

January 2014

The Castle



News and Information for the 412th Theater Engineer Command

**The Theater Engineer Command Supporting
the Army of 2020**

**Miyako Schanely: First Female Japanese-
American, Female Reserve Engineer
Promoted to General Officer**

see story page 6

see story page 14

The Castle

January 2014



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412th Theater Engineer Command 'Build To Serve'

About the Cover: U.S. Army Reserve's Brig. Gen. Miyako Schanely, deputy commander of 412th Theater Engineer Command in Vicksburg, Miss., thanks her Family and friends following her Reaffirmation of Oath ceremony held Jan. 4, 2014. The Fort Drum resident, who works for the State University of New York in a civilian capacity, is the first female Japanese-American, first female Engineer in the Army Reserve and second in the Army to be promoted to General Officer. (Photo by Lt. Col. David Konop, 10th Mountain Division Public Affairs).

About the Back Cover: Army Reserve Soldiers of 401st Chemical Company in Boston neutralize a make-shift aircraft during decon training at Massport in preparation for an upcoming deployment to Kuwait.

A Word from the Commander

Although you all will see this after the Holiday Season has past, I am writing it beforehand. Of course it does not need to be a holiday for me to wish you and your Families well, but I do want to wish all of you and your Families the very best, during the holidays and throughout the year. My wife, Carol, and I spend as many holidays with Family as we can. I hope you were able to do the same and if not that you make every effort to be with your Family soon.

Our command spans the USA from North to South. Each area has its own safety challenges. When we all take Composite Risk Management (CRM) Training, we are taught to look at our actions and see what could go wrong – then find a way to prevent it. CRM is the best tool we have for staying safe AWAY from the USAR as well as when we are on duty. Use it! Occasionally, ask yourself if you did a good job anticipating the potential safety problem. The more you use it, the easier CRM is. By now you should be experts.

Before stating this letter, I looked at the one from last year. Some of the same issues are still with us. I ask you all to redouble your efforts to be individually ready. Get and stay current on your dental checkups, PHAs, and other medical readiness requirements. In this issue, CSM Flubacher discusses the newest requirements for Professional Military Education (PME). This is critical and could hurt you and your unit. BUT – only if you let it.

The requirement for you to be individually ready is important for another reason. Your individual readiness is the first step to the 412th TEC accomplishing its mission to provide ready units. If you are not ready, the impact goes beyond just you. It makes your team, section, squad, platoon or company – your unit – less ready. We still have a significant contribution to support the war in Afghanistan. Even past that, though, we have to be ready to deploy units to support our nation's needs. That might be into an armed conflict, but it might also be to assist in hurricane relief in the Philippines or the US Gulf Coast region. It might be building a new Forward Operating Base; or a school house in Latin America or Africa.

In the last issue, I made a pretty strong statement about sexual harassment and assault. Nothing in my attitude has changed from that time. While this terrible problem may be past us one day, that day is not here. Be ever vigilant for the problem and do something when you suspect it.

I do want to compliment every one of us, though. Our rate of suicides has improved. While one Soldier taking his/her own life is too many, we are better. I firmly believe it is because of the great efforts you all have made to help a comrade in arms during a time of need. Without a doubt, there are Soldiers alive today, with a much better view of the world, because of your efforts. Thanks to all for being trained and ready to intervene.

I have been fortunate to have been able to do a number of promotions, award presentations, and changes of command lately. When I get to perform that type of duty, it reminds me of how fortunate I am to be serving with you. As a team, the 412th and all its subordinate units, do tremendous things. Please take the time to enjoy this month's CASTLE. Learn about what others are doing and celebrate what you have done.

Once again I wish you and your Families the best for the coming year. I encourage each of you to help the Wounded Warriors in any way you can. We have some from the 412th, but all of them represent what is good about our great nation. Let's not let them down.

Stay Safe!

HOOAH!

Essayons!

BUILD TO SERVE!!

God Bless the United States of America!

MG William Buckler, Jr.



The Command Sergeant Major's Corner

I would like to wish everyone a Happy New Year. I trust everyone had a great Holiday Season with your Family and friends. May 2014 be a safe and rewarding year for everyone. Please remember those that are currently serving in harm's way, those that have paid the ultimate sacrifice and those that have returned home and are currently in the Warrior Transition Program.

