



SCROLL & SWORD

The Journal and Newsletter of the Civil Affairs Association

CA NCOs Take USAR's Top Slots

Two senior CA NCOs have risen to the highest levels of the Army Reserve.

Cmd. Sgt. Maj. Michele S. Jones was selected by Army Reserve Chief Lt. Gen. James R. Helmly to become the ninth command sergeant major of the Army Reserve. The other, Cmd. Sgt. Maj. Nicholas A. Piacentini, Jr., assumed his role as senior enlisted advisor of the U.S. Army Reserve Command in June.

This isn't the first time Jones has broken new ground ... she was the first woman in the Army's history to serve as a division command sergeant major, having just served as command sergeant major of Edison, N.J.'s 78th Div. (Tng. Spt.).

As the command sergeant major of the Army Reserve, Jones will serve as the principal enlisted advisor to the Army Reserve chief. She takes office 28 October.

Jones has held every key noncommissioned officer position, to include squad leader, platoon sergeant, first sergeant and command sergeant major. She was the first woman to serve as class president at the U.S. Sergeants Major Academy.

Additionally, she was selected by Helmly, to serve as the U.S. Army Reserve representative for the chief of staff of the Army's Army Development System XXI Task Force and was subsequently chosen as the core team leader for the Enlisted Personnel Management System section of the task force.

Previous CA assignments include first sergeant, Hdqs. and Hdqs. Co., U.S. Army Civil Affairs and Psychological Operations Command (Airborne), Fort Bragg.

Besides the Civil Affairs Operations Course, Jones' military education includes the Advanced Noncommissioned Officer Course, Battle Staff Operations Course and the First Sergeants Course. She has an associate of arts degree in general studies and a bachelor of science degree (Cum Laude) in business administration from Fayetteville State University. She is currently completing her master of arts in management/international relations.

Piacentini assumed his role as senior enlisted advisor of the U.S. Army Reserve Command on 27 June. He was a scholar-athlete in high school and in college. He earned an *"NCOs" cont'd on page 2...*



Two CA NCOs—Nicholas Piacentini and Michele Jones—are taking their unique skills and experience to the highest levels of the U.S. Army Reserve.

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associate’s degree from Sacramento City College, and a bachelor’s degree from Sacramento State College.

He attended numerous military schools to include the U.S. Army Drill Sergeant School, and the Advanced (ANCOC) and Senior (SNCO) Noncommissioned Officer Courses. He was graduated from the U.S. Army Sergeants Major Academy (USASMA) in July 1995.

Previous assignments include command sergeant major/commandant of the 91st Division Leadership Drill Sergeant School, Dublin, Calif., and command sergeant major of Hdqs., 1st Bde. (OSUT) at Sacramento. He also served as the command sergeant major of Mountain View, Calif.’s 351st CA Cmd., before being selected as the command sergeant major of the Army Reserve Personnel Center, St. Louis.

“This is a real breakthrough for the Civil Affairs community, with the two top USAR NCO positions being filled by CA specialists,” commented Sgt. 1st Class George VanSant, Honorary

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CAA Internship Program

Last year, the U.S. Army John F. Kennedy Special Warfare Center and School Archives was pleased to accept two interns from Methodist College. These interns, sponsored by the Civil Affairs Association, were Ms. Casey Williams and Ms. Loreta Dedaite-Narvaez, both of whom were assigned the task of processing the archives’ Military Government holdings. In addition to learning correct archival procedures, the interns were required to write a paper on a military government topic and a final paper on what they had learned during their voluntary indenture to the SWCS Archives.

Ms. Williams selected post-war Japan as her Military Government and what follows below is a synopsis of her paper. Her paper was published in a previous issue of J&N. Here is Ms. Dedaite-Narvaez’s article. – The Editor

The Archival Internship: Lessons Learned

by Loreta Dedaite-Narvaez

Heat and humidity, thunderstorms and sunshine, beaches and swimming pools. For an ordinary person these activities and events would describe summertime and its laziness. But not for college students! Summertime for college students is the perfect time for new opportunities, discoveries, everlasting knowledge, and even work experience. One of the ways to gainfully feed college students’ bottomless craving for all of these things is an internship. Internships have been one of the more popular educational tools for students seeking college credit as well as work experience. There are many internships to choose from, but it is extremely important that an internship’s objectives match the student’s to assure productivity and satisfaction. My paper discussed my personal experiences and

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knowledge gained from the internship at the USAJFKSWCS Archives.

When I first applied for the internship, I did not know what to expect from myself or the position. Even though the position called for a history or a government major, I felt I did not possess enough knowledge or the insight needed to compete with other applicants. As a political science major, I honestly did not expect to be selected; therefore the selection came as a surprise.

In the beginning, the most difficult part turned out to be not being familiar with the duties of a historian or an archivist. I had to ask lots of questions and get endless help from the SWCS archivist and the rest of the staff. In the process, I learned how to perform numerous tasks without assistance. The section of the archives assigned to me contained materials concerning Civil Affairs and Military Government. My mission was to preserve the collection, assign catalog numbers, and finally enter the data into the central database.

My 175 hours of work seemed endless in the beginning! A “rookie,” I foolishly assumed that the task assigned to me could be done much faster than that, and I laughed at any suggestion otherwise. Luckily, finding out the real deal did not take too long; by the end of the first week or twenty hours, I began to realize that the job did not move as fast as I expected.

Since the collection I was working on had been donated to the archives before its actual establishment, no one was exactly sure what it included. The task assigned to me for the first week on the job was to write down all the materials in the collection I was assigned to process. Once this was accomplished, it was time to begin preserving the materials by taking out rusty staples, putting the materials into acid-free folders, and boxing them up by subject and date. As it turned out, this task took up most of the one hundred and fifty hours I had remaining.

