

The background of the cover is a photograph of two men in military uniforms. The man on the left is younger, with short brown hair, looking slightly to the right. The man on the right is older, with grey hair and glasses, looking forward. Both are wearing camouflage uniforms. The title 'INSCOM Journal' is at the top, with 'INSCOM' in white and 'Journal' in large orange letters. Below it, 'Spring 2005' is written in white. At the bottom, the tagline 'Preparing tomorrow's leaders today' is in large white letters with a black outline.

INSCOM Journal

Spring 2005

**Preparing tomorrow's
leaders today**

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illustration by Pfc. James Felkins

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On the cover

The Bench is one of Army Chief of Staff Gen. Peter Schoomaker's focus areas. Preparing future generations of senior leaders is a priority at the U.S. Army Intelligence and Security Command. Training exercises such as Morning Calm or Task Force Mongoose help to develop young Soldiers to become the next generation of leaders. But with more than 800 INSCOM Soldiers and civilians deployed worldwide, many of these individuals are getting the necessary training in a real-world environment.

Cover artwork by Brian Murphy

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iNSCOM

Next generation
Soldier



illustration by Brian Murphy

From the commander's desk

By Maj. Gen. John F. Kimmons
Commander, INSCOM

Aggressive, hands-on leadership remains INSCOM's foremost strength and the principal reason for intelligence and Army success under relentless wartime conditions. It's what drives tough, relevant training, enables us to build tightly cohesive and highly self-confident intelligence teams, and enables our people to push the envelope in order to "make intelligence happen."

It's not enough to have the intellect, technical skills and knowledge to perform; it takes the willingness to apply these in the face of the toughest challenges, marplots – meddlers who obstruct forward progress through officious indifference – and physical danger. It takes the stamina to persist in the face of adversity to generate mission success. It takes the will to "win" within the context of the seven Army values.

As retired Lt. Gen. Hal Moore noted in his book, *"We Were Soldiers Once...and Young,"* about his experiences in Vietnam during 31 days of continual fighting in the Ia Drang Valley in 1965, "leaders never give up....even when you're out of water and food, low on ammo, surrounded and receiving relentless NVA attacks, with many dead and wounded and no assurance of relief...there is always something else you can do."

That's what American Soldiers excel at, successful innovation, application and problem solving under the harshest circumstances. That's leadership. It guarantees the safety of our comrades, success in battle, and our future as a free nation of opportunity. It's what Sgt. Cari Gasiewicz demonstrated throughout her year long deployment in Iraq before she was killed in action in Dec. 2004 by a roadside bomb. It's the self-confident initiative exhibited by countless INSCOM leaders across the globe every day – it's quiet professionalism; "walking the walk, not talking the talk."

The imperative for hands-on, aggressive leadership is the essence of the Army Chief of Staff's challenge to each of us, "Are you wearing your dog tags today?"

Leadership, not software, is what will make actionable intelligence, one of the highest Army priorities, increasingly available throughout our forces and let us win on our own terms. Selfless application and sense of urgency build tightly cohesive, well trained, justifiably self-confident teams that do what it takes to make intelligence happen. Cross-checking to make sure intelligence is passed to the right point on the battlefield versus pressing "send" and walking away; making decisions and



photo by Brian Murphy

Maj. Gen. John F. Kimmons.

judgments along tactically useful timelines and standing accountable; underwriting honest mistakes and assessed risks in favor of getting the job done within ethical, legal and moral constraints.

INSCOM leads operational intelligence across the Army and Joint level on the strength of subordinate leaders in every discipline and grade.

Through leadership and the engagement of all INSCOM members we will successfully transition to a more modular force with increased intelligence capabilities essential to success in ongoing and future war fights. Leadership constitutes the basis for Army service and the prerequisite for provision of useful intelligence at the right place and time.

I couldn't be more proud of each of you or of INSCOM's exceptional contributions as the Army's Operational Intelligence Force. It's a great time to be serving in INSCOM!

Building better leaders

**By Command Sgt. Maj.
Maureen Johnson**
Headquarters, INSCOM

Providing outstanding leadership has always been important but perhaps never more important to the success of our Army, and of INSCOM, than it is today. The operations tempo, the complexity of our missions and the strain on our Soldiers, civilians, and resources requires great leadership to balance the accomplishment of the mission and the welfare of INSCOM personnel and their families.

It is the discipline, maturity, organization and strong desire to achieve of our Soldiers and civilians, at every level, that keeps us on track and makes INSCOM the Army's premiere operational intelligence force.

There are those that hold that good leaders are born, not made. I agree that leadership does not happen on a production line, but I disagree with the idea that only certain individuals have within them the power to instill confidence, conviction and the will to succeed in others. I believe that with commitment we can develop the natural abilities in each Soldier and civilian - in other words we *can* build leaders.

For more than two centuries, our military has demonstrated its ability to develop leaders. We have done that by institutionalizing formal training programs, focusing on quality, and by refusing to let the sheer size and urgency of the task dictate the methods used to accomplish it. Our vision for

tomorrow's leaders is immense; a transformed Army and INSCOM, an organization in which we have re-examined and challenged the most basic assumptions, structures, paradigms, policies, and procedures. The end result is a campaign-quality command, an INSCOM with a joint and expeditionary mindset. This is an INSCOM and a task which require exceptional leaders: men and women of excellence, honest, competent, forward-thinking, inspiring, intelligent, creative, fair, broad-minded, candid and courageous.