There are some changes in the NCO Promotion System that I want to share. The first change is those Corporals and Specialists that are currently on the Recommend List for promotion to Sergeant. If SSD 1 hasn't been completed they have been removed from the list. To be considered for Sergeant, SSD 1 must be completed. The second change is for promotion to Sergeant First Class. For those on the Recommend List for Sergeant First Class, and to be considered for Sergeant First Class, SSD 3 must be completed. Those on the Recommended List that have not completed SSD 3 have been removed.

TEC-wide we have about 3,500 Corporals and Specialists that need to complete SSD 1 in order to be considered for promotion to Sergeant, about 240 Sergeants that need to complete SSD 1, and about 80 Sergeants First Class that need to complete SSD 3. I also want to remind our Soldiers that in order to graduate from any SSD course, the end-of-course survey must be completed. If you completed and didn't take the survey then go back in and take it to get credit for the course or call the Course Manager for help.

The next topic I want to address is the Professional Military Education (PME) backlog and the way forward. The TEC currently has almost 900 NCOs that have been promoted and haven't attended the



CSM Ronald Flubacher
Command Sergeant Major

requisite level of NCOES. That means if you were promoted to Sergeant and haven't completed WLC, Staff Sergeant that hasn't completed ALC or Sergeant First Class that hasn't completed SLC, then you are considered as back logged for your NCOES.

There are several issues that prevent our NCOs from attending their requisite level on PME, whether it's a flagging action for not passing or taking

the APFT in the last year, meeting height/weight standards or completing the required SSD course. We have 110 NCOs that have either failed their APFT or are older than 12 months, 106 NCOs that either failed to meet the Height/Weight standards or older than a year and 42 that failed to meet both standards that need to attend their requisite NCOES. We also have 389 NCOs that have a time in grade of over three years that need to attend. These NCOs need to attend or they will be considered for reduction in rank. This is very serious and needs to be addressed. If you are in this category then get going or risk being reduced in rank. Contact your First Line Leader and get yourself ready to attend. As a reminder you will be weighed in and take an APFT during your NCOES course. On December 11, 2013, I had to brief DA G-3/5 on our status and way forward to reduce the backlog on PME. These statistics came from that brief. I share them with you for your knowledge and action.

MG Buckler and I are looking forward to visiting you and your units during the year. We welcome your comments during our visits.

BUILD TO SERVE!!

CSM Ronald Flubacher

Inspector General Thoughts

Is the Army your job or profession? You should consider it your profession and accept all that such a designation entails. According to one popular dictionary, job is defined as “the work that a person does regularly in order to earn money; or, a duty, task, or function that someone or something has” whereas profession is defined as “a calling requiring specialized knowledge and often long and intensive academic preparation.”

Army Doctrine Publication 1 or ADP 1, The Army, and Army Doctrine Reference Publication 1 or ADRP 1, The Army Profession, are two publications that all serving Soldiers and all Army Civilians should read and reread. Don't worry; both publications are less than 100 pages. They can be found at http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adp1.pdf and http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/adrp1.pdf.

ADP 1 is the capstone doctrine publication that states what the Army is, what the Army does, how the Army does it, and where the Army is going. It introduces the reader to our Army Profession, which is built on trust and has four essential characteristics: military expertise, honorable service, esprit de corps, and stewardship. ADRP 1 expands upon ADP 1 and lists three critical tasks associated with maintaining military expertise: continuously developing expert knowledge and expertise, applying military expertise, and certifying the expertise of Army Professionals. Both are good reads and you will gain a greater appreciation of what it means to be an Army Professional and what our nation expects from us, as professionals.

CSM Flubacher touched upon some of what it takes for NCOs to maintain their military expertise in his Command Sergeant Major's Corner. Similarly, officers have continuing educational requirements in maintaining their expertise. What is sometimes overlooked by the individual NCOs and officers is the importance of assignment and performance in that assignment. Challenging assignments and successful evaluation in each assignment (NCOER or OER) relate to the tasks of applying and certifying military

expertise. In addition to MOS or branch specific assignments, there are broadening assignments which address not the specific expertise associated with an occupational specialty or branch but service in general.

The 412th TEC has such broadening assignments available in the Office of the Inspector General. To illustrate the value of an IG assignment, LTG Talley instructed the following be included in instructions to the Board for promotion, retention, and professional development education, and command for E-7/8/9 and O-5/6: “[IGs] complete their detail with a much broader background and more leadership experience with the Army than many of their peers.”