The best part of the whole project was going through the collection, reading the materials, and learning interesting facts about the history of Civil Affairs and Military Government — topics unknown to most people. The in-depth examination of materials and artifacts truly raised my interest in the topic of Civil Affairs and the military as a whole. The staff assigned several books and other reading materials to help me understand the assignment and its contents. The most helpful readings, about the job of an archivist and what it required, were assigned by Cynthia Hayden, the Archivist. These assignments included information on how documents should be processed and preserved and insight on how materials and artifacts are acquired for a museum’s or an archive’s use. Materials designed to help increase my knowledge of Civil Affairs and

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ASSOCIATION UPDATES

SecDef Praises CA Teams

Defense Secretary Donald H. Rumsfeld earlier this month praised U.S. and coalition CA teams in Afghanistan that are helping to rebuild that war-stricken country.

Rumsfeld recounted to Pentagon reporters “remarkable contributions” being made by Army CA teams and coalition partners in rebuilding Afghanistan. New schools, hospitals, roads and other projects in Afghanistan “create conditions so that the country does not again become a terrorist training camp,” he explained. He showed before-and-after photos of completed work.

U.S. taxpayers have provided \$500 million since October 2001 for relief and reconstruction activities in Afghanistan—and more is on the way, Rumsfeld said. Another \$1.45 billion, he pointed out, has been authorized for this purpose over the next four years.

Rumsfeld said the improving security situation in Afghanistan is helping to make the country more livable—a fact underscored by the return of large numbers of former refugees. They decided Afghanistan today is “better than what existed before and better than where they’d been living,” he said.

However, more needs to be done, the secretary noted. “We need to step

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Sergeant Major of the CA Corps. “It took a long time to get the recognition we deserve, but CA enlisted personnel have always shined. And now, hopefully, when it rains, it pours.” (Lt. Col. Randy Pullen, OCAR PAO, contributed to this article) 

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up to the challenge of bolstering the new central government by delivering assistance to the (Hamid) Karzai team that has been promised and which he desperately needs,” Rumsfeld explained.

Rumsfeld has said al Qaeda terrorists and their Taliban enablers would love to return to Afghanistan. To ensure they gain no foothold, he said, America and its allies “have to help the Afghan people build the infrastructure that will allow them to achieve true self-government and self-reliance.”

Afghans, the secretary noted, “need schools to educate the young, so they can grow up to be good citizens. They need roads and bridges to facilitate commerce between the different regions and to make the country hospitable to foreign investment. They need irrigation, so their farmers can earn a living and feed the Afghan people. And, they need clean water and hospitals to prevent the outbreak of disease,” he added.

That’s why Army Civil Affairs teams are working in some 10 regions of the country, digging wells, rebuilding schools, bridges and hospitals, he pointed out. The Combined Joint Civil-Military Operations Task Force, he said, has completed 58 of 118 scheduled projects in Afghanistan.

“They’ve rebuilt four regional hospitals and clinics in Kabul, Mazar, Herat and Kunduz,” Rumsfeld remarked. They’ve also put up 38 schools in 10 regions and 75 wells to provide decent drinking water. “And, they’ve completed reconstruction of the Bagram bridge and the road connecting Bagram to Kabul.”

More projects are in the works, he continued, including 10 more medical facilities, 20 more schools, four agricultural projects, two roads, two bridges, and 144 additional wells.

Among the “before and after” pictures of completed CA projects shown to reporters was a rebuilt high school in

Kabul that features renovated floors, windows and restored electricity. Rumsfeld and Marine Corps Gen. Peter Pace, vice chairman of the Joint Chiefs of Staff, also showed a refurbished co-ed school in Mazar, a rebuilt girls’ high school, and a Bagram airfield building remade into a hospital capable of treating 40 new patients each day.

Another project mentioned by Rumsfeld involved desalting operations in Herat, where Civil Affairs recruited Afghan teams to clean out 19 irrigation canals for the local farming community. The reconstructed Bagram Bridge, Rumsfeld noted, is now a crucial commercial link between Bagram and Kabul.

Pace told reporters he’d been impressed by what he saw on a recent visit to Kabul. He described a city with “streets crowded with pedestrians, folks on bicycles, traffic jams, numbers of vendors selling their wares.”

The general said businesses were reopening, shopkeepers were repairing their windows. All these activities indicate the Afghans “are beginning to invest in their own futures,” he pointed out. “It’s still a very dangerous place,” Pace cautioned, “but the signs are very good.”

Rumsfeld and Pace also showed pictures of an Afghan Little League game. “What a difference a year makes,” Rumsfeld remarked. “The Afghan youngsters are back in school. They’re learning to play baseball instead of cowering in fear and hiding from the Taliban’s religious beliefs.” (*Army News Service*) 

A Playground Rises

Recently, the Central New York Charter School for Math and Science saw the rise of new playground. Some 21 soldiers from Mattydale, N.Y.’s 403d Bn., together with other organizations, participated in the construction of the project.

The 403d soldiers teamed up with other community volunteers, including 12 drill sergeants from 98th Div. (Tng.), the CNA Insurance Company, private firms, church groups, and caring individuals.

The school is located in downtown Syracuse. The project was realized through a financial charitable program sponsored by CNA, and the coordination of KaBoom—a national non-profit organization. Mr. David Bierschied, branch manager of CNA Syracuse, said the project in Syracuse is the first in Upstate New York. It is the 46th such project in the nation.

The completed playground system consists of a large tube slide, a double slide, four swings, three climbers and soft cushion of wood chips. All located within about a 200 sq. ft. area.

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Despite Popular Belief, CA and PSYOP Are Not the Same

by Maj. Dennis J. Cahill

Soldiers in the Civil Affairs (CA) and Psychological Operations (PSYOP) career fields often encounter confusion over their separate roles in military operations. Despite an increase in employment of CA and PSYOP forces in the last decade, many commanders and planners, in both special operations and conventional forces, still believe CA and PSYOP - often referred to as "CA/PSYOP" - are one and the same. They are not.

