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SENIOR NONCOMMISSIONED OFFICER ORAL HISTORY PROGRAM

INTERVIEW WITH SERGEANT MAJOR (RETIRED)
DONNA A. BROCK

St. Louis, Missouri

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PARTICIPANTS:

Interviewers:

SERGEANT MAJOR BRETT WATERHOUSE

Interviewee:

COMMAND SERGEANT MAJOR (RETIRED) DONNA A. BROCK

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I N T E R V I E W

SGM WATERHOUSE: Good morning. My name is Sergeant Major Brett Waterhouse of the United States Army Heritage and Education Center. And today I'm interviewing Command Sergeant Major (CSM) Retired Donna A. Brock for the Senior Noncommissioned Officer Oral History program.

Today's date is February 6, 2018, and this interview is being conducted in St. Louis, Missouri.

Sergeant Major, can you please tell me your date of birth and where you were born?

CSM (R) BROCK: My date of birth is December 17, 1959, and I was born in Los Angeles, California, as Donna Ann Horn.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: My maiden name.

SGM WATERHOUSE: Sergeant Major, would you please talk a little bit about your childhood to include your family life, the places you lived, your hobbies, and interests, for example?

CSM (R) BROCK: I was born -- well, I was

the oldest of eight kids. And I think we had the typical family life. You know, I was born -- my parents, my dad was working. I believe back then he was a plumber at first, and my mom, she had always been a housewife. And my dad, he was a plumber. Then he grew a business as a janitorial service. Then he worked in the post office for the rest of his life.

I started off in Los Angeles. One of the significant things that happened to me when I was young, I was in the first grade. My father was walking me teaching me to walk to school. And you know, we lived in the city, of course, and I was going to a Catholic school at the time. And the first day that he allowed me to walk by myself, I went all the way down the street. He watched me until I turned the corner. I turned the corner and about two blocks away there was this truck. And this man was looking like he was looking for a dog. And he asked me if I had seen a dog around. I said no. He said, well, do you want to help me come find the dog? And I said, sure, I'll help you.

SGM WATERHOUSE: How old are you, do you think?

CSM (R) BROCK: I think -- I want to say I was six. And so, I got in the truck. The guy took me to a house and he took me and put me in the garage. He says, wait right here. I'm going to see -- I'm going to go get a cage for the dog. And I remember that part. Everything else I didn't remember. Well, I did remember a little bit.

So, I sat there, and I started looking around. I was like something, you know --

SGM WATERHOUSE: Sometimes not right.

CSM (R) BROCK: Yeah, something's not right. So, I walked out, and I was looking for the guy. And a lady saw me, and she asked me. She says, are you okay? She says, are you lost? And I said, no, I was looking for the man who picked me up. And so, the lady, I guess, called the police. That's where I don't remember well what happened, but my dad told me.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: The lady called the police.

They took me to the police station. And my father came. I'll never -- he told me that he was so upset with me, but he was more upset with himself. So, nothing happened. You know, that was a real significant event in my life because I actually blocked it out and forgot about it --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: -- until years later when my dad reminded me when I got older, so. After that I think my dad, he was more cognizant of the fact that he almost lost his baby girl and whatnot.

But anyway, we were a tightknit family. He moved us from the city to Covina, which was out in the valley. So, growing up it was kind of funny because I was used to Catholic school, nurses -- or I mean, not nurses, nuns. Nuns. And --

SGM WATERHOUSE: Nurses later.

CSM (R) BROCK: Yeah. Yeah. Nurses later. Yeah. But then we moved out to the valley and then he allowed us to go to public school. And I was in seventh grade by that time when we moved out there. I

was going to Catholic school the whole time. Once we moved out there I started seventh grade and it was different because I was like one of two black -- considered black -- I'm actually half Mexican, half black. My mother is Mexican, and my father is black. And I was like considered one of two. And my skin was darker than my brothers and sisters. Well, most of them. We're all half and half. Half dark, half-light, half real light. You know. That's the Mexican in our blood.

But when I started high school I went to school with all Caucasians and Mexicans, period. And that's where we were located. So, going through high school, I could tell you that I was awkward because my mom was very -- she was a devout Catholic, and like I wasn't allowed to wear jeans to school like some of the girls that I saw. And you know, this is back in the '70s. And I would wear polyester and my mom didn't know what to do with my hair because my hair was more kinky as opposed to silky like hers. And I remember my dad burning -- he actually took a hot comb

and put it through my hair for the first time and burned like the middle half of my hair off because it was so hot.

SGM WATERHOUSE: Oh, no.

CSM (R) BROCK: Yeah, because he was trying to teach --

SGM WATERHOUSE: Trying to straighten it?

CSM (R) BROCK: Yeah, trying to straighten my hair and teach my mom, and she just didn't know what to do. And so, I was really awkward, wearing glasses. Everybody -- I considered myself ugly. But, this is the funny thing is I was really popular in high school. And I just was my personality and everything, me and my best friends, we joined a drill -- the drill team and then we became cheerleaders. So, I was a varsity cheerleader and I got all kinds of accolades and everything when I was in school. So, I kind of -- and then when I graduated from high school it was really weird because it was kind of like the caterpillar that blossomed into the butterfly. All of a sudden, I started growing up, if you will and kind

of growing out from under my mom once I graduated and they kind of let me go a little bit.

But the significant thing about when I was growing up, and I know I just came into this other thing.

SGM WATERHOUSE: That's okay.

CSM (R) BROCK: Okay. The significant thing when I was growing up coming out of high school is that summer I was getting ready to go to college. And I was working -- I was working full time. I was a GTE telephone operator, believe it or not. And boy, there are stories I could tell you about that. You can imagine the people that you get on the phone. Boy, I tell you.

SGM WATERHOUSE: That's before the cell phone days.

CSM (R) BROCK: That was crazy.

But I was working full time and I was getting ready to go to school that summer. And so, I was going through my party phase with my friends and everything. But my mom, earlier that year, she had a

hysterectomy. And it was after my baby sister. My baby sister, I think she was about a year, a year old when she had the hysterectomy. But anyway, at the end of the summer, I was getting ready to go to University of Redlands is where I had got accepted. And it was August and my mom, she had just got diagnosed saying that she had high blood pressure and so she needed to watch her weight. You know, she had eight kids. She's Mexican. She kind of -- my father called her pleasingly plump. She kind of tagged on a few pounds through the years.

But this one night I remember I was getting ready to do what I always do, run out the door and go party with my friends. So, I was hitting the club that weekend. And you know, I just said bye to my mom and dad and they were in the room and the kids were doing what they do. And sometime during that night one of my girlfriends came and said, "Donna, your mom's in the hospital." And so, I ran to the hospital, but what happened during that evening is my mom, she felt she had a stroke. And so half of her

body was kind of numb. And so, my dad was taking her to our station wagon and he was going to rush her to the hospital. And when he got her to the garage, then she just completely collapsed in the garage. So, she had a massive heart attack. So, he had to call the ambulance and everything. They came to get her, and they took them to the hospital. And by the time I got there my father was just pacing up and down and everything. And she passed away that night. Just gone. She was 40.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: Yeah. My mom was 40.

SGM WATERHOUSE: Only 40?

CSM (R) BROCK: Yeah. And that -- that night changed my entire life because I didn't go to college.

SGM WATERHOUSE: You were, what, 18 or so?

CSM (R) BROCK: Well, I was 17. I was getting ready to turn 18 in December. This was August.

SGM WATERHOUSE: Just out of high school.

CSM (R) BROCK: Just out of high school. Going to college, you know. Living my life and whatnot.

It just immediately I knew -- obviously, I was sad because I was close with my mom. And I was the oldest. I was probably the one that knew her the best, between me and my brother.

SGM WATERHOUSE: So, you were the big sister?

CSM (R) BROCK: Yeah. I was the oldest. I was the big sister. And me and my brother, we were the ones that used to, was the one who she taught a lot of stuff to.

But anyway, I told my dad, I mean, my baby sister, she hadn't quite turned two. And and then we had -- the way it goes is I was -- it was me, then -- I was just getting ready to turn 18. My brother was 16. My sister was 15. The next one was 14. Then the next one was 13. Then there was a break. Then -- and I can't remember how old my little brother and sister were but, because Shawn, my little brother is nine

years younger than me. And then -- so that would have made him about 10-ish, I guess, or maybe nine. And then the other one eight, and then my baby sister was like getting ready to turn two. So, all those kids at the house. So, I told my dad I would stay. I would forgo college and help him.

Well, my dad's a pretty good-looking guy, right? And so, after the funeral and everything you get the traditional people bringing, trying to help him; right? And boy, I tell you, there used to be women coming to our house all the time and I knew that they were not coming --

SGM WATERHOUSE: Just to help?

CSM (R) BROCK: -- you know, to help. Oh, they were looking for a husband. I'm telling you.

Well, my dad he was working at the post office.

SGM WATERHOUSE: He was about the same age?

CSM (R) BROCK: Yeah. He was -- yeah, he's two years younger than my mom. Yeah, 38.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: He was young.

SGM WATERHOUSE: That's still young.

CSM (R) BROCK: Oh, yeah. Had all them kids and everything. And you know, I saw the writing on the wall and what was happening.

But the bad thing that happened during this is my mommy mom has two sisters -- three sisters, I'm sorry. One of them is a nun, by the way. Oh, and by the way, my mom thought we were all going to be little nuns and priests. If she would have lived, I probably would have never joined the Army to be quite honest. That would have probably freaked her out. But she had some cousins. And this one cousin, she was a troublemaker. And she was, got young, pregnant, that whole scene. My mom, she had such a big heart, she allowed her and her daughter to live in our house. And it was -- I would say it was maybe about six years before my mom died. And I remember -- I remember clearly, they used to -- they lived with us and stayed with us. And they stayed for -- she stayed for about a year and a half, maybe two years, and then actually,

my dad, he finally was like, look, she got to go. I remember that. And --

SGM WATERHOUSE: So, she was a single mom living in your house?

CSM (R) BROCK: Yeah. She was a single mom. My mom was helping, she was allowing her to -- helping her; right? And she's allowed, like, we had an old uncle. Her uncle that lived with us for a while and stuff and that's a whole different story. I couldn't stand him.

But my dad ended up marrying her.

SGM WATERHOUSE: Oh, really?

CSM (R) BROCK: Six months after my mom died. Oh, boy. That was -- that was a life changer because, first of all, her sisters thought that there must have been something going on. They were really upset that he married their cousin. And I saw -- I saw it coming because when she came around the house, she just, just, ugh, nasty. You know, I could see -- I could just smell the sex just pouring in.

SGM WATERHOUSE: So, it wasn't about you

guys at all?

CSM (R) BROCK: Oh, no. She wanted -- no, it was about him and it was about what she could get.

So, he was married to her for about -- well, during that time, once she came in, I dealt with it. I was working full time. I was taking some classes part time and whatnot.

SGM WATERHOUSE: Was the school you were going to local or was it some -- farther away?

CSM (R) BROCK: Yeah, no, it was local.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It was local in Covina. But it was just taking classes, some night classes. But I remember the one day after they got married, it was a few months afterwards, my dad told me I had to call her mom. And that's when I moved out. Yeah. And my sister, she never let me forget it because she said I deserted them. You know, but I just -- I didn't have to deal -- I was 18 then, you know.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I did not -- getting

ready to turn 19 and, I didn't have to deal with that. And you know, so I left. And went off on my own.

I actually went, and I lived with my cousins and I moved back to L.A.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I had some cousins there. One of my mom's cousins and then my cousins that were my age, you know. And so, I was working and partying while I was there, and I got myself in trouble a couple times. Not -- trouble meaning -- and it was all guys. It was all about guys and relationships. And I ended up moving back home after about a year. And well, no, it wasn't a year. I don't remember. Maybe about six months or so. And my dad allowed me to move back. There were all these rules and stuff. And then that's when I decided I was going to join the Army.

But during that time, I had got picked up to work with the Post office. But I had applied, and me and one of my girlfriends, which we're still best friends now today, we said let's go join the Army.

You know. Actually, it wasn't let's go join the Army.
We were going to join the Air Force.

SGM WATERHOUSE: Yeah?

CSM (R) BROCK: And we went there first.

SGM WATERHOUSE: I did, too.

CSM (R) BROCK: Yeah. We went there first.

SGM WATERHOUSE: That's what parents usually

--

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Join the Air Force.

CSM (R) BROCK: Yeah. Yeah. And we just
liked we were looking at their uniforms and stuff, and
we said, well, let's try them.

They wouldn't give us what we wanted because
we both wanted to go into the medical field. And they
were like, well, no, we can't guarantee that. And I
was like, well, shoot, I'm not signing anything if you
can't tell me what I'm going to do. And so, then we
said -- we went right across -- you know how the strip
malls --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Yeah. We went right across and we went to the Army. And the Army -- now, the Army was selling us. Okay, oh, yeah, you can get this, you can get that. You know, you have to take these tests and you know, I'm sure you can, blah blah blah blah blah. Oh, man. Let me tell you. I wanted to be a surgical tech. And so, the recruiter told me, he says, look. He says, you have to be a combat medic first, which was a lie. And he said, and then once you get through school, then you could choose one of the specialties that you want to.

Okay, now, I had no idea. And you know, you believe them.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I found out later that that's not true. You know, you can't just because it was 91 Delta back then I think is what they called the surgical technicians. And 91 Bravo was the combat medic. So yeah, I was young, dumb --

SGM WATERHOUSE: Or as today you can go on the Internet and you can see all the jobs.

CSM (R) BROCK: Yeah, exactly. Exactly.

So, yeah, so that's how that happened anyway.

SGM WATERHOUSE: So, I'd like to go back.

So, when you were going to college we all have dreams when we're coming up, what we think we want to do in life. When you were going to college before your mom passed away, what were you looking to do?

CSM (R) BROCK: You know, I didn't really know yet. I really didn't. But it always had to be medical.

SGM WATERHOUSE: Why is that?

CSM (R) BROCK: You know, but it wasn't -- it wasn't like I wanted to be a doctor or something like that. I just didn't know what it was.

SGM WATERHOUSE: So, you were just always interested in medical?

CSM (R) BROCK: Yeah. And, I always was interested in it and it just -- it was something -- and I think it had to do with caring because a lot of what my mom taught me -- well, my dad -- my dad was,

he was the he-man of the house, you know. He was always in sports. You know, always working hard. You know, of course, he was the disciplinarian. You know, my mom was the one who always took care of everybody. And I mean, everybody. And it was something that I think that she instilled in me that really had me wanting to get into the medical field. I just don't know what it was. If I if I think back, I'm not sure. But I think it had to do with the caring piece, you know. Yeah, because, I mean --

SGM WATERHOUSE: Why the military? What inspired you to go that way?

CSM (R) BROCK: Because it was quick and easy, and I wanted to get away.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, I wanted to leave. Yeah. You know, because of even though he was still married to Ms. Thing. You know, they were married for like seven years. You know, was it seven? Five or seven. Anyway, it was the worst. I had to get away. You know, I moved back but the situation wasn't

better.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You know, it still was, I had to go by their rules and -- her rules in my mind. And I just wanted to go. And that was the easiest way to do it. And then --

SGM WATERHOUSE: Did you have any family in the military or friends?

CSM (R) BROCK: I had two uncles. I had -- one of my uncles was in the Air Force. They were out by then. Okay, one of my uncles was in the Air Force and the other one was in the Army. But my father never served. And I always -- I used to ask him, why because it was kind of during the Vietnam, maybe towards the end of the Vietnam phase. I always asked him, and he said something about him -- they already had three kids by the time. They were --

SGM WATERHOUSE: There were certain exemptions to the draft.

CSM (R) BROCK: Right. Right. And my mom cried about it. And even though I didn't believe it

but -- I don't know how but he never served.

SGM WATERHOUSE: Well, if he was -- if he had a draft -- if he was in the draft lottery, there were certain exemptions.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: If you had kids, you had kids in college, or you were in college.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: He might have fallen into one of those exemption categories.

CSM (R) BROCK: Yeah. But he never -- he never served. So, it was kind of funny. For me, it was really me starting out because, actually, I served. I joined, and my brother joined six months later.

SGM WATERHOUSE: The oldest brother?

CSM (R) BROCK: The oldest, yeah, the one two years younger. And he joined the Marines. Okay, and we used to have this conversation because I told him, I said, join the Army. And when he looks back, even though once a Marine, always a Marine, he's a

Marine forever, and he retired a Marine.

SGM WATERHOUSE: Oh, he did?

CSM (R) BROCK: He did 20 years; yeah. He always told me, because he retired as a staff sergeant, as an E-6.

SGM WATERHOUSE: Wow. Yeah.

CSM (R) BROCK: Yes.

SGM WATERHOUSE: It's hard to make rank in the marines.

CSM (R) BROCK: And he watched me.

SGM WATERHOUSE: Because they're small. They're small.

CSM (R) BROCK: Yep. He watched me, and he would tell me, he says, she says, I love the Marines, but I probably should have listened to you a long time ago because when he saw that making sergeant major he was just like, wow. He couldn't believe it.

SGM WATERHOUSE: Well, it's a smaller organization.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, it's literally harder

to make ran in the Marine Corps.

CSM (R) BROCK: Yeah. And then he chose -- he took the cook route. Yeah, he didn't go infantry. So, he took the cook route and that's what he did his whole.

SGM WATERHOUSE: Okay, Sergeant Major, so looking back you joined the Army in December '979.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: 1979.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: And you said why you chose the Army.

Did you ever think about the Marine Corps like your brother?

CSM (R) BROCK: Absolutely not.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: No way. Marines and Navy were definitely out. Yeah. No. Wasn't interested.

SGM WATERHOUSE: Just wasn't interested?

CSM (R) BROCK: Just wasn't interested. No, not at all.

SGM WATERHOUSE: And back then when you enlisted, you enlisted as a 91 Bravo, which today is a 68 Whiskey.

CSM (R) BROCK: Whiskey. Yeah.

SGM WATERHOUSE: Or W, combat medic.

CSM (R) BROCK: It's changed a couple times.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: It was Bravo. Then it was 91 Alpha. Then it went back to Bravo and it's 68 Whiskey. Yeah.

SGM WATERHOUSE: So, when you joined, what were your -- what were your expectations from the Army? What do you think the Army -- what were you looking to get out of joining the Army back then?

CSM (R) BROCK: You know, when I first joined the Army -- well, when I first signed up, my thoughts were, okay, I want to -- medical field. You know, I want to do something in the medical field. I want to be -- and I wanted to be a surgical tech. That was the biggest thing. In my mind I was thinking surgical tech, maybe even a doctor sometime in the

future.

SGM WATERHOUSE: And what was -- a surgical tech, what would they do? In your mind --

CSM (R) BROCK: Operating room specialist.

SGM WATERHOUSE: So, working in the operating room?

CSM (R) BROCK: Yeah. You're the person who actually passes the instruments to the doc, and helps --

SGM WATERHOUSE: Okay.

CSM (R) BROCK: -- you know, and all that kind of stuff. So, I knew what it was. You know, I did my homework on that.

SGM WATERHOUSE: You knew it was an Army career field?

CSM (R) BROCK: Yeah. I knew that. I knew that, and it was just the fact that okay, so I had to be a 91 Bravo first so, okay, I can do that, you know. The other thing I think I was like a lot of people. And it wasn't about education because a lot of people joined used to join because of going to school and

stuff like that for the benefits. Mine was more about traveling. You know, I wonder, I wonder where I can go. You know, and it was the unknown that was kind of exciting for me once I really started thinking about it.

SGM WATERHOUSE: So, you knew you could travel with the military?

CSM (R) BROCK: Yeah. Yeah. Because I was single and do what I want to do and whatever the Army says. And I also -- I joined for four years and I said I was getting out. I said four years, that's it. Because, remember, I had the letter -- I had the letter from the Post Office -- or I don't know if I said that.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I had joined -- I had applied for the Post Office. And while I was under delayed entry, I was delayed for like four months, I got an answer back and I passed the test and I was accepted. But I didn't think that I could get out of -- I had already sworn in once.

SGM WATERHOUSE: Right.

CSM (R) BROCK: So, I didn't swear in the second time, but of course, my recruiter told me, no, I can't. Right? So, I found out from my dad that -- and I still have the letter. It's funny.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I still have the acceptance letter in my files of when I got accepted way back in 1979 to the Post Office. And I always tell my dad, because he told he, he says you can use that letter because you were accepted when you got out and they'll give you a job.

SGM WATERHOUSE: But how would that satisfy your want to work in the medical field though?

CSM (R) BROCK: Oh, well, see, that's the thing is I was just -- I was just applying for a job.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know? And in my mind, I was going to -- I was going to do the four years and get out and work, you know. And who knows from there? I think in my mind I just wanted to make something of

myself a career. And I knew my dad, working at the Post Office, it's a great job. You know, he did it and retired from it.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So that was an option for me.

SGM WATERHOUSE: So, you weren't thinking of Army as a career at that point?

CSM (R) BROCK: I was not. Not at all. I was thinking of go for four years pick up a skill. Who knows what happens? Maybe it might trigger off something else, but I was out. I was getting out at four.

SGM WATERHOUSE: So, Sergeant Major, you attended Basic Combat training, or Bootcamp as some people call it from December 1979 to February 1980. Where was Bootcamp for you? What was the location and what did you think of Basic Training?

CSM (R) BROCK: Well, okay. So, I went to Bootcamp at Fort Leonard Wood, Missouri. And it happened to be during that time when they just started

bringing women and men in Basic Training together, to train together. That's when they just started doing it. So, it was an experience. Orit was -- it was an experience because from everything that I was told before they were doing everything separately. So, they had just started bringing everything together.

So, first of all, the training, I thought it was awesome. I did -- well, I'm from California. I was in Fort Leonard Wood, Missouri in December. And we went to bivouac and it was snow on the ground.

SGM WATERHOUSE: You'd never been in the woods or outside the city?

CSM (R) BROCK: Never been in the woods. Never been in the snow. You talk about an eye-opener. I thought I was going to die. But it was -- it was a good experience.

And I think the thing that I really loved about it is that when you have all your buddies -- you know, we didn't call them battle buddies back then --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But you know, your

teammates, buddies, I can't remember what we called each other. We're all privates. When you're working together was great. And then the other part that I hated is I've never been anywhere where I was just with females, all females. I learned a lot of stuff in basic.

SGM WATERHOUSE: So, you train together but you live separately?

CSM (R) BROCK: Yeah. We train together but the guys live in one area and we lived in another.

Working together with women was something. That was new for me. I mean, in that close environment. A lot of hatred. A lot of jealousy. You know, a lot of women that were trying to be the cutest or whatever their focuses were that had nothing to do with training.

The other thing was I realize -- I didn't realize as a Latina I'm half Mexican, and I didn't realize talking with Puerto Ricans and Dominicans, they don't consider -- there's this -- there was this animosity when I would say, hey we're all Spanish.

And they're like, uh, no. You know, and there was like -- there was like a prejudice.

SGM WATERHOUSE: Really?

CSM (R) BROCK: And I was like, wow. I learned, I mean, I'm going to tell you, I learned a lot in Basic Training. I mean, just from the social aspect. You know, it made realize that I really being from California and there's all kinds of different nationalities.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: California is like a cesspool of everybody and anybody who lives there, who comes to live in California from other nations and countries. But I didn't realize just how bad it was as far as those feelings. So.

SGM WATERHOUSE: Now, did you speak Spanish?

CSM (R) BROCK: I spoke -- I spoke a little Spanish back then.

SGM WATERHOUSE: Did that -- was that a thing in Basic Training, too, those who spoke and those who didn't?

CSM (R) BROCK: Exactly. Yes. Yes.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Oh, but, see, there's all different dialects. You know, Puerto Ricans don't speak Spanish. You know, the Mexican type Spanish.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And Dominica. It's all different.

SGM WATERHOUSE: So how did you deal with that as a private?

CSM (R) BROCK: Well, first of all, first of all --

SGM WATERHOUSE: Or how did you all deal with it?

CSM (R) BROCK: Yeah. I got told -- I got told, hey, we're not the same. Don't even act like we are. And so, I realized, okay I realized that that was a very sensitive subject. So, I just -- I just didn't approach it that way. I just approached us all as people.

Now, I didn't speak a lot of Spanish, so I

decided not to speak Spanish because then I got teased a little bit on what I how I spoke. Yeah, I didn't deal with that.

But anyway, so that was the social part. But as far as training went, I thought that it was pretty neat. Never shot a gun in my life. You know, when we did the rifle training and everything, I was just in awe of everything. It just opened my eyes and opened my world to something new. Even though I knew that that wasn't what my primary job was going to be.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But I knew that to defend the country, you know -- you know how it is in basic. You memorize everything.

I think I got an award in basic for something. I can't remember what it was.

SGM WATERHOUSE: Did you have to do any leadership type positions?

CSM (R) BROCK: Yeah. You know, I think it was something like that where, you know --

SGM WATERHOUSE: Team leader or squad

leader?

CSM (R) BROCK: -- like you were the squad leader or something like that. And I got an award for something. So Basic Training kind of helped me. And my dad had always instilled in us always have a sense of pride in everything you do. Always try to do your best and be your best. He was the one who always instilled that in us. And we were very competitive in my family. So, he says, competition is a good thing. Right? So, I know throughout my junior years in the military, competition was a big thing for me.

SGM WATERHOUSE: So, Sergeant Major, in February of 1980, you had graduated from basic and then you attended Combat Medic Advanced Individual Training, or AIT for short. And that was at Fort Sam, Houston, Texas?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: And what was your experience like there?

CSM (R) BROCK: Well, the experience continued. It was kind of funny. You know, when you

go to AIT, it's like you can breathe. You know, because between basic and AIT, I was able to go home and like anyone else wearing your uniforms. And back then I remember, because I got out, and then, of course, my brother, he had just joined. Did he join about the same time he did? Because there's a picture I remember. It must have been after AIT because I think he didn't join until I was already at Fort Sam.

SGM WATERHOUSE: Of both of you in uniform when you came home?

CSM (R) BROCK: Yeah. Yeah. And we had a cousin, too, that was in the Air Force. And he lived in Texas. So, it was kind of funny.

But as far as AIT goes, Basic Training was great. We're in Fort Sam, Houston. You know, rules were relaxed. Be honest, rules were -- it seemed like they were way relaxed when I got there because they didn't have drill sergeants in AIT.

SGM WATERHOUSE: I was going to ask you. They didn't --

CSM (R) BROCK: No.

SGM WATERHOUSE: -- have them back them?

CSM (R) BROCK: No. They had platoon sergeants. And I remember the belt. They had the belt.

SGM WATERHOUSE: A belt?

CSM (R) BROCK: That's what they wore. Yeah, they wore these big buckles on their belts. They acted like drill sergeants, but they were platoon sergeants. So, it was a little bit more relaxed there. I know it was meant to be that way because with the training and what not. But it was really exciting because I knew I was going to be able to start learning some medical stuff. The funny thing about it is the combat medics, everything was more -- we didn't learn like the EMT, like they do now. It was somewhat like that but not as intense.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It was a little bit more basic. You know, making sure that you can keep someone alive, but we were still privates, so we were still young. We were getting all the basic -- the

basic knowledge that we needed. Learn how to put -- stick IVs and that kind of stuff which can be kind of daunting in itself. You know, some people freak out about that. I saw a few people -- I remember them fainting and whatnot. We were sticking them in an arm dummy. The thought of it was just freaking them out.

SGM WATERHOUSE: So, they weren't fainting from them being stuck themselves.

CSM (R) BROCK: No.

SGM WATERHOUSE: They were fainting from sticking a dummy?

CSM (R) BROCK: Yeah, just the thought of it.

SGM WATERHOUSE: Maybe you should change career fields then.

CSM (R) BROCK: Yeah. Yeah. It's kind of funny. It lets you know. It lets you know there. But AIT -- now one thing about when I was in AIT, I did get sick. I got sick and I was hospitalized, so I ended up getting recycled.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: Because I missed too much training. And that's -- me and my friend that when we joined, that's when we got split up. Which I was really upset about it because we really -- we did everything together. We were trying to do these things together. But it didn't split us up too much because I ended up -- she graduated before me and then I ended up graduating I want to say about a month after because I had to get recycled into the next class which --

SGM WATERHOUSE: You just picked up where you had left off?

CSM (R) BROCK: Right. Right. Yeah, you don't start over.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Yeah, but you know, I had to get into the next class. And of course, with different people and stuff that was a little different. But, yeah, AIT, it was interesting.

SGM WATERHOUSE: What do you think the most challenging part of it was for you, if you remember

back?

CSM (R) BROCK: Most challenging part of AIT? Probably trying to figure out where I was going to go.

SGM WATERHOUSE: Oh, yeah?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Oh, after?

CSM (R) BROCK: Yeah, after. Because, to be honest I was a pretty smart kid. So, I went to Catholic School all the way up to seventh grade. You know, when I moved to the public school, I got straight A's until it caught up with me. You know, and then I still kept A's and B's. So, I was pretty - - I was pretty educated and into studying, reading and stuff.

SGM WATERHOUSE: Was it a lot of hands-on or

--

CSM (R) BROCK: Oh, yeah.

SGM WATERHOUSE: Or written or both?

CSM (R) BROCK: Both.

SGM WATERHOUSE: Both?

CSM (R) BROCK: Yeah. You get the written -
- because you have to memorize formulas and things
like that because we got some pharmacology. You know,
even though we don't pass meds or anything, but you
have to understand certain things about doses,
medications that go in IVs, things like that.

But for me it was kind of easy. It really
was. Nothing that was challenging or anything. So.

SGM WATERHOUSE: So, Sergeant Major, in June
of 1980, you graduated from AIT, and then you were
promoted to Private E2.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So, you had a stripe on
now. And you were assigned to Fort Campbell,
Kentucky, where you served with the 326th Medical
Battalion as an air ambulance radio operator for a
little over a year.

CSM (R) BROCK: Right.

SGM WATERHOUSE: We'll get to that in a
minute.

But after graduating from AIT, how prepared

did you feel now for your first assignment as a medic coming out of AIT?

CSM (R) BROCK: I felt prepared, but I was apprehensive because I didn't know what I was going to do. You know, you're kind of -- because they tell you -- they tell you different things, different jobs that you can have.

SGM WATERHOUSE: Depending on where you go?

CSM (R) BROCK: Whether you're going to go to a hospital or you're going to go to a line unit, you know.

SGM WATERHOUSE: When did you find out where you were going?

CSM (R) BROCK: I want to say we didn't know, maybe a couple of weeks before we graduated they gave us our orders and stuff. Yeah. And when I thought I was going to Kentucky first thing in my mind is where?

SGM WATERHOUSE: Well, you had to figure out where Missouri was; right?

CSM (R) BROCK: That's true. You know, it's

like, wow, I can't stay away from this area of the world. You know, most people, they kind of want to go overseas.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You kind of get that oh, I want to travel.

SGM WATERHOUSE: So, the 326. So, what led to you serving on an air ambulance, which I understand that's a helicopter I'm assuming?

CSM (R) BROCK: Right. That's like Medivac. Yeah, air ambulance.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So now this -- now, here's the deal. When I went there, because I was a private just coming out of AIT, they put me as a radio operator. Okay, and that is the job of a medic at my rank at that time.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So being a radio operator and manning the radios as the helicopters went out. But once you get there, your dream is to be an air

ambulance medic.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Which is --

SGM WATERHOUSE: So those are two different jobs?

CSM (R) BROCK: Two different jobs.

SGM WATERHOUSE: So, radio operator you're on the ground?

CSM (R) BROCK: Radio operator, you're on the ground and you're working the radios and manning -- doing reports.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay. Air ambulance medic is what you want to be because you're the one who's on the Medivac and you're the medic.

SGM WATERHOUSE: So, the duty title they actually put on your paperwork is kind of misleading. It's actually two different jobs?

CSM (R) BROCK: Mm-hmm. It's two different jobs.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. I was not -- I was not an air ambulance medic. I was training to be one.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, but there was one problem. I came up on orders too quick, so I never was able to be an air ambulance medic.

SGM WATERHOUSE: So, as a radio operator, and not to be silly, but I'm sure there's more to just like for the average person reading this in the future or listening to this, what would you say your primary duties and responsibilities are, some details that you can say of what you had to do.

CSM (R) BROCK: You know, there was, again, you've got to remember, I was like the low totem on the pole; right?

SGM WATERHOUSE: Well, you had one stripe.

CSM (R) BROCK: I think I got PFC sometime during that. But --

SGM WATERHOUSE: You did in the same year.

CSM (R) BROCK: Yeah. Yeah. So, work, working the radio, knowing the call signs, knowing --

SGM WATERHOUSE: Was it like air traffic control type business or something different?

CSM (R) BROCK: Something a little bit more -- a little different. You know, you would listen to the -- you would monitor where the aircraft were.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, where the teams were. How many patients they have.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, and you're taking notes and whatnot. Because back then --

SGM WATERHOUSE: You're not really directing the aircraft. You're just listening --

CSM (R) BROCK: No.

SGM WATERHOUSE: -- you're listening to what's going on?

CSM (R) BROCK: Listening, taking notes. You know, acknowledging passing it to and you always have somebody with you.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You know, who outranks you,

too.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know. So, I was doing that. But the other thing, too, during this, I would tell you that I got more into -- I was getting into boards back then.

SGM WATERHOUSE: Like soldier of the month boards?

CSM (R) BROCK: Soldier of the month boards; right. I had a -- our platoon sergeant, and I'll never forget him, Sergeant First Class Hall, he was tough as nails. And he was the kind of guy who his motivation was -- he was gruff. And he'd tell me, Horn -- which is what my name was back then.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Horn, you're going to board. And I'm like, okay.

SGM WATERHOUSE: What's a board?

CSM (R) BROCK: No, I was like --

SGM WATERHOUSE: Did you know what a board was?

CSM (R) BROCK: Look, well, they explained it to me that I had to memorize, and study and they tested me and did all this stuff. So, I was doing a lot of that stuff. I was doing a lot of that stuff before I left there.

I ended up -- I ended up doing more boards than I was doing work. You know. You know how that goes. And you know, I would work. I'd do my shift and then I'd be studying. You know, and then they'd be grilling me and doing all that stuff. So, I ended up being -- I think I got soldier of the month for our battalion. Then I got soldier of the month for our brigade. And I think that's as far as I went. I can't remember. But I kind of started getting into the board thing.

So, one of the things that I learned while I was at that first duty assignment is never say no. That was the first thing I learned. Because that was -- my platoon sergeant told me, he says, look -- and they sent me to a few schools, too. And you know, some classes, little classes that and plus, I was

trying to train for the air ambulance.

SGM WATERHOUSE: The helicopter?

CSM (R) BROCK: Right. So, I was taking classes. I was actually taking EMT. I actually went through EMT. So, I went through EMT, but I didn't finish it. I didn't finish it until my next duty assignment.

SGM WATERHOUSE: Was that an Army course or an actual civilian EMT course?

CSM (R) BROCK: It's an EMT. It's a civilian EMT course that they bring them in to the unit. Because, and they have to keep up the skills and the certifications for the medics.

SGM WATERHOUSE: So that was a routine thing?

CSM (R) BROCK: Yeah. That was a routine thing. And I just got they just put me into that because they were trying to prep me to be a flight medic. See, they called them air ambulance medics back there, back then.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Now we call them flight medics.

SGM WATERHOUSE: Flight medics. Yeah.

CSM (R) BROCK: Yeah. Yeah. So, so I got a little, I mean, I had a little bit of everything. You know, he was grooming me. That's what he was doing. I was the --

SGM WATERHOUSE: He didn't know he was helping you, but he was?

CSM (R) BROCK: Yeah. He was grooming me. Teaching me to be the yes person. You know, and all that. And he was pretty gruff, but he was fair. You know, I learned early don't say no. That's one of the biggest things I learned. Don't say no. Just say yes. Just do it.

SGM WATERHOUSE: Speaking of NCOs, every generation thinks that we the last generation wasn't as good. You know, the NCOs are better now or whatever there's always arguments you hear. It's just like with kids. You know, kids these days are not as good as they used to be.

In your opinion, looking back then '79, '80 timeframe, Army had been out of Vietnam less than a decade still, so you probably had some Vietnam vets, maybe even some older folks.

CSM (R) BROCK: I think he was. The guy, yeah.

SGM WATERHOUSE: Yeah. But regardless, you had some folks that had been in 20, 30 years so, maybe even some Korean War vets back then.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: In your opinion, what was the, the draft was over. The draft ended in, well, yeah, '73 is when we went to all volunteer Army. So, it hasn't been that long. In your opinion, what was the average -- the average soldier, NCO back then, we like to use the word "quality," but what did you think of the NCOs and your fellow soldiers back then? How did you see the Army back then?

CSM (R) BROCK: The ones I was working with, I thought they were like gods. You know, I thought, they were --

SGM WATERHOUSE: The NCOs?