Questions? Contact an IG at 601-631-6159 / 6173 / 6175 / 6180 or 601-629-3456.

Sincerely,
LTC James B. Franklin
Command IG





By Col. Adam Roth and the Theater Engineer Command Senior Working Group (reprinted from Engineer, September–December 2013)

In 2013, the 412th and 416th Theater Engineer Commands (TECs) collaborated to examine engineer mission command at echelons above brigade and corps. Those discussions led to the Army of 2020 Theater Engineer Command campaign plan. What follows is a synopsis of their findings and recommendations as they try to answer the fundamental question: What is the role of the TECs in support of the Army of 2020 and beyond? As the Army faces unprecedented resource constraints, there is a tremendous opportunity for this unique formation to serve as a unifying force for One Regiment. It can do so in a way that plans, prepares, and provides cost-effective solutions to the Army and serves as one of the critical regimental integrators through routinization, integration, and the cultivation of relationships.

Past, Present, and Future Operating Environments

Past and Present. The predecessors of the TECs, the engineer commands, were the senior engineer headquarters in the operational plans of U.S. Central Command, U.S. European Command, and U.S. Pacific Command. They served as a deep reservoir of technical en-

gineering expertise and enabled direct connectivity and integration with numerous Army service component commands (ASCCs) across the globe. The engineer commands became TECs under modularity and shifted their focus toward mission command while simultaneously training and providing Title X forces to the U.S. Central Command area of responsibility supporting overseas contingency operations. One consequence of the transformation was a decrease in technical engineering positions in the TEC headquarters. Over more than a decade of persistent conflict, the employment of TEC capabilities has ranged from doctrinally defined applications of its formation (such as Operations Iraqi Freedom and Enduring Freedom, U.S. Army Corps of Engineers [USACE] Gulf Region District mission command, and the joint force engineer command in Afghanistan) to joint manning document staff augmentation. Throughout this period, the TECs have met Army requirements as needed. It is critical for the TECs to build on the experience and success of the past and continue to develop current relationships as they execute the campaign plan.

Future. The Army of 2020 will be more than 95 percent based in the continental United States. It will be regionally aligned and focused on preparing for decisive action in sup-



The Army of 2020 will face initial-entry and forcible-entry operations

port of unified land operations and supporting theater security cooperation missions to build partnership capacity. As a starting point for both missions, it will be imperative for the Army to deliver engineer capability at the point of need; and the TECs are uniquely poised to serve as one of the critical regimental points of synchronization.

The next war for engineers will be characterized by the need for a strategic and operational planning capability for initial-entry and forcible-entry operations and the need to reacquire and maintain the muscle memory to execute those operations. The single greatest role for the TECs will be to become theater enabling commands (using the current vernacular) and to set conditions for success starting at the intermediate staging base and beyond.

The four components of the Engineer Regiment—Active Army, Army National Guard, U.S. Army Reserve, and USACE—have unique capabilities. The TECs have the potential to synchronize these capabilities and bring them together to support the warfighter at the point of need. This is

one of the key tenets of integration.

The era of plentiful resources is coming to an end, thus increasing the need for cost-effective, whole-of-Engineer-Regiment solutions. With reduced overseas contingency operations, theater security cooperation will see renewed importance. While the TECs have met a variety of mission requirements, they must do more to support ASCCs and their vital contributions to Phase 0 theater security cooperation operations. The U.S. Army Reserve established Army Reserve engagement cells at numerous ASCCs. The TECs serve as the engineer point of synchronization for that organization and for the Army National Guard State Partnership Program, the Partnership for Peace, and USACE liaison officers and contingency response units.

TECs Today

Understanding the TECs today is necessary to inform the discussion about TECs in the Army of 2020, using a modified doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) methodology.

Doctrine. According to current Army doctrine, the TECs are designed to provide mission command engineer capability for the theater Army. They are the only organizations designed to do so without augmentation and can provide the joint force commander with an operational engineer headquarters. They can also augment joint task force engineer



The Army of 2020 will focus on preparing for decisive actions such as theater security missions.

staffs. The TECs provide mission command for all assigned or attached engineer brigades and other engineer units and missions for the joint force land component commander or theater Army commander. The TECs also provide support for all operational planning across all engineer disciplines. They synchronize all engineer planning and support for the geographic combatant commander (GCC) or joint force commander. In direct support of this doctrine, the U.S. Army Reserve Command has regionally aligned TECs to each of the “geographic combatant commands”—

- 412th TEC to U.S. Pacific Command, U.S. European Command, and U.S. Africa Command.
- 416th TEC to U.S. Northern Command, U.S. Southern Command, and U.S. Central Command.