The majority of the Army's CA and PSYOP assets are assigned to the United States Army Civil Affairs and Psychological Operations Command (USACAPOC), headquartered at Fort Bragg, NC. Although, as Army Special Operations Forces (ARSOFF), CA and PSYOP soldiers receive similar training in foreign cultures, languages, and regional studies, CA and PSYOP are two distinct disciplines within the Special Operations community.

Both disciplines function at strategic, operational, and tactical levels across full spectrum operations, from war to military operations other than war. Both disciplines conduct detailed assessments of conditions, attitudes, and political, economic, military, and informational capabilities found within the operational area. Both disciplines play major roles in information operations, targeting boards, and non-lethal effects cells. Beyond these similarities, distinct differences in operational orientation and tactics, techniques, and procedures set them apart.

CA orients on the civil component of an operational area and determines how civilian areas, structures, capabilities, organizations, people, and events can help, hinder, or be affected by military operations. CA soldiers foster collaboration with interagency representatives, the indigenous population, and the international community through the coordinating mechanism known as the CMOC (Civil Military Operations Center).

CA relies on the knowledge and skills of specialists trained to assist societies experiencing distress in specific areas - international law, public administration, public education, public health, public safety, public communications, transportation, public works and utilities, civilian supply, economic development, food and agriculture, civil information, cultural relations, dislocated civilians, emergency services, environmental management - to facilitate civil-military operations. By establishing and implementing plans, policies, and programs in six CA activities - foreign

nation support (FNS), populace and resources control (PRC), humanitarian assistance (HA), military civic action (MCA), emergency services (ES), and support to civil administration (SCA) - CA soldiers seek to minimize disruption of both military and civilian operations, promote the self-sufficiency of indigenous institutions and leave a durable, civil solution to military operations.

PSYOP, on the other hand, orients on the behavior of foreign military, as well as civilian, audiences in an operational area, and determines the best way to attain military objectives through non-lethal means.

PSYOP relies on the knowledge and skills of soldiers and highly educated civilians - specially trained in journalism, marketing, sociology, psychology, cultural anthropology, graphic design, print and film production, and regional analysis - to orchestrate psychological operations. PSYOP soldiers adhere to PSYOP themes and objectives approved by a Theater CINC or Joint Force commander. They orchestrate psychological operations through a PSYOP Task Force (POTF). Through various media forms (e.g., face-to-face, loudspeaker, print, radio, and television) and products (e.g., meetings, leaflets, newspapers, radio broadcasts, and videos), PSYOP soldiers convey messages that seek to influence the target audience to act or refrain from acting in a certain way.

In general, a CA soldier is not trained to perform PSYOP duties and a PSYOP soldier is not trained to plan or conduct CA. There are some positions on Army and Joint staffs that require a CA or PSYOP background, and there are a

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minute number of soldiers in the U.S. Army who are trained in both CA and PSYOP. Training alone, however, does not equate to proficiency. Proficiency requires progressive and developmental assignments in one discipline or the other.

Readers interested in learning more about the differences between CA and PSYOP should consult the following Army publications. Most are available online from the Reimer Digital Library (RDL):

- FM 41-10, Civil Affairs Operations, February 2000.
- FM 3-05.401, Civil Affairs Tactics, Techniques, and Procedures, to be published in 2002.
- FM 3-05.30, Psychological Operations, 19 June 2000.
- FM 33-1-1, Psychological Operations Techniques, and Procedures, 5 May 1994.
- DA PAM 600-3, Commissioned Officers Development and Career Management, 1 October 1998.
- DA PAM 611-21, Military Occupational Classification and Structure, 31 March 1999.

(Maj. Cabill is Chief, Training Branch, CA/CMO Division, DOTD, USAJFKSWCS. Contact him at 910-432-8253, email: cabilld@soc.mil.) 

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Special Forces were assigned by Dr. Charles Briscoe, the U.S. Army Special Operations Command historian.

In conclusion, the internship was a great learning experience. I would definitely recommend it to other college students interested in history and government. I left the archives with the feeling that I learned something about the history and heritage of two very important subjects, i.e., Civil Affairs and Military Government. 

At the company grade...

Managing Your Own Career: Advice for Junior Officers

by Capt. William F. Darling
Special to Scroll & Sword

“You are your own best career manager.” It’s a cliché that most officers hear at some point in their early years. Many young officers dismiss it and have too much faith that the “system” will take care of them. This is unfortunate because the truth is *you* are in the best position to impact your Army service. That goes for everyone, from the you’ll-have-to-kick-me-out careerist to the eight-years-and-out obligor. As a Reserve Career Management Officer (CMO), I can guide, assist, and clarify, however there is only one of me and thousands of you. The brunt of the workload is on you. To quote Jerry Maguire, “Help me help you.” Here’s how.

First, maintain your own records. If you are as naïve a second lieutenant as I was, you picture a personnel headquarters as a big, efficient paper-pushing machine. If you signed an evaluation, you assumed it went to the right place. If you sent in a completion certificate, you assumed it got posted to your file. If you graduated from a course, you assumed somebody knew about it. After all, if I don’t pay my taxes, you can bet the IRS will let me know soon enough. The sad truth is that the Army, for a variety of reasons, isn’t great at maintaining paperwork. Now that we’ve switched over to electrons, it sometimes seems we misplace it at a faster rate. First, never assume. Second, keep every little piece of paper that you get from the Army with your name and social security number on it. You may not need it today. You may not need it tomorrow. I guarantee you will need it someday. Keep originals unless it’s absolutely necessary to give them up, and then keep a copy. For those of you coming out of the National Guard or the Regular Army/Active Component, this is especially important since there seems to be a break in the link with these components when it comes to transferring files.

Also, understand that, at AR-PERSCOM, there is no such thing as a 201 file, that is, a paper file. All files are maintained electronically on the Personnel Electronic Record Management System (PERMS). Once documents are scanned into PERMS they are destroyed. Therefore, if you send in an original document, don’t keep a copy, and *assumed* it was posted to your file, you can assume that you’ll be up the creek without a paddle if you ever need that document again.

