



First in Deed

Spring 2011
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**Lt. Gen. Bednarek
assumes command
of First Army**

**Also Inside:
NATO Training
Mission-Afghanistan**

**New FM 7-0
All Soldiers Should
Know**



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On the cover: Lt. Gen. J. Michael Bednarek, receives the First Army Colors from Gen. James D. Thurman, U.S. Army Forces Command commanding general, April 6, on the historic Hedekin Parade Field on Fort McPherson in Atlanta. Bednarek becomes the 36th commanding general. Read story, page 11. (Photo by Paul Prince, U.S. Forces Command Public Affairs Office)



Commitment to each other, mission



Let me begin by expressing what an honor it is to be First Army's commanding general. I want to thank the entire First Army Family for the warm welcome and smooth transition. Your hard work and dedication have not gone unnoticed.

As all of you know, we have a much larger transition ahead as the headquarters relocates from Fort Gillem, Ga. to Rock Island Arsenal, Ill. Within weeks, many of our Soldiers, civilians and Families will be moving to new homes in the Quad Cities area.

I am sure many of you are excited, anxious and perhaps nervous about this summer's move. I understand the relocation of our Headquarters and the re-stationing of some TSB's and TSBn's creates great friction and stress on our teammates and their family members. I ask for your patience and understanding during this challenging period and also that we NOT lose sight of our primary mission - ensuring Soldiers and units entrusted to our responsibility are trained and ready to perform their combat mission. This commitment is fundamental to all that we do in First Army.

We will get through this together and will be a stronger

organization because of it.

Our talents, abilities, experience and dedication to teamwork will continue to be the cornerstone of our success.

As we know, when it comes to any large venture, no one can do it alone. I ask that we all work together and lean on each other as we continue to refine and redefine our mission requirements. Tens of thousands of Soldiers and their families are counting on us. We will not let them down.

As we enter the late spring and summer months, I want all of us to take a moment to enjoy the weather and time with friends and family. Keep safety in mind as you travel and enjoy the summer months.

Finally, I want all of us to be mindful of the CSA's commitment and expectation - that we continue to enforce discipline within our organizations; that we will strengthen the bond of trust among those with whom we work, support, and march into battle; and that we will dedicate ourselves to building resilience in ourselves and those we serve.

Holly and I look forward to serving with you in the months ahead as we continue to make our organization and our Army even better.

FIRST IN DEED!
LTG J. Michael Bednarek

Resiliency key during transition



The Army, and all its components, has been under so much stress that our most valued resources - the Soldiers, Family members and Department of the Army civilians - are displaying levels of behavior never seen before requiring immediate and full-time attention from all Army leaders.

First Army is no stranger to the world of high operational tempos. Over the past few years and to this day, First Army divisions, brigades and battalions continue to transition and transform to meet the needs of the First Army mission.

For this reason, First Army leaders must be dedicated and disciplined in all they do and say, constantly keeping in mind to do what is right at all times.

It's called resiliency. Being able to automatically think and act in a manner that produces a favorable outcome and enforces the standard of "right."

We may, at times, be resource-constrained as well. This too can be considered a stressful situation. But my "Wingman" and I call on you to remain diligent. Be prepared for any and all challenges that may lie ahead.

We've got to remind each other, as noncommissioned

officers, that what we are doing is a far bigger cause, all the way around.

This transition period at First Army, to include the headquarters move to Rock Island Arsenal, is also an important time to remain focused on the tasks at hand and to train and mentor our leaders and Soldiers. Leaders must create an environment where it's okay to ask for help - and where it becomes our duty to lend a helping hand to those in need. We never leave a Fallen Comrade.

Leaders must actively get to know their Soldiers, and get to know their basic characteristics. Let them know you are keeping an active eye on them. Noticing the small changes in one's behavior is key to guiding and mentoring young Soldiers in the right direction.

There will always be challenges in everything we do. Just know that it's not the end of the world, especially if you seek out the available resources that are there for you. We must hit resiliency on all fronts and put it to use in everything we do. Changes are going to equal challenges. Periods of transition and transformation naturally create this type of environment. Work as a Team. Be Ready. Be Flexible, Handle Your Business and be strong...ARMY STRONG!

FIRST IN DEED!
CSM Jesse L. Andrews Jr.

Achieving cultural change in an Army of action

**By Sgt. 1st Class Evadne Benson
First Army Equal Opportunity Advisor**

As we transition into phase three of the Intervene, Act, Motivate (I.A.M.) Strong Campaign, "Achieving Cultural Change" of the Army's Sexual Harassment/Assault Response & Prevention (SHARP) Program, everyone is expected to engage in the elimination of these acts from within our ranks.

According to Sgt. Maj. of the Army Raymond F. Chandler III, this is an "Army of Action" and in order to achieve cultural change, you must possess 200% accountability (100% for yourself and 100% of others) for the actions, language, and gestures related to this matter.

So how can we achieve cultural change?

Simply put, by upholding our values and by becoming proactive in preventing an environment where sexual harassment/assault is not tolerated. There is a thin line between sexual harassment/assault. One should not tolerate any behavior that facilitates sexual assault and its precursors, sexual innuendos and sexual harassment.

Sexual harassment/assault is contrary to our Army values, values which guide us in our ethical decision-making process. Once your values are compromised, it jeopardizes your character.

Every member of the Army has a duty, regardless of rank, not to become a bystander on this issue.

In our mission to eliminate acts of sexual harassment/assault Soldiers must intervene and stop sexual harassment before sexual assault is committed, Act to protect fellow Soldiers and submit a report, and motivate

another in the prevention of sexual harassment/assault.

Commanders are responsible to send a clear message that acts of sexual harassment/assault will not be tolerated. When incidents occur, policy must be enforced, victim care prioritized, and disciplinary actions taken. Education, training, and awareness for leaders and Soldiers at all levels are the prevention methods currently in place.

Sexual assault is the most violent under-reported crime in the U.S. Through commitment, involvement, and support to help facilitate cultural change, the goal should not take many years to achieve. Former Army Chief of Staff Gen. George W. Casey Jr. stated "It's not seen as a problem to many until they have to deal with it." Sexual harassment/assault does not have a place in our ranks; it deters the fabric of our military ethos and society which, in turn, detracts from mission readiness.

These are the key lessons learned from the 2011 Annual SHARP Summit.

For more information visit <http://www.sexualassault.army.mil/>.

First Army Supports Soldiers and Families

**By Denise Hudson
First Army Family Programs**

In a recent Family Leadership Conference held in Atlanta, senior Family Readiness Group (FRG) advisers came together from across the Continental United States to discuss the best practices that would serve our Soldier population and Families.

