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Kosovo Force 8  
Camp Bondsteel, Kosovo  
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This personal experience paper highlights and reinforces the basic NCO responsibility of enforcing the standards and supervising the execution of all parts of operations and training. This is how we accomplish our primary objective of “mission first, Soldiers always”.

I am currently a traditional, M-Day, Maryland Army National Guard Soldier, assigned as the Sergeant Major, G2 with the 29<sup>th</sup> Infantry Division (Forward). Previous military experience includes 14 years active duty. I began my military career as an infantry Soldier with the 197<sup>th</sup> Infantry Brigade, Ft Benning, GA. As an NCO, I spent three years as a Drill Sergeant at Ft Jackson, SC and Ft Benning, GA. After this tour of duty, I completed counterintelligence training at Ft Huachuca, AZ and became a military intelligence Soldier. From 1980 through 1988, I served with the G2, 5<sup>th</sup> ID; the 105<sup>th</sup> MI BN (CEWI) Ft Polk, LA; Special Operations Detachment, USAINSCOM; Counterintelligence Detachment (Support), 902d MI GP, Ft Meade, MD; and the 524<sup>th</sup> MI BN, Republic of Korea..

In 1989, I left active duty and joined the U. S. Army Reserves. I served two years at the 338<sup>th</sup> Military Intelligence Battalion, Ft Meade, MD. I, then, transferred to the 80<sup>th</sup> Division and spent five years as a Drill Sergeant. In 1997, I moved to the Maryland Army National Guard assigned to the 629<sup>th</sup> Military Intelligence Battalion. I was a First Sergeant for one of the Military Intelligence Companies in the 629<sup>th</sup>. I completed all NCOES courses including the Battle Staff NCO Course and First Sergeant Course. Currently, I am on my fourth active duty deployment since 1996. I served as an intelligence collector working on either a Tactical HUMINT Team or a Counterintelligence Team during all deployments until the most recent in Kosovo I have

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worked at all possible levels of intelligence collection; from Case Officer at the strategic level down to a team leader for a Tactical HUMINT Team.

During this current deployment, I was initially assigned as the SGM, G2, KFOR 8. While conducting our train-up at Camp Atterbury, IN, I was reassigned to the G3 as the Operations Sergeant Major, Task Force Falcon (TFF), Kosovo Force (KFOR) 8.

Fortunately, Bob Jenks, the Command Sergeant Major (CSM), Task Force Falcon, and I have an excellent working relationship. We both are all about taking care of Soldiers and understand that sometimes that means dealing with unpleasant things and giving Soldiers bad news. We are, often, not very popular with the Soldiers of Task Force Falcon because we make on the spot corrections concerning uniform and safety issues regardless of the individual's rank.

Things that have occurred during this deployment have really reinforced for me the concept that NCOs must enforce the standards and supervise the execution of missions to standard, especially in the areas of safety. Task Force Falcon has had many successes and a few failures in the area of safety. One of the great success stories surrounds a rollover incident. In this situation, the unit did everything right. The patrol leader conducted rollover drill rehearsals prior to start of the mission. The vehicle commander had ensured that all equipment inside the vehicle was properly stowed, tied down or secured. Sure enough, during the conduct of the mission there was an untripped roll over of one of the vehicles. Thanks to proper rehearsal and proper pre-combat inspection, there were no injuries due to the rollover.

However, another safety issue occurred that does not have a happy ending. During the first week of May 2007, an accidental shooting involved two young Soldiers at Camp

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Bondsteel. Several points of failure were identified in this situation: The shooter was recently assigned to the personal security detail (PSD) for the Commander, Task Force Falcon. The Soldier received no training for this assignment. The detail NCOIC did not supervise weapons clearing after the mission. The shooter was a temporary fill for another Soldier that was on rest and recuperation (R&R) leave. The shooting incident occurred after the Soldier's second trip outside Camp Bondsteel while assigned to the PSD.

In my duty as the Operations SGM for Task Force Falcon, I am involved and notified about all incidents of this type. I was notified via cell phone by the battle desk that a Soldier was shot. When I was told the location, I realized it was very near my sea hut. I rushed to the location just as a medic was attempting to stop the bleeding of the gun shot wounds. The medic and Military Police (MP) on scene were directed to plug the holes anyway they could and transport the injured Soldier to the hospital with the MP vehicle instead of waiting for the ambulance.

Upon arrival to the hospital emergency room, the medical personnel told me and CSM Jenks that they would have to operate on the wounded Soldier immediately to stop the bleeding and to re-inflate both lungs. The surgeon went on to explain that emergency surgery with arterial bleeding was done with out anesthesia and wanted us to hold down the Soldier's legs to free up medical personnel. Needless to say, this created a lasting impression on those of us, non-medical personnel, who assisted in the emergency surgery.

This shooting incident was a totally preventable situation. In my opinion, the PSD NCOIC and the Soldier who fired the shot.share primary fault and responsibility for this

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incident. Task Force Falcon now has two young Soldiers changed for life due to carelessness. Two young Soldiers' lives forever changed because leadership failed to enforce standards and supervise execution.

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