



The trend of 'grossly' overloading dismounted soldiers with impressive amounts of new gear needs to be stopped and reversed, the report says. (U.S. ARMY/SGT. HENRY VILLARAMA)

IN THIS ISSUE

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NCO & Soldier Programs

A bittersweet transition

3

Teaching Army leaders to engage stakeholders

4

January podcasts

5

Chapter Highlights

George Washington
Redstone-Huntsville

7

Army must work to fill capability gaps

Overall capability puts the U.S. Army "in a league of its own," but there are some capability gaps because of modernization efforts by other nations, the Rand Corp. concludes in a new report comparing U.S. systems with those of its foreign counterparts.

"No other army in the world has the same depth and breadth of capability," concludes Rand's paper, "Comparing U.S. Army Systems with Foreign Counterparts: Identifying Possible Capability Gaps and Insights from Other Armies."

While acknowledging they didn't conduct a comprehensive comparison of U.S. and foreign capabilities, the report's authors still have some recommendations.

Long-range multiple rocket launchers are a capability where foreign

militaries can fire at targets 100 kilometers away, while the current U.S. Multiple Launch Rocket System has a maximum range of 84 km, the report says.

In addition, the U.S. Army's latest target-locating system doesn't have the range to find foreign long-range heavy launch systems, the report says. The U.S. needs the capability to locate and strike systems that are 200 km or farther away, and it needs to upgrade its munitions.

The 25 mm autocannon on the Bradley Fighting Vehicle is "a successful, powerful weapon," Rand says, but compared with what other nations are fielding, "the Bradley's gun is falling behind." The .50-caliber machine gun on the infantry version of the Stryker "is far behind its foreign counterparts," the paper says.

The Army should consider a new specialized reconnaissance aircraft and examine easily deployable defensive systems to counter long-range rockets.

Dismounted U.S. soldiers have the same problem as their foreign counterparts, the report says. They are "grossly overloaded" with impressive amounts of new gear. This is a trend that needs to be stopped and reversed, the report says.

"There are various ways to do this, including being rather ruthless in establishing and enforcing rules as to what the dismounted infantryman should normally be expected to carry," the report says, suggesting there are also technological solutions, such as small manned or unmanned vehicles to help carry the load.

[Read the full report here.](#)

Army continues efforts to recruit, retain diverse force

The Army is the most diverse it has ever been, but the service still has work to do to make sure it is recruiting and retaining talent from across the United States, the Army's top personnel officer told lawmakers.

"Today's total force is the most diverse, the most talented and the most lethal force in our nation's history," said Lt. Gen. Thomas Seamands, deputy chief of staff for personnel, during a Dec. 10 hearing before the House Armed Services subcommittee on military personnel.

"The Army is committed to equality and providing all of our talented people with a fulfilling and rewarding career," he said.

The hearing, on what the services are doing to increase diversity, also featured the personnel chiefs from the Navy, Air Force and Marine Corps.

Diversity is an asset to all the ser-

vices, said Rep. Jackie Speier, D-Calif., the subcommittee chairwoman.

"Minorities and women have unique perspectives they bring to the fight, and diverse teams are more innovative and effective," she said.

In the past five years, the Army has increased Hispanic representation from 12.5% to 14.6% across all three of its components, Seamands said.

The number of women also has increased, from 16.6% to 18.8% over that same time frame.

But the Army can do better, Seamands said.

"It's crucial that the Army leverage every tool available to understand what motivates, inspires and attracts" young people to serve, he said.

The Army's efforts include producing marketing products in multiple languages in order to attract different audiences, expanding its recruit-



The Army is the most diverse it has ever been, leaders said. (U.S. ARMY PHOTO)

ing efforts in diverse cities such as Atlanta and Los Angeles, and engaging with school superintendents, coaches, teachers and other local leaders.

The effort will take time, and the Army will work to continually improve its outreach efforts, Seamands said.

"It's got to be an investment in those young men and women," he said.

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SMA Preston: 'Joyful transitions are still bittersweet'

By Sgt. Maj. of the Army Kenneth O. Preston, U.S. Army Retired

Greetings from the Association of the U.S. Army, our Army's association for education and professional development and a major supporter of the Army's Soldier for Life efforts.

Today I relinquish leadership responsibility as vice president of NCO and Soldier Programs here at AUSA.

Joyful transitions are still bittersweet, and my thoughts and feelings today are the same feelings I've experienced throughout my Army career, just as many of you have experienced in your past.

Like all great organizations, it is not where you work nor the perks of the job that impact how we feel, it is the people, and I will miss all of you with whom I've had the honor to serve these last six years.

I am honored and humbled by the opportunities given to me here at AUSA, and I will treasure the friendships and camaraderie of the national headquarters staff and the thousands of volunteers across the country and around the world who do so much to support our soldiers, Army civilians and their families.