CSM (R) BROCK: Yes. You know, I didn't have a lot of back then you didn't have a lot of interactions with the officers. You know, it was the NCOs that you actually -- those were the people you dealt with. Officers when they came around I hardly talked to them.

SGM WATERHOUSE: Did I do something wrong?

CSM (R) BROCK: Maybe hello.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: How are you doing? May I speak to you? You know, I was scared. I was scared of officers back then. You know, they were like, you know. And sergeant major? Shoot, I don't think I ever talked to a sergeant major back then. I'm sure I did when I went to the boards.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, but you just don't do that. That's not -- and I hardly ever saw them. I can't even tell you who my first sergeant was back then in this unit because -- because the air ambulance

organization was so small. It was actually a platoon. So, my platoon sergeant, he was god. He was, I mean, he was everything.

SGM WATERHOUSE: The highest ranking?

CSM (R) BROCK: Yeah. But the people that I dealt with, I thought they could do no wrong. That's how I felt back then. I thought they could do no wrong and I tried to soak in as much as I could. You know, really just seeing how they act and interact. Now, some of them weren't as great.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You know. And you could tell the ones that were really trying to get over. It was clear. It was clear who was in charge, who were the worker bees, and who were the slackers.

SGM WATERHOUSE: Which has never changed.

CSM (R) BROCK: Exactly. Exactly.

SGM WATERHOUSE: That's true today. In and out of the military. It's the real world, too.

So, Sergeant Major, I know you mentioned your platoon sergeant there. Was there anybody else

that you looked to or relied on to help train and mentor you as a new medic in your first unit?

CSM (R) BROCK: It was him and the folks, and the medics around me. They were the ones who were really, really trying to teach me, you know. And it was really unfortunate I was not able to kind of complete that tour. I was only there for I think a year and a half. I mean, I was there on a short time and I came down on orders. It was, I mean, it was like a blink of an eye. And I looked around. I was getting ready to leave and it's crazy because it's not like that now. You don't move people in a year and a half.

SGM WATERHOUSE: Right.

CSM (R) BROCK: Not unless it's something that has to be done.

SGM WATERHOUSE: Like a war or something starts --

CSM (R) BROCK: War or an issue or family or whatever.

SGM WATERHOUSE: So, looking back at your

short time in the 326 medical battalion and there at Fort Campbell, Kentucky, what were some of the positive and negative things you experienced that influenced your decision-making, thoughts, or actions later in your career, what we call today lessons learned. What were some of those lessons learned from that first unit? And you left there as a PFC.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: You weren't there long but you were a private first class. What were some of the lessons learned though looking back that you took with you forward?

CSM (R) BROCK: Like I said, one of the things is that you have -- you had to always be motivated and want to learn and continue to grow. I think -- I was at Fort Campbell, so I went to air assault school during that time, too. And, which is -- which is another story. But you know, you have to stay motivated. That was the biggest thing. You had to stay motivated. Don't -- don't -- one of the biggest things that I learned is do not speak when not

spoken to. You don't speak out of turn. That was one of the things that I learned young. You know, it was almost like a respect your elders' kind of thing.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, which was, it was kind of weird in a work setting. But just learning that discipline. That was a big one.

The other thing, too, that I learned is at that time the women or the females, make sure -- I had to make sure that I stayed professional. Because I had -- there were some women -- there were some females that were in our unit that they came out all - - it was clear that all they wanted to do was get a husband or something. You know.

SGM WATERHOUSE: What was the -- I want to say demographics of your unit male to female in that first unit?

CSM (R) BROCK: I don't remember what the numbers were. There were fewer females.

SGM WATERHOUSE: There was?

CSM (R) BROCK: There were fewer females in

our organization. Or at least in my platoon. You know, there were more in the battalion some of the other companies and stuff.

SGM WATERHOUSE: Now, looking back at Basic and AIT, did you see some of the same issues you had in Basic, AIT, in this unit? Or was it different now that these were older folks?

CSM (R) BROCK: Yeah. Yeah. Everybody -- it was different. It seemed like it was a little more mature. You know, because of course you go to school with a bunch of teenagers just coming in the military.

SGM WATERHOUSE: Right. But your fellow privates --

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- they weren't acting like that?

CSM (R) BROCK: No. No. And actually -- actually, I think it was -- it had to do with our NCOs. It really did. And I tell you, they are pretty --

SGM WATERHOUSE: And it should. It should

be up to an NCO to fix that.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, speaking air assault school, I was going to talk about that next before you went to your next assignment because from what I understand, a month before you went to your next assignment --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: You went to air assault school. I didn't know if it was en route to Germany or you went there --

CSM (R) BROCK: No. No. Okay. That was the second time. Okay? So, while I was there, one of the things was they wanted -- they had this whole thing about a certain percentage that were assault-qualified because Fort Campbell, Kentucky air assault --

SGM WATERHOUSE: For medics?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Well, no, for the whole

post.

SGM WATERHOUSE: Oh, okay. So, it's the
post --

CSM (R) BROCK: Oh, yeah. Oh, yeah, it's a
post thing. Yeah. And so, I had to go.

SGM WATERHOUSE: So, it's not like you said
I want to go?

CSM (R) BROCK: Oh, no. Like I said, you
never say no.

SGM WATERHOUSE: You never say no.

CSM (R) BROCK: So, I went to air assault
school and I failed the first time. I couldn't get
over the obstacle. I'll never forget this, the dang
belly buster. I could not get over that sucker. And
--

SGM WATERHOUSE: This was a three-week
course back then, too? Or a two-week course?

CSM (R) BROCK: No, I think it's two.

SGM WATERHOUSE: Two weeks?

CSM (R) BROCK: Yeah, it was two.

SGM WATERHOUSE: Oh, Airborne is three. So,

it was a two-week course.

CSM (R) BROCK: Yeah, it was two weeks. So, I couldn't get over that darn belly buster, so I had to train and train and train. That's why right before I left I actually went --

SGM WATERHOUSE: You went back?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I went back.

SGM WATERHOUSE: So, you had done before?

CSM (R) BROCK: Yeah. I had -- I went before and I failed. I didn't get over the obstacle. And so, I went back after I trained and bruised my entire body and recovered from it and everything. I went back and then I passed it, so which was like phenomenal.

SGM WATERHOUSE: So that course, do you think that was the hardest part for you was the physical, not necessarily all the tie downs --

CSM (R) BROCK: Not the rappelling or nothing. Like, that was fun. Australian rappels and

stuff like that, oh, my god, that was so much fun.

SGM WATERHOUSE: Because a lot of people say the loading and the inspections, and all that stuff was the hardest part for most people.

CSM (R) BROCK: To me? No. No. Because they taught you, you worked on it, and you did it. It was fun to me.

That darn obstacle course kicked my butt, man. Oh, my gosh. Even when I went back, and I passed it, I was so relieved. See, they don't let you go through all that stuff until you've been through your obstacle course. So, because that's the one -- that's the thing that fails people.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, no. That was the hardest part. Everything else was fun to me. You know, it was cool.

Now, ask me how to tie a tie now, I couldn't even tell you.

SGM WATERHOUSE: Well, now you can just watch. Say I've already done that.

CSM (R) BROCK: Been there, done that,
check.

SGM WATERHOUSE: So, Sergeant Major, in July
of 1981, like you said earlier, you weren't in the
other unit very long.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: July of '81, you were
assigned to Johnson Barracks, Germany where you served
with the 42nd Medical Company Ambulance for about two
and a half years as a combat medic and an ambulance
driver.

CSM (R) BROCK: Right.

SGM WATERHOUSE: So, did you request this
assignment?

CSM (R) BROCK: No.

SGM WATERHOUSE: It sounds like you didn't.

CSM (R) BROCK: Came down on orders. Going
to Germany.

SGM WATERHOUSE: Do you know what led to
that?

CSM (R) BROCK: I have no idea.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I just -- I guess it was just the luck of the draw. You know, they needed -- they needed folks to go to Germany. The next thing I knew there was a whole bunch of us got orders to go.

SGM WATERHOUSE: Really? Okay.

CSM (R) BROCK: Everybody went different places, but it was Germany. You know, at that time.

SGM WATERHOUSE: So, looking back, that company, the 42nd Medical Company, and it has ambulance in parentheses. You can explain that here in a second to everybody. But what was their mission do you think back then, the primary mission of that particular company, or the battalion that they belonged to?

CSM (R) BROCK: Right. 42nd Med Company was at Johnson Concern. Johnson Barracks which was in Firth, close to Nuremberg.

SGM WATERHOUSE: Yep.

CSM (R) BROCK: And the purpose of that company, we were the ambulance company. Okay, that's why it says ambulance. So, we had -- I think we had -

- know we had more than 20, but I remember I used to be responsible for about four of those suckers.

SGM WATERHOUSE: Now, are these vehicles or helicopters?

CSM (R) BROCK: No, these are vehicles.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: These are ambulance, the FLAs. Yeah.

Anyway, so we had the ambulances. We were the ambulance drivers. You had a driver and a medic for every ambulance. So, what we would do is every exercise that we had -- well, obviously, in time of war we would be the medical company that drove the ambulances the first responders, if you will.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, you go down collect your casualties, assess them, get them in the ambulance, get them back to the hospitals in the rear, the field hospitals. That was our job. So, it was just strictly ambulance.

Now, we didn't go to war during that time,

but we had many exercises. I remember Grafenwoehr clearly.

SGM WATERHOUSE: So, this was all -- was this all kind of like the Cold War scenario type training?

CSM (R) BROCK: Yes. Yep, yep, yep, yep.

SGM WATERHOUSE: Okay. So how much time did you serve as a medic there versus an ambulance -- or was that one in the same?

CSM (R) BROCK: Well it's kind of funny. Yeah, you were either one or the other, or both. Okay, depending on how, whatever the exercise was that we were doing. And my time was split during that time because I became pregnant.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Well, let me step back. Okay. I became pregnant and I ended up marrying my baby daddy, who was in my unit. And so, towards the second latter half -- well, not half. During the pregnancy piece I became the company clerk. Okay I was pregnant, so they took me out of the ambulance.

SGM WATERHOUSE: So, you were working for like the first sergeant or --

CSM (R) BROCK: Yeah. I worked for the first sergeant, exactly. I was the company clerk. I did that. I did that for a portion of it. But while I was as first, as a medic, it was fun. I didn't really experience any live action or anything. You know, it was all exercises. So, going through the motions, going through the scenarios treating casualties and whatnot and making sure that we do our ambulance runs. But I worked both of those. Then I became pregnant. Then I worked in the company as a company clerk.

It's kind of funny. During that time, I thought -- I actually took a correspondence course for a PACNSIO I think back then it was 71-Lima.

SGM WATERHOUSE: Like a personnel service person?

CSM (R) BROCK: Right. Yeah. Yeah, personnel services. I thought that I was going to change. I started thinking I wanted to --

SGM WATERHOUSE: It's like human resources kind of stuff?

CSM (R) BROCK: Yeah. I started thinking I wanted to change my MOS.

SGM WATERHOUSE: Really?

CSM (R) BROCK: You know, because I kind of liked it. You know, I mean, when you're the company clerk, I mean, everybody comes to you for stuff; right?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, I was processing --

SGM WATERHOUSE: You're the person of knowledge.

CSM (R) BROCK: -- paperwork making sure people were getting paid. Doing all that kind of stuff.

SGM WATERHOUSE: Mail.

CSM (R) BROCK: And then, but then, I had my son and I went back to work. And then I -- well, I got promoted after that and I became a squad leader.

So, one thing I do want to point out in this

assignment though, this assignment turned my -- really turned my career around because -- before I got pregnant. The very first person I met coming in to Germany was my squad leader. And he met us. You know, he met the group that was going to --

SGM WATERHOUSE: At the airport or reception?

CSM (R) BROCK: Yeah. Yeah. They picked us up. And I met him, and I thought, oh, my god, this guy is phenomenal. And it was just because he greeted us. He treated us like we were gold, or his children. You know, like, hey, I'm -- his name was Sergeant Dennis. I will never forget him.

Sergeant Dennis. He was spit-shined. I mean, this is when we were wearing fatigues back then.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, with the green fatigues, he was spit-shined. He was slim, sharp, spit-shined. His boots I mean, you were like, he was like perfect. And the way he talked, he was so animated. But he motivated us. He was -- the other one it says here,

marched us to the education center, take a class. I don't care what you sign up for.

SGM WATERHOUSE: You were going to get educated.

CSM (R) BROCK: Take a class. Right. Exactly. And he took care of us. He made sure that nobody messed with us. You know, if somebody tried to get in if I'm working on my ambulance, doing my PMCSs, my preventive checks if you will.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: He made sure that nobody if it wasn't their business, don't come over here in our area. You know, get away. I mean, this guy really took care of us. He changed my whole thought process because at that point I was still thinking about getting out.

SGM WATERHOUSE: Yeah?

CSM (R) BROCK: I was still thinking about getting out. And you know, when I left Fort Campbell.

SGM WATERHOUSE: So, he inspired you to maybe be a sergeant one day?

CSM (R) BROCK: He inspired me to reenlist. I wanted to be exactly like him, and he was the one who really -- he took care of us. I mean, I can't even say it any different than that. He cared. He was silly. You know how sometimes you see people and they don't show their personality? He tried not to. He tried to be he was firm and educated. But then you'd see his silly side sometimes when he'd giggle. It was weird. You know. And he'd laugh about stuff. And so, and he showed me that, hey, you can be --

SGM WATERHOUSE: He's a human.

CSM (R) BROCK: Yeah. Yeah. You know. And he had a family. He had a wife and a son. I remember that. And he would bring his son every blue moon when we had activities and stuff. And you could just see, he was just -- it was just so awesome. You know, and he made all of us --

SGM WATERHOUSE: You could tell he loved what he did, too, I guess.

CSM (R) BROCK: Oh, he loved, he loved the Army. And he taught us. He taught us a lot. So,

everybody should have a Sergeant Dennis. You know, and I've talked to people that have told their stories, how they had like a Sergeant Dennis. I always call it a Sergeant Dennis that really helped motivate them and that they think fondly of. He's the one. I think fondly -- I think more fondly of him than I did my platoon sergeant, the one that really started me.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I think this one just like blew my mind, you know. And I think that's -- I think that's why -- I had two, my very first two supervisors were so awesome that I think that's what really set me up to how I was as I grew up. You know? Their personalities, two different people, totally. Their personalities, they use their personalities to enhance the skills that they had to teach, coach, and mentor others.

SGM WATERHOUSE: So, you went from PFC there to sergeant, if I remember right.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Did those -- so when you were promoted to those different ranks, do those coincide with your job changes at all? Or how did that work? I mean, you said you spent time as the driver of an ambulance and then the medic. And I assume as a driver you help with the casualties?

CSM (R) BROCK: Oh, sure. Sure. And you help -- and you're a medic, too. The drivers are medics.

SGM WATERHOUSE: So those are kind of --

CSM (R) BROCK: They're synonymous.

SGM WATERHOUSE: They're not that different.

CSM (R) BROCK: Yeah, not at all.

SGM WATERHOUSE: And when you went to the training room, were you a specialist already, a promotable, or when did you make sergeant, in other words? What were you doing when you made sergeant?

CSM (R) BROCK: I made sergeant -- I remember I had my son and the promotion points changed during that time. Promotion points. You know how many times those things are changed?

SGM WATERHOUSE: That's always a struggle in the medical field, especially staff sergeant.

CSM (R) BROCK: Oh, my gosh. Anyway, so when I finally got promoted, I had -- was I pregnant? No, I was pregnant still. I was pregnant because I remember a picture of me standing in formation. My stomach. And my little -- I called the GP tinies . Wearing my GP tinies.

SGM WATERHOUSE: So, you were working with the first sergeant as a sergeant?

CSM (R) BROCK: Right. Yeah. Yeah. As a sergeant. Then I went into the training after that. But, I don't -- I can't remember, and I don't even remember when I got specialist. It was somewhere during that time, you know.

SGM WATERHOUSE: According to your records it was September of '81. So that was a couple months after you got in Germany.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: Yeah. So, you were, yeah. So probably about your two-year mark or something.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, once you were a sergeant, some people, depending on what your job was before. Now, I think you were in the training room now at this time you said, right?

CSM (R) BROCK: Mm-hmm. Mm-hmm.

SGM WATERHOUSE: Yeah, doing the personnel stuff.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Did you have any of the same soldiers that you were peers with let's say the month before you were promoted?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Are you still working with those same folks as a sergeant now?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: And how did you we call it different things, but you were one of the guys or one of the gals and now you're the leader of some of those same guys and gals.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: How did you -- how did you handle that transition?

CSM (R) BROCK: You know, it's kind of funny because I watched others do it and I saw them screw it up. You know, because basically what they tried to do is they tried to still be their friends. And I saw -- I saw how that worked because I was one of the specialists in the back listening to them talk bad about the sergeants, the ones that just got promoted and stuff. So, when it happened to me I changed it up a bit. And what I did is I made sure that I talked with my friend and said, hey, hey, look I'm getting promoted. I'm the same person but you know, things have to be a little bit different.

SGM WATERHOUSE: Mm-hmm.

CSM (R) BROCK: And so, I learned -- I learned how to separate the personal and the professional real early based on what I saw with others. And I tried -- I didn't totally cut people off but it was understood, hey, when we're at work --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: -- it's all about business.

SGM WATERHOUSE: Because it's hard in units

--

CSM (R) BROCK: That small.

SGM WATERHOUSE: -- where you were that specialist.

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Now you're the sergeant.

CSM (R) BROCK: Exactly. I always, and you know, it's kind of funny because as the years went on, I actually talked to folks and I would tell them, hey, the best scenario is you get promoted and you PCS.

SGM WATERHOUSE: Or you move to a different company.

CSM (R) BROCK: Move to somewhere else. Right.

SGM WATERHOUSE: Where nobody knows you.

CSM (R) BROCK: But --

SGM WATERHOUSE: But you didn't get that opportunity there?

CSM (R) BROCK: Oh, no, no, no, no, no. Oh,

no. And so, I had to deal with that piece. And you know, there were some salty folks. You know, there were some salty folks. But everybody knew who were the ones that were going to get picked up and who weren't. And I think because of my personality, I had a better success rate with being able to separate the two, mainly because some folks, they pin they pin those hard stripes on and suddenly, their personality changes completely. You know. And you know, all of a sudden they're that person.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, oh, now they think they're god knows what. You know. But I didn't do that. So, and that was mainly because I saw -- I saw how other people did and I said, no, I can't do that because even back then, I mean, I just treat -- I respected people too much.

SGM WATERHOUSE: Did you have -- what did you say, Staff Sergeant Dennis, was there somebody there that helped you in that transition?

CSM (R) BROCK: Oh, yeah. He did. He did.

And it was funny because when we got, he was so happy, you know. And then he actually PCS'd a little bit after that. And he moved. You know, he's one of those people that I never -- I have no idea where he's at, what he's doing. One of these days. I keep saying one of these days I want to try to reach especially in today's technology.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, look up and try to find.

SGM WATERHOUSE: If you can remember his first name you can probably find him.

CSM (R) BROCK: I know. See? I know. If I go back, because I can't remember his first name.

SGM WATERHOUSE: If you look through your awards or something you might find something he signed or something.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, Sergeant Major, looking back at your time there in Germany -- actually, I'm sorry. Let me go back.

So, in June of '83, towards the end of your tour in Germany, you went to the Basic Leader course, or Basic?

CSM (R) BROCK: Oh, yeah. Yeah.

SGM WATERHOUSE: The Basic Leadership course?

CSM (R) BROCK: Yeah. That was kind of an interesting -- you know, they don't even do it now. You know, now.

SGM WATERHOUSE: Because today we have Basic Leader course, which has changed names over the years. It used to be Primary Noncommissioned Officers course, Primary Leadership Development course, Warrior Leader course.

CSM (R) BROCK: Yep.

SGM WATERHOUSE: And now it's the Basic Leader course. But this was something different.

CSM (R) BROCK: It's completely different. Yeah.

SGM WATERHOUSE: Can you explain what that was?

CSM (R) BROCK: That's before Primary Leader course.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay, so the Basic Leader course when I think about it, because I even have -- I even have a little plaque that I got because I graduated like not distinguished but like high honor grad, one of those. I wasn't distinguished but I was like one of the honor grads. And it was like exactly what it is. Basic Leadership. They taught us just strictly the basics. I can't remember exactly what it was, it was so long ago. But it was more of how to teach and lead troops at the lowest level. And that's --

SGM WATERHOUSE: So, who ran this course, do you remember?

CSM (R) BROCK: It was out of where the Primary Leadership course was in Germany.

SGM WATERHOUSE: So, an NCO academy?

CSM (R) BROCK: Yeah, but it was -- but it was -- it was -- it wasn't located with the NCO

academy.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They had a couple different ones located in Germany. I remember that.

SGM WATERHOUSE: So, it was a Germany kind of run --

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: It was something for folks over there, not necessarily --

CSM (R) BROCK: I think it's something that someone developed.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: To be quite honest with you. Because after that there wasn't too many people that I knew. And I don't know how long that they had that course going prior to --

SGM WATERHOUSE: I'll have to do some research on it.

CSM (R) BROCK: Yeah, the Basic Leadership course. I have a certificate from it.

SGM WATERHOUSE: So, it was like a pre-

sergeant course?

CSM (R) BROCK: Yeah. Yeah. It's like brand new sergeants. You know, you go to this course and you kind of get a little bit of the DNC and you know, PT, leading PT.

SGM WATERHOUSE: Was it something every sergeant that you know of in Germany had to go through?

CSM (R) BROCK: It wasn't something that was mandatory.

G: Okay.

CSM (R) BROCK: I don't think it was mandatory. Because I don't recall them telling me I had to go. They told me, hey, we want you to go to this course.

SGM WATERHOUSE: Do you remember how long it was?

CSM (R) BROCK: I think it was two weeks.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. It wasn't that long. I think it was about two weeks. If it was three weeks

I'd be shocked. But I think it was about two weeks.

SGM WATERHOUSE: Do you remember anything particular from that course that you took away from that course?

CSM (R) BROCK: I don't. I don't. I just remember when I -- I remember coming out of it, it just made me feel a little bit more empowered. You know how you go to a course --

SGM WATERHOUSE: Was everybody in the course sergeants, too? New sergeants, do you remember?

CSM (R) BROCK: Oh, you mean in the course?

SGM WATERHOUSE: Mm-hmm.

CSM (R) BROCK: With me?

SGM WATERHOUSE: Or were there specialists there, too?

CSM (R) BROCK: I think there were specialists, too that were either promotable and waiting to pin. But I remember I went to that course and it was just -- it was just something different. You know, I had never been to anything like it before. Yeah, because I didn't go to PLDC until I had PCS'd.

SGM WATERHOUSE: Later?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, Sergeant Major, looking back on your time in Germany and with the 42nd Medical Company Ambulance, what were some of your lessons learned over there if you had to pull out some key lessons learned from that three-year tour over there?

CSM (R) BROCK: Okay. The first one is social. Back then they were still smoking hashish and marijuana and doing all that crazy stuff. And the lesson learned --

SGM WATERHOUSE: These were soldiers doing it?

CSM (R) BROCK: Oh, yeah. Oh, yeah.

The lessons that I learned from that was stay away from bad people. Stay away from the crew. I mean there was a lot -- the socialization there was so intense because everybody knew each other. You know, and you're either with the group or you're not with the group. You know, and folks, there was a lot of pressure. You know, a lot of pressure to try

things. Yeah, but there was a lot of pressure, especially from people that I was associated with to do that kind of stuff. You know, they do drugs and things like that. So that was one.

One of the things that I learned was you had to stay away from those folks. I mean, you really had to discipline yourself to say now.

SGM WATERHOUSE: And I'm sure there were some soldiers that got caught or they probably got kicked out?

CSM (R) BROCK: Oh, yeah. Oh, yeah. There were a bunch of them that got kicked out. Oh, my gosh. I remember --

SGM WATERHOUSE: Weed themselves out of the Army.

CSM (R) BROCK: Oh, yea. I clearly remember some folks.

SGM WATERHOUSE: Pun intended.

CSM (R) BROCK: They're just, yeah, yeah, but it was -- it was pretty rampant back then. That was one.

The other thing that I learned is that -- well, one of the biggest things that I learned is that the NCOs in the organization -- now, in that organization, I knew my first sergeant. I knew him not only because I worked for him when I was pregnant, but he was very personable. That was the first time that I really was around a first sergeant that actually was involved in the unit. We saw him every day. We had formation every day. You know, so that sense. I started feeling the sense of camaraderie and caring and what a real unit feels like. And that excited me.

Of course, I told you I reenlisted from there. So --

SGM WATERHOUSE: Mm-hmm. How many years did you sign up for, do you remember?

CSM (R) BROCK: You know, I think I signed up for five years at that time back then. I think I was able to -- and I didn't get -- did I get money? I don't think -- I never got money for anything. I never got no reenlistment bonus. People talk about

that all the time. I say I never got a penny, you know. I think I signed up for five years.

SGM WATERHOUSE: You were in a, and it still is a popular assignment.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Army usually gives bonuses for those jobs that they can't find enough people to go to.

CSM (R) BROCK: That they really need. Yeah. Yeah, exactly. But no, medics, hey, through the years, they've gotten bonuses and things. They've gotten reenlistment bonuses. Oh, yes, they have. But yeah, no, I think -- I want to say I reenlisted for five years. But when I left Germany, I mean, I love the Army. That's when I realized that I love the Army and I love what I did. And I was bought in. I bought in. Period. But I had a lot of -- there were some negative things that happened while I was in Germany. But most of the negative stuff that happened I think I told you I got married during that time. Yeah. So, I got married and then I had to deal with the infidelity

thing. You know, I was young still. You know, we were young. And I just had a baby and whatnot. And you know, and I think part of that had to do with the drug thing, too, because there was, I don't know they let their social graces go or whatever. But we left - - I still left married when I left there but I did have to deal with a little negativity in that area.

But, yeah, I learned I loved the Army. And I knew right then --

SGM WATERHOUSE: That maybe you'd make it a career?

CSM (R) BROCK: That I'm going to make it a career. Yeah. I knew. I knew I'd stay in for a long time. I didn't know I was going to stay in for 20 -- well, I definitely didn't know I was going to stay for 35, but you know, I didn't know if I was going to stay for 20, but I knew I was going to just by me reenlisting for five years, I mean, that tells you right there --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, that I had a

thought that I liked this. I want to stay, stick around and see.

SGM WATERHOUSE: So, Sergeant Major, in November of 1983, your time in Germany was over and you were assigned to Brooke Army Medical Center or BAMC as we say for short in San Antonio, Texas, where you served as a medic in the gynecological or GYN ward until July of '85, about 20 months or so.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So, do you remember what brought about this particular assignment? How you got there?

CSM (R) BROCK: I reenlisted for it.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I mean, what medic doesn't want to reenlist for Fort Sam? It's funny because my girlfriend, the friend that we joined together, she actually went to Germany, too, but she was in Crailsheim.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, it was like 50 miles

away, I think, you know. But she -- they reenlisted but she got married, too, and her husband was an MP. So, my husband was a medic and her husband was an MP.

SGM WATERHOUSE: He was military, too?

CSM (R) BROCK: Yeah. And so, they went to Fort Hood. So, I was at Fort Sam Houston. They were at Fort Hood. So, we were still kind of close.

SGM WATERHOUSE: That's not too far.

CSM (R) BROCK: Yeah, yeah. Yeah, but I reenlisted for it.

SGM WATERHOUSE: And you said earlier, for those future medics out there you can go a variety of different jobs in different places.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So, what led to you specifically working in the GYN ward?

CSM (R) BROCK: That's where they assigned me.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Once I got to BAMC, it's like assignments now. When you get to an

organization, they're going to put you where they need you where -- that's not the MTO here, TDA.

SGM WATERHOUSE: TDA.

CSM (R) BROCK: Yeah. Well, of course, I didn't know what a TDA was back then but that's where they assigned me to. And I was a sergeant on the ward, probably the worst job I ever had. But yeah.

SGM WATERHOUSE: We'll get to that in a minute.

CSM (R) BROCK: For lots of reasons.

SGM WATERHOUSE: Did you receive any specialized training for that particular assignment when you got there? Did you have to do any specific different training to work with those docs?

CSM (R) BROCK: No. Working on the ward -- basically, when you work on the ward you're taking care of the patients pre and post-op.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Or who are just ill. You know, GYN ward is gynecological. It's all women. Women issues that go on that ward.

SGM WATERHOUSE: So is it apart from pregnancy or is that part --

CSM (R) BROCK: Yeah, we're not OB. That was not OB.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's a completely different --

SGM WATERHOUSE: That's the other side.

CSM (R) BROCK: Yeah. This is hysterectomies and other women issues.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: That you have. And that's why that -- getting assigned there was interesting. We had -- I think my ward master, he was male. And he was good.

SGM WATERHOUSE: Was he a sergeant or a civilian?

CSM (R) BROCK: No, he was a master sergeant.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. I'm sorry, yeah, he's

a master sergeant. SGM WATERHOUSE: Okay.

CSM (R) BROCK: And he was really good.

SGM WATERHOUSE: Was that your first line here?

CSM (R) BROCK: I hated when he left.

SGM WATERHOUSE: Was a master?

CSM (R) BROCK: I hated when he left.

SGM WATERHOUSE: Yeah?

CSM (R) BROCK: Well, we had -- he was the ward master. Then we had some staff sergeants on the ward.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And then I was a sergeant. And then we had specialists.

SGM WATERHOUSE: So, you worked for like a staff sergeant?

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They kind of broke it out into sections of the ward which section that you had, and you worked on. I loved him. He was great. The

thing I hated was the patients, to be quite honest. You know, women patients, and especially we would get these high-ranking women who acted like the rank that their husband wore was theirs.

SGM WATERHOUSE: So, the patients were mostly civilian or both?

CSM (R) BROCK: No, they're --

SGM WATERHOUSE: Are they military folks?

CSM (R) BROCK: They're both.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, they're both. You know, it's like any hospital that we have. If you're authorized to use it. There were retirees. There were, you know.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They were you had both. But, yeah, it was interesting, stayed busy. You know, I learned -- I learned enough while I was there.

SGM WATERHOUSE: Was this -- were there shifts in this type of work?

CSM (R) BROCK: Oh, yes. Yeah. Yeah. The

wards are they're open 24.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, you work -- of course,
when you come in the lowest totem on the -- you know -
-

SGM WATERHOUSE: You got the nightshift. Or
swing shift?

CSM (R) BROCK: Yeah, I had to work the
nightshift. We had swing shift. Dayshift. Dayshift,
everybody wants to work dayshift. And I hated --

SGM WATERHOUSE: Is that like a 9:00 to 5:00
or how are they split?

CSM (R) BROCK: Yeah, well, dayshift is like
7:00 to 3:00.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. And then the next
shift, and I can't remember what they called that next
shift from 3:00 to 11:00. And the nightshift is 11:00
to 7:00.

SGM WATERHOUSE: They probably call it swing
shift or something.

CSM (R) BROCK: Yeah, no, but then you could

--

SGM WATERHOUSE: That's not bad though, 3:00 to 11:00.

CSM (R) BROCK: -- then you could do 4:00 in the morning and 4:00 in the evening, so they break the shift up, too. So, it was just kind of weird the way -- so they made sure they had the amount of folks that they needed.

SGM WATERHOUSE: And there was always a doctor on every shift?

CSM (R) BROCK: Well, there's a doctor -- well, there's several doctors. You know, depending on what if it was a surgery or if it was a doctor that was just doing their rounds, you know. But we had -- the nurses were the ones in charge. Oh, yeah.

SGM WATERHOUSE: So, what would you say -- I know you said pre-op, post-op. But what would you say for the folks that don't know what your basic duties, responsibilities, like in a day, a shift, what would you kind of do?

CSM (R) BROCK: So, what we would do, we would monitor the patients. So, I was responsible -- on any given day, I would take care of, do vital signs, assist the nurses with passing meds. Or bringing their meals to them. You know, and taking their meals from them. Changing bedding if needed. Or clearing out a space and then making sure that we wash down, you know --

SGM WATERHOUSE: So, you basically worked alongside the nurses?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: We did what the nurses said. Basically, that's --

SGM WATERHOUSE: Because it sounds like nurse duties but --

CSM (R) BROCK: Oh, yeah. Oh, yeah, yeah. We did whatever -- whatever the nurses didn't want to do, that's what you did.

SGM WATERHOUSE: You did it.

CSM (R) BROCK: But you don't touch meds and

you don't hang. We never hung IVs, which I hated, because that's what I was taught to do. But they wouldn't let us touch. I could not start an IV, touch an IV. You know, maybe if I needed to change a bag, that's about the closest --

SGM WATERHOUSE: Did this change later in your career or was this --

CSM (R) BROCK: It changed later. That was some of the --

SGM WATERHOUSE: Yeah, that's just the way it was then?

CSM (R) BROCK: That was some of the things that we made sure that we changed, because why do you teach me to do these things that I can do on a combat, but I can't do it in a hospital.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So those were some of the problems that we've had through the years.

SGM WATERHOUSE: So, Sergeant Major, in March of 1984, about four months after you started working there at BAMC, you attended the 91 Bravo 30

Advanced School --

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: -- at Fort Sam Houston Texas, which is there in San Antonio.

CSM (R) BROCK: Right.

SGM WATERHOUSE: What was the purpose of this advanced school and what did you think of that training?

CSM (R) BROCK: 91B30 course was one of the toughest courses that I went to, and it was the -- I thought it was the most interesting and exciting course that I went to. That's when we were taught to do combat trauma training.

SGM WATERHOUSE: Okay. So, this is back combat focused training?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yes. Yes. This is when, and you know politically, a lot of folks thought it was very politically insensitive when we would do surgery on the goats.

SGM WATERHOUSE: Yep.

CSM (R) BROCK: And I don't know if that's something that, that's very sensitive. That was back in the day.

SGM WATERHOUSE: But that was live training.

CSM (R) BROCK: Yeah, live training.

Keeping them --

SGM WATERHOUSE: Keep them alive.

CSM (R) BROCK: -- gunshot, gunshot wounds. You know, we had to learn how to keep a patient alive at least for 24 hours.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And so, we would do all the things we were taught. CRICOS .

SGM WATERHOUSE: I think we still did that into the late 2000s.

CSM (R) BROCK: Feeding tubes.

SGM WATERHOUSE: May still do it today. I'm not sure.

CSM (R) BROCK: Well, it's more of Special Forces.

SGM WATERHOUSE: Oh, okay.

CSM (R) BROCK: Yeah, no, they don't do it there. No. Unh-unh.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That school, actually, they stopped -- I don't remember what year we stopped it.

SGM WATERHOUSE: Does that course no longer exist?

CSM (R) BROCK: It doesn't exist. No, not for the basic medic.

SGM WATERHOUSE: Not the 68 Whiskeys?

CSM (R) BROCK: Exactly. Exactly. We don't do that. They need to.

SGM WATERHOUSE: So, this was live trauma training?

CSM (R) BROCK: It was live trauma training. It was sort of our BNOC. It was like our BNOC.

SGM WATERHOUSE: Okay. Yeah, I was going to ask you.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: It sounds like a BNOC.

CSM (R) BROCK: Yeah, because I didn't really go to BNOC. Do you know how I did BNOC? I did it correspondence.

SGM WATERHOUSE: Because I was going to ask you --

CSM (R) BROCK: We didn't have a course.

SGM WATERHOUSE: -- did this count as kind of like that course prior to being a staff sergeant?

CSM (R) BROCK: Right. Right. Exactly.

SGM WATERHOUSE: Or staff sergeant level course.

CSM (R) BROCK: Right. This was something that we all went thorough.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And you had to pass it. And if you didn't pass it, of course, you know --

SGM WATERHOUSE: So that was, in effect, your mandatory BNOC level course?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I did take BNOC. I did take

the actual online course because that's what we had.
We hadn't established like SLC like we have now.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, not back then. We had
the ANOC but not the BNOC.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: For our level anyway. You
know, the medics. But that was a pretty interesting
course. And I really enjoyed it.

SGM WATERHOUSE: I bet you had some people
fainting in that one.

CSM (R) BROCK: Oh, there were some folks
that just --

SGM WATERHOUSE: Compared to your earlier
when people fainted.

CSM (R) BROCK: Yeah. Yeah. Yeah. Oh,
I've had people faint on me, shoot, just giving them a
shot. There's nothing funnier than to see -- and I
shouldn't say funny because I would never laugh at
them.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But later I'd laugh and joke with my buds. There's nothing funnier than to see a big guy and we're giving the GG shot. And of course, you have to get it in our hip. And watch them faint. Big bodybuilder just faint on you just by the sight of the needle.

SGM WATERHOUSE: Those are big needles.

CSM (R) BROCK: I know. We all got them.

