

A Message to Garcia

In all this Cuban business there is one man stands out on the horizon of my memory like Mars at perihelion. When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain vastnesses of Cuba - no one knew where. No mail or telegraph could reach him. The President must secure his co-operation, and quickly.

What to do! Someone said to the President, "There's a fellow by the name of Rowan will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia. How "the fellow by name of Rowan" took the letter, sealed it up in an oil-skin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the island, having traversed a hostile country on foot, and having delivered his letter to Garcia, are things I have no special desire now to tell in detail.

The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he at?" By the Eternal! There is a man whose form should be cast in deathless bronze and the statue placed in every college in the land. It is not book-learning young men need, nor instruction about this or that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies; do the thing - "carry a message to Garcia!"

General Garcia is dead now, but there are other Garcias. No man who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times by the imbecility of the average man - the inability or unwillingness to concentrate on a thing and do it. Slipshod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds, unless by hook or crook, or threat, he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant. You, reader, put this matter to a test: You are sitting now in your office - six clerks are within your call. Summon any one and make this request: "Please look in the encyclopedia and make a brief memorandum for me concerning the life of Corregio."

Will the clerk quietly say, "Yes, sir," and go do the task?

On your life, he will not. He will look at you out of a fishy eye, and ask one or more of the following questions:

Who was he?

Which encyclopedia?

Where is the encyclopedia?

Was I hired for that?

Don't you mean Bismarck?

What's the matter with Charlie doing it?

Is he dead?

Is there any hurry?

Shan't I bring you the book and let you look it up yourself?

What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him find Garcia - and then come back and tell you there is no such man. Of course I may lose my bet, but according to the Law of Average, I will not.

Now if you are wise you will not bother to explain to your "assistant" that Corregio is indexed under the C's, not in the K's, but you will smile sweetly and say, "Never mind," and go look it up yourself.

And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift, are the things that put pure socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all? A first mate with knotted club seems necessary; and the dread of getting "the bounce" Saturday night holds many a worker in his place.

Advertise for a stenographer, and nine times out of ten who apply can neither spell nor punctuate - and do not think it necessary to.

Can such a one write a letter to Garcia?

"You see that bookkeeper," said the foreman to me in a large factory.

"Yes, what about him?"

"Well, he's a fine accountant, but if I'd send him to town on an errand, he might accomplish the errand all right, and, on the other hand, might stop at four saloons on the way, and when he got to Main Street, would forget what he had been sent for."

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the "down-trodden denizen of the sweat shop" and the "homeless wanderer searching for honest employment," and with it all often go many hard words for the men in power.

Nothing is said about the employer who grows old before his time in a vain attempt to get frowsy ne'er-do-wells to do intelligent work; and his long patient striving with "help" that does nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away "help" that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues, only if times are hard and work is scarce, this sorting is done finer - but out and forever out, the incompetent and unworthy go. It is the survival of the fittest. self-interest prompts every employer to keep the best-those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to anyone else, because he carries with him constantly the insane suspicion that his employer is oppressing, or intending to oppress, him. He can not give orders, and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, "Take it yourself."

Tonight this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is impervious to reason, and the only thing that can impress him is the toe of a thick-soled No. 9 boot.

Of course I know that one so morally deformed is no less to be pitied than a physical cripple; but in your pitying, let us drop a tear, too, for the men who are striving to carry on a great enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold the line in dowdy indifference, slipshod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds - the man who, against great odds, has directed the efforts of others, and, having succeeded, finds there's nothing in it: nothing but bare board and clothes.

I have carried a dinner-pail and worked for a day's wages, and I have also been an employer of labor, and I know there is something to be said on both sides. There is no excellence, per se, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous.

My heart goes out to the man who does his work when the "boss" is away, as well as when he is home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on strike for higher wages. Civilization is one long anxious search for just such individuals. Anything such a man asks will be granted; his kind is so rare that no employer can afford to let him go. He is wanted in every city, town, and village - in every office, shop, store and factory. The world cries out for such; he is needed, and needed badly - the man who can carry a message to Garcia.

"A Message to Garcia" was originally published as a filler without a title in the March 1899 issue of the magazine *Philistine* which Elbert Hubbard edited, but was quickly reprinted as a pamphlet and a book. It was very popular, selling more than 40 million copies, and being translated into 37 languages. It also became a well-known allusion of American popular and business culture until the middle of the 20th century. According to language expert Charles Earle Funk, "to take a message to Garcia" was for years a popular American slang expression for taking initiative. (Wikipedia).

Breaking the archetype of Signal warfighter support

By CPT Ryan C. Boileau, Sr.

The current training environment allows innovative approaches and breaks the archetype of how Signal support enables warfighters.

When a brigade combat team deploys to a combat training center, its leaders plan well in advance for the event much like an operational deployment. Part of this process involves identifying gaps in personnel or equipment and requesting assistance from the U.S. Army Forces Command through the Request for Forces process.