They also refined a "First Army 101 for Spouses" orientation designed to help Family members better understand First Army's mission and to learn more about the organization.

The conference concluded with senior FRG advisers discussing a way ahead for Family Readiness which clearly defines who First Army supports and best practices to provide assistance.

Advisers said it would be beneficial to know when First Army becomes engaged to provide services and to create a standardized First Army FRG model.

For more information on FRG best practices, please contact your FRG leader. To review the "First Army 101 for Spouses," visit www.first.army.mil, and click on Family.

"First Army Families -- First!"

First in Deed

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Thoughts on crossing the line of departure

From the Office of the Chief of Staff



I'm honored to be your 37th Chief of Staff. I want to assure you that I'm well aware of the challenges we face but equally aware of the opportunities we will have in the next four years to do a lot of good both for the Army and for the Nation.

My transition team did a great job helping me "see" our Army, and I want to share two of their observations:

1. We are really good. We've accomplished everything that's been asked of us. Our Soldiers and their Families are proud, courageous, and resolute. Our leaders are effective, engaged, and innovative.
2. We are uncertain about the future. The missions in Iraq and Afghanistan appear to be stabilizing. The Nation's economic condition appears to be declining. Senior leaders are questioning our role.

We have been here before, and as I like to tell those who are interested in our Army, "I like the problem we have." We've never been better organized, better trained, or better equipped. Of course, that's at least in part because we've never been better resourced. As our resourcing changes, we'll change -- but we'll be changing from a position of great strength. That's why I like the problem we have.

Over the next few months and in collaboration with our Secretary of the Army, I'll share some thoughts with you about the role of our Army, how we will remain adaptable, how our Active and Reserve Components will contribute to maintaining our position as the Nation's decisive land force, and how we will remain the Nation's preeminent leadership experience.

The "talk on the street" is all about how resource constraints are coming and about how we must act to ensure a "soft landing." You won't hear that from me. I didn't take the job as your 37th Chief of Staff to orchestrate a "soft

landing." I took the job as the 37th to team with an incredible group of senior military and civilian leaders to make our Army smarter, better, and more capable -- with the resources we are given -- so that we provide the Nation with the greatest number of options for an uncertain future.

We remain an Army at war. We will provide whatever it takes to achieve our objectives in the current fights. We will keep faith with our Families and with our wounded.

One other thing you need to know about me. In my 37 years, I've been deployed several times to several different kinds of conflict. In each case, upon notification to deploy I was able to requisition nearly everything my unit needed. What I couldn't requisition was trust, discipline, and fitness. These qualities have to exist in every unit and in every Soldier of our Army all the time. When I come to visit your organization -- whether a tactical formation or part of our institutional Army -- I'll want to know what you're doing to develop a climate of trust, to ensure the discipline of your Soldiers, and to increase the fitness of the force.

I'm proud to serve with you.

*Gen. Martin E. Dempsey
Army's 37th Chief of Staff*



Gen. Martin E. Dempsey is sworn in as the Army's new chief of staff during a ceremony held in Arlington, Va. April 11. Dempsey is the Army's 37th chief of staff.

First Army trains first iteration of Reserve NTM-A

By Capt. Antonia Greene
174th Infantry Brigade, Division East Public Affairs

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. -- With the arrival of Class I of Task Force Scorpion March 20 and more classes following soon, Joint Base McGuire-Dix-Lakehurst is the new home of the NATO Training Mission - Afghanistan.

Task Force Scorpion is the first iteration of Reserve Component forces deploying in support of NTM-A. Until mid-February, TF Scorpion was slated to train at Fort Polk, La., but now the NTM-A is also the responsibility of First Army Division East. Both the 174th Infantry Brigade and its mission planning partner, the 72nd Field Artillery Brigade, are the U.S. Forces Command lead training support team.

team with advanced communication tools, solidifying their roles as effective and resourceful trainer mentors. A large part of the mission-specific training includes extensive Afghan cultural awareness and Pashtu language instruction.

In addition, all Soldiers will become combat lifesaver certified, receive foreign weapons instruction and undergo advanced secure communications training. The TF Scorpion mission-specific training package focuses on combat advisor and mentorship skills integration.

"We are looking forward to helping train the Afghan Security Forces; we have a very talented group of trainers and anticipate some great training here at ASA-Dix," emphasized Army Col. Paul Wegman, commander, TF Scorpion.

TF Scorpion is tasked with training Afghan trainers and instructors and growing leaders capable of sustaining self-sufficient national security programs and institutions in Afghanistan. The priority goals set by NTM-A and its coalition partners include growing the "train-the-trainer" system down range and accelerating leader development of the Afghan National Security Forces, strengthening literacy and vocational skills within the ranks.

Soldiers from New York's 4th Brigade, 98th Division, 108th Training Command comprise the majority of the Task Force. The 200th Military Police Command headquartered at Fort George G. Meade, Md. and the 644th Regional Support Group out of Fort Snelling, Minn. also contributed significant numbers of troops. The NTM-A motto is "Team-Transparency-Transition." Team stresses the importance of sincere and dependable relationships among the Afghan leaders, civilians, and coalition members. Transparency symbolizes open and honest communication and professionalism. Transition ensures a

timely and responsible shift of resourcing and ownership to solely our Afghan partners. For more information on the NTM-A mission, visit the website at www.ntm-a.com.



Army Reserve Capts. Andrew McKenna and Randolph Naughton, 98th Division, Amherst, NY, are joined by other members of Task Force Scorpion as they prepare to evacuate a simulated casualty during Combat Lifesaver Training at Joint Base McGuire-Dix-Lakehurst, N.J. Soldiers from the 98th Division and 108th Training Command are in the final phase of their training as they prepare to deploy as part of NATO Training Mission Afghanistan.

Over the course of the next few months, more than 200 Reserve Component Soldiers assigned to TF Scorpion will undergo extensive Soldier and leader training in order to meet mission requirements down range.

"The combat advisor skills and leader mentality must be honed here, enabling the Soldiers to provide the Afghan National Army and Afghan National Police the essential tools to succeed," explained Army Maj. Scott Page, 72nd FA Brigade plans officer.

The transition of the mission to JBMDL allows for 162nd Infantry Brigade trainers from the Joint Readiness Training Center, Fort Polk La., to share valuable lessons learned, training side-by-side with the 174th Infantry Brigade trainer mentors.

The TF Soldiers will hone their skills in an advisory capacity. Specifically, the training received at JBMDL will equip the



Army Reserve Cpl. Anthony Aplin, 108th Training Command, an MP from Dade City, Fla., verifies points on the Defense Advanced GPS Receiver (DAGR) before starting mounted land navigation training at Joint Base McGuire-Dix-Lakehurst, N.J.