SGM WATERHOUSE: They call them arrows for a reason. They were like arrows.

So, Sergeant Major, in July of '84, I guess a few months later you attended the Primary Leadership Development Course, or PLDC, today the Basic Leader Course.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Where did you attend that course and what did you think of PLDC?

CSM (R) BROCK: PLDC was in Fort Hood.

SGM WATERHOUSE: Fort Hood?

CSM (R) BROCK: Yeah. I had to travel to Fort Hood to go to it. You know, it was really

interesting. I enjoyed it. I thought it was a great leadership course. I remember we did the land nav. We did all the stuff that I think they took out now or they put back in. They've gone back and forth with the PLDC and who should do Land Nav and who shouldn't. But I thought it was -- I enjoyed the course. I thought it was well run. I don't remember anything that was that was just -- that stood out with it. Do you know what I mean? I mean --

SGM WATERHOUSE: Because I was going to ask you how did it help you, or did it?

CSM (R) BROCK: Yeah, well, it was a Basic Leadership Course that helped me as a leader. I think it helped me develop just in my own mind and discipline on dealing with my troops. You know, as I got -- because even working -- when I started, I think after that I started working in clinics where I was either in charge of the clinic or I was part one of the folks in the clinic. And no, I think I was in charge of the clinics when I went to my clinics. But it helped me when dealing with my subordinates.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It did. It started getting me -- I think it more got me into the mindset of training and what I need to do with the subordinates, more so than when I went to that little old BLC course back in Germany. But PLDC, it set me off in a different mindset.

SGM WATERHOUSE: So, Sergeant Major, shifting the focus back to your job there in the GYN ward at BAMC, I know you talked about the patients being a challenge.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: What were some -- were there any other challenges you'd like to discuss besides the patients, and how did you overcome them?

CSM (R) BROCK: Any challenges in the ward?

SGM WATERHOUSE: Yeah, like just in that job.

CSM (R) BROCK: Okay.

SGM WATERHOUSE: As a young sergeant now and in a job you don't necessarily like.

CSM (R) BROCK: Right.

SGM WATERHOUSE: What were some of the challenges and how did you -- what did you do to kind of get through that period?

CSM (R) BROCK: Well, some of the challenges I did have was working with some of the civilian nurses. And working with some of the civilian nurses was my biggest challenge. I had -- it goes back to the 91 Bravo 68 Whiskey not being able to do their job the way we were trained. You know, I felt like the nurses -- especially the civilians, they wouldn't let you touch the patients. They wouldn't let you do anything. They didn't train us at all.

SGM WATERHOUSE: Were all the nurses civilians?

CSM (R) BROCK: No. No.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: There was -- the military ones would, okay. Now, if I had a military nurse, the military nurse was like, hey.

SGM WATERHOUSE: So, was this a policy or

just kind of an unwritten rule?

CSM (R) BROCK: I think it was more of an unwritten -- back then -- back then, I don't think it was a policy. It may have been a policy.

SGM WATERHOUSE: Because policies can change.

CSM (R) BROCK: Yeah, no, the policies have changed since then.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But then it still goes back to who is going to allow you to or not.

SGM WATERHOUSE: Who's going to underwrite the risk?

CSM (R) BROCK: Right, right, right. Exactly.

SGM WATERHOUSE: I was just wondering if it was a commander's policy or was it some Army policy.

CSM (R) BROCK: No.

SGM WATERHOUSE: Local commander or something.

CSM (R) BROCK: And see, this is where it's

a little harder when it comes to military hospitals because military hospitals fall under civilian rules, too. Because remember, all these hospitals, civilians come into it. Okay?

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And --

SGM WATERHOUSE: So, it's a little more complicated?

CSM (R) BROCK: Yeah, it's a little bit more complicated and you have to understand about the risks that you take when you allow uncertified personnel. Because your Basic 68 Whiskey, 91 Bravo 68 Whiskey, EMT certification, even with the EMT certification, you still cannot do certain things inside of a medical facility. Now, we've worked on these things through the years. But back then, oh, it definitely it was really hazy.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: If you will. Because, like I said, the nurses would allow us to do certain things, but the civilian nurses were -- they were like

-- so how did you get over it? Wait till the --

SGM WATERHOUSE: Policy changed?

CSM (R) BROCK: -- no, military nurse was on duty.

SGM WATERHOUSE: Oh. Then you get some training.

CSM (R) BROCK: And then you say, hey -- exactly.

SGM WATERHOUSE: Get some hands-on.

CSM (R) BROCK: Exactly.

SGM WATERHOUSE: Or experience, I guess.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: Because you were trained how to do it, just didn't get the experience.

CSM (R) BROCK: Yeah. Yeah. Hey, if you don't get the experience and you don't continue to train then you lose it.

SGM WATERHOUSE: So back then, did you have any particular person or somebody that you looked to? I know you said that some of the nurses let you actually get your hands and do the work.

CSM (R) BROCK: You mean for mentoring?

SGM WATERHOUSE: Yeah. Who did you look up to back then?

CSM (R) BROCK: It was that master sergeant.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: There was one master sergeant that I worked with. There was another one there that came -- that would come. You know, they'd work side by side because we did shift work. So, there was but the one male, he was the best. He was the one I'd always go to. The other one, I wouldn't go to her for nothing. I remember her personality. And pretty much she was no help. You know, and I don't know if was a female thing or she just was one of those witches. But she acted -- she didn't want to help nothing. And he would always be the one that I would go to. If I had any question or if I really learned to get some training or anything, it was him that I went to.

SGM WATERHOUSE: So, looking back at your time there in the GYN ward, what would you say were

some of your key lessons learned before we move on to your next position?

CSM (R) BROCK: Key lessons learned there. I learned a little bit better how to work with people. And the main one was the communication piece. When it came to communication, we all spoke different languages. Meaning that whether it was a civilian nurse or a military nurse or it was one of us NCOs, the subordinates, we kind of all spoke in different languages. And I learned that I had to understand where each was coming from, so I can really communicate with them and try to get the best out of whatever the situation was. That was the biggest thing that I learned from there.

And the other one was that I never wanted to work on a GYN ward ever again in my life.

SGM WATERHOUSE: It takes a certain kind of patience with a TIE.

CSM (R) BROCK: Yes. Yes.

SGM WATERHOUSE: NCE. So, Sergeant Major, in July of 1985k, you were moved to a clinic NCO

position?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: I hope I'm saying this right. AT BAMC, a position you held until March of '86. So, what brought about the move from the GYN to this clinic position?

CSM (R) BROCK: Yeah, I think that one was the OB/GYN. I was working in the OB/GYN clinic.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I think that was the first one. I worked in two clinics. It was that one and dermatology, and I can't remember which one came --

SGM WATERHOUSE: Which was which.

CSM (R) BROCK: -- before the other. But, now, I moved to the OB/GYN clinic, that was a move up.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That was basically me, them saying, hey, I did my time in the ward and they finally gave me a clinic.

SGM WATERHOUSE: So, what would be your different responsibilities? You know, you have the

/GYN as opposed to just GYN?

CSM (R) BROCK: Right.

SGM WATERHOUSE: What were the big differences?

CSM (R) BROCK: So, we saw both.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: We saw GYN patients and OB patients, the pregnant ladies --

SGM WATERHOUSE: Okay.

CSM (R) BROCK: -- coming in. So, they both came into our clinic. And this is where --

SGM WATERHOUSE: And this is separate from that ward?

CSM (R) BROCK: Oh, yeah. Oh, yeah. This was the clinic. Yeah. You know, it's kind of funny. I remember, I think that's when one of the space shuttles blew up.

SGM WATERHOUSE: '86.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: 1986.

CSM (R) BROCK: I remember because I was in

the clinic and you know how you have the TVs, so the patients are watching? And somebody went (inaudible) and I looked around and I was like, oh, wow. It's like everything stopped.

But, okay. So, my clinical duties, or my duties as the NCOIC in the OB/GYN clinic were to run and oversee the clinic with the head nurse. So, we had a head nurse. And it was the head nurse and the NCOIC that ran the clinic. The doctors worked out of the clinic.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, they would come to see their patients and what not. And --

SGM WATERHOUSE: This was like a strictly daytime clinic?

CSM (R) BROCK: Oh, yes. Oh, it was nice.

SGM WATERHOUSE: That's better, too.

CSM (R) BROCK: Yes. Like I said, I got a promotion.

SGM WATERHOUSE: And office hours.

CSM (R) BROCK: Oh, yeah. Oh, yeah. So, so

we would see any woman that came in for whatever issue or checkups or whatever they had. You know, we'd do pap smears and things like that. So, the technicians that I had working there, whether they were civilian or military, they actually assist the doctors.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, my job was to make sure that I had the scheduling. Make sure I had enough people on staff. Make sure that supplies the basic things.

SGM WATERHOUSE: So maybe that personnel work you did before probably helped you out.

CSM (R) BROCK: Yeah. Yeah. Yeah. Yeah. Yeah. Yeah. I would say, yeah, it did. But I did, I did time cards. There's a lot of administration, admin stuff that I did. I did more admin things as an NCOIC than I did hands on. If I did hands on, it was to help.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, if we're short somewhere, then you know, I might work with someone.

SGM WATERHOUSE: You said there was one NCO also -- another NCO there. What did he or she -- what was --

CSM (R) BROCK: In the clinic?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: No, I was the NCOIC.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Now, I had -- now, I would have clinical -- somebody who oversaw all the clinics.

SGM WATERHOUSE: Like a master sergeant or something?

CSM (R) BROCK: Yeah. Mm-hmm.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. It would be a master sergeant.

SGM WATERHOUSE: I misheard you. I thought there was another NCO there. Okay. So, you were the person in charge.

CSM (R) BROCK: Right.

SGM WATERHOUSE: You worked with -- what was the person you worked with? Was that a civilian or an

officer?

CSM (R) BROCK: No, it was an officer.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. And actually, when I remember back on the OB/GYN clinic, I had a pretty good -- that was a pretty good tour of duty for me.

SGM WATERHOUSE: Now, was that like a field grade officer or a captain?

CSM (R) BROCK: Field grader. Yeah, she was an LTC.

SGM WATERHOUSE: First time working with a -- so how was that?

CSM (R) BROCK: Yeah, interesting.

SGM WATERHOUSE: Was that one of your challenges?

CSM (R) BROCK: No, no, she was really, really nice. Oh, my gosh.

SGM WATERHOUSE: Now, you were still a sergeant, right, E5?

CSM (R) BROCK: Yeah. Uh-huh, uh-huh.

SGM WATERHOUSE: So that's not -- most of

your MOSs out there, a sergeant doesn't work alongside a lieutenant.

CSM (R) BROCK: Yeah. That position normally would have been a sergeant first class.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, but I think they were short back then.

SGM WATERHOUSE: So, did you get rated as a sergeant first class? Or you just got good --

CSM (R) BROCK: I don't remember.

SGM WATERHOUSE: -- evals?

CSM (R) BROCK: Yeah, I got good evals. But I don't remember if they put -- I might have been. I might have been rated as sergeant first class. But I know I was working in that --

SGM WATERHOUSE: That capacity?

CSM (R) BROCK: -- yeah, capacity. It's so funny. All these things kind of run into each other.

SGM WATERHOUSE: So, you said two different clinics?

CSM (R) BROCK: Yeah. Dermatology was the other one. So, they ended up moving me to the dermatology clinic, which was another kind of a move up for me because it was out of the hospital.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, the GYN, when you're in the hospital, there are still all eyes on you. So, then they moved me to the dermatology clinic, which was a building separate from the hospital, and that was a little bit more -- I was a little more kind of on my own there. I had an OIC, and it was a dermatologist. Okay. I had an OIC and we had a nurse there. And I only had like maybe a couple clerks or techs working with us. It was a more low volume clinic.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But it still -- it still -- but it was isolated, you know. So that was --

SGM WATERHOUSE: Still on the four?

CSM (R) BROCK: Right. Right. It was across the street from the hospital, you know.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But it was like right next door. The master sergeant that was in charge of the clinics, he was like right next door. And I learned a lot from him. He was -- I remember -- now, him, I remember his name. Some of the people I don't remember their names. Master Sergeant Larkin.

SGM WATERHOUSE: So, he was kind of like your go-to guy?

CSM (R) BROCK: Oh, yeah. He was. He was. Even for personal stuff. I think I was going through some financial issues back then. During this time, was I divorced yet? I went through a divorce with my first husband. And oh, my gosh. We had racked up so much crap, credit cards.

SGM WATERHOUSE: So not only you're changing jobs, you're going through that?

CSM (R) BROCK: I'm going through that, too. And he helped me. And in fact, I think I had to go -- I had to go through bankruptcy with him because it got to the point, you know how you have two people that

are responsible. One's paying and one's not. Then that means that they go all the way to this person. And so, I got into that. And I had to, in fact, he was the one who suggested -- he says, look. He says it happens to people. And he suggested to me --

SGM WATERHOUSE: This was your master sergeant?

CSM (R) BROCK: My master sergeant. I even called my dad because I called my dad and I was telling him that I was having some issues financially and stuff. And he says, yeah -- well, my dad's different. You know, my master sergeant was counseling me on it, and he knew it didn't have anything to do with the job. It didn't affect me on the job at all. But my dad, he's so funny. He's like, oh, the Jews do it every seven years. Why not? I was like, Dad. My father's something else. If he said he was going to help you, baby, do it. I was like, yeah. Yeah, I struggled with that. I really did. Because in my mind I was thinking, who goes bankrupt? You know. But I knew I had to because my

ex at the time, he wasn't cooperating at all. I don't know what he was doing but he was pretty bitter, so yeah, things didn't work out. But I was going through all that during that time. So, I had some challenges. My baby brother. And then also, I think during that time my dad -- I want to say somewhere during that time my dad had finally divorced the, ugh, yeah. And so, my baby sister, my father is from Texas. He dropped off my baby sister at my house at Fort Sam. And I took care of her for, gosh, what, about a month or so. A month or two.

SGM WATERHOUSE: With your son?

CSM (R) BROCK: Yes. Yes. Yeah, my baby sister was 11, I remember. So, I kind of I had those little challenges. I was working a second job during this time.

Now, I couldn't do anything during the ward, and I was still married during that. But once I came to the clinics, that's when things were -- I was going through divorce and we got divorced and all that kind of stuff. And I realized I needed to pick up a second

job. So, I was working. I was working a second job while I was in the Army.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: You know, and doing waitressing kind of stuff and trying to make some extra money. You know, and dealing with I had my baby sister with me and then my son.

SGM WATERHOUSE: You have to worry about childcare; right?

CSM (R) BROCK: Oh, yeah. Yeah. Oh, childcare, I've always had childcare. You know, and working with friends and people that I knew and stuff like that.

SGM WATERHOUSE: Because a challenge enough for most folks is just work.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Now you've got all these responsibilities on top of that.

CSM (R) BROCK: Yeah. I was a single parent.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I was a single parent for a while. And how I did it, I don't know. But I did. I did. And it was tough. That's what I tell people now. They talk about being a single parent and active duty women, and I don't sugarcoat it for them. I tell them, I say, it's not easy. You know, you just have to, there are some challenges and there are some sacrifices you have to make. And you have to figure out what's important, what's not. You know, you could do it. I know you could do it. I've done it. Been there.

SGM WATERHOUSE: So, Sergeant Major, I know, I think before you worked in the OB/GYN, somewhere you got promoted to staff sergeant.

CSM (R) BROCK: Yeah. And I think that's -- somewhere in there, either while I was in GYN or before, I can't remember.

SGM WATERHOUSE: Yeah. I know it was November of '86. But, yeah. I mean, did any -- I think you said some of those were like a sergeant first class position anyway. So, you were -- as far

as duties changing, it probably didn't change and now you're just getting paid a little more.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: Now you've got a rock or another stripe.

CSM (R) BROCK: Right. I think the derm clinic, I think that was a staff sergeant position. I think that one was. I think and that's why they moved me into it.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, I think they finally got a sergeant first class for the OB/GYN.

SGM WATERHOUSE: So, a little bit of time, really. So, you've got dermatology, OB/GYN, and GYN in one not too long of a period.

CSM (R) BROCK: And I still had another job while I was at Fort Sam.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I was moving.

SGM WATERHOUSE: I'll say, because you had another clinical NCOIC position; right?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Now, what was --

CSM (R) BROCK: That was the derm. That was derm.

SGM WATERHOUSE: That was the derm?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay. Okay. So, looking back, I think it was in August of '87, you were assigned now to a different battalion. But looking back at those, your time in those three places.

CSM (R) BROCK: In the hospital.

SGM WATERHOUSE: Yeah. What -- before I go on to this next one, what would you say are some of the lessons learned out of -- we already talked about the GYN. But the OB/GYN dermatology --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- before we go into this next job?

CSM (R) BROCK: Well, I think overall, okay, some of the lessons learned, first of all, I realized that I was really happy that I went to two line units.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Before I went to a hospital, a TDA unit because that was strictly TDA.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I think the lesson that I took from it, and I thought about this as I continued on into the career, is that I had the hard knocks in those first two units. You know, there was a lot of daily learning and learning and discipline and getting the Army -- you know, even though it was all still medical, oh, it was still, it was Army, you know in those first two units.

SGM WATERHOUSE: Different focus on it.

CSM (R) BROCK: Right. Because once I went to the TDA, okay, let's be real. It changed. You know, it wasn't as Army. It was more medical civilian focus, if you will.

SGM WATERHOUSE: Well, you had civilians in those units where you didn't necessarily over in the other, in the line units.

CSM (R) BROCK: Right. Exactly. Exactly.

And it was a little bit more lax as far as the discipline goes. And so one of the things that I learned, because when I went to my clinics and I was able to be in charge as I started being in charge, if you will, I learned that the lessons that I pulled from the TO&E units, I used them and developed them to where I can maintain the discipline and keep the Army in these TDA units that I was in.

SGM WATERHOUSE: Did you have any soldiers under you in any of those jobs?

CSM (R) BROCK: I did.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I did. The dermatology, I had fewer. I had when I was in the clinic, the OB/GYN clinic, I had, if I remember, let me see. I had about six military technicians, medics. And then we had civilian nursing assistants that were there. But I had about six of them that were under me. When I was in dermatology, I believe I had three. But still, they were -- I was their supervisor, you know. So, I used what I learned from the first two assignments to

really help me develop and teach, coach, and mentor as I continued on.

SGM WATERHOUSE: But it would have been different if --

CSM (R) BROCK: Flipped.

SGM WATERHOUSE: -- if you were teaching them in a combat scenario, combat-type focused unit --

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- your job, it would have been leadership than supervision.

CSM (R) BROCK: Right, right, right.

SGM WATERHOUSE: How did that make you feel? Would you have rather been -- I mean, you probably got that opportunity later but --

CSM (R) BROCK: Oh, yeah. Well it was kind of weird because I hear from everybody about hospitals, and you know what people think about medics. Let's be real. Okay? Honest. You know, people think they're not Army and they do what they want, and all this other kind of stuff. And I beg to differ. I say, yeah, you see that, but you know, it's

not in my formation. That's the thing that I was trying to make sure that didn't happen because I saw, you know.

SGM WATERHOUSE: Like you said, those first leaders, I think you said it was a sergeant first class and a master sergeant, those guys inspired you.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: What right looks like and help develop who you were.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: So, you try to take those and use that, even though it's not a line unit.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Incorporate that same type of -- some other leadership style.

CSM (R) BROCK: So that was the biggest challenges that I think I overcame because obviously, even though I was in charge of a couple clinics there were other folks, and you know, you kind of see how people are and how they run their areas. Well, I'll try to be different and not be like them. You know,

that was the biggest thing.

SGM WATERHOUSE: So, Sergeant Major, in August of 1987, you were assigned to the 232nd Medical Battalion at Fort Sam Houston where you served as a platoon sergeant for about a year.

CSM (R) BROCK: Yes.

SGM WATERHOUSE: So, what brought about that particular move to the 232nd?

CSM (R) BROCK: Okay. So, the 232nd was our AIT.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, it was a training unit?

CSM (R) BROCK: Yeah, it's a training unit.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, so I got I was recruited to go over there and I was really excited about it. When I got there, I became one of those belt wearers. Remember I told you?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Yeah, that was like the

ultimate.

SGM WATERHOUSE: Did you get to keep it?

CSM (R) BROCK: Oh, yeah. Well, what they did is I have a shadowbox.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Where they put my belt and when I left. Yeah.

SGM WATERHOUSE: When you were going away? That's cool.

CSM (R) BROCK: Yeah, they put it in there. So, I still have that. It's in my garage. Anyway, so you know, the 232nd was a training battalion and we had all the Whiskeys. Well, Bravos.

SGM WATERHOUSE: Nowadays 68 Whiskeys.

CSM (R) BROCK: Bravos back then. Yeah, we had the Bravos. We had --

SGM WATERHOUSE: So, the same AIT training you went through?

CSM (R) BROCK: And some of the other -- yes. And some of the other MOSs that start with Bravo and then they go on to the next one.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Like maybe record technicians, medical records.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, things like that.

SGM WATERHOUSE: So, it was a mix of kids?

CSM (R) BROCK: It's a mix. So that was fun. That's when I realized, man, I want to be a drill sergeant so bad.

SGM WATERHOUSE: Now, this was a sergeant first class position, too, correct?

CSM (R) BROCK: Mm-hmm. Mm-hmm. Mm-hmm.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Yeah, and you know, I was a cadre. That's what they called us. We were cadre. And we -- mainly what we did is we took care of the soldiers after they were out of class. Okay? Sometimes, well, we were supposed to sit in class with them sometimes, and they started doing that a little bit more. But usually we would march them back and forth. You know, it's kind of funny. We'd march them

back and forth to class, drop them off, and then go do our --

SGM WATERHOUSE: So, this is like AIT platoon sergeant was kind of like the title or something like that?

CSM (R) BROCK: Exactly. Exactly. Exactly. Yeah, I loved it. It was great.

SGM WATERHOUSE: Any particular challenge, I guess? I like to use that word. But anything that was particularly challenging in that duty position or while you were there?

CSM (R) BROCK: Yeah. The challenges that we had was that we were the AIT platoon sergeants, the instructors. There was this thing between the platoon sergeants and the instructors.

SGM WATERHOUSE: So, you moved them from class to class and then --

CSM (R) BROCK: And the instructors took over.

SGM WATERHOUSE: -- and the instructors took over from there?

CSM (R) BROCK: Right. And then you had to -- there were certain admin things that you had to do with them, but you had to work with the instructors and it was always a head-butting between the two. You know, one thought they were better than the other. That's bottom line. Now, I didn't.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, not for me, but I could see my peers.

SGM WATERHOUSE: Why do you think that culture existed?

CSM (R) BROCK: You know, it's the haves and the have nots. You know. I think everybody knew that -- they felt that the platoon sergeants didn't do enough, which did develop later. Because you're supposed to do -- oh, god, what did we call it? You're supposed to do training with them afterwards on what they learned.

SGM WATERHOUSE: Like reinforcing?

CSM (R) BROCK: Reinforcement training. There you go, right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: We were supposed to do reinforcement training.

SGM WATERHOUSE: So back then you weren't required to?

CSM (R) BROCK: We weren't required to, but some of us did and some of us didn't.

SGM WATERHOUSE: And so, they were looking at you guys to do that?

CSM (R) BROCK: Right. They thought that we didn't do nothing. You know, which we did do. We did enough. I mean, heck. They taught them all their MOS during the day, and in the evening, we would have them doing whatever --

SGM WATERHOUSE: So, you were doing kind of what some MOSs have drill sergeants doing.

CSM (R) BROCK: Right. Exactly. We just didn't have drill sergeants.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And it's kind of funny because, now, while I was in that position, I got

recruited as a recruiter. DA came down I got orders from DA to be a recruiter.

SGM WATERHOUSE: To go to recruiting school?

CSM (R) BROCK: Yeah. Well I didn't go.

SGM WATERHOUSE: How did that happen?

CSM (R) BROCK: Okay. So, this is what happened. They recruited me. Remember, I was a single parent.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I had to fill out all the paperwork. And they make you do all this financial --

SGM WATERHOUSE: Some people can get out of it. Most people don't get out of it.

CSM (R) BROCK: Well, I didn't -- I wasn't trying to get out of it. First, I was pissed because I didn't want to. And so --

SGM WATERHOUSE: You said you wanted to be a drill sergeant.

CSM (R) BROCK: Yeah. They're like, oh, you have to. You know, you're being -- this is your have to.

SGM WATERHOUSE: Yeah, when I was picked up it was either this or sign a declination of service or whatever and you have to go out after time was up.

CSM (R) BROCK: Yeah. Yeah. So, I filled out the paperwork and we sent it in. So, in my mind, as they were processing, I was going to recruiting school. So, I got all pumped up for recruiting school. Okay? I looked into it. I talked to folks. I remembered my recruiter. I said I'm not going to be like him and lie to people.

SGM WATERHOUSE: Tell the whole story, yeah, not half the story.

CSM (R) BROCK: You know, and I kid you not, two weeks before I was going to PCS they canceled my orders.

SGM WATERHOUSE: Two weeks? Had you already --

CSM (R) BROCK: Two weeks. I hadn't packed out yet.

SGM WATERHOUSE: Hadn't packed out yet?

CSM (R) BROCK: I hadn't packed out yet --

SGM WATERHOUSE: Good thing.

CSM (R) BROCK: -- but I was starting to dodo my in-processing and stuff. And I was so upset. I called DA and I volunteered to be a drill sergeant. I was pissed. I said, hey, I said okay, so they and they told me why. They said, we can't recruit you. You're a single parent. Back then, that's what they told me. And I said, okay. And it had nothing to do with finances. Nothing. Because by that time I was okay.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I had already gone through the bankruptcy. I didn't have any bills practically. And so, I called them, and I said, well, what about drill sergeant? You know, I said, look, I'm ready to move.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, and I said can single parents be drill sergeants? So, they picked me up for drill sergeant. They're like, yeah.

SGM WATERHOUSE: Which seems odd because

drill sergeants -- well, recruiters worked, even when I was, six days a week. But drill sergeants sometimes work seven days a week.

CSM (R) BROCK: But see, they looked at it financially.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Because you go to rural locations. You might go to a location there's no post.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And that's what they explained to me.

SGM WATERHOUSE: Okay. So, as a drill sergeant you'd have that support of the Army?

CSM (R) BROCK: Right. Right. So, believe me, I asked the question. Because like I said, mentally I was a recruiter.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Because remember, I'm the person who never says no.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, I'm going to go. I'm going to beat this up and it's going to be fine. And so, I was so upset. Anyway, so they picked me up for drill sergeant school.

So funny story. The colonel -- and I remember his name, Colonel Kirschmar, I'll never forget him. He had been flipping this thing around about having drill sergeants at Fort Sam Houston.

SGM WATERHOUSE: For AIT?

CSM (R) BROCK: Right. So, ah-ha. Back then my name was Acevedo . When I got married my last name was Acevedo. So that's what everybody knew me as. Sergeant Acevedo. So anyway, I went to drill sergeant school. Loved it. I mean, it was just like --

SGM WATERHOUSE: Now, are you still assigned to the 232nd?

CSM (R) BROCK: I was still assigned to them.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I went to drill sergeant

school. Went through it. Came back and I was PCS --
I had one month before I could PCS. Okay. Colonel
Kirschmar told me, wear your hat. I kid you not --

SGM WATERHOUSE: Oh, in the 232nd?

CSM (R) BROCK: In the 232nd my last month I
was there.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I wore my hat. And let me
tell you, soldiers were like freaked out. They were
just like, I mean --

SGM WATERHOUSE: And you had your drill
sergeant patch on?

CSM (R) BROCK: Everything. Oh, I was a
drill sergeant.

SGM WATERHOUSE: Yeah. Yeah.

CSM (R) BROCK: And they were just like, oh,
my god. You know, I mean, that's what he wanted to
see. And so, when I came back for that last month
and, and I was a drill sergeant, he immediately -- he
was like, yep. And they changed it. And they got
drill sergeants there I think like within the next

year. Yeah. Of course, there's process and stuff, but it was the immediate -- I mean, it was so funny. It cracked me up because I was like, wow. I was like -- you know, people nowadays, when they talk about drill sergeants I tell them it's a job. It's a job. It's not a personality. It's a job. You know? But anyway, so.

SGM WATERHOUSE: So, before we move on to your next assignment, looking back at the 232nd, the AIT there, battalion, any lessons learned you want to highlight there before we move on to your next assignment?

CSM (R) BROCK: The only lessons learned that I learned from there, we had a first sergeant. I learned some hard lessons from my company that I was in. We had a first sergeant. He was an alcoholic. I mean, you know how -- I have so many blinders on sometimes when I look at people. You know, I don't see things, you know. But I learned -- I learned as we went along, he had some habits that I saw, and I respected him, but he was an alcoholic. He was a

chain-smoker. I mean, he would sit like -- we had these little --

SGM WATERHOUSE: How could you tell? Just the way he acted at work?

CSM (R) BROCK: Well, he was a chain smoker. You could see that.

SGM WATERHOUSE: Oh, the chain smoker part. Yeah.

CSM (R) BROCK: But the alcoholic piece, you could see it in his face. And then I heard --

SGM WATERHOUSE: Did it affect him at work?

CSM (R) BROCK: -- I heard different things. And then I smelled him sometimes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Sometimes I could smell it on him. And when that happened I was like something's -- and then somebody asked me a question from the battalion. They asked me a question about him. And I learned at that time to be honest for the benefit of the person. I tried to like skate around it because I felt like I wasn't being trustworthy,

loyal to my first sergeant, right, when I was asked the question. But I was a senior NCO by then.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know. And I felt like I wasn't honest. And it came back that they actually kicked him out.

SGM WATERHOUSE: Really?

CSM (R) BROCK: Yeah. He actually -- well, he went to rehab. He went to rehab and then ended up retiring or whatnot. But the thing that I learned then is if it comes down to people and their health, you need to be honest about it. And instead of trying to -- I was one of those people who was skirting around the issue just like everybody else. You know, because I didn't want -- I didn't want to see him get hurt. But he was hurting himself already and he needed help. And that's what -- that's what that was all about. But, anyway.

SGM WATERHOUSE: So, Sergeant Major, in October of 1988, you graduated from drill sergeant school, like you said, and were assigned to the 82nd

Chemical Battalion at Fort McClellan, Alabama.

CSM (R) BROCK: Oh, yeah.

SGM WATERHOUSE: Where you served as drill sergeant for about 20 months, or just shy of two years. So, as a 91 Bravo background noncommissioned officer, how do you end up serving as a drill sergeant for I think what back then was a 54 Bravo Chemical Operation Specialist Trainee. How did that happen?

CSM (R) BROCK: Yeah. Exactly. Okay, so this is the funny thing. So, when I get to Fort McClellan, they were just -- first, I was supposed to go to the Basic Training battalion.

SGM WATERHOUSE: So, they had a Basic Training?

CSM (R) BROCK: Yeah, they had a Basic Training. But they had just decided that they were going to do OSUT.

SGM WATERHOUSE: Okay. So Basic and AITs together?

CSM (R) BROCK: That's right. Because they had the MP school and they had the chemical school

there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, what happened is I was assigned to the Basic Training Company, and they pulled us -- and they pulled us out. They said if you're infantry and MP, they went to MP. If you're anything else, you're going chemical.

SGM WATERHOUSE: You're going chemical.

CSM (R) BROCK: Right?

SGM WATERHOUSE: So, a stop gap measure, I guess.

CSM (R) BROCK: Yes. So that's how, I mean, I think I was in -- I hadn't even in-processed good before they sent me over to the chemical. And that was interesting because I'm going to tell you, you talk about how to be flexible. Excuse me. First of all, I didn't want to learn anything at all about chemical. At all. Had no interest. Didn't care. I was --

SGM WATERHOUSE: I've always heard they work with live agents.

CSM (R) BROCK: Yeah. You know. I didn't want to have nothing to do with it. And I said, man, I just want to be a drill sergeant. You know.

SGM WATERHOUSE: Live chemical agents.

CSM (R) BROCK: Let me tell you. But you know what? It was fun. It was fun. I loved the group that I was working with. But that's how I got there.

SGM WATERHOUSE: You weren't the only person that wasn't chemical --

CSM (R) BROCK: I wasn't the only one. I had -- we had -- one of my bud dies, she was a Lima. Now, most of them were chemical.

SGM WATERHOUSE: They were?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: The majority --

SGM WATERHOUSE: But you weren't the only nonchemical background?

CSM (R) BROCK: No, I think there were three of us in my company that it was me. I think we had a

mechanic and, because they usually try to send them to their schools; right?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And then we had a Lima, human resources, you know. Yeah, we were kind of the fish out of water.

SGM WATERHOUSE: So, did you have to go -- was there anything specific you had to learn to be an AIT drill sergeant?

CSM (R) BROCK: I had to go through their MOS training.

SGM WATERHOUSE: You did?

CSM (R) BROCK: I hated every minute of it. I was like I learned and understood. See, because we had to do reinforcement training with them.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, we took them from basic to their AIT. So, I had to do the reinforcement. And that's when we really got into reinforcement training. So, I had to know how to use a smoke whatever. Let me tell you something. When I

left that job, I total downloaded everything that I knew about chemical. You know, because they had so many apparatuses and things that they had to learn, you know.

SGM WATERHOUSE: And you had to show them how to use it.

CSM (R) BROCK: I had to show them how to use it. I had to make sure they were doing it right when we were doing reinforcement training and things. I was so miserable.

Now, when we were in our first nine weeks, I was happy as a clam.

SGM WATERHOUSE: That was just straight like Basic Training?

CSM (R) BROCK: Yeah, that was straight Basic, you know. And then when we moved into phase two, I was like, ooh.

SGM WATERHOUSE: Do you remember about how long the phase two was, the AIT course?

CSM (R) BROCK: What, 20 weeks? I mean, I think it was --

SGM WATERHOUSE: Like five months?

CSM (R) BROCK: No, it was 20 weeks long.

SGM WATERHOUSE: Total? Okay.

CSM (R) BROCK: Yeah, total. Because I remember -- and I'm going to tell you, that was the other thing about the OSUT. Boy, once -- I mean, when you've had them in the first nine weeks you kind of want to take a break; right?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But you've still got them.

SGM WATERHOUSE: There is no break.

CSM (R) BROCK: Boy, they get to know you. And you get in trouble if you let your defenses down. Yeah, they get under your skin and they kind of know all the tricks and trades.

SGM WATERHOUSE: So, you're with them for five months?

CSM (R) BROCK: Too long.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Too long. But it was what it was. And, I enjoyed it. I mean, I enjoyed it.

But I didn't -- I had to go through the AIT. And that was sitting in the classrooms with them and doing their work.

SGM WATERHOUSE: So, what would you -- if you were to, say looking back at that time period with the training and then being a drill sergeant, what would you say was the most challenging part of all that?

CSM (R) BROCK: Two things. First, the training. You know, learning something that you really don't want to learn. That was pretty tough. That was tough. I really had to pull from real deep to do that. That was number one.

The other challenge was dealing with the same soldiers for so long and trying to make sure that I didn't let my defenses down. Because once you did that then they got you and basically, they'd do whatever. You know, they know what to do, things they can get away with, with who.

The first class I messed up. I kind of did that and I said, ah, I can't let them get to know me

like that.

SGM WATERHOUSE: So, were you told or directed to kind of after the Basic Training phase to kind of back off a little bit on them? Or were able to do the same type of leadership the whole time?

CSM (R) BROCK: It's the same type of leadership except they get different privileges and they continue through phases.

SGM WATERHOUSE: Okay. To similar to what it is today?

CSM (R) BROCK: Yeah. Yeah, right. But see, mentally you can really pull, you're in AIT now. You know, I don't need to be teaching you how not to be a civilian anymore.

So, the second time -- the second class that I had, I remember I stayed the same all the way through. I just made sure -- I kind of went with the flow as far as how to deal with certain soldiers as I went through. But I kind of kept the same. I let myself down the first time and then I took a break. And I was like -- it was almost like, I don't even

care kind of thing, attitude. And then I realized, I said, I do care. Okay, so I can't let them see me like that.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I had to change up -- I had to change up so I was very fluid.

SGM WATERHOUSE: So, in this unit, probably especially when you first got there. So, you did your -- almost like their AIT for yourself.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Who did you look to for assistance/mentorship or whatever in that unit as a drill sergeant now in unfamiliar territory? Who did you look to back then?

CSM (R) BROCK: Our senior drill, and she was chemical.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, our senior drill. And it was it was kind of funny because one of the things that I hadn't dealt with -- well I mean, I always dealt with people, but I hadn't had a senior female

that was in charge of me. I really, it was mostly males all up to this point. But I worked with females. You know, I worked with the nurses and all them. But I had a senior female drill sergeant. And I liked her. She was tough as nails and she was gay, big time. It was the first time I ever had somebody hitting on --

SGM WATERHOUSE: And this is before Don't Ask, Don't Tell?

