

OOTW, a matter of...

"Operations other than war are not new to the Army. Army forces have participated in [such events] in support of national interests throughout its history. They have protected citizens at the edge of the frontiers of an expanding America; built roads, bridges and canals; assisted nations abroad; and served our nation in a variety of missions."

FM 100-5, Operations

...Teaching Old Dogs New Tricks

By SGM Brenda Hoster

Anyone who has spent more than a day in the Army knows that soldiers are learning new 'tricks' (or doctrine) to their trade on a daily basis. That 'trade' is simply stated in FM 100-5, Operations, as:

The United States Army exists to support and defend the Constitution of the United States. It does that by deterring war and, if deterrence fails, by providing Army forces capable of achieving decisive victory as part of a joint team on the battlefield—anywhere in the world and under virtually any conditions.

The new 'tricks' come by way of the 1993 revision of FM 100-5. This doctrine reflects an Army keeping pace with the new strategic era and a changing world.

It also reflects the lessons learned from recent experiences.

This ten-page section of *The NCO Journal* is a reflection on lessons learned by fellow NCOs who participated in various operations other than war (OOTW). Their answers are in response to several questions pertaining to an OOTW deployment. The questions addressed training, leadership, positive and negative aspects of the overall mission and suggestions for improvement.

Keep in mind that these ten pages can't possibly include every OOTW mission or the units involved in those missions. My goal here is to get NCOs to think about where we've been, the missions we've performed and how we accomplished those missions. I also think it necessary to stress the importance of our

active participation in documenting our knowledge and experiences in every aspect of our changing Army.

We 'seasoned' soldiers have a tendency to resist change. I find we would much rather cling to the 'NCOs make it happen' philosophy and leave the planning, doctrine setting and after action writing to the officer leadership.

However, the shift from the certainty of a Cold War environment to an uncertain period in our nation and the world puts an even stronger emphasis on the necessity for change in warfighting doctrine and the need for a power-projection Army.

As stated in FM 100-5, this doctrine, which includes operations doctrine, is built on the collective knowledge and experience gained through recent conduct

Common OOTW Observations by All Units

Leadership.....

...overall, leadership was noted to be good to great...but leaders weren't listening to their junior soldiers and taking their advice and knowledge into consideration.

...too much micro-management by senior leaders.

...leaders took care of soldiers, for the most part, and for soldiers' families during all phases of deployments.

...more visibility by leaders...lead by example, be out front with the troops.

Training.....

...more basic combat survival skills training is needed, such as combat life saver training, perimeter and site defense, constructing fighting positions of all kinds.

...need more self-supporting skills such as how to build latrines, showers.

...qualified personnel to prepare for deployment...more training on how to prepare load plans, palletize equipment for all types of movement (land, sea, air).

...more language-trained soldiers.

Overall Comments....

...morale support activities/R&R to help reduce deployment stresses.

...train as we will fight (or support).

...communicate, communicate, communicate...soldiers want to be kept informed on all phases of the deployment/redeployment; what to expect,—geographical, cultural, political aspects of deployment.

...take care of soldiers and their families from beginning to end of deployments.

...senior leaders must remain flexible and keep a sense of humor.

Logistics.....

...lack of proper equipment and personnel across the spectrum of units and deployments..

...poor maintenance and accountability of prepositioned equipment.

...inadequate transportation to deploy and redeploy, which caused too much time to pass before actual deployments took place.

...little maintenance or other support once on the ground.



of operations—combat as well as OOTW. Doctrine is also derived from strategy, history, technology, the nature of the threats our nation and armed

forces face, interservice relationships and political decisions that allocate resources and designate roles and missions.

Understanding the power-projection Army of the 21st Century and our doctrinal changes keys every aspect of our

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professional development as NCOs. I've found that a leader has a much greater influence on his or her soldiers when—before deployment—that leader can give some insight into the country, its people, politics, culture and at the least, our national interest. Soldiers of today live in the information age. They expect us to know certain things and then share that knowledge with them.

Army Chief of Staff, GEN Gordon R. Sullivan, stated it best for me in his *Military Review* [Jan 94] article on a power-projection Army. He wrote that the Army is getting smaller, yet progressively better.

We are resisting the immediate tendency to find some new "set of knowns" that we can use in place of the Cold War set. No set of knowns will reflect the essential reality of the day: uncertainty. All will miss the mark.

