized equipment.”

To help solve the equipment problem, the new battalion acquires equipment and provides supply and maintenance personnel to support transportation, military police, health services, personnel services and engineering schools in the 84th Division's 3rd, 4th and 5th Brigades. All schools we support are equipment intensive, Heritsch stressed.

Division headquarters logistics personnel determine what resources instructors will need to teach the class to standard. Then, “we basically have to beg, borrow and steal wherever we can get it,” she joked.

Division logistics personnel (DSLOG) locate the equipment from the

National Guard, other Reserve and active units, and, once DSLOG finds it, we coordinate with the owner to get it where it needs to go.”

That includes inspecting the equipment, transporting it to the school, maintaining it for students' use and then returning it back to the owner, hopefully in the same condition, she

‘We’ve given people more responsibility and they like that’ - Heritsch

said.

“We do a technical inspection to make sure all deficiencies are listed and then the 84th Division takes financial responsibility for any new deficiencies,” she said.

The soldiers are excited about the change and their new jobs, Heritsch said. While training college students was exciting and rewarding, the soldiers are using the maintenance and supply knowledge they learned in the Army. They have been very busy updating military drivers' licenses, perfecting technical inspection and maintenance skills and refreshing their military equipment knowledge.

“We’ve been busy getting everybody up to speed,” she said. “Everybody has to know what their new job is and how to do it.”

“We’ve given people more responsibly and they like that,” Heritsch said. The soldiers will deploy in small teams throughout the year obtaining, delivering and maintaining equipment. They also maintain and issue basic field gear for instructors to use during field training exercises.

While the unit has 127 personnel, it is split between a headquarters company and two line companies. Company B is also located in Sturtevant, but Company C is located at Fort McCoy, Wis. Company C is a logistics cell that has been providing logistic and supply support to 84th Division schools for some time, however, its battalion affiliation and leadership changed when the battalion reorganized.



Staff Sgt. Paul Goldmann performs annual maintenance checks in preparation for the upcoming annual training season.

See Reorganization, Page 15

Col. Pochowski retires after long 84th service

By Capt. Janice Burk
Railsplitter Staff

Col. Peter Pochowski, commander of 2nd Brigade, 84th Division (Institutional Training) retired October 14 after 31 years in the military and four Army Reserve brigade commands.

Pochowski entered the Army from his home in Milwaukee in 1969. Soon after attending basic training at Fort Campbell, Ky., Pochowski was selected to attend officer candidate school. He was commissioned in October, 1970.

After leaving active duty in October 1972, he joined the 84th Division and, by the time he was done, commanded four brigades — the 1st Brigade, the former 3rd Brigade of the 85th Division (Exercise), the 7th Brigade and finally, the 2nd Brigade.

His other assignments within the 84th Division included company executive officer, company commander, committee chief, battalion operations officer, brigade and division assistant operations officer, and battalion executive officer. As 2nd Brigade commander, he was responsible for six basic combat training battalions, located in three states and eleven cities.

Pochowski's success as brigade commander was due largely to his leadership style, according to Command Sgt.

Maj. John Thompson, who worked closely with Pochowski for two years at the 2nd Brigade.

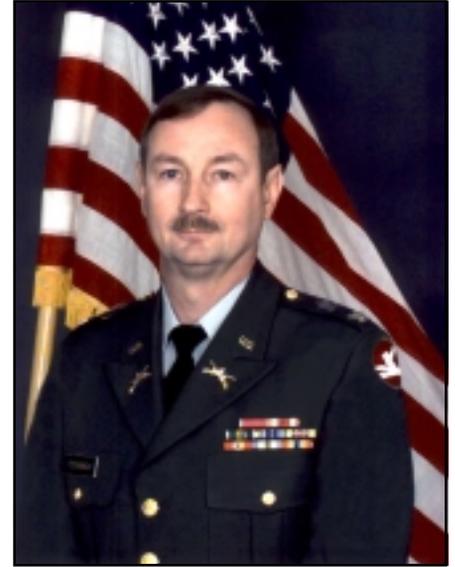
"He cares very much for his soldiers and is one of the most honorable men I know," Thompson said. Thompson sought the top enlisted position in the 2nd Brigade so that he could have the opportunity to work closely with Pochowski, the command sergeant major said.

Pochowski credits the Army with instilling self-discipline and motivation in him. "The military pushed me further and harder than I would have on my own. That caused me to push myself harder, raising the bar for myself."