When retired Gen. Gordon Sullivan, AUSA's immediate past president, asked me to come here in spring 2013 to continue to serve our Army team in a new capacity, it was an easy decision to say yes.

From day one, I was honored with the opportunity to follow retired Command Sgt. Maj. Jimmie Spencer's legacy in serving as the director of NCO and Soldier Programs.

I was very fortunate to have a loyal team of professionals to work with over the years as we continued to grow and develop the professional development and educational materials our members wanted and expected from their professional association.

I learned much from each of you over



Retired Sgt. Maj. of the Army Kenneth Preston. (AUSA PHOTO)

the years and am grateful for your loyalty, camaraderie and friendship.

My goal was to be a contributing member of the team, and I am grateful for the support of our Council of Trustees and retired Gen. Carter Ham, AUSA's president and CEO.

I learned very quickly how big, complex and unique our team really is and where our chapter volunteers served across our nation and around the world.

Over the last six years, I have visited or met multiple times with dedicated leaders in our chapters, and every meeting, discussion or visit is a memory I will forever cherish.

A special thanks to all the region presidents for your leadership, focus and continued contributions in support of our chapters and volunteer leaders.

Each of you does a magnificent job mentoring and coaching our next generation of chapter volunteers.

While each directorate at AUSA contributes to the overall success of our association, when asked what I am proud of here at AUSA, one of the first answers is our growth in membership.

The increase from 62,000 three years ago to more than 175,000 today is nothing short of amazing.

This growth reflects the value each of our members sees when they read, listen, watch or receive a benefit that

impacts their overall professional development, growth or wellbeing.

Each of you can be proud of the positive impact you have on our members' quality of life every day.

Transitions are bittersweet, and the sweetness here comes with our welcome to retired Sgt. Maj. of the Army Daniel Dailey, our Army's 15th SMA.

Just like our organizations across the Regular Army, Army National Guard and Army Reserve, changes of command and leader responsibilities keep our association fresh and continuously seeking ways to better serve our members, our Army and the 1 million soldiers who serve our nation.

For our association, Dan Dailey is a great leader and trainer and is the right leader to serve as our vice president of NCO and Soldier Programs.

My wife, Karen, and I wish Dan and Holly the greatest success in this new chapter in their lives, as they discover the heart and soul of AUSA in our chapters, our volunteers and the nation that supports our men and women in uniform, our Army civilians and their families.

As for me, Gen. Ham has graciously volunteered me to serve as a senior fellow here at AUSA.

I am honored by the opportunity to continue to serve as a "gray beard" for all of you, and I welcome the opportunity to renew acquaintances and friendships in the years ahead.

Now more than ever, America's Army needs AUSA, and AUSA needs your membership support.

Membership is the volume knob to ensure your voice is amplified many times over and heard throughout the halls of Congress, from sea to shining sea across this country, and throughout every small town and community in between.

Retired Sgt. Maj. of the Army Kenneth O. Preston is AUSA's Vice President for NCO and Soldier Programs and was the 13th sergeant major of the Army.

New paper says Army must teach leaders to engage key stakeholders



‘The Army failed to fully understand’ the operating environment with Iraq’s totalitarian government structure and tribal allegiances, the paper says. (U.S. ARMY/CAPT. KARLA CRAYNE)

The Army needs to do a better job of teaching its senior leaders how to identify and then work with key stakeholders to achieve the service’s goals and missions, according to a new paper published by the Association of the U.S. Army.

“Stakeholder engagement must be part of what we do as leaders, and we must learn how to do it early enough in our careers to make an impact when we serve at the highest levels of command and staff,” U.S. Army Reserve Lt. Col. Alex Carter writes in “Understanding Assets: Teaching Senior Leaders How to Identify and Engage Stakeholders.”

Stakeholders are individuals who can impact the Army’s success in achieving its goals—and understanding their impact on Army operations starts in the classroom, Carter says in the paper, which was written as part of AUSA’s Landpower Essay Series.

Carter cites as an example the United States’ failure to understand the relationships and rivalries among the various factions, political parties, and communities and tribes in Iraq during the height of the war there.

“The Army failed to fully understand, throughout the invasion and

occupation, the operating environment with Iraq’s totalitarian government structure, tribal allegiances, underlying ethnic tensions and aged infrastructure,” Carter writes, using as a source the Army’s own critique of its successes and failures during the war.

Army leaders also “failed to adequately identify, account for and engage with parties of sufficient power and interest to develop and shape what it did there,” Carter adds, leading to “deleterious effects in planning and execution—from the tactical to operational to strategic levels.”

To close the gap, Carter recommends teaching senior leaders how to identify and engage with stakeholders at the senior service colleges, such as the U.S. Army War College, so they can better understand the people and places affected by Army missions.