Where will these extraordinary people come from? Look in the mirror; courage and leadership isn't something we should only search for in others, it's something we should look for in ourselves.

Real leadership is an attitude, not a routine. Its practitioners advocate a never-ending process of self-study, education, training, and experience. They encourage others to do the same, having realized that the primary purpose of leadership is to make more leaders, not more followers.

According to Swiss philosopher Jean Piaget, "the principle goal of education... should be creating men and women who are capable of doing new things, not simply repeating what other generations have done; men and women who are creative, inventive and discoverers, who can be critical and verify, and not accept everything they are offered."

Individuals like those described by Piaget are who

INSCOM must find and retain to meet tomorrow's goals. I hope we all understand that retention is everyone's business. Not only must we build "the bench," we must maintain and improve the one we already have. We must be fully engaged, at all levels, in helping our command resolve the number one workforce issue of any organization: getting and keeping good people. Maintaining workforce excellence is the key to INSCOM's continued success as a command and an intelligence force.

We are a vital part of an Army at war. Each day, INSCOM men and women meet the challenges of a world that has changed drastically since Sept. 11, 2001. Over the past three years we have achieved remarkable things because our ranks are filled with, capable, positive and committed individuals; leaders, each and every one. It's an honor to serve beside you.



photo by Bob Bills

Command Sgt. Maj. Maureen Johnson.

Family Matters





courtesy photo

The father and daughter team of Sgt. 1st Class Tracy Amos and Sgt. 1st Class Robert Wilson deployed to Iraq together for six months last year in support of the Global War on Terrorism.

by Brian Murphy
INSCOM Public Affairs

July 4, 2004 was not a good day for Kathryn Wilson.

While millions of people across the nation waved their flags and enjoyed fireworks, Kathryn's husband, Sgt. 1st Class Robert Wilson, and her daughter, Sgt. 1st Class Tracy Amos, boarded a plane with a handful of others from 1st Information Operations Command (Land), U.S. Army Intelligence and Security Command, and flew halfway across the world in support of the Global War on Terrorism.

"I tried to prepare myself emotionally in case one or both of

them got called up, but I was absolutely shocked when they both got the call the same day," she said. "Bob and I both come from patriotic families, so it has never occurred to us that you would do anything but serve your country when it called you."

In the Army now

Robert Wilson didn't plan on joining the Army; he just wanted to go to college. After graduating from high school he had every intention of heading off to the nearby Metropolitan Community Colleges, Kansas City, Mo., to earn his degree in data processing.

But the newlywed Wilson didn't enroll in time for the semes-

ter and was drafted by the U.S. Army in 1969.

"At that time, if you were enrolled in college when they called your name they would skip over you," he said. "I missed signing up in time and the draft notice came shortly after that."

So the 19-year-old Wilson went to see what Uncle Sam had in store for him.

"The notice said I was required to serve two years as an 11B (infantryman)," Robert said. "After taking some tests, I was told I was eligible for additional training. But in order to go to the training, I had to extend my enlistment to three years."

Wanting to make the best of the situation, Robert signed up for three years as a communications system circuit controller and shortly thereafter said goodbye to his pregnant wife, Kathryn, and deployed to Vietnam in support of his country.

One day in June, during his yearlong deployment, Robert received a Red Cross message informing him that Kathryn had given birth to the couple's first child — a beautiful girl named Tracy.

Robert wouldn't meet his daughter until several months later, when he returned from Vietnam in January 1971. Fortunately for everyone involved, the second half of his enlistment was much quieter than the first. After his three-year commitment was complete, Robert left the Army and finally enrolled in

college to pursue that elusive degree in data processing. Once out of college, Robert went to work in the field of information technology with DST Systems — where he continued to work for the next 30 years.

The Army family

In 1990, after a nearly 20-year break, Robert decided to return to the Army family and joined the Missouri National Guard.

"My brother-in-law retired from the National Guard after serving 43 years," he said. "After a few conversations with him, he talked me into coming back in for some of the retirement benefits. I ended up joining his unit."

Three years later, Tracy graduated from college, and decided it was time for her to settle

down. She married Von Amos, and after the birth of the couple's first child, became a stay-at-home mother. To help the family's financial burden and to pay off her college debt, Tracy joined the Army as an executive administrative assistant in the same Missouri National Guard unit as her father.

Over the next decade, Robert and Tracy continued on with their normal day-to-day lives while moonlighting with the National Guard. For one weekend a month, and two weeks out of the year, they'd dig out their uniforms and "go through the drill." Everything was fairly routine until Operations Enduring and Iraqi Freedom happened. To anyone with a television, the writing was on the proverbial wall.

"It seemed like half of the



courtesy photo

Sgt. 1st Class Tracy Amos volunteers to guard everyone's luggage while waiting for the next flight.



courtesy photo

Sgt. 1st Class Robert Wilson served in the Army in both Vietnam and Iraq.

state of Missouri had been deployed,” Robert said. “With both of us being in Information Operations — and the shortage of those people in the Army — we knew that it was just a matter of time until it was our turn.”

Even so, the deployment came as a surprise.