He credits lessons learned in the military for some of his success in his civilian career. He is a City of Milwaukee Police Department Captain, commanding the Community Services Division. In this position, he oversees such key programs as Drug Abuse and Gang Resistance Education and Training.

Pochowski notes great support from his wife and family and that "you have to prioritize things in your life every time you get out of bed." When balancing the rigorous demands of both military and civilian careers, he says he never missed a parent teacher conference or championship volleyball game.

In retirement, Pochowski says he'll miss the camaraderie of his fellow



Col. Peter Pochowski

soldiers, and offers this advice to young soldiers, "Question things if you think there is a better way. Listen to ideas regardless of where they come from. Have fun."

As a young basic trainee did he ever think he'd some day be in charge of drill sergeants conducting basic training? "No. I thought I'd get myself in trouble. I always questioned things if I thought there was a better way."

Pochowski's successor at 2nd Brigade is Lt. Col. Michael Smith, who was previously commander of 7th Battalion, 84th Regiment, 4th Brigade.

84th team runs marathon

By Railsplitter Staff

On a brisk 25-degree Wisconsin Sunday in October, five 84th Division (Institutional Training) soldiers teamed up to complete a 26.2-mile relay race as part of the Milwaukee Lakefront Marathon.

The run began in Grafton, Wis., at 8 a.m. The runners, in the order they ran, were: Sgt. 1st Class Peter Krieg of the 84th Division retention office; Sgt. 1st Class Shawn Chase, supply sergeant in the division logistics

section; Staff Sgt. Anita Pitts, from the division personnel section; Staff Sgt. Teresa Davidson, drill sergeant in 1st Battalion, 334th Regiment, 7th Brigade and unit administrator for the Division Band; and Chief Warrant Officer Kenneth Gipp, also from the division personnel section. Gipp, the final relay runner, crossed the finish line about 11:45 a.m. near the War Memorial on Milwaukee's lakefront.

All five runners are full-time support personnel at the Milwaukee USARC complex.



Relay runners are, from left, Staff Sgt. Anita Pitts, Sgt. 1st Class Peter Krieg, Chief Warrant Officer Kenneth Gipp, Sgt. 1st Class Shawn Chase and Staff Sgt. Teresa Davidson. Photo by Maj. Sue Luetgen

Division soldier sets up delayed award

By Sgt. 1st Class Vern Borth

The Railsplitter staff

Maj. Mel Thomas

Executive officer, 2nd Battalion,
333rd Regiment, 1st Brigade

John Bovee will be 71 years old on May 20, 2001. He now has his Army Commendation Medal – thanks to the efforts of Sgt. 1st Class Douglas Ziegelmann of the 84th Division (Institutional Training).

Bovee was stationed with the Army in Japan during the Korean War. A corporal at the time, he processed personnel assignments for officers, into and out of Korea. On active duty from Aug. 19, 1948 to Aug. 20, 1953, his supervisors recommended him for an ARCOM for the period from November 1950 to November 1951. But, in the turmoil surrounding the war, Bovee never received the award.

In the years after the war, Bovee became a doctor of chiropractic medicine under the GI Bill. He also attended medical school but did not practice medicine. Now retired from his chiropractic practice, he operates a limousine service in Waterford, Mich.

He lives just a couple blocks from and drives his limousine past the headquarters of 2nd Battalion, 333rd Infantry Regiment, 1st Brigade (One-Station Unit Training) of the 84th Division.

Commander of the AMVETS Post #108 in Oxford, Mich., Bovee stopped at the Reserve center one day to put up a poster. He pointed to an awards chart on the wall in Ziegelmann's office, noting that he had been recommended for an ARCOM.

"I got put in for it and I never got it," Bovee told Ziegelmann.

Ziegelmann, who works full-time in the battalion personnel administration center, told Bovee, "I'll see if I can find out something." He contacted the Army Reserve Personnel Command in St. Louis, where he worked previously. His inquiry was forwarded to Total Army Personnel Command in Alexandria, Va., which responded Jan. 9.

Records showed that Bovee was indeed authorized to receive an ARCOM.

Ziegelmann called Bovee to tell him



about his medal and later called a second time to say, "We're having a general come in. He's going to present it to you."

On Jan. 14, Maj. Gen. Robert W. Smith III, 84th Division commanding general, presented Bovee with his award, in front of an assembly that included his wife, Marcia, his five children, his brother and grandchildren. "They just thought it was really something good," said Bovee.

Smith, who was in Waterford on a scheduled visit, also presented Ziegelmann with a division coin for taking the initiative to recognize Bovee.