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Second, stay qualified for promotion and understand the promotion process. This means staying educationally qualified and remaining active in the Reserve. Know the educational requirements, both civilian and military, you need to meet for each grade and just do it. Procrastination is your enemy here; don't fall into the trap of waiting until the last minute and then expecting an open seat for your Advanced Course because it probably won't happen.

Under the Reserve Officer Promotion Management Act (ROPMA), Reserve promotions were restructured to more closely resemble the Active Component, which is to say, they went from a "fully qualified" to a "best qualified" basis. This means you are competing with your peers and the promotion boards look for discriminators to make their decision easier. One of the biggest discriminators is service. After education, long periods of inactivity are the biggest killer on Army Promotion Lists. The days of hanging out in the Individual Ready Reserve (IRR), aka USAR Control Group, and getting "good" years via correspondence and other methods are over. Find a Troop Program Unit (TPU) and stay there. For obligated officers, this is not an option. When comparing a lieutenant who has spent the last four years in a unit to another who has spent those same four years doing nothing in the IRR, who do you think will get the nod? If a TPU is out of the question due to personal/professional reasons, there are alternatives. Programs like the Individual Mobilization Augmentee (IMA) and IRR Augmentee (IRR Aug) programs, which require as little as a twelve-day annual training may work for you. Besides the professional growth and development you will undergo, TPU assignments generate evaluations and evaluations give the boards an idea of what caliber of officer you are.

Here's the down and dirty on promotions. Approximately ninety days before a board convenes, the Office of Promotions, Reserve Components, which is actually run by the Department of the Army, sends out a promotion packet to all qualified officers. Read the instructions in the packet closely. You would be surprised how many people are unable to follow simple directions. You have the option to write a letter to the president of the board; do it. Get an official photo done as well. The important thing here in both cases is to show the board members that you have a genuine interest in being promoted, which again makes their job easier.

The microfiche Promotions sends you is the same one that the board will see, so you are seeing exactly what the board members will see. It is incumbent upon you, the eligible officer, to supply missing documents, which hopefully you have maintained, to the board. Not to your unit. Not to your PMO. To the board. The promotion process is pretty much an action directly between the board and the officer. Now keep in mind, the board will not, in turn, forward these documents to the organization that maintains your

PERMS file. They become the property of the board and are retained for a number of years and then destroyed. Therefore, you must send duplicates to the PERMS section also. In turn, keep in mind the time lag in posting documents. Don't be surprised if you have documents missing from your fiche if you sent them in recently. Depending on who you ask, there is anywhere from a three to twelve month lag in getting a document posted. They are getting better as they make the switch over to electrons, but we are not there yet.

You can get a copy of the last board's guidance to its members by writing the Freedom of Information Office at DA PERSCOM. It gives you the criteria which the board members use to evaluate your packet. Generally, they look at assignment history, military and civilian education, performance, professional attributes, physical fitness and military bearing.

Third, have a say in your assignments and evaluations. Take into account the types of assignments available. Tough ones are challenging but rewarding. Also, they tend to give a clearer picture of your abilities and potential, especially when compared to a relatively large number of your peers. Easier jobs, while seemingly inviting, make it harder to demonstrate superior effort. The board won't be able to draw many conclusions if you were top blocked but the only one in the senior rater's profile.

For the actual report, make use of the oft-ignored OER support form. This is your chance to remind your rater and senior rater what you've accomplished. Some officers don't like tooting their own horn and some are resigned in letting others decide their fate, however this is your golden opportunity to highlight your strengths and accomplishments, which your boss may have forgotten. Indirectly, you are talking to the promotion board. The support form is a living document;

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update it as often as appropriate (if you wait until report time, you may find your memory lacking as well), matching your accomplishments to your initial goals.

Finally, keep up to date on your status. Check out the AR-PERSCOM web site at www.army.mil/usar. We are improving it every day and many of your questions can be answered there. TPU officers should utilize their chain of command for a majority of issues, however, if you still are not getting help, your CMO can assist you. Although it should go without saying, maintain your fitness. Keep your security clearance and physical exam status up to date, as outdated ones will prevent orders being cut or even promotions from occurring. Whenever you move let us know since most of our correspondence with you is via snail mail. If you are in the IRR, check in once a year or so. Besides getting some good advice from us to get in a unit, you can request your microfiche and find out when your next board is.

The key point you should take away from this article is that you need to take care of yourself. Be proactive and knowledgeable about your other chosen profession. Be aware of the gates through which you must pass and make, not take, the time to do your part in reaching them. We, the CMOs, are here to point you in the right direction, but our resources are limited. As a cadet, one of my earliest memories was the phrase, "When in charge, take charge." For an officer in today's quickly changing Reserves, taking charge of your career is the best advice I can give.

(Capt. Darling is a recent addition to the USAR, coming off seven years of active duty. He is currently the Armor CMO for lieutenants and captains at AR-PERSCOM. Email him at william.darling@arpstl.army.mil.) 

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The project manager for KaBoom, Melanie Barnes, said it is a custom-designed system for the school. "When we came to the area several months ago," she said, "we asked the children what they would like in a playground and they told us. We think we can help build a community through playgrounds. We like to build in what we call children-rich but playground poor areas," she added.

Maj. Sam Licorish, 403d AGR operations officer, stated that he and his fellow soldiers expressed their personal gratification of "really accomplishing such a project along with other volunteer citizens," pointing out that Syracuse – like the Army, is "a Community of One," and that this event is "but just one of many that the 403d has undertaken over the years." (*Sgt. 1st Class Douglas S. McLaughlin, 403d PAO*) 

96th Soldiers Recognized

FORT BRAGG, N.C.—Nearly 50 soldiers from the 96th CA Bn. (Abn.) recently garnered a variety of awards for their efforts as part of Operation Enduring Eagle.

