

**THE SECOND SGM JOHN A. NICOLAI LEADERSHIP
LECTURE***

SGM (RETIRED) GUNTHER M. NOTHNAGEL¹

* This is an edited transcript of a lecture delivered by Sergeant Major (Retired) Gunther M. Nothnagel to members of the staff and faculty, and their distinguished guests, on June 11, 2013.

The Sergeant Major (SGM) John A. Nicolai Leadership Lecture is named in honor of Sergeant Major John A. Nicolai, who served as the Sixth Sergeant Major of the JAG Corps, U.S. Army, from April 1, 1992, to August 16, 1994, during the time Major General (Retired) Nardotti was The Judge Advocate General.

Sergeant Major Nicolai entered the U.S. Army in June 1964 and graduated basic training at Fort Leonard Wood, Missouri. He completed advanced individual training at Fort Sam Houston, Texas, as a Medical Corpsman. After serving as a medic at Fort Hood, Texas; Minneapolis, Minnesota; and Fort George G. Meade, Maryland, he separated from the Army in August 1968. He re-entered the Army in November 1970, and again served as a medic at the Armed Forces Examining and Entrance Station in Fargo, North Dakota, and the U.S. Army Medical Department Activity–Korea. His request for reclassification as legal specialist was approved in 1974 and he was assigned in that capacity as the Noncommissioned Officer (NCO) In Charge (NCOIC), Criminal Law Division, U.S. Army Air Defense Center and Fort Bliss, Texas; Clerk of Court, 3d Judicial Circuit, Fort Bliss, Texas; NCOIC Administrative Law Division, 8th Infantry Division, Germany; Chief Legal NCO, 7th Medical Command, Germany; Chief Legal NCO, U.S. Army Garrison, Fort Huachuca, Arizona; Chief Legal NCO, 8th Infantry Division, Germany; and as Chief Legal NCO, I Corps and Fort Lewis, Fort Lewis, Washington.

He was a graduate of the Sergeants Major Academy, Class 32, and completed the Legal Advanced NCO Course and the U.S. Air Force Advanced Legal Course. He earned an Associate of Arts Degree from the University of Maryland and a Bachelor's Degree in Business Administration from the University of Phoenix.

His awards include four Meritorious Service Medals, the Joint Service Commendation Medal, two Army Commendation Medals, and the Army Achievement Medal.

A native of North Dakota, he was married to Kathleen Schaffer of Minnesota, and had three daughters, Christine, Monika, and Catherine.

On April 1, 1992, Sergeant Major Nicolai assumed the position as Sergeant Major, the Judge Advocate General's Corps, and was the sixth sergeant major to hold this position.

¹ Sergeant Major (Retired) Gunther M. Nothnagel served as the Third Regimental Sergeant Major from 1985–1986.

His assignments included: Chief Legal Noncommissioned Officer (NCO), 1st Army, Fort Meade, Maryland; Chief Legal NCO, United Nations Command and 8th Army, Korea; Chief Legal NCO, U.S. Forces Command (FORSCOM), Fort McPherson, Georgia; Judge Advocate General's Corps (JAGC) Liaison to Military Personnel Center (MILPERCEN), Alexandria, Virginia; Chief Legal Instructor, Fort Benjamin Harrison, Indiana; Chief Legal Clerk Instructor, U.S. Army, Europe (USAREUR) & 7th Army, Germany; Chief Legal NCO, Criminal Justice Division, USAREUR & 7th Army, Germany, Legal Clerk, U.S. Army Training Center, Fort Benning, Georgia; Senior Court Reporter, 101st Airborne Division, Vietnam; Senior Court Reporter, Fort Campbell,

It is certainly a pleasure for me to be here today. You will have to pardon me; it is a bit of nostalgia for me to be here. I first arrived here so many years back, it is kind of hard to remember now—it was 1972 when Charlottesville—the outer end of Charlottesville is now where K-Mart is, if that tells you anything. It has grown. I mean, it is unbelievable.