"I just did what's right," according to Ziegelmann. "He's an old soldier and I've got a tremendous amount of respect for old soldiers. Every day is an opportunity to make a memory. I was able to help a soldier out – to take care of a soldier – and make a memory for myself."

And, when somebody remembers to say, "Thank you," according to Bovee, who belongs to five veterans' organizations, "It's never forgotten."

Col. William Kirkland, 1st Brigade commander, congratulates John Bovee on his newly presented Army Commendation Medal, above. Sgt. 1st Class Douglas Ziegelmann, below, prepares to receive an 84th Division coin for his efforts to secure Bovee's award. Photos provided by 2nd Battalion, 333rd Regiment, 1st Brigade.



'Elvis', Morgenthaler salute women veterans in Chicago

Story and photos by Capt. Jacqueline Guthrie
Railsplitter staff

Duty, honor, country and a lot of rock and roll was the setting of a recent tribute to women veterans.

The Illinois Cook County VietNow hosted "We Salute Women Veterans: Come Rock With Us," in February with help from Col. Jill Morgenthaler, 84th Division (Institutional Training), U.S. Army Reserve — and the Elvis Entertainers Network.

"Tonight is the first time in my 24 years as a soldier that I have seen a tribute dedicated to women veterans," Morgenthaler told the more than 200 guests in Hickory Hills, Ill. Morgenthaler is the deputy chief of staff for information management at the 84th Division headquarters in Milwaukee. She recently

learned that she will take command of 6th Brigade (Professional Development), 84th Division.

Morgenthaler said more than 2 million American women have served in the military since the beginning of our nation, and while they are too often forgotten, they are definitely worthy of honor.

"In every war in American history there have been women: women as nurses, secretaries and journalists; in the infantry, artillery and cavalry; flying above the ground and spying on the ground," she said. "They were considered saints or sinners. They were unrecognized. They were unacknowledged. They were misfits. But they were there."

Morgenthaler spoke of a 19-year-old service member who fought more than 40 battles during the Civil War. This honored soldier eventually chose to reside in a Soldiers' and Sailors' home and



Col. Jill Morgenthaler

live off of a military pension. This service member was a hero, until her 70 birthday when it was discovered that Albert Cashier was actually Jennie Hodgers. This woman's reward was a sentence to an insane asylum.

Morgenthaler also paid tribute to Sgt. 1st Class Jeanne Balcombe. Balcombe was a wife and mother who left her family to complete a tour in Korea as a military police officer. Balcombe gave her life to her country when she died protecting other soldiers from an armed, drunk soldier.

"Balcombe has joined the thousand other women who gave their lives to our nation," she said. "Every woman veteran and service member has stepped forward to serve her nation. Every one of us has challenged society to think outside the norm. Every one of us has given up something to serve.

"Every woman who stands proudly as a member of the Army, Navy, Air Force, Marine Corps and Coast Guard tells her family, her community and her nation, 'I am here to serve, I am here to defend, and if necessary, I am ready to die for you and our great country,'" Morgenthaler said.



An Elvis impersonator entertains his audience at an event honoring women veterans in Hickory Hills, Ill. Col. Jill Morgenthaler of the 84th Division was featured speaker.

See, Women Vets, Page 15



Master Sgt. Michael Stalka, left, and Tom Schepers lead a run through Winona, Minn. to draw attention to creation of a World War II memorial in Washington, D.C. Schepers was about midway on a 3,500-mile trek to raise money for the memorial. Stalka, Basic NCO Course manager at the NCO Academy at Fort McCoy, Wis. was co-chairman of Winona's \$2,500 fund raiser and supplied Railsplitter caps.

Railsplitters part of run for memorial

By Railsplitter Staff

A 52-year-old Vietnam veteran donned a Railsplitter cap for at least part of his 3,500-mile run to bring awareness to the sacrifices of World War II veterans and the World War II memorial in Washington, D.C.

Tom Schepers received the Bronze Star and the Purple Heart for leg injuries received in Vietnam. His injuries to both legs were so severe that he was told he might never walk again. But, between June 6 (D Day) and Nov. 11 (Veterans Day) he ran from Camp Pendelton, Calif. to the nation's capital to help dedicate the World War II memorial.

He ran 25 miles a day, six days a week carrying an American flag and a POW/MIA flag. As he ran through Winona, Minn., Schepers wore a baseball cap from the 84th Division (Institutional Training), thanks to Master Sgt. Michael Stalka, Basic NCO Course manager for the 14th Battalion (NCOES), 6th Brigade (Professional Development) at Fort McCoy, Wis.

