

# General answers questions about women in Army



photo by Bob Crockett

Brig. Gen. Myrna H. Williamson

Brig. Gen. Myrna H. Williamson, Deputy Director, Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, Washington, D.C., was the featured guest speaker at the Greater Stuttgart Military Community's first dinner celebration in honor of Federal Women's Week. The dinner, held at the Robinson Barracks Community Club on March 8, was hosted by Community Commander, Maj. Gen. James B. Allen, Jr. The occasion and the presentation by the female general officer, of which there are only four in the entire U.S. Army, attracted over 160 attendees from throughout GSMC.

Following her entertaining address to the group, GSMC Command Information Officer, Lois Giovacchini, conducted an interview with Williamson. The topic was the future of women in the military.

**CITIZEN:** Are opportunities better today for women within the Army?

**WILLIAMSON:** In the Army, as you

probably know, the high 80 percent of the enlisted military occupation specialties (MOS) are open for women, about 91 percent of the warrant officer positions and about 96 percent of the officer MOS are open to women. I think that the Army has come a long way in opening opportunities for women. Also approximately 51-52 percent of all positions within the Army can be filled by females or are interchangeable. So I think we certainly have enough positions and opportunities out there.

That does not mean that we are looking to fill all those positions with women. That is not what those statistics say. Instead they say that these positions have been identified interchangeably so that they're not just in the combat arms. Therefore these positions can be filled by women or men. The opportunity is here for Army women.

The military has long been in the forefront of equal opportunity and opening of non-traditional positions for women.

**CITIZEN:** What's the most important thing for women as they try to advance within the Army hierarchy?

**WILLIAMSON:** Well I wouldn't give any different advice to women than I give to any soldier, enlisted or officer, who asks for guidance concerning career advancement. Besides being tactically and technically proficient, which goes along with the territory, I believe that advancement really is a matter of being a team player, being dedicated to the cause, having a positive attitude. When you see a job to be done do it, taking every opportunity to learn, and being part of the solution. Anyone can be part of the problem, but you will be beloved if you can come in as part of the solution.

I also believe that it is absolutely vital that you have a sense of humor. If you can't have a sense of humor and have fun doing what you're doing, then maybe you would be better off in something else. I say this because what the Army is all

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# STUTTGART Citizen



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GREATER STUTTGART MILITARY COMMUNITY

Monday, March 20, 1989

## News Briefs

### VAT payment change

Effective Monday, 20 March, GSMC customers will make their \$4.00 VAT relief transaction fee at any Merchant's Bank/Community Bank location. Payments will no longer be taken at VAT locations.

This system allows customers to pay all VAT fees at their community bank office. Refunds of the \$4.00 VAT relief fee will only be made prior to the tax relief office initiating the transaction. Customers must show their receipt to the bank for the VAT refund.

### Maryland registration

Register for upcoming courses with the University of Maryland European Division between March 20 and March 31.

Term 4 will begin April 3. Registration for weekend seminars will continue throughout the term.

Financial aid is available. Members of the U.S. Armed Forces, employees of the U.S. government, and their family members are entitled to register if they meet admission requirements and may choose from evening and weekend classes, seminars, and other courses and programs.

Interested persons may see the UM field representative at the nearest education center and ask for flyers detailing the various course formats and schedules.

### Imprest Fund closed

The Imprest Fund located at Robinson Barracks, building 111, Room 111, will be closed from March 20 through March 31.



photo by Lionel R. Green

### Stunning Stallionettes

The Stuttgart High School Stallionettes finished fourth in the Cheerleading and Drill Team Competition held at Mannheim recently. The Stallionettes are (from left to right): (bottom row) Missie Rivenbark and Vicki Mungia; (second row) Jenny Gilmore, Andrea Stuart, and Dawn Watson; (center) Tammy Youngren; (top row) Julie Carter, Rosie Huddleston, Bridgette Williams, and Deanna Lay.

### The NCO Corps:

How it  
began

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Stallions  
gear up  
for finals

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## Outlook

# Commander's comment Recreation programs offer variety and fun

Entertainment and recreation are vital elements in the quality of life in the Greater Stuttgart Military Community. Our program provides soldiers and their families with a wide range of activities.

This myriad of recreational opportunities are beneficial to everyone.

Soldiers and their families can relax and enjoy quality time together, while the overall Army gains a more productive and better adjusted member of the team.

Spending leisure time with family, friends, or even new acquaintances is fun and exciting. More than that, however, it is a way to handle work related stress and anxiety. Recreation and relaxation are important factors which contribute to the well-roundedness and contentment of Army personnel.

Individuals have certain basic needs which they satisfy during their leisure hours. These fundamental needs include being creative, acquiring new skills and experiences, developing and improving oneself, and exercising previously acquired skills. Recreational activity provides people with an opportunity, outside of the work environment, in which they can succeed.

In GSMC, the Community Recreation Division (CRD) manages the majority of entertainment programs. In almost all cases it is easy and inexpensive



to participate in any program that interests you or your family. Why sit in your quarters, feeling bored, waiting for something to happen, when a world of entertainment and fun is readily available.

One of the premier programs within CRD is the Arts and Crafts Branch, which includes artistic crafts, auto crafts, woodworking, photography, framing, fabric crafts and more. Arts and crafts specialists with extensive training and experience are available in every craftshop. These experts can assist you in learning something new or just honing your skills. Professional staffers who really care about people make our program one of the best in USAREUR.

The Entertainment Branch is another vibrant and active program for leisure. The program has very limited staffing but is fueled by the energetic participation of numerous volunteers who work as actors, directors, choreographers and technicians. This team successfully produces between six and eight theatrical shows annually. Participants and spectators come together to share the joy of creativity, drama and performance.

The Outdoor Recreation Branch offers members of our community a chance to truly experience our German surroundings. Whether you enjoy skiing, windsurfing, volksmarching or any other outdoor activity, this program can assist you with trips, classes and equipment. Like all the CRD programs, Outdoor Recreation attempts to keep their activities and equipment check-out affordable for all servicemembers.

What else is available? Day trips to a broad range of destinations are offered by local recreation centers and

the USO. There are day trips for shopping, touring, visiting historical sites, and learning more about our German hosts.

For longer trips the Information Tours and Travel office is the place to go. ITT offers the winning combination of convenience and economy. Community residents can visit one of several on-post locations and book a low cost tour to just about anywhere in Europe.

For relaxation closer to home, visit your physical fitness center. You can join in a sports game, aerobics, jazzercise, or workout individually.

For those in the community more excited by spectator sports, there the sensational community competitive sports program. For a real thrill catch the basketball action of the Stuttgart Stallions, the reigning USAREUR champions. Spectators share a strong sense of community pride and esprit de corps when watching these first-class athletes.

The recreation and entertainment opportunities available within GSMC are even more diverse and numerous than the few examples cited here. Whether you like to create, act, watch, travel, play, or read; the numerous facilities and skilled personnel in our community are at your service. And service to soldiers and their families is the number one priority within the Community Recreation Division.

No matter what your leisure time interests, your community recreation professionals can help you find a way to pursue them. What are you waiting for? Treat yourself to some enjoyment and relaxation, you deserve it.

Take care of soldiers.  
Maj. Gen. James B. Allen, Jr.