“Tracy was born when Bob was serving in Vietnam,” said Kathryn. “When I held her in my arms, I never dreamed that someday she would be in uniform, too; serving in another war right along side him.”

Their unit was mobilized May 24, and a little more than one month later Robert and Tracy were on their way to Iraq. Almost

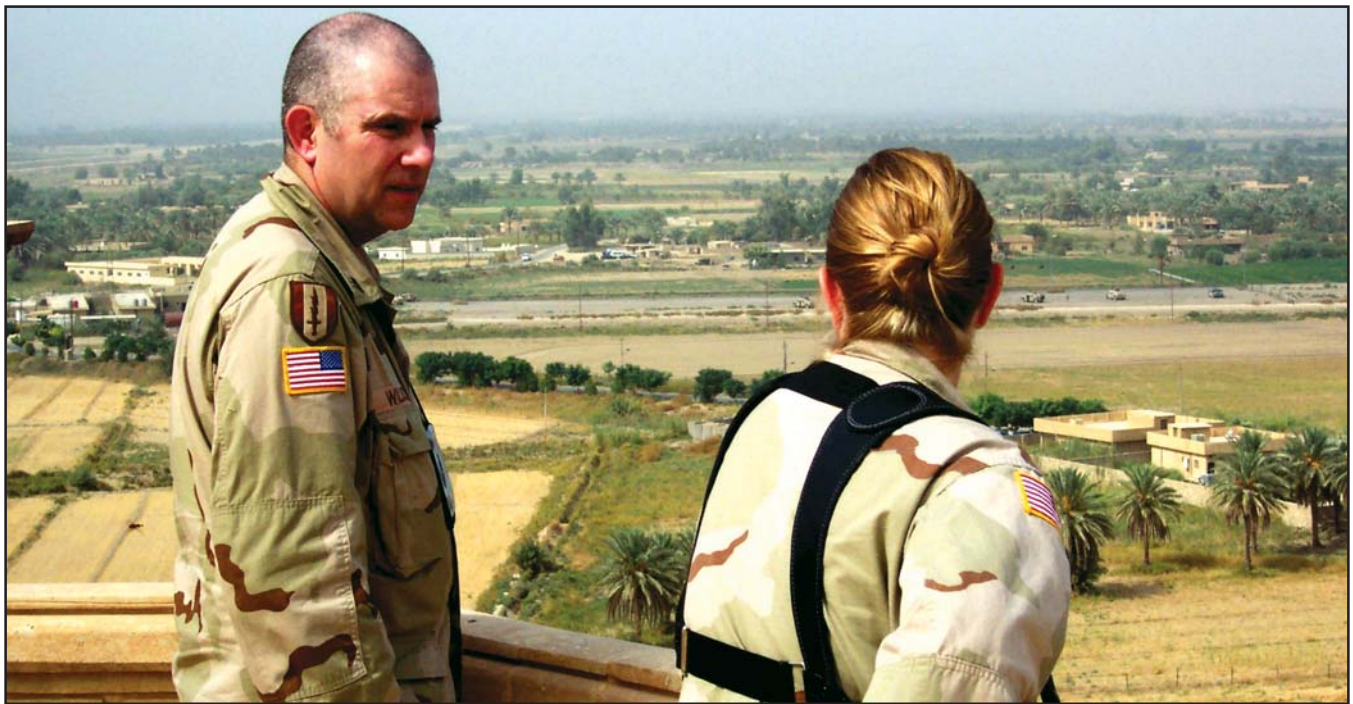
immediately after they hit the ground in the Middle East, they said goodbye. Although both of them fell under 1st IO Command, Robert would spend the next six months attached to a Special Forces group in Balad, while Tracy was in Baghdad. Even though they were roughly an hour away from each other, they would only see each other twice during their six-month stay in Iraq.

“It was hard on us both being deployed in different locations,” Robert said. “If I heard that there was a car bomb or something my thoughts immediately went to ‘is she okay?’ Before one of us went on a patrol or a convoy, we would contact the other one and have

them pray for us.”

Ask any of them — Robert, Tracy or Kathryn — and they’ll all say that prayer and their family bond helped each of them through this stressful time. By focusing on how to help each other, they all spent less time worrying about themselves.

“My greatest sorrow was for Tracy and her children,” said Kathryn. “They were so young; I wondered how were they going to get along without her? Then I thought about my poor son-in-law. How would he possibly keep his job and take care of two pre-schoolers without anyone to help him? It was clear that the only way to deal with the situation was for us



courtesy photo

Both Wilson and Amos say that, although they were close before, the deployment made them closer to each other.

to cling together. The family packed me up and I went to stay with Tracy's family until they returned."

Tracy had a plan to help her two young children cope while she was deployed to Iraq. Before she left, Tracy counted out 179 M&Ms per child. Each day, Alexis and Garrett would eat one M&M. When all of the candies were gone, she explained, mommy would be home.

If only it were that easy for Tracy. While the M&Ms helped both of the kids, being separated was still extremely tough for Tracy.

"While in Iraq, I was extremely grateful that the only milestones I missed were Alexis' first day of kindergarten and Garrett's fourth birthday," Tracy said. "They were only two days apart on the calendar — August 23 and August 25. They were two very tough days."