Stalka, who lives in Winona, was co-chairman of a committee that

organized a ceremony acknowledging Schepers' efforts. The ceremony was held at a local park and a barbecue and reception was held at Winona's former Army Reserve center. The Winona community donated \$2,500 in an ammo box toward the memorial, reportedly one of the biggest donations given along the route.

The two-day event culminated with a five-mile run through the city. Representatives of all branches of the military service carried their respective service flags. Stalka carried the Army flag. Local military recruiters and

members of the track and field teams of the two local high schools also were among the 60 runners.

They ran past the two high schools, Winona State University and several grade schools. Student assemblies and their high school bands cheered Schepers on and, at one grade school, the students lined the street chanting "USA. USA. USA."

Stalka, a corrections counselor with the Federal Bureau of Prisons, became involved at the request of a friend who is a former Marine. "My father and uncle were World War II veterans. I believe the monument is long overdue," he said.

Stalka and Schepers each wore Railsplitter caps during the run. In fact, Schepers wore his cap the whole time he was in Winona and as he crossed the Interstate Bridge to Wisconsin where he was greeted by an awaiting POW/MIA motorcycle club that escorted him to his next stop.

A documentary is being made about Schepers' trek. Maybe part of the documentary will include the stop in Winona. "Everyone there said it was the coolest thing they ever did," said Stalka.



Tom Schepers



PLDC students set up a perimeter during field training at Fort McCoy, Wis. The 84th Division's NCO Academy offers PLDC, as well as a number of courses for NCOs.

84th NCO Academy trains active duty soldiers

By Fort McCoy *Triad Staff*

Active-duty enlisted military personnel attending training at the 84th Division (Institutional Training) NCO Academy at Fort McCoy, Wis. receive the same training material as at the proponent school in Fort Bliss, Texas, with the added benefit of often spending less time away from their units. The training is the same except that the NCO Academy staff and students do not take weekends off.

The major courses the active-duty personnel attend at McCoy are the academy's functional courses, the Battle Staff NCO Course and the First Sergeant's Course, according to Command Sgt. Maj. Albert Davidson, NCO Academy commandant. About one-third of attendees for each of these classes are active-duty soldiers.

The Battle Staff NCO and First Sergeant courses consist of a pre-resident phase where class participants must read course material before arriving at class. Davidson said the class members are tested on this material during the in-

resident phase of the course.

Sgt. Maj. Silvio Franciosi, the NCO Academy deputy commandant, said the NCO Academy courses draw students from as far away as Okinawa and Germany. The students come from all branches of the Army - active component, Reserve and National Guard. Military personnel from the U.S. Coast Guard have attended NCO Education System training and Air Force personnel have attended the Battle Staff NCO Course.

"The big advantage of taking the course at Fort McCoy is we offer the same training as the Sergeants Major Academy at Fort Bliss, and training often costs less and takes less time,"

'Training often costs less and takes less time' -- Franciosi

Franciosi said. "We also have good billeting and dining facilities, as well as easy transportation access from the airport to the installation and a compact installation area, which makes it easy to get from one end to the other."

Davidson said the other academy courses, such as the Primary Leadership Development Course, and Phase I, non-

military occupational specialty, of the Basic and Advanced NCO Courses, do not draw active-duty personnel at this time. The implementation of Total Army Training School course programs of instruction - in this training year - will open opportunities for active-component personnel to attend courses at the NCO Academy.

The NCO Academy also makes good use of classrooms and technology available at Fort McCoy. That includes a state-of-the-art Battle Simulation Center, which is run for NCO Academy courses by Tom O'Grady of BTG Nations. BTG Nations is contracted through the U.S. Army Reserve Command.

"We also work closely with the Army Reserve Readiness Training Center, the Regional Training Site-Maintenance and the Wisconsin Military Academy to offer personnel the best training opportunities possible," Davidson said.

Davidson, who also is commandant of the 14th Battalion, (NCOES), of the 84th Division's 6th Brigade (Professional Development), said Phase I of the BNCOC and ANCOE courses are taught to soldiers in an inactive duty training status at the WMA for one weekend a month for a five or six month period, depending upon the course.

Relevance is the name of the game

By Col Stephen Thompson

Assistant Division Commander, Operations, 84th Division

Before I delve into the issue of relevance, let me introduce myself to those of you who have not met me and/or do not know much about me. It's hard to believe, but I've now been assigned as the assistant division commander for operations at the 84th Division (Institutional Training) for one year! It's incredible how fast the time goes.