Our first conference that I went to here was a warrant officer/senior NCO conference; and it was not even held at the school because the school was not here. The school was up at the campus for the college. We had our classes in an old theater in Charlottesville. That was the start of my first visit here. Unbeknownst to me, I would be coming back here many times, and I grew a great fondness for this place.

I would like to speak to you today about leadership, because while many changes have taken place since I have been out—and obviously you can see I have been out of the Army for twenty-seven years—I am not up to date on the technologies that you are now using. I am not as smart as you are, because your training is much better than mine was. But I would like to share some things with you that made you what you are today because there were many of us like me who contributed to get you to where you are. So bear with me as I go through some of the places that I have been and some of the things that I have been privileged

Kentucky; Legal Clerk, 35th Artillery, Fort Carson, Colorado; Legal Clerk, 39th Artillery, Dachau, Germany.

His awards include the Legion of Merit; the Bronze Star, Four Meritorious Service Medals, Four Army Commendation Medals, Army Good Conduct Medal (8th award), National Defense Service Medal, Republic of Vietnam Campaign Medal, Vietnam Service Medal (5), Republic of Vietnam Gallantry Cross Unit Citation with Palm, Meritorious Unit Citation, NCO Professional Development Ribbon (5), and Army Staff Badge.

His military education included the Sergeants Major Academy, 1981, Class 16; Advanced Noncommissioned Officer Course, Basic Noncommissioned Officer Course Army NCO Academy.

His civilian education includes a B.S. from the University of New York.

Sergeant Major Nothnagel is married with three daughters.

In reviewing this article for publication, author noted the following: “It came to mind that none of us will ever have a successful career without mentoring from those around us. While I thank the many officers and NCOs who contributed to my career, I would like to dedicate this article to CW4 John L. MacIntyre, JAG Corps (deceased), who taught me to always do more than what is expected; to CW4 Alzie Ramsey, JAG Corps(deceased), a gentle giant who always treated his subordinates with respect and dignity; and to Major General Persons, Jr., Major General Suter, and Major General Overholt and all who gave me the opportunity to lead and make the Corps a better place.”

to do that have made your careers much better than what they might have been.

First and foremost, I do want to set aside a rumor that I worked as a paralegal for the first Judge Advocate General of the Army; that is not true. I did, however, join the Army in 1962. I am an immigrant. With a name like Gunther Nothnagel, you can guess where I am from. I like immigrants. Immigrants are what make this country work. We are all immigrants, are we not? The further we look back; our parents and our grandparents came over here. Now I am looking forward as they solve the problems we have with immigration in this country, but I would do it in a simpler way. First of all, I would ask them to sign a Pledge of Allegiance, pay their taxes, and take a test. And the test would have one question on it, and the question would be: If you are using a cell phone, which side of the road should you be driving on? Now, if you pass that question, you can become a citizen of this fine country.

Starting out, my mother brought me to this country when I was about 14 years of age. I spoke about three words of English. I ended up in Biloxi, Mississippi and I graduated from Biloxi High School in 1960. That tells you there is some vintage here, does it not?

After high school, I went off to get a college education, but I kind of ran out of money. Back in those days, we still had the draft. So I was thinking about working on the oil rigs in Louisiana. And a man said, "I would gladly hire you, except I will put all of this training in you, okay, and you are going to get drafted and you are not going to be of any use for me. So, in essence, why not you get your military service over with." And I saw the friendly Army recruiter. Of course, he promised me much more than I could have imagined, but it has turned out to be a wonderful choice. As you can see, I spent twenty-four years with the Army, ending up in the Judge Advocate General's Corps.