479th PRT instructors train Mass. Guard Soldiers

By Sgt. Erica N. Cain
479th FA BDE, Division West Public Affairs

NORTH FORT HOOD, Texas — The Massachusetts Army National Guard's 26th Maneuver Enhancement Brigade is the first deploying expeditionary force unit to implement the train-the-trainer program for physical fitness into its pre-deployment training.



Sgt. 1st Class Marcelo Acevedo, center, 479th Field Artillery Brigade physical readiness training instructor, demonstrates to 26th Maneuver Enhancement Brigade Soldiers how to properly execute dips during the train-the-trainer program for functional fitness training at North Fort Hood, Texas. Division West conducts this type of training for all deploying expeditionary forces.

The Physical Readiness Training instructors with the 479th Field Artillery Brigade began the functional fitness train-the-trainer program with the 26th MEB April 7.

"We allowed the units to conduct their own PRT session," said Master Sgt. Terrance Green, PRT instructor, "meaning that they did the preparation and recovery, and we set up the conditioning and gave them the standards and the actual drills to go through."

The instructors monitored and assisted the unit during the physical fitness session, which allowed them to make on-the-spot corrections to ensure that Soldiers were executing the exercises correctly and without injury.

Division West designated the 479th FA Bde PRT instructors to conduct this type of training for all deploying expeditionary forces on the Fort Hood

Mobilization Training Platform.

"It was directed that every DEF unit that comes here to receive their validation be introduced to PRT, since it is the new Army standard," Green said. "We were tasked to go out to each unit and give them an overall outlook, starting with the basics, and how to implement the PRT program into their schedule."

Spc. Seth Lamountain, 26th MEB operation specialist, said the new PRT showed him where his fitness level is in comparison to his combat readiness.

"This was my first time going through this training," said Spc. Steve Eaton, 26th MEB public affairs specialist. "It was an excellent challenge and much harder than regular PT."

DEF units meet the PRT instructors during the units' welcome briefings to the training platforms. During the units' stay at the platforms, the PRT instructors have three days to assist the unit in implementing the training.

"The PRT structure was good to help reach goals," Eaton said. "While on deployment, I hope we continue to implement the training so that I can achieve my personal physical fitness expectations."



Master Sgt. Terrance Green, center in black shirt, assist during the train-the-trainer program.



Sgt. 1st Class Leslie Williams, center, demonstrates how to properly execute kettle bell swings.

*Photos by
Sgt. 1st Class
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Bankston,
479th Field
Artillery
Brigade,
Division West,
Public Affairs*

5th AR Soldier returns from Afghan training mission, shares lessons with deploying units

By Staff Sgt. April Melton
5th Armored Brigade, Division West Public Affairs

FORT BLISS, Texas – When First Army requested volunteers to form and train Afghan Army infantry battalions, it was not a difficult decision for Staff Sgt. Nathan Testerman to “lean forward” and volunteer.

Testerman is an observer controller / trainer with Delta Company, 1st Battalion, 360th Infantry Regiment, “Warhawg,” 5th Armored Brigade.

Like all 5th Armored Brigade OC/Ts, Testerman keeps his skills sharp and preserves his reputation as one of the Army’s premier trainers by utilizing many tools, including the Center for Army Lessons Learned, weekly unit refresher training and additional deployments. “It’s something we must do to maintain our technical expertise in our assigned duties as OC/Ts,” Testerman said.

While in Afghanistan, Testerman’s team worked closely with the Afghan National Army, training and mentoring them. Testerman and his team trained battalion-sized elements called “kandaks” on basic Soldier skills, map reading,

first aid, marksmanship and land navigation. Each kandak received nine weeks of training.

“I learned first-hand the training level and capability of the ANA,” Testerman said. “It helps me better prepare the joint warfighter and leadership with what to expect when working with the ANA.”

After the five-month mission, the “Warhawg” Soldier left Kabul, Afghanistan, and returned to Texas, where he is currently training and evaluating joint warfighters on the unstabilized gunnery range and multiple machine gun ranges.

Testerman hopes his experience with the ANA will help him to better prepare key leadership in deploying units to immediately assess capability and assist their ANA counterparts in their areas of operation.

“Through our experience, the warfighter will better comprehend the cultural differences and understand that western ideology does not apply in many situations,” Testerman said. At times, I had to be more of a salesman with a great idea than an OC/T with years of repetitious training, grounded in doctrine.”



Staff Sgt. Nathan Testerman, an OC/T with Delta Company, 1st Battalion, 360th Infantry Regiment, “Warhawg,” 5th Armored Brigade, trains Afghan National Army Soldiers in basic marksmanship skills near Kabul, Afghanistan. Testerman was deployed as part of an 18-Soldier trainer-mentor team.

785th MPs train in New Mexico



Soldiers with the 785th Military Police Battalion from Michigan restrain another unit member during force cell extraction training at Camp McGregor, N.M. Division West’s 5th Armored Brigade is training the 785th in detainee operations in preparation for the battalion’s upcoming deployment. (Photo by Staff Sgt. Michael Chapman, 402nd Field Artillery Brigade, Division West Public Affairs)



Membership earned, not given

Story and Photos by Sgt. Belynda Faulkner
177th Armored Brigade, Division East Public Affairs

CAMP SHELBY, Miss. – Senior enlisted leaders of the 177th Armored Brigade recently facilitated the Audie Murphy board at the Camp Shelby Joint Forces Training Center to give outstanding Soldiers within First Army the opportunity to join the Sergeant Audie Murphy Club.

The SAMC is for noncommissioned officers whose leadership, achievements and performance merit special recognition. Membership, however, is not easily obtained. Murphy's determination made him a legend in the NCO ranks during World War II.

Born June 20, 1924 in Kingston, Texas, Sgt. Audie Leon Murphy became the most decorated Soldier in U.S. history despite starting out as a cook for the Army. Determined to be a combat Soldier, Murphy fought against his assignment as a cook and – winning the action – was deployed to the invasion of Sicily in July 1943. Serving three years on active duty, Murphy distinguished himself as a true combat Soldier responsible for taking more than 240 enemy soldiers' lives and earning more than 33 decorations and awards, including the Medal of Honor. He was "battlefield" commissioned as a second lieutenant on Oct. 14, 1944.

It's no wonder NCOs have to be the "best of the best" to enter this elite club. Command Sgt. Maj. Andrew Swanson, 177th Armored Brigade, has been an SAMC member since 1990 and was a member of this year's board.