As you may know, my previous assignment was chief of staff of the 100th Division (IT) in Louisville, Ky. In fact, I spent 25 years in the 100th Division, joining in 1975 following three years on active duty in the military police corps. I branch transferred to armor in the early 1980s.

I have commanded at all echelons from company through brigade and served on the general staff as the deputy chief of staff for logistics. I live in Hendersonville, Tenn., with my wife, Barbara and we have two children who live in the area. I am in the insurance business in civilian life.

Now, let's talk about relevance. In the last issue of the *Railsplitter*, our commander, Maj. Gen. Robert W. Smith, III outlined in his article "Before there is a warfighter there is a trainer" how each of our eight brigades has relevance in Army Chief of Staff General Eric Shinseki's transformation strategy. I must strongly echo his words!

I recently had the opportunity to attend the Force Integration Course for Senior Leaders at the Army's Force Management School, Fort Belvoir, Va. This course focuses on how the Army runs and gives an overview of the processes and management systems that drive this institution we call "The Army."

We heard from Pentagon subject matter experts on Shinseki's staff regarding transformation, total Army analysis, the budget process and the impending Quadrennial Defense

Review. While there are still a lot of unanswered questions, two things were made abundantly clear to me.

First, our Army is going to change – structurally and culturally. Old paradigms must and will give way to new ways of doing business. Will this be a bad thing? Our collective answer should be a loud "No!"

Secondly, the Army Reserve, and more specifically, the institutional training divisions, will have as much work as they want and in fact could have more than they can handle. As the active duty structure is reduced in size and focuses on filling war fighting units, more of the training load will migrate to us.

What this says to us is that we must examine our business operating systems closely and look for new and more effective and efficient ways of getting things done. Even though our relevance is more valid today than ever before, our resources are extremely constrained and will likely continue to be.

We all must keep in mind that even though our relevance is assured, our success ultimately depends on focusing on what Maj. Gen. Craig Bambrough, Army Reserve Command's deputy commanding general, says is the institutional training divisions center of gravity: qualified instructors plus qualified drill sergeants plus accreditation.

Maj. Gen. Smith's vision, the division strategic goals and our division business plan are all intended to develop this focus and while we may find ourselves changing the way we do business, we will be successful!



U.S. Army Photo

Col. Stephen Thompson

Salazar - Junior Officer Award finalist

By Railsplitter Staff

Capt. Tim Salazar of the 84th Division (Institutional Training) was one of 10 finalists for the Major General Strom Thurmond Award for the Reserve Officers Association Army Outstanding Junior Officer of the Year.

Salazar, of Headquarters and Headquarters Detachment, 3rd Brigade (Combat Support), emerged as one of the 10 from a preliminary field of nearly 50 nominated junior officers.

The Thurmond Award recognizes the Army junior officer members of the ROA who have made significant contributions to the ROA, their

community, the Army, and to the defense of the United States.

Four years ago, the ROA's Army section changed the name of the ROA award to its current name to recognize U.S. Senator Strom Thurmond of South Carolina. Thurmond, who is President Pro Tem of the Senate, is a retired Army Reserve major general and was 1954/55 president of the ROA.

The selection process began last year when the Army section mailed letters of instruction to each ROA department, and Army Reserve and National Guard commands outlining the nomination process. In December, the ROA Army National Executive

Committee held a board to identify 10 finalists. At ROA's mid-winter conference in February, board members interviewed finalists in Washington, D.C. and chose Capt. Eric Cortes, 316th Military Police Detachment, Los Alamitos, Calif., 63rd Regional Support Command as the 2001 winner.

Salazar credited his becoming a finalist, in part, to the leadership and example of 84th Division Commander Maj. Gen. Robert W. Smith III.

"Major General Smith's initiative in providing an atmosphere of excellence through the 84th Division has helped me and many other junior officers in carrying out our duties with the utmost concern for our fellow soldiers," said Salazar.

SOCOM command sergeant major stresses professionalism for drill sergeants

Story and photos by 1st Lt. April Barron and Kristin Merrigan
3rd Battalion, 334th Regiment, 2nd Brigade

The command sergeant major of the Army's Special Operations Command outlined 11 traits of professionals for the first ever "Dining Out" for members of 2nd Brigade's 3rd Battalion, 334th Regiment of Milwaukee, Wis., in December.

Held in West Allis, Wis., the event was the first formal military dinner for many battalion soldiers. The battalion is one of six in the 2nd Brigade that conduct basic combat training.