CSM (R) BROCK: Way before Don't Ask, Don't Tell. Yeah.

So, me and -- there were three of us female because there were so many female drill sergeants they had to have because it was males and females. There were two others and myself. And we would talk about it. And I was like, she ain't gay.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, so one day she had said something to me and I was like, uh, I don't roll like that. It threw me off.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: So that was one of the first

--

SGM WATERHOUSE: So, she was doing nonprofessional -- taking personal life into the job?

CSM (R) BROCK: Yeah. Yeah. And I was like, uh, I don't roll like that. No. You know.

SGM WATERHOUSE: What did you -- how did you overcome that?

CSM (R) BROCK: Oh, she didn't mess with me because I was serious.

SGM WATERHOUSE: Oh, so you just dealt directly with her?

CSM (R) BROCK: Yeah, yeah, yeah. And I was serious. She said, oh, I'm just kidding. See, she was testing me. She was testing me.

SGM WATERHOUSE: But even today that would be unacceptable.

CSM (R) BROCK: Right. Right. So, and she said, oh. And she had a girlfriend, her wife or whatever back then that we all kind of knew about this little girl and stuff. So, I dealt with that, you

know --

SGM WATERHOUSE: Did you feel pressure to say something to somebody else?

CSM (R) BROCK: Oh, no, me and my buddies, we talked. Oh, no, I didn't.

SGM WATERHOUSE: No, I mean to bring --

CSM (R) BROCK: Oh, no, no, no. I did not. You know why? Because I still respected her because first of all, if she would have -- if anything else would have come out of that, then yeah, I probably would have said something to somebody. But no, she -- right off she was like, she tested me, and I was like, oh, you know. And she said, oh, I'm just kidding, you know. And she used to call me Acevedo, but that was at that time because I got married, too. So, during that time I got married and that's when I changed to Brock.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay? So anyway, so, yeah, so that was kind of that was kind of funny.

And what was I going to say?

So, she was the person that I went to. Then the other person I went to was our battalion sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: He was a mentor of mine, but I had to deal with him though because something happened while I was on the trail. I got pregnant with my daughter. Yeah, that was huge. They tried to kick me out.

SGM WATERHOUSE: Of being in the drill sergeant program?

CSM (R) BROCK: And I fought. Oh, yeah. Let me tell you, back then -- so I got pregnant. We went to the field and I don't know, I was on the pill and I forgot my pills. And I come back and you know, I'm trying to take like five pills at the same time. You know, I was just brain dead. You know, I'm a medic. I should know.

SGM WATERHOUSE: It doesn't work like that.

CSM (R) BROCK: And I've worked at OB/GYN. You know, I said, that ain't going to happen to me.

And the next thing I know I'm pregnant. And I told my husband back then, I was like, oh, my god. I got pregnant.

SGM WATERHOUSE: So how much time did you have left in your tour as a drill sergeant when you found out?

CSM (R) BROCK: Well, see, you notice that I only did 20; right?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I had to come off.

SGM WATERHOUSE: Was it supposed to be a three-year tour?

CSM (R) BROCK: No, it was two years.

SGM WATERHOUSE: Two years? Okay.

CSM (R) BROCK: Yeah. So, I had to come -- this is what happened. When I first found you I was pregnant, I hid it for a long time until I couldn't. And I was doing everything. You know, and I was still a drill sergeant. I was doing PT. I was running. I was doing all this stuff. But then there came a time when I started poking out and my uniform started not

fitting. And I was like, oh, man. So, I had to say something.

SGM WATERHOUSE: So, did you go to your master sergeant or did you go to the --

CSM (R) BROCK: And now, my platoon sergeant, now, she knew, and she said -- she says, I'm not going to say anything until I can't.

SGM WATERHOUSE: Was this the master sergeant you were talking about earlier?

CSM (R) BROCK: Mm-hmm. Yeah.

SGM WATERHOUSE: Okay. So, she was a senior drill?

CSM (R) BROCK: Yeah. She was a senior drill.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And she said I'm not until I can't. You know, and I said okay. And so, when it happened, oh, I went to -- and you know, I had already I was already pretty cool with the sergeant major. Oh, he told me, unh-unh. Nope. Nope. Get off. And I told him, because I talked to my doctor. I said,

look, doc said as long as I can still keep the hours -
- my hours get cut in my third trimester.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Okay? In our third
trimester you can only work so many hours.

SGM WATERHOUSE: Once you hit --

CSM (R) BROCK: See, as a drill sergeant I
was like up at the crack of dawn and leaving at 9
o'clock in the evening.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know. And so that's the
way it was. As soon as my -- and he fought it and
fought it. It went up to the colonel. It went up to
brigade. And they could not make me get off the
trail. But boy, they sure did make life good for me.

SGM WATERHOUSE: So, was that ultimately a
brigade decision or like Army level as far as staying?

CSM (R) BROCK: No, it was brigade.

SGM WATERHOUSE: Brigade?

CSM (R) BROCK: Yeah, it was post. It
stayed on post. It stayed within the brigade. They

looked they looked at the regulation. They talked to my doctor. They said --

SGM WATERHOUSE: So, you were able to do it until you were about seven months pregnant and that's when you --

CSM (R) BROCK: Think about a drill sergeant in a drill sergeant hat wearing a GP tiny like I told you. You know, because we were in BDUs then, I think. I think we were. Yeah, we're in BDUs. We're in BDUS.

SGM WATERHOUSE: '83 I think -- '83 is when, yeah.

CSM (R) BROCK: So, I had the pregnancy BDUs. I'm marching. Oh, you talk about getting teased.

SGM WATERHOUSE: Did the soldiers give you -- the trainees give you trap?

CSM (R) BROCK: No. No, the trainees -- because I didn't change. I was still their drill sergeant. I still acted the same way. And in fact, I think they got a little bit more protective of me, in their minds. They were a little bit more protective

of me.

SGM WATERHOUSE: You had another drill sergeant with you; right? In your platoon or whatever you had?

CSM (R) BROCK: Yeah, my buddy? Yeah.

SGM WATERHOUSE: Yeah. So, it was the same. You still have at least two?

CSM (R) BROCK: Yeah. We work together. Yeah. You know, I did what I could and but as soon as I hit that -- as soon as I hit that seventh month, boy, I was off. That paperwork was in my records and took me off a status and everything. But you know, and it wasn't a big deal. It didn't affect me negatively or anything.

SGM WATERHOUSE: So, you just moved to the personnel services position, right, in the Kimuka battalion for about three months?

CSM (R) BROCK: Yeah. Once I came off the trail.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: And that was strictly for the pregnancy?

CSM (R) BROCK: The pregnancy, correct. Correct.

And so, I still worked. I still worked. You know, I still was doing my thing, taking care of folks and, and then, of course, I had my daughter, so.

SGM WATERHOUSE: So, Sergeant Major, in September 1990, you were assigned to the United States Army Medical Department Activity, or USA MEDDAC at Fort McClellan.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Where you served as a clinical NCOIC at a troop medical clinic, or TMC for short for a little over a year.

CSM (R) BROCK: Right.

SGM WATERHOUSE: So, is this an assignment you put in for?

CSM (R) BROCK: Well, I had my daughter in July of '90. So, once I had my daughter I was off leave and going through all the CON stuff. You know,

obviously, I was reassigned. And the MEDDAC right there that the only place they can really send me.

SGM WATERHOUSE: Right there?

CSM (R) BROCK: Exactly.

SGM WATERHOUSE: Same installation?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, were you the NCOIC of the entire troop medical clinic or a certain part of it?

CSM (R) BROCK: The entire.

SGM WATERHOUSE: The entire thing.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So what level position was that back then? Do you remember?

CSM (R) BROCK: E7.

SGM WATERHOUSE: It was an E7 position?

CSM (R) BROCK: Yeah, it was an E7 position. I think I got promoted after -- I know I got promoted while I was there.

SGM WATERHOUSE: Yeah. I just wanted to see. Some of them I've seen they have master

sergeants in charge of them.

CSM (R) BROCK: No, not at that time. It was a sergeant first class position. Yeah.

SGM WATERHOUSE: So, as the NCOIC, what was your primary duties and responsibilities?

CSM (R) BROCK: Yeah. For the TMC, okay, the troop medical clinic we saw -- back then it was all troops. Okay, because now they've kind of expanded. Some of them they're like family homes and family medical clinics.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: They've expanded it to families. So, we saw all troops at this one. And I had a doctor that was in charge of the clinic. Dr. Detege . I can remember her clearly.

SGM WATERHOUSE: Was she a civilian or military?

CSM (R) BROCK: No, she was military. Real pretty military, too. And the division commander loved her.

SGM WATERHOUSE: So, this was an

installation level?

CSM (R) BROCK: This is installation, yeah.

SGM WATERHOUSE: Not a unit brigade or
battalion level clinic?

CSM (R) BROCK: No. We fell under the
hospital.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But it was the TMC on that
installation. Yeah.

SGM WATERHOUSE: So what kind of patients
would you get as opposed to the units? Just for
people that don't know how this system works.

CSM (R) BROCK: The patients that we would
get would be ones that the unit medical couldn't take
care of.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay, they do little sick
call, but we did the main sick call.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, when they're sick
and they need to see a doctor.

Now, the medics that I had in my clinic that took care of -- and they actually did the triage of the patients.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know they actually -- we would -- they'd give them medications. You know, we'd give the scripts, you know --

SGM WATERHOUSE: Prescriptions?

CSM (R) BROCK: -- colds and things like that.

SGM WATERHOUSE: So, they'd come from the units because the units said, hey, we don't have that or can't give you what you need?

CSM (R) BROCK: Yep. Yep. They couldn't take care of them, so they'd go there. Or in a lot of times it was because they wanted to. A lot of them wanted to come up how soldiers are.

SGM WATERHOUSE: Because Eunice would have, typically I think back then, even back then would have a physician's assistant; right?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: But they didn't have a doctor?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. They would come up if they needed to be seen. And then there's soldiers, especially the trainees, that would come through. We get a lot of trainees that came through there.

SGM WATERHOUSE: From AIT?

CSM (R) BROCK: Yes. And --

SGM WATERHOUSE: Or Basic. I guess it was all together back then.

CSM (R) BROCK: Yeah. And then I'd have -- me, as the NCOIC, I would have to do a lot of the policing. Because there's the shammers that come up there that just want to get out of training or whatever and they've got a little cold or whatever the case is, and it couldn't be taken care of --

SGM WATERHOUSE: Oh, you're talking about the patience?

CSM (R) BROCK: Yeah, yeah, yeah. Oh, yeah.

SGM WATERHOUSE: So what kind of crew did you have?

CSM (R) BROCK: So, I had civilians. Excuse me?

SGM WATERHOUSE: I'm sorry; what kind of crew did you have under you?

CSM (R) BROCK: We had, gosh, I'm trying to think of how many medics we had. I know I had a crap load of medics that I used to get from the hospital to come work in the clinic. I had at least five that I remember that I had permanent, and then I would get extra. But I also had civilian nurses.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, I had the doctor that was in charge and I had a couple of nurses that worked there, too. So, I was a nice little small family-oriented with who worked there. And we all really were really tight.

But the clinic, I took over and really kind of moved it. I was looking at doing more things with the medics in the clinic. That was my big thing.

SGM WATERHOUSE: For the soldiers?

CSM (R) BROCK: Starting IVs. They were doing a little bit of that, the nurses were doing it, but we moved away from that and the medics were starting to do a little bit more instead of just going through the algorithm -- I always say that wrong.

SGM WATERHOUSE: Algorithm.

CSM (R) BROCK: Algorithm. Yeah. And you know, if you fit in this box and this box, then you're this kind of thing.

SGM WATERHOUSE: Flowchart kind of stuff?

CSM (R) BROCK: Yeah. Yeah. Yeah.

SGM WATERHOUSE: So, I've never been to Fort McClellan, but was it a small installation? Was this the only TMC on the installation?

CSM (R) BROCK: It was.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, it was the TMC.

SGM WATERHOUSE: The TMC?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So how many patients do you

think that you guys would get through there in a typical day?

CSM (R) BROCK: It was anywhere from 200 to -- 200 to I'd say a minimum of 50. But the average was about 150, I think, that kind of came through there. You know? But we'd get big surges. And then, of course, we did shots.

SGM WATERHOUSE: Oh, to keep people up to date on their stuff?

CSM (R) BROCK: We would do shots, too. Yes, yes. We'd get AIT and what, whatnot. We'd get them to come through for their flu shots and whatnot. So, we were the ones that did all the -- what I call all the busy work. You know, instead of sending them to the hospital.

SGM WATERHOUSE: So, when they came there for Basic Training/AIT or OSUT, you guys did all the initial shots and screening and all that stuff?

CSM (R) BROCK: Yep. Yep.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I'd take a team and we'd

go out and we'd do, shoot the guns and do all that kind of stuff. Yeah.

SGM WATERHOUSE: So, Sergeant Major, in your time there as the NCOIC of the TMC, who did you look to for advice and mentorship during your time there and how did they help you?

CSM (R) BROCK: When I was at the TMC, I used to go to my first sergeant a lot.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Because, again, we fell under the hospital. But the first sergeant, I'd go to them a lot. And then I also had a sergeant major in the hospital that I would chat with. I was pretty close to both of them meaning communication-wise, keeping them abreast of everything. And I made sure I stayed tied in because I was looking at moving up, because I knew I was going to get promoted.

SGM WATERHOUSE: Yep.

CSM (R) BROCK: So, I was looking at moving up. I didn't want to be there forever. So, I stayed tied in to both of them pretty well.

SGM WATERHOUSE: So, Sergeant Major, in February of '91, about five months after you started working there as the NCOIC at the TMC, you attended the Advanced Noncommissioned Course, or ANOC as we called it at the time. What did you think of ANOC and the training and curriculum there?

CSM (R) BROCK: '91. You know, there was some stuff going on during that time.

SGM WATERHOUSE: Desert Storm.

CSM (R) BROCK: Yeah, I know. And before I went to ANOC, there's one thing that I do have to talk about. I was chosen -- because Desert Storm was going on. I was chosen to be a part of this all-women's team that was supposed to go to United Arab Emirates.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And they wanted former drill sergeants to go and help train the women there. And it was during that time --

SGM WATERHOUSE: On medical stuff?

CSM (R) BROCK: No. No. Drill sergeants, training. Just training. You know, on --

SGM WATERHOUSE: Training soldiers?

CSM (R) BROCK: -- how to be soldiers.

SGM WATERHOUSE: Oh, okay.

CSM (R) BROCK: The women. And I was handpicked as one of a seven-woman team to go.

SGM WATERHOUSE: So, the UAE Army, I guess?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I was supposed to go to ANOC. There was all kinds of politics that went on about this. And I wanted to go.

SGM WATERHOUSE: Who were you chosen by to go, do you know?

CSM (R) BROCK: Somebody from DA.

SGM WATERHOUSE: Oh, Department of Army?

CSM (R) BROCK: Yeah, this was a DA thing.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: That they were looking for drill sergeants to go on this team. And my name --

SGM WATERHOUSE: By name?

CSM (R) BROCK: -- came up. And I was like

and I was torn because I didn't mind going. You know, obviously, I had two kids, but you know, I didn't mind going. My husband at the time, we were still married. I got divorced again later. But at the time I wanted to go but then I wanted to go to ANOC.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, I was like -- they kept -- they were messing with me during this time. They were like, well, you're going. You're not going. You're going. You're not going. You know.

SGM WATERHOUSE: Did they say how long you were projected to be gone?

CSM (R) BROCK: It was a year. It was a year. It was a year tour that I was supposed to do.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, when this jockeying was going back and forth, I talked to my sergeant major and I told him, I said, you know what? I don't care what I do. Somebody needs to make a decision because I just, you know --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: -- either I'm going or I'm not.

SGM WATERHOUSE: Plus, you've got a family at home to --

CSM (R) BROCK: Yeah, to make some decisions; right? And so finally, finally, my sergeant major came back and he said you're going to ANOC and he sent me to ANOC. I was in ANOC and they were still trying to pull me to go to UAE. It was crazy. It was crazy. And finally, I mean, I was in ANOC and I think finally, they finally backed off. But there was some political stuff going on because I think my sergeant major wasn't supposed to send me. And then now I was in the class. Then it was -- I think in his mind, I'm sending you to ANOC and they can't pull you out. But they were still trying to.

SGM WATERHOUSE: It's not like today where you have a sequential and you had to go and graduate before you got pinned sergeant first class.

CSM (R) BROCK: Right. Right. Right. Right. And that's what they were saying. They were

saying she can go when she comes back. You know.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I was just, hey, you know.

SGM WATERHOUSE: Just let me know what I need to do.

CSM (R) BROCK: I was like, tell me which way to go, and what's the mission and let's do this. When they told me the mission I was interested. You know, but I had this ANOC thing over here. So, it was different back then. It was like you couldn't -- oh, and by the way, during this whole time when I got promoted to sergeant first class, me and my ex -- I mean, ex, husband at the time, I was going through some emotional stuff with him because I got promoted before him. He had been a staff sergeant longer than me. I got promoted before him and we went through some challenging days of nontalk in my own house. And then never any apology and it just kind of went away. And so, I had all kinds of things going on during this time. And then when this thing came up, he was just

like, I don't care. Do whatever. You know, so it was attitude time. But anyway, so I went to ANOC and I stayed in ANOC after they finally quit bugging me.

SGM WATERHOUSE: So, when you're in ANOC, I know your focus is probably, until they stopped bugging you, was probably shifted two different places.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: But do you remember anything in particular about ANOC you remember?

CSM (R) BROCK: You know, the only thing that -- the only thing about ANOC, I actually enjoyed the course. I met a lot of people. For some reason our dining in is like the biggest thing that stuck out in my mind.

SGM WATERHOUSE: I'm sorry; where was this, Fort Sam?

CSM (R) BROCK: At Fort Sam. Yeah, I went to ANOC at Fort Sam. So, a lot of fun. Good leaders. Great leaders. I met -- there was a first sergeant back then that was at ANOC that stuck out in my head.

I remember his last name was Taylor. And he just was so -- he was incredibly intelligent, personable, and he really stuck. He really stuck out when I was in that course. And I realized that I'm a medic lover so I'm just going to tell you.

SGM WATERHOUSE: And he was a medic background?

CSM (R) BROCK: Yeah. Yeah. And he's medical background. And I just realized that we had so many great NCOs in our field overall. And I think he wasn't even a Bravo Whiskey. He was, if I remember, a Delta, which is the other thing that stuck out to me, which is a surgical technician background. So, I was like, wow. And he was a first sergeant. I was like, I know I could have been. In my mind I was thinking that. But ANOC. I mean, ANOC was just like any other leadership course. I felt it was just another stepping stool, as, you know --

SGM WATERHOUSE: Nothing particularly hard that you remember?

CSM (R) BROCK: Nothing that was major. No.

SGM WATERHOUSE: Do you think it helped you in any way that you can remember?

CSM (R) BROCK: Just moving on up.

SGM WATERHOUSE: You had been in some senior NCO positions already.

CSM (R) BROCK: Yeah. Yeah. Yeah. I think I did a lot more sharing than anything with people in the course.

SGM WATERHOUSE: Helping other students?

CSM (R) BROCK: Mm-hmm. Mm-hmm. I really do.

SGM WATERHOUSE: So, from what I understand, Sergeant Major, you were promoted to sergeant first class there while you were in school. Does that sound right?

CSM (R) BROCK: Maybe I was. I don't remember.

SGM WATERHOUSE: Okay. I'm just looking at timing. It appears that you were promoted while you were there.

CSM (R) BROCK: I probably was.

SGM WATERHOUSE: So, when you return to the clinic, now you're a sergeant first class, anything change? I mean, you were the NCOIC, so anything change while you were -- any additional duties or anything your boss gave you?

CSM (R) BROCK: Nope. I was ready to move on.

SGM WATERHOUSE: Ready to move on.

CSM (R) BROCK: Yeah. I was jockeying. Once I got promoted, I was looking for the next position. I really was. And it kind of got political. It kind of got political because the position that I wanted was in the hospital, in operations, and they had a Charlie, a 91 Charlie, which is an LPN, licensed practical nurse was in the position, and I was jockeying for it because I knew it was a Bravo slot. And I was trying to get it. And I wasn't being very quiet about it either. So, I mean, not -- I wasn't like I want that job kind of thing. I was letting my superiors know that I am interested in moving into that job.

SGM WATERHOUSE: And how did you know that job was there?

CSM (R) BROCK: Oh, I knew what the job was.

SGM WATERHOUSE: I mean, how did you know it was something you'd want to go into? Was it something folks in the past had told you this is a career path you should try to follow?

CSM (R) BROCK: My mentors. Yes. Everybody -- my mentors told me I needed to get into operations and training.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know. You know, I had mentors that were talking to me along the way about what to do and what the next steps are.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: People that I was chatting with. And my first sergeant -- now, my first sergeant at the time, and I remember him clearly --

SGM WATERHOUSE: This is while you're still at the TMC?

CSM (R) BROCK: While I'm still there.

Right. He was one of the one so that was telling me that's your job. So, he kind of egged it on, too, you know.

SGM WATERHOUSE: To go to that position?

CSM (R) BROCK: Yeah. He says, you know that's your job. You need to be in that position, you know. And back then --

SGM WATERHOUSE: It was right there at McClellan?

CSM (R) BROCK: Yeah, it was right there at McClellan at Ireland. I think that's the name of the hospital. Maybe it's not.

SGM WATERHOUSE: Ireland's at Fort Knox.

CSM (R) BROCK: Oh, that's -- yeah, you're right. You're right. That's Knox. I forget the name of the hospital. Anyway.

SGM WATERHOUSE: Before we get to that position, which it looks like apparently you got.

CSM (R) BROCK: I did.

SGM WATERHOUSE: I can read ahead.

But looking back at your time as the TMC, or

troop medical clinic NCOIC, what were some of your key lessons learned from that assignment?

CSM (R) BROCK: One of my key lessons learned from my TMC job was don't get too close to your OIC.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. I got -- me and my OIC, Dr. Detege, the one I was telling you about, we got pretty close because you work long hours. And when I say close, meaning, knowing each other's personal lives, I realized that I told her too much about my personal life. She told me way too much, things I didn't want to know about hers.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I realized somewhere along the way she kind of used that against me about knowing some things in my personal life. And I left there with a bad taste in my mouth. Even though I loved the job and I loved the people there. So, our relationship kind of turned a little bit because she said -- she shared some stuff that we talked about

with some other people. So, I already knew. I learned a big lesson right there. I said, you know what?

SGM WATERHOUSE: You thought you had a confidant, but you didn't?

CSM (R) BROCK: That's right. You've got to be careful in who you trust. Careful in who you trust. And you know, I didn't need my business out in the wind. If I'm talking to you because I'm expressing and being a confident I'd hope to expect not to hear it out in the clinic. You know, and say I heard about, you know. And I'm, really? So that was a big lesson I learned.

But aside from that, that position, it was a stepping stone for me. It was a stepping stone. And I just took everything from it and just kept moving on, moving on along.

SGM WATERHOUSE: Anything with your NCOs, anything you'd like to highlight there? I know it's not a combat unit, but you have the different NCOs I take it and those different sections of the TMC.

Anything you'd like to highlight there about how you -
- and that kind of unit is probably hard --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- but how you do some NCO
professional development or --

CSM (R) BROCK: Well, now, I did do
professional development now, you know. NCOPD, that
was a given when it came to me.

SGM WATERHOUSE: Was there a time where you
could --

CSM (R) BROCK: Take a moment?

SGM WATERHOUSE: -- clinic hours or shift it
on Thursdays or anything like that where you had time
to actually do that?

CSM (R) BROCK: Yeah. We had like admin
work.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: We had sergeants time back
in the day, too.

SGM WATERHOUSE: Yeah, that's why I'm saying
Thursdays.

CSM (R) BROCK: Yeah, we had sergeant time back in the day.

SGM WATERHOUSE: Was that something that you were able to actually --

CSM (R) BROCK: Yes.

SGM WATERHOUSE: -- facilitate?

CSM (R) BROCK: Yeah, there were two things that I would do. I would either have NCODP with all my NCOs, or we would do our sergeant time training where I'd have somebody giving classes, doing some training. Usually on medical work, sometimes on Army tasks.

SGM WATERHOUSE: Basic tasks?

CSM (R) BROCK: Yeah. Basic tasks. You know, things that they need to be familiar with. Getting folks ready for PLDC and those kinds of things. I would do all those kinds of things, yeah, absolutely.

SGM WATERHOUSE: So, Sergeant Major, in October '91, you were assigned to the operations sergeant position you were talking about there at USA

MEDDAC, a position you served in for about a year.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So how did you end up actually getting the job? How did that come about?

CSM (R) BROCK: Okay. So, I went to the sergeant major and I really was talking to him and I told him that I felt like I was being stifled and I needed to move into a position where I can grow. And then I told him, I said it's a Bravo position anyway. So, you know, you've got a Charlie in there and they keep saying how much they need them on the wards. When it comes to the LPNs, the Army is short. The Army has been short for years. So, I was helping him out.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I told him, you can put your Charlie back on the ward.

SGM WATERHOUSE: And that sergeant major was the one that did all the personnel NCO personnel management?

CSM (R) BROCK: Yes. Yes.

SGM WATERHOUSE: For that place?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: For that installation.

CSM (R) BROCK: And as soon as I started jockeying for the job, the female who was in the job, she was a Charlie, she approached me. And she said, I know you're trying to get my job. And I said, no, I'm not trying to get your job. I said, I'm going to get your job. I mean, and I was never that cocky. But I was upset because first of all, she was talking behind my back. And I was like I'll tell you straight up, yeah, I'm going to get your job. You know, it's my job.

SGM WATERHOUSE: Do you know the background of how she ended up in that position?

CSM (R) BROCK: Well, she was a sergeant first class. She was. And I don't know. You know, I guess she was chosen to be in the position. You know, you choose, whether it's talent management, which we didn't do back then. You know.

SGM WATERHOUSE: Yeah, that would have been

that sergeant major's.

CSM (R) BROCK: Yeah. Yeah, it would have been his, you know. And he understood where I was coming from. He was -- at first, he hesitated and then he realized that I was right. So, and that's when I went to the job.

SGM WATERHOUSE: So, Sergeant Major, as the operations sergeant, what were your primary duties and responsibilities?

CSM (R) BROCK: Okay. For the hospital, my responsibilities were for the training and operations from the hospital. We used to, we had folks that deployed. They were what we would call professional fillers.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So anytime when operations Desert Storm went down, there were so many people out of the hospital that went and were plugged into units.

SGM WATERHOUSE: Yeah. And there were still people there then, I think.

CSM (R) BROCK: Yeah. Yeah. And they were

plugged into units. You know, whether it was CASHs, field hospitals, whatever the case that had deployed. So, we would monitor those folks and make sure whether we were doing backfills and whatnot, it would come out of our shop. That was what we were responsible for. We were responsible for making sure that the training -- that we had reserve units that were kind of like attached to our hospital or we were responsible for them. We would do the planning and the training for them. Whether it was to come into the hospital or whether we sent people out to do field training with them whenever --

SGM WATERHOUSE: These are individual folks? Or sometimes it was units?

CSM (R) BROCK: No, it's units.

SGM WATERHOUSE: Units?

CSM (R) BROCK: Reserve units.

SGM WATERHOUSE: Reserve units.

CSM (R) BROCK: Yeah. There's reserve hospitals out there that are actually assigned to units. Obviously, I was responsible for all the

training that went on in the hospital. Okay, the companies did the training, but I was responsible for making sure that they had we did the op orders and, you know --

SGM WATERHOUSE: So, this is kind of like the S3 shop?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: The operations.

CSM (R) BROCK: Exactly. Yeah. It's like ops. Yeah, exactly, except it was for the hospital.

SGM WATERHOUSE: For the hospital?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Any particular challenges in your time there as the ops sergeant that you'd like to highlight?

CSM (R) BROCK: The only challenges were trying to keep up with our PROFIS, with the professional fillers.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Because you put people in positions, and there were folk, people are going to --

it's human. Human beings.

SGM WATERHOUSE: Are these volunteer docs?
Or they get voluntold?

CSM (R) BROCK: No, they get voluntold.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They're not volunteers.

SGM WATERHOUSE: So, these are docs in the
hospital?

CSM (R) BROCK: Yeah. Docs, nurses, and
certain MOSs.

SGM WATERHOUSE: And they get told by a
commander, I guess, of the hospital, you're going to
go to Kuwait or wherever?

CSM (R) BROCK: That's right. You're
plugged into these positions. When that unit goes,
you go.

SGM WATERHOUSE: You go with them.

CSM (R) BROCK: You know, and you do
training with them. And that's what you do. So, the
challenge would be to try to ensure that those
personnel were ready to go and if they had some reason

why they couldn't go, then we would have to find a replacement.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Those were huge challenges that we had. I clearly remember -- all through the rest of my career I've had those challenges, but that's where --

SGM WATERHOUSE: Who would ultimately say yes or no to those guys?

CSM (R) BROCK: Oh, that's command.

SGM WATERHOUSE: The command?

CSM (R) BROCK: Command decision. Oh, yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Hospital commander.

SGM WATERHOUSE: So, in that position there, who was your go-to advisor or NCO?

CSM (R) BROCK: Sergeant major.

SGM WATERHOUSE: The sergeant major?

CSM (R) BROCK: Yep. Yep.

SGM WATERHOUSE: Because you were directly, pretty much --

CSM (R) BROCK: Yep. Yep. Pretty much.
Yeah, sergeant major. That was my go-to.

SGM WATERHOUSE: So, Sergeant Major, in June of '92, about eight months into your tenure there as the operations sergeant, you attended the Battle Staff course?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Was that at Fort Bliss or somewhere else? Where did you go?

CSM (R) BROCK: Fort Bliss. Yeah.

SGM WATERHOUSE: Fort Bliss.

CSM (R) BROCK: Gosh. Yeah, Fort Bliss.
Yeah, behind the academy. I remember. It's like --

SGM WATERHOUSE: It's where they have the non-res side.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: So, what did you think of that course? And did you put in for that or how did that come about?

CSM (R) BROCK: They put me in for it.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. They told me that's my natural Battle Staff Operations. Oh, let me tell you. That was the hardest course I ever went through. I mean all the -- all the schools I went through I've always either been in the top 10 percent, honor grad, distinguished honor grad, something. That course, I was lucky I passed. It was the hardest course I ever did.

SGM WATERHOUSE: So, what was -- so what made it hard? What was -- for those folks that haven't been through it?

CSM (R) BROCK: Gosh, what was the hard -- doing the mapping, the units the intel.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: The intel part of it. That was the hardest. I just had a hard time grasping it. And the funny thing about it is we did it again Sergeant Majors Academy. But by then --

SGM WATERHOUSE: Battle tracking?

CSM (R) BROCK: -- by then I was better at it.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, but going through the course, I'll tell you what, I struggled. I think a lot of us in the course, we struggled. And it was tough. It was just a difficult -- difficult as far as educational -- educationally and trying to track the battle, if you will.

SGM WATERHOUSE: Now, did NCOs teach that course back then?

CSM (R) BROCK: And symbols and stuff.

SGM WATERHOUSE: Was it NCO led? Do you remember if that course was NCO led?

CSM (R) BROCK: I don't remember. I really don't. There may have been an officer there. I don't know.

SGM WATERHOUSE: But looking back at that course, I've never heard anybody say it hasn't helped them. But what are some of the takeaways from that course that maybe helped you later as an ops sergeant obviously, and then maybe later as a sergeant major?

CSM (R) BROCK: Yeah. In the operations

positions that I was working in it didn't help me as far as when it came to the battlefield stuff.

SGM WATERHOUSE: Right. Yeah.

CSM (R) BROCK: But overall, it helped me when it started talking about resources. Because I remember the resourcing. And when it came to personnel, tracking and transactions and whatnot. Those kind of things helped me. It really helped me when I went to the CASH. And that was later.

SGM WATERHOUSE: Combat --

CSM (R) BROCK: Yeah, combat support hospital.

SGM WATERHOUSE: -- support hospital.

CSM (R) BROCK: Yeah. And when we were getting ready to go to war. There were things that kind of came back to me. You know, and then when I was with our operations and I was looking, I was able to understand then.

SGM WATERHOUSE: Okay. So, Sergeant Major, looking back at your time as the operations sergeant for MEDDAC at the hospital there, what were some of

your key lessons learned that you took with you?

CSM (R) BROCK: Personally, my key lesson was if you want something, go for it. I can say that. I did feel bad at first because I felt like I've always been -- I'm aggressive but not overly aggressive. And I felt like in my whole entire career that was the one time that I was overly aggressive, I thought. The rest of my career, most of my career I felt like if you work hard then you're going to --

SGM WATERHOUSE: Things take care of themselves?

CSM (R) BROCK: That's right. That's right. That was the one time that I kind of took it into my hands. And after that I never did that again because I didn't like it. It wasn't my personality. Yeah.

SGM WATERHOUSE: So, Sergeant Major in, sorry, September 1992, you were assigned to Tripler Army Medical Center on Honolulu, Hawaii.

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Where you served as a training NCO in the Plans, Training, Mobilization, and

Security, or PTMS section, a position you held for about two and a half years?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So, what brought about the assignment to Hawaii?

CSM (R) BROCK: Reenlisted.

SGM WATERHOUSE: Ah.

CSM (R) BROCK: Yeah, we were actually -- I actually -- we were trying to reenlist for Alaska. And it was --

SGM WATERHOUSE: That's two totally different environments.

CSM (R) BROCK: Well, I wanted something overseas. Something different; right?

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And it wasn't available.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, it was either Alaska or Hawaii, and we got Hawaii.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, reenlisted for Hawaii,

and yeah, took the family.

SGM WATERHOUSE: Was that normally like a three-year assignment? Two year? What was the --

CSM (R) BROCK: Well, for married couples it's three.

SGM WATERHOUSE: Three? Okay.

CSM (R) BROCK: Yeah. Yeah. It was three.

SGM WATERHOUSE: So, it's the same thing as like Europe or something?

CSM (R) BROCK: Right.

SGM WATERHOUSE: So, Sergeant Major, for those who don't know about PTMS, what were your primary duties and responsibilities as the PTMS training NCO?

CSM (R) BROCK: Yeah. Plans, Training, Mobilization, and Security is what it standards for. I was part of the training.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And my job had to do with all the training for the hospital and for anybody -- and for all the deployers.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay, because it's the same thing, S3 if you will. Yeah.

SGM WATERHOUSE: Similar as ops but now you're on the training side?

CSM (R) BROCK: Yeah. And plus, you're in a higher level. Because Tripler -- now, we're talking about this is more like a division level.

SGM WATERHOUSE: Okay. So more like a G3?

CSM (R) BROCK: Yeah. More like a G3. Exactly. That's why you have so many pieces to it.

SGM WATERHOUSE: So, who was your boss in that job?

CSM (R) BROCK: I had a major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I remember I had a major who was in charge. It was me and him.

SGM WATERHOUSE: Which makes sense. Yeah.

CSM (R) BROCK: It was me and him.

SGM WATERHOUSE: If it's division type level

--

CSM (R) BROCK: For a section.

SGM WATERHOUSE: -- it should be a field grade officer.

CSM (R) BROCK: Yeah. Right. Right.

SGM WATERHOUSE: Any particular challenges in that position? You were in it for quite a while?

CSM (R) BROCK: Yeah, and it's kind of funny because I was in that job in the training mode but we kind of worked we kind of all synched together and worked different things sometimes. But the challenges that I had were trying to work with the companies and the battalion that fell under the hospital.

SGM WATERHOUSE: The guys that you told what to do?

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: Or your officer did but you were the one that was probably writing the --

CSM (R) BROCK: Right. And I got --

SGM WATERHOUSE: You had to make the phone calls; right?

CSM (R) BROCK: Yeah, I got a lot of the

beat ups. A lot of the beatings.

SGM WATERHOUSE: So how did you go about dealing with having to be the bad guy so to speak, or bad guy all the time?

CSM (R) BROCK: Well I always try to use my personality. Sometimes I'd play it off and you know, just let them beat me up. They're still going to do it, you know. And I'd say, well if you don't like it, talk to the boss, you know. Or his because we had a lieutenant colonel. And we had a colonel. You know, there were different levels and let you guys hash it out. I'm just the messenger.

You know, and back then I loved that position because it really set me up for the future on dealing with people. I had to deal with so many personalities.

SGM WATERHOUSE: And was this like a master sergeant or E9 position?

CSM (R) BROCK: No, I was --

SGM WATERHOUSE: Who typically filled that?

CSM (R) BROCK: I think it was an E7

position.

SGM WATERHOUSE: Yeah, a colonel.