With only two TECs in the Army, their commanders emphasize mutual support in staff augmentation to provide long-term support for each GCC.

Organization. TEC commanders and staffs have critically examined their organizational structure and are evaluating possible adjustments with no change in required strength or grade growth.

TECs are modular organizations, are tailored to meet



Building partnership capacity will be an important focus for the Army.

mission requirements, and can deploy as a whole or in part. The TECs have two deployable command posts (DCPs) that can deploy separately or together. A single, partial DCP may even deploy as a detachment. Doctrine allows TEC commanders to tailor the TECs as they see fit to meet the supported commander’s mission.

The deployability and flexibility of these units have led some people to believe that TECs have not been employed correctly or according to doctrine. Some people think of the TECs as administrative commands that are capable of deploying ad hoc detachments which only augment joint or ASCC staffs. As the TECs reengage in reviewing and exercising the operations and contingency plans for GCCs and ASCCs, the supported commands are becoming more aware of the advantages of the doctrinal flexibility inherent in them. This routinization is another one of the major tenets of



The TECs seek to train and work with USACE and other staffs.



An engineer uses a chainsaw to clear downed trees for a road during exercise Ardent Sentry. Training from exercises such as this will become increasingly important to TECs in the future.

the TECs. The mission command elements of flexibility, scalability, and employability allow the TECs to flex resources against requirements in a time-phased fashion for specific plans. The TECs can support changing levels of intensity from Phase 0 operations that shape the environment through Phase 5 operations that enable civil authorities.

It is the flexibility of the TEC mission command that codifies the doctrine and organization of its role in supporting and enabling others. Due to its relatively robust deployable staff (up to four times larger than the staff of a deputy chief of staff engineer for an ASCC), the TECs can support the doctrinal engineer coordinator at the ASCC level and provide the mission command of engineer forces at echelons above brigade or corps within a theater. With their planning capability, the TECs can either augment or assume engineer planning at those levels, depending on the mission require-

ments. These capabilities enable the ASCC engineer staff to set conditions for success at the operational and strategic levels. They also allow USACE to gain support in gathering forward assessments or initiating preliminary stabilization work before a permissible environment is established. To fulfill the engineer support and mission command requirements, the TECs continually seek opportunities to train and execute tasks alongside the GCC, ASCC, corps, and USACE staffs.

Training. The TECs train through active participation in a variety of venues by exercising, executing, and learning.

Engagement in a wide breadth of exercises is the key to training and maintaining the skills of the TEC staffs and their brigades, battalions, and detachments. The TECs aggressively seek out and participate in a wide array of exercises at the strategic, operational, joint, multinational, brigade, and battalion levels. The exercises include—

- Ulchi Freedom Guardian
- Key Resolve
- Combined Joint Logistics Over the Shore
- Austere Challenge
- Vibrant Response
- Integrated Advance
- Ardent Sentry

Participating in exercises at all levels enables TEC staffs and formations to build relationships, gain experience, and demonstrate their capabilities. It is important to note that the TECs are not training commands, but operational commands. Even in the current constrained fiscal environment, the TECs seek out real-world engineer support missions. Through military-to-military engagements, exercise-related construction, humanitarian assistance, defense support of civil authorities, and base construction and improvements, the TECs are constantly engaged in real-time support. To advance our personnel and develop our technical skills, the TECs look for other technically demanding opportunities to train and learn. It is through this process that the final tenet—cultivation of relationships—is realized.

Materiel. The TEC DCPs and detachments, by modified tables of organization and equipment, are fully functional and self-sustaining mission command elements. They are fielded to deploy with the technical skills, automation, field structures, and equipment needed to plug in with a field headquarters, thus relieving the stress and burden of support from a joint task force headquarters. The TECs continually evaluate this capability and update equipment packages to maintain the ability to interface with supported commands.

Leadership and Education.

Unlike any other formation in the Army, the TECs offer a unique opportunity to assemble a variety of technically skilled professionals who bring to bear the full weight of their knowledge and experience. In turn, these professionals serve as technical mentors for the future of the Army. The TECs recognize the critical need for, and seek to increase the number of, technical, degreed, or certified specialists in their formations and throughout the Regiment.