I am here to tell you, based on my experience; you could not be in a better part of the Army. Am I right, or not? Never forget that, because many have gone before you to make this a better place. I started out in basic training at Fort Gordon, ended up at Fort Dix for AIT, as a radiotelephone operator. How exciting is it, climbing telephone poles? Did you ever slide down one of those things? Guess what happens to you? You will be walking bowlegged the rest of your life. It did not sound too appealing to me, but I got what I wanted. I wanted to be assigned to Germany.

Being German, I speak German. I ended up in an artillery outfit, 39th Artillery, located in Dachau, Germany. Interesting unit for its time. Atomic cannon. Have you ever seen an atomic cannon? You might have seen atomic cannon in the old newsreels. They had two two atomic cannons in Battery, B, 3rd Gun Battalion, 39th Artillery I was placed under the supervision of a Staff Sergeant by the name of Danny Tillman. It is funny how you remember certain people. It is either what they do *for* you or do *to* you.

Danny Tillman, I got to like the man; I did not like him at first. I was up on a gun platform. Back in those days it did not matter what you were trained in, they put you where the Army needed you. Danny Tillman thought he was going to make a gunner out of me, and was he ever wrong. I was up on a gun platform. I handed him the wrong wrench. He kicked me in the rear, and I flew off the platform. Would you call that authoritarian leadership? You betcha. I was thinking to myself there had to be better things in store for me in my illustrious Army career. But fear not, the Army discovered that I could type, a wonderful thing to be able to do back then before the advent of computers and electric typewriters—so I became the battery clerk. Now, when you are the battery clerk in a line unit, that is pretty good living. Then the battalion commander discovered that I spoke German; I became his driver, radio/telephone operator and translator during field maneuvers. I was also assigned to the S1 of the 35th Artillery, and the Battalion Commander made me the S1 Clerk. There, I ran into the first person to mentor me and that was Sergeant Major Bivens, a combat veteran of World War II, a fine man.

It was a different Army back then. Back then the Army simply placed you where they needed you, gave you on the job training (OJT), if you were lucky, and did not care what you were trained to do in basic training. As the S1 Clerk and the OJT, this is what gave me my first experience as a legal clerk, paralegal. It should be noted that the S-1 clerk was responsible for the courts and boards and Article 15 actions within a battalion. I received about a five-minute briefing from the guy who had the job before me and now I was in charge of the courts and boards actions of the Battalion. At times, I did not know what the hell I was doing, but I did the best I could and prayed to God that it would turn out okay.

The first board I ever took involved a staff sergeant, a Korean War combat veteran who was an alcoholic. Back in those days, the Army did

not look at that as being an illness. They boarded these soldiers out. I learned how to prepare summary courts-martial and special courts-martial records of trial along with preparing Article 15 actions. Our next higher headquarters was in Stuttgart, many miles away. And so, learning how to do these things entailed reading the *Manual for Court-Martial*—the 1951 version at that time . . . The *Manual for Court-Martial* was not the easiest way to learn the proper administrative procedures in processing legal forms and documentation. There were no handy-dandy guides of how to type out an Article 15, prepare a summary or special court-martial record of trial, or how to format a board proceeding. Basically, you copied or used the same format from a previously filed case. At times you would have to call higher headquarters for assistance and certain actions had to be forwarded for review along with cases of appeal. It should be noted that there was no MOS-producing Legal Clerk School at that time in the Army, and all enlisted soldiers received their paralegal training through OJT. So this is the way I started out my career in the legal field as a paralegal.

My parent unit, the 39th Artillery, was deactivated and I rotated back with the 35th Artillery to Fort Carson, Colorado. At Fort Carson I ran into somebody who would mentor me, and that was a JAG warrant officer by the name of John Shreiber. Mr. Shreiber was the first person to show me how to properly transcribe a record of trial along with teaching me fundamentals of legal administration. Even as old as I am and having served in the military for twenty-four years, you remember people who make a difference in your life and make you a better soldier.