The awards were presented in a ceremony at Fort Bragg's "Bull" Simons Plaza 26 Aug.

"We're here today to recognize and to celebrate the service, valor, bravery and dedication of these fine officers and noncommissioned officers," said Maj. Gen. Herbert L. Altshuler, commander of the U.S. Army Civil Affairs and Psychological Operations Cmd. (Abn.), who presided over the ceremony and presented the awards.

Presented honors included the Bronze Star Medal, Army Commendation Medal with "V" device, Combat Infantryman Badge, Combat Medical Badge, Navy and Marine Corps Achievement Medal and the Army Achievement Medal.

The 49 CA soldiers receiving the awards had been deployed to either Afghanistan or the Philippines, assisting those nations with the task of eliminating terrorism and rebuilding infrastructure. The CA soldiers also provided food and technical assistance to local populations.

"The awards being presented here today are more than a bit of colored cloth," Altshuler said. "They are universally recognized throughout our armed forces as symbols of meritorious service, selfless dedication and heroism in the face of, and in contact with, an armed force."

Capt. Curtis Anderson, a 96th team leader and Bronze Star recipient, said his award was a validation of his team's hard work.

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“It means all the work my team did in Afghanistan paid off,” Anderson said. “It is not so much a personal award as it was a team effort.”

Other recipients echoed Anderson’s feelings about the teamwork found within their battalion.

“Getting these awards is a great honor, but it was even nicer to be recognized with my fellow soldiers,” said Sgt. 1st Class Byron R. Shrader, a 96th team medic. Shrader received both the Army Commendation Medal with “V” device and the Combat Medical Badge. “We went there as a group, and all that we do ... is a team concept, and I am just one of the members of a team,” Shrader said. “Certainly, this recognition is not solely for me, but for all those that have helped me on this particular mission and during my career in the Army.”

96th commander, Lt. Col. Michael J. Warmack, said that, although he was glad to see his soldiers recognized for their achievements, he was happier just to see them come home “in one piece. We’re getting a lot of awards, but none of them are Purple Hearts,” Warmack said. “That’s a good thing.”

Altshuler thanked the awardees for doing their duties without fanfare or loss of life. “All of us here, and all Americans everywhere, can be justifiably proud of these brave men. I certainly am.” (*Spec. Kyle J. Cosner, USASOC PAO*)

CAA

Jumpin’ to Secure the Victory

Two Army Reserve soldiers from Norristown, Pa.’s 416th CA Bn. made military history 13 July by being the first soldiers from the unit to parachute—or “jump”—under the Norristown unit’s newly-obtained airborne status.

Jumpmaster, Sgt. 1st Class Louis K. Herbert, and former active-duty airborne infantry soldier, Maj. Jeffrey A. Voice, completed the “groundbreaking” jump at Fort A.P. Hill, Va., along with soldiers of Riverdale, Md.’s 450th CA Bn. (Abn.).

According to the 416th’s operations officer, Maj. Eric E. Udouj, “this first jump is a tremendously significant milestone in the 416th’s history ... By obtaining the new airborne status, the unit [also] gained over 70 ‘jump’ slots,” he said.

Having airborne status will enhance the unit’s ability to work with the 82d Abn. Div., which the 416th supports during war and peacetime, Udouj explained.

“This is a step in the elite direction,” Herbert admitted proudly. “Being airborne is what I live for, and to be given

the opportunity to help get this unit airborne-qualified and up to speed with the 82d is a new beginning for us here. After all, all CA units fall under Army Special Operations, but not all Civil Affairs units are authorized airborne status.” (*Capt. Belinda A. May and Sgt. Tina M. Beller, 416th PAO*) CAA

Phillie Mayor Visits “Old” Civil Affairs Unit

Former Philadelphia mayor, Ed Rendell, recently visited the 416th CA Bn., Norristown, Pa., where he once served, 30 years ago.

Rendell was invited to visit his “old” unit and speak to its troops by a friend and 416th member, Capt. John P. Hunt, who first met Rendell in the 1970s, when Rendell was the Philadelphia assistant district attorney.

“I wanted to tell Rendell what a good job he was doing,” said Hunt, 45, recalling his first meeting with Rendell. “I liked his dynamic style with people,” he added. “He’s very special — always was.”

A former CA officer, Rendell served with the 416th from 1968 to 1974 on the unit’s Area Study team. During this period, Rendell helped research the background of Cuba, Trinidad, Haiti, and other countries in Central America, to provide important information for civil-military operations in these countries.

Rendell said he was completing his law degree when he first became interested in joining a CA unit. “My interest in government and foreign countries led me to join Civil Affairs,” said Rendell, who was working as the Philadelphia Assistant District Attorney while he served with the 416th.

According to Rendell, the 416th was not activated to perform in any missions abroad when he served there.

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Upon arrival at the Army Reserve Center, Ed Rendell (far right) is greeted by 416th Civil Affairs Battalion Commander Lt. Col. Peter S. Duklis, Jr. (right), Col. Richard L. Buck (center), acting commander of the 358th Civil Affairs Brigade, and Maj. Christopher L. Stockel (left), the 416th's Executive Officer. Rendell visited the Reserve Center Sat. Jul. 13 to speak to the troops of the 416th, a unit he once served in, 30 years ago.

“I would have liked to have been mobilized,” he added.

Rendell said that he supports the U.S. military intervention in the Balkans, “where it is our role to be a leader in preventing oppression.” He also pointed out the key role of the Pennsylvania Army National Guard in providing troops to support the current deployments to the Bosnia and other missions at home and abroad.

The 416th’s “Bosnia team” will also be supporting the Pennsylvania Army National Guard’s 28th Division in the next Bosnia rotation. The ten-person team will leave for a six-month tour in Bosnia this September.