The guest speaker, Command Sergeant Major Richard Efird, served 20 years earlier with 3rd Battalion commander Lt. Col. Timothy Deady in the 1st Infantry Division (Forward) in Goepingen, West Germany. Deady was a second lieutenant and Efird was a sergeant first class when they led a platoon in the 1st Division's 26th Infantry Regiment.

Efird is in his sixth command ser-

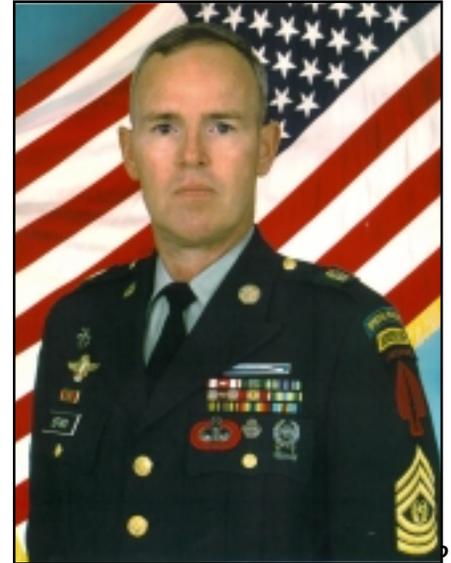
geant major assignment. He previously was command sergeant major of the U.S. Army Special Forces Command (Airborne) at Fort Bragg, N.C. He also served in the 82nd Airborne Division, the 1st and 7th Special Forces Groups (Airborne), and the U.S. Army John F. Kennedy Special Warfare Center and School at Bragg. He had an ROTC assignment in South Dakota.

Efird highlighted how important traits of professionalism are for drill sergeants, given the responsibility they have as the initial trainers in the Army.

Drill sergeants have an exceptional opportunity to do great things by taking a "lump of coal and transforming it into a diamond that walks across the stage at the end of the training cycle," Efird said. "We all remember our first drill sergeant," he said.

Efird challenged battalion members to develop these 11 traits of professionals:

- A love of challenge and the willingness to face challenges head-on, with confidence in one's resourcefulness and problem solving abilities.



Command Sgt. Maj. Richard Efird

- Punctuality. Professionals recognize that time is a very valuable commodity. Professionals meet deadlines and do not waste time.

- Reliability. Professionals do not pass the buck or resort to excuses.

- Attention to detail. This is one of the most important qualities for a professional to develop in order to prevent glitches in training.

- The ability to be discerning and use logical reasoning. It is important for professionals to distinguish between major and minor tasks.

- Education and self-development. Professionals are always learning through reading and continuing education. Civilian education can be a significant discriminator for NCOs and soldiers. Obtain at least an associate's degree by the 18th year of service.

- Organization. Professionals are able to find things and have a good system for storing information and documents.

- Good communication skills. Professionals use their interpersonal skills, are good listeners, and are perceptive.



From left, Sgt. 1st Class Darell Cannon, Christine Anderson and Sgt. 1st Class Brett Anderson enjoy the dining out celebration.

See, Dining Out, Page 15

Volunteers needed for June Youth Camp

By Railsplitter Staff

The 9th annual Youth Camp for Wisconsin service members' sons and daughters is scheduled for June 29 – July 1 at Fort McCoy, Wis. The camp, sponsored by the Wisconsin National Guard, offers an opportunity for young people to experience military life on a first-hand basis, with a major emphasis on team building.

Organizers need 232 volunteers to establish the required ratio of staff to campers. Openings exist for camp counselors and people with skills in logistics, medical support, security, food preparation, administration, public affairs and activity support.

Children of National Guard and Reserve personnel are eligible for selection as campers. The age range for campers is 8 to 17.

Volunteer and youth applications were mailed in February to those who volunteered for the camp in 1999 and 2000. Applications also are available by calling the Family Program office at 1-800-292-9464.

The camp fills quickly. Children of volunteers are given priority for selection.

A video of Youth Camp 2000 is available for \$6.50 from the Family Program office. Money from sale of the video will be used for Youth Camp 2001.



Sgt. Phil Heckl, a drill instructor with Company D, 3rd Battalion, 274th Regiment, 2nd Brigade (Basic Combat Training), 84th Division (Institutional Training), demonstrates a confidence course obstacle to teens during the 2000 Wisconsin Youth Camp. Photo by Capt. Jacqueline Guthrie.