The first thing that you have to learn is that knowledgeable people around you can empower you, do they not? Just like when you come here, are you not empowered by the things that you learn here? Now, leadership dictates that when you leave here with this knowledge, that you empower other people with that knowledge. You should also note that the many things that you learn in the military you will also use when you get out in civilian life. At times we study leadership to death. Have we not all learned the traits of leadership? Do we not love to watch George Patton; you know, in *Patton*, the movie? Is that not a wonderful film?

I met Five Star General Omar Bradley at the Sergeants Major Academy. He was still alive then, a very impressive figure, gave a wonderful speech. But let me get back to as I transitioned from one stage to the next in regard to my career.

I ended up with Mr. Shreiber teaching me—pulling me down to the post JAG office—showing me how to format board transcripts and special court-martial records of trial. I also learned the many functions of a JAG office by working with various staff members within the post JAG office and I established a rapport between our battalion and the JAG office. Overall, my job as the battalion legal clerk for the 35th Artillery was very rewarding. I was awarded the MOS of 71D, as the MOS was known back then and promoted to the rank of Specialist 5 within a two-year period. At that time, you could only go as high as E5 at the battalion level in the paralegal MOS. Eventually I transferred, and I ended up at Fort Benjamin Harrison in Indianapolis, Indiana, and I took a course in finance.

I fell in love with Fort Benjamin Harrison; I liked the place. Let me tell you this, when I was at Fort Ben Harrison, the mothers used to bring their daughters out to the post to meet the nice GIs. Can you imagine that? I mean, this is like being a wolf in a chicken coop. And I never forgot the place. The people were so kind in Indianapolis, and I always wanted to go back there.

Anyway, after graduating from the finance course, I was transferred to Fort Campbell, Kentucky. Fort Campbell was not a very impressive place while I was stationed there. They had the old World War II barracks. Back then the Army was heating with coal, and all of the buildings on post that had been painted white actually looked black due to the coal dust. At in-processing at Fort Campbell, Master Sergeant Plaskowski, from the post JAG office discovered that I had experience as a paralegal. Due to a great shortage of legal clerks, I was transferred to the garrison side of the post JAG office.

Fort Campbell opened up a whole new world for me because of the 101st Airborne Division. At that time the JAG office at Fort Campbell was staffed with both division and garrison JAG personnel. Originally, I was assigned to the garrison side of the house since I was not a jumper, meaning that I was not airborne qualified. I was not crazy enough to jump out of a perfectly good airplane. That was not my thing in life, but I admired people who did. I got to work at the different sections within the JAG office such as ad law, claims, legal assistance, helping people who came in with different problems and so on. It truly opened up a whole new world and I really enjoyed my job.

And there were some interesting JAG officers serving there at that time. To mention one, Colonel Reid Kennedy was our SJA. Mr. Borch, the Corps Historian has a display out in the hallway about Reid Kennedy. Does that tickle something in your mind? The My Lai incident. He was the military judge at the trial of Lt. Calley. At that time, we also had as deputy SJA Major Hugh Overholt, a future judge advocate general.

That should teach you something here. When you go back to your units, you need to look after your junior officers; you need to mentor the young officers of the Corps. You need to be nice to them because one day, you might end up working for them when they are up in a higher grade or become general grade officers.

At that time, promotions to the grade of E6 were hard to come by since there was no personnel management at the DA level for legal enlisted personnel. One would have to compete against all of the other MOSs at an installation and at that time, Fort Campbell had a lot of Korean War vets who were also trying to get promoted. I needed to make E6, and the only way I could make E6 was to volunteer to go to court reporter school. Now, you might think that is not a big deal. But with a German name like Gunther Manfred Nothnagel, my English was not the greatest. And what do you need to know when you go to court reporter school? English.

My warrant officer and mentor Mr. John L. McIntyre informed me that if I ever had any intention of becoming an E6, I had to volunteer for court reporter training at the Naval Justice School in Newport, Rhode Island. Off I went to the Naval Justice School and graduated. I did not graduate with honors, but I made it. Several months later, I received my promotion to Specialist Six.