He lists implications in this paradigm shift, one of which is to encourage intellectual vitality. He wrote:

Times of great change require new ways of thinking, deciding and acting... We must continue to tap the intellectual resources of our Army. We must continue reading, studying, discussing and debating what the future holds for the Army and how we might best prepare for that future. We cannot break from our values, for they are the heart and soul of our profession. But neither can we be held captive by "what worked before." The future will be fundamentally different from the past in ways we have not yet begun to understand.

This statement doesn't exclude NCOs, who have the responsibility for leading, training, caring for and maintaining the Army's major asset—its soldiers. If we NCOs are to continue serving as "the Army's backbone," then we must participate in every aspect of this 'progressive development' to the 'nth' degree. That means we must be willing to 'keep up' on current affairs, national security strategy and policies, national military security and the political process as it involves our resources.

NCOs are also part of the revised doctrine, Louisiana Maneuvers, battle labs, creative scenarios at our CTCs and the many other programs that are part of the intellectual vitality that GEN Sulli-

First Sergeants Provide OOTW Lessons Learned

[FSC I-95 students involved in OOTW mission(s) provided input to The NCO Journal's lessons learned information gathering process. Responses follow. Ed.]

Most of our forces and equipment for the Haiti Advisory Group (HAG) were aboard the *USS Harlan County* and never allowed to dock and unload. The HAG couldn't do its mission—a result of the UN and Haitian Military government inability to agree on the Status of Mission Agreement (SOMA) and how the military was to be incorporated in the overall plan. One of the recommendations I'd make is to ensure more emphasis is placed on joint service interoperability. Though all services do the same things, there are some things done differently and with different operational terms, acronyms and equipment. **1SG Russell McDaniel, operations sergeant, Co C, 2nd Bn, 3rd Special Forces Group, during CJTF-Haiti.**

After arriving in Somalia my unit had to provide their own base security...for six weeks. I found soldiers at every level needing training on use of crew-served weapons, use of different types of flares and radio procedures...more combat medics or combat life saver trained personnel are needed. **1SG Neslie Etheridge, section sergeant, 13th Corps Support Bn, 598th Maintenance Co, Armament Maintenance Platoon in Somalia.**

Unit METL and battle-focused training enhanced our ability to respond and deploy to support the California Earthquake Relief Operation in October 1989...however, we found that more linguists training is needed in RDF units as well as better communications systems for logistical (CSS) units...NCOs must continue to stress training, maintenance of equipment and be able to exercise command and control. **1SG Bruce Bengel, truckmaster, 301st Transportation Co (LT/MED), Ft. Ord, CA.**

Our classes on rules of engagement were extremely helpful...as well as pre-deployment classes on preventive medical measures. One month after our arrival the somewhat stable condition became more like a combat zone...we defended. We must ensure our soldiers are well-trained in guard procedures and defensive action. **1SG Anita Martinez, first sergeant, 493rd Supply and Service Co, Ft. Carson, CO, while deployed to Somalia.**

Put more emphasis on keeping communications personnel trained...also emphasize operator preventive maintenance checks and services and use of communications equipment. Engineers are deployed without construction material and there's generally not enough prepositioned material in-country once we arrive...recommend we procure the material and ship with the unit or send experienced advance party to the country to procure the materials before the engineers arrive. **1SG Curtis Lenhart, first sergeant, Co B, 92nd Eng Bn, Ft. Stewart, GA, while deployed to South America to construct Haitian immigrant camp.**

This operation gave us the opportunity to train our young and new soldiers in a real-world operation. Ideas and products that were produced and approved were actually used prior to American troops entering Haiti. Field latrines and showers had to be constructed, but the NCOs didn't know how to build them. We must teach and train troops some basic skills in building and constructing simple items of comfort to survive. **SFC Julius Storch, first sergeant, HHC, 4th Psychological Group, Ft. Bragg, NC, on deployment to Haiti to provide psyops support.**

van writes about. After all, we're "making it happen" whether it's in peace or war.

I hope this edition of *The NCO Journal* and your fellow NCOs' comments on OOTW lessons learned will be a valuable asset to your professional and progressive development. I also hope it sparks the interest of NCOs at every level to write about their experiences. We must continue to remember that our

current success as America's Army is predicated on the lessons we learned from those who have gone before us. We must continue the tradition. *[NCOs can stay a step ahead by reading the Journal articles here as well as selections from the reading list on page 15.]* ■

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