Personnel. A critical role of the TECs is to plan, prepare, and provide the right technical engineer expertise to the supported command or agency at the point of need. The doctrinal flexibility of the TEC organization requires a mix of highly qualified technical engineers with a broad range of skills. They must work with and support all levels of command. The TECs, along with the rest of the Regiment, mitigate the skills gap through reachback and reach-forward teams. The TECs will execute the technical specialist recruitment and sustainment plans to provide a sustainable depth so that supported commands have the required technical engineering capability when they need it.

Facilities. The establishment of U.S. Army Installation Management Command saw a decrease in engineer unit troop construction, which had been a hallmark of engineer support. In this era of constrained resources for Army garrisons, the TECs are exploring ways to expand troop construction support to more installations and facilities. The TECs intend to forge a strategic relationship with the command to unlock that potential.

Desired End State

The TECs are the senior level engineer headquarters that are an indispensable Army asset. They anticipate and provide engineer capability and subject matter expertise and execute mission command for echelons above division and corps. They operate across the three disciplines—combat, general, and geospatial engineering—and four components of the Engineer Regiment to support decisive action in unified land operations.

Way Forward

The leadership of the Engineer Regiment has discussed the future role of the TECs moving forward with the leadership in USACE, the U.S. Army Engineer School, the Army



National Guard, the U.S. Army Reserve, and staff engineers at ASCCs. The discussions reveal that there remains much to be done. Synchronization throughout the Engineer Regiment remains the principal goal. The chosen path to address the challenges of the future operating environment will be cooperation and partnership, through the tenets of routinization, integration, and the cultivation of relationships. The TECs provide one focus to synchronize the entire Engineer Regiment. They are situated at the nexus where the ASCCs, USACE districts and divisions, and Army National Guard engineer formations converge in times of peace and conflict. The TECs will build on valuable lessons learned from past experiences and move forward in support of the warfighter and the Nation.

Contributors from the Theater Engineer Command senior working group include—

- *Brigadier General Douglas R. Satterfield, Deputy Commanding General, 412th Theater Engineer Command.*
- *Colonel Eugene J. Leboeuf, Chief of Staff, 416th Theater Engineer Command.*
- *Colonel Jared W. Olsen, Deputy Chief of Staff for Operations and Plans, 416th Theater Engineer Command.*
- *Colonel Richard L. Ott, Chief of Staff, 412th Theater Engineer Command.*
- *Colonel Adam S. Roth, Chief of Staff (Reserve Affairs), Office of the Chief of Engineers.*

Reprinted from "Engineer," September–December 2013.



Regionally Aligned Forces Continue to Organize Despite Budget Uncertainties

By David Vergun, Army News Service

Leaders from the Army speak Oct. 22, 2013, at a forum on regionally aligned forces, at the Association of the U.S. Army's 2013 Annual Meeting and Exposition, at the Washington (D.C.) Convention Center. Pictured from left are: Maj. Gen. Christopher K. Haas, commander, U.S. Army Special Forces Command (Airborne); Maj. Gen. Patrick A. Murphy, adjutant general, New York National Guard; Lt. Gen. James L. Huggins Jr., deputy chief of staff, G-3/5/7; Gen. Daniel B. Allyn, commander, U.S. Army Forces Command; Lt. Gen. Jeffrey W. Talley, chief, Army Reserve/commander, Army Reserve Command; Maj. Gen. Olivier Tramond, director, French Army Doctrine Center; Maj. Gen. Patrick J. Donahue II, commander, U.S. Army Africa/Southern European Task Force; and Nathan Freier, senior fellow, International Security Program, Center for Strategic and International Studies. (Photo Credit: David Vergun)

WASHINGTON – As forces draw down from Afghanistan, more are available for regional alignment, said the Army's top forces generation leader.

But unfortunately, total forces are also drawing down, limiting that manpower, added Gen. Daniel B. Allyn, commander, U.S. Army Forces Command, known as FORSCOM.

Allyn and seven other panel members spoke Oct. 22, at a forum on regionally aligned forces, or RAF, at the 2013 Association of the United States Army Annual Meeting and Exposition at the Washington Convention Center.