By offering an elective on the subject, the senior service colleges can help develop leaders as critical thinkers and better equip them to produce well-informed and comprehensively developed policies, strategies and plans, Carter writes.

Read the full paper here.

AUSAExtra

**Voice for the Army –
Support For the Soldier**

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Podcasts highlight Soldier for Life, AER, Vietnam battle

The Association of the U.S. Army is starting the new year with four new podcast episodes in January, including a closer look at the Soldier for Life Program and a book about one of the most significant battles of the Vietnam War.

The "Army Matters" series, which had more than 28,000 downloads in 2019 and was recognized by Pod-Bean as one of its top 10 government podcasts, will kick off the new year with an episode featuring retired Sgt. Maj. of the Army Daniel Dailey, AUSA's incoming vice president of NCO and Soldier Programs.

During the episode, available Monday, Dailey will interview retired Sgt. Maj. of the Army Ken Preston, the outgoing vice president of NCO and Soldier Programs, about leadership, Preston's accomplishments, and what's next as he retires and becomes a senior fellow for AUSA.



On Jan. 13, the podcast will showcase the work being done by the Army's Soldier for Life program, which prepares soldiers for their transition to civilian life.

Next up is an episode on Army Emergency Relief. Retired Lt. Gen. Raymond Mason, director of AER, will discuss how the organization is helping improve readiness within the Army by making sure soldiers' families are taken care of financially.

AER also is announcing a new category of assistance that will help soldiers, retirees and spouses with

child care costs. The episode will be available Jan. 20.

The next podcast, available Jan. 27, will feature an interview with authors James McLeroy and Gregory Sanders about their new book, *Bait: The Battle of Kham Duc*.

The authors, both veterans of the Vietnam War, provide a unique first-person perspective on one of the lesser-known but most significant battles of the war.

Learn more about the book here.

Full details on the podcasts are available at <https://podcast.ausa.org/>

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Ham receives chapter's Commander-in-Chief award

The George Washington chapter of the Association of the U.S. Army recently presented its 2019 Commander-in-Chief Award to retired Gen. Carter Ham, AUSA's president and CEO.

"I am honored to receive this award," Ham said during the awards ceremony Nov. 19 in Arlington, Virginia, hosted by Glenn Yarborough, chapter president, and Karen Lowe, chairman of the chapter's advisory board.

The chapter has presented the award since 1979 to current or former members of the U.S. armed forces, past or present elected or appointed government officials, or leaders in academia, business or community affairs.

Receiving the award, Ham said, "is not about me personally, though I'm deeply appreciative. It's on behalf of all



Retired Gen. Carter Ham, AUSA president and CEO, second from right, said AUSA 'reflects some of the best of the Army.' (AUSA PHOTO)

of our association, our volunteer leaders at the chapter level, the state and regional levels."

Ham said AUSA "reflects some of the best of the Army" because it brings together soldiers and families, communities, and those who continue to serve.

In attendance were members of the 3rd Infantry Regiment (The Old

Guard), as well as cadets from the Howard University ROTC program in Washington, D.C., and from the West Potomac High School JROTC program in Alexandria, Virginia, whom Ham called "the future."

"If you ask any of us old soldiers why we do what we do, we do it for them," he said.

Three first sergeants honored for care of soldiers, families

Three first sergeants were honored Nov. 7 by the Association of the U.S. Army's Redstone-Huntsville chapter for taking care of soldiers and their families.

Nearly 70 people attended the 15th annual Sergeant John Ordway Leadership Awards and Recognition Breakfast at the Jackson Center in Huntsville, Alabama.

"The first sergeant is the role model for all the NCOs and soldiers within the organization," said guest speaker Command Sgt. Maj. Mike Dove, the senior enlisted soldier for U.S. Army Aviation and Missile Command.

This year's honorees were 1st Sgt. Stacey McCarty of the Huntsville Recruiting Company; Master Sgt. Kelvin Eades, first sergeant for the Army Reserve's 5th Medical Brigade Headquarters and Headquarters Company in Birmingham, Alabama; and 1st Sgt. Anthony Eggleston of the Army



Receiving the Ordway awards are, from left, 1st Sgt. Anthony Eggleston, 1st Sgt. Stacey McCarty and Master Sgt. Kelvin Eades. (THE REDSTONE ROCKET/SKIP VAUGHN)

National Guard's Company C, 115th Expeditionary Signal Battalion in Huntsville.

"It's really an honor and a privilege to even be nominated for it," Eades said. "Taking care of soldiers is something

that's just our basic responsibility."

The Ordway awards were created in 2005 by retired Sgt. 1st Class David Carney to mark the 200th anniversary of the Lewis and Clark expedition, in which Ordway served as first sergeant.



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