"The board is tough; it's meant to be," said Swanson. "The competitors were asked to recite Audie Murphy's biography, followed by the NCO and Soldier's Creeds. If they cannot recite the biography and creeds correctly, they are not even considered."

If a candidate can hold their composure through reciting the biography and the creeds, then they move on to face the board members. The board members begin to ask a series of scenario-based questions in rapid-fire succession. These test a Soldier's ability to think and react quickly to situations that many NCOs face in their careers.

Staff Sgt. Melvin Santos, 177th Armored Brigade finance NCO and SAMC member since 2004, has been involved in many SAMC boards.

"I have seen Soldiers leave the board in tears, and when you talk to them later you find out the scenario-based questions are tough," said Santos.

He also explained that when you deal with situational questions you have to think and react quickly. One question can be asked and, before a competitor has time to answer, they will get asked another question. Without losing your place you must answer the questions in the correct order starting with the original question.

Out of the nine competitors, three earned the reward of membership. Sgt. 1st Class Orlando Monila, 2nd Battalion,



Sgt. 1st Class Orlando Monila, 2nd Battalion, 315th Regiment, 72nd Field Artillery Brigade, Joint Base McGuire Dix Lakehurst, N.J.; Sgt. 1st Class Virgil Thomas, 1st Battalion, 345th Regiment, 157th Infantry Brigade, Fort Jackson, S.C.; and Sgt. 1st Class Bo Whitson, 3rd Battalion, 314th Field Artillery Regiment, 174th Infantry Brigade, JBMDL, N.J., earned the distinguished honor of joining the Sergeant Audie Murphy Club following a board held at Camp Shelby Joint Forces Training Center. (U.S. Army photo by Sgt. Kirk Kinamon)

315th Regiment, 72nd Field Artillery Brigade, JBMDL, N.J.; Sgt. 1st Class Virgil Thomas, 1st Battalion, 345th Regiment, 157th Infantry Brigade, Fort Jackson, S.C.; and Sgt. 1st Class Bo Whitson, 3rd Battalion, 314th Field Artillery Regiment, 174th Infantry Brigade, JBMDL, N.J.

"It feels great," said Thomas. "I plan to take this experience home to help me mentor my Soldiers."

The 177th Armored Brigade trains, coaches and mentors Soldiers, Airmen and Sailors in support of our nation's overseas contingency operations. The majority of the work at the 177th is with mobilized Army reserve component forces, although they also train active forces. The brigade is stationed at Camp Shelby Joint Forces Training Center at Camp Shelby, Miss., which is the largest and most active mobilization training center in the U.S. Army.

Soldiers receive specialized rappel fast rope training

Story by Capt. Lisa Brown
205th Infantry Brigade, Division East Public Affairs

Camp Atterbury, Ind. - Soldiers from the Future Operations Section, 1-335th Infantry Battalion, and the 2-337th Training Support Battalion, 205th Infantry Brigade, worked in concert to perform their first rappelling/fast-rope training exercise at Camp Atterbury in support of the unit's upcoming mission to Djibouti, Africa.

E-Tab, 1-161st Field Artillery Battalion, Kansas National Guard, Kansas City, Mo., a 40-Soldier platoon, arrived at Camp Atterbury in March to receive pre-mobilization training to include specialized rope training from several battalions within the 205th Infantry Brigade in order to prepare for their year-long deployment.

Capt. Layne Matthews, Future Operations Planner, 1-335th Infantry Brigade explained "that rappelling, rope ladder and fast rope operations are identified as part of the Army command training requirements for the platoon as potential missions. During the first day, we started out with a hands-

on portion where we explained the principles of rappelling, terminology, roles, rules and responsibilities, and how to tie a Swiss seat," said Matthews.

Matthews said after the guidelines are set, the Soldiers are then moved to the 15-foot incline towers where they conducted belay procedures and get familiarized with proper "L" shape body configuration and rappelling techniques.

"The second day of training they moved to the 45-foot tower," said Matthews. "The Soldiers conducted three rappels facing the wall side of the tower. The first rappel, they do not wear any gear. The second, -they perform with no gear and show proficiency with the safety lock in, and the third iteration is with full combat gear on."

After the Soldiers practiced rappelling down the wall side of the tower, they rappelled again down the 45-foot tower this time down the non-wall side in order to practice fast-roping.

"The training we're getting here at Camp Atterbury is high-speed, lots of fun and good times," said Sgt. Eurik Hunt, from Kansas City, Mo.

"I work for the Kansas City Missouri Police Department back home, and the training I received from Air Assault School and the 205th Infantry Brigade as far as the tactical aspects with the different skills and tasks we are performing will help me for when I apply for the SWAT team."

2nd Lt. Barry Gomes, E-Tab Commander, 1-161 Field Artillery, was very impressed with the training his troops received.

"This training has been fantastic and the greatest training we've had in the past two months since we started our pre-deployment training.

"We have had great support from the trainers of the 1-335th Battalion. They were given an unconventional mission and have definitely adapted and overcome to try and meet our needs as best they can," said Gomes.

Sgt. 1st Class David Medina, platoon sergeant, shared the commander's sentiments.

"It motivates our Soldiers, and really pushes them to get more confidence built up in them."

The rope training for Reserve and National Guard Soldiers was previously given at Fort Lewis, Wash. and was re-allocated to the 205th Infantry Brigade to support National Guard and Reserve Soldiers deploying to Africa. The 205th will continue to provide the rappelling and fast rope training for Site Security Teams [SST] in support of the Joint Combat Search and Rescue missions rotating in Africa.

The 1-335th Operations Battalion, a subordinate of the 205th Infantry Brigade, executes pre-mobilization assistance, post-mobilization training, validation, and demobilization assistance of reserve component, and other service forces in accordance with proper training guidance in order to provide trained and ready forces to regional combatant commanders mobilizing overseas.

Members of the 1-161 Field Artillery Battalion, Kansas National Guard, fast rope from a crane used to replicate a helicopter during rappel training, for a Horn of Africa search and rescue mission, conducted at Camp Atterbury, Ind. (Photo by Sgt. Brian Gisbrecht)



Lt. Gen. Bednarek assumes command of First Army

By Master Sgt. Danette Rodesky-Flores
First Army Public Affairs

ATLANTA – Lt. Gen. J. Michael Bednarek became the 36th commander for First Army April 6, in a ceremony at Fort McPherson's Hedekin Field.

Bednarek took over for the retiring Lt. Gen. Thomas G. Miller, who began his command at First Army Jan. 11, 2008.