The Army "intends that all forces not committed to assigned missions" – like those in Korea, Afghanistan and in the Global Response Force – "will be in a regionally aligned force construct, available to the geographical combatant commander," he said.

Besides the issue of availability of forces for RAFs, the other is sequestration and budgetary challenges facing all the services, he said, noting that training is also taking a heavy hit.

For a RAF unit to be at a full readiness level, it goes through a thorough training cycle at a combat training center, which includes decisive action engagements and wide-area security, as well as follow-on, region-specific training.

But the dollars are not there, he said, to rotate units through that cycle, except for those assigned to ongoing operations.

For example, should sequestration continue, just one FORSCOM-assigned RAF brigade – 4th Brigade Combat Team, 1st Infantry Division, backfilling 2nd Brigade Combat Team, 1st Infantry Division, for AFRICOM – will be able to train at NTC this fiscal year. "That's how tight our resources are," Allyn said.

"If there were more resources available, we would certainly be sending more [brigade combat teams] to combat training centers," Allyn said.

RAF itself is seen by Army leaders as the best strategy going forward, even in this climate of uncertainty and scarce resources.

RAF is important during this time of fiscal austerity and the drawdown, said panel member Lt. Gen. James L. Huggins, Jr., deputy chief of staff, G-3/5/7. "We'll need to rely more and more on our partners' capabilities and they on ours, as their armies are drawing down as well."

How Raf Works

Brigades, divisions and corps are assigned to combatant commanders from different regions of the world – U.S. Africa Command, U.S. European Command, U.S. Pacific Command, U.S. Northern Command, U.S. Central Command, and U.S. Southern Command.

Those forces, including active and reserve components, could be U.S.-based with some forces deployed to the region to which they're assigned.

The level of forces in the region could be an entire brigade, as was the case during an AFRICOM exercise in South Africa this year, and during a corps-level exercise this year in Australia. Or, it could be as small as a two-Soldier advise-and-assist mission.

Units assigned to a region could also be deployed outside their area, should the need arise. Units are not permanently assigned to regions. They rotate in and out of the various regions.

While component commanders can get pretty much the tailorable and scalable force they need, when they need it, they should try to anticipate those needs in as far in advance to mitigate risk and delays and help the Army better apportion those assets, Huggins said.

The primary goal of RAF is to prevent war by partnering with nations within the region, according to Allyn. Partnering can be military-to-military training, providing disaster relief and humanitarian assistance, and sharing intelligence and interoperability.

Partnering with other nations includes “engagements and interactions between us, our allies and partners – and even potentially our adversaries,” he said, adding that the players include not just the Army and its sister services, but also U.S. and foreign governments, agencies and non-governmental agencies.

Regional Expertise

The National Guard has had a State Partnership Program, or SSP, for 20 years now, a precursor to the current RAF. Additionally, the Army Reserve has also had a robust military-to-military training program for a number of years. The reserve components’ programs, together with the active component, are all tools in the toolbox that the combatant commanders have at their disposal.

There are some advantages SSP has. While active-duty RAF units rotate in and out of regions, National Guard Soldiers, whose states are aligned with different countries on a more or less permanent basis, have “long lasting relationships” that the active component doesn’t, said panel member Maj. Gen. Patrick A. Murphy, adjutant general, New York National Guard.

Murphy’s New York Guard has been aligned with South Africa for 10 years, and he said their close personal relationships have “fostered a high level cooperation,” particularly in law enforcement. The New York Guard brought their expertise to bear as advisors for the World Cup, which was held in that country.

Panel member Maj. Gen. Patrick J. Donahue II, commander, U.S. Army Africa/Southern European Task Force, concurred that the State Partnership Program really works. During a visit to Botswana, he said that while his active-duty Soldiers were given a cordial welcome, “when the North Carolina Guard showed up, they were treated like rock stars. It’s all about those established personal relationships, plus, the Guard has that resident expertise.”

The Army Reserve also adds special benefits to RAF, said panel member Lt. Gen. Jeffrey W. Talley, chief, Army Reserve/commander, Army Reserve Command. “We provide long-term stability just as the Guard does,” he said.

The Reserve has conducted training exercises in some 30 countries over the last year, as part of the Army Reserve Engagement Cells program, he said. Within those cells are subject-matter experts with expertise in logistics, medicine, engineering, languages and a host of other areas, he said.