Rendell told the troops that his team used to train by developing potential foreign country scenarios, and then trying to come up with Civil Affairs responses to those scenarios. Today, the 416th trains by supporting actual missions abroad, and by participating in multi-unit, integrated military exercises, such as the 82nd Abn. Div.’s Warfighter.

After speaking to Civil Affairs soldiers in formation, Rendell received a 416th’s limited edition coin presented by 416th commander, Lt. Col. Peter S. Duklis, Jr. Capt. Ann M. Theriault, the unit representative for the Civil Affairs

Association, also gave Rendell a Civil Affairs Association logo shirt.

Before leaving, Rendell congratulated the 416th’s Bosnia team. “Your people look much more ready to deploy than we were back then,” he commented. (Capt. Belinda May, 416th PAO) 

For 352d, Family Day Means Family Readiness

Mobilization and overseas service is now a familiar thing at the 352d CA Cmd., of Riverdale Park, Md.

This fall the unit’s family day emphasized Family Readiness. In early September, unit members and their families gathered at the Navy Recreation Center, Solomons, Md., to learn ways to increase their readiness. After a morning of important briefings, all gathered for lunch and then family activities in the afternoon.

Commander, Brig. Gen. Jack Kern, opened the day with a greeting and overview of current unit activities. He had only recently returned from Afghanistan, where he had been deployment along with other USAR Special Operations soldiers.

Kern discussed some of his experiences in Afghanistan, and also gave an overview of the importance of Family Readiness for today’s Army Reservist. To support him, Kern had members of his staff, a medical service contractor, and an Army benefits specialist to give briefings. (Brig. Gen. (ret.) Dennis Wilkie) 

CAA Life Member Receives Public Service Award

USMCR Col. (ret.) Frank Ryan was recently honored by the Maryland Association of Certified Public Accountants when he received this year’s MACPA Public Service Award in recognition of his six months of Operation Enduring Freedom service in Southwest Asia, where he served as Chief of Staff for the Joint Forces Special Operations Command. Ryan, a CAA life member, was honored at the MACPA Annual Meeting.

Receiving his award, Ryan said that, first, he “appreciated our personal freedoms much more today than I ever did before. Second, the empathy I have for other people is heightened. I have a greater sense of awareness of what other people are going through. Third is a renewed belief in the feeling that we all need to work together to preserve peace and help those in need.”

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Besides serving in the Marine Corps, Ryan has volunteered with St. Agnes HealthCare in Baltimore, and with the Good Shepherd Center, a private non-profit treatment facility in Baltimore.

Ryan leads the accounting firm of F.X. Ryan & Associates, Lebanon, Pa. He has been nominated by the MACPA for the national Public Service Award of the American Institute of Certified Public Accountants. (*Brig. Gen. (ret.) Dennis Wilkie*) 

ASD for Reserves: “Call Up Could Hurt Retention”

WASHINGTON, 19 November—Certain military job specialties—Civil Affairs in particular—are being overburdened in the Reserve components and may need stronger representation in the active duty force, the Defense Department’s senior adviser on reserve affairs said today.

Thomas F. Hall, assistant secretary of defense for reserve affairs, told a group of reporters today that repeated call-ups of certain specialties might eventually hurt recruiting and retention in the reserve forces.

Hall related his experiences last week in a St. Louis meeting with state representatives for the Employer Support of the Guard and Reserve program. He said employers generally support Reserve duty by their workers, but at times it can become a burden, particularly for small businesses and private practices.

“When their reservist ... is mobilized for the first time, it’s probably OK,” Hall said the state employer representatives told him. “When they’re mobilized for the second time, it might be OK. But when they’re mobilized the third time in three years running, this causes a particular problem for ... the reservist, their family and the employers.”

Still, he cautioned, service members shouldn’t look for a mass exodus of specialties being moved from the Reserve components to the active force. He called it more of a “rebalancing.”

Hall, a former Navy aviator, said the greatest challenge facing him in his job isn’t necessarily about the numbers. Ensuring reserve forces are effective when called is much more important than how many there are, he remarked.

“The guiding principle for all of us should be that they have the right Reservist with the right equipment (and) the right training at the right place at the right time to help make a difference in any conflict,” he said. (*Kathleen T. Rhem, American Forces Press Service*) 

FTX Roars into Fort Dix

More than 200 special operations reservists traveled to Fort Dix, N.J., during October to participate in Roaring Lion I, a field training exercise designed to test humanitarian assistance and civil-military planning.

Participants of Roaring Lion I included elements from the Philadelphia’s 304th Bde., Danbury, Conn.’s 411th Bn., and the Warwick, R.I.’s, 443d Bn.



A CA team greets a “reporter” during Roaring Lion I, an FTX hosted by Philadelphia’s 304th Bde. at Fort Dix, N.J. The reporter is actually Lt. Anthony Touzard, a French army reservist invited to role-play in the exercise to share his ideas with the American reservists. The exercise included a large number of role-players designed to make the training as realistic as possible. (*Spec. Kyle J. Cosner photo*)

During the exercise, the CA soldiers made their way through staged training scenarios, including a village medical emergency, a simulated on-site UN meeting, laws of land warfare training for “foreign” troops, and an incident that involved negotiations with enemy soldiers for information about local child slavery operations.

304th commander, Col. Gary Beard, said the CA mission his soldiers were training for was “custom-made for Army reservists ... the beauty of us being reservists is that we have a lot of people with what I call ‘hard skills’: lawyers, medical people, educators. Sure we can call in an air strike, but we can also advise ministers of

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transportation and finance ... because of our civilian backgrounds.

“We’ve been working on this exercise for a year,” Beard continued, “and our training staff has put together a robust scenario where the soldiers are invited to a fictitious country to provide humanitarian assistance. There is a small civil war going on, and the rebels will force us to leave, and our humanitarian assistance mission will change into a noncombatant evacuation. We will not execute the evacuation, but we will plan toward one.”