And fortunately for Tracy, her father and fellow Soldiers were

there with her to help ease the pain.

"When you're deployed in a small team, you become very close," Tracy said. "The people you deploy with become a second family to you. But it's even better when you deploy with someone from your actual family — someone who has known you for more than just that six months. Someone who has known you all your life. It really was a bonus to have him there with me."

Looking back, the journey that started with a father and daughter flying to the Middle East on the Fourth of July to serve and protect the country that they love, then returning home safely two days before Christmas is almost too good to be true.

"We were pretty close before this, but I think after this deployment we're much closer," Tracy said. "I feel very lucky, because I don't know if many people have had this type of experience."

Once Robert knew he was definitely deploying he wanted to ensure he maintained a positive attitude. So while packing his bags he allowed himself one luxury item — his bathing suit.

"I didn't know where I was going, but I knew it was going to be alright," he said. "I figured wherever I ended up, I'd be someplace where I could use it. We had to repack several times prior to our departure, but each time I kept the swimming suit with me."

When Robert arrived at his Special Forces unit in Iraq, he was surprised to learn he would be staying in a palace with both an indoor and an outdoor pool.

"It could have been useful," he said. "But I never got to use it."

Because of mission requirements and operational tempo, Robert never had the opportunity to go for a swim.

"It didn't matter though," he explained. "I still had my swimming suit."

And every time he saw it, that bathing suit brought a smile to Robert's face.



photo by Spc. LeeAnn Lloyd

Soldiers from the 500th Military Intelligence Brigade call in for a medical evacuation during combat-related training.

THE REAL WORLD: HAWAII

BY SPC. LEEANN LLOYD

The 500th Military Intelligence Brigade faces many possible changes over the next year — from the upcoming integration with the 115th Military Intelligence Brigade to possible deployments; a reality which can happen not only as a unit, but individually as well.

With that in mind, the Soldiers of the 500th MI Brigade expect some adjustments to the military lifestyle they've become accustomed to. They can expect more time in the field coupled with more combat-related training.

"In all of our training we are trying to simulate what it's like to perform these tasks under pressure, as if you were in a stressful environment," said Capt. Shane Lee, commander, Headquarters, Headquarters Detachment, 500th MI Brigade. "Having the knowledge you need to perform these

types of tasks correctly is paramount. Understanding how to call in a helicopter that doesn't belong to you and knowing they won't respond unless you call in the information correctly is imperative when Soldiers' lives are on the line."

Lee and 1st Sgt. Ken Mathis, first sergeant, HHD, 500th MI Brigade, are working to ensure their Soldiers receive the highest quality of training possible, from land navigation to calling in for medical evacuation requests to UH-60's at Wheeler Army Airfield, Hawaii.

During one of the recent training exercises, Soldiers suited up in full Mission Oriented Protective Posture gear and decontaminated their skin using actual kits instead of simply simulating the tasks — something many junior Soldiers haven't experienced since

basic training.

"Even though there isn't an NBC (Nuclear, Biological and Chemical) threat here in Hawaii, our Soldiers may someday have to go to a place like Afghanistan or Iraq, where that type of threat is real. I'd rather have this type of training and never need it rather than needing it and never having it," said Spc. Matthias Knox, training noncommissioned officer, HHD, 500th MI Brigade.

"A solid knowledge of basic soldiering skills has never been a greater necessity. Not only do we need to go back to our roots when it comes to common tasks, such as reacting to direct incoming fire, three-second rushes, and first-aid skills, we also need to push our fundamental boundaries by pursuing the unfamiliar: urban warfare survival tactics," said Mathis.

Understanding that these are



photos by Spc. LeeAnn Lloyd

Spc. Mattias Knox (right) is loaded onto a UH-60 Blackhawk during a simulated medical evacuation.



Staff Sgt. Jason Hogan low crawls to avoid enemy fire during a training exercise Feb. 24.

difficult times for the United States military is not hard to do. However, one thing that remains constant is a Soldier's resolve to step forward when needed. The Warrior Ethos reminds Soldiers to always place the mission first.

In order to do that successfully, the highest standards of training in technical skills and, most importantly, tactical skills must be met. The 500th MI Brigade is taking the necessary steps to make that efficiency a reality, Lee said.

"Getting ourselves out of a 'garrison' mindset and aiming for tactically-oriented proficiency will be one of our biggest challenges in 2005. However, the growing pains will seem miniscule in the end should our services be needed elsewhere," Lee said.

According to Lee, each Soldier within the 500th MI Brigade understands just how real the possibility of deployment might be, and are taking the necessary

steps to ensure their readiness. Throughout 2005, an estimated 26 Soldiers from the brigade have been tasked to serve overseas on individual assignments.

"It's important to maintain a solid knowledge of basic soldiering skills because you never know when your number will be called and it will be your turn to go," said

Pfc. John Pittinger, mail clerk, 500th MI Brigade. "Performing these tasks regularly leaves me with greater confidence in my abilities as a Soldier, as well as the abilities of the Soldiers serving next to me. I have no doubt these training scenarios will serve me well should I ever have to perform the tasks in an actual combat situation."



Sgt. 1st Class Damian Randolph clears the charcoal dust released from his NBC decontamination kit during a training exercise at Schofield Barracks.