The Reserve’s civil affairs units have Soldiers trained in myriad languages and cultures, he said. The Reserve also has a linguist program Soldiers can take advantage of.

Some of those Soldiers may also be working full time in the State Department and other agencies, he added.

Talley said he encourages Soldiers leaving active duty to consider the Reserve, as they still have invaluable talent their country can use.

Another stabilizing factor in national and regional expertise are special operations troops, who have in-depth language and cultural expertise and often train and advise militaries, said panel member Maj. Gen. Christopher K. Haas, commander, U.S. Army Special Forces Command (Airborne).

As to the active component part of RAF, the Soldiers are usually not linguists or resident experts, but they are expected to have a good level of cultural understanding as a result of their RAF experiences,

Allyn said.

Additionally, it is not uncommon for active-duty formations to have Soldiers whose first language and culture are not American. While the process for finding these Soldiers has not yet been institutionalized, Allyn said wise commanders should “scan their formations to identify resident expertise” for regions their units are assigned.

French RAF Model

The French have been able to use their intimate knowledge of many areas of the world where French is spoken and where they have lived and trained since colonial times, said panel member Maj. Gen. Olivier Tramond, director, French Army Doctrine Center.

The French led a successful peacekeeping mission recently in Mali, where jihadist forces were prevented from overrunning the country. Tramond credits past French outreach efforts in Africa with getting other nations onboard with that peacekeeping effort.

Although the French army is relatively small, Tramond said they’ve been doing RAF-like missions throughout the world for decades. He said small units sent in are often isolated, so they have to adapt, think for themselves and rely on partner nations, including those in the European Union and U.N., probably even more so than the U.S.

Because their army is small, he said its members must be highly trained, enculturated and ready to deploy at a moment’s notice.

Notes of Caution

There’s a danger that with a shrinking budget and manpower, that the “Army is trying to cover down on the world. Forces will shrink and resources are finite,”

said panel member Nathan Freier, senior fellow, International Security Program, Center for Strategic and International Studies.

The Army needs to better identify where important engagements will be, he continued, because “in some places where it’s important to be, we won’t be allowed in because we’re not welcomed.”

Also, “some things we want to prevent are not preventable,” he said, citing stability of nations that might be influenced by political or grass roots events, where military-to-military exchanges, while helpful, cannot prevent all instability around the world.

The thought in the Defense Department seems to be, “we’ll manage terrorist threats remotely” through cyber and “use SOC” where force is needed and direct other forces to Iran or North Korea should the balloon go up.

Nevertheless, Freier acknowledged advantages to using RAF to learn to operate in austere and challenging conditions around the world.

Allyn concluded that one of the most important benefits of RAF is that it’s exciting work for young leaders. He used the example of a second lieutenant deployed to Uganda to help train her military police counterparts. She left highly motivated by what she and her Soldiers accomplished.



Miyako Schanely: First Female Japanese-American,

By Capt. Maryjane Falefa Porter, 412th TEC Public Affairs

FORT DRUM, N.Y. – U.S. Army Reserve Brig. Gen. Miyako Schanely, deputy commander of 412th Theater Engineer Command in Vicksburg, Miss., reaffirmed her oath of office in a ceremony held here Jan. 4, 2014, in the presence Family members, friends, and colleagues from both the military and her civilian employer, the State University of New York.

It's a historic and important milestone for Schanely and her Family, as she is the first female Japanese-American, first female Engineer in the U.S. Army Reserve and second in the Army to be promoted to General Officer.

In an interview with Watertown Daily Times, the brigadier general “hopes her career can serve as an example for younger soldiers,” noting the “engineer field has been populated mostly by men and as the military moves to expand opportunities for women. We’re seeing improvements in that across the board every year.”

She also talked about her military career as a reflection of her military heritage, a proud family tradition, going back to World War II.

“Her mother, whose parents emigrated from Japan before her birth in Hawaii, and her father both served in the Air Force. Her stepfather, an Army warrant officer, performed counterintelligence work in the Pacific as the rest of his family was forced into



Brig. Gen. Miyako Schanely, deputy commander, 412th Theater Engineer Command, is pinned on her one star by her husband, Steve, during her promotion ceremony held Dec. 7, 2013, at the 412th TEC headquarters in Vicksburg, Miss. Schanely becomes the first female Engineer brigadier general in the Army Reserve and the Army's second female Engineer promoted to general officer.

an internment camp,” reported Times staