



Command Sgt. Maj. Michael A. Grinston, the senior enlisted leader for U.S. Army Forces Command, has been named the 16th sergeant major of the Army. (U.S. ARMY/SGT. DAVID BECKSTROM)

IN THIS ISSUE

VOLUME 1 NUMBER 6
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Talent Management

Big Personnel Changes Coming
3

Medal of Honor for Iraq Vet

4

Book Program

Gen. Maxwell Taylor
7



Chapter Highlights

Greater Los Angeles
Fort Jackson-Palmetto State
8

New sergeant major of the Army named

The soldier selected to be the next sergeant major of the Army is a “world-class leader” who is the right choice to lead the NCO corps into the future, senior Army leaders said June 11.

Command Sgt. Maj. Michael A. Grinston will succeed Sgt. Maj. of the Army Daniel A. Dailey, who has served more than four years as the Army’s top enlisted leader.

Grinston, the senior enlisted soldier at U.S. Army Forces Command since 2017, will be sworn in as the 16th sergeant major of the Army on Aug. 16.

“I am honored to have the opportunity to continue to serve the great soldiers and families of the United States Army,” Grinston said in a statement.

Army Secretary Mark T. Esper said he looks forward to working with Grinston, a career artilleryman who joined the Army in 1987.

“The Army is in the midst of a renaissance, and he is a great choice to carry on our readiness, modernization and reform efforts,” Esper said.

Army Chief of Staff Gen. Mark A. Milley called Grinston a “world-class leader” and “the right noncommissioned officer to lead our Army into the future.”

Retired Sgt. Maj. of the Army Kenneth O. Preston, vice president for NCO and Soldier Programs at the Association of the U.S. Army, agreed.

“Command Sgt. Maj. Grinston is a soldier’s soldier who brings a wealth of operational experience to the position,” he said. “He has walked in the footsteps of soldiers from all components across the Regular Army, Army National Guard and the Army Reserve.”

Before FORSCOM, Grinston served as the command sergeant major of I Corps and Joint Base Lewis-Mc-

Chord, Washington.

As a senior NCO, Grinston has often talked about how he is a voice for soldiers.

“One of my most important roles as the FORSCOM command sergeant major is to be the voice of the soldiers,” Grinston said during a January troop visit to Joint Base Lewis-McChord. “The only way I can do that is by talking to the enlisted soldiers and knowing what they do and the problems they face on a daily basis.”

He also seeks to make sure NCOs feel empowered to take the initiative, according to an Army news story from his troop visit.

“My goal is to make sure our NCOs feel comfortable that the leadership of the Army will support them in what they do,” Grinston said. “I want these leaders to look at every situation as an opportunity to better our Army.”



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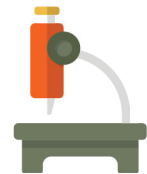
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Talent management reform key to recruiting, retention

From recruiting to better managing its officers and senior non-commissioned officers, the Army is taking a hard look at how it attracts and keeps the talent it needs for the future, the service's top personnel officer said.

"Today, our applicants have options. They can go to college, they can go to work, they can go to the other services," said Lt. Gen. Thomas Seamands, the deputy chief of staff for personnel. "Our soldiers in uniform have options. Our families have options. With that as a construct, we're trying to make sure we get the Army right."

Seamands, speaking at the Association of the U.S. Army's Institute of Land Warfare Rogers Strategic Issues Forum, said today's Army is vastly different from the one he joined in the early 1980s.

Today's Army is smaller than the force of the 1980s, but it's more di-



Lt. Gen. Thomas Seamands speaks at the Rogers Strategic Issues Forum. (AUSA PHOTO)

verse, it's battle-hardened, and it faces an increasingly complex future.

It also must contend with a healthy job market and a generation of young people who have limited knowledge of the military—and an even smaller segment that's qualified and interested in serving, Seamands said.

To keep up, the Army has broadened

its recruiting efforts, including putting resources into 22 cities where the service traditionally has not drawn many recruits. It also is taking advantage of several authorities provided by Congress to better manage the talent in the ranks, he said, including giving officers the ability to opt out of promotion consideration and changing the way NCOs are promoted.

"Talent management" are two words that were never uttered together when Seamands first joined the Army, he said, adding that "not a whole lot of thought" was put into a soldier's skills and attributes.

Now, the Army is looking to a more flexible system that works to better match soldiers with available jobs or assignments, he said.

"I think a lot of people are wrestling with, 'Do I stay, and how do I do that?' I think we owe them that conversation," Seamands said.

Amid changing threats, installations 'no longer a sanctuary'

Armory installations, once isolated and self-reliant outposts of the pre-World War II nation, are now part of the highly contested national security battlespace that need to be modernized and hardened, said Alex A. Beehler, assistant Army secretary for installations, energy and environment.