Beard said the evacuation was integrated into the exercise long before the recent real-life evacuation of civilians from Ivory Coast. He added that the coincidence made the training “more relevant than ever. There are all these non-governmental organizations, like CARE, the Red Cross and Doctors Without Borders, that are right there with us,” Beard said. “A lot of times, they’re there in the country before we show up, even if there’s a war. We work with them to find out what they’re doing for displaced civilians or refugees, and then we offer advice and assistance.”

“We’re a combat multiplier,” commented Lt. Col. James Ilku, 304th assistant G1. “We provide the commander skills, insights and information that a typical active-duty soldier doesn’t have.”

To add to Roaring Lion’s realism, the 304th integrated soldiers portraying human-rights volunteers, hunger relief workers and civilian media into the exercise’s many scenarios.

To facilitate that training, they sought help from an unlikely source—the French army. Lt. Anthony Touzard, a French army reservist who lives and works in Miami, was asked by the 304th to participate in Roaring Lion I to role-play in the training scenarios as a civilian journalist, and to provide a foreign presence.

“I was invited for three reasons - to be an observer, a role player, and as an allied officer participating in a joint operation,” Touzard said, adding that, he was “glad to be breaking new ground” for U.S.-French CA cooperation between both nations’ reservists.

“Civil Affairs in France is a new concept—there have only been units for one year, so I don’t have any formal CA training,” Touzard said. “But we have worked a lot with Civil Affairs. What we would like to do is to be a liaison between French Civil Affairs that are now developing and U.S. Civil Affairs, talking from reservist to reservist.”

At the conclusion of the exercise, 411th Cmd. Sgt. Maj. Arlindo F. Almeida said he felt Roaring Lion I was a success because his soldiers had the “mindset necessary” to deal effectively with the exercise’s host nation populations.

“Because we’re civilians, we deal with so many different backgrounds and personalities, from the corporate world to the bum on the street,” Almeida said. “We’re able to adjust our conversations to (any) level, which gives us an asset to communicate with local authorities (no matter where) ... the host nation is.

“That’s why Civil Affairs is in the Reserve. We have the capabilities, different backgrounds and experiences to bring to the table.” (*Spec. Kyle J. Cosner, USASOC PAO*) **CAA**

Red Cross Reaches Out to Mobilizing Soldiers

FORT BRAGG—Jennie Hege, Director of Emergency Services for the High Point – Thomasville (N.C.) Chapter of the American Red Cross, presented classes on “Orientation to International Services & Humanity in the Midst of War/ International Humanitarian Law” to mobilizing USACAPOC soldiers from upstate, N.Y.’s 401st and 403d CA Bns.



Red Cross official, Jennie Hege, presents a class to mobilizing USACAPOC soldiers.

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From the Secretary Treasurer

Have a Local CAA Chapter at Your Unit

With a new year nearly upon us, our Association annual membership solicitation will begin soon. Solicitation is made through the unit for soldiers and Marines in a Civil Affairs unit. For this reason it is important that units have a person, or persons, who will do this membership work for the Association. This is allowed by DoD regulations if done in an appropriate manner.

The chiefs of the military services have over the years stated their belief that our military professional associations, like the Civil Affairs Association, are important and positive contributors to our national defense. They have mentioned in their communications to the field the ethics regulations which describe how a commander can allow an association representative to communicate with members of his or

and might also do this for other military professional organizations. These chapters can sponsor unit social events and handle the funds and arrangements for these events and other unofficial unit activities. Chapter funds may be used for flowers for the sick or for funerals, or for other reasonable discretionary expenditures that promote unit welfare and esprit.

If you don't now have a local chapter of the Association at your unit, consider organizing one. (*Brig. Gen. (ret.) Dennis Wilkie*) 



Alan King (center) assists then-Senatorial candidate, now Senator-elect, Elizabeth Dole (R-NC), as she greets supporters during a visit to Fayetteville. King, a vice president of the Civil Affairs Association and past president of the Fort Bragg CAA chapter, helped organize the event, which was held at the National Guard Armory in Fayetteville, where Dole was addressing several veterans' organizations.

her unit. To communicate with members of Civil Affairs units, many units have a local chapter of the Civil Affairs Association. For example, there is the "Pinckney Chapter Civil Affairs Association" at Columbia, S.C.'s 360th Bde., the "308th Civil Affairs Association" at the Pennsylvania's 308th Bde., and the "Portland Civil Affairs Benevolent Association" at the 364th Bde. in Oregon. Each of these is an organization that can solicit voluntary contributions of funds from unit members, and then use these funds for unofficial activities of the unit and for dues to the Association.

These local unit Association chapters, or another organization with a similar function, are a benefit for both the commander and unit members. They serve as a local link with the Civil Affairs Association. Typically this local chapter solicits and collects membership dues for the Association,

Worth repeating...

... In Afghanistan, for instance, a U.S. Civil Affairs team working in Paktia province told local leaders—all male—that they would get no aid money unless they allowed girls in school. 'They weren't warm to the idea. We forced it on them,' said a Civil Affairs soldier who asked not to be identified.

—David Wood, reporting for Newhouse News Service

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This was the second class Director Hege presented in as many weeks at Fort Bragg; earlier in the week, soldiers from the 403d and Riverdale, Md.’s 450th Bn. received training in International Humanitarian Law, along with Introduction to Disaster Services and Mass Care.

Introduction to Disaster Services was taught by Capt. David Albanese, USSOUTHCOM operations officer for USACAPOC, and a Red Cross volunteer Disaster Team Leader with Fayetteville’s Highlands Chapter

Inviting the Red Cross to teach these valuable classes was the idea of Maj. Ronald Shaw, USACAPOC Mobilization Training Officer, who has first-hand experience with Red Cross Disaster Services ... the Red Cross came to the aid of his family in New York when their home caught fire on Christmas Day in 1958. *(Story & Photo by Julie Sager, Disaster Team volunteer)*

CAA

Tangney Retires

Lt. Gen William P. Tangney, USSOCOM deputy commander and past commander of the U.S. Army Special Operations Cmd., retired from military service earlier this fall.