Gen. James D. Thurman, commanding general of the United States Army Forces Command, Fort McPherson, Ga., passed the First Army colors from Miller to Bednarek on the historic parade field.

Bednarek was joined by Command Sgt. Maj. Jesse L. Andrews Jr., who assumed First Army's top enlisted responsibilities Oct. 12, 2010.

Bednarek's previous assignment was as First Army Division East commanding general, based at Fort George G. Meade, Md., which he assumed in June 2008. He now joins the ranks of several notable First Army commanding generals from the past, to include John J. Pershing, 1918; Omar N. Bradley, 1944; and, Lt. Gen. (Ret.) Russel L. Honoré (2004-2008).

"Since Sept. 11, 2001, First Army's mission to mobilize, train and deploy National Guard and Reserve Soldiers in support of the combatant commanders has greatly impacted First Army trainers and their Families," said Bednarek.

"It's because of the courage, commitment and the bond of trust that we have for each other and for the organization that has led to and will continue our success."

Bednarek's new assignment will soon take him and the Soldiers assigned to Headquarters, First Army, to Rock Island Arsenal in Illinois. The unit is currently preparing to vacate its facilities at Fort Gillem, Ga., and move north this summer as part of the 2005 Base Closure and Realignment Commission's recommendation to the Department of Defense, which received Congressional approval.



Lt. Gen. J. Michael Bednarek, left, receives the First Army Colors from Gen. James D. Thurman, commanding general, U.S. Army Forces Command, during a change of command ceremony held at Hedekin Field, Fort McPherson, Ga. Bednarek assumed command from the retiring Lt. Gen. Thomas G. Miller. (Photo by Paul Prince, FORSCOM Public Affairs Office)



Lt. Gen. J. Michael Bednarek speaks to Soldiers, civilians, Family and guests after assuming command of First Army. At left, Holly Bednarek pins on her husband's new rank, while Gen. James D. Thurman, looks on. (Photos by Master Sgt. Danette Rodesky-Flores, First Army Public Affairs Office)



FM 7-0

Training units, developing leaders for full spectrum operations

By Mr. Barney Barnhill
First Army G-3/Training Policy

What is it?

FM 7-0 is the Army's keystone doctrine for Army training. It describes the basic concepts, principles and ideas for training units and developing leaders for Full Spectrum Operations (FSO) within the Army Force Generation (ARFORGEN) process.

The current version of FM 7-0 (Training Units and Developing Leaders for Full Spectrum Operations) was published Feb. 23, 2011.

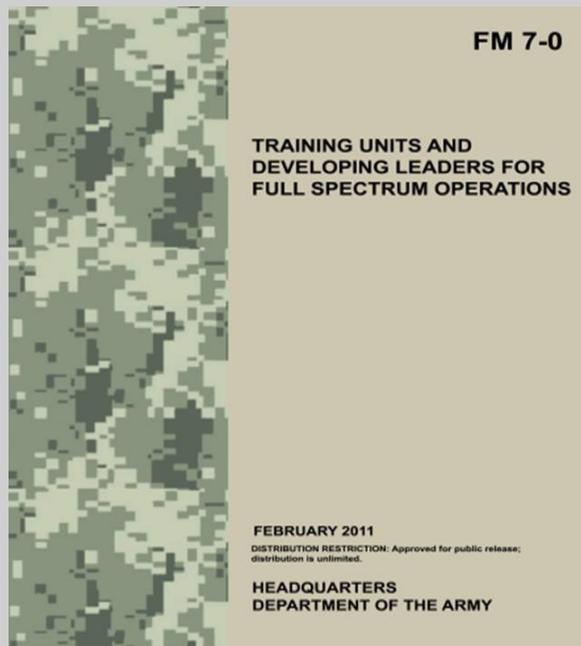
It supersedes the 2008 version entitled, Training for Full Spectrum Operations. FM 7-0 applies to all Active Component (AC) and Reserve Component (RC) units.

What has the Army done?

In the years following the release of the FM 7-0, the then Chief of Staff (Gen. George W. Casey) believed that Army commanders were misinterpreting the intent of the CMETL/DMETL construct as "locking us into the increasingly irrelevant either conventional or irregular warfare debate." Because of this, he directed in his Army Training and Leader Development Guidance (TLDG) FY 10-11, that the Army would move to a single METL based on full spectrum operations (FSO METL).

The 2011 version of FM 7-0 incorporates this primary idea and focuses Army training on modular brigades in a rotational ARFORGEN process. This doctrine utilizes the Army Training Management Model to plan, prepare, execute, and assess training for units in the ARFORGEN force pools.

In this edition, leader development plays a much more prominent role in training management, emphasizing that leader development must be planned and integrated into unit training plans and observed throughout training execution. A significant feature of FM 7-0 is its interoperability on the Army Training Network (ATN) site (<https://atn.army.mil>). It links directly from the text to the details of the training management process, as well as, the Digital Training Management System (DTMS), Combined Arms Training Strategy



(CATS), standardized FSO METLs, and other training tools.

Both FM 7-0 and ATN are specifically designed to function together so that a user may be able to read the doctrine of FM 7-0 and navigate directly to the details of the processes and see examples and products of the training management concepts.

What continued efforts does the Army have planned for the future?

Figure 3-1. The Army Training Management Model.

This edition of FM 7-0 is written in a much more clear, concise, and user friendly manner. This approach allows the basic doctrine to stay enduring, while maintaining the details on ATN where they can be quickly updated and kept current with changing environments, tactics, techniques and procedures (TTPS) and unit training experiences.

This flexibility will allow commanders to continue training their units for FSO as ARFORGEN evolves and more emphasis is given to training Contingency Expeditionary Force (CEF) units. Forthcoming policy and guidance will codify FSO METL training under ARFORGEN; FM 525-29 (ARFORGEN), AR 350-XX (RC Training Under ARFORGEN) and FORSCOM Circular 350-1 (Training Management, Training Under ARFORGEN).



Forthcoming Training Policies and Guidance

Army Regulation 5-29
Army Force Generation
(ARFORGEN)

Publication Date
14 March 2011

Army Regulation 350-XX

Reserve Component
Training Under
ARFORGEN

Publication Date TBD

FORSCOM
Circular
350-1
Training Management,
Training Under
ARFORGEN
Publication Date TBD

Why is this important to the Army?

By providing the fundamentals of Army training, both FM 7-0 and ATN serve as the foundation from which our Army can fight and win our Nation's wars. Tough, realistic training is essential to victory in Full Spectrum Operations. Together, FM 7-0 and ATN are the Army's principal tools to understand how the training management process works.