"Installation operations are more crucial today than ever before to protect our nation and our way of life," Beehler said.

Beehler opened a one-day Hot Topic forum on installation management, sponsored by the Association of the U.S. Army's Institute of Land Warfare, describing threats to posts and facilities as a modern-day version of trying to weaken an enemy from within.

"The threat is changing," he said. "The homeland is no longer a sanctuary."

"What we are facing is the potential at any time by adversaries at a remote or undisclosed location being able to

attack the capabilities of not only our installations from an infrastructure standpoint, but also to attack the daily lives of our soldiers and our families," he said. "Installations are the key to building readiness and of protecting power. Any attack on installations is going to compromise those aspects."

The Army is working on plans to face those risks, hardening installations and making them more self-sufficient

in terms of utilities, and improving security for information networks and other infrastructure, Beehler said.

A significant first step was testing how four installations could cope with being unplugged from the power grid, something done at Fort Bragg, North Carolina, Fort Greely, Alaska, Fort Knox, Kentucky, and Fort Stewart, Georgia. "We are learning a lot from these experiences," he said.



'Installation operations are more crucial today than ever before,' Beehler said. (AUSA PHOTO)

Former NCO is first living recipient of Medal of Honor for actions in Iraq



Staff Sgt. David Bellavia, left, in Iraq. (U.S. ARMY PHOTO)

A former Army staff sergeant who fought in the second Battle of Fallujah in 2004 will become the first living recipient of the Medal of Honor for actions during the Iraq War.

David Bellavia, now 43, will be honored during a ceremony on June 25, the White House announced.

He will be the fourth soldier to receive the nation's highest valor award for actions in Iraq.

In all, five service members—three soldiers, a Marine and a sailor—have been awarded the Medal of Honor for their actions in Iraq. All the awards were presented posthumously.

Bellavia, who originally received the Silver Star, is being recognized for his actions on Nov. 10, 2004, while he was serving as a squad leader in support of Operation Phantom Fury in Fallujah, Iraq, according to the White House.

Then-Staff Sgt. Bellavia was clearing a block of houses when his platoon became pinned down.

He quickly exchanged an M16 rifle for an M249 Squad Automatic Weapon, entered the house where his squad was trapped, and engaged the insurgents, providing cover fire so he and his fellow soldiers could exit safely, according to the White House.

A Bradley Fighting Vehicle arrived to help suppress the enemy, but it could

not fire directly into the house.

Armed with an M16, Bellavia went back into the house and attacked a pair of insurgents who were firing rocket-propelled grenades at his fellow soldiers, killing one insurgent and wounding another.

The wounded insurgent and another fighter, who had come rushing down the stairs, engaged Bellavia.

The soldier returned fire, killing both attackers. He then took fire from an insurgent who appeared from a closet across the room.

Bellavia chased him up the stairs and killed him, before moving to the roof where he engaged and wounded a fifth insurgent, who fell from the roof, according to the White House.

"That remarkable day, then-Staff Sergeant Bellavia rescued an entire squad, cleared an insurgent strongpoint, and saved many members of his platoon from imminent threat," the White House said in a statement.

Bellavia joined the Army in 1999. He served in Kosovo before deploying to Iraq with the 1st Infantry Division.

He left active duty in August 2005, according to the White House.

His book, *House to House: An Epic Memoir of War*, was published in 2007.

He now hosts a daily radio talk show for WBEN-AM in Buffalo, New York.

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Luc Dunn
Editor

Desiree Hurlocker
Advertising Production and
Fulfillment Manager

Advertising Information Contact:
Fox Associates Inc.
116 W. Kinzie St. • Chicago, IL 60654
Phone: 800-440-0231
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Shanahan says Defense Department's mission is 'apolitical'

Acting Defense Secretary Patrick M. Shanahan is reminding the military and civilian leaders and workers that both policy and tradition require keeping politics at arm's length.

"Those of us privileged to serve our

nation, in and out of uniform, in the DoD must be the epitome of American values and ethics," Shanahan wrote in two June 11 memorandums. "Our mission, to protect and defend the nation, is apolitical."

"I call on leaders at all levels in the

department to reinforce the apolitical nature of military and civilian service and professionalism, while ensuring all personnel remain free to exercise the responsibilities of citizenship as laws and regulations allow," Shanahan wrote in memos to military leaders and to the workforce.

His memos came as his nomination to become the permanent defense secretary is pending at the White House and as the 2020 election season is heating up.

Military and civilian personnel are encouraged to vote, Shanahan wrote, but there are limits, particularly for active-duty soldiers who should not engage in partisan political activity and should take no action that implies Defense Department sponsorship, approval or endorsement of a candidate, campaign or cause.