CSM (R) BROCK: Because we had master sergeants and we had a sergeant major that was over --

SGM WATERHOUSE: So, the units -- okay, so you had a sergeant major in the G3 station?

CSM (R) BROCK: Overall.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But there was the four sections.

SGM WATERHOUSE: So, who did these units -- I'll call them subordinate units, I guess -- the units that you guys gave these orders to and training plans and all that, who did you typically deal with on those phone calls and those meetings and --

CSM (R) BROCK: Usually they're training NCOs I tried to --

SGM WATERHOUSE: So similar rank folks or --

CSM (R) BROCK: -- or -- yeah, yeah.

Similar rank or the first sergeants.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Or the sergeant major if I had to. I tried not to.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, because it really was difficult working with them.

SGM WATERHOUSE: So, Sergeant Major, in March of '95, about a month before your time there at Tripler as the training NCO was up, you attended the First Sergeant course. Where did you attend the First Sergeant course, and what did you think of the training and curriculum there?

CSM (R) BROCK: Yeah, I as promotable. And by the way, I sat on the promotion list for like two years.

SGM WATERHOUSE: That's a different story; right?

CSM (R) BROCK: Yeah. But I went to school at El Paso.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, I was kind of funny because I remember when I was in school, there's certain things that really are clear in my mind. That's when Celina got shot and killed. Remember Selena, the singer?

SGM WATERHOUSE: Oh, the Mexican singer?

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: I thought you were talking about a soldier.

CSM (R) BROCK: It happened -- no, no, no, no, no.

SGM WATERHOUSE: A sergeant major.

CSM (R) BROCK: That's when I was in -- wait a minute, First Sergeant course, was that El Paso?

SGM WATERHOUSE: At the academy? They had one there.

CSM (R) BROCK: Was it in El Paso? Or was it in San Antonio? I have no idea. I don't remember. Anyway. Time is so -- I think -- I guess it was El Paso. Anyway, when I was at -- it was El Paso. Yeah.

SGM WATERHOUSE: I mean, I think back then

that might have been the only place that had it.

CSM (R) BROCK: It was right behind the academy.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Or beside the academy, going towards the desert. I remember. Okay.

So, what was the question? I'm sorry.

SGM WATERHOUSE: What did you think of the training and education or curriculum?

CSM (R) BROCK: Oh, first of all, the First Sergeant course I thought they --

SGM WATERHOUSE: Because the Army didn't have one for a long time and then they created one.

CSM (R) BROCK: It was -- it was okay. But what they did is they told us where to go. You know, in the regulation.

SGM WATERHOUSE: Oh.

CSM (R) BROCK: And that stuck with me while I was there. It was like, well, why did I come to this course?

SGM WATERHOUSE: You already knew that?

Yeah.

CSM (R) BROCK: You know, all it did was give me all the regulations and things to go to. There was nothing -- I think the most I got out of it was networking. You know, networking with folks. I don't remember getting a whole lot out of the course. It was cool, but they told us where to go to get our information, and I could have did that at home.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know. But it was a nice visit.

SGM WATERHOUSE: They have something new now.

CSM (R) BROCK: Yeah, I know. It's different now.

SGM WATERHOUSE: So that course, nothing particularly hard about it that you remember?

CSM (R) BROCK: No. No. Nothing. Nothing.

SGM WATERHOUSE: Okay. So, Sergeant Major, looking back at your two and a half years or so as the -- in the PTMS there as a training NCO at Tripler, any

lessons learned there you'd like to highlight?

CSM (R) BROCK: The only lesson that I learned there was that networking and getting to know people really helps and really set me up for the future. For my future job.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: From there. Because I got to know a lot of people within the hospital, the medical center, outside the medical center, and with the different entities that we work with, especially the reserve and the TO&E units that we worked with, too.

SGM WATERHOUSE: Okay. So, speaking of that next unit, so that was April '95 you were assigned to Alpha Company there at Tripler where you served as the first sergeant for two years. The first year as a sergeant first class and then you were promoted, like you said, it took you a while.

CSM (R) BROCK: Right.

SGM WATERHOUSE: Just because your number didn't come up and --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: It's always a guessing game.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: We're going to promote this many and then some people don't get out and you have to wait a while.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, you were still at Tripler. So, for those that don't know how Tripler, the makeup, what is Alpha Company's job so to speak?

CSM (R) BROCK: Okay. So back there I think there were four companies, but the three companies, Alpha, Bravo, and Charlie, and then they used to have what they called MEDHOLD. That was the third Delta Company. So Alpha, we were in charge of all the clinics. So, everybody who worked in a clinic, whether it was inside the hospital or external to the hospital, they were assigned to our company. Bravo had all the wards.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: All the people who worked in the wards and things like that. Charlie was all the students. This was a teaching hospital. So, we had all the clinics, which included like -- we even dealt with Schofield Barracks. And there were clinics on like Fort Shafter. You know, different locations around Oahu. So, they all fell under us.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Officers and enlisted.

SGM WATERHOUSE: So, what would you say our typical responsibilities were, say basic responsibilities in that position? What were your basic responsibilities? Because first sergeants have a lot of similar things they do but what were some of the unique things, I guess, in that company?

CSM (R) BROCK: Well, the unique thing, and this is what was the tough part, is when you're in an organization when the people are assigned to you but they don't work for you directly on a daily basis, there's always this tug of war that goes on between like clinical NCOIC, and then you have a battalion

that you fall under, your troop battalion. And then we take care of all the administrative stuff, training. You know, if they're deployers, making sure that we're getting them ready for deployments. You know, we do all that kind of stuff. UCMJ, supply.

SGM WATERHOUSE: All the admin stuff.

CSM (R) BROCK: All the admin stuff. Yes. There were the bad guys of course. The commander is the one who does the UCMJ.

SGM WATERHOUSE: Got to get up to the range to do the rifle.

CSM (R) BROCK: Everything.

SGM WATERHOUSE: Everything?

CSM (R) BROCK: Oh, all training we're responsible for. And what we do is when I need somebody to run ranges and run PT tests, I have to get them from they're in my company, but they work for the hospital. So, there's always this real head banging that goes on between the hospital and then the companies.

SGM WATERHOUSE: So, did you have to -- was

there somebody in the company, the commander, for example -- was it a captain as the commander?

CSM (R) BROCK: Mm-hmm. Mm-hmm.

SGM WATERHOUSE: Did you have to get he or she involved sometimes with these clinic OICs to get stuff done?

CSM (R) BROCK: Yes. Yes. Because usually they're the ones who are the hardest. You know, the NCOICs understand. You know, and some of them, they fold to their OICs and follow the same line that they say, oh, we can't, we can't, we can't. I always heard can't. You know, don't have enough. Short. Short.

SGM WATERHOUSE: I don't think that word is supposed to exist in the Army.

CSM (R) BROCK: Yeah. Yeah. You know. You know. And it's like, well, we will, we will. Okay. Then we'll -- you know, everything we did was always after duty. You know, if -- if -- well, except for like ranges and stuff. But if we're going to have a PT test, we're going to have it like early in the morning or late in the evening. You know. Or afternoon or

whatnot. But if we had training, that it was going on. And then, of course, what about sergeant time training? What about NCO DP? Those kinds of things we had to work together to do.

So, the biggest thing about the job was working together with the hospital. You know, with their clinical schedules and all that kind of stuff.

SGM WATERHOUSE: Sergeant Major, when you got there, was there an outgoing first sergeant you did a transition with or a handover with? Or was that vacant and you filled a vacancy? Do you remember?

CSM (R) BROCK: I don't even remember who I replaced.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's so funny.

SGM WATERHOUSE: Either it was or wasn't very good at it.

CSM (R) BROCK: Yeah, I was going to say. I don't remember who I replaced. And that's being honest.

SGM WATERHOUSE: So, when you got there, and

I'm going to start talking about this now that you're in these higher-level positions. What did you see as the -- because now you're working for a commander. So, what did you see as the state of the company when you had time to assess kind of what you have, as a first sergeant?

CSM (R) BROCK: Yeah. One of the biggest problems that I saw is I had a whole lot of people that were fat or failed PT tests and did not have flags on them. I remember that clearly. When I came in, I had to do so much fixing of admin work that wasn't done to get everything regulatory. So, regulations were like (inaudible).

SGM WATERHOUSE: Just basic standards and discipline stuff?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Yeah?

CSM (R) BROCK: Oh, yeah. Oh, yeah. So, we had to do a lot of cleanup. UCMJ that was just kind of hanging there for a long time and nobody did anything. Or things that were pending. Chapters that

are just, what's going on? You know, this person's been pending fora long time. So, there was a lot of cleanup to do when I got to that unit.

SGM WATERHOUSE: So, Sergeant Major, as the first sergeant, who did you look to for advice, assistance, mentorship, help?

CSM (R) BROCK: That was complicated because I had a troop -- remember, I worked in the hospital.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, I kind of looked for advice from the hospital.

SGM WATERHOUSE: Sergeant major?

CSM (R) BROCK: Yeah, the medical center sergeant major. And he used to talk PTMS operations the center. And so, I had a relationship with him. When I went to the first sergeant job, my troop command sergeant major, I don't know if he didn't like me or what, but we butted heads. So, I tried to play -- I tried to be politically correct and like inform him of stuff. But the person that I really got advice from was the hospital sergeant major.

SGM WATERHOUSE: Who was above him?

CSM (R) BROCK: Who was above him; right.

Which ended up getting me stuck in the middle.

Because there was another sergeant major that told me, hey, Donna, you need to watch it because he don't like you. And if you step over him, he's going to make sure he kills our career. And I got that.

SGM WATERHOUSE: Did you ever approach him and talk to him?

CSM (R) BROCK: I did talk to him. I talked to him quite a few times and he told me, he said, don't go over me. And I said, well --

SGM WATERHOUSE: No, I mean about him supposedly not liking you and why you thought that?

CSM (R) BROCK: Oh, I didn't care.

SGM WATERHOUSE: Just didn't work out?

CSM (R) BROCK: I didn't care because there was no reason. You know, there was no reason. And I thought it was because he thought I was a favorite child or something. You know, but it just happened to be that because of the position I was in, I had that

relationship.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, and so I had the trust. And then this guy, he came in and he was just like kicking doors down. And he was new. I knew the one before him. He was weak. And when he came in, he came in kicking doors down and calling names later kind of thing. And he kind of rubbed people the wrong way. So, it was like and you could tell that there was a tension between the two sergeant majors.

SGM WATERHOUSE: Now, was that troop -- what was the name of that unit?

CSM (R) BROCK: Troop Command.

SGM WATERHOUSE: Was that like the battalion level?

CSM (R) BROCK: Battalion. Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They were battalion level. We fell under them. So, it was tenuous. I mean, the relationship, it was tough. I tried, you know.

SGM WATERHOUSE: I was going to ask you, the

next question, probably -- this is probably none, but you know, typically, your first level, as a first sergeant your battalion level sergeant major gives you some guidance regularly, has a meeting once or twice a month. Anything that that particular person did with you guys as first sergeants?

CSM (R) BROCK: He did. He did.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: He did that. He would have meetings at us. A lot of times he'd yell at us, you know.

SGM WATERHOUSE: Anything constructive?

CSM (R) BROCK: Nothing that I thought was. You know, I felt -- we all felt, and I got most of it, but we all felt out of all of us first sergeants that there was that tenuous relationship of authority, I think, between the medical center sergeant major and the battalion sergeant major. And we were kind of stuck in the middle.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know. Yeah, it was

uncomfortable. It really was. It really was. And he the battalion sergeant major, he let me know. He just let me know. He says, hey, you know -- he actually -- he actually physically counseled me for going over the other one's head. Or going and talking to the other sergeant major. I guess he came back to him and said, hey, what's going on?

SGM WATERHOUSE: This person came up and talked to me?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Or your first sergeant came up and talked to me.

CSM (R) BROCK: Man, I had paper in hand. I had name. I had counseling.

SGM WATERHOUSE: It was already prefilled out?

CSM (R) BROCK: I was so upset. I never -- by that time I had never been counseled. Negative. Negative counseling.

SGM WATERHOUSE: Negative counseling, yeah.

CSM (R) BROCK: So, I went to my company

commander and I showed it to him. And he was like, don't worry about that. He says, you know. And I was like, but I was -- and I literally -- I was almost in tears. I was like, wow. You know. And --

SGM WATERHOUSE: I normally don't ask this but since that was your relationship with the battalion sergeant major, what about the commander, his commander? Did you have a good relationship with the commander?

CSM (R) BROCK: I did. I did. Yeah. The only person I didn't have a good relationship was that sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I'm pretty easy. I tend to -- I tend to say that I can work with anyone. You know, any different personality. But this one, we just didn't click. Just didn't click. He had a chip on his shoulder and, and I was right in the middle of it. And it didn't work.

Now, it didn't affect anything because I already knew that the other sergeant major had my

back.

SGM WATERHOUSE: This may be one of your -- this next question -- maybe it has something to do with him but it's up to you. But lessons learned from this assignment.

CSM (R) BROCK: Oh, huge. First lesson. You know, you got to earn trust. You know. And you've got to be able to give a little bit of leeway to people. I felt like I didn't get any leeway. But I learned a lot of lessons. Even though we had a tenuous relationship, I learned a lot of things from him. I mean, I learned a lot of what not to do. You know. He was judgmental with me. I think he was judgmental.

SGM WATERHOUSE: Prejudgmental or just judgmental?

CSM (R) BROCK: Yeah, prejudgmental. I think he was prejudgmental with me, and I learned that. And I told -- and I had told myself I would never be like that with anyone else. You know, you've always got to give people a chance. You know.

The other thing, too, is that I knew one thing about him is we had one first sergeant that was his favorite. And she was a good friend of mine. And we're still friends to this day. And we talked about it at the time. But he thought she didn't do anything wrong and I was like the worst thing since sliced bread.

SGM WATERHOUSE: He never sat down to get to know you or --

CSM (R) BROCK: No. No.

SGM WATERHOUSE: -- it was all based on this relationship with --

CSM (R) BROCK: He loved her.

SGM WATERHOUSE: -- (inaudible) the ops sergeant?

CSM (R) BROCK: Yes, I think so. Yes. Absolutely. I believe that to my core to this day, and it just -- just interesting. Just crazy. But even when I got ready to leave the job, there was a new sergeant major that came into the hospital. And I know him. You know, I still talk to him today. And

we had a conversation because I talked to him about the other guy. And he had observed it already. He already knew that. He thought that there was -- he felt like he should be the hospital sergeant major. You know how you get as position and --

SGM WATERHOUSE: Yeah. I don't think I asked before, but the hospital commander, what was her or his rank? What was --

CSM (R) BROCK: It was general. Two-star.

SGM WATERHOUSE: Two-star general position?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Two-star.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, so, yeah, I remember those times.

SGM WATERHOUSE: We'll move on to the next one.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, Sergeant Major, in April of 1997, you were assigned to Fort Knox,

Kentucky, where you served as the first sergeant of U.S. Army Medical Department Activity, better known as MEDDAC to most folks, for a little over two years.

CSM (R) BROCK: Okay.

SGM WATERHOUSE: What brought about this assignment move to Fort Knox?

CSM (R) BROCK: I was in Hawaii for five years. And it was time to move. And I don't remember how we got to Fort Knox, orders, you know.

SGM WATERHOUSE: So, you don't remember calling brass saying I want to go to Fort Knox?

CSM (R) BROCK: Oh, no. I didn't ask to go there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Oh, and by the way, during this time I also got divorced. I got divorced while I was in Hawaii. You know, that was another part of -- another, from my second husband. And so, I moved without him. Me and the kids, we moved to Fort Knox. And I don't know how I got -- I just got assigned there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They sent me there.

SGM WATERHOUSE: So, you didn't put in for it?

CSM (R) BROCK: No, no, no, no, no.

SGM WATERHOUSE: So, was there a first sergeant there when you got there that you transitioned with, do you remember?

CSM (R) BROCK: Yeah, there was. It was a little different this time. So, before I even got -- so there's a story behind this. Before I even got there, you know how when you're going to a new assignment and you know, you kind of check out who's there and who's sergeant major, and who's this? You know, people like to do a little bit --

SGM WATERHOUSE: You reached out?

CSM (R) BROCK: Yeah, I reached out.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And a friend of mine called me and said, hey, he said, look, you're going -- the sergeant major over there, he said, he's fired the

last three first sergeants. He's got somebody there right now and he's just there as a puppet. He's just there waiting for you to come.

SGM WATERHOUSE: Now, is this company at the hospital, too?

CSM (R) BROCK: At the hospital. Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It was another hospital.

SGM WATERHOUSE: So, the hospital sergeant major is the one that they were talking about?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And this is not a medical center. It's a MEDDAC. So, it's more of like a battalion. The hospital is like battalion size. And then we had -- the company was me.

SGM WATERHOUSE: So, you're like the first -
- the battalion company first sergeant?

CSM (R) BROCK: Right. Right. Right.
Exactly.

SGM WATERHOUSE: It sounds weird but, yeah.

You're the first sergeant for that battalion level company?

CSM (R) BROCK: Yeah. Right. Right.

So, they told me. And so, I said, okay. So, I already in my mind I said, oh, the last three got fired?

SGM WATERHOUSE: Wow.

CSM (R) BROCK: I was like, damn.

SGM WATERHOUSE: Did they say why?

CSM (R) BROCK: They just said -- they just said he fired them. You know, they didn't say why. They just said he didn't like them or he didn't something. You know, they didn't do something. I don't know.

So, when I get there I meet the first sergeant, and he was kind of weak. I could tell. I could tell. You know. And --

SGM WATERHOUSE: You mean -- when you say weak, for those that don't know, do you mean like not assertive?

CSM (R) BROCK: Not assertive. Yes. Yes.

I could tell that he was --

SGM WATERHOUSE: Passive?

CSM (R) BROCK: -- very passive. Very tentative.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, even when he talked to you, he wasn't -- he wasn't really forthcoming. You know?

SGM WATERHOUSE: Now we call it presence.

CSM (R) BROCK: Yeah. Oh, yeah.

SGM WATERHOUSE: His presence wasn't strong.

CSM (R) BROCK: Yeah. No, I could tell. I could tell that he was very intimidated. I could tell. It was clear.

SGM WATERHOUSE: Of the position he was in?

CSM (R) BROCK: No, of the sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Oh, yeah. Very intimidated by the sergeant major. He told me a little bit, but I could tell he didn't want to say much. You know? He didn't want to say much. But you know, he wanted me

to make my own opinions and stuff. So, I met the sergeant major. All right.

So, I go to meet the sergeant major, and the first thing he did was he just kind of looked me up and down and he says, yeah, I heard about you. He said, I've gotten a lot of good feedback on you. He knew the sergeant major that I worked with at the MEDCEN, the medical center.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, he knew him. And he says, if you last six months, you'll last. That's exactly what he told me. And I was like, well, okay, Sergeant Major. Thank you. I'll take the challenge.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: That's exactly what I said. You know, but man, I mean, he was like really tall and he's very buff and, you know.

SGM WATERHOUSE: Is this -- this is Ireland Community Hospital?

CSM (R) BROCK: Yes. Yes. This is Fort Knox.

SGM WATERHOUSE: Now, what -- was that a one-star position that he?

CSM (R) BROCK: No, colonel.

SGM WATERHOUSE: Colonel. Okay.

CSM (R) BROCK: Yeah. Yeah. It was a colonel. Yeah, the hospitals --

SGM WATERHOUSE: So, he's like a brigade level sergeant major?

CSM (R) BROCK: Right. Right. Exactly.

And so, it was like, okay, wow, what am I getting myself into? So, I'm telling you that it was a challenging -- it was a challenging assignment, but it was worth -- it was worth everything I got out of it.

SGM WATERHOUSE: Now, what was the state of that company when you got there? Now, you said three people had been fired before you, so what was going on in that unit?

CSM (R) BROCK: So, okay. Three people got fired before me. Okay, the sergeant major was running the unit. He was the sergeant major for the hospital.

He was the sergeant major for the company.

SGM WATERHOUSE: And the company headquarters was in the hospital?

CSM (R) BROCK: Was in the hospital.
Correct.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Basically, he was micromanaging big time.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. And I saw it. I saw it right off.

SGM WATERHOUSE: So, he was in the same building, just walk down the hall and --

CSM (R) BROCK: That's right. That's right.

SGM WATERHOUSE: I gotcha.

CSM (R) BROCK: Yeah. He was -- it was an interesting -- it was an interesting -- but the unit when I got there, I didn't I didn't see any issues like I did before, I mean, administrative wise and whatnot. Like I said, it was being done. It just wasn't being done by the right people.

SGM WATERHOUSE: Now, that particular --

CSM (R) BROCK: Or it was being dictated.

SGM WATERHOUSE: The MEDDAC or medical department activity, for those that don't know, what was the company's kind of role or mission? Were they running -- they were in charge of the whole hospital, of the operations of the hospital?

CSM (R) BROCK: No. We did have operations in the hospital. So, what we were in charge of is -- it was kind of like my last job. We're in charge of the training.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay. Making sure that the training was getting done.

SGM WATERHOUSE: So, all the basic soldier stuff.

CSM (R) BROCK: Basic soldier stuff.

SGM WATERHOUSE: The ranges, the PT tests.

CSM (R) BROCK: That's right. That's right. Absolutely. The same stuff.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: All the same stuff. But and we didn't do the operations type stuff which was more geared towards the hospital. Operations would take care of like the PROFIS, professional fillers and those kinds of things, too, so.

SGM WATERHOUSE: So, your responsibilities were the same as the previous company you had?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Besides the sergeant major, any particular challenges in that -- during your time as a first sergeant there?

CSM (R) BROCK: Well, my biggest challenge was him. We actually had -- this particular assignment, somewhere within the first year, okay, because obviously I was doing something because I was still there. Something right.

SGM WATERHOUSE: You passed the six-month mark.

CSM (R) BROCK: It was tough though. It was tough. This guy, he was just always, just always there. And I tried real hard to do things that I

thought the company should be doing without having to involve the sergeant major or the higher echelon. And taking care of our responsibilities.

But one day, and I have to say this because it was clear in my mind, it's the first time that I actually -- you know, I never felt sexual harassment or sexual anything throughout, I mean things happen, but you deal with them. And I'm the kind of person where I don't -- I don't --

SGM WATERHOUSE: You mentioned the one incident earlier --

CSM (R) BROCK: Yeah. Oh, yeah.

SGM WATERHOUSE: -- but you approached that person.

CSM (R) BROCK: Oh, yeah. Yeah.

SGM WATERHOUSE: And said, yeah, don't try that.

CSM (R) BROCK: Yeah, exactly. But this time it just so happened -- it just so happened at this point in this position I had four female platoon sergeants. Okay? So, that were in charge of

different major clinics in the hospital.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I'm kind of, I'm the kind of person who I always like to take volunteers before I do taskings.

SGM WATERHOUSE: Did you say askers, but I can make it into a tasker?

CSM (R) BROCK: There you go. There you go. There you go.

SGM WATERHOUSE: I'm going to ask you for volunteers.

CSM (R) BROCK: Right. So, we were out at PT. We did PT. You know, and when we were finished with PT, they release their -- I release the company and I called the platoon sergeants. We were all having a meeting. I said, hey, look, we've got to take care of this tasker. I said I need a volunteer. And I can't even remember what it was. It was something that had to be done. And I had all these, oh, I can't do it. I did the last one, and blah blah blah. You know, they were just having their

conversation. And I'm just going, I said, okay, well, we're going to stand here until we decide who's going to do it. Or I'll pick. You know? And I wanted them to talk it out.

So, what happens, here comes, right behind me somebody says, oh, First Sergeant, sergeant major is coming. He comes -- I look around and he looked like he's like tearing, ripping down there. He comes over. He says, what's going on over here? And I said, hey, Sergeant Major, we've got a tasker that we're debating who's going to do it. Why do you need to debate? Why don't you just task it? And I said, Sergeant Major, I said, I've got this.

SGM WATERHOUSE: Yeah. That's my job.

CSM (R) BROCK: You know.

SGM WATERHOUSE: These are my platoon sergeants.

CSM (R) BROCK: Yeah, I got this, you know. And then he just -- he just kept talking. And then the next thing I know he says, you know what? He says, you know what? I could hear you guys, you guys

cackling all the way over there, all this little arguing going on over here. He says that's what I hate about females working together. You all can't work together. He says, you guys get together and all you do is you hear nothing coming out of your mouths. He says, she's first sergeant. I said, you can't handle this? He says I can get rid of you. And I said -- and again, I told him, I said, Sergeant Major, I got this. I said don't worry about it. I've got this. We're going to handle this right now. Well, you ain't handling it. You know? And he just -- and he said a few explicatives, but he kept talking about the thing about females. You know, you all can't work together. You know, that's what I hate about females.

SGM WATERHOUSE: Sexist comments, yeah.

CSM (R) BROCK: And he said that. Yes. And I started getting really upset. And I looked at him and I said, Sergeant Major, I said, you need to stop. I said, right now, I said, any one of us can report you for sexism, sexual -- I don't care what, some sex something. You know, because of what you're saying.

And he looked at me. And he gave me the -- he gave me the most evil look I had ever seen come out of him. And he's given a few. And he said, First Sergeant, you come see me when you come back to work. And he turned around and he took off. And so, I was just like, oh, man. You know, in my mind I'm thinking, oh, god, here it goes. And I looked around. They're all standing at parade rest first of all. And then they're like, oh, I volunteer. You know, and they said, we got this. We got this. And I'm just like, yeah, okay. I said, all right. And then they took off.

So, I went back to the company and my company commander was there and he said, already the word got out. Because people were milling around.

SGM WATERHOUSE: Were you guys like on one floor of the hospital?

CSM (R) BROCK: No, we were outside. This was PT.

SGM WATERHOUSE: No, I mean, as far as his office versus the company?

CSM (R) BROCK: No. He's downstairs. The company, we were like a couple floors up.

SGM WATERHOUSE: So, some separation.

CSM (R) BROCK: Yeah, there's some separation. Right. And the commander tells me, he says, I heard what happened. And I said, yeah. I said, well, I'm going to go take a shower. I'll be back. You know, and so when I came back, in my mind in my mind I was thinking what am I going to say to this guy? And I said, okay, I'm just going to listen to him and then I'm going to try to explain to him why I stopped him. You know. And when I got back it was a one-way conversation. I went into his office and I stood at parade rest and he just chewed me out up and down. And the biggest thing he told me, he said don't you ever correct me in front of soldiers. You know? And then -- and he kept talking and all I could hear was blah blah blah blah blah, because in my mind I could feel my face getting red.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I could feel tears welling

up in my eyes because I was really upset. And the next thing I know he stops. And he looks at me and he says, are you crying, First Sergeant?

SGM WATERHOUSE: And I was like, no. And I was (inaudible) blowing, blowing, blowing. I was trying to blow my eyes, you know. And he said, get out of my office. You go clean yourself up. And he said, and you come back and see me when you're calm. And I left. I went straight to the bathroom and I just balled my eyes out.

And I went to the company and the commander could see my face was I was a mess. He said, go home. And I just -- he didn't even have to tell me to go home. I was leaving.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, I left. And that night I thought about everything. I thought about quitting. I thought to myself, I said, I'm going to go in and cuss this guy out. I said -- there were so many things going on in my head. And when I finally calmed myself down I told myself, you know what? I ain't

quitting. And I said I just thought about it. Then I started thinking about what I was going to talk to him about if he let me talk.

So, I came back in. I came in the next day and I went straight to his office. And I knock on the door and I hear, come on in. And then he says, hey, First Sergeant, take a seat. Totally different. Totally different.

SGM WATERHOUSE: Now, he's like a different person?

CSM (R) BROCK: Yes. So, I sat down. And he told me, he says, look, he says, you were right. He said, you were right to stop me. I was going down a rabbit hole that I should not have been going down. And he said, but don't ever correct me in front of people again. You know? And I said, got it. And we had a conversation. And we talked about some stuff. It was like it never happened. And after that -- and so I was there for two and a half years before I went to the academy. So, our relationship -- now, he didn't change -- he changed a little bit. He was

still who he was, but I was able to work with him because he was not on me before. And what I found out years later, it was funny because evidently, he was telling people that I was the best first sergeant he ever worked with as a sergeant major. And actually, we were good friends after that when I went to the academy and everything. And I found out that no one had ever challenged him.

SGM WATERHOUSE: You were the first person to stand up to him.

CSM (R) BROCK: I was the first person that actually stood up to him and just told him stop. You know? What's wrong with you kind of thing. And, but if I didn't, he was actually --

SGM WATERHOUSE: Because you could have just -- you could have gone right to EO.

CSM (R) BROCK: Yeah, and just said, you know what? I don't need this. I'm going to get rid of you.

SGM WATERHOUSE: I'm just going to report you. Yeah, I'm going to report you.

CSM (R) BROCK: Yeah, but it was crazy. Many, I learned so many things out of that assignment. And it helped me to grow as a person and as a leader. Just that assignment alone did so much for me and I learned things to do and not to do again.

SGM WATERHOUSE: Is there anything that you want to highlight that you haven't talked about as far as learning?

CSM (R) BROCK: In that assignment?

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Well I will tell you that --

SGM WATERHOUSE: I mean, obviously, you know how to deal with that is general military authority basically.

CSM (R) BROCK: Right.

SGM WATERHOUSE: You know, this guy was doing something that was against the regulations.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: So that's something you learn, hey, do the right thing.

CSM (R) BROCK: Yeah, exactly.

SGM WATERHOUSE: Not that you didn't know that but, hey, because that guy's way above your --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- way above your level.

CSM (R) BROCK: You know, the other thing that I learned, too, was that I could work well with females, too.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I have to say that because he kept harping on that. And from that lesson I had made it -- I told myself, I said, you know what? He's not the only person that thinks that way. And I said -- and I took that with me as I moved out, as I moved along. I said, you know what? I've got to make sure that that does not happen. Not under my watch anyway, as far as women working together and things not because you know, a lot of people talk about hormones and all this other kind of stuff. You know, and jealousy and all this stuff. I don't know. It is what it is.

SGM WATERHOUSE: Did your platoon sergeants

thank you for that?

CSM (R) BROCK: Oh, man, after that, he changed. He changed a little bit. Not a lot. You know, his standards never went down, that's for sure. But his approach to things changed a little bit I think overall. And yeah, yeah, they were -- actually, they were all worried about me. You know, they all thought I was getting fired.

SGM WATERHOUSE: I'm just wondering when they say, yeah, I'll volunteer. Was that out of fear for him or respect for you in that moment?

CSM (R) BROCK: No, I think it was all fear. They were -- they were scared for me and them.

SGM WATERHOUSE: Oh.

CSM (R) BROCK: Yeah, I think that's what it was.

SGM WATERHOUSE: So, Sergeant Major, you already talked about this a little bit or it was coming, but from August of '99 to May of 2000, you attended the Sergeants Major course at the United States Army Sergeants Major Academy at Fort Bliss,

Texas?

CSM (R) BROCK: Yep.

SGM WATERHOUSE: When were you notified that you had been selected to go to the academy, do you remember?

CSM (R) BROCK: Oh, gosh. It was that summer sometime, I think. No wait. I think I left --

SGM WATERHOUSE: How much notice did you get, I guess I would say?

CSM (R) BROCK: Oh, I think I got like six months' notice.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, it was about six months. I had plenty of notice time because it gave me enough time to be excited and to prepare.

SGM WATERHOUSE: You know, people are excited but with some of that comes concern. Did you have any concerns going into the academy, getting ready to be a sergeant major?

CSM (R) BROCK: No, my only concerns was my kids. You know, because, remember, I'm a single

parent now.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You mean, I mean, again.

And I had two kids, you know. And my only concern was the moving and being there a year. That was my main concern. I wasn't sure --

SGM WATERHOUSE: So, it wasn't whether to take the kids with you or not? Was that one of the concerns?

CSM (R) BROCK: Oh, that's -- let me tell you something. That is one thing that I have told folks throughout the years. I have never, ever, ever thought of leaving my kids with anyone.

SGM WATERHOUSE: That's a decision a lot of soldiers have to make.

CSM (R) BROCK: They're coming with me no matter what. You know? If I have to make a decision, it's more of an I going to go kind of thing.

SGM WATERHOUSE: Now, was a non-res an option or something you thought about?

CSM (R) BROCK: No.

SGM WATERHOUSE: Or was it like, no, I'm going?

CSM (R) BROCK: No. No. I don't even think that was an option.

SGM WATERHOUSE: No, it may not have been.

CSM (R) BROCK: No. I got selected.

SGM WATERHOUSE: I learned over the years there's ways to get into the non-res but it has to be something --

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- but it has to be something pretty rare.

CSM (R) BROCK: Right. Right. No. No, I was more concerned because my son was starting high school. You know, and he had already started high school. And you know, coming there I think he was a junior when we got there.

SGM WATERHOUSE: So, Sergeant Major, in October '99, just a couple months after you started the course you were actually promoted to sergeant major.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: And after you graduated from the course in May of 2000, you were assigned right there to the Sergeant Majors Academy where you served as a faculty advisor for about 18 months. So how did that position or the decision of you working there come about? How did that happen?

CSM (R) BROCK: Yeah. And that was kind of that was during the time that they didn't -- they tried not to do that. And I think they don't do it now for sure.

SGM WATERHOUSE: So that was something that was going on regularly?

CSM (R) BROCK: No.

SGM WATERHOUSE: People graduate and go there?

CSM (R) BROCK: No.

SGM WATERHOUSE: No?

CSM (R) BROCK: It happened a few people it happened to.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: The reason it happened with me is because of my son. What I asked -- this was before they had the one-year stabilization stuff. And my son was going to be a senior the next year when I graduated. And before they started doing assignments and stuff, I started talking. I started talking to branches. Started talking to them, the school house. And they decided -- they decided to leave me at Fort Bliss for a year.

SGM WATERHOUSE: Okay. So, he could graduate?

CSM (R) BROCK: Right. But the thought process was to go to the hospital because Fort Bliss the hospital there.

SGM WATERHOUSE: Oh, work there. Okay.

CSM (R) BROCK: But the school house, and I'm not sure -- I'm not sure how it really came about. I don't remember. But somehow, they were like, no, we'll keep you as a faculty member because they needed somebody. And you know, and I did well in the course. And somehow, they decided to keep me on. So, they put

me through whatever that faculty development whatever, to be a facilitator. And I stayed on for a year.

Now, there was a little controversy because I just graduated from Sergeant Majors Academy and now I'm going to be teaching sergeant majors.

SGM WATERHOUSE: So, there were other sergeant majors doing that job, too, but they had already done --

CSM (R) BROCK: Very few.

SGM WATERHOUSE: Or were they civilians?

CSM (R) BROCK: There was like one or two. No, they were all sergeant majors.

SGM WATERHOUSE: They had already done battalions or whatever?

CSM (R) BROCK: Yeah, they were -- yeah, they had done went off and then they came back.

SGM WATERHOUSE: They came back.

CSM (R) BROCK: To be instructors and stuff. Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They were all sergeant

majors. I think there were a couple though that did the same thing I did that were there. You know? But if I remember, I remember it was kind of controversial because I had just graduated and now I'm facilitating.

SGM WATERHOUSE: From the fellow faculty people?

CSM (R) BROCK: No, no, from the students.

SGM WATERHOUSE: Oh, the students.

CSM (R) BROCK: You know, yeah. Some of them -- a lot of them knew that I just graduated. You know, and now I was a facilitator. So that was a challenge for me. You know, I had to kind of overcome that piece. But I was as professional as I could be.

Now, I did have one -- I did have one issue while I was there with one of my students. I had a student who accused me of sexual harassment, a male student. And it was all because I was maintaining the standard with him and he didn't want he was always late to PT. We had small groups. He was always late to PT. He always had an excuse. He'd come into class and he wouldn't be prepared.

SGM WATERHOUSE: So, he was acting like a private. He was acting like a private. He was a master sergeant private. You know? And but what happened is there were other things that were going on in my small groups. Some things -- remember I told you sometimes I don't see? So evidently, and I didn't find this out until he did his whole big long complaint to the commandant; right? And he was saying I was harassing him and I was playing favorites because I had a group leader. My group leader was dipping in my class. I had no idea. I'm not I'm not attuned to that kind of stuff.

SGM WATERHOUSE: So, you can't dip, students, but one of my faculty has dip; is that what you're saying?

CSM (R) BROCK: No. No, no, no.

SGM WATERHOUSE: The class leader has dip?

CSM (R) BROCK: My class leader. He was a student.

SGM WATERHOUSE: The student class leader.

CSM (R) BROCK: And he complained that I

allowed him to dip in class. You know, there's no tobacco in class.

SGM WATERHOUSE: Yeah. Yeah.

CSM (R) BROCK: Honestly --

SGM WATERHOUSE: You didn't notice?

CSM (R) BROCK: You know, I never noticed any -- you know how you notice big lumps when you see people like that?