## Chaplain's Corner

# Why the Jewish community looks to Book of Esther

by CH. (Cpt) Stanley H. Schwartz  
GSMC Jewish chaplain

Monday night, March 20, 1989, around the world, with the full moon shining, Jews will gather to read the story of Esther from Bibles and hand written Hebrew scrolls. They will celebrate with more joy than on any other holiday of the Jewish calendar. They will blow horns, bang on drums, spin noisemakers, stomp their feet, shuffle their shoes, and have a wonderful time drowning out the name of Haman, the arch-villain, each time his name is read. That's a lot of commotion for a book which doesn't even mention the word God! It even makes people wonder how Esther got into the Hebrew Scriptures. This article explains why there is so much celebration of a story set so long ago in ancient Persia.

The story of Esther has remained a favorite with the Jewish people for more than two thousand years because it affirms their victories over enemies, who seem to arise in every generation to destroy them. They celebrate so noisily and joyfully because they have survived when most of their enemies have disappeared. There are no Amorites, Hittites, Philistines, Assyrians, Romans, Torquemadas, Chelmnitskys, and Hitlers to threaten Jewish existence. Jewish survival over all of these oppressors reassures the Jews that they can outlive any enemy with Divine providence. The very absence of mention of God in the book emphasizes the hope that contemporary Judaism can survive all the more because the Jewish people today rely more than ever on Divine help.

Another aspect of the celebration of this Purim holiday is the pride Jews feel in the existence of Israel, as a mod-

ern nation state. Its survival under attack in four major wars since the nation's rebirth in 1948 highlights what modern Jews can accomplish. Their ancestors could only dream of a return to Zion. This generation has lived to accomplish more than a mere return to the Holy Land. This generation has rebuilt it, reforested it, revitalized it, diversified it, and fortified it against attacks from all sides. There is a feeling of prophecy fulfilled in the hearts of Israelis. There is a new pride in the Jew's ability to fight ... and to win!

That happened once since the time of David, the nation's second king ... 2,800 years ago. Hanukkah celebrates that one victory, when Judah Macabee led his people in a successful war against the Syrian army, twenty-one hundred years ago. Naturally, Jews around the world applaud those accomplishments, even as they celebrate this ancient holiday. It all becomes woven into one delightful celebration. Annihilation has been turned into jubilation. The threat of extinction for the Jews has been overcome by a renewed existence on their own, ancient land. Now that's something to shout about!

As today's Jews drown out the mention of Haman, they shout in victory over all who threaten their existence. And their joy has the ring of thanksgiving for the opportunity to live in freedom in almost every nation in which Jews reside today. The celebration voices the hope that someday everyone will live in liberty, contentment, and peace.

The Jewish Prayer Room at Robinson Barracks Community and Religious Activities Annex will be a noisy place at 7:30 p.m., Monday, March 20, 1989. Every Jewish member of the American community in the Federal Republic of Germany is invited to join the celebration and to "nosh some Hamantaschen" (Eat the special pastries, named for Haman's pockets.) It will be time to read the Book of Esther again.

## Do You Know

The price per acre of the Louisiana Territory, bought from France by President Thomas Jefferson in 1803?

2 cents  
(\$15 million, total)

## Detective Tails



PRODUCED AT MWR MARKETING & ADVERTISING



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# GENERAL

From Page 1

about, is people. It comes down to the fact that if you don't like people, and particularly as you develop into leadership roles, if you don't like to take care of soldiers and get involved in helping people with their problems, then the Army is probably not the right place for you. Because no matter how you dress it, equip it, maintain it; the Army is people.

**CITIZEN:** What do you see in the future for women in military service?

**WILLIAMSON:** A great many opportunities are now open to women in the Army. However, a great thing will happen within the officer corps.

Since women in great numbers only started entering the Army about 10 years ago when West Point and ROTC were opened, the large majority of women officers within the Army today are in the junior ranks. The Army will see will be more

and more women moving into the higher leadership ranks as they stay in service long enough to have time in grade and so on to move ahead. This change is coming because of the numbers.

Right now the numbers are thin at the top. I remind people that we don't hire in at the top. We hire in at the bottom, and we train all the way up for both officers and enlisted personnel. It just takes awhile for people to stay around long enough to get there.

**CITIZEN:** Currently the highest rank held by women within the Army is brigadier general. How hard is it for women to move beyond the one star level?

**WILLIAMSON:** The Army considers all brigadier generals, not in the specialty course, for advancement to the two star level soon after they become generals. However, these promotions are made strictly on the basis of the needs of the Army. It is not a matter of male or female, it's a matter of needs of the Army. If you happen to be in a branch or career field where the needs are very limited, then it

has nothing to do with gender, it has to do with needs of the Army. So many times people do not realize that the needs of the Army and readiness are what the system is all about.

**CITIZEN:** Do you feel that sexual discrimination is still an ongoing problem within the Armed Forces?

**WILLIAMSON:** Sexual discrimination is present in the Armed Forces, in society, in the way some people grow up. There is probably no organization that is working harder to identify it, to change attitudes, to get rid of it, than the Army is. We are educating people and taking action against abusers and re-abusers. That speaks very well that we will not tolerate people being treated with less than dignity. We want to use the abilities of all our soldiers, male or female, and we do that with a healthy respect for each other.

The Army has publicized through the chain of command how soldiers can report incidents, both formally and informally, and that's good. But you also need to step in when someone treats you in a way that

you don't appreciate and just tell them.

People come from all different backgrounds and may not realize that their behavior is not acceptable. There is an ongoing education process which relates to standards and acceptable conduct. In the military, sexual harassment and discrimination are not acceptable behavior. With the Army's continuing turnover, people coming in and moving around, it is something about which we all need to be reminded.

Equal treatment and respect for each other are essential.

**CITIZEN:** What is important about observing Federal Women's Week and Women's History Month?

**WILLIAMSON:** It's a time to recognize the contributions of women throughout our history which may have been overlooked. For me personally, it is a time to share my experiences, perceptions and insights which in turn might make others stop and reflect, and perhaps change some ideas. It's important to me to have a time to share.

## Cholesterol:

by Maj. Jane T. Imholte, R.D.  
Chief, Nutrition Care Div.  
5th General Hospital

Heart disease kills more than half a million Americans each year — that's more than from all forms of cancer combined! Yet most people don't take action to prevent heart disease until someone close to them has a heart attack or a blood test reveals a dangerously high level of blood cholesterol.

Everyone over age 20 should have a serum (blood) cholesterol test at least every five years. If it is 200 mg/dl or more, the next step is an evaluation for other risk factors such as family history of early heart disease, hypertension (high blood pressure), stress and exercise habits. The focus here is on blood cholesterol rather than dietary cholesterol because factors other than food can influence heart health.

Diet, however, is still the primary treatment to lower blood cholesterol. But the emphasis has shifted from limiting just dietary cholesterol to **limiting total fat**. Saturated fats (like those found in animal products, coconut and palm oils), more than cholesterol, cause blood cholesterol levels to rise. In fact, cholesterol in food is more threatening to heart health when combined with saturated fat.

The American Heart Association (AHA) now recommends no more than 30% of total calories from fat, equally provided by saturated, polyunsaturated and monounsaturated sources. Most people have no idea how much fat they eat, let alone how much of each type! A dietitian's advice: build more meals around healthful low-fat foods.