Chaplain's Corner

By Chaplain Kermit Ratcliffe
Division Chaplain

Words are important. They have very real power. James warns us that although the tongue is a small part of the body, it has the power to determine the whole course of human existence (James 3: 5-6).

When Sigmund Freud discovered that symptoms of emotional distress could sometimes be relieved simply by talking in certain ways to his patients, he was puzzled and intrigued. Years of medical training had conditioned him to think of people as merely biological and chemical entities. He had concluded that problems like anxiety, depression, or phobias must reflect some physical disorder treatable only through medical interventions.

Many of our polite greetings – “Good to see you” or “Let’s get together sometime” or “How are

you? I haven’t talked to you in ages!” – are gracefully disguised ways of saying, “Keep your distance; I’m just being polite.” It is interesting — and more than a bit distressing — to notice how often our social and business interactions say one thing and mean quite another.

Once we see that words are important, we must no longer remain content with shadow words that mean little. We must set out to harness that power with a clear awareness that words can both tear down and build up. They are much like a sharp knife that in the hands of a surgeon can heal, but in the hands of a careless person can kill.

We should use words to encourage one another. A well-timed word has the power to urge a runner to finish the race, to rekindle hope when despair has set in, to spark a bit of warmth in an otherwise cold life, to trigger healthful self-evaluation in someone who doesn’t think much about her/his shortcomings, to renew confidence when problems have the upper hand.

Milwaukee Bucks host 84th



March 17 was Army night at the Milwaukee Bradley Center and before the Bucks took on the Philadelphia 76ers. The 84th Division (Institutional Training) Chief of Staff Col. William McKeown inducted a group of new recruits into the Army Reserve (below); The Milwaukee Recruiting Battalion presented the colors during the National Anthem (left); and McKeown prepared to throw the jump ball at the start of the game (right). Photos by Master Sgt. Doug Hays



Women vets - from page 8

It is this commitment that the Cook County VietNow members wanted to honor in their tribute to women veterans.

"We wanted to show them we care," said Fran Woodyard, chairperson and organizer of the event.

Founded in 1982, VietNow is a national organization of male and female veterans who serve, or have served, in any military branch since 1957. Memberships are also available for non-veterans.

"We also wanted to have a good time and honor the women who have served our country," Woodyard said. And who better to honor women than one of history's biggest heartthrobs, Elvis! Five Elvis impersonators in this case.

"Women love him," she said.

So the men and women who came to honor veterans finished off the night with a lot of hip-twisting, knee-shaking rock and roll.

"Women Veterans," concluded Morgenthaler, "We have always been there and we will always be there."

Morgenthaler conducts several speaking engagements each year, primarily on leadership. She speaks at an annual Memorial Day tribute near her home and has begun teaching others about American service members' contributions.

And while it's educational for the audience, it is also beneficial to Morgenthaler. "Each speaking opportunity gives me one more chance to learn more about what people in the military have done," she said. Adding, "I want young women and men to see how exciting the military can be."

Basics - from page 4

We had The CSM/SGM Conference in February. From all the after-action reviews the right information was put out, but there was not enough time for some subjects and the CSMs want break out sessions.

I heard them and will adjust fire for next year. I was glad to see all the 84th top NCOs meet and talk to each other. I will always be open for debate.

Just because I'm the division CSM does not mean I have all the answers. I believe in "brain storming" to find the

right answer with my fellow CSMs and SGMs. We are interested in the training and caring for our soldiers and junior officers of this division. That is not an easy task these days.

The time has come to show our soldiers I mean to get back to the basics. We had the first NCO induction ceremony at division headquarters in March.

I can tell you the NCOs that were inducted into the NCO corps will never forget it. I have special 84th NCO creeds for this special event if you need them.

By the time this article hits the

street we will be well into our training year all over the country and doing a great job.

I hope you all know the 84th Division is 84 years old this year - Happy Birthday!

The men of the World War II 84th are fading fast from our ranks. You have carried on the tradition they started many years ago with pride and determination by completing your missions in this 84th Division.

To the men of the old 84th, thank-you for the proud heritage you gave us: Duty, Honor, Country!

Reorganization - from page 5

The reorganization began in October as unit personnel began preparing for their new job. Soldiers who wanted to continue teaching ROTC transferred to another 84th Division unit that is picking up that mission. Soldiers with maintenance and supply background stayed with the new logistics battalion.

"You get tired of doing the same mission every year," said 1st Sgt. Dan Mertens, Company B, one of the soldiers who stayed with battalion. Mertens worked as a drill instructor for

12 years and is excited to do something new. "No one has ever done this mission before," he said.