The RFF's align with specialty branches to cover shortfalls not organic to the unit, which would exist in an operational deployment. Examples include civil affairs and psychological operations detachments supporting a BCT mission rehearsal exercise or mission readiness exercise before beginning a humanitarian support mission. This might also include special operations forces augmenting a BCT in a decisive action training environment; lift assets for an MRE in mountainous terrain; and signal teams to augment a BCT when operating independent of a division or corps.

The Current Model

There is a lot of detailed

A fully integrated package as outlined in the COAs of this article not only increases the return on investment for the supporting teams, but also works to significantly improve the perception of the supported force about Signal teams and increases the level of support that is available to the maneuver task force.

planning which goes into the sourcing requirements to identify a particular team, company, or battalion to fill the RFF. The plans sections across each of the signal brigades are deeply involved with FORSCOM and corps planners, ultimately acceding to or rejecting the tasking. The end result is the assignment of teams or sections from specific companies within a signal battalion tasked to provide signal systems support

to a brigade or battalion headquarters at the CTC. It is the signal battalion's leadership responsibility to plan and resource the move to the CTC. The attachment to the training brigade begins during reception, staging, and onward integration phase at the CTC site.

The CTC S6 planners assist with communications integration, giving recommendations to the training unit on the RFF package from a signal perspective. Typically, this is done by bullpen assignment: array all forces available (CPNs, JNNs, SNAPs, etc.) in one column and align them with a supported unit. In most cases, the organic signal assemblage to a battalion is assigned to support that battalion, with the exception of the brigade support battalion and brigade engineer battalion, which are often collocated with the brigade and can pull services from that BCT JNN. It is not unusual for one or both CPNs from the BSB and BEB to remain on-site either in a dual-homing model to provide redundant communications for the BCT, or in a hot reserve status, available for assignment as needed to resolve failures in another system.

Once the bullpen is

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exhausted, planners identify shortfalls and use this to formulate the RFF. Since this is considered in the form of teams, the RFF is in a team format (“Request FORSCOM provide 3xCPN teams to augment 1-3 ABCT’s rotation to Joint Multinational Readiness Center”), and that’s the package the signal brigade fills. A fundamental flaw to this model is that there is no request for leadership higher than the team level; indeed, to the signal community we know we operate extended from our parent HQs, so it’s not even an unusual request – likely the thought of higher leadership accompanying the teams is not considered.

The planning shortfall in bullpen-alignment is not seen

until arrival at the CTC, where multiple teams of non-organic signal personnel are embedded with their supported units and expected to hit the ground at a full sprint: the COMMEX is typically scheduled at a CTC immediately after initial setup in a cantonment area. The gaining element has no history with these personnel and no knowledge of their strengths and weaknesses, and the supporting team has no real concept of the overall plan for signal support and how they fit into it. Accordingly, the battalion S6 will give a task and purpose (install the WIN-T services and provide X, Y, and Z on that backbone), but very little utilization or guidance beyond that. Throughout the rotation, the attached signal team is simply in extended support

mode, and not overly involved in planning or reacting to events within the exercise.

Proposal

After identifying team needs during the RFF process, leaders of the brigade in training should add a request for mission command support in accordance with MTO&E alignment. Since an A/B Company in an ESB has five CPNs in a platoon, if it’s five or less CPNs then request a platoon leader and platoon sergeant to accompany the teams.

If the RFF package is larger than five CPNs, then ask for the PL and PSG as well as a company representative (the XO or operations NCO may be a good choice). When spanning multiple companies across the tasking, battalion leadership from the S3 network operations cell absolutely needs to be considered – ideally a network technician or systems engineer.

The role of these higher levels of leadership is to help with command and control as well as to identify training objectives for the teams and strengths/weaknesses within the team composition. If the RFF comes through with just the team packages, then the Signal brigade leaders should ask to add the additional personnel. Since it is a CTC rotation away from home station,

JNN 1234	BCT CP1
JNN 1235	BCT CP2
CPN 123410	BSB
CPN 123420	BEB
CPN 123430	BN1
CPN 123440	BN2
CPN 123450	BN3
	Multinational BN1
	Multinational BN2
	Aviation TF1

Figure 1 Example bullpen allocation. In this sample, three attachments not organic to the BCT have need for WIN-T services and no ability to provide. In this case, the BCT planners would submit an RFF for 3 CPN teams to support this shortfall.

an argument could be presented to send a small contingent of maintenance personnel as well (two-four personnel split between motor and signal maintenance).

COA 1 - Administrative Attachment of leadership package to the CTC EXCON

In this COA, the higher-level leadership attaches to the CTC EXCON, and then embeds within an observer coach trainer team, or is split and assigned into two or more OC/T teams. The benefit of this course of action is the leaders have freedom of maneuver within the CTC to visit their personnel and interact with the supported unit S6, allowing for a sharing of goals and understanding. Because a dynamic grows between the leadership and the supported S6, free communication will exist and the S6 can let the leadership know both the good and bad about the supporting team. In the case of negative information, the leadership can take immediate action to resolve rather than letting the situation fester.

Here, the leadership also gains a look “behind the curtain” at how the OC/Ts shape and influence the operation and how they coach, mentor, and train their counterpart.