Some suggestions: all fruits and vegetables (go easy on avocados and olives!), breads and cereals (preferably whole-grain), rice, and pastas (watch the type of sauce!), pretzels, crackers (but these vary greatly in fat content; check out the nutrition label), lean meats, fish and poultry (baked, broiled or roasted . . . not fried!) and low-fat dairy products like low-fat milk, yogurt, and cheeses (most are high-fat, so limit your portion size).

How about some cooking tips?

INSTEAD OF:

cream  
buttered bread crumbs  
flour & fat thickeners  
sour cream  
potato chips  
ground beef  
cheddar or swiss cheese  
whole egg  
bacon  
sirloin or chuck steak  
schweineschnitzel  
ice cream

TRY THIS:

evaporated skim milk  
high-fiber cereal  
cornstarch or flour & water  
plain low-fat yogurt  
pretzels  
chicken breast  
part-skim mozzarella  
2 egg whites or egg substitute  
Canadian bacon  
round or flank steak  
schweinebraten  
sorbet, ice milk

So, that's it in a nutshell. Your dietary choices can, and do, make a difference in your overall heart health. So if you haven't had your cholesterol checked yet and you're over age 20, ask your physician.

Your heart will love you for it!

## Dietary choices can determine likelihood of heart disease

### Regular meals, nutritious snacks build physically fit children

by Mary Owen, R.D.  
Clinical Dietitian  
5th General Hospital

"If you don't eat your spinach, you won't get any ice cream," exclaims a mother to her obstinate three-year-old. The child puts a bite of spinach in her mouth, her nose wrinkles, her eyes fill with tears and the food long renowned as Popeye's sole source of strength ends up splattered across the dinner table.

The trials and tribulations of feeding a preschooler are often compounded by well-intentioned parents, who, believing they are doing what's best for the child's health, go to extremes in insisting their child eat, and like, everything offered.

Healthy preschoolers are broadening experiences and learning rapidly. They are becoming very independent, wanting to do things their own way. This might include steadfastly refusing to eat one day or strange food "jags" — eating one food every chance they get. Unusual food combinations, a distaste for combined meals (casseroles, stews, soups, etc.) and appetite fluctuations are also common behaviors.

Young children are fairly good judges of how much they need to eat, usually eating when hungry and stopping when full. They thrive on routine, so regular mealtimes are advisable. Snacks are an important part of the preschooler's meal plan. Nutritious snack foods, served with three small meals, provide the nutrients and calories growing children need and often cannot get in three large meals. Muffins, toast, cheese, raw vegetables, fresh fruit, yogurt, frozen juice popsicles and peanut butter crackers are healthy snack choices.

If your child isn't eating well, the following tips might help:

1. **Children learn a great deal by modeling adult behavior.** Show your preference for nutritious foods by eating a well-balanced diet.

2. **Children enjoy company.** Eat with your child instead of putting the food down in front of her while you do other things. Just like adults, children like an attractive table. Colorful napkins, pretty dishes and candles can be the incentive some children need to eat better.

3. **Serve child-size portions.** Children are not little adults, so don't compare their intake with yours.

4. **Timing:** Avoid allowing your child to fill up on liquids right before a meal.

5. **Offer opportunities** for your child to be involved in meal preparation. Often this helps develop an interest in food.

6. **Avoid making a fuss** when your child doesn't eat. If mealtime becomes a battleground your child will soon develop an aversion to all foods.

7. **Avoid using food** as a reward or a punishment.

If you are concerned about your child's growth, ask your pediatrician to show you how your child is doing according to the growth charts kept as part of the medical record. If your child compares well to others of his or her age and sex and the growth rate has been consistent, it indicates that he/she is in good health and is receiving adequate nutrition. If, on the other hand, there has been a drop-off in the expected increase in height and weight, you should discuss this further with your doctor. Often the doctor will refer you to a registered dietitian who will assess your child's nutritional status and make recommendations for improvement.

## 'One-stop recreation' at Flak

The newest idea in Morale, Welfare and Recreation services made its entrance into GSMC at the Flak Community Club recently. Soldiers stationed at Flak will now be able to participate in, or register for, MWR services right in the club.

With a community as large as GSMC, it is difficult to participate fully in all the programs and facilities that are available. Community Recreation Division chief Jack Ruth determined that there was a "need to make more efficient use of existing resources and that centralizing recreation information would be a positive step toward that goal."

This program, which is designed as a "one-stop recreation facility" is a trial project. Its purpose according to Tammy Milkes, recreation specialist for this project, is to

"make access to recreation programs easier. Instead of having to go to many different facilities to take advantage of these programs, community members will now be able to use the Flak Community Club to choose the programs that best suit their needs."

Having a "one-stop recreation facility" will make MWR programs and facilities more attractive by eliminating the inability to participate due to lack of availability, transportation or information.

Perhaps Greg Nagorski, manager of the Flak Community Club, said it best by calling the trial program "an innovative approach to combining recreation services with military club activities, allowing for better service to community members."

(GSMC Marketing and Advertising)



# Sleuth detects hidden clues to personality in handwriting traits

by Steve Snyder  
Stuttgart Citizen staff

Staff Sgt. Thomas Thornburg, A Co., 307th Military Intelligence Bn., is passionate about handwriting. Obscure lines, eccentric slants and abnormal letter formations turn him on. For Thornburg, the phrase "different strokes for different folks" is more than just a hangover from the 1960s. They are, instead, words to live by.

Thornburg is an experienced document examiner who holds membership in the International Graphoanalysis Society. Although he's worked professionally in the detection of forgeries, Thornburg's deeper interest lies in analyzing handwriting to decipher character traits revealed by the writer. In his view, you are what you write.

"When I was 16 years old, a document examiner came to my hometown and analyzed my handwriting," he recalled. "I was amazed by the revelations she revealed."

His interest piqued, Thornburg read books over the years before finally completing a course in 1988 sponsored by the international Graphoanalysis Society. His expertise led to involvement in seven cases since then, mainly dealing with forgeries or authentication of signatures.

Still, Thornburg prefers plying the more colorful aspects of handwriting analysis. He recalls the time when "a principal of a school called to find out who had written an anonymous letter." Thornburg identified the writer, nailing

the culprit by studying dozens of handwriting samples collected from written documents.

On another occasion, the gregarious graphologist double-dated with another couple at Fort Devins, Mass. He noted that his counterpart had sloppy handwriting and was, in fact, a slob. The object of the slob's affections, though, was a neat freak. Thornburg predicted, privately, that the twain would never meet. And they didn't.

Some marriage counselors make use of handwriting analysis, Thornburg said. Insurance companies, too, use it on occasion to investigate claims fraud and prospects for insurance underwriting. "Corporations sometimes use handwriting analysis for placing people in management and production," he added.

Cracks appear in Thornburg's furrowed brow when he's questioned about the validity of handwriting analysis. "It's not a parlor game. It's recognized as an accurate assessment of one individual's response to his environment," he said.

"I love it when people are skeptical and then seemingly overwhelmed by insights" obtained through handwriting analysis, Thornburg said, the chill evaporating from his grey eyes.

The 42-year-old native of the New York City area joined the Army in 1975 after a stint in the Navy and time spent in college in Oregon. He's considering offering a course in handwriting analysis to interested parties at Kelley Barracks in the future and, of course, intends to further hone his skills in that area.