SGM WATERHOUSE: A lot of times they keep it down here.

CSM (R) BROCK: That's what he was doing.

SGM WATERHOUSE: He was keeping it under his chin.

CSM (R) BROCK: And then he had a little, you know.

SGM WATERHOUSE: You thought it was coffee?

CSM (R) BROCK: And I told my commandant when it came up, I said -- I said, you know what? Until that came -- then -- now, after they told me then I was like, oh, well, dang. Never even noticed it. And you know, he tried to --

SGM WATERHOUSE: How was that sexual harassment?

CSM (R) BROCK: No, that was part of the complaint.

SGM WATERHOUSE: Oh, part of the complaint.

CSM (R) BROCK: He had a laundry list.

SGM WATERHOUSE: He had a litany of things?

CSM (R) BROCK: Oh, I had one female in the class. I allowed her to wear bright red, ruby red nail polish and bright red lipstick, which was bull crap. You know, and she had nail polish, but it wasn't like -- it was regulatory. I mean, it didn't look like that. And just little things. And then he said I was having an affair with someone. I was single, and I was dating, but I wasn't dating who he said I was dating. You know, but I was having an affair with a student. That came up. And then the biggest thing that came up is I had a picture in my office that he felt was sexual harassment. And what the picture was, when I became a sergeant, one of my senior NCOs gave me this picture. And I put it in a

frame and I always kept it up. And the picture is a footprint of a beast, then a man's shoeprint, then a high heel shoeprint. And it says, "Evolution of authority." And he told --

SGM WATERHOUSE: So, he took that as feminism or something?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Yes. And so, the commandant himself -- okay, so they looked into of course, they looked into all these allegations and stuff, because basically, I counseled him. I counseled him several times and I wrote him up.

SGM WATERHOUSE: Was this an active duty guy?

CSM (R) BROCK: Oh, yeah. Sergeant majors. I mean, well, he's a master sergeant. He was a student. So, I gave --

SGM WATERHOUSE: Because I know some guard reserve guys come in.

CSM (R) BROCK: Oh, yeah, he was active

duty. So, and he was an IG.

SGM WATERHOUSE: So, there's really no excuse for this guy. That's all he does is Army.

CSM (R) BROCK: You know, former IG.

Yeah. So, I gave it to my senior --

SGM WATERHOUSE: (Inaudible)

CSM (R) BROCK: Yeah, the senior mentor, the senior facilitator, I gave him -- I gave it to him and I said, look, I said, I said, this guy, I said, he needs to be counseled because I've done everything. He thinks he's running -- he can do whatever he wants to, you know. And I gave it to him and that's when all this whole thing came out when the senior facilitator -- and then he said -- and then the senior facilitator told him, he said, well, if you have a complaint, you've got to write it up.

SGM WATERHOUSE: So, was the senior facilitator another sergeant major?

CSM (R) BROCK: Yes. Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yes. And he's --

SGM WATERHOUSE: Was the commandant an officer still back then?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It was a colonel. Yeah. It was a commandant. So, this sexual harassment, assault -- not assault. This allegation, complaint went up to the commandant. So, they looked into everything, and there was nothing that came out of it. Now, there were a couple things. You know, they told me about the dip. Yeah, you can't dip in there. And I told them I was innocent. I told them, I said, I didn't realize it.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And then all the other little complaints that he was talking about they kind of ruled them out. Then they went to the photo thing. The commandant wanted to see it. He comes down to my office. And first of all, we had cubicles. I had this little office. We had these little cubicles, and it's in my cubicle. It's not even out like on the

wall.

SGM WATERHOUSE: So, you had to actually go in the cubicle?

CSM (R) BROCK: It's in my cubicle. Okay, well they come, and I counsel them in there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know. So, he comes --

SGM WATERHOUSE: Each student has to come in there for the counseling?

CSM (R) BROCK: Oh, sure.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, when I do their personal counseling.

So, he comes in and he says, he says, where's the picture? He's looking around. He says, where's the picture? And then I pointed it to him.

SGM WATERHOUSE: So, he's thinking of a fireman? A fireman in a speedo or something?

CSM (R) BROCK: And he looked at it -- let me tell you something. He looked at it and he burst out laughing. And he said, Sergeant Major, don't you

dare take that picture down. And I said, okay, sir. You know. And you know, of course they it got dropkicked and all that kind of stuff. You know. But you know what the funny thing about it is? I never, ever, me, would have thought I would have been accused of sexual harassment. That just blew my mind. I was like, god, you weasel.

SGM WATERHOUSE: Now, you did this for like two -- almost two classes?

CSM (R) BROCK: Yeah. See, what happened -- okay, so here's what happened. I graduated class 50. Class 51 was the class that I facilitated.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Then I became a rover. They called me a rover in class 52. And class 52, what I was doing after the first class -- because my son graduated.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I came out on the CSM list.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, and I was on the CSM list before but alternate.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, they just took me off it.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, I came up on the CSM list and then I was waiting for my assignment.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So that's why I roved.

SGM WATERHOUSE: So, you were a command sergeant major. What do they call it, designee, I think they called it back then?

CSM (R) BROCK: Yeah, I guess.

SGM WATERHOUSE: Because we didn't have the command select list, or centralized selection list.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: I think it was designee. So, you were designated to go --

CSM (R) BROCK: Yeah, D. CSMD.

SGM WATERHOUSE: -- fill a battalion --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- battalion sergeant major position.

CSM (R) BROCK: Right. Right. And so, I was waiting for my assignment. Once I got my assignment, I moved out.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, you talked about the challenge of that one student in particular. So, for those that don't know, so as a facilitator, you have a group of master sergeants or first sergeants in there. How many did you have in class?

CSM (R) BROCK: I remember, it's like 15.

SGM WATERHOUSE: Okay. And then every subject, every facilitator went through the entire course with their same students. You basically led every discussion?

CSM (R) BROCK: No. They kind of rotated. So, like I was in the leadership. There's three different -- there's leadership, resources, and I

can't remember the other one.

SGM WATERHOUSE: Three different phrases?

CSM (R) BROCK: Yeah, the three different elements of the course. And I was in the leadership portion. So, they were my home group.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay? And I would have other groups that rotate through us. You know, once you're done with leadership then they went to the next one, resource. Once they were done with that then they went to the next one.

SGM WATERHOUSE: Oh, so you had like three iterations?

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: Of the same?

CSM (R) BROCK: But they were my -- they're the ones that I did PT with every day. And they were the ones that everything would come to me.

SGM WATERHOUSE: Almost like a homeroom in school?

CSM (R) BROCK: Right. Exactly. That's how

it worked.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, they were my primary group. But I had other groups.

SGM WATERHOUSE: So, besides this one particular student --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- any challenges you'd like to highlight and how you overcame those?

CSM (R) BROCK: Just the fact that I was a recent graduate from the class. That was the main challenge that I had. Any other challenge I had been through the course. I knew the curriculum. You know, once I went through the training that they had me go through and stuff, I even taught a non-res course. You know --

SGM WATERHOUSE: For two weeks?

CSM (R) BROCK: -- when they come for the two weeks, yeah, I even did that. So, the only challenges were just trying to continue to maintain my professionalism with a young group of fresh. You

know, new.

SGM WATERHOUSE: So, it wasn't necessarily your fellow faculty; it was these students that were challenging you?

CSM (R) BROCK: None with the faculty at all. They were very supportive. We all worked together and we all actually liked each other.

SGM WATERHOUSE: So, Sergeant Major, as a faculty advisor, who did you look to for, like your higher NCO or who did you look to?

CSM (R) BROCK: My senior facilitator.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. He was the one that usually those guys, I kind of always kind of leaned on a lot. We didn't really, we really didn't deal with the commandant. You know.

SGM WATERHOUSE: I was going to ask, did you --

CSM (R) BROCK: The battalion sergeant major was another one.

SGM WATERHOUSE: Battalion sergeant major?

CSM (R) BROCK: Yeah, we had a battalion sergeant major. Yeah, we kind of dealt with him, too.

SGM WATERHOUSE: I keep thinking commandant, but commandant today is a sergeant major.

CSM (R) BROCK: Yep.

SGM WATERHOUSE: So back then -- but you also had a USASMA, command sergeant major; right?

CSM (R) BROCK: I think so. I couldn't even tell you who it was.

SGM WATERHOUSE: So, you guys didn't really talk to that --

CSM (R) BROCK: I mostly dealt with the battalion sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I think his name was Guerrera or something. I can't remember.

SGM WATERHOUSE: Okay. So, Sergeant Major, in looking back at your 18 months, I think you had as a faculty advisor, what were some of the key lessons learned from that assignment?

CSM (R) BROCK: Go to a battalion first and

then come back. That was a key lesson. The other thing is working, working with people. Got to work with different personalities and communication is the key. You know, and just maintain the standard, period. And don't shy away from it.

SGM WATERHOUSE: So, Sergeant Major, in October of 2001, you were appointed as a command sergeant major. And in November of 2001, you were assigned to Fort Hood, Texas, where you served as a command sergeant major of the 21st Combat Support -- sorry, Combat Service Hospital, or CASH, for about two years.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: When were you notified that you'd be the next CASH sergeant major?

CSM (R) BROCK: It was before 9/11. I was -- when was I notified? I can't remember.

SGM WATERHOUSE: It wasn't like you've got to be there next week?

CSM (R) BROCK: No, no, no, no. I had a couple months.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I had a few months because I had to take my son to college. And when I took my son to college, that's when 9/11 happened. What I did is I drove from Texas to California, and we drove because I gave him one of my cars. And I dropped him off. We went to my sister's house and we were staying there. And I was going to help him -- I was going to help him get into his dorm room which was like two weeks later. And 9/11 happened.

SGM WATERHOUSE: While you were there moving in?

CSM (R) BROCK: Yeah. And it freaked me out. And I told my sister -- because she said, Donna, did you look at the news? It was that morning. I woke up and we were looking.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And I'm like, holy crap. I mean, I didn't get recalled or nobody called me or anything like that, but I left my daughter in Texas. I left her with one of my neighbors. And it just

freaked me out.

SGM WATERHOUSE: You had just pretty much moved there; right?

CSM (R) BROCK: No, we hadn't moved yet.

SGM WATERHOUSE: You hadn't moved to Fort Hood yet?

CSM (R) BROCK: Yeah, I was at Bliss.

SGM WATERHOUSE: You were still assigned to Bliss?

CSM (R) BROCK: I was still assigned to Bliss.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Yeah. And --

SGM WATERHOUSE: That's right. It was November when you got there.

CSM (R) BROCK: Right. And I told my sister, I said, hey, I said, I said I've got to go. I don't know I'm sure this is going to affect something.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And you know, and I didn't know with my assignment and all that kind of stuff if

I was going to have to go early or something like that, right, because I knew I was going to CASH.

SGM WATERHOUSE: Yeah. Yeah.

CSM (R) BROCK: You know. And so, I mean, I basically said bye to my baby and wished him well. And they helped him move into the dorms and everything. But I was driving and I'm almost getting over the mountains heading towards Southern California, and I realized -- I had just realized I left my baby boy for college. And I just started -- I was crying, oh, my gosh. I had to pull over and stop. And I said, oh, my gosh. And then when I finally got home and everything and I got my daughter, and then I prepped to move. I actually called the unit and everything. They said that they weren't on the TPFDD or whatever they call it, to go anywhere.

SGM WATERHOUSE: Identified to go anywhere?

CSM (R) BROCK: Yeah. And not yet, anyway. So, I was good. And so, then I continued to get ready to go.

SGM WATERHOUSE: So, Sergeant Major, for

those that don't know, what was the primary unit of the 21st CASH, or CASH in general?

CSM (R) BROCK: Yeah. Combat Support Hospital, they are assigned to a location or a division from the brigade that we fall under. And what we do is we provide all medical services in any austere location to that whoever we're assigned to in that area. And you know, the CASHs have, I mean, it's a full-fledged hospital, mobile hospital to be quite honest. Not mobile but we can move, locate, and we can do slice pieces and split up the hospital, too.

SGM WATERHOUSE: It's like a field environment hospital.

CSM (R) BROCK: Yeah, you get all services there. And we had all the services.

SGM WATERHOUSE: So, Sergeant Major, upon your arrival there at the 21st CASH, what was the -- what did you see as the state of the unit once you had a time to assess the state of the unit? And what were some of the actions you took when you got there that, hey, we've got to improve upon this particular aspect?

CSM (R) BROCK: Well, honestly, the last sergeant major was gone already. He just up and retired. And I had --

SGM WATERHOUSE: (Inaudible)

CSM (R) BROCK: Yeah, he just dropped his paperwork. He was gone.

And I had a sharp master sergeant who was there and had been in the hospital for a while. And he had things rocking and popping. I mean, there was, shoot, I was taking lessons from him. You know, when I got there he was telling me what all the personnel issues -- you know, there's always personnel issues.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, where you go.

You know, CASH, at CASH we had about 500 plus people assigned to the CASH, but they weren't all organic. Okay? So, we had about maybe 200 and so people that were assigned to the unit. All the rest of them are PROFIs that come into our unit from the hospital.

SGM WATERHOUSE: When you deploy?

CSM (R) BROCK: When we deploy. That's right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's right. We train them, and we deploy them. So, they weren't organic to us until it was time to go. But the hospital itself the usual training issues that you have.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Personnel issues that you have. I mean, there was nothing that was out of the ordinary than any other issue. Of course, I did have a commander when I came in. Now, the one thing I did notice was my commander relied heavily on that master sergeant. I had to break that. And I had an issue shortly after we got mission to go to Kuwait. I had an issue with my family shortly after that which kind of put a little dent in that relationship building. We were relationship building and he was very -- he was an introvert, my boss.

SGM WATERHOUSE: Oh, yeah?

CSM (R) BROCK: Very, very introverted.

SGM WATERHOUSE: Now, this is, for those who don't know, this is like a battalion level unit?

CSM (R) BROCK: Well, it's a battalion plus.

SGM WATERHOUSE: Battalion plus.

CSM (R) BROCK: Yeah, they call it. And it's a full colonel that is your --

SGM WATERHOUSE: So, it's an 06 colonel?

CSM (R) BROCK: Yeah. It's 06.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, they've kind of changed things a little bit since then. But it was an 06 with a command sergeant major. Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. And the XO is like a major.

SGM WATERHOUSE: So, going into this unit, how prepared did you feel to be the command sergeant major?

CSM (R) BROCK: I felt prepared leadership wise. I didn't feel prepared knowledge wise for a CASH. I had to learn -- I had to learn on the fly. I

did do some homework on CASHs. I had never been in a CASH before. I understood the intricacies. I wasn't sure, we had DEPMEDs, which is deployable medical units that you set up, equipment sets and stuff that you set up. I wasn't familiar with them, so I got familiar real quick when I got there. I made sure, I'm never one to act like I know something when I don't. So, I went in. I knew how to put up hospitals. I got a lot of training, made sure that I rolled up the sleeves and got in there. Learned about all our medical sets and whatnot. And I felt comfortable after I really got deep into it.

SGM WATERHOUSE: So, when you were doing that, learning how the CASH operates and the different sections or whatever of it, who did you look to, to help get you squared away so to speak? Get you up to far as far as what the CASH was and what each section did?

CSM (R) BROCK: My section NCOICs and my master sergeant. He was a big -- he was a huge part of that.

SGM WATERHOUSE: Now, was he the senior guy?

CSM (R) BROCK: Yeah. He would have be --
he would have been my number two.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Well, he was like -- he's
like the -- what do you call them? The medical NCOS.
What did we call him? He was like our master ward --
our ward master, if you would.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, like in charge of
all the medical aspects of the hospital. While I'm
overall, but he would be in charge of the technical
piece. But I had lots of sergeant first classes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That were in charge of like
the radiology, the wards, the clinical that would go
inside. He would be the overarching senior medic, if
you will.

SGM WATERHOUSE: Okay. So, Sergeant Major,
did you receive any guidance from your higher
headquarters command sergeant major? Any regular

guidance or advice?

CSM (R) BROCK: Oh, yeah. From brigade?

Oh, yeah. Yeah. We felt --

SGM WATERHOUSE: Was the brigade right there?

CSM (R) BROCK: We fell under 1st Brigade. They were in our footprint.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But they were like I walk from here to that building over there, you know.

SGM WATERHOUSE: Oh, they were close.

CSM (R) BROCK: Yeah, they're close enough. Yeah, they're close enough. You know, but you know because we had the CASH and then we had 61st Medical Battalion. Then there was a couple other attachments, and then the air ambulance. So, we all made up the brigade. But, oh, yeah, lots of guidance. They didn't try to run our hospital though.

SGM WATERHOUSE: How was that relationship with the, I guess, brigade sergeant major?

CSM (R) BROCK: Sergeant major? Great.

SGM WATERHOUSE: Yeah?

CSM (R) BROCK: Yeah. I had a great relationship with him. Mm-hmm. Yeah.

SGM WATERHOUSE: Sergeant Major, any particular challenges as the CASH sergeant major you'd like to highlight and how you dealt with those challenges?

CSM (R) BROCK: Well --

SGM WATERHOUSE: Before -- I guess before the deployment at this point.

CSM (R) BROCK: Yeah. Before the deployment, actually, we were getting ready to deploy and I had a personal challenge. My daughter got sick. I had I had my family care plan. Sent my daughter to California. She got really sick. I tried not to -- I tried to deploy and I realized that I wasn't going to be able to. We were still two weeks out and I went to California. I ended up not. And my master sergeant went. I was a little upset about that because my first time, I was really ready.

SGM WATERHOUSE: Do you remember when that

was?

CSM (R) BROCK: March -- was it March?

SGM WATERHOUSE: Was it before Operation Iraqi Freedom actually started?

CSM (R) BROCK: Oh, it was way before that.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, no, no, no, no, no.

It was the year before.

SGM WATERHOUSE: 2002?

CSM (R) BROCK: Yeah. It was a year before.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And so, what we were doing was just taking a 50-person slice to do a little in -- set up a hospital, if you will, a small hospital, in Kuwait.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And this was during -- I guess Enduring Freedom. Well, we didn't call it Enduring Freedom.

SGM WATERHOUSE: Desert Spring or something?

CSM (R) BROCK: Yeah. Yeah, it was before.

It was way before -- SGM WATERHOUSE: Okay.

CSM (R) BROCK: -- Iraqi Freedom.

Anyway, so it was a small piece that was going. I wanted to go. I didn't go. I had to take care of my daughter, which I learned a major lesson there that when you say family first, you better be family first. You know, I was trying to deploy. And my daughter, she was gravely -- she was gravely ill, but she got over it. And she was in Pediatric ICU for two weeks. I left her in California because it really -- it affected -- it affected her. And I went back, and I became the rear D sergeant major, which back then was not like a good thing when you talk to people. They're like, oh, you're rear D? But it was good because the majority of my unit was in the rear.

SGM WATERHOUSE: Right.

CSM (R) BROCK: And all my problems were in the rear. So, they had a great move. They came back. Everything went well. But my challenges were our nondeployables. That's what I was dealing with. That was the biggest challenge I think throughout my entire

CASH.

SGM WATERHOUSE: Because you can foresee that the whole CASH would probably have to deploy.

CSM (R) BROCK: Oh, yeah. We knew it was coming. We knew it was coming. Well, of course, you know --

SGM WATERHOUSE: You just didn't know when?

CSM (R) BROCK: Yeah, right. Right. Of course, when the war popped off we were gone. We left.

SGM WATERHOUSE: Speaking of that, so I'm tracking from March of 2003 to September.

CSM (R) BROCK: Right.

SGM WATERHOUSE: You and the CASH. You guys deployed to Iraq in support of Operation Iraqi Freedom.

CSM (R) BROCK: Right.

SGM WATERHOUSE: And in unclassified terms, what was your mission? I mean, I know what a CASH does but --

CSM (R) BROCK: Right. Right. We're there

to take care of the units that we were assigned to the area.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay? In the emergency area. And we had like a medivac that was assigned to us and whatnot. We had -- but we did split ops.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, we first -- we went to Kuwait like everybody else did and prepped to go over the beam. You know, over the berm. The beam, the berm.

SGM WATERHOUSE: Gymnastics.

CSM (R) BROCK: I've been thinking gymnastics. Yeah, over the berm to go into Iraq. And we had split ops. One of our companies stayed in -- one went to Tikrit or went up north and the other one was above Bagdad. Dang. I can't remember where it was.

SGM WATERHOUSE: Kalsu is south.

CSM (R) BROCK: No, it was above.

SGM WATERHOUSE: Oh, one of the towns?

CSM (R) BROCK: Yeah. I'm trying to think of
-- Balad.

SGM WATERHOUSE: Balad.

CSM (R) BROCK: Jesus.

SGM WATERHOUSE: So, you had like a hundred
and so at each location?

CSM (R) BROCK: Yeah. Well, the large
hospital was in Balad and the smaller slice was up --

SGM WATERHOUSE: Oh, okay.

CSM (R) BROCK: -- up in Tikrit with the
units that were there. So, because they were with the
101st and then the one that was in Balad was taking
care of everything that was in south and that area.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, my boss, our equipment
was crap, but we made it over the berm and into our
areas. And we supported the different areas on both
sides. Set up hospitals in support. And me and my
boss, we kind of flipped between the two when we
needed to.

SGM WATERHOUSE: I was going to ask you

roles -- not necessarily roles but responsibilities or stuff in a wartime sometimes changes. Obviously, you're not back at home station.

CSM (R) BROCK: Right.

SGM WATERHOUSE: There's different things you had to do. And one of them is typically just travel to go see -- especially if you've got split ops.

CSM (R) BROCK: Yeah. Oh, yeah.

SGM WATERHOUSE: You have to travel. So, was it -- for you it was pretty much two locations you had to worry about?

CSM (R) BROCK: Yeah. The two locations plus our brigade was in between.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So sometimes we had to go there for, for whatever. For meetings or battle drills and whatnot. But we either flew or we rode. So, it just depended on what on the situation and the scenario.

SGM WATERHOUSE: Did you typically go with

your commander or were you able to go in different --

CSM (R) BROCK: We went -- we usually went together but sometimes we were separated. Yeah. Sometimes. I just depends on what was going on. So sometimes we were separated. And sometimes -- now, we never went by ourselves obviously, we had a little security with us. But one of my senior NCOs might be with him and I might take the XO with me.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, it depends what we were doing.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, if I was going -- if I was going from one site to the other just to check on morale and check and see, do some checks and balances or take care of some issues because there were all kinds of issues. You know, having to send people home and different things.

I ended up leaving early. Now, my unit was there for a year. They were there longer than me.

SGM WATERHOUSE: So, they were there till

sometime in '04?

CSM (R) BROCK: Right. But I ended up, because during the beginning of the war, PCS orders were still going on. I got PCS'd to Korea. And I tried -- I was trying not to go but DA was like, nope, you're going. And I was like, wow. You know, so it was crazy.

SGM WATERHOUSE: So, when you left -- so you had to leave early. When you left Iraq, did somebody fill in to that same first sergeant or whoever you had?

CSM (R) BROCK: Well, yeah, no. My master sergeant had gone.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: It was someone else who filled in that I had. And I can't remember who it was. But I had somebody, his replacement. And because the new sergeant major that was coming, we did not cross. He ended up coming -- and my commander PCS'd, too.

SGM WATERHOUSE: Really?

CSM (R) BROCK: That's what the crazy thing was.

SGM WATERHOUSE: So, the XO and one of the master --

CSM (R) BROCK: The XO stayed. Yeah, the XO stayed and the master sergeant that deployed with us.

Now, the commander left before me, and then the new commander was there. And boy, that was a weird transition. But anyway, we did it. And then I transitioned out and the new sergeant major, he didn't get there until a month after me. So that's just the way it worked. So, and thank god they stopped that. You know, they stopped all that PCS crap, you know.

SGM WATERHOUSE: So that sounds like one of the challenges you had.

CSM (R) BROCK: Oh, it was a big challenge. Yeah.

SGM WATERHOUSE: My favorite word. But anything else over there in particular during that deployment? I mean, deployments always have lots of challenges.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Is there anything you'd like to highlight in how you or you and your commander dealt with those things?

CSM (R) BROCK: Yeah. The biggest challenges we had was when we had casualties that were intimately working with us and you know, dealing with the staff and all of our personnel.

SGM WATERHOUSE: People our guys knew?

CSM (R) BROCK: Yeah. Because there was one medivac crash that happened. I mean, it was gruesome. And we had to deal with them. And we all knew them. We had to deal with the bodies and stuff and it was just -- and that took a big hit on us. So, we had to do all kinds of stuff to try to get, get folk and get their resilience and their motivation back up because they took it really personally. So that was the biggest -- I remember that one clearly.

And there were other, lots of challenges. That's a whole different series that we could talk about.

SGM WATERHOUSE: So that was -- and that was -- so that was a helicopter crew from your brigade or from your --

CSM (R) BROCK: Yeah, it was from our brigade.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, it was one of the ones that was attached to us. And we all knew them.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And they were flying in all the time. And that was towards the beginning of the war, so it was pretty bad. Very emotionally charged.

SGM WATERHOUSE: Did you guys get any outside help from that? Any -- did you have any -- because that was early on. Did you have any psychiatrists or anything like that?

CSM (R) BROCK: We had psychiatrists, chaplains, all our brigade folks came down toto help.

SGM WATERHOUSE: Because that's early on.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: We developed as you know,

systems later where they --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- you had teams there ready.

CSM (R) BROCK: Yeah. Yeah. Yeah. That was early on. But we handled it. We handled it. I think it was okay.

I know one of the things that I was really proud about is that we never -- we never lost anyone from our organization. So that was a good thing because we had people all over the place moving around and stuff. You know, that was always a challenge.

SGM WATERHOUSE: So overall, how did you feel that the CASH performed over there? You guys performed?

CSM (R) BROCK: Oh, I think, shoot, they were fantastic. Yeah, I just wish I was there the whole time, you know. But it is what it is. You know, go where the Army sends you.

SGM WATERHOUSE: So, Sergeant Major, before we move on to Korea, which you mentioned a minute ago.

So, looking back at your time as a 21st Combat Support Hospital Command Sergeant Major at Fort Hood and in Iraq, what were some of your key lessons learned that you took with you to Korea?

CSM (R) BROCK: I learned a lot about my values. You know, I became clear about my values the part about family. The part about loyalty. The part about being humble. I think I learned -- I was forced to remain and understand that you've got to do what you've got to do in the jobs and things happen. And you can't predict. And I felt much stronger when I came out of that position. It was my first command sergeant major position and I felt -- I felt very comfortable coming out of the job and continuing to be a command sergeant major.

SGM WATERHOUSE: So, Sergeant Major, in September, I think, 2003, you went to Korea?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: To Camp Walker, where you served as command sergeant major of the 168th Medical Battalion for 14 months or so?

CSM (R) BROCK: Right.

SGM WATERHOUSE: And so, you were notified, obviously, in Iraq, that you needed to go.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Do you know what brought about the, hey, I need you now? Or that was just time --

CSM (R) BROCK: No, it was PCS time.

SGM WATERHOUSE: So, it was time for that person that you were replacing to leave?

CSM (R) BROCK: I guess. I guess. All I know is I got orders to PCS and they did not cancel them.

SGM WATERHOUSE: Now, did you get time --

CSM (R) BROCK: Yeah, because I got orders before -- I got orders -- it was like right, like right around the time that we deployed.

SGM WATERHOUSE: Oh, so you already knew you were going.

CSM (R) BROCK: Yeah. Yeah. It was right around the time. And I was like, and so in our minds

we said these are going to get canceled.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, we're in war. They're going to get canceled.

SGM WATERHOUSE: I was on orders, too, and they did get canceled but then I got them back.

CSM (R) BROCK: Yeah. Yeah. And it was crazy. So, II was like, Korea? You know, blew it off. Anyway, it was what it was.

SGM WATERHOUSE: So, when you got over there, was there a sergeant major you did a transition with or --

CSM (R) BROCK: Yes. There was.

SGM WATERHOUSE: Okay. How did that go?

CSM (R) BROCK: It went great. I mean, he was -- he was a good guy. We graduated from the academy together.

SGM WATERHOUSE: So, you knew him?

CSM (R) BROCK: So, I knew him.

SGM WATERHOUSE: Already knew him.

CSM (R) BROCK: Yeah. It was, I mean it was

good.

SGM WATERHOUSE: So, this unit, for those who don't know, the 168th, was that a regular combat unit or what was their particular job?

CSM (R) BROCK: Yeah. It was a TO&E unit. It was a TO&E unit that served every clinic during, when if you're not deployed or anything or fighting the Koreans, North Korea.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: We ran all the clinics in the entire peninsula.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: Okay. But it was a medical battalion. It was a medical battalion that if something were to go down, we did train to set up a hospital or fill a hospital.

SGM WATERHOUSE: To do kind of like a CASH role?

CSM (R) BROCK: Kind of sort of but not so much. It's an area support --

SGM WATERHOUSE: That's what I meant when I

said combat.

CSM (R) BROCK: -- it's an area support medical battalion.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, what it is, is that we had vehicles. You know, we can do tailgate medicine if need be. So, we would support the entire area wherever we would need to be.

SGM WATERHOUSE: As far as the every day --

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- stuff that was going on?

CSM (R) BROCK: Right.

SGM WATERHOUSE: The clinics and stuff.

CSM (R) BROCK: We did that during peace time. But if wartime came, then we would pull out of the clinics and they would become mobile clinics --

SGM WATERHOUSE: Gotcha. Okay.

CSM (R) BROCK: -- if you would.

SGM WATERHOUSE: So, Sergeant Major, what did you see as your primary roles and responsibilities as the 168th Med Battalion Command Sergeant Major?

CSM (R) BROCK: Leadership. Overall mentoring. Making sure that -- well, especially with the clinics, making sure that I had the right people in the right place. Monitoring. I had first sergeants that were overall in charge of different sections. You know, I had four different companies and they had a series of clinic in their area that they were in charge of. So overall oversight.

SGM WATERHOUSE: So, Sergeant Major, how did you determine your travel schedule, so to speak, when you would go around to visit your units?

CSM (R) BROCK: Insane. You know, well, first of all --

SGM WATERHOUSE: Was that, I mean --

CSM (R) BROCK: -- first of all, our headquarters, yeah, our brigade was in Seoul and we were down in Camp Walker. So that's travel right there. The train was my buddy. But when I had -- when I had to go down to Pusan or some of the other areas we would travel. I tried to go around at least once a quarter. Once a quarter. I was on the road a

lot. I was on the road a lot. So was the commander. But I was more so because I would be more of the eyes and ears and come on back. And make sure I'm keeping in touch, you know. But we traveled to Seoul so much which was --

SGM WATERHOUSE: To the brigade?

CSM (R) BROCK: Yeah. Monthly stuff. You know? Which was a pain.

SGM WATERHOUSE: Speaking of brigade, what kind of guidance or advice or whatever did you receive from the brigade sergeant major?

CSM (R) BROCK: Oh, brigade sergeant major, he kind of left me alone.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: He had me handle my business. You know, and if I needed him he was there.

SGM WATERHOUSE: So, going off to brigade it was just routine --

CSM (R) BROCK: That was routine.

SGM WATERHOUSE: -- command and staff meetings and such?

CSM (R) BROCK: Yeah. Meetings, yeah. PT. They loved to have monthly PT. We had a crazy commander.

SGM WATERHOUSE: Brigade double run?

CSM (R) BROCK: We loved him. We loved him. Yes. Yes. Yes. Upon and down the hills of Seoul. I'll never forget that.

SGM WATERHOUSE: So, Sergeant Major, in that particular unit, who did you look to for advice, mentorship, advice as the battalion sergeant major, or command sergeant major?

CSM (R) BROCK: You know, it's kind of funny. Actually, I mostly -- I networked with a lot of people and we had (inaudible), I don't know, whoever was in charge of like our camp, I used to talk to them -- I used to like talk to them a lot more than anybody else medical, you know. If I really needed some assistance I'd talk to mentors that I had that were either stateside.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I really, brigade --

SGM WATERHOUSE: You said he left you alone
so --

CSM (R) BROCK: Yeah. Yeah. Yeah.

SGM WATERHOUSE: Any particular challenges
in that assignment where you would need some outside
assistance?

CSM (R) BROCK: No. No. That assignment,
it was just more the locality and the location and how
we were spread out. That was the biggest challenge
that I had.

SGM WATERHOUSE: Just trying to keep your
pulse on what's going on?

CSM (R) BROCK: Yeah. Excuse me. And you
know Korea. I mean Korea is its own little island and
people get in trouble and those kind of challenges
that you have. You know, between kids. Come on. I
call them all kids. Yeah. I remember we had lots of
challenges with different things, you know.

SGM WATERHOUSE: So, Sergeant Major, looking
back at that particular assignment, any lessons
learned you'd like to share before we move on?

CSM (R) BROCK: No. You know, there was --
I really enjoyed Korea. I took my daughter with me.

SGM WATERHOUSE: Oh, you did?

CSM (R) BROCK: Yep. She went with me
because I was on a -- I was on a -- what do they call
it? All others tour. Not all others.

SGM WATERHOUSE: A company?

CSM (R) BROCK: Yeah, a company tour, yeah.
And I took --

SGM WATERHOUSE: A location where family was
allowed?

CSM (R) BROCK: Yeah. I took her with me.
And --

SGM WATERHOUSE: How did she like it?

CSM (R) BROCK: It was different. I mean,
she met some friends, little Korean friends and stuff.
I think she was in the seventh grade.

SGM WATERHOUSE: Middle school?

CSM (R) BROCK: Yeah. Seventh. Seventh or
eighth grade. And, no. Was she in seventh grade?
She was starting the seventh grade, I think. I don't

remember. Anyway, but I took her with me and it was good. It was good. It was a good tour. I enjoyed it.

SGM WATERHOUSE: So, Sergeant Major, in November 2004, you were assigned to Fort Hood, Texas again where you served as a command sergeant major of Darnall. I don't know if I'm pronouncing it right.

CSM (R) BROCK: Yeah, Darnall.

SGM WATERHOUSE: Darnall Army Community Hospital for a year or so?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: When were you notified that you'd be going there?

CSM (R) BROCK: It was very short. I moved about two months after that. I was given the opportunity. The MEDCOM sergeant major back then, she knew that I liked Fort Hood and I told her I wouldn't mind going back because my daughter, she was going to school there, and I enjoyed it. And the sergeant major that was there got relieved. He was doing some dumb sexual stuff.

SGM WATERHOUSE: At the hospital?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, she needed somebody, and she remembered me mentioning it. And she said that will bring you out of Korea a year. I said okay.

SGM WATERHOUSE: So, your Korea tour was going to be, what, two years?

CSM (R) BROCK: It was supposed to be two years and it got short.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's why I left and went and took that job.

SGM WATERHOUSE: Okay. So, what was the state of the hospital when you got there?

CSM (R) BROCK: It was crazy. They were looking for a savior. I mean, from a moral savior for me. And I had to handle the sergeant major. I had to escort him. Yeah. It was -- it was poor. It was bad. You know, he was doing some really --

SGM WATERHOUSE: So, he was found guilty, I guess?

CSM (R) BROCK: Oh, yeah.

SGM WATERHOUSE: So, when you got there it was already decided that --

CSM (R) BROCK: Right. I was out processing him.

SGM WATERHOUSE: You were getting him out. Okay.

CSM (R) BROCK: Out processing him. And he went to the psychiatric ward for a while and everything, so it was awkward.

SGM WATERHOUSE: So, you were the only one of similar rank that could do it?

CSM (R) BROCK: It was awkward. Yeah. Yeah.

SGM WATERHOUSE: He's like, can I have a lieutenant to do this? He outranks him, right? She outranks him.

CSM (R) BROCK: Awkward.

SGM WATERHOUSE: So, because of that

happening, I guess, what did you do? What are some of the things you did to try to right the ship, so to speak, or get the morale and everything back up in the hospital? Or if there was a trust being the new sergeant major there?

CSM (R) BROCK: The people that I really had to rally were the civilians because what he did was to the civilians.

SGM WATERHOUSE: Oh, okay.

CSM (R) BROCK: Yeah. And I really had to - - I really had to get their trust because it wasn't so much that I was a female that automatically I'd be okay. I think it's because a sergeant major, they just were they were not -- they were very upset and there was a lot of -- there was some legal stuff going, too, because of that. But, it was mostly the civilians. I think everybody else, a lot of people knew me already. They knew my reputation so I think it was kind of like a breath of fresh air, if you will going in. Not that he was a bad guy, but he did some weird stuff.

SGM WATERHOUSE: Had he been there a while?

CSM (R) BROCK: I don't remember how long he'd been there, but it wasn't longer than anything normal.

SGM WATERHOUSE: So, Sergeant Major, now as the Army Community Hospital Sergeant Major, what did you see your primary roles and responsibilities being besides moral. I mean, that's always part of it.

CSM (R) BROCK: Yeah. Well, I knew -- now, going -- now, see, this was my first MEDDAC. Okay, so I had been in line units. So, this is the first time going as the sergeant major of a MEDDAC as opposed to being a first sergeant or just working in it. So, going in I already kind of knew what my job was but I concentrated on, at first, I concentrated on my relationships that I had to make with the senior officers that were in charge of the different sections or departments or overall whatever we called them.

SGM WATERHOUSE: Departments in the hospital?

CSM (R) BROCK: Department of Nursing, yeah,

things like that. And then, of course, I had to make sure that I had my NCOs, as well as civilians, I had to get the trust of everybody. That was number one.

But my real responsibilities was making sure that me and my commander were on the same sheet of music. You know, I knew I knew what their -- you know, what they wanted what the goals were for the hospital and everything. I had to make sure -- I had to do all that homework first. And just make sure that the hospital was just a well-oiled working machine and making sure that I had a lot of overview of things going on. But my biggest thing was making sure that I had the under view, too. I always made sure that I always was listening to what was going on and talking to people and gaining their confidence.

SGM WATERHOUSE: So, Sergeant Major, in January of 2005, a couple months after you got to the hospital, you attended the Force Management Course?

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: What led to you taking the course, and where did you go to actually attend that

course?

CSM (R) BROCK: The Force Management Course was at Fort Belvoir, Virginia. Somebody told me to go to the course. I don't remember.

SGM WATERHOUSE: It's a good idea. Go to it?

CSM (R) BROCK: Yeah, they said, he you need this. And I went and actually the Force Management Course, it was enlightening because it teaches you about the Army.

SGM WATERHOUSE: Big Army, yeah.

CSM (R) BROCK: Big Army. And that's what I got out of that course, period.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So, nothing in particular, just kind of an eye-opening, this is how the Army runs?

CSM (R) BROCK: Yeah. Yeah. Yeah. It was the first time that I really got a clear view of the Army and how it runs.

SGM WATERHOUSE: Huge, strategic level stuff?

CSM (R) BROCK: Yeah. Yeah. Now it seems like okay, yeah, of course. You know, but back then it was like, whoa, okay, oh, I didn't know that kind of thing. But.

SGM WATERHOUSE: So, shifting focus back to the hospital --

CSM (R) BROCK: Hospital. Mm-hmm.

SGM WATERHOUSE: I just want to ask about that because I thought that was kind of unique.

So, I don't think I've asked this yet, but challenges as far as the hospital command sergeant major. Any particular challenge you'd like to highlight?

CSM (R) BROCK: In that position?

SGM WATERHOUSE: Yeah. Yeah.

CSM (R) BROCK: The only -- the challenges that I had while I was there is working with -- just trying to inculcate the entire staff of the hospital into working together and understanding each other.

SGM WATERHOUSE: How many folks are we talking about?

CSM (R) BROCK: Back then -- well, I think we were about 900.

SGM WATERHOUSE: That's -- that's pretty good.

CSM (R) BROCK: Yeah, I think we had about -- about 900.

SGM WATERHOUSE: Like two battalions worth.

CSM (R) BROCK: Yeah. That includes military and civilians.

SGM WATERHOUSE: And civilians.

CSM (R) BROCK: And back then we didn't do a good job of inclusion when it came to our civilian staff in anything. It was kind of given, eh, if you want to come. And so, we tried really hard, me and my commander, and I had two colonels during that time, about six months for each. And we tried really hard to kind of include everybody together. My first one, he wasn't as receptive. The second one was. And to have training. To invite have events and things like

that. And we did a real good job of it. But it was kind of hard for our civilians to feel like they were included. They always felt like they were the bastard children of the hospital. You know, like we only cared about the military, you know?

SGM WATERHOUSE: So, you and your commander want to try to change that?

CSM (R) BROCK: Oh, yeah. We did everything to try to change that. And that was a challenge. That was a challenge. It was a good challenge, but it was a challenge.

SGM WATERHOUSE: Did you get advice? Did you -- how did you go about trying to figure out what those things would be that you wanted to do, whether it was a cookout or barbeque or monthly thing? Sometimes, all units, we do these kinds of things.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: What were some of the things that you kind of -- if you want to give examples for somebody, what are some things you did maybe monthly, or however you did that, how did you

approach that?

CSM (R) BROCK: Well, first we stopped the ODP and NCODP crap and we just called it leader development.

SGM WATERHOUSE: Leader development.

CSM (R) BROCK: We did that a long time ago.

SGM WATERHOUSE: With the civilians involved?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Right. Now, they would -- they slowly but surely started coming, but then when we would have events, we would do -- we did all the, what do you call them, ethnic events, you know. Ethnic celebrations. We did every one of them. And we'd always do it big. And we'd make sure --

SGM WATERHOUSE: The monthly observance thing?

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Right. We would do those

observances and we'd have some speakers. We'd include civilians. We'd have whether if we're talking about Spanish Heritage Month or whatever the case is, we would make sure that we had dancers and things. We'd make it eventful to where people felt included and they would come. And we would do it during -- it might be during lunch or it might be sometime during the duty hour.

SGM WATERHOUSE: So, you didn't hold them after work?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Mandatory fun.

CSM (R) BROCK: Exactly. Because they would come. Of course, we would do dinners and we would do events in the evening. And there would be a smattering of civilians that would come. But we would always try to invite everybody and make it very inclusive. I put -- we put people on our committees.

Oh, we had to have civilians on there, too. So, whether they came or not, we had them included on the committees.

SGM WATERHOUSE: Telling what stuff to do.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: Get their input.

CSM (R) BROCK: Exactly. Exactly. So, we really tried to include. Those are our big things that we did. And then everything else.

One of the things that I always been in all of my organizations, I always was very supportive of our balls or events, evening events. So, if we have a Christmas party or Christmas ball, I made sure we went all out, and we included, again, made sure we had civilians on our committee so that way people could see we care about all of you.

SGM WATERHOUSE: Not just you and the commander making up stuff to do.

CSM (R) BROCK: Exactly. Exactly.

SGM WATERHOUSE: This is part of what you asked for.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: So, Sergeant Major, I can't remember who you said your higher sergeant major was

in this unit. You had a brigade you said? Who was your higher command sergeant major of this?

CSM (R) BROCK: Well, they call them regional.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, they call them regional. See, even though -- now, see, this was the thing about Darnall. It was a community hospital, but Darnall was big enough to be a MEDCEN. And it did become a MEDCEN later on. Today, now it's a MEDCEN. It's a medical center.

SGM WATERHOUSE: Run by like a two-star general? How high is that?

CSM (R) BROCK: Is it? Who's at the MEDCEN? No, it's one.

SGM WATERHOUSE: One-star? It's still a general officer.

CSM (R) BROCK: Yeah. Yeah. I can't remember who's over there. But, um, yeah. Our higher headquarters was at Fort Sam.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: So how was that relationship with that command sergeant major? How did you guys communicate?

CSM (R) BROCK: It was okay. They came -- they came to visit.

SGM WATERHOUSE: Any particular guidance or --

CSM (R) BROCK: Yeah. They just wanted me to run the hospital.

SGM WATERHOUSE: Okay. As long as you --

CSM (R) BROCK: You know, bottom line.

SGM WATERHOUSE: As long as the hospital is running well you were good.

CSM (R) BROCK: Yeah. Yeah. You know, they always looked at stats and they'd ask about them and see what we were doing. And beat us up if something was down. But they were -- they were not located with us.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: They would come down for

visits. They'd come down for staff assistance visits different things like that. Yeah.

SGM WATERHOUSE: So, Sergeant Major, looking back at your time there at Darnall Army Community Hospital as a command sergeant major, what were some of the lessons learned from there?

CSM (R) BROCK: All my lessons learned were good, I think. You know, just some of the stuff we just talked about.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, those are the lessons that I got from there. You've got to be inclusive. You know, inclusive, open door, communication, the whole thing. Got to be inclusive.

SGM WATERHOUSE: So, sergeant major, in December 2005, you were assigned to the Southeastern Regional Medical Command in Dwight D. Eisenhower Army Medical Center, Fort Gordon, Georgia, where you served as a regional and medical center command sergeant major until June 2009, about three and a half years.

CSM (R) BROCK: Yeah. That's when -- I was

selected for that.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. I started working -- it's a two- star position but there was one-star in it.

SGM WATERHOUSE: One-star general? Okay.

CSM (R) BROCK: Yeah. Yeah. But he sat in a two-star position.

SGM WATERHOUSE: So, you were notified by -- you did like an interview for this particular job? Okay.

CSM (R) BROCK: I did an interview. It actually was a VTC interview because I was at Gordon and I was in Texas, so.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, yeah, it was a VTC interview and it was very interesting.

SGM WATERHOUSE: Now, did you know this particular commander?

CSM (R) BROCK: No.

SGM WATERHOUSE: No?

CSM (R) BROCK: No.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I didn't know any of my commanders that I got selected for.

SGM WATERHOUSE: So how much -- about how much time did you have before you had to move or before you moved over?

CSM (R) BROCK: I think I got notified in September and I think I moved in December.

SGM WATERHOUSE: Okay. So, you had some time?

CSM (R) BROCK: Yeah, it was a couple months. I had some time to --

SGM WATERHOUSE: Did you get to talk to the outgoing command sergeant major? Did you have any time with him or her?

CSM (R) BROCK: Her. And she was the one who encouraged me to put in for the job.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. She became my future MEDCOM sergeant major.

SGM WATERHOUSE: Oh, yeah?

CSM (R) BROCK: Yeah. Yeah. It was kind of funny. I almost followed her except for the second job. But yeah, I replaced her, and we talked. We had good conversations. She gave me lots of great advice going in.

SGM WATERHOUSE: So, sergeant major, when I was doing my Internet searches I found this article from 2010. It was on Army.mil. And it was just talking about the command. You can correct me if this is wrong. I just got it from an article. But the formation of the Southern Regional Medical Command, or the Southeastern Regional Medical Command, or SRMC served more than two million beneficiaries throughout the Southeastern United States and Puerto Rico.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: And provided command and control for soldiers and beneficiaries at 19 medical centers, hospitals, clinics, and training areas.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Does that sound about --

CSM (R) BROCK: Yep.

SGM WATERHOUSE: -- how it was?

CSM (R) BROCK: Oh, yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Now, when you talk about southeastern, you're talking about from South Carolina, all those southern states going all the way to Mississippi, and then, of course Puerto Rico. So, all that area.

SGM WATERHOUSE: So, 19 medical centers?

CSM (R) BROCK: Oh, and to include Fort Campbell, Kentucky was in my region, too.

Yeah, and it's not 19 medical centers. It's actually 19 medical -- it's medical MEDDACs.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Medical community hospitals. Yes.

SGM WATERHOUSE: Yeah, because it just said variation.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: It didn't say how many of

each.

CSM (R) BROCK: Right. Right.

SGM WATERHOUSE: There's still a lot of --

CSM (R) BROCK: The medical center --

SGM WATERHOUSE: -- a lot of places.

CSM (R) BROCK: Yeah. The medical center was Eisenhower.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. Oh, yeah. I did a lot of traveling. Lots of traveling. Lots of VTCs. Lots of phone calls. Lots of mentoring, that's for sure.

SGM WATERHOUSE: You doing mentoring to those folks?

CSM (R) BROCK: Yes, to the seniors. Because not everybody the only sergeant majors that I had in those areas -- not -- well, I had -- I did have some sergeant majors but it was mostly first sergeants and master sergeants and sergeant first classes in some of the remote areas like clinics, like in Miami. You know, places like that. So very, very interesting

job.

SGM WATERHOUSE: So Sergeant Major, when you got -- well, you got the call, you did the interview, and you know, before you got there, what did you -- what are some -- you know, for future folks you're moving up to that big of a command, what were some of the things that you did to prepare yourself? You know, how did you try to prepare yourself for that --

CSM (R) BROCK: Well the funny thing is the only preparation that I really did because now I've already been in MEDDAC and I've been I had worked -- I was in Korea where I had, you know --

SGM WATERHOUSE: Spread out.

CSM (R) BROCK: -- locations that were all over the place. So, I kind of already knew how to work in that capacity. But what I did prepare -- the preparation for me was getting to know what I was inheriting. You know, how many units, what they were doing, what were their roles and responsibilities. You know, and then I was dual-hatted because I was the medical center sergeant major for Eisenhower plus the

whole region.

So, me and my commander, we had two -- we wore two hats.

SGM WATERHOUSE: So, Sergeant Major, when you got there, yeah, you were dual-hatted. How long did it take you kind of to assess this huge organization? How did you go about it? Was it mostly by VTCs, stuff like that? I mean --

CSM (R) BROCK: No.

SGM WATERHOUSE: -- because it seems like it would take a while to get around.

CSM (R) BROCK: Here's what we did, and he was already there. Okay?

SGM WATERHOUSE: So, your commander was already there?

CSM (R) BROCK: He was in the job for six months already.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, he had done some battlefield circulation with the former sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, I had to do my own battlefield circulation, and he told me the areas that he wanted me to hit first.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That he had concerns with and he wanted to get my thoughts and ideas on.

SGM WATERHOUSE: Gotcha.

CSM (R) BROCK: And we had a good relationship. And so, I went to all the big places first. And then the little places came later, you know. And if there was an issue or something that seemed kind of popped up on the radar, I made sure that I went to go kind of do a little back check on them. So, but that's how I got -- I really took some direction from my commander.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, since he had already been there. And then I kind of went from there I kind of went off my gut and from my conversations with the seniors.

SGM WATERHOUSE: Now, was there any -- was there anybody below you, any other, like you say you had a sergeant major, I think at least one or --

CSM (R) BROCK: I have two.

SGM WATERHOUSE: Two.

CSM (R) BROCK: I had two in the hospital.

SGM WATERHOUSE: Okay. But they weren't out. So, was there anybody that could, like did you assign regional kind of NCOICs?

CSM (R) BROCK: No.

SGM WATERHOUSE: Or they just wouldn't work in that organization?

CSM (R) BROCK: No. No.

SGM WATERHOUSE: It wouldn't work there?

CSM (R) BROCK: No. No. I was the regional.

SGM WATERHOUSE: It's always good to get help if you can.

CSM (R) BROCK: Yeah. Well I mean like I had some hospital like Fort Benning, that was a large hospital and there were two clinics that kind of fell

under them. They kind of oversaw them. Those kind of things, yeah. Like Dahlonga --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: -- is miles away from Fort Benning. You know, and then Elgin Air Force Base. You know, I kind of had them. You know, if anything kind of monitor those.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: But I also did, too. You know, I'd make a visit every now and then to the rangers, you know.

SGM WATERHOUSE: So, Sergeant Major, as you know, this dual-hat position, how did you -- how did you figure out in those different roles, I guess, what was -- I'm trying to think how to explain this. How did you go about -- how much in this capacity as at Eisenhower Medical Center, as sergeant major, I've got to spend so much time here?

CSM (R) BROCK: How much time?

SGM WATERHOUSE: Vice on the road. How did you split your --

CSM (R) BROCK: It was tough.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: It was tough. I can't even tell you. It was varied because it depended what was going on.

I had a hospital sergeant major.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, I depended on him to really run the hospital. I also had a troop command sergeant major. So, he did all the admin battalion stuff.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, I kept an eye on both of them. When I was there I was handling business and whatnot. But when I was on the road, I also kind of kept a pulse on what was going on in the hospital, too.

I made the mistake of giving one of my sergeant majors a little bit too much power. I really didn't give him the power. He just -- maybe he took the power. I don't know. But he kind of went rogue.

And we ended -- he ended up doing some things toxic, and he had to retire. You know, he got a letter of reprimand and he had to retire. It was an EEO complaint that came up during that time.

SGM WATERHOUSE: One of the guys in the hospital?

CSM (R) BROCK: Yeah. It was, yeah, one of the sergeant majors.

So, the issue that I took there was that I taught -- I tried to treat my sergeant majors as peers even though I was the senior sergeant major.

SGM WATERHOUSE: Right.

CSM (R) BROCK: I tried to treat them as peers. Not drinking buddies or anything like that but respect. You know, hey, you're a sergeant major. I'm a sergeant major. You know? And I learned after that that there has to be a certain amount of -- not discipline; a certain amount of leadership that still has to be there with your peers.

SGM WATERHOUSE: You can't just be hands off of them.

CSM (R) BROCK: With your peers. Exactly.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: I did give him a warning when it first came up. Then he settled down for a minute. And then he continued still with the side threats and things like that. When that came out then I can't do nothing for you. And it made our relationship he kind of blamed me in the end. I didn't support him and all this other stuff. And I was like, hey, I warned you. I told you already. You know, all it takes is one time for me, and you blow that then trust is gone. So, I don't have your back, that's for sure. And I wouldn't -- if you're doing something wrong, I wouldn't, I wouldn't support you anyway.

SGM WATERHOUSE: Right. It's kind of a dumb statement. Support you doing wrong? What do you mean?

CSM (R) BROCK: But the bad thing about it is when that happened, my other sergeant major kind of knew about everything and it's supposed to be like you

know, the battalion sergeant major. He kind of knew about it. So, I had to let him go, too. I just moved him.

SGM WATERHOUSE: So, he knew what was going on and he didn't do anything about it?

CSM (R) BROCK: I got his counseling. Got his counseling chatted with him about it. I said, I'm not going to kill you, but you've got to go. Let's move you somewhere else and let you start over again.

SGM WATERHOUSE: So, you just worked with branch to get backfills for these guys?

CSM (R) BROCK: Yeah. I sure did. Yeah.

SGM WATERHOUSE: So, besides the dual hat you had, positions, you had this big territory with lots of separate, small units all over the place.

CSM (R) BROCK: Yeah. Yeah.

SGM WATERHOUSE: And now these guys. Any other challenges you'd like to highlight that people can learn from maybe how you handled them?

CSM (R) BROCK: Yeah. Some of the challenges that I had I had to keep an eye obviously,

when it comes to maintaining the standards I had a couple of units that when they're not in your eye they're doing what they want to do. I had one where one of my senior NCOs was pretty heavy and I went down there and I kind of looked at all the records. And I'm like, how are you making tape? So, I had to tape him right there. And then I had to tell that NCO, hey, look. And counsel them and advise them.

SGM WATERHOUSE: Didn't meet the body fat -- minimum body fat standard?

CSM (R) BROCK: Oh, no. Oh, no.

SGM WATERHOUSE: Yeah. The maximum you can have. He busted it, huh?

CSM (R) BROCK: Yeah. Yeah. And I said, look. I've been keeping an eye on you. You know, it seems like you're getting bigger and bigger and bigger. And I said we've got to do this. And they felt pretty bad. The funny thing is they made sergeant major. You know?

SGM WATERHOUSE: Oh, this was like a master sergeant?

CSM (R) BROCK: But they listened. Yeah. They listened. They listened, and they lost the weight. You know, but I had to give them some tough love. I said, look. Everybody else is kind of looking this way because you're just wonderful; right? But I'm going to tell you --

SGM WATERHOUSE: That's basic standards.

CSM (R) BROCK: -- I've got to tell you here's the deal. And you know, it's kind of -- you know, people are afraid to tell somebody that they are there's something wrong and they need to fix it.

One of the things that -- one of the challenges I had -- it was a challenge because I was a pretty decent person. I don't like to tell somebody that, hey, look, you're fat, or something like that. But I knew just what tact to use to not make them feel less than a person. You know? And just to be real with them. Say, if you want to get promoted, you're going to have to do this.

And so, there were a few things like that in that manner, but I just had to be tactful with them

upfront and make sure that my stuff was straight.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Because I also know those kind of people, too.

SGM WATERHOUSE: So, Sergeant Major, looking back at your three plus years as a command sergeant major of the Southeastern Regional Medical Command and Dwight D. Eisenhower Army Medical Center command sergeant major, what were some of your lessons learned from that assignment?

CSM (R) BROCK: First thing. Everybody is not your friend. Okay? Don't allow people to use your position to help -- to further themselves.

The other thing is time management. I had to learn time management, oh, big time during that job. Because, remember, I'm still I'm still a parent, too. A single parent during this job. Time management became huge with me. And I was -- I was a hands-on mom. And so, I lost a lot of sleep during this job. You know, much with traveling as well as trying to be at everything and do everything. I lost

a lot of sleep. But I also realized that that was the most important thing that I needed to do and make sure that I took care of stuff.

But the time management piece had to do with the traveling and mentoring and getting to know people. People are important. In this -- in that job, for sure, it became even more so because I had when I was reaching out or had a lot of people to reach out to me, it became important to me that the reach and the conversations that I was having with people was very important and it was important to them. And it mattered. So, people matter. That was huge for me in that job.

SGM WATERHOUSE: So, Sergeant Major, in June 2009, you were assigned to Bethesda, Maryland, where you served as a command sergeant major of Joint Task Force National Capital Region Medical?

CSM (R) BROCK: Right.

SGM WATERHOUSE: A position you held for about two and a half years?

CSM (R) BROCK: Right.

SGM WATERHOUSE: I hope I get this acronym right.

When were you notified that you'd be the next JTF CAPMED Command Sergeant Major?

CSM (R) BROCK: Well, I interviewed for -- that was another one. I interviewed for that job and I actually worked for a -- I worked for a three-star for that job. And he was a vice admiral. That was the hardest interview.

SGM WATERHOUSE: From the Navy?

CSM (R) BROCK: Yeah. Yeah. It was interesting. I got -- well, first of all, it was funny because the sergeant major who I replaced at Eisenhower was the MEDCOM sergeant major then. And she came to all of us and said, okay, I have to -- the SMA said I need to give a name to interview for this job.

SGM WATERHOUSE: So, Sergeant Major of the Army contacted her and --

CSM (R) BROCK: It's a joint job. Yeah. And so, she came to all of us and she says, hey, I

need a volunteer. And I already knew I was a senior person out of all of us, out of all the regions, and I knew -- and I was trying to get to the academy. And I wanted to go back to the academy and be a sergeant major and then retire from there. That was my mind, right, because I was already 30 years, I guess. And so, she said volunteer. So, we all kind of talked. I said, I don't want to work for no vice admiral. I said, I don't want to work for the Navy.

SGM WATERHOUSE: So, at that point you hadn't worked with any of the other services.

CSM (R) BROCK: We said no. Nope. Nope. I had, I mean I worked with them medically in our posts and stuff, but not directly.

SGM WATERHOUSE: Not directly.

CSM (R) BROCK: So, we all said no. And she said, okay. I'll tell him. And then she -- then later she back. She says, what if he comes back and says that I have to give somebody? So, I started feeling guilty and I told her, I said, okay. If he comes back and says you have to put a name up for the

interview, I said, I'll do it. And I regretted saying that ever since because -- actually, I don't regret it. But it was about two weeks later. She comes back. She says, Donna, remember you said you'd do the interview? She says, SMA says you have to. I said okay.

SGM WATERHOUSE: You probably could have figured that was coming.

CSM (R) BROCK: Yeah. Yeah. So --

SGM WATERHOUSE: He wouldn't have asked her in the first place.

CSM (R) BROCK: I know. So, I went to the interview and I'll tell you what. I did not know what to expect. I looked up the unit and I realized what they were doing. They were trying to bring all these pieces from all the different services in the National Capital Region together under one umbrella and all this --

SGM WATERHOUSE: So, this is a new concept at the time?

CSM (R) BROCK: Yes. Yes. This is the

closing of Walter Reed. This was the start of the closing of Walter Reed. That's what it was.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's what started it. So, I went to the interview. I got I had a panel interview. There were three people -- Navy, Air Force, and myself. I was the last one to interview. I talked to the vice admiral after I went through the panel.

SGM WATERHOUSE: So, you were actually interviewed by somebody else, not the person --

CSM (R) BROCK: His staff.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: Yeah, his staff. Yeah. And the command master chief that was there, yeah, it was a Navy guy.

SGM WATERHOUSE: Command master.

CSM (R) BROCK: Yeah. So anyway, when I left there I got the phone call that I got the job. You know, or actually he asked me if I still wanted it. What am I going to say? I said, sure. Yes, of

course, sir. You know. Three-star called me and asked me if I want the job.

SGM WATERHOUSE: Nah, too busy.

CSM (R) BROCK: So, I got back, and I realized, oh, crap, I'm moving to D.C. So, I left. I left, and I went to D.C. And I mean, I had enough time and then I got there and stepped into position and took it from scratch. Oh, my God. It was a tough job.

SGM WATERHOUSE: So, I don't even know where to start to ask questions here.

I mean, this whole thing -- so it's a whole new organization here?

CSM (R) BROCK: Yeah. So, here's -- here's the thing. Okay, so JTF CAPMED is -- we had a staff. It was a mixed staff of all the services to include we had one Marine in there.

SGM WATERHOUSE: So, this was something that was being dictated by DOD?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: That is going to happen.

CSM (R) BROCK: Yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And so, it was -- it was the merging of Walter Reed and the Naval Hospital.

SGM WATERHOUSE: At Bethesda?

CSM (R) BROCK: Right. And so, it was the merging of those two hospitals. The closing of one and the merging of them with the Naval Hospital.

SGM WATERHOUSE: Is this because of finances --

CSM (R) BROCK: Plus, it had to do --

SGM WATERHOUSE: -- or political or --

CSM (R) BROCK: Well Walter Reed -- Walter Reed was an old facility and it was -- and they were losing money. Everything has to do with money.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Okay? The medical community is expensive.

SGM WATERHOUSE: Oh, yeah.

CSM (R) BROCK: I'm telling you. Medicine is expensive.

SGM WATERHOUSE: So, part of it was cost saving.

CSM (R) BROCK: But see, the thing you have to think of is we had Walter Reed in Washington, D.C. We had this big naval hospital in Bethesda, Maryland. And then you have Fort Belvoir, which was another hospital that they were building a new big hospital.

SGM WATERHOUSE: It looks brand new.

CSM (R) BROCK: In Virginia. Then you had Malcolm -- Malcolm Grow Air Force Medical Center right there in Maryland. Okay, you've got four big medical centers.

SGM WATERHOUSE: Don't need that many.

CSM (R) BROCK: In the same --

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: -- I mean, the National Capital Region. So, they had to cut somewhere.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: So, and they wanted to merge -- they wanted to merge commands. So, they are still going through it right now. That's a whole different

sentiment we could talk about.

SGM WATERHOUSE: So, this is just the beginning of the process?

CSM (R) BROCK: This is just the beginning of the process that is all political. And so, I was right in the middle of it. So, the things that I had to learn when I got there is I had to learn how to work with the Navy, how to work with the Air Force. You know, I already knew how to work with the Army. And then I had civilian personnel.

That was my first challenge there because I had to learn the systems. You know, being a sergeant major you've got to know about reports. You know, NCOICs.

SGM WATERHOUSE: Every service is a different culture.

CSM (R) BROCK: PT test. You know, all the cultures and everything. So that was a huge challenge for me.

My assistant was a Navy chief, you know. Love her to death. Still good friends.

SGM WATERHOUSE: E7?

CSM (R) BROCK: Yeah. E7. Yes, love her to death. Still good friends with her. It was a challenge. It was a fun challenge, but it was politically draining.

SGM WATERHOUSE: So how did you -- how did you -- how did you kind of go forward into this assignment to kind of bring that team together or form that team? How did -- how did you go about that?

CSM (R) BROCK: Well, I kind of went about it the same way that I went about it at Darnall. I just -- inclusive. Everybody was inclusive. Even though the Navy -- the Navy liked to pull out a little bit. So, did the Air Force. Everybody had their own little niches they kind of like keep the same. And of course, they answered to their own services still.

SGM WATERHOUSE: Yep.

CSM (R) BROCK: They worked with us, but they still answered to their service. The Army answered to the Army. They answered to their service. So that was a challenge for me. I had to work with

the services and explain what we were doing and what I needed from them and whatnot. So, it was challenging but it was doable. It was doable. I think a lot of it was personalities. I had to work with different personalities. And everybody was pretty -- but when it came to the services, they still had to do their thing. And that's what -- I had to respect that.

SGM WATERHOUSE: So, Sergeant Major, during this time in that a new organization you're kind of forming with a commander, who did you look to on the NCO side, noncommissioned officer side for help and assistance in this? Or was there anybody?

CSM (R) BROCK: I looked to all the seniors.

SGM WATERHOUSE: In the different services?

CSM (R) BROCK: I looked to, yeah, I looked to all the seniors in the different services. That's exactly who I looked to.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, if I had to have -- get some guidance or counsel or even advice if it came to something, I would talk to them all. And I

had good relationships with them all. Yeah. And I maintained those relationships even when I went on to my next assignment. But it was -- I had to do it and it was well worth it. And I even got to know the senior like the SMA for each senior NCO and each service, too. I got to know them, too, because they had a lot to play in joint manning those hospitals.

SGM WATERHOUSE: Yeah. So, Sergeant Major, who would have been your higher command sergeant major in that position? Is it the SMA?

CSM (R) BROCK: Well, okay, when you look at the higher, it would be the services because, see, we kind of -- we didn't answer -- I didn't even answer to MEDCOM in this position and MEDCOM is the higher service for all the medical.

SGM WATERHOUSE: Yeah, because we always say everybody has a boss. I'm just wondering --

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- who would have been your NCO boss, so to speak? Who would have been that guy?

CSM (R) BROCK: Yeah. No, it would have

been like the SMA and the other two services.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. They're the ones that I actually kind of worked with. But I worked with the medical services senior NCOs.

SGM WATERHOUSE: So, Sergeant Major, in January of 2011, you had been the JTF CAPMED command sergeant major for about 18 months and then you attended the Keystone course.

CSM (R) BROCK: Oh, that was fun.

SGM WATERHOUSE: So, what led to that, and what did you think of that course, and how did it benefit you?

CSM (R) BROCK: Well from the SMA's office they said I need to go to Keystone. You know, because of I'm in a joint position and three-star position. And --

SGM WATERHOUSE: But you had been there a while.

CSM (R) BROCK: Yeah. Yeah. Well I mean, yeah, they finally came, and they say, hey, you need

to go.

SGM WATERHOUSE: Tell them you should have gotten this a year ago?

CSM (R) BROCK: Yeah. Exactly. And so, I went. So, I went, and it was a great experience. You know, at first, I didn't want to go. I was like, why do I need to go to that? And it was a great experience. We went to Gitmo. You know, we went to Florida. We went to a few different places that we traveled up in Colorado. And just networking and really working with the other services and getting to know them, I learned so much. I mean, Coast Guard? Who works with the Coast Guard? I never worked with the Coast Guard. You know? And I mean, I got to know a lot and learn a lot that I think it really kind of helped benefit, not in that job so much but as I moved forward.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, and I didn't even know I was going to move forward. I was going to retire from this job.

SGM WATERHOUSE: So, Sergeant Major, looking back at your two and a half years there with the Joint Task Force National Capital Regional Medical, any lessons learned there you'd like to highlight before we move on to your next assignment?

CSM (R) BROCK: Yeah. I think the biggest lesson that I learned is two things. First one, got to know and work with all your services. You know when you have different colors in your formation, if you don't know, oh, they're going to get you. And I learned so much there.

The second one, and I just had it in my mind and I just lost my mind, slipped my mind -- dang, it just slipped my mind.

SGM WATERHOUSE: Relationships? Or are you talking about the other services?

CSM (R) BROCK: No. It was the services, JTO CAPMED coming out -- oh, it's that the work is never done. Okay, because when I left there, I can't believe the things that are going on right now are still problems that we were talking about way back

when I was in the job. And they still haven't -- they don't have a joint manning roster.

SGM WATERHOUSE: That was 10 years -- wow.

CSM (R) BROCK: You know, they don't have JMD, nothing, document or anything. Nothing, because it's still political. So, it takes so much time to get things done and it's still not done. So, which -- which actually slipped into my next job.

SGM WATERHOUSE: Okay. Speaking of your next job. So, in November 2011, you were assigned to the United States Army Medical Command --

CSM (R) BROCK: Yes.

SGM WATERHOUSE: -- or MEDCOM, where you served as command sergeant major -- this is a mouthful -- and the Office of the Surgeon General where you served as a senior enlisted advisor to the Army surgeon general. Another dual-hatted position that you held for more than three years.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: U.S. Army Medical Command Headquarters I believe was located at Fort Sam Houston

--

CSM (R) BROCK: Right.

SGM WATERHOUSE: -- in San Antonio, Texas, and the Office of the Army Surgeon General was in the Washington, D.C. area.

CSM (R) BROCK: Yep.

SGM WATERHOUSE: So, I understand that you worked out of an office in Falls Church, Virginia, which I think is near D.C.; correct?

CSM (R) BROCK: Right. That's where -- well, Defense Health Headquarters is there now, but they still were -- they were in Virginia, but they just moved buildings, so.

SGM WATERHOUSE: Okay. So, I'm just -- so you've got two big different locations. What led to the decision to reside in the D.C. area as opposed to San Antonio?

CSM (R) BROCK: The boss.

SGM WATERHOUSE: Because the boss --

CSM (R) BROCK: Boss. Yep. Yep.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, here's the deal. I would have loved to move to Fort Sam Houston. But the boss lives in the D.C. area, and it's because of the Surgeon General job.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah. So, we have -- she had three offices, I had two, because I refused to put a desk in the Pentagon. There was no reason for me to be there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, that's her surgeon general position, but our main headquarters was in Falls Church where the DHHQ was.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And then, of course, San Antonio. And we had GOs on both sides.

SGM WATERHOUSE: So, she had general officers under her?

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: Okay. So, Sergeant Major, was there a transition with your predecessor. Was

there somebody that you helped kind of show you what's going on and the state of the unit and --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And see, the beauty of it was even coming out of JTF CAPMED, I was included in on the MEDCOM side.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, when she would have -- and again, the person that I replaced at the Southern Region, so I replaced her as MEDCOM. And when I got selected I pretty much knew the state of the AMEDD already.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, because I was already included in it. There wasn't -- there wasn't -- she gave me the ICHES .

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, she gave me the things, the projects, and I already knew what they were. But where they were, more intimate details of

things.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: So, we had a smooth transition. Yeah. It was great.

SGM WATERHOUSE: So, Sergeant Major, in layman's terms or for those nonmedical folks out there, what was the primary mission of MEDCOM and what was the mission of the Office of the Army Surgeon General?

CSM (R) BROCK: The bottom line is the mission of the MEDCOM is to oversee the AMEDD. That's the Army Medical Department. Army Medical Department includes anything that's medical, whether it's TO&E or TDA. Now our TO&E units mostly fall under Force Com.

SGM WATERHOUSE: Forces Command?

CSM (R) BROCK: Yeah, Forces Command for command and control. But a lot of direction, i.e., from the Surgeon General's Office; i.e., policies and procedures when it comes to medical. It comes out of the AMEDD, Army Medical Department, which falls under Surgeon General and the MEDCOM.

SGM WATERHOUSE: MEDCOM.

CSM (R) BROCK: Yeah. And see, a lot of people don't understand that, and that's why, you know our units that are out -- and we've done better in the last few years because one of the things that we made sure that we kind of separated before, it was like MEDCOM, FORSCOM. Okay? But what we did -- well, it started before us, but it really wasn't kind of really accepted and wrapped up until we really kind of put our arms around everyone and started inviting them to our conferences, our quarterlies inviting FORSCOM, as well as TRADOC.

SGM WATERHOUSE: So, this is something you did when you got here?

CSM (R) BROCK: Right. Right. Right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: We started really getting involved with them. You know, SOCOM, which has our Special Forces medics --

SGM WATERHOUSE: Right.

CSM (R) BROCK: Which they're not MEDCOM,

but there are medics that we train, and a lot of the policies come from under the AMEDD, the Army Medical Department.

Yeah, so did I answer the question?

SGM WATERHOUSE: Yeah. So, this dual-hatted position, can you explain kind of what your responsibilities, roles were in each of those wearing those two different hats?

CSM (R) BROCK: Right. So, the MEDCOM, basically, I oversaw with the commander the whole entire medical command. And that's all of our hospitals, all of our TDA units, okay, to include making sure that we took care of the PROFIS piece, which is all our medical assets that are not assigned to the MEDCOM.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You know, in the other units.

Now, from the Surgeon General's Office -- of course, and a lot of that has to do with operations and training, as well as our schoolhouse. You know,

our school house is a big thing. Now, from the Surgeon General's office, now, she's the senior advisor or the Surgeon General to the Army. And so, my piece in that is that I'm her command sergeant major. And when it comes to policies and things, there's a lot of things that she'll look to me to give some advice from the enlisted perspective when it comes to medical policy and whatnot. And so that's kind of where I sit and the role that I play.

SGM WATERHOUSE: Could that be something like even heat casualty prevention measures?

CSM (R) BROCK: Exactly.

SGM WATERHOUSE: Stuff like that?

CSM (R) BROCK: Exactly. Exactly.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, I think, from the Surgeon General's office, the tattoo policy.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: That's a big one. Now I helped her in that when it came to --

SGM WATERHOUSE: You're talking about making

people remove them?

CSM (R) BROCK: Yeah, boy. Boy, I did some of the homework on that talking with dermatologists and stuff and we were discussing some of the issues that they're having with the soldiers, with the cost that it would take.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, so, and I'd give them advice from the enlisted perspective. You know, these soldiers can't pay for that. So, if you're going to tell them that they've got to take these things off, then you have to be willing to pay the money for it. Because they're not -- or you're going to kick them out? Okay, so how much does it take? How much does it take to raise a soldier? Then you're going to kick them out because of some little tattoo that they got before they ever even came in. Well we know a lot of them got them when they're in, but nobody told them they couldn't.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, until now. Or

until the policy --

SGM WATERHOUSE: So, the cost-benefit analysis of all that?

CSM (R) BROCK: Yeah. So that was -- that was a big thing. And I played a little, my piece in that in the advice for that.

SGM WATERHOUSE: So, Sergeant Major, in such a huge organization, because also you had this clinic stuff in Germany, right, and all over the world?

CSM (R) BROCK: All over the world.

SGM WATERHOUSE: So how did you -- probably you and your boss, but how did you particularly determine your travel schedule? Where do you go? When do you go?

CSM (R) BROCK: So, we have clinics in Thailand and Philippines.

SGM WATERHOUSE: You said you like travel now.

CSM (R) BROCK: Yeah, wrong.

SGM WATERHOUSE: You're getting your travel wish.

CSM (R) BROCK: Well, I tell you what, I racked up a whole lot of points. My daughter used them all. Travel miles.

My travel schedule, it was determined -- we travel so much, it was crazy. I either traveled with her or I traveled separately. I tried to travel as much whenever she took, went on visits. If we were going to Asia pacific area, we'd make sure we hit all of Asia Pacific when we went, or at least the major areas. You know, if we're going to Hawaii, then you hit Korea. Then you go to Japan. Maybe you hit Thailand. You know, and whatever area that was important at the time.

We tried to hit as much as possible because you always have the haves and the have-nots. Okay. We go to Alaska, don't go to Alaska when you know it's summer. Go to Alaska when it's cold.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: We were really attuned to that because they know everybody wants to go when it's nice, you know.

SGM WATERHOUSE: It's daylight?

CSM (R) BROCK: You know, exactly. You know, and people know. They say when they get these visitors, okay, is this a real visit or is this a vacation? You know, I could tell people, I never went on vacation. I've been to a lot of places and I've seen a little bit of it.

SGM WATERHOUSE: Right.

CSM (R) BROCK: But I was never able to go on the beach and just hang out.

SGM WATERHOUSE: Sergeant Major, you mentioned -- I don't know if it's an initiative, but I know you were trying to tackle the tattoo or help the army tackle the tattoo policy.

CSM (R) BROCK: Oh, that was from the Surgeon General.

SGM WATERHOUSE: Was it? Okay. I'm just thinking of initiatives during your time. What were some of the things that you and your commander, she's going to have priorities, or the Surgeon General is going to have priorities and then, of course, you know

how you can come up with initiatives to support those. So, anything you'd like to highlight there?

CSM (R) BROCK: Well, anything -- now, I made sure I wrote that down because I saw that, and I said, god, I have to think about it because there were so many little things that were going on.

So, anything that the boss had that I supported obviously, whether they were new thoughts and ideas and in my mind I'm like, okay, whatever. But some of the things -- now, anything that I did, of course, obviously, I had to the boss it was always linked to something that she was trying to expand or that she saw to expand. So, one of the big programs, which was my baby, was the Enlisted to Doctor Program. They had -- this was started previously to me, but it wasn't accepted. You know how sometimes there's always politics? There's always somebody in the weeds that is going to say, nah, we don't want to do that.

SGM WATERHOUSE: I've heard the same thing about Troops to Teachers.

CSM (R) BROCK: Yeah. Do you know what I'm

saying? There's always somebody who's going to try to shoot holes in it.

SGM WATERHOUSE: Educators like us aren't real teachers.

CSM (R) BROCK: Exactly. So, the Enlisted to Doctor Program finally -- and it took a lot of work and a lot of politicking. You know, and a lot of pushing. And it took my boss to help me to push that through. We finally got that approved during my tenure. And in fact, the first class I think, the first board that they went through had started before I got out.

SGM WATERHOUSE: So, for those who don't know what that is, what's the five Ws of that?

CSM (R) BROCK: Okay. So, the Enlisted to Doctor Program, basically, the bottom line is enlisted soldiers, if they had the criteria, two years college, they had to have at least two years college. They didn't have to have a bachelor's degree. They had to be able to finish the bachelor's degree.

SGM WATERHOUSE: So now they're saying it's

just 60 semester hours or so of college?

CSM (R) BROCK: Yeah, right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And there's a whole list of things that they had to get.

SGM WATERHOUSE: Prerequisites?

CSM (R) BROCK: Yeah, prerequisites. And they had to have certain classes and things like that. But if they got accepted into the program -- and they didn't have to be a medic. That's the one thing that I didn't want. I wanted it to be open to soldiers. Because there's soldiers out there that maybe want to be a doctor, but they just didn't have the opportunity. Okay?

And so, we finally got it approved, and they go through this board cycle. And when they get chosen, then what we actually do is we send them to college. They go to college and they get their degree. And then they have to be accepted -- once they graduate -- when they get accepted, they have to be accepted into a medical program.

SGM WATERHOUSE: Do they have to get their bachelor's degree in anything specific?

CSM (R) BROCK: Well, they have to have -- they have to have all the specifics for a medical degree.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, like the sciences and all that kind of stuff. They have to take those kinds of things.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And then once they graduate from that, what the hope is, is that they will apply to USUHS, which is the Uniform Medical School of Health Sciences that we have in Bethesda. And go through that program, which is run by the DOD by the military.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And, but they can go to any college they want to. And then, hopefully, they're going to come back.

SGM WATERHOUSE: So, it's fully funded by

the Army?

CSM (R) BROCK: Right.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And it's funded. Yes. And then they become doctors.

SGM WATERHOUSE: Wow.

CSM (R) BROCK: And of course, there's a time period they have to -- there's an age limit and all that. But anyway, this program, it's well known now, and it's been advertised out there and it's out there. So that was one that we really pushed.

The other one was -- now, we've started some enhancement of our -- we've always had a problem with the 68 Whiskeys not being able to do their medical competencies in our facilities.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know, much less any other facility. So, we started a program to where different hospitals were bringing the medics in and allowing and training them to work their medical competencies. It's still a work in progress. We got

it started, and from what I understand, the last -- my predecessor -- my --

SGM WATERHOUSE: Successor.

CSM (R) BROCK: -- successor he really advanced it from where we started. So that was another one.

Then we also, I had started trying to get MOS certifications. We didn't have -- you know, there was this issue and there was an article out about so many MOSs, they can't get a civilian job right when they get out. So, we started these programs where we get certifications coming out of the school, but part of it is paid for and part of it is not paid for. And I know they're doing a lot of work to advance it now, but we're looking at some of our MOSs, like whether it's a nutrition specialist, coming out with a certification so they can go be a dietary manager at a hospital.

SGM WATERHOUSE: Right.

CSM (R) BROCK: You know, things like that. But we've got our pharmacy technicians, our laboratory

technicians, all of them have certifications. And so, what we looked at is automatically getting those certifications, so they have the opportunity to get the jobs when they get out.

SGM WATERHOUSE: So, they don't have to pay for it separately?

CSM (R) BROCK: That's right. That's right. And there's other things that we had started. And there were so many different programs. I mean, there's like a laundry list. Lots of initiatives.

SGM WATERHOUSE: Sergeant Major, so in this position as a MEDCOM command sergeant major and senior enlisted advisor to the Army Surgeon General, any particular challenges you'd like to highlight and how you overcame them? And then your lessons learned from your time there?

CSM (R) BROCK: You know, I think most of the challenges that I had during that job had to do with the reputation of AMEDD.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: You know. And when I say

the reputation I would hear things like killer hospital andcrippler. You know, talking about Tripler. Yeah, and different things like that. You know, medics, all the doctors are fat and this and that. You know, they don't even take their own advice.

SGM WATERHOUSE: And who are you hearing this from?

CSM (R) BROCK: Oh, from soldiers. I mean, from NCOs, you know.

SGM WATERHOUSE: Just around the force?

CSM (R) BROCK: Yeah. Anybody who wasn't a medic. A lot of folk around the force. You know, always complaints about the medical system. You know, that's a big challenge, especially when every -- every job has their own challenges. You know, medical is a huge one.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: And you do the best you can to try to thwart some of those rumors, if you will. Some of the bad press. And that's a huge challenge.

You know, and especially when it comes to -- we deal with people every day. You know, we've got docs that put their hands-on people every day. You know, there are mistakes that are made, but there is so much good that we don't talk about versus when something does happen, something bad. I mean, and there are so many walks of life that you could talk about that and discuss the challenges that you have. But those are some of the challenges that we've really, really had to work with.

Did we do well? You know, I meantime will tell. You know, but it kind of -- it's cyclic. You know, I hear about things that go on now, challenges that we have. But the other thing, too, is we have a hard time keeping people in our formation. Meaning a lot of these medical folks, hey, they've got some serious skills that they could take out into the civilian world. And we want to keep them, and we want to keep the experience, so they can continue to enhance our Army.

SGM WATERHOUSE: Right.

CSM (R) BROCK: But a lot of them, they get out. As soon as you don't treat them right if they see the writing on the wall, they're out.

SGM WATERHOUSE: Sergeant Major, when we're talking about lessons learned, of course, because you decided to retire after this, but any lessons learned that you passed on to your successor in that position?

CSM (R) BROCK: You know, it was kind of funny. I told -- the lessons that I learned, I told them, I said, don't believe everything you hear. That was number one. Always look for yourself. Make your own decisions. And you know, kind of make your own assessment of things. And the biggest thing I told him is you're always going to see -- when you think you've seen it all, you haven't. When I first came into the MEDCOM, I could not believe some of the problems that we had around the AMEDD. And you know, when you're not at that level, you don't see everything.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You see everything. And I

was just like shocked at some of the stuff that I saw. And so that was one of the things I told them. I said, I mean, I went in with rose colored glasses. I said, don't go with rose colored glasses.

SGM WATERHOUSE: Well, with a conversation that big you're always, every --

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: -- one percent thing you're going to see you didn't get it all.

CSM (R) BROCK: Yeah, exactly.

SGM WATERHOUSE: One percent from that unit, one percent from that unit.

CSM (R) BROCK: Exactly. Exactly. But the other thing, too, is I made sure to tell him that you can't trust -- don't trust everyone. You know, you've got to keep -- you've got to keep your cards real close because there's eyes and ears everywhere. And you get a lot of information that probably doesn't need to go, you know --

SGM WATERHOUSE: Out to everybody?

CSM (R) BROCK: Yeah, exactly. You've got

to be real careful with that. I learned that real early. Real early on.

And then, of course, the other thing I told him, he's got to surround himself with good people. You've got to trust them. I said, hey, the ones that I use may not be good for you.

SGM WATERHOUSE: Right.

CSM (R) BROCK: So, you need to make sure that you are in control of that, of your surroundings. And make sure that you do the same with your boss. Make sure that you're giving her good advice. You know, because when I left, me and my boss didn't leave together. I was there for three years. The Surgeon General's job is a four-year tour.

SGM WATERHOUSE: So, she stayed on?

CSM (R) BROCK: Yeah. I tried to get that changed but I was a little bit too late. And then, by the time that the SMA told me, hey, well maybe we'll keep you for another year, it was time for me to go. And then --

SGM WATERHOUSE: You're the one that started

transitioning?

CSM (R) BROCK: Well, I would have stayed but then the chief said no. They said, no, that's -- you can't do that. Change the policy if you're going to do that. So, I tried to get my successor to get it changed and he didn't.

SGM WATERHOUSE: To go past a certain amount of years?

CSM (R) BROCK: Yeah. Yeah. And it's only -- and it's not so much go past a certain amount. It wasn't about me extending over 35. It was about the four-year tour --

SGM WATERHOUSE: Oh, okay.

CSM (R) BROCK: Versus the three-year tour. Why would you have the general four years and you're there three years. So, this is what happened. I was there. Okay, so I was in the job. Now, my predecessor, she was there the whole entire time that her boss was there. Okay, in the job. Now, I don't know if it was three or four years. I can't remember. But the last year of my boss was the first year of his

tenure. He did two years. He did the first two years of the new surgeon general, who succeeded my boss. He did his last two years with her. So now the new sergeant major with the present surgeon general, he's going to do her last two years, which he'll have one more year after that. What sense does that make? For me, I would say give him two years. Well, it wouldn't be fair. He should get more but at some point, it needs to be the same.

SGM WATERHOUSE: Get on the same track.

CSM (R) BROCK: Yeah. Yeah. Yeah. Yeah.

SGM WATERHOUSE: So, Sergeant Major, in January 2015, you retired from the Army after serving more than 35 years on active duty. And during your retirement ceremony a couple months earlier you were recognized as being the Army's longest serving enlisted female soldier still on active duty. I don't know if you knew that.

CSM (R) BROCK: Yeah. No, I did. Are you kidding? I kept telling -- it was funny because when that came out I said I'm not the longest active duty

serving because I know for sure Pritchard there were a couple of other sergeant majors --

SGM WATERHOUSE: I think she was at the time and then you took over.

CSM (R) BROCK: Exactly. See, and that's what they tried to explain to me because I said, wait a minute. I said, unh-unh, unh-unh. I'm not the longest serving. They said, no, longest serving now. And I was like, they had to tell me a few times because I'm all about, hey, get your facts right.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, and I'm not one -- I'm not a lot of people get into these firsts thing. And even recently somebody said, weren't you the first something? I said, I don't know, and I don't care. Does it matter?

SGM WATERHOUSE: I mean, how did that make you feel at the time? You're like, wait a minute, that's not right?

CSM (R) BROCK: Well, at first it made me feel that, no, that's not right. And then when they

explained it to me and I said, well I said, I guess I am. You know, it didn't -- it wasn't a big deal to me. Now, a lot of people made a big deal about it, but my thing is if it motivated someone to want to stick around -- because that's what I do now. I try to motivate women to stay in a little bit longer. But I understand all the challenges that they have for that. You know, there's decisions you have to make. I could have made a decision at 20 and say, hey, I'm going to get out. I'm going to finish raising my daughter because she kept asking me, when are you getting out, Mom? When are you getting out? You know, and I said, oh, in a couple more years, honey. And by the time I hit 30, somebody said, dang girl, when are you getting out? My daughter said never. And she was in college. She just started. It was hilarious. I was like, yeah, yeah, affair of the heart. I love the Army.

SGM WATERHOUSE: A couple tough questions here. Some people don't like to answer these, but I like to ask them just to see, I mean, because I think

it's an important question

In looking back over your whole Army career, what are some of your proudest moments, and how do you want to be remembered for your time in the Army?

CSM (R) BROCK: Proudest moments. I would say my proudest moments is every time I saw somebody that was in my formation and I saw them get promoted. I will tell you, especially when I see like junior soldiers and they're an officer now. And I'm like, whoa. You know? And I even had a captain who, when she got promoted to general, I was like it just makes you really feel good. And you know, and not so much - - not so much that you had something to do with that. It's more like, wow I know you and I know all about you. And you know, and we worked together. And I'm just always -- I'm proud to see anybody who deserves to get promoted and do well.

A lot of people there are so many haters out there. You know, they don't deserve it. You know what? I'm happy for anybody. You've got to make it in this world. You know? And if you can make it, as

long as you didn't cheat, and you didn't do anything immoral, illegal or fattening -- well, fattening, whatever.

SGM WATERHOUSE: Unethical.

CSM (R) BROCK: Unethical.

SGM WATERHOUSE: We'll it unethical.

CSM (R) BROCK: Then good for you. Good for you. So those are the proudest things.

Of course, obviously, my children, you know. My big thing is of course, they're still living their life. You know, I don't think I have -- I made any serial killers or anything like that and they're not crazy and they're not into -- I don't think they're into drugs.

Anyway, knowing that I as a single parent working at my highest work levels, because I always tried to be my best. And I was able to raise my kids and not screw them up. I don't think I did. But anyway, that's soon to be -- we'll know in the future. So that makes me proud.

What was the other one you asked?

SGM WATERHOUSE: So former soldiers or whatever, how would you want to be remembered for your military career?

CSM (R) BROCK: For my military career. Okay. So how I want to be remembered, I always want to be remembered as one of my favorite sayings was "Attitude is everything." And I used to use that.

My other favorite saying as I went out was "It's All about People." A lot of people remember me for that because I always stressed to them that no matter what's going on, no matter what piece of technology that we have, no matter who you're working with, you've got to remember the people. I want to be remembered as a person who took the time to care for people and to look after folks. And to treat people like I wanted to be treated. Treat people like I wanted them to treat my children if they're in the military. Which my son is, by the way. He's in the National Guard. And my whole thing is remember me as a person who respects everyone in every way of life.

Going through Don't Ask, Don't Tell, going

through all the changes throughout the years in the military, I looked at myself as somebody who was very very fluid. You know, very open-minded. And even when Don't Ask, Don't Tell came out and the first two guys that I saw at a ball dancing I --

SGM WATERHOUSE: Oh, after it was repealed?

CSM (R) BROCK: Yes. After it was repealed. I am the poker face lady, although it kind of freaked me out a little bit. That was like, whoa. You know, I am the poker face lady and you know, I was going through -- I was going through a line and I was a speaker for that ball and I was shaking hands and they introduced their boyfriend --

SGM WATERHOUSE: This is since you've been out?

CSM (R) BROCK: -- or partner? No, no, no. This was --

SGM WATERHOUSE: This was while you were still in?

CSM (R) BROCK: This is right when I was still in.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I was like, well, how are you doing? You know, in my mind I'm thinking, whoa. You know, but just the changes. And you know, I'm like as long as people are good, and they do the right things. You know, and that's what I want to be remembered. I want to be remembered as that person who really took care of and really cared about people.

SGM WATERHOUSE: So, Sergeant Major, how was your transition to civilian life and what were the greatest challenges in that process?

CSM (R) BROCK: Transition to civilian life, I don't feel I had any problems or issues with it, or any challenges. Because I can honestly say that since -- when I hit 30, I was always -- I was already getting myself mentally prepared --

SGM WATERHOUSE: Thirty years in the Army?

CSM (R) BROCK: Yeah, 30 years. Not 30 years old.

SGM WATERHOUSE: Not 30 years old.

CSM (R) BROCK: Thirty years in the Army, I

was getting myself mentally prepared to take the uniform off.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: I said -- because I just knew too many people that were still like stuck, Army, Army, even after they got out that it was just all about the Army. And they couldn't -- they were really uncomfortable living in the civilian world. So, I made sure that I prepared myself for that. And again, I'm a people person so I don't care who you are, I get along with all kinds of folks. Or I stay away from you. One of the two. But it wasn't a challenge. In preparing, I think I prepared myself starting 30 years in the military. I started my preparation. I wish I would have -- I prepared myself financially but I didn't. I prepared myself. I knew I wanted to get out and not work for a year. Just take off. Just veg. Just be me. Just go visit. You know, be on my time.

I ended up taking on a part-time job working with the pre-command course.

SGM WATERHOUSE: At Fort Leavenworth?

CSM (R) BROCK: At Fort Leavenworth. Right. One of my buds, before I got out he kept bugging me and he said, Donna, you've got to check this out. Donna, you've got to check this out. You'd be perfect. You'll be perfect. You know.

SGM WATERHOUSE: Was that for the battalion and brigade level sergeants major?

CSM (R) BROCK: Battalion and brigade, yes.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: And I was like, oh, get out of here. You know, leave me alone. And then about a year out he came back and he said, Donna, he says, really, we really need -- and then he's like real with me. He says, we really need a female sergeant major. And there's nobody that I can think of that would fit this role better than you. And this is my bud talking to me. I said, okay. Okay, let me -- tell me about it. Tell me, you know. And he told me about it and he says, well, will you be willing toto talk to the boss? And so, I did. And I called, and I talked to

him, and I interviewed with him. And he was so personable. And he told me exactly what to expect.

SGM WATERHOUSE: Would that require you to live there or just go there --

CSM (R) BROCK: No, I traveled there.

SGM WATERHOUSE: Okay.

CSM (R) BROCK: Yeah, I traveled there. Because I still work with it now. And I said, okay.

So, I took permissive TDY and I went to a class. And I sat through it because you've got to believe in what you do; right? I sat through it and I was just like in awe. I was like, wow, why didn't I get this -- I wish I would have got this like years and years and years instead of going through the school of hard knocks. And I really -- I really took to it. So, I went ahead and II signed with them. And I don't regret it at all. I really enjoy it. I was only doing that for like the first year and a half, I guess, until I picked up some more stuff. But I basically work out of my home and I travel to where I need to work.

SGM WATERHOUSE: So, Sergeant Major up till now we've been talking about pretty much your 35-year plus career. Now I'd like to ask you just some general thoughts about the NCO profession, the future of the NCO Corps, the Army itself, and maybe give some of those young folks coming up, or even some of the current sergeants major out there some of your thoughts on some key things.

CSM (R) BROCK: Mm-hmm.

SGM WATERHOUSE: So, Sergeant Major, in your opinion, what are the -- and you may have mentioned these throughout today's interview. But just in case somebody just clues into this particular part, reiteration is always good.

CSM (R) BROCK: Yeah.

SGM WATERHOUSE: What would you -- in your opinion, what are some of those key things a senior NCO, Sergeant First Class or above, must do to be an effective leader of his or her subordinate NCOs and soldiers?

CSM (R) BROCK: They have to learn how to

communicate. And that doesn't mean just talking at people. That means learning how to listen. I think one of the things -- and I think it's being -- it's being reiterated to folks but people just -- you've got to learn how to do it. You've got to practice it. You've got to practice how to listen to people. Listen to them without thinking about what you're going to say while they're talking to you. That's not listening, you know. And you see that so much because people will sit there and listen to you and they're not listening to you. They're either -- you could just see them blurt out an answer right away. You know. Well, listen. Take a moment. Think about it and then respond. Or give them some feedback.

So, I heard, so you're talking about XYZ. You know, okay. So, what about this? Ask questions. You know. Get some feedback from them.

That's the other thing, too, that I learned is you've got to ask for feedback. One of the most important things that I did, especially in my last job, was I made sure that I had somebody that I can go

to and ask them, hey, what did you think you know that speech that I wrote or that speech that I did the other day, how do you think that was taken? How did that go over?

Or I had a meeting. Okay, I just talked to all my senior NCOs. So, what do you think? You know, what's the feedback? You know. And you get the feedback from people. Now, there's been times when I asked for the feedback. I didn't like it. But I thought about it, you know. I had to think about it and say, well, did I mean to do that? Well, maybe I did mean to do that. But then maybe I could have done it a different way.

SGM WATERHOUSE: Right.

CSM (R) BROCK: So, feedback for me has always been -- that -- that I learned -- I kind of learned that on my own. Nobody taught me that, you know. I realize that I want to know. People say they don't care what other people think. That's a lie. Okay? If you don't care what people think, why do you get up in the morning and shave yourself or get washed

up? You don't care what people think. You know, then just be you. You know, just get out there. Walk around in pajamas. People care, and you should care if you have pride. But feedback is a big, big thing that I think that we should be doing more of for sure. But communication, that's a big thing.

SGM WATERHOUSE: Sergeant Major, other things NCOs do is advise their commissioned officers. So, in your opinion, what are some of those things that a senior NCO must do to be an effective advisor to his or her commissioned officers platoon sergeant to his or her platoon leader? Battalion when you were an ops sergeant to the operations officer. So, battalion sergeant major as a battalion sergeant major to your battalion commander.

CSM (R) BROCK: Right.

SGM WATERHOUSE: So, what are those key things you think a senior NCO must be able to do to be an effective advisor?

CSM (R) BROCK: Well, to be an effective advisor, the one thing that I do truly believe,

especially when we're talking with our officers, first of all in today's day and age we're more educated. You've got to go to school. Okay? No longer is the day of that old crusty sergeant that is all talking from what they learned as they grew up and whatnot. You've got to be able to talk on their level. Now, I'm not talking about big words or anything, but it has to be -- it has to be -- you have to be able to advise them to where they feel like they're getting something from you. You've got to show that you're experienced. You've got to share your experience, not shove it down their throats. Just kind of hey, this is what I experienced. You know, maybe if we do -- and be able to give some feedback to them on how you want to do things. You know, or how things you can try instead of -- a lot of folks just like say, well, this is what I do, and this is what works. You know, talk to them and give them put some thoughts in their head. You know, give them something to think about instead of just talking -- kind of talking at somebody.

But I think we do not advise our officers or mentor them as much as we should from my perspective, from what I've seen. I've advised generals and just talked to them like they were my senior sergeants major. And they've taken some advice from me in just speaking to them and being real with them. That's what they want to hear. They want to hear what's the real deal. Not, don't sugarcoat things. And you've got to be respectful when you do it, too.

SGM WATERHOUSE: So, Sergeant Major, what advice would you give to -- and you do this -- you've done this, I guess, obviously, at the PCC -- what advice would you give sergeants major selected to serve in their first battalion level command sergeant major position?

CSM (R) BROCK: Oh, yeah. That's so fun and I love it because I advise the battalion sergeants majors at PCC and I also advise a smattering of folks that I've kept in touch with. I also try to talk to female leaders because we are a small group. You know, 14 percent of the Army.

SGM WATERHOUSE: Right.

CSM (R) BROCK: And so, they have to have somebody to talk to. But the advice that I give them is be yourself. You know, a lot of folks come in there. They have this expectation. Don't come in there -- never come in knocking the door down. You've got to be your humble self. You've got to be authentic. Be yourself. What got you to where you're at is probably not going to continue to keep you successful, but you've got to learn to work with what you have. You know, every situation is different. Treat people like they should be treated. You know, all that yelling and stuff that we used to do back in the day that was when I was like a drill sergeant. Okay? That was a job back then. But now you've got to talk to people and treat them treat them like with respect. That's the biggest thing.

But my thing going in, I always tell the sergeants major, is they've got to make sure that they know what's going on. They've got to be able to listen. They've got to listen to their folks.

They've got to ask them the questions. You know, have those open forums. It doesn't mean that everything's always going to be on the up and up. You're always going to have the complainers but make sure that you're taking care of your organization when you go in.

But there's so much advice that I give.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: But the biggest thing is being authentic.

SGM WATERHOUSE: Okay. So, Sergeant Major, moving up to a little higher level, what advice would you give to sergeants major preparing to serve in their first normative sergeant major or normative command sergeant major position? So those sergeants major getting ready to work for a general officer?

CSM (R) BROCK: Right. You know, one of the biggest things for the normative is that they're going to have sergeants major that are working for them that are going to be that they're going to be advising and whatnot. They have to understand that they have to

respect the jobs that they have and understand what their roles are in that position. But working with a general officer, my thing is you don't have to be the big strategic, be as strategic as the general. What the general wants, he still needs your advice. Know what the scenario is. Know what his responsibilities are, as well as yours in that role, and be able to enhance your general. You know, he doesn't want a strategic sergeant major. He wants a sergeant major that's really going to tell him give him the advice or let him know what's going on, so he can do his job well.

A lot of normative sergeant majors when they first go in -- the other thing, too, you're not the sergeant major of a unit anymore. So, you have to understand. It's kind of like when you become a sergeant major, you're not a first sergeant anymore.

SGM WATERHOUSE: Right.

CSM (R) BROCK: So, it's the same thing. You've got to remember you're at the next level. And just understand that it's going to be a little bit

different. And plus, people are going to be looking at you. So now that you've been selected to be in that spot, even your officers, don't be afraid to talk to your officers. That's a big thing.

SGM WATERHOUSE: Sergeant Major, this is looking back over 35 years. The Army is constantly changing because we're constantly trying to get better. But what are some of the significant -- we mentioned the repeal of Don't Ask, Don't Tell. I mean, there are some of those things. But what are some of the significant changes that you saw over your Army career? And in your opinion, how do those changes make the Army better or worse? Are there any particular things you can remember?

CSM (R) BROCK: You know, I think most of the changes that we've had change is always good. And then you go back and reassess and see if there's anything that you could tweak and make a little bit better. But you know, we're always changing. There's nothing that really sticks out in my mind that just makes us phenomenal or that just really -- I think --

I think, of course, a better educated Army, yes. You know, the big thing, not I can't remember what the level is in recruitment CAT 3 or CAT 4 or CAT 5 or whatever, however they did that. I think that a more educated Army is a better Army. Okay. And of course, an all-volunteer Army is always good. I hope we never have to go back to the draft. You know, but you never know. But I think that right there has really made us the great Army that we are today.

SGM WATERHOUSE: I'd probably be remiss if I didn't ask you, you got to the highest levels in the Army and you're a female. So, what are the controversies I guess you could say, some people out there and a lot of these are civilians, don't agree with the Army allowing females into every job -- combat arms?

CSM (R) BROCK: Oh, combat arms?

SGM WATERHOUSE: Yeah. I'd like to get your opinion on opening up the Army to --

CSM (R) BROCK: You know what? Honestly, I think to each his own. I think it's a good thing. I

think if a woman wants to be infantry and she can do it, I say more power to her.

Now, a lot of folks tell me, well, would you join the infantry? No.

SGM WATERHOUSE: I didn't either.

CSM (R) BROCK: I mean, I wouldn't. I'm being honest. You know, I joined what I wanted to join. You know, I wanted to be medical and you know, now, if -- even if they offered me a whole bunch of money because they asked me -- I have been asked the question why is it so hard for them to get the women that are in the Army today because they need some NCOs, they need some officers.

SGM WATERHOUSE: Yeah.

CSM (R) BROCK: You know, so the privates that are coming up --

SGM WATERHOUSE: Have some mentors.

CSM (R) BROCK: -- have somebody to -- right, exactly. I tell them it's because they already made their decision. That's why. You know, and we've lived it and we understand.

You know, I've been through where infantry guys didn't think women should be in the Army, period.

SGM WATERHOUSE: Yep.

CSM (R) BROCK: I came through that time. You know, and we've weeded out a lot of those guys. You know, we still have problems with sexual harassment, sexual assault. I mean, so it's not like we've made huge changes. Yes, education is out there but it's still there. So, it's going to take a long time. I think it's going to take a whole generation to go through to get the number of women -- if you want to get like 14 percent, if you will --

SGM WATERHOUSE: In each branch, yeah.

CSM (R) BROCK: -- in infantry or each branch, it's going to take a whole generation to go through because there are women out there that will do I and that will want to do it, but you've got to grow them. And they've got to see that it's there and it has to be something that they want to do. But I have no problem with it. If they can do it, go for it. Because we've been on the front lines. You know,

we've had to defend ourselves.

SGM WATERHOUSE: So, Sergeant Major, last two questions.

CSM (R) BROCK: Okay.

SGM WATERHOUSE: So, what do you think the Army's major challenges will be in the next 15-30 years, 15-20 years, whatever? And in your opinion, do you think the Army -- we're changing every day, but do you think the Army right now is focused on those things that we need to be focused on to meet those future needs?

CSM (R) BROCK: I wrote a note. Now I can't remember.

Oh, okay. So, the challenges. Obviously, funding, which I think the CR are looking at for the 8th, again.

SGM WATERHOUSE: Tomorrow, I think.

CSM (R) BROCK: Tomorrow, yeah. Obviously, funding. That's always been a challenge. It's going to be a challenge who knows.

Recruitment. That's a huge challenge.

And then the last one is longevity. You know, when they change the RCP, again, they shortened it --

SGM WATERHOUSE: Retention control point.

CSM (R) BROCK: Yes. Retention control point. You know, they started losing people. Okay, they started losing experience. So, I think as long as they can't figure that piece out, longevity and experience is going to be a challenge. You know, these young folks, I mean they're coming in and they're learning from who? You know, from young folk who have not who have been to war or they've gotten out and you know, they're getting out at a shorter time now, they're not going to have that experience there. I think that's going to continue to be a challenge. But the recruitment is going to be -- I think it's always been a challenge. You know, I read the paper and I see when they say, oh, we made our you know --

SGM WATERHOUSE: Mission?

CSM (R) BROCK: -- mission this year or

whatever. You know what? They've had a challenge with recruiting for years. And as long as we have wars and as long as we have mom and dad. It's kind of like football. You know, there's the football parents out there now that won't let their kids play football because of the concussions and CTE and all that kind of stuff. As long as we have families that don't want their children to go to war as long as they see what's going on in the world and it's not getting any better we still are in Afghanistan and Iraq, and I went there back in the day.

SGM WATERHOUSE: Korea.

CSM (R) BROCK: Korea. You know, it's going to be -- it's going to be a challenge with recruitment. It will. And again, like I said, I hope we don't go back to the --

CSM (R) BROCK: Draft?

CSM (R) BROCK: -- draft, yes.

SGM WATERHOUSE: So, Sergeant Major --

CSM (R) BROCK: And I forgot the other question.

SGM WATERHOUSE: Well, I haven't given it to you yet.

CSM (R) BROCK: Oh, I'm sorry.

SGM WATERHOUSE: Well, well, I just -- yeah, the other -- yeah, you're right, the two-part question.

So, do you think the Army's current long-term outlook plans are appropriately focused right now to kind of meet those challenges?

CSM (R) BROCK: Well, I hope -- I hope so. I hope so from what I read but I think politics is really playing a part in that. I think politics is really -- it's stifling us. Let's be real. So, I'm just hoping for the future our future politicians will help the Army to meet those missions. I have lots of hope.

SGM WATERHOUSE: So, Sergeant Major, the last question. Is there anything else you would like to discuss, something we have not -- either I haven't asked you or we haven't talked about that you would like to talk about real quick?

CSM (R) BROCK: Well, no. The only -- the only thing that I do want to add is because -- mainly because and it has nothing to do some folks, they talk about female mentors and female groups and these little focus groups. You know, the Sisters in Arms and groups like that. I've had folks that have -- leaders, sergeant majors that have contacted me and asked me what my opinion was on those groups because they think that they're not needed. Well, I say, absolutely. I say I kind of look at it likesome folks, they do black history month and you know, whatever month and stuff. And they say, well, why don't we have a white history month? And I say, well, that's because we live it every day. Okay? And this is my opinion. Okay? But females, okay, so we have 14 percent of the Army is female gender. Okay. So why would you not want to have some groups where females can talk to each other? And I say females. My sister as a civilian, she told me stop calling them females because that's a gender part. They're women.

SGM WATERHOUSE: You're talking about female

groups of military --

CSM (R) BROCK: Military.

SGM WATERHOUSE: -- men and women?

CSM (R) BROCK: Yes.

SGM WATERHOUSE: I'm sorry, military women in the active duty or guard or whatever that that's their focus?

CSM (R) BROCK: One of the things that I did when I was the senior -- I was the senior female NCO in the Army, if you will. One of the things, one of my focuses, and the SMA had me do this, I would go around from post to post when I went to go visit and I would have -- I would invite all the females on the post to a gathering, a meeting.

SGM WATERHOUSE: Like an open forum kind of thing?

CSM (R) BROCK: Yeah, open forum. And I would talk -- we would talk. I would talk to them about issues and open up about issues that they're having and give some advice and tell them some stories and stuff and ways to do things and things like that

and let them open up with each other. And get to meet each other on the post. You know, because there's a lot of women that are in units and there's one or two, if you think about it.

SGM WATERHOUSE: Right.

CSM (R) BROCK: And they don't have they don't have anybody really to talk to. And so, they need to get to kind of know each other. I am a big advocate of that. I don't think there's anything wrong with it.

SGM WATERHOUSE: Now, was this the civilian employees, too, and spouses?

CSM (R) BROCK: Anybody. Anybody. Anybody. It doesn't matter. And I would invite -- as I continued to do it, I would invite leaders, male leaders. I'd say, hey, you know what? You want to know about some of the issues that are going on with your females or your women whatever you want to use, tend to use. I said, come. Just come. And if you feel funny, just sit in the back. Just listen. You know, just so they can open up and not feel stifled.

You know, and I would do that. I still think I'm a big advocate of it. I'm an advocate of promoting them. Promoting them to stay longer in the military, not just up to 20 and then raise their kids. That's okay, too. They have choices. But, of course, we want to see more leaders at the higher levels. You know, we can't have them if they don't stay.

SGM WATERHOUSE: Right.

CSM (R) BROCK: So, I just wanted to make that point because that's kind of one of my passions, female veterans and trying to just really kind of promote them and really encourage them to continue serving. That's my big thing.

SGM WATERHOUSE: Sergeant Major, I'd like to thank you for taking this time out of your busy schedule to share your experiences and your mentorship of these folks that are going to read your interview later. Thank you.

CSM (R) BROCK: Well, thank you.

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