- Lead by example
- Take responsibility for developing subordinate leaders.
- Create a learning environment for subordinate leaders.
- Train leaders in the art and science of mission command.
- Train to develop adaptive leaders.
- Train leaders to think critically and creatively.
- Train your leaders to know their subordinates and their Families.

Table 2-1. The Army's Principles of Unit Training

- Commanders and other leaders are responsible for training.
- Noncommissioned officers train individuals, crews, and small teams.
- Train to standard.
- Train as you will fight.
- Train while operating.
- Train fundamentals first.
- Train to develop operational adaptability.
- Understand the operational environment.
- Train to sustain.
- Train to maintain.
- Conduct multiechelon and concurrent training.

Table 2-2. The Army's Principles of Leader Development

Conclusion

First Army leaders and trainers should access FM 7-0 via ATN (<https://atn.army.mil>) and become knowledgeable in the current training doctrine, especially the training management process and concepts. Become familiar with navigating the various links and material. Leaders and trainers should also become familiar with the forthcoming policies and guidance as noted above . When published, these publications will codify how AC and RC units will apply training doctrine to achieve the ARFORGEN objectives. For additional information or assistance, the point of contact at HQ First Army is G-3/Training Policy.

Why is this important to First Army?

First Army's mission is to mobilize, train, validate and deploy RC units in accordance with combatant commander, Department of the Army and FORSCOM directives. As directed, provide training to joint, combined and active Army forces. In order to advise, assist and train RC units and Soldiers, First Army leaders and trainers must be considered the subject matter experts on FM 7-0 and the practicable application of the training management process.



'Dagger' and 'Roughrider' Brigades Family members boost their resilience

By Sgt. 1st Class David Parish
5th Armored Brigade, Division West

FORT BLISS, Texas – Forty-one spouses and family members of Soldiers of the 5th Armored Brigade, "Dagger" and the 402nd Field Artillery Brigade, "Roughrider" gathered together to jump feet-first into the unknown and begin exploring Family resilience training March 10.



Sgt. 1st Class David Parish, master resilience trainer, 5th Armored Brigade, delivers a spouse-specific twist on resilience training to Family members of the 5th Armored and 402nd Field Artillery Brigades.



Michelle DelSarto, left, and Matthew Wilson, Family members of the 5th Armored Brigade, take notes during resilience training. The sessions are provided on a quarterly basis, each building on the previous training. (Photos by Sgt. 1st Class Brian Scott, 5th Armored Brigade)

Taught by the 5th Armored Bde. Master Resilience Trainer Sgt. 1st Class David Parish, the training delivered a spouse-specific twist on training that Soldiers across the installation are already becoming familiar with.

The training took place at the 5th Armored Brigade headquarters and allowed spouses from the sister brigades to interact with each other, many for the first time. Before attending, the majority of the spouses had not heard of resilience training nor been exposed to skills taught during the MRT program, but all left the training with a new perspective.

"I very much believe in the holistic approach of this program and the fundamental basics believed in obtaining success pre- and post-deployment for not only the Soldier

but their Family as well," said Tanya Coker, wife of Sgt. Maj. Greg Coker, plans sergeant major, 5th Armored Brigade. "As a result, if these tools are applied by both the Soldier and their Family, the Soldier ultimately will have a stronger ... personal and professional life."

Providing the training to spouses is 5th Armored Brigade's attempt to strengthen the emotional dimension of the Comprehensive Soldier Fitness program, while also engaging the family dimension of the program. The CSF program is divided into five pillars, or dimensions: physical, emotional, spiritual, family and social. The program is designed to improve all facets of a Soldier's life.

"This program is definitely usable in all aspects of daily life. The techniques taught in the program can be used at work, with friends, and in other everyday activities,"

said Gwen Shindel, wife of 1st Sgt. David Shindel, first sergeant, Headquarters and Headquarters Company, 5th Armored Brigade. "It just so happens that the techniques are also invaluable in helping Soldiers and spouses to deal with the hardships created by military service."

Although the one-day resilience training did not expose the spouses to all the program teaches, more sessions will be offered to spouses on a quarterly basis, each building on the previous training.

"I would highly recommend this training. Once individuals know why this training has value to them, they will be eager to take part in the training," added Shindel.

5th Armored Brigade will provide the training again in June during the brigade's Quarterly Training Brief.



'Boss Lift' lifts spirits of hometown heroes

By Sgt. 1st Class Brian Scott
5th Armored Brigade, Division West Public Affairs

McGREGOR RANGE, N.M. – West Virginia Army National Guard Soldiers with the 156th Military Detachment received a special visit in February during training here led by the 5th Armored Brigade.

The visitors were part of the "Boss Lift" program sponsored by the West Virginia Employer Support of the Guard and Reserve. They were welcomed and toured around Fort Bliss and its training areas by members of the Mobilization and Demobilization Brigade.

Boss lifts bring employers of servicemembers to see their employees doing their "other" jobs in the military. This boss lift was specific to employers in law enforcement and first response, as the Soldiers in the 156th also perform those duties in their civilian jobs. Forty-two employers – nearly half of them with no military background – were on the trip.

"We went out and invited and were able to round up a lot of county sheriffs, state and local police, as well as local first responders, who were able to come and see this first hand," said Ed Bowman, state executive director for the West Virginia Employer Support of the Guard and Reserve. The first time Bowman, a retired first sergeant, came to Fort Bliss as part of the Boss Lift program was more than 20 years ago.

"It wasn't this type of training; it was training on the Patriot missile sites back then," Bowman said. "It's first class now, and they've done an excellent job in replicating the theater of war."

At least one employer who made the trip feels that losing members of the police department is a burden to the force, but it is also the Soldiers' duty to the country.

"We have quite a few members of the West Virginia State Police that are members of the Guard and Reserve," said Maj. Gary Tincher, West Virginia State Police chief of staff.

"While it is a burden to us, and while we lose that law enforcement presence in West Virginia while they're here or overseas, we still recognize that it is a vital mission for the country, and we've got your back here and you have our back over there."

While in Afghanistan, one of the unit's missions will be training the Afghan National Police in local villages.

"I think it is important for our employers, especially for any law enforcement agency, to come down here and observe the training that we are doing," said Capt. Kenneth Murray, 156th Military Police Detachment commander.

"Sometimes the perception is all we do is write tickets and stand at the gate and flag traffic, and for them to come here and see that we have a unit of around 40 members going into a combat zone, our primary mission is law and order on multiple levels."

The experience Soldiers gain from deployments is valuable both to the individuals and to their law enforcement agencies, Murray said.