You are, after all, what you write.

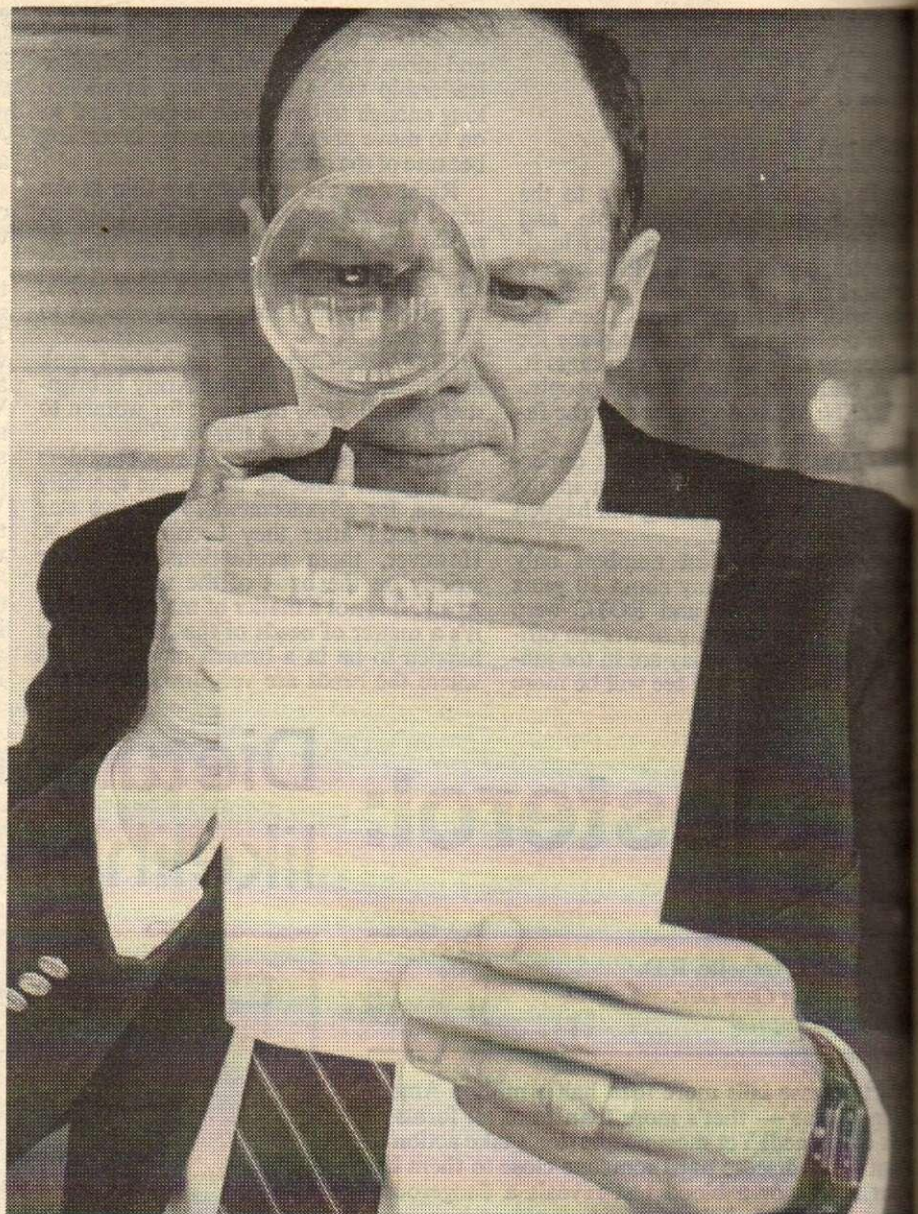


Photo by Bob Crockett

Thomas Thornburg scrutinizes handwriting samples contained in a pamphlet describing Graphoanalysis.

## You are what you write

*George Washington slept here.*

*George Washington slept here.*

*George Washington slept here*

The following analysis of handwriting samples was done by Staff Sgt. Thomas Thornburg, who concentrated on the letter "p" in preparing his evaluation. Writer No. 1's "p" indicates a person who is very responsive to others and an individual who is quick to react to problems which arouse his interest. The upstroke on the "p" demonstrates some resentment and the point on the upstroke hints towards argumentative ability. There is a loop in the downstroke which is pronounced. This indicates a person who enjoys physical activity, and attempts to work out his problems through the same. Writer No. 2's handwriting demonstrates consideration and empathy, modified with common sense. The "p's" long upstroke reveals some resentment while the high point towering over the round buckle indicates, like No. 1, argumentative talents. The careful retracing of the "p's" lower loop shows a desire for precision. In short, writer No. 2 is an individual who states clearly what he/she wants and is not about to give in easily to others who are less knowledgeable. Writer No. 3 is an enigma. The connecting stroke on 3's "P" reveals a person who does not harbor resentments but, at the same time, indicates an individual who prefers to pour oil on troubled waters rather than argue facts. The carefully retraced lower loop shows an ability to be exact in matters of observation.

## Graphology

### New slant to letters

Graphology "shows how a person will respond to others," according to Staff Sgt. Thomas Thornburg, A Co., 307th Military Intelligence Bn., Kelley Barracks.

But how much does it show? Although some general traits of personality may be expressed in an individual's writing, the majority of psychologists deny that handwriting presents a detailed expression of personality. They tend to dismiss graphology as a pseudo-science.

Thornburg disagrees. Although he carefully avoids making extravagant claims for the discipline, he doesn't share the scientists' disdain. In fact, practices it.

After a subject submits a long, pencil-written statement written on unlined paper, Thornburg evaluates the slants of particular letters to determine revealing personality characteristics. He measures degrees of slants with an emotional response gauge, which resembles a slide ruler.

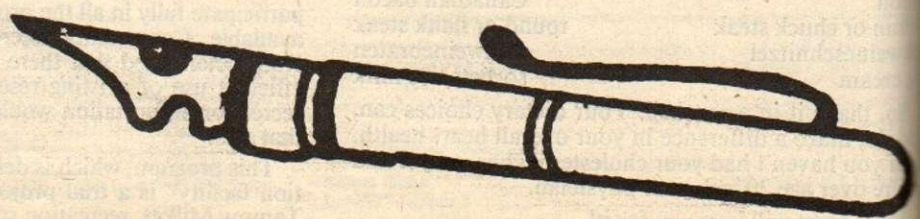
A slant running straight to the left would indicate extreme self-interest on the part of the writer. One going straight to the right demonstrates a person who commonly reacts to others with an emotional response — positive or negative.

Sloppy writing, when the baseline of handwriting collides with letters on the next line, reveals an individual who has difficulty making decisions, according to Thornburg. People whose writing is clear and meticulous have tendencies both to be generous with their time and to exhibit musical ability. Printers, in Thornburg's estimation, like to organize things.

A person's political persuasion can even be hinted at, in Thornburg's view. Liberals generally write all their letters at approximately the same size while a conservative's handwriting evinces letters displaying a fondness for hierarchal proportions.

In analyzing handwriting samples, the letter "o" assumes special significance. Thornburg calls it a "communication determiner." If the letter is left open it's like a mouth being open — the writer likes to talk. Silent types, conversely, close their os.