Military and civilian personnel are encouraged to vote, Shanahan wrote, but there are limits, particularly for active-duty soldiers. (U.S. ARMY/SGT. AMBER I. SMITH)

Longer overseas tours for single soldiers in Europe, Japan

Beginning June 14, soldiers without dependents being assigned to Europe and Japan will have three-year rather than two-year tours as part of an effort to reduce transportation costs and improve readiness.

The change in Army Regulation 614-30 applies only to soldiers who are single with no dependents. It does not affect the 24-month unaccompanied or 36-month accompanied tour lengths for soldiers who have dependents.

This new policy applies to soldiers who receive permanent change-of-station orders after June 14, according to the Army announcement, which estimates it will affect 3,000 to 5,000 soldiers a year.

"The change in the policy is part of the Army's larger efforts to reduce turnover to increase readiness, which can minimize transportation issues for family members," the Army announcement says.

Longer tours for single soldiers will reduce the number of permanent change-of-station moves during peak



The new policy for three-year tours applies to single soldiers who receive permanent change-of-station orders after June 14. (U.S. ARMY/SGT. JUDGE JONES)

moving season, which has a related effect of making more space available for containerized shipments of household goods, Army officials said.

In a statement, officials said, "The change in the overseas tour length pol-

icy will improve readiness by increasing soldier stability for commanders. It will also increase permanency for soldiers and their families at assigned locations and ultimately help to reduce PCS-related costs for the Army."



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New AUSA book highlights controversial Cold War leader

By Joseph Craig

Gen. Maxwell Taylor was one of the most influential military leaders of the Cold War. Among his many roles, he served as the U.S. Army chief of staff, chairman of the Joint Chiefs of Staff, and as the U.S. ambassador in Saigon during the early years of the Vietnam War.

An early skeptic of deterrence, Taylor consistently argued that the nation needed to be prepared for limited war—both conventional and nuclear.

Ingo Trauschweizer, associate professor and director of the Contemporary History Institute at Ohio University, offers an incisive profile of Taylor in *Maxwell Taylor's Cold War: From Berlin to Vietnam*.

This new entry in the Association of the U.S. Army Book Program tracks Taylor from his command in post-war Berlin to his public critiques of defense policy in the 1980s.

We sat down with the biography's author to discuss this important and controversial figure.

AUSA: Why did you select Maxwell Taylor as the subject for a book?

Trauschweizer: I encountered Taylor in my research on the 1950s (*The Cold War U.S. Army*). When I started developing new classes on the Vietnam War, the Cold War and American military history, I began using episodes of Taylor's career to illustrate points about military thought, education, operations, strategy, policy and civil-military relations.

AUSA: In the varied roles of his career, what common themes can be found in Taylor's thinking about military strategy?

Trauschweizer: I was surprised to discover how soon (certainly by 1948) Taylor came to think in terms of limited war. I had assumed that was the result of his experiences in the Korean War.

More broadly, Taylor demonstrated

awareness of the need to link military, diplomatic, economic, intelligence and cultural means in order to devise and execute strategy.

He did it successfully in Berlin (1949–51) and Korea (1953–55) before falling flat in Vietnam.

AUSA: How would you respond to H.R. McMaster's depiction in *Dereliction of Duty* of Taylor during the Vietnam era?

Trauschweizer: I am impressed by McMaster's research even though I wonder what more forceful advice by chiefs who were inclined to risk war with China would have accomplished.

On Taylor's role in diminishing the influence of the JCS, I am less convinced. Taylor agreed with [President Dwight] Eisenhower's private assessment of the late 1950s: the committee structure was far from ideal, perhaps even broken.

What followed after the Bay of Pigs fiasco was a crisis of confidence—of President Kennedy and Secretary of Defense McNamara in the chiefs (and vice versa)—but that was less new than McMaster suggests.

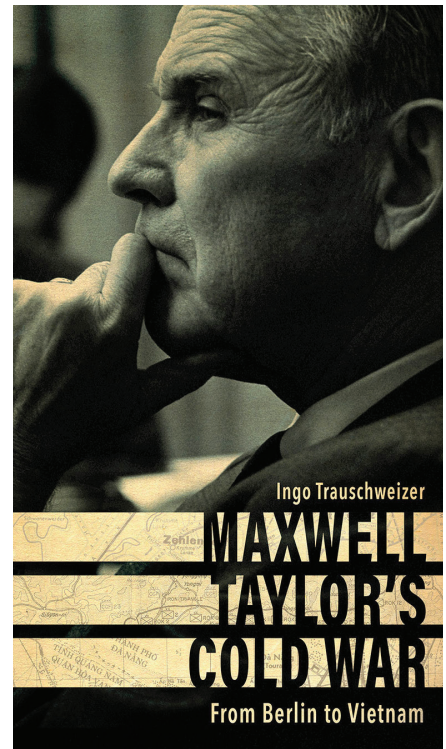
At the same time, I agree that Taylor was one of the more cautious voices for escalation in Vietnam. He pushed for the use of airpower while hoping to avoid Americanization of the ground war.