"What they bring back is a different mentality when it comes to dealing with people back home. When you come



Soldiers of the West Virginia Army National Guard's 156th Military Police Detachment and members of the West Virginia ESGR listen to instructions during training led by Task Force Outlaw, 5th Armored Brigade, at McGregor Range, N.M. The ESGR group visited the Soldiers as part of the "Boss Lift" program to show their continued support for the MPs.

out of the police academy, you have this mindset of how you're supposed to act," Murray said. "I know guys that have deployed in the past to either Iraq or Afghanistan, have come back and have been better police officers because they have more of an open mind as to what is going on and it helps solve more crime."

Law enforcement agencies see the benefits from these deployments not only on the street, but in leadership, as well.

"The leadership training the members get, they bring back and inject into our department," Tincher said. "Some of the people we put into our supervisory roles may not have been in that type of role in the state police, but they've been in a supervisory role in the Guard or Reserve, so they have that knowledge and can start using it immediately in our department."

While the 156th is deployed, the West Virginia ESGR members will continue to work with the unit's Family Readiness Group to show their support by sending care packages and organizing other events for the unit.



Training for success

Story and photos by Specialists Zane Craig and Colton Heller, 109th MPAD

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. - The Balad training village at enduring Mobilization Training Center Dix rings with the sounds of rifle and artillery fire and dozens of boots striking the compacted sand. The rifles fire blanks and the artillery is simulated, but the Soldiers training see a distant city and feel the threat and ensuing thrill of combat.

Side by side the Soldiers walk down the hall, the movement of their feet making small clouds of sand-filled smoke. The hall comes to a blind corner. One Soldier drops to a knee, his weapon trained on the bend, while Soldier two repeats the action, directly over top of the first, his weapon also trained at the corner. Slowly, as one entity, they move around the corner, watching for any and all movement. When clear, the pair moves out.

This exercise along with many others is part of the



Staff Sgt. Walter Douglas, a trainer with First Army, Division East, observes and coaches Soldiers during mobilization training at Joint Base McGuire-Dix-Lakehurst, N.J.

mobilization training the 387th Human Resources Company from Bethany, Mo. is tasked to complete before they deploy to Afghanistan. The Soldiers are trained and mentored by the 174th Infantry Brigade, the First Army training support asset stationed at eMTC Dix.

“We train the skills to go into theater and conduct a successful mission,” said Brig. Gen. Kendall W. Penn, deputy commanding general, First Army, Division East during a routine visit to Joint Base McGuire-Dix-Lakehurst to observe training provided by the 174th and ensure the availability of resources are adequate. “All service members, regardless of his or her MOS (military occupational specialty) must be trained for combat.”

“My previous assignment was commander of the 39th Infantry Brigade Combat Team of the Arkansas National Guard,” said Penn.

And though they wear the same uniform as Infantry Soldiers, the 387th perform a specialized job.

“I’m a human resource specialist,” said Spc. Alexander D. Foster of the 387th HR Co., an Army reservist with almost three years of service. “But, I’m qualified as a postal specialist also.”

While the warrior tasks and battle drills the Soldiers receive during mobilization training is vastly different from what they normally do on weekend drills, the 174th Infantry Brigade trainers ensure all service members adapt and complete all tasks to standard.

“It’s our job and we take training Soldiers seriously,” said Staff Sgt. Walter Douglas, a trainer with 3rd Battalion, 314th Regiment. “And it’s all business, with a little fun mixed in,” he added, with a bit of a smile.

“It’s definitely different from being at home,” laughs Pvt. 1st Class Clayton W. Little, also a reservist with the 387th HR Co., who graduated from basic training less than a year ago.

“This type of training teaches you a lot about tactical movement, and with practice you can get good at it. It also builds trust in your leadership and lets you know your fellow Soldiers and become more comfortable with them,” added Little.

And Penn agrees with Little.

“I came through this exact program at Camp Shelby, Miss., in 2009 en route to Iraq as a brigade commander,” Penn explained. The noncommissioned officers who run the lanes are all knowledgeable and have deployment experience doing the tasks they train.

The units that mobilize at eMTC Dix are support-type units relearning Army warrior tasks. These tasks are second nature to the infantry, but need a bit more refreshing when it comes to postal, public affairs, medical and finance detachments, to name a few, of what the Army calls enablers whom all train here prior to deployment.

“We appreciate what the Soldiers here are doing. It’s a sacrifice for them, for their Families, and for their employers,” said Penn.

The 387th is now in Afghanistan performing its mission of postal operations.



402nd FA Soldiers mentor local students

By Sgt. Marcie C. Wright
402nd FA Brigade, Division West Public Affairs

EL PASO, Texas — The 402nd Field Artillery Brigade supports Fort Bliss' commanding general's efforts to enhance relations between this post and its enveloping city of El Paso.

Through the Partners in Education program, brigade staff members visit weekly with academically and socioeconomically challenged children at Dr. Sue Shook Elementary School.

In late January, 10 Soldiers and a civilian mentored and tutored children needing help. Activities included completing homework, worksheets and reading assignments, or playing sign language bingo and chess.

Though the program, unofficially titled the "402nd Mentorship Program," has only been in place for a few weeks, school guidance counselor Fernie Miranda said he noticed positive changes in the children already.

"It's only been a short time, but their attitudes have been affected somewhat," Miranda said. "They seem more motivated....They're participating more in class and finishing their class work and homework (on their own). They love coming to see their mentors."

The mentors also enjoy these visits.

Many identify with the children from personal experience. In particular, Staff Sgts. Lisa Garcia and Sally Tran said they share similarities with these youngsters.

"My son struggled (in school), so when I heard of this opportunity, I was excited to participate," said Garcia, a

noncommissioned officer working with the brigade's plans and operations shop.

These children need some extra attention, Garcia said, and she is here to fill that void. The best part of the program is "being able to interact with them and show them that somebody else cares."

"I think it's good for the kids," said Tran, a resource management specialist. She remembers some of her family's challenges while growing up and sees this program as a conduit to success in the lives of these youngsters. "I think it helps socially as well as academically," she said.

Tran chose to spend one-on-one time with a first-grade student, Ricardo Zapata. She said the one-on-one time allows the two of them to gain familiarity with each other, which opens doors for mentorship. Zapata, Tran and other Soldiers discussed Family life and school, conducted math practice and reviewed language parts of speech.

Although the mentorship program is set up to benefit the children, it also serves up great feelings for the volunteers.

"I like working with kids, and I like that they get excited when we are here," Tran said. "It makes me feel good to see their excitement. It shows that it's helping."

Students are recommended for participation in the program by their guidance counselors, teachers and parents. Only eight students are in the program so far, Miranda said, but more will be joining shortly, and the program is planned to grow as the school grows.