About that time a master sergeant transferred in from the 173d Airborne from Vietnam. This man had combat experience and took over the position of Chief Legal Clerk for the 10th Airborne Division. He had spent a year of combat in Vietnam. The 101st Airborne Division was alerted for movement to a classified area. When a division gets alerted for overseas deployment, it can suck out anything it wants from an installation and take with it what it needs as it rotates out. Due to shortages of court reporters within the Army, I was transferred to the 101st and that is how I ended up in Vietnam.

The beauty of transferring out as a unit was that we became family. A beautiful thing; awe-inspiring. What was even more amazing is that rank did not matter; we just became dependent upon each other as fellow human beings. We all contributed. We started out at a place called Binh Hoa. Interesting time of the year, 1968, springtime in Vietnam. Guess what happens? Tet came on. At that time our JAG office was located at the end of the the runway at Bien Hoa airbase. The Vietnamese decided that they wanted to overrun the defenses of the airbase at about two in the morning. Everyone was issued weapons and sent to the berm. It did not matter whether you were a court reporter, a colonel, or whatever; we were all out there ready to sling lead. Luckily for us, they tried to take the end of the airbase, and hit the Air Force side of the base. My compliments to the Air Force security team—they beat them back. After several days things became normal again.

At about that point in time the Marines were leaving what then became Camp Eagle near Hue Phu Bai which was close to the old imperial capital of Hue. I was sent with the advance party to Camp Eagle to establish our JAG office in a giant CP tent. A word of thanks needs to be said to our experienced Chief Legal NCO, who well prepared us for our transfer to the northern part of Vietnam and for his scrounging ability.

Court reporting was very interesting in Vietnam. Took several cases in tents with helicopters making all kind of noise and incoming rockets exploding. Since I used a stenomask connected to a Sony recording machine, I was never quite sure of the supply of electricity that was provided by local gasoline generators. Due to shortages of court reports in Vietnam, I got to travel and take verbatim court-martial and board cases at different Army units all over Vietnam. The prime mover in Vietnam was the helicopter. I got to see wonderful places there: Bien Hoa, Nha Trang, Saigon, Hue, and a lot of places in the middle of nowhere that were fire bases.

Now, we all left Vietnam at about the same time. The sad part is, at this point I felt that I left my family and my family left me. Our office in essence had worked together for a period of two years and we were a team. From Vietnam I was transferred to Fort Benning, Georgia. It was a whole new start. The JAG office at Fort Benning, Georgia, did not need me because they had converted their court reporter spaces to TDA positions and civilianized their court reporter positions. I ended up at Fort Benning in a place called Sand Hill. Sand Hill is as described. Our

office was an old World War II shack. There were three of us, an E7, myself as an E6, and then an E5 who acted as our secretary. The work was boring, capital B-O-R-I-N-G. I had to get the hell out of there. You know, when you have been to the mountain, how can you go back to the valley? You cannot. So basically what I did—thanks to the good leadership of the E7 NCO in charge, we started doing correspondence courses. In about a year, I completed every JAG correspondence course on Legal Administration that the JAG School had. That is what kept our sanity. Finally I was picked up on orders and transferred to U.S. Army—Europe (USAREUR) at 7th Army Headquarters Patton Barracks, in Heidelberg, Germany. Hard-core assignment, right? Big time—I have arrived. I ended up working in the JAG office. I got to work in my favorite area, military justice and criminal law. Loved it, every minute of it. Great officers and DA civilians. We all bonded.