The retirement ceremony for Lt. Gen. Tangney was at Ft. Bragg and was hosted by the U.S. Army Special Operations Command.

Gen. John M. Keane, Army vice chief of staff, spoke and presented Tangney with retirement gifts; USSOCOM commander, Gen. Charles R. Holland, was one of many military and government leaders at the ceremony.

The colors and soldiers from all the major commands within USASOC, as well as the 82d Airborne Div. Band, participated in the ceremony, which was at the Army Special Operations Forces Memorial Plaza.

USACAPOC commander, Maj. Gen. Herbert “Buz” Altshuler, commanded the ceremonial unit representing his command.

This past June, Lt. Gen. Tangney received the Civil Affairs Association Annual Award at World Wide Civil Affairs Conference held in Raleigh, N.C. He has for a number of years been an attendee and speaker at this conference.

The Civil Affairs Association congratulates Lt. Gen. Tangney and thanks him for his years of service in the U. S. Army, to Special Operations, and to our country. *(Brig. Gen. (ret.) Dennis Wilkie)* CAA

More Promotions Announced

The following officers were selected by the 2002 APL promotion board for promotion to colonel:

Anderson, Myron L.	Leins, Donald C.
Barnes, Michael L.	Lopey, Jon E.
Bennett, David H.	MacDonald, Jr., George
Berg, Susan G.	Magill, Daniel E.
Bishop, William R.	McAleese, Kevin J.
Branhagen, Darrel R.	Neilson, Rebecca L.
Brennan, Edward S.	Nelson, Gilbert A.
Buxton, Brian M.	Owens, James
Chambers, Larry W.	Peters, Bernadette E.
Crowder, Randy B.	Peterson, Donald D.
Day, Kenneth M.	Phillabaum, Jerry L.
Dicker, Paul F.	Rippel, Raymond E.
Duklis, Jr., Peter S.	Sandspingot, Guy L.
Foult, Vincent L.	Seliga, Brian J.
Gerety, William H.	Silva, Melvin
Guisti, Lawrence F.	Steinmetz IV, Charles G.
Hamrick, Jr., Audie V.	Stout, Michael E.
Hash, Charles H.	Sullivan, Jerry E.
Iadimarco, Charles A.	Swisher, Robert C.
Iannazzi, Donald S.	Vollmer, Harden D.
Jalbert, Brian N.	Wall, Deryl V.
Kern, William H.	Wallace, Douglas W.
Kessel, Allen J.	Weed, John L.
Kramer, Kathleen A.	

And congratulations to these 38A NCOs who are slated for promotion:

- To E8: Mark Andrew, William C. Price and Martin S. Wolfe.
- To E7: Joseph Kellams.
- To E6: Abraham Ramiriz.

CAA Website is New and Improved

The Association has a newly designed WebSite. See it at: www.civilaffairsassoc.org. This new site provides information about the Association, as well as recent Association activities and things relevant to those interested in or serving within the Civil Affairs field.

There is a large number of photos from this past summer's World Wide Civil Affairs Conference in Raleigh. Featured in this section are the Association Award winners who were recognized at the Conference.

Still to come: an on-line store, on-line membership registration and payment, and support for registration at future Annual Conferences. Please send your comments and suggestions to Deloise Wilkie at: civilaffairs@earthlink.net.
(*Deloise Wilkie*) 

Boren Program Now Seeking Applicants

The prestigious National Security Education Program David L. Boren Fellowships are awarded annually to undergraduate and graduate students seeking to developed their language and intercultural skills by studying overseas.

Recipients are selected on the basis of merit in a two-stage national review process. The selection process includes consideration of the relationship between the applicant's proposed study to U.S. national security, and how the applicant proposes to use knowledge and expertise gained from NSEP support to contribute to U.S. national security, among other selection criteria.

CAA member, Lt. Col. Steve Dalzell, now an Army research fellow with the Rand Corp., was a 1994-95 fellow in Cairo and welcomes any questions about the program. Email him at stephen.dalzell@us.army.mil.

Applicants design their own programs and may combine domestic language and cultural study with overseas study; and all Fellowships must include study of a modern language other than English and the study of an area and culture.

Applications for participation next year are due by 31 January 2003. Information about the program and application are on the National Security Education Program website at nsep.aed.org/facts.html. (*Lt. Col. Steve Dalzell*) 

Notice Anything New??

After 55 years, we figured it was time for a change. The new look of the CAA Journal and Newsletter we feel reflects the times we're in and the Army and nation that we serve.

In color, you will find the flag or banner, more often called the masthead (much to a DINFOS grad's objections), representing our sister SOF branches—adding SF green and PSYOP yellow to the CA purple mix. Also, the design is lighter and easier to read, vs. the very dark and heavy "old school" style of the past half-plus-century. There are some new features, too; I really hope you enjoy them.

Special thanks to Rachel Naugle of Eye-Design, who took this redesign project to heart. If anyone should be an honorary member of the CA Corps, she should...she has served this Association and the J&N for nearly 12 years. I hope you agree that she did a wonderful job, and can share with me the thanks I extend her. To see more of her work, visit www.eye-design-online.com.

And please remember, this is your newsletter representing your Association. The Board, the Executive Committee, and I are here to serve you.

Thank you for providing us the opportunity to do so.

Amy Johnson
Editor

**Notice anything new?
J&N changes look
after 55 years!**

Use This Form to Enroll a New Member
Renew Your National CAA Membership for 2003
To Change Your Address, or To Make Your Tax-Deductible Contribution
The Civil Affairs Association

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Membership Agreement

Membership dues entitle member to participate in and receive all benefits of the Association and Chapter (if affiliated) and to receive *The Civil Affairs Journal and Newsletter*.