Beginning next year, the school is looking at a vast expansion to include an overflow population.

"We are so grateful the (402nd Soldiers) are here to help," Miranda said.



Capt. Marc Sinclair, commander of Headquarters and Headquarters Battery, 402nd Field Artillery Brigade, plays sign language bingo with student Robert Cox, while Staff Sgt. Lisa Garcia (right), plans and operations specialist, helps first-grade student Ricardo Zapata with math problems, as a part of the brigade's mentorship program at Dr. Sue Shook Elementary School in El Paso, Texas.



DIV West motorcyclists throttle up skills during mentorship ride

Story and photos by Sgt. 1st Class Gail Braymen
Division West Public Affairs

CENTRAL TEXAS – The Division West “Training Machine” throttled up its two-wheeled safety skills during a motorcycle mentorship ride April 15.

Motorcyclists from division headquarters and the division’s three local brigades rode more than 150 miles in a loop from the unit’s Fort Hood headquarters to Meridian. Riders stopped for lunch at the Horny Toad Bar and Grill in Cranfills Gap, then made their way back to post through scenic Texas countryside.

“We have these rides to critique and improve the skill levels of our Soldiers,” said Division West senior motorcycle mentor, Lt. Col. James Stitt II, who has more than 40 years riding experience. “By doing this, we make them safer. The rides also help develop communications, because riders start talking about bikes and techniques. People start to share information.”

The Division West motorcyclists began their mentorship ride with a safety briefing, then rode to the Central Texas State Veterans Cemetery in Killeen, where they joined Patriot Guard Riders in rendering honors at the funeral of an Army veteran.



Staff Sgt. Tony Lindback safely avoids a dog in the road near Oglesby, Texas, during the Division West motorcycle mentorship ride. Animals pose a much greater threat to motorcyclists than to other drivers, and Division West senior motorcycle mentor, Lt. Col. James Stitt II, briefed riders on what to do in such encounters before the ride.

“The highlight of the ride for me was the memorial,” said retired Lt. Col. Jay Adams, Division West Public Affairs chief. “It makes you proud to be a Soldier, to see the love for that veteran who didn’t have Family, but yet had a whole Army as a Family.”

Also along for the ride was retired Sgt. 1st Class Victor Hayes, husband of Division West’s Staff Sgt. Deedra Hayes, who said that when he left the Army in 2007, many military motorcyclists would get together on their own and ride as a group. The Army’s motorcycle mentorship program, which encourages organized unit rides, is a fairly recent innovation.



Staff Sgt. Deedra Hayes helps Gayle Lindback adjust her helmet. Hayes, a member of Division West’s Headquarters and Headquarters Detachment, has been riding motorcycles since the age of 17. Lindback is the wife of Staff Sgt. Tony Lindback, also a member of Division West HHD.

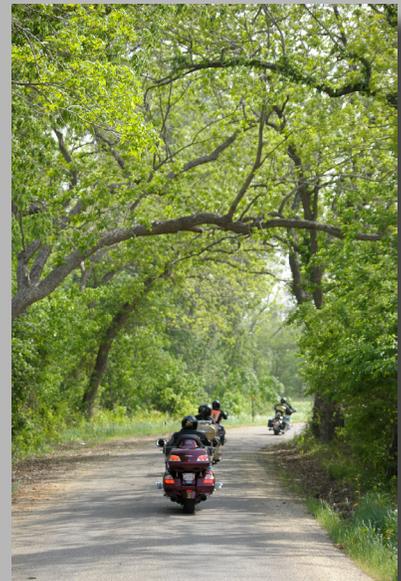
“I love riding motorcycles, and I love supporting the military and doing things with the military,” Hayes said. “I came on the ride today to hopefully meet new people and share my experience of riding motorcycles.”

Riding with a group is “a whole different ballgame” than riding alone, said Sgt. 1st Class Mario Salinas, who has been riding motorcycles for about 25 years.

“You learn to anticipate what other riders are going to do,” Salinas said. “You have to depend on the guy in front of you and help the guy behind you.”

Group motorcycle rides are particularly appealing to Chief Warrant Officer 3 Chip Argumaniz, a helicopter pilot who does not get to fly often in his current position as a trainer and planner with the 166th Aviation Brigade.

“When you’re riding in a staggered formation, it makes you feel like you’re flying again, having a wingman all the time,” Argumaniz said. “It’s just a good feeling. I’m no longer flying regularly, but I get to do this instead.”



191st IN battalion adds ‘Gator’ to unit run

By Sgt. Garth Gehlen
191st Infantry Brigade, Division West Public Affairs

through the run, the Soldiers stopped and did 40 pull-ups, 40 dips and 40 inclined sit-ups.

JOINT BASE LEWIS-McCHORD, Wash. — The unit run is a time-honored tradition in the Army, and most Soldiers have run in formation with their platoon, company, battalion or brigade at one time or another.

It is a good way for a unit to strengthen cohesion, do some team building and fly the colors. The 1st Battalion, 356th Logistical Support Battalion is very familiar with unit runs; they do one every week for physical training.

“The LSB has conducted a standard, four-mile battalion run with cadence Friday after Friday since some time before the New Year,” said Command Sgt. Maj. Sans Gilmore, the command sergeant major of the 1-356th.

“Doing the same old thing gets, well, old,” added Gilmore.

“Doing the same old thing gets...old.”

“It was good PT,” Gilmore said. “With respect to what Gator PT is, it’s team building.”



Recently, though, the battalion Soldiers spiced up their normal run. They call it “Gator PT.”

A Gator is a small, wheeled utility vehicle used by the 1-356th in and around the motor pool.

For PT, the Soldiers of the 1-356th divided into teams to push and pull the Gator along a 2.9-mile course. Halfway

As part of a non-traditional physical readiness training session, Soldiers of 1-356 Logistical Support Battalion, 191st Infantry Brigade, Division West, push and pull a Gator utility vehicle 2.9 miles at Joint Base Lewis-McChord, Wash. (Photo by Sgt. Stephanie Bacon, 191st Infantry Brigade, Division West Public Affairs)

Provincial Reconstruction Team Trains for Afghanistan at JMTC

Soldiers with B-Company, 1st Battalion, 182nd Infantry, Massachusetts Army National Guard, clear a room during urban operations training at the Camp Atterbury Joint Maneuver Training Center, Ind. The unit is tasked with providing security for the PRT during their deployment to Afghanistan to build the infrastructure of that country. (Photos by Staff Sgt. David Bruce, Camp Atterbury Public Affairs)