Today, scientific and legal circles accept handwriting analysis as a valid tool in determining the authenticity of an individual's handwriting samples. But they do not regard handwriting analysis as an accurate assessment of a person's personality or character, according to Sgt. Vincent Ray, legal NCO for the Stuttgart branch office of VII Corps, OSJA.





## Year of the NCO

# Soldiers shaped by Prussian ethic

...turned after the British model, the Continental Army had officers appointed or elected to command or on staffs. Sergeants (SGTs) appointed or elected from the ranks as subordinates to commanders and staff officers. But regulations, duties, responsibilities, and standards were not set until Baron Von Steuben and George Washington's staff general.

Von Steuben began working at Fort Mifflin where Washington's army was then camped. His "Regulations for the Army of the United States," written in 1779, became the official manual for the next 100 years. Commonly known as the "Blue Book," it described the basics of drill, field operations, drills, and organization, including the role of NCOs:

*The choice of noncommissioned officers is ... of the greatest importance: the order and discipline of a regiment depends so much on their behavior that much care cannot be taken in selecting none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with a neatness to their dress, are indispensable requisites; a spirit to command respect and obedience from the men, an expertness in performing every part of the exercise, and an ability to teach it, are also absolutely necessary.*

The "Regulations" described the sergeant major's attributes: the sergeant major, being at the head of the noncommissioned officers, must pay the greatest attention to their conduct and behavior, never conniving at the least irregularity committed by them or the soldiers, from both whom he must exact the most implicit obedience. He should be well acquainted with the interior management and discipline of the regiment.

He also issued instructions for the first sergeant (1SG) of a company: the soldier, having acquired that degree of confidence of his officers as to be appointed first sergeant of the company, should consider the importance of his office; that the discipline of the company, the conduct of the men, their exactness in obeying orders, and the regularity of their manners, will in a great measure depend on his vigilance. He should be intimately acquainted with the character of every soldier of the company, and should take great pains to impress upon their minds the indispensable necessity of the strictest obedience, as the foundation of order and regularity.

Von Steuben's "Regulations" are no longer in effect, but they're still applicable. The organization he formulated and the traits he described are as valid today as they were 200 years ago. In his day, NCOs were promoted from the ranks to assist and complement officers in the discharge of their duties. They still are. Responsible for the missions, they fought, and trained and led for the soldiers, and maintained the equipment entrusted to them. They do.

### CHANGING TIMES

When Von Steuben wrote the "Regulations," war was slower and less complicated than it is today. Battlefields tended to be more defined, and the span of control was tighter. Weapons had shorter ranges, and travel over great distances took longer.

Formerly, Army peacetime activity was divided between garrison and the

field. Collective training took place in the field. Maintenance and support activities took place in garrison. Gradually, many other tasks and missions began to compete with training and maintenance, blurring the distinction between field and garrison duties.

In years past when war was not so immediate, we had sufficient time to gear up for it. For example, during the Indian wars, units often formed for specific campaigns and trained for as much as a year before they actually deployed. Since then, we have had less time to mobilize, which created additional problems for the NCO corps. Rapid expansion at war's onset scattered NCOs throughout the Army. Rapid promotion due to an expanding Army requirement and subsequent battle losses further eroded the NCO corps and lowered the overall level of leadership and technical expertise.

Formerly, leadership and technical skills were acquired from experience and handed down from more experienced NCOs to newer ones. On the positive side, NCOs usually stayed in the same units for long periods, providing stability and passing on traditions and experience directly to junior NCOs and enlisted persons. On the other hand, policies concerning assignments, promotions, education, and other personnel management decisions were ill-defined and much more arbitrary than today's policies.

During recent wars, newer NCOs, appointed because of immediate need, learned quickly and performed adequately. Many NCOs, however, did not have the required experience and training to cope with all the new tasks of the peacetime garrison environment. Newer, more complicated equipment demanded even more training and compounded the problem of inexperience in the NCO corps. Unit stability was often lost. More enlightened leadership and more difficult technical skills were required. This cycle was repeated after each war in the twentieth

century. Each cycle resulted in a loss of some job knowledge and greater supervision of NCOs by officers.

The Army retains the "direct-agent" relationship with the president. It is the basis for commissioned officers' legal authority and their placement in positions of authority in the Army organization. Their appointments and promotions require presidential recommendation and congressional approval.

NCOs, selected from the soldiers ranks, do not derive authority from commissions. Rather, officers and higher ranking NCOs delegate the authority they need to get the job done. NCOs serve as agents of the officers.

### TEAMWORK

No strict rule can cover or try to cover every relationship between officers and NCOs. In general, commanders set the overall policies and standards of their unit and direct the entire range of duties. Officers supervise NCOs and help them carry out their responsibilities. They cannot simply say, "That's sergeants' business," nor should they do NCOs' work for them. They must, however, ensure that NCOs have the guidance, resources, and assistance necessary to do their duties. By the same token, NCOs are responsible for assisting and advising officers in carrying out their duties.

The missions demand that officers and NCOs advise, assist, and learn from one another. To meet their responsibilities, they must work together and complement one another.

### FUNCTIONS

No sharp, definitive line separates officer and NCO responsibilities. The officers and NCOs of a unit must determine the exact division of responsibilities and tasks by considering the mission, the situation, and the abilities and personalities of the leaders on that particular team.

The following are general types of tasks that normally fall to officers and NCOs:

— Officers command, plan, establish policy, and manage the Army; NCOs conduct the daily business of the Army within established policy.