In addition to the new job, the battalion took on a new name by trading titles with a Fraser, Mich., based unit. The 1st Battalion in Sturtevant now is 3rd Battalion (Logistic Support), 339th Regiment and the Michigan unit holds the title: 1st Battalion (Committee), 339th Regiment. The logistics cell in McCoy originally belonged to the Michigan battalion, but will now fall under the Wisconsin battalion. In addition, the 7th Brigade ROTC elements have reduced in size and will become part of the Michigan battalion.

Dining out - from page 12

- Optimism. Professionals detest negativity and inspire others to have a positive attitude.

- The ability to know their own weaknesses. Professionals seek advice when needed and understand the value of

teamwork.

- Attention to image and appearance. Professionals recognize that first impressions are based on appearance. Therefore, professionals are courteous to others and mindful of their behavior, both on and off duty.

Efird's comments and the event drew a positive response.

"His talk about being professional

was very applicable to both my military and civilian career," said Sgt. 1st Class Clint Laskowski.

Staff Sgt. Steven Turner was enthusiastic. "The Dining Out was an innovative step in the right direction. It gave the soldiers a chance to wear their Class A's to an event at night with their spouses. It was something different and more fun," he said.

Writer tries 'hot oil' route to drill sergeant status

By Staff Sgt. Susanne Aspley

Company D, 3rd Battalion, 274 Regiment, 2nd Brigade

Despite the fact that the soldiers in the 3rd Battalion, 274th Regiment, 2nd Brigade, 84th Division (Institutional Training), Oshkosh, Wis., are primarily Packer fans, they have successfully trained dozens of recruits at basic training installations throughout the United States. As fully qualified and experienced drill sergeants, these men and women are dedicated to provide the best possible training for new soldiers entering the military.

Most of the drill instructors in the unit have earned their patches from what is commonly referred to as the "shake and bake method." Convenient to Reservists, it is an eight-month cycle, consisting of an initial two weeks, then once a month, and a final two weeks. There also is the option of attending the nine-week active-duty school, which I would refer to as the "deep fried in hot oil method." It's not necessarily more difficult or any easier, just quicker. And that is what I did on my vacation last summer.

I arrived at Fort Leonard Wood, Mo., nauseated. Why did I beg so hard for orders to come here in the first place? I kicked myself all the way to the Manuever Support Center NCO Academy where the drill sergeant school is held. I had serious self doubt when I met all my high speed, squared away active duty counterparts. "One day at a time," I told myself. Later into the course, it became one hour at a time, and, at a few points, it was one minute at a time.

We lost nearly a dozen people the third day when they didn't pass the PT test. We lost a few more who didn't qualify during basic rifle marksmanship, and two were dropped for not being able to "pitch" modules. Modules are the detailed, step-by-step instructions for every military stationary drill and facing and other movements that drill sergeants teach to privates.

Although not necessary to graduate, we ran the confidence course, conditioning course, and bayonet assault

course and did a 12-mile road march. However, the majority of the time was spent in the classroom. More often than not, the classes turned into informal discussions of what being "on the trail" is really like. These sessions were probably the most helpful and interesting part of the course.

And, boy, did we run -- intervals, fartleks, ability groups, cross country, whatever - run, run, run.

Memorizing the modules was the hardest part for me. One day they were demonstrated, then the very next day we were expected to pitch them verbatim, with no pauses or fidgeting.

PT also was grueling, held at 3:30 a.m. six days a week. And, boy, did we run - intervals, fartleks, ability groups, cross country, whatever, run, run, run.

Although we had our fair share of "front...back...go... sessions, the cadre treated us with the utmost respect. If someone screwed up or screwed off, they were usually asked, "Are you going to let a private get away with what you just did?" After we proved ourselves, they soon became mentors rather than instructors.

One of my instructors confided to me on graduation day that when she first knew I was in her squad, she went home that night and stared at the wall, wondering what she was going to do with this "Reservist."



Being "just a Reservist" is absolutely not an excuse for inadequacies. But they exist, due to the small amount of time we spend training. My fellow students bent over backwards to help me with my shortcomings. Someone showed me how to shine my boots with a heat gun. Someone else wrote down a few pages of cadence for me to memorize. Someone else showed me how to press my uniforms using Elmer's Glue and water. And, although there is bound to be conflict when

everyone in the squad is a "Type A" NCO who wants to be in charge, everyone helped everyone to succeed.

But the real test will come when I get up in front of the privates and try to teach them something. And I bet that is when the real reward will come.