AUSA: What lessons can we learn from the book for dealing with Russia and China today?

Trauschweizer: There are questions that remain timely on force structure and strategy/policy.

On the former, Taylor's experiences illustrate the difficulty to prepare for multiple types of warfare, against peer rivals or insurgent groups.

On the latter, military officers often seem to substitute operational art for strategy, while civilian leaders provide muddled policy guidance that is then hard to translate into strategy, which ought to be defined by an attainable political objective and by available means.



A new entry in AUSA's Book Program offers a profile of the controversy surrounding Gen. Maxwell Taylor. (AUSA PHOTO)

AUSA: How would you describe Taylor's legacy for the U.S. Army?

Trauschweizer: It is tainted. He's seen as a manipulator, careerist and cold-hearted operator.

On the other hand, he did help put the U.S. Army on track for its development into a modern force before and after the Vietnam War.

What Taylor saw clearly—and what Eisenhower had told him unmistakably—was that the World War II-style Army was near death by 1955.

The wider lesson, to me, is that generals and admirals should consider policy, strategy and operations as a closely integrated system and not get hung up in one of the component pieces alone.

To order a copy of *Maxwell Taylor's Cold War: From Berlin to Vietnam*, please visit www.ausa.org/books.

Joseph Craig is AUSA's Book Program Director.

Dickinson: Army space forces will be crucial in future fight

Army space forces, along with their partners and allies, will play a critical role on the future battlefield, the Army's top space and missile defense leader said during a June 7 event.

Lt. Gen. James Dickinson, commanding general of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (US-ASMDC/ARSTRAT), spoke about the importance of space in multidomain operations during the 2019 Space and the Network Symposium hosted by the Association of the U.S. Army's Greater Los Angeles Chapter.

"The operational environment has the potential to be very crowded with platforms, capabilities and effects, in overlapping layers, in all domains," Dickinson said, according to USASMDC/ARSTRAT

Public Affairs.

The fundamental issue that multidomain operations addresses is the adversary's ability to create and maintain standoff, with

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'Space capabilities and applications are pervasive and essential to success in all other domains,' Lt. Gen. James Dickinson, right, said at the symposium. (U.S. ARMY/DOTTIE WHITE)

the intent of impacting operations by separating the U.S. and its allies in various aspects, Dickinson said.

"Space capabilities and applications are pervasive and essential to success in all other domains," he said, adding that the Army is making organizational changes in response to competitors' growing layered standoff capabilities.

"We all need to remember we have 180,000 soldiers amongst 10 named operations around the world, who are all relying every day, all day, on space capabilities," Dickinson said.

"We exist for one reason, and that is to support the warfighters on the ground, so that they can do their assigned missions and come home safely to their families."

AUSA member inducted into local martial arts hall of fame

By W. Thomas Smith, Jr.

Retired Maj. Gen. Tom Mullikin—a former U.S. Army JAG officer, Army combatives instructor, and a member of AUSA's Fort Jackson-Palmetto State Chapter—was recently inducted into the South Carolina Black Belt Hall of Fame in Camden, South Carolina.

"Tom Mullikin was unanimously chosen by all the voting black belt members to be inducted in our coveted hall of fame," said Keith Vitali, a former top-ranked karate world champion, during the ceremony.

"The SCBBHOF is honored to include someone of his incredible stature into our brotherhood," Vitali said.

Mullikin, a Camden-based attorney, global expedition leader and university



Retired Maj. Gen. Tom Mullikin, left, at the ceremony. (AUSA/W. THOMAS SMITH JR.)

professor, also was recently appointed by South Carolina Gov. Henry McMaster to serve as chairman of the South Carolina Floodwater Commission.

Black Belt magazine, the nation's leading martial arts publication, refers to Mullikin as "a fighter indeed" and "an accomplished martial artist of

several disciplines who holds a black belt in traditional karate."

"His smile, his fortitude, and yes, his sheer grit, all came from the discipline he learned as a young man—and has embraced his entire life—as a martial artist," according to the magazine.

Since its inception in the 1980s, the South Carolina Black Belt Hall of Fame has become one of the most highly respected karate halls of fame in the nation.

In addition to Vitali, the Hall of Fame includes martial arts national tournament champions Mike Genova, Sam Chapman, Bobby Tucker, Bruce Brutschy, Marty Knight, Michael Goldman and John Orck.

W. Thomas Smith, Jr. is a member of AUSA's Fort Jackson-Palmetto State Chapter.

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