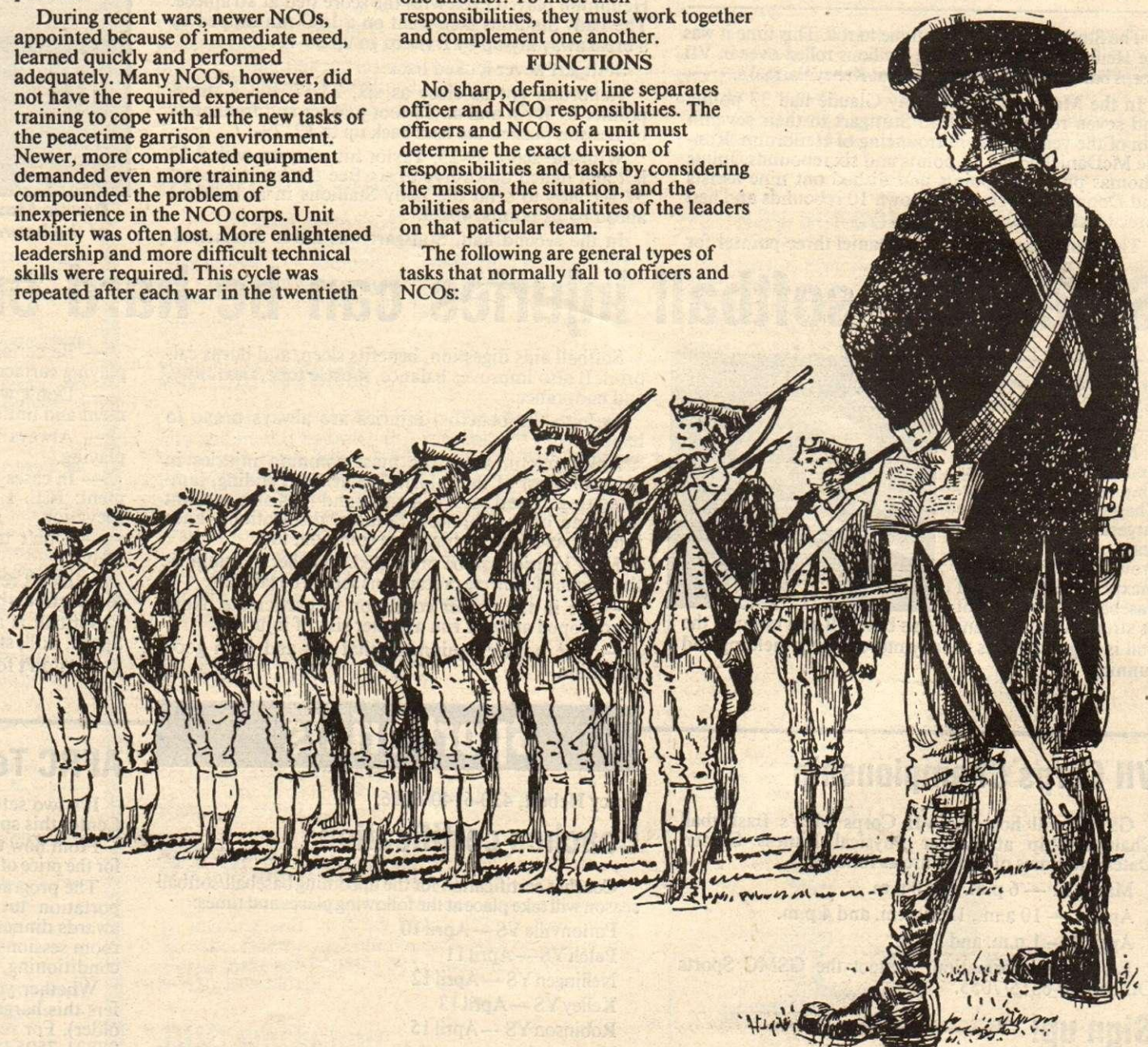
— Officers focus on collective training leading the mission accomplishment; NCOs focus on individual training, which leads to mission capability.

— Officers are primarily involved in units and unit operations. NCOs place their major focus on individual soldiers and team leading.

— Officers concentrate on unit effectiveness and readiness; NCOs ensure that all subordinate NCOs and soldiers with their personal equipment are individually ready and functioning as effective unit members.

— Officers pay particular attention to the standards, care, and professionalism of officers; NCOs focus on the standards, care, and professionalism of NCOs and enlisted personnel.

— Officers pay particular attention to the standards of performance, training, and professional development of officers and NCOs; NCOs concentrate on the standards of performance, training, and professional development of NCOs and enlisted personnel. (DA Pamphlet 600-25)





## Sports &amp; recreation



Stuttgart's Tania Ponder shoots one up and over Heilbronn's Reese Jenner.

Story and photos by Lionel R. Green  
Stuttgart Citizen staff

The Stuttgart Stallions continue to roll. This time it was the Heilbronn Eagles that the Stallions rolled over in VII Corps basketball action March 12 at Kelley Barracks.

In the Men's game, Anthony Glaude had 33 points and seven rebounds to lead Stuttgart to their seventh win of the year, a 106-79 trouncing of Heilbronn. Ronnie McDaniel added 18 points and six rebounds, Julius Thomas put in 12 points and dished out nine assists and Donnie Mazyck pulled down 10 rebounds and had three blocked shots.

The game started with a McDaniel three-pointer for

# Stallions down Eagles

the Stallions, but Heilbronn retaliated with back-to-back threes to take a quick 6-3 lead. Stuttgart then reeled off 10 in a row to take a 13-6 lead and force an Eagle timeout with 15:24.

Heilbronn then regained the lead with 12:25 left in the first half making the score 18-17 on a jumper from the perimeter. The rest of the first half was close all the way and the Stallions went into halftime holding on to a precarious five-point lead, 51-46.

The second half started off in Heilbronn's favor when they scored four quick points to trim the lead down to a point, 51-50. Julius Thomas then nailed down a three-pointer to give Stuttgart a 54-50 edge. The Eagles continued to play tough, though, but Thomas hit two more three-pointers that pushed the lead up to eight, 64-56, with 13:40 remaining.

Thomas hit a jump shot with about eight minutes to go, giving the Stallions their first double figure lead of the game, 78-67 and Stuttgart routed Heilbronn the rest of the way.

A reverse slam dunk by Tony Gibson upped the lead to 21 points, 98-77, and Glaude and Kelvin Stephens both connected on three point shots to add insult to injury in the Stallions' 106-79 win.

Stuttgart's record improved to 7-1 with the win and they pulled two games and a half ahead of Schweinfurt in the Western League race, while Heilbronn fell to 3-4.

In the Women's game, the Lady Stallions totally dominated a helpless Heilbronn team, 109-51. Countess Irvin and Lisa White scored seemingly at will with Irvin scoring 36 points and White adding 29 in the Stuttgart victory.

Jean Taylor had 14 points and Bridgett Benson put in 11 to aid in the Lady Stallions' second consecutive win and fifth of the season.

In the first five minutes of the game, Stuttgart and Heilbronn played even with the score tied at 10 apiece. The Lady Stallions then went on a 10-0 run capped by a breakaway lay-up by Irvin to go up 20-10.

Stuttgart never looked back.

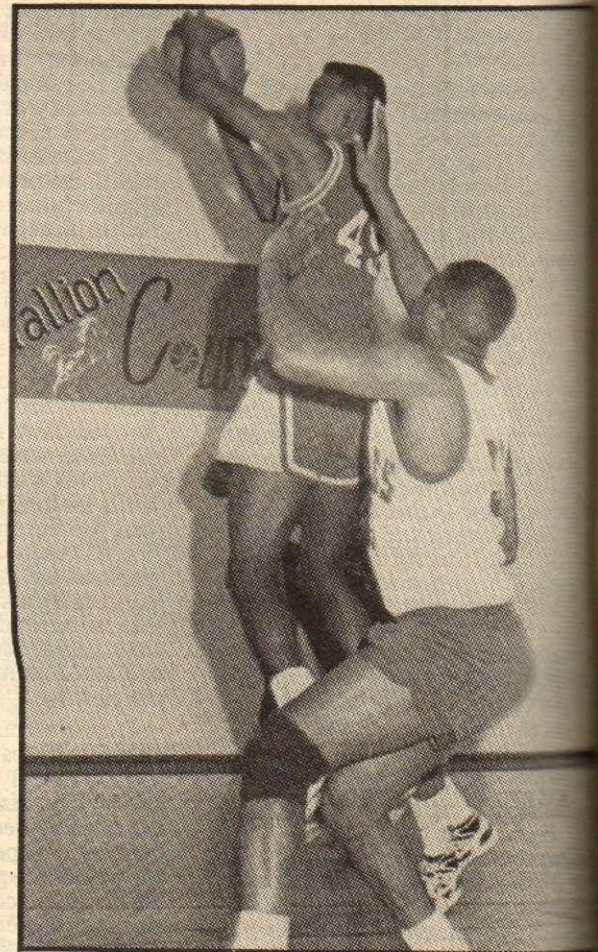
Heilbronn got as close as six, 23-17, but a three-pointer by Irvin and an 18-foot jumper and free throw by Benson pushed the lead back up to 12, 29-17.

With the score 39-25, Taylor hit a lay-up with 2:23 left and nailed down five of six free throws in the last 57 seconds to send the Lady Stallions in at halftime ahead by 21 points, 46-25.

In the second half, Stuttgart was never threatened.

In fact, if Heilbronn would've went home at halftime they would've been less embarrassed. They elected to play though, and the Lady Stallions showed no mercy in outscoring Heilbronn 63-26 in the second half. Irvin once again led the way scoring 23 of her 36 points after intermission.

The Lady Stallions upped their record to 5-3 with the victory and stayed within two games and a half of league-leading Wuerzburg, while Heilbronn dropped to 1-6.



Donnie Mazyck (45) of Stuttgart wins this battle of the boards over Heilbronn's Charles Threats.

## Safety tip: softball injuries can be hard on the body

by Rolf M. Hetterich  
GSMC Safety Manager

More than 30 million adults and kids play softball each year. They've made it the largest participation team sport. Softball grows because it's an inexpensive version of baseball. Softball is not as strenuous or demanding as baseball and because the ball is larger, there is usually more hitting, fielding and running.



Softball aids digestion, benefits sleep, and burns calories. It also improves balance, muscle tone, flexibility, and endurance.

Despite the benefits, injuries are always prone to happen.

Ankle fractures are the most common injuries in softball. Most of the injuries occur from sliding, jamming fingers and toes; collisions and falls also account for some of the injuries. Sprains, dislocations, knee injuries, and torn cartilage are common, too.

Most injuries can be prevented. In order to minimize the risk, the following precautions should be taken:

— Be in the proper condition to participate. Non-conditioned athletes run a higher risk of injury.

— Use proper equipment that fits and is in good condition.

— Be certain shoes and socks are designed for the playing surface.

— Don't wear jewelry; it can get caught in equipment and uniforms.

— Always remove obstacles from the field before playing.

— In cases of an injury, promptly initiate this treatment: ICE. I for Ice, C for Compression and E for Elevation.

— Don't try to hide an injury; report it immediately.

— Don't return to practice or play until you're back to full strength.

Softball is an activity that gives players four "S's": Speed, skill, strength, and stamina.

But don't forget the fifth "S": SAFETY.

### VII Corps Championship

GSMC will host the VII Corps Men's Basketball Championship at Panzer Physical Fitness Center. Dates and times of games are as follows:

March 31 — 6 p.m. and 8 p.m.

April 1 — 10 a.m., 12:30 p.m. and 4 p.m.

April 2 — 1 p.m. and 3 p.m.

For more information, contact the GSMC Sports Office, 420-6315/7055.

### Sign up!

Baseball and softball season sign-ups end April 7, so sign up now. We need YOU! Sign up to play or be a coach at the RBYS. For more information, contact

### Sport briefs

Tracy Hebert, 420-6140/6016.

#### Coaches certification

Coaches certification for the upcoming baseball/softball season will take place at the following places and times:

Pattonville YS — April 10

Patch YS — April 11

Nellingen YS — April 12

Kelley YS — April 13

Robinson YS — April 15

New coaches come at 5:30 p.m. and returning coaches come at 6:15 p.m. At RB come between 10 and 12 Saturday morning. For more information contact Tracy Hebert, 420-6140/6016.

### AFRC Tennis deal

It's two sets in one at the Armed Forces Recreation Center this spring in Garmisch!

From now until June 1, you can get two Tennis Weeks for the price of one—just \$159. (Hotel room not included.)

The program includes five days of instruction, transportation to and from your hotel, welcome buffet, awards dinner, and video analysis of your game. Classroom sessions will cover strategy and tactics, nutrition, conditioning, and weight training for tennis players.

Whether you're a beginner or an expert, AFRC offers this bargain to you and your family (12 years and older). For reservations, call ETS 440-2575 or civilian 08821-750575. Or write the Central Reservations Office, HQ, AFRC, APO 09053. The civilian address is Central Reservations Office, HQ, AFRC, Gernackerstrasse 2, 8100 Garmisch-Partenkirchen.



# Stepping Out

With Evi Hofielen



March 20 — March 26

**DAILY**  
**NATURAL HISTORY MUSEUM**, Rosenstein Castle, Bad Cannstatt. Tue, Thu, Fri thru Sun 10 a.m. — 6 p.m., Wed till 8 p.m.

**Monday, March 20**  
**"BROKEN NOSES"** — Feature film in English, "Lupe 2," Kriegsbergstr. 11, 6 p.m. and 10 p.m., thru Wednesday, March 22.

**Tuesday, March 21**

**BALLET PERFORMANCE: "ONEGIN"** — Wuertemberg State Opera House, 7:30 p.m.

**STUTTGART DIXIELAND ALL STARS** — Dixieland Hall, Marienstr. 3, 7:30 p.m.

**PIANO RECITAL** — Works by Bach, Liederhalle, 8 p.m.

**ERWIN LEHN AND HIS BIG BAND** — City Hall Leonberg, 8 p.m.

**TONY CHILDS IN CONCERT** — Schwabenlandhalle Fellbach, 8 p.m.

**GERMAN-AMERICAN SPRING CONCERT** — The United States Army, Europe, Chorus, City Hall Goeppingen, 8 p.m.

**Wednesday, March 22**

**OPENING CEREMONY OF 35th GARDEN SHOW "BLOOMING BAROQUE"** — Ludwigsburg, 11 a.m.

**ROYAL GARDEN RAMBLERS** — Dixieland Hall, Marienstr. 3, 7:30 p.m.

**"BELLYBUTTON & THE KNOCKWELLS"** — Jazz at "Roehre," Wagenburgtunnel, Neckarstr. 34, 9 p.m.

**Thursday, March 23**

**5th INTERNATIONAL JAZZ FESTIVAL** — The United Jazz & Rock Ensemble, McCoy Tyner Trio, etc., Theaterhaus Stuttgart-Wangen, Ulmer Str. 241, 7:30 p.m.

**SWING MAIL SPECIAL** — Gregor Beck & Slick Salzer at Dixieland Hall, Marienstr. 3, 7:30 p.m.

**BALLET NIGHT** — Wuertemberg State Theater, 8 p.m.

**CONCERT** — Fischer Choir at Liederhalle, 8 p.m.

**SOUTHERN NIGHT** — Jazz at "Roehre," Wagenburgtunnel, Neckarstr. 34, 9 p.m.

**Friday, March 24**

(Good Friday)

**CHRIS MCGREGOR'S BROTHERHOOD OF BREATH** — United plays Ellington, Tuck & Patti, etc., Theaterhaus Stuttgart-Wangen, Ulmer Str. 241, 7 p.m.

**"PARSIFAL"** — Opera by Wagner, Wuertemberg State Opera House, 5 p.m.

**CONCERT** — Philharmonic Choir Stuttgart and Chamber Orchestra Pforzheim, Liederhalle, 8 p.m.

**Saturday, March 25**

**FLEA MARKET** — Stuttgart Untertuerkheim, all day.

**SOCCER: SV Stuttgarter Kickers vs 1. FC Kaiserslautern**, Neckarstadion, 3:30 p.m.

**ITCHY FINGERS** — Marilyn Mazurs Futur Song, John McLaughlin Trio, Theaterhaus Stuttgart-Wangen, Ulmer Str. 241, 7 p.m.

**BALLET PERFORMANCE** — Wuertemberg State Theater, 8 p.m.

**TRADITIONAL ST. PATRICK'S DAY FESTIVAL** — Saengerhalle, Stuttgart-Untertuerkheim, 7 p.m.

**SATIN DOLL** — Dixieland Hall, Marienstr. 3, 7:30 p.m.

**"EVITA"** — Musical, Forum am Schlosspark, Ludwigsburg, 8 p.m., also Sunday, March 26, 8 p.m.

**Sunday, March 26**

(Easter Sunday)

**PARSIFAL** — Opera by Wagner, Wuertemberg State Opera House, 5 p.m.

**ICE HOCKEY** — EV Stuttgart vs SC Riessersee, Ice Skating Rink Stuttgart-Waldau, 7:30 p.m.

**"SHINY GNOOMS"** — Jazz at "Roehre," Wagenburgtunnel, Neckarstr. 34, 9 p.m.

**VOLKSMARCH**

Saturday & Sunday: MOEGLINGEN, Ludwigsburg County, POC: Lothar Schleeweiss, Teckstr. 55, 7141 Moeglingen, tel: 07141-483788.

**DATES, INFORMATION SUBJECT TO CHANGE!**

## Stuttgart notes

### Kelley ACS programs

Kelley ACS will be sponsoring an "Expectant Parents" program beginning today from 7 to 9 p.m. at the Kelley Youth Services Center. The 6-week course will give information on maternal nutrition, Lamaze technique for breathing, newborn care, etc.

Looking for a job, but need some help? Then be sure to take advantage of this month's "lunch & learn" program at Kelley ACS. On Wednesday from noon to 1 p.m. a representative from the Family Member Employment office will speak on employment opportunities in the Stuttgart area in the Conference Room #6, Bldg. 3317. Advance sign-up is required.

Kelley ACS "Families Learning About Germany" program will begin March 27 through March 31 at the Kelley Rec center from 8:30 a.m. to noon. Advance sign-up is necessary. Babysitting will be provided. For details, contact Kelley ACS at 4212-600 or 0711-7292600.

### Crown jewel tour

March 29 at 6 p.m. the Metropolitan Club Stuttgart e. V. offers a tour through the Wuertemberg-Landesmuseum. Discover the Old Castle and its treasures! The English tour will take about one hour, admission is about DM 4. For more information, call Mr. Kurz at 07181-69394. A get together will be held after the tour.

### Super Sunday brunch

Every Sunday from 10 a.m. to 2 p.m., the USEU-COM Officers' Club is hosting a super Sunday brunch featuring over 50 items such as savory steamship round, fresh Virginia hams, a seafood casserole, etc. For those on diet, there is always a salad bar available that features over 20 fresh salads and vegetables. Your brunch includes all juices, champagne, milk, coffee, and tea.

Any officer or equivalent civilian rank with a USEUCOM or Stuttgart Community Club System membership card will receive a \$1.50 discount on the brunch. Bring this advertisement and you will receive another \$1 discount anytime in March.

For more information, contact Mr. Kiefer at 430-7135.

### Overeaters anonymous

Are you addicted to food? Overeaters Anonymous is a fellowship of people gathered to help solve a common problem — compulsive overeating. We meet Friday evenings at 8 p.m. at the Chapel Annex, Bldg. 118 on Robinson Barracks. Call 420-6285 if you have any questions.

### Panzer events

Community Easter Egg Hunt: The Panzer Community will hold it Saturday at 1 p.m. by the Youth Services Court Yard, Bldg. 3163. In case of bad weather, the event will take place in the Post Gym at Bldg. 2990 on Panzer Kaserne. For more info, call 07031-228672 or 4312-568 (Panzer YS), or 07031-25015 or 4312-760 (Panzer Rec center), or drop by.

A Special Guys vs Gals challenge in any game of your choice will be held on Easter Sunday at 3 p.m. at the Panzer Rec center, Bldg. 2949. Contact 07031-25015 or 4312-760.

### Patch video show

Patch ACS and Adolescent Abuse Counseling Service (ASACS) will be showing a video on substance abuse called "American Hurts" Wednesday from noon to 1 p.m. and March 30 from 7 to 8 p.m. at the Rec center. For further information and sign-up, call Ms. Randall at 430-7167.

### S.A.M.E. meeting

The Society of American Military Engineers monthly meeting will be held March 29. A tour of the Porsche factory in Zuffenhausen will be conducted. Please make reservations by contacting Chris Hudalla, at 420-7398/6019.

### CDC workshop

A GSMC Child Development Services (CDS) training workshop is offered March 28 — "Musical Activ-

ities" — at the Nellingen CDC from 7 to 9 p.m. The workshop is open to the public at no charge. For details, contact the Nellingen CDC education specialist at 4216-443 or 0711-3481199.

### Frame shop open

The Grenadier Frame Shop is open for you. "If it can't be framed, we'll frame it" — oil paintings, watercolors, x-stitch, medals, etc. Come and see us at Bldg. 402 across the hall from the Gussy Goose. For additional information, call 420-6222 or 0711-8196222.

### Religious retreats

The Area Community Chaplain's Office, Bldg. 110 at Robinson Barracks announces the following religious denominational retreats at Berchtesgaden: March 27-31, Annual Episcopal Ret., Mr. Becker, 089-2301618; March 31-April 3, Baptist Couples Ret., Ms. Pinkston, 06121-523016; April 10-14, United Pentecostal Ret., Mr. Enis, 00352-453891; April 24-28, Holy Spirit Conf., Mr. Kallas, 320-7384; April 28-May 1, Presbyterian Ref. Ret., Ch. Jokela, 427-6645; May 17-21, Southern Baptist Ch. Ret., Ch. Davidson, 328-8119; June 23-28, Gospel Hour Retreat, TSGT Jenkins, 480-6782. For details, contact Mr. Small at 420-6461.

### CFLC session courses

Several session courses are offered by the Chaplain Family Life Center:

"Active Parenting," a six-session video-based course on enhancing parenting skills, starting March 27 at 7 p.m.;

"Strengthening STEP-Families," a five-session course to improve relationship within blended families, starting March 28 at 7 p.m.; and

"Listening and Loving," a five-session course for wives who want to improve communication and build greater intimacy in their marriages, starting March 28 at 10 a.m. till noon.

All courses will be held at the RB CFLC, Bldg. 118. For additional information, contact 420-7022/6219 to register.

### Sunday school & bible class

Pattonville Protestant Sunday School meets at the Middle School at 9:30-10:30 a.m., and Pattonville Protestant Children's Church meets in the Annex from 11:30 a.m. until the end of Worship Service every Sunday except for holiday weekends.

Tuesday (for grades 3-5) and Wednesday (for grades K-2nd) Bible classes meet in Pattonville Chapel Annex from 3 to 4 p.m.

PWOC meets on Thursday mornings in the Pattonville Chapel Annex from 9:30 to 11 a.m. Anyone interested in volunteering to teach or help with Vacation Bible School in August, please contact Ms. Going at 07141-80153 or 4282-811, or Ms. Hildebrandt at 4282-811.