Since the leadership is embedded within the OC/T teams, there’s a training requirement to validate them as Tier 1 qualified OC/Ts. At JMRC, this requires a week of in-depth training to get to the minimal baseline. Doubtless, the other CTCs have a similar program to support exercise participants and follows a similar timeline.

COA 2 - Tactical Attachment of leadership to the rotational training unit

Here, the leadership is assigned to augment the BCT S6 shop. They become LNOs for their teams, providing an additional source of contact and knowledge of the team strengths, weaknesses, and capabilities directly to the supported BCT S6. Further, their presence increases an often-understrength S6 shop, reducing the workload required across the team and increasing output. The attached leadership loses the freedom of maneuver and visibility on the bigger picture they would see with the EXCON attachment, but have the potential to see how a maneuver BCT utilizes mission command and to increase the impact of that provision through their presence.

COA 3 - Hybrid

In this situation, members of the leadership are split into roles between EXCON and BCT S6 attachments. One or more personnel are assigned to each, gaining the benefit of both sides – the BCT S6 gains additional personnel to relieve shortfalls and increase throughput, and the CTC OC/Ts gain a link to the supporting CPN teams, allowing them to get after team training objectives specific to each.

As a support package grows more robust, this third COA becomes the most feasible. When battalion NetOps personnel are included, they are best suited for attachment to the BCT S6 section. In other cases, the battalion leadership could discuss desired assignment location with the CTC S6 planners, and tailor to the best fit from the supporting unit’s desired training outcomes. Inclusion of maintenance and engineers allows for additional training opportunities by incorporating them into the BCT concept of signal support.

The Bill and the Benefit

Obviously, a cost is associated with sending additional personnel and equipment to a CTC and it must be borne by an organization somewhere. By tailoring the RFF package to include immediate next-level leadership only, the impact is negligible in the big picture. A few additional personnel attending a major training event have minimal impact on the overall cost of the exercise. As a former Signal Brigade planner, I cannot imagine a higher headquarters G8 balking at adding leadership personnel to an existing RFF package. However, if that should happen then the Signal Brigade could support the additional cost out of their budget – the return on investment is more than worth the cost involved.

Placing signal leadership with the supported communications packages increases the level of training the signal teams will receive at the CTC. Rather than simply experiencing a mission set with customers – as is currently the goal of any training event for signal – the team will be able to improve on specific training objectives identified to either the BCT S6 (with COAs Two and three) or to the EXCON S6 (with COAs 1 and 3).

Additionally, regardless of the COA employed

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the supporting signal unit will return to their home station with leaders who have personally seen their teams operate in a customer-support role to a battalion, and will have a better understanding of the implied tasks which are never fully understood the first time. As these leaders increase in positions of responsibility, they will be able to share the lessons learned from a CTC rotation with others, and understand the intrinsic value in getting personnel to one of these events.

Conclusion

Any time a signal element is able to deploy to a CTC and provide support to a customer, that team will benefit. Adding leadership to the package sent forward increases the potential for focused training and better shared understanding between the supported and supporting elements. A signal battalion team – no matter its composition – brings a level of training and experience that a maneuver S6 likely has not experienced, and that S6 will be able to reap the benefits of the tactics, techniques and procedures inculcated into the signal team by the signal leadership and the signal battalion S3. Much like an FH-M net sends timing to all its stations, the occasional interaction of a maneuver S6 with ESB teams will re-synch the S6 to an appreciation of standards and best practices employed in site selection, setup, and sustainment.

Across the CTCs, during planning conferences the S6 planner must help to formulate the RFF to include higher-than-team leadership. With the

BCTs, the brigade S6 must consider the need for additional personnel and include the leadership in the RFF package. Last, at the signal brigade where the RFF lands, the planners must look at not only the force alignment request (ie, 3xCPNs and 1xSSS), but also at the level of leadership commensurate with that package organically, and then plan to send the leadership as well as the teams to the exercise.

A fully integrated package as outlined in the COAs of this article not only increases the return on investment for the supporting teams, but also works to significantly improve the perception of the supported force about signal teams and increases the level of support that is available to the maneuver task force. The BCT continues to receive the historical support provided by an RFF signal team but potentially also gains personnel for its planning and engineering cells. Lastly the teams from the ESB company gain additional opportunities to focus on specific training objectives through integration with the CTC EXCON.

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ACRONYM QuickScan

BCT - Brigade Combat Team
BEB - Brigade Engineer Battalion
BSB - Brigade Support Battalion
CTC - Combat Training Center
DATE - Decisive Action Training Environment
EXCON - Exercise Control
LNO - Liaison Officer

MRE - Mission Rehearsal Exercise
MRX - Mission Readiness Exercise
MTO&E - Modified Table of Organization & Equipment
OC/T - Observer Coach Trainer
PL - Platoon Leader
PSG - Platoon Sergeant

RFF - Request for Forces
RSOI - Reception, Staging, and Onward Integration
RTU - Rotational Training Unit
SOF - Special Operations Forces