Warrior Training

115th MI Group prepares for wartime mission



photos by Staff Sgt. Twana Atkinson

Soldiers from the 115th MI Group react to a training scenario during a two-week field exercise April 19.

By Staff Sgt. Twana Atkinson
115th MI Group

Soldiers of the 205th Military Intelligence Battalion, 115th MI Group, conducted realistic urban warfare training as part of a Field Training Exercise at Schofield Barracks, Hawaii, April 18-29.

The purpose of the training was to re-enforce the basic skills needed before their deployment in support of Operation Iraqi Freedom later this year.

The 205th MI Battalion will support V Corps by providing intelligence and electronic warfare capabilities throughout the full spectrum of military operations. This is the battalion's first deployment since the Vietnam War.

During the exercise, the Soldiers were trained in urban warfare conditions involving realistic situations that they may encounter while in Iraq.

Capt. Brian Husky, personnel officer, 205th MI Battalion, was the primary instructor for the lane training at the mounted

operations in urban terrain site. Husky said he used his experience from previous deployments to teach the Soldiers and ensure training was conducted to standard.

"These Soldiers really don't know what they are getting into," explained Husky. "Just because they're not infantry doesn't mean that they'll be safe."

The training featured convoy maneuvers, improvised explosive device awareness, and first aid, along with other warrior task training events in an area that was converted to resemble a small Iraqi town.

During one scenario, the Soldiers' convoy was hit by a roadside bomb. Suddenly, two local nationals came up to the vehicle and tried to offer help in their native language. There was confusion between the troops and the civilian populace, creating challenging situations for the Soldiers to deal with.

"This is why we do this

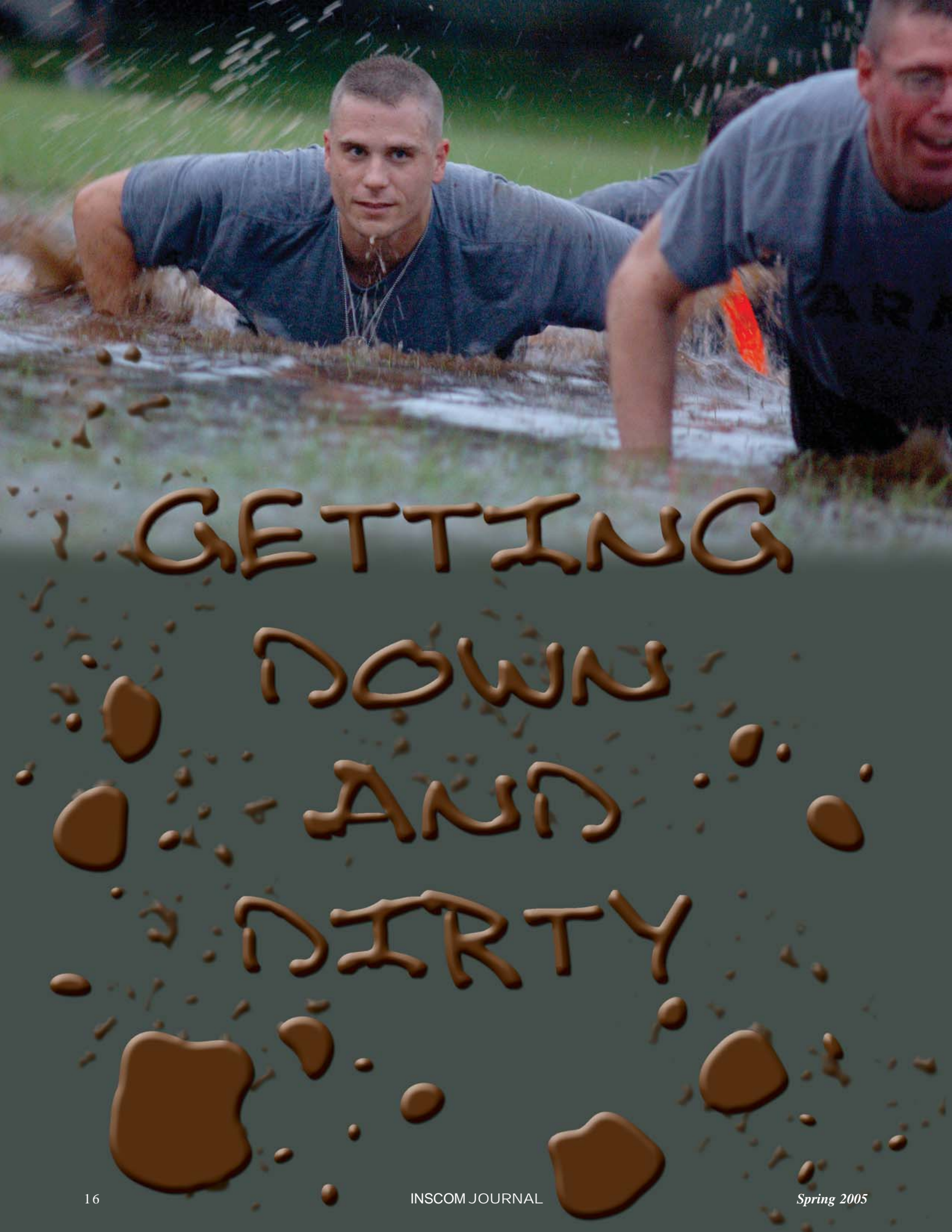
training," said Capt. Skip McKinnon, assistant operations officer, 205th MI Battalion. "These are events that the Soldiers are bound to encounter over there and they need to be aware of all situations that may occur."

Throughout the exercise, observers were posted along the lanes to ensure the Soldiers reacted properly to each incident.

"Grading to standard is important," said Staff Sgt. Scott Kerns, an observer during the training. "If you don't evaluate a casualty on time, people will die."

For many Soldiers in the unit, this deployment will be the first of their career. According to Husky, the exercise provided the unit with real-world training that is designed to help them succeed in a very challenging environment.

"There's only one thing that we want to teach these Soldiers," stated Husky. "The only thing that you can be sure of is — there's nothing you can be sure of."



GETTING DOWN AND DIRTY

by **Spc. LeeAnn Lloyd**
500th MI Brigade

When taking on a leadership position within the Army, there are many questions that can come to mind. What is a good leader? Do I have what it takes to be one? How can I keep from letting my troops down? How can I best prepare my troops for where the Army is headed?

For Sgt. 1st Class Edward Korotas, making the decision to join the warrant officer field after serving as a noncommissioned officer for 10 years was an easy one. The 500th Military Intelligence Brigade's training and operations noncommissioned officer in charge has always been confident in his leadership abilities, and knew his years of enlisted training provided a solid foundation from which he can best serve as a

warrant officer in the MI Corps.

Korotas joined the Army as a light-wheel vehicle mechanic in August 1992. But it didn't take long for Korotas to realize he had made a mistake. Wanting more than a life in the motor pool, he switched to the strategic side of the military and became an intelligence analyst.

His first assignment with MI led him to Korea, and then he was stationed at Fort Drum, N.Y., where he served in the 2nd Infantry Brigade's security office. It was his tour at Fort Drum that offered Korotas a look into what 'the real Army' is all about.

"My time with the 10th Mountain Division helped me see what it's really like out there, in places where young Soldiers are taking bullets and making life or death decisions. In those types of units, you don't have co-workers,

you have brothers," Korotas said.

While at Fort Drum, he was put on rotation to Bosnia-Herzegovina during the Millennium New Year.

"The most important lesson I learned [while in Bosnia] is that actions you take, no matter how small, affect the cogs on the largest scale imaginable," he said. "Sometimes the work you perform can save a person's life."

After serving at Fort Drum, Korotas was assigned to the 32nd Army Air and Missile Defense Command at Fort Bliss, Texas, and then Camp Zama, Japan, where his duty title changed from serving with the security office to serving as the training and operations noncommissioned officer in charge.

"The unit was scheduled to move to Hawaii and change its make-up a little. That means a

photos by Spc. LeeAnn Lloyd



big deal, huge visibility. I had no idea what a training office did. They gave me some training and three Soldiers, and said ‘make it happen.’ And here we are,” Korotasz said.

Under his direct supervision, two of three of Korotasz’s Soldiers have been promoted from specialist to sergeant. All of his experiences have helped shape the type of warrant officer Korotasz strives to be.

“A good leader is one that learns from his subordinates — what makes them think the way they do, how they tick — and he learns how to best utilize their strengths while helping them to improve their weaknesses,” Korotasz said.

Kortasz understands the importance of working as part of a

team, and looks forward to offering his expertise and experience to the warrant officer field. He is confident in his abilities to serve as a leader ... but not too confident. “That would definitely be a pitfall. I know there is much I have yet to learn,” Korotasz said.

“The [intelligence] field is one of the most demanding jobs in the Army,” said Chief Warrant Officer 3 Mark Taylor, an all source intelligence technician, 500th MI Brigade.

“The commanding general wants that officer to advise him of the complete situation on the battlefield and all of his options. I think Sgt. 1st Class Kortasz has the energy and initiative to become a fine warrant officer,” Taylor said.

Others within the command also agree that Kortasz has what

it takes to become a successful warrant officer.

“He has shown that he can make the tough decisions under stressful times,” said 1st Sgt. Kenneth Mathis, first sergeant, Headquarters, Headquarters Detachment, 500th MI Brigade. “That’s the kind of Soldiers we need in today’s Warrant Officer Corps. Someone that does his homework and gives the commander all the options to make a curtail decision in a timely manner; a decision that could very well endanger Soldiers lives.”

Many feel that the future is bright for Korotasz, and with the addition of Soldiers like him, the same could be said about the future of the military intelligence Warrant Officer Corps.

photo by Spc. LeeAnn Lloyd



A single bullet stands vertically on a white surface. The bullet is a standard rifle bullet with a pointed tip and a brass casing. The text "115th MI Group training is" is overlaid on the left side of the bullet.

115th MI Group training is

ON TARGET

photo by Michael Connors



photos by Staff Sgt. Twana Atkinson

With the help of the Junior Leadership Course, Soldiers from the 115th Military Intelligence Group are setting themselves apart from the rest at Primary Leadership Development Course.

by Staff Sgt. Twana Atkinson
115th MI Group

If you knew of a slot machine that won 95 times out of a hundred wouldn't you want to use it as often as possible? While this wouldn't be an ideal situation for a casino, these are numbers that the U.S. Army Intelligence and Security Command are more than happy to see.

The Junior Leadership Course at the 115th Military Intelligence Group has proven to be "money in the bank" in prepping junior leaders by reinforcing basic Soldier skills taught at the Primary Leadership Development Course, but not necessarily part

of the Soldier's daily mission.

The JLC program is so successful that 95 percent of the Soldiers who attend go on to graduate from PLDC with honors, according to 1st Sgt. Timothy Goins, acting command sergeant major of the 732nd MI Battalion.

The week-long course is taught by 115th noncommissioned officers, and meant to reinforce skills taught at PLDC, as well as the skills young troops will need as future NCOs.

All 115th MI Group Soldiers must complete the course prior to attending PLDC unless excused by the battalion command sergeant major. The JLC is

conducted one week prior to the Soldier's PLDC report date in order to keep the information fresh in the Soldiers' minds. During the week, Soldiers learn and understand the Soldier's Creed and review subjects covered in PLDC — such as conducting physical training exercises, land navigation, and noncommissioned officer evaluation reviews.

According to Sgt. Saul Lucatero, who has been in charge of planning and coordinating the program for more than a year, this is a program for NCOs, by NCOs.

"I go to the U. S. Army Sergeants Major Academy Web



Soldiers from the 115th Military Intelligence Group are graduating from the Primary Leadership Development Course in record numbers. Ninety-five out of 100 Soldiers not only graduate, but do so with honors.

site to keep up with all the updated information, but this program is NCO driven in its entirety,” he said.

Goins, who has been in the Army since 1981, said the JLC program is the best he has been associated with.

“Our NCO involvement is the success of the program,” he said. “Becoming a leader is not an overnight process. As we promote sergeants, we still have the obligation to continue to mentor them.”

And the results are unquestionable. The program is so successful in preparing Soldiers for PLDC that the secret is getting out — leading the 115th MI Group to open up the course

to other units on the island.

Spc. Amber Darby, of the 500th MI Brigade, graduated from PLDC last February. She expressed with passion how much the JLC program had prepared her for PLDC.

“I felt more confident once I arrived at PLDC, because I realized that the JLC program covered the same material as PLDC and required the same standards,” said Darby. “All of the hands-on experience was a great help.”

According to Command Sgt. Maj. Michael Thomas, commandant, Noncommissioned Officers Academy in Hawaii, the Army’s philosophy about promoting has changed to a “train-

“I felt more confident once I arrived at PLDC, because I realized that the JLC program covered the same material as PLDC and required the same standards. All of the hands-on experience was a great help,”

**Spc. Amber Darby
admin. specialist
500th MI Brigade**

select-promote” mentality.

“We need to educate our Soldiers before their promotion,” he said. “These units are setting their Soldiers up for success, and whatever the 115th MI Group is doing they need to keep doing it.”

Man of Honor





U.S. Army photo

Sgt. 1st Class Paul Smith became the first Soldier to earn the Medal of Honor for Operation Iraqi Freedom.

WASHINGTON, D.C. (Army News Service) — An American Soldier's family received the highest military recognition, the first Medal of Honor for Operation Iraqi Freedom, from President George W. Bush at the White House April 4.

Bush presented the Medal of Honor to David Smith, the 11-year-old son of Sgt. 1st Class Paul R. Smith, who was killed April 4, 2003, exactly two years ago, in an action outside the then-Saddam Hussein International Airport.

Smith manned the .50-caliber machine gun on top of an armored personnel carrier in order to defend a courtyard while his men from the 11th Engineer Battalion, 3rd Infantry Division, withdrew and evacuated wounded. Late in the action, he was killed by enemy fire.

The president quoted a letter

Smith wrote to his parents, but never mailed, saying he was willing to "give all that I am" so that his men would return home.

"On this day two years ago, Sergeant Smith gave his all for his men. Five days later, Baghdad fell, and the Iraqi people were liberated," Bush said. "And today, we bestow upon Sergeant Smith the first Medal of Honor in the war on terror. He's also the first to be awarded this new Medal of Honor flag, authorized by the United States Congress. We count ourselves blessed to have Soldiers like Sergeant Smith, who put their lives on the line to advance the cause of freedom and protect the American people."

Bush said Smith's story was that of "a boy transformed into a man and a leader."

"His friends and family will tell

you that he joined the Army in 1989, after finishing high school. When he joined the Army, he was a typical young American. He liked sports, he liked fast cars, and he liked to stay out late with his friends — pursuits that occasionally earned him what the Army calls 'extra duty' — scrubbing floors."

The president said Smith underwent two life-changing experiences.

Bush said the first experience was meeting his wife Birgit while he was stationed in Germany.

"A second great change in Paul's life would come when he shipped off to Saudi Arabia to fight in the first Gulf War. There the young combat engineer learned that his training had a purpose and could save lives on the battlefield. Paul returned from that war determined that other Soldiers would

benefit from the lessons he had learned.”

“Paul earned his sergeant’s stripes and became known as a stickler for detail. Sergeant Smith’s seriousness wasn’t always appreciated by the greener troops under his direction,” Bush said. “Those greener troops oftentimes found themselves doing tasks over and over again, until they got it right. Specialist Michael Seaman, who is with us today, says, ‘He was hard in training because he knew we had to be hard in battle.’ Specialist Seaman will also tell you that he and others are alive today because of Sergeant Smith’s discipline”

Bush described the action in

which Smith died while manning a .50-caliber machinegun defending his troops in a compound near the Baghdad Airport.

“Sergeant Smith’s leadership saved the men in the courtyard, and he prevented an enemy attack on the aid station just up the road,” the president said. “Sergeant Smith continued to fire until he took a fatal round to the head. His actions in that courtyard saved the lives of more than 100 American soldiers.”

“Like every one of the men and women in uniform who have served in Operation Iraqi Freedom, Sergeant Paul Smith was a volunteer. We thank his family for the father, husband, son and

brother who can never be replaced,” the president said.

“We recall with appreciation the fellow soldiers whose lives he saved, and the many more he inspired,” Bush said. “And we express our gratitude for a new generation of Americans, every bit as selfless and dedicated to liberty as any that has gone on before — a dedication exemplified by the sacrifice and valor of Sergeant First Class Paul Ray Smith.”

The president also thanked the living Medal of Honor recipients who attended the ceremony: John Baker, Barney Barnum, Bernie Fisher, Al Rascon and Brian Thacker.



photo by Staff Sgt. Reeba Critser

George W. Bush presents Sgt. 1st Class Paul Smith’s family with the Medal of Honor at the White House April 4.

The Soldier Show

photos by Sgt. Sarah Smith





Each year, the U.S. Army Soldier Show travels the world to entertain other Soldiers through song, dance and some good humor.

The 2004 show, themed, “The Heart of a Soldier,” seemed to hit a new level of entertainment during their six-month, 110-performance tour.

Although the musically inclined 26-member cast and crew entertained, they also plucked at the heartstrings of their audience. With military members deployed across the world many supporting the Global War on Terrorism pride, loneliness, excitement, fear and love are on the roller coaster of emotions they may come to feel.

Through the musical genres of country, gospel, pop, rhythm and blues, and rock these emotions came to life. During the show, one cast member sang a slow ballad by Evanescence, while “writing” a letter to a loved one while pictures were flashed on a projector screen. In a single set change, the comic relief set in when male cast members sang “Hey-Ya,” by Outkast.

Cast members varied in rank and included members of active duty, National Guard and Reserves. The 2004 members performed for audiences in and out of the United States from May through November.





SHOTS FROM THE FIELD



photo by Spc. Jasmen Brown

Marlena and Nicholas Jones unveil a plaque in honor of their father, Col. Jon "Jake" Jones, former commander, 513th MI Brigade, at the dedication ceremony of Jones Hall at Fort Gordon, Ga., May 12. Jones died of cancer June 6, 2004.



photo by Capt. Abelardo Terpin

Soldiers from the 902nd MI Group scan the perimeter while on a convoy during a training exercise at Fort Meade, Md.

SHOTS FROM THE FIELD



photo by Lt. Col. Eric Lutz

Sgt. Daniel Ogden, a National Guardsman with the 300th MI Brigade, combs through captured enemy materials taken during the raid of a possible Iraqi bomb-making facility Jan. 13.



photo by Staff Sgt. Terrence Hayes

More than 40 service members from the 116th Military Intelligence Group, the Gordon Regional Security Operations Center and the rest of Fort Gordon, Ga., volunteered during the Special Olympics March 30.

SHOTS FROM THE FIELD



photo by Staff Sgt. Verlin Collins

Big Show chokeslams John Cena during a World Wrestling Entertainment match at Camp Victory in Baghdad, Iraq.



photo by Spc. LeeAnn Lloyd

Pfc. Katharina Meier, 500th MI Brigade, cleans her M16A2 rifle during sergeant's time training Feb. 24.

SHOTS FROM THE FIELD



file photo

Operation Backpack

Soldiers from the 297th Military Intelligence Battalion, 513th MI Brigade, participate in “Operation Backpack” in Baghdad, Iraq March 14. The Soldiers of Task Force Vanguard collected donations and care packages from back home and put together 50 backpacks containing notebooks, writing utensils, and other school supplies. A few of the backpacks even included children’s toys and other treats. Once the backpacks were collected, the Soldiers went out to schools located in some of the poorest neighborhoods in Baghdad with a plan to “enhance the support of the local population and reward Iraq’s youth for being so stalwart during this difficult period in their nation’s history,” according to Lt. Col. Napoleon Stewart, commander, Task Force Vanguard. One of the first schools the Soldiers visited was only in session for half the day because it didn’t have enough funding for a full school day. Those interested in donating backpacks and/or school supplies can bring them to the command group offices, Headquarters INSCOM, or mail them to: Commander, 297th MI Battalion (ATTN: Lt. Col. Napoleon Stewart), APO AE 09342.

The background image shows a soldier in full combat gear, including a helmet and camouflage uniform, holding an M4-style rifle. The soldier is standing in a desert-like environment. Next to the soldier is a young child wearing a light-colored t-shirt and dark shorts, looking towards the camera. The overall scene suggests a juxtaposition of military power and civilian life.

INSCOM's Vision

The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operation.

A network of horizontally integrated fusion centers which leverage shared national databases. Persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.

Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measurement and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.

Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.

Tough, joint-savvy intelligence leaders at every level.