A fellow veteran 71D E6 in our office that was our Admin NCO would often discuss with me what the JAG Corps should be doing for its enlisted personnel. At that time there was no MOS-producing school for our MOS, and to make matters worse, promotions beyond E6 was very limited due to the Army force structure. Additionally, there was no career management for our legal enlisted personnel. Since he applied and was accepted as a JAG Warrant Officer, he was transferred to USAREUR Headquarters in Heidelberg working for the USAREUR one-star Judge Advocate General. Several months later, I received a phone call that the USAREUR JAG General wanted to interview me and discuss the creation of a paralegal course within USAREUR. At that meeting the General informed of his desire to improve the quality of legal administration within the command by establishing a course for paralegals in Oberammergau, Germany. Long story short, I accepted the offer to start the school and it became a huge success within USAREUR. I would like to add that taking on that assignment was a huge risk. One has to learn that if you fail to take on risks, you might never get the reward. And the reward for a job well done turned out to be awesome for me. I also discovered that I was good at mentoring soldiers and enjoyed being an instructor.

At about the same time, Fort Benjamin Harrison started out with Chief Warrant Officer John Shreiber, back from my Fort Carson, Colorado, days, creating the first paralegal 71D-MOS producing course for the Army.

During an inspection visit, General Persons asked if he could do anything for me. I volunteered to become an instructor at the MOS producing course back in the states. Just before rotating back to states I received my promotion orders for Specialist Seven out of the secondary zone and transferred to Fort Benjamin Harrison, Indiana. There, I replaced a master sergeant that I would call R.O.A.D, retired on active duty. There is nothing worse in the Army, or anywhere else, than when you have got to go to work for somebody that is retired on active duty, a person who is just there for a paycheck. It is a disservice, a total disservice. It is a total disservice to the Army and our country. But what do you do? You are going to run into bad leaders, are you not? You have to work around it, you have to work over it; under it, any way that you can, and get the hell out if you need to, but do what you need to do. I knew I could outwait him. And outwait him I did. He was transferred to his terminal assignment and I became the chief legal NCO.

With new replacement officers and enlisted paralegal instructors, we reinvented the basic paralegal legal MOS-producing course. I was also able to use much of the material that was originally developed at my prior duty station. We came together as a group. We wrote new self-test booklets. We wrote new self-paced guides, booklets, and television video program instructions. We did innovative things that I did not think were possible. But I did not do it all; it was the people that worked for me who did it. What I learned to do early on in my career is that if you empower people who work under you and you set expectations, you can accomplish great things. Never forget that is your charge as an NCO. Mentor—you must mentor your subordinates. And you must also stay in touch with your fellow NCOs. The JAG Corps is a small family within the overall Army family. It often will help you to know each other in case you need assistance in performing your duties. In this age of high technology, it is easy to stay in touch and support each other.

I need to share something with you that at my age I am not too crazy about many of the technological changes that are coming at me. I was on a tour bus in Egypt. Egypt is still a very dangerous place. We had a policeman with us, and he carried a machine gun. We were going to Saint Catherine's, a monastery, near Mount Sinai when the bus broke down. It was ten at night, pitch dark out in the middle of nowhere. I am sitting there wondering how this is all going to play out. You do not want to be sitting out in the middle of the desert in the middle of the night with people that you really do not know. As I looked over across from me, and I noted a woman sitting with a Samsung tablet, and she

was communicating back home to America with this tablet. Our bus had Wi-Fi capabilities through satellite. I am going to have to buy one of those tablets for my future trips to stay in contact with the outside world. The reason I was fascinated with what I saw was that it made me think of Vietnam when the average letter took well over a week to get to you.

After I got out of the Army, I went to work for an engineering company and our headquarters was in Atlanta, Georgia. I never forgot the speech that our communications director gave us. He said, with technology, you either go with it or you become road kill on the road of technology. And there is truth in that. You have to use it. I mean, now I check my checking account, investments, anything and everything over the Internet. It is become part of us. We cannot do without it. We all need to stay up-to-date with the changes in technology.

Anyway, let me skip back to my time at Fort Benjamin Harrison. One day, a young colonel from OTJAG at the Pentagon came out to visit us; he wanted to see how well our paralegal course was going. I found him to be a very interesting person. His name was Colonel Suter. Major General Suter, as he was to become, asked many questions. We discussed problems with the assignment process of enlisted personnel, people not going where they needed to go, and career enhancement of enlisted personnel. I made some suggestions and I thought I would never hear from him again.

One day I received a call, and was asked if I would like to volunteer to go to Washington, D.C. They were thinking about assigning a 71D enlisted person at the Military Personnel Center (MILPERCEN). At that time MILPERCEN handled the career assignments and management of all enlisted paralegal personnel. I had to think about that one. What is the risk? Big time. If I do well, I will be fine; if I do not do well, I will be relegated to places unknown on the planet. More importantly, though, the Army did not pay as well as it does now. The Washington area is an expensive place and my quarters allowance at that time would only cover about half of what it costs to rent a place about 40 miles from where you worked. I hoped that my selection for promotion to Master Sergeant would cover the additional housing expenses.

MILPERCEN was an interesting place. The agreement went like this: My rater would be an Adjutant General Sergeant Major. I was expected to work in an advisory capacity at MILPERCEN. My reviewer was the Chief of PPT&O. But I lucked out. The MILPERCEN Branch

Sergeant Major took me under his wings and treated me like his long-lost son. I had to learn a lot of things. In that position not only did you have to know about assignment steps and processes, staffing guides, you had to know their system operated, and you had to know a host of Army regulations that I had never dealt with before. I was also in charge of the maintenance of personnel 201 files.

I sat on elimination and promotion boards. I refused to vote to eliminate any soldier that served 18 years, unless it was something really dastardly or outrageous, that he be kicked out of the Army. Why? Because he would not be entitled to retirement pay for the number of prior years he had served honorably. I learned about slots. I learned about job descriptions, their importance, budgeting, staffing guides and the importance of validating TOE and TDA staffing positions. It truly turned out to be a wonderful career, eye-opening assignment for me.

I do not know who does this job now for the enlisted side of the Corps, but whoever has that job, it is a hell of a good job, and you can do a lot of good for a lot of people—and I did.

We had to go clean up the MOS. And I will share this with you: When I looked at a personnel file and somebody was just hanging in, in other words “retired on active duty” I had a special place for them, and that was the Yuma Army Proving Grounds. We started to move people that were homesteaders. We rewarded soldiers with career enhancing assignments at places that they wanted to be. In other words, we put the “P” in personnel.

One thing I want to mention is that when I was at Fort Benjamin Harrison, great changes were taking place. We started getting more women in the military. That was a phenomenon. Why? Why were we getting so many women? Because we were changing over to become an all-volunteer army. The manpower pool dictated that the male force would not be available to meet the needs of the Army; therefore, the Army started recruiting more women. That brought in problems. I saw that later on in the assignment system, because we had mothers with children that if you put them on orders, guess what happen? They did not want to go. I would think that these problems have resolved themselves.

We had to make great changes to accommodate women in the Army. A lot of men did not want women in the Army. I am very pleased to see

a general officer here today, a female general officer. I never saw that in my whole career in the JAG Corps. It is a proud moment for you ladies out there, a very proud moment. The other thing is I have three daughters. My daughters deserve the same pay that any man does, would you not agree with that? And therefore, in the Army, they should be treated the same in all respects.

Anyway, my assignment at MILPERCEN turned out to be a truly rewarding assignment. I learned to see how the Pentagon operated. I had a great supervisor who later became a two star general. I learned many things, met many people. And at that point in time, I was thinking of getting out of the Service, but was selected to attend the Sergeants Major Academy. Whoa, that was a big moment for me. And the reason why it was a big moment for me was I was the first 71D/E legal clerk/court reporter selected to attend the Academy.

The Sergeants Major Academy is located at Fort Bliss, Texas. What I liked about the Academy is it made me get off of my laurels. Upon arrival you take a battery of academic examinations. Passing all of the tests with flying colors I was allowed to take college courses in addition to carrying a normal course load. It was not easy taking college courses at night in addition to your regular academics. The hard work paid off in that I finished two years of college work that I was unable to pay for before joining the Army. I received an Associate's degree from the El Paso Community College. The point I like to make is that it got me going again. I thought that if I can do well here, I needed to continue on because I was thinking about getting out of the Army in a couple of years. I needed more than just two years of college.

I am here to tell you folks, since this sequestering business is going to slow things down and you are not going to transfer as often, you need to work on your education and get all of the education that you can get before you get out of the Army. There are a lot of people that say you do not need a degree; that is malarkey. I am here to tell you, if you want a good job and there is competition for you out there, the average person just about, in the metropolitan area of Washington, D.C., needs to have at least a bachelor's degree. If you plan on being in management, it would behoove you to start working on a master's degree—you see what I am getting at? Now, I am not saying that everybody's got to be a college graduate, because we darn sure need good mechanics and other people that fix things or you want to follow your dream to raise horses, chickens, dogs, whatever you want to raise out there; but if you want to

get one and improve yourself, now is the time to do it. It will make you a better soldier, for one. It will make you more confident. It will allow you to do things that you would normally not otherwise be able to do.

Upon graduation from the Sergeants Major Academy, I was reassigned to HQ, FORSCOM. Forces Command at Fort McPherson, Georgia, controlled all of the combat units in the continental United States. What did I end up doing as a paralegal? Not paralegal work. Guess what? When you are assigned there, you work manpower structures, staffing guides, and validate JAG officer and enlisted positions for installations belonging to FORSCOM. It was very important work in that it was a constant struggle to validate and maintain JAG officer and enlisted positions within all of the installation in the continental United States. While stationed at Fort McPherson, I finished the requirements of a Bachelors Degree by going to night school.

The best unit assignment of my career was with the 8th U.S. Army, located in Korea. I really fell in love with Korea. The reason was that I was directly and indirectly in charge of seventy-seven enlisted paralegal within the command. The first thing my colonel said to me upon arrival was, "Sergeant Major, the enlisted personnel are yours, you take care of them." I liked to hear that. If you want to be a great officer, that is what you need to do for an NCO, put him in charge. To do otherwise is to do him wrong. You cannot develop good NCO's unless you put them in charge and hold them accountable.

I was in charge of seventy-seven people, and I had them all over Korea. I must have visited several times every unit that existed in Korea. We had MOS training throughout the command. I understand the Army no longer has the annual MOS test. I think the Army made a bad mistake by doing away with MOS testing. I like MOS testing in that it shows that you are proficient within your MOS and that you are also proficient at your skill level. Back in those days you received a monetary bonus if you scored high enough. I liked Korea so much I brought my wife over for a visit. For those of you that are married, a spouse certainly is an important ingredient to your career. I am blessed, I have been married since 1967 to the same woman, and she still fascinates me today. What I am trying to say is it is good to have family. Never forget your real family because they are a part of your career.

When I came out of Korea, I was assigned to First Army, Fort Meade, Maryland. First Army was an interesting assignment, because I

had never worked with the Reserves before. Do we have any folks here from the Reserves? My hat's off to you, it really is. I never thought that the Reserve components would take the brunt that they have in the last two wars of this country. I liked working with the Reserves; interesting, something new. And then eventually I ended up being the Regimental Sergeant Major. I went back to the Pentagon. I liked the job, I worked for wonderful people, I will never forget those people; but it was time for me to go. I also needed to make some money to get my kids educated, because I did not want them to start like me—in debt.

I received a wonderful job offer that I could not refuse. And the guy who recommended me to this retired colonel was a warrant officer, JAG warrant officer, named Dennis McCormick. I am sad to say he is no longer with us. I loved my career, and so what I want to leave you with is: Mentor yourselves, get all of the education that you can; but more importantly, to be a success, truly mentor other people and stay part of the family.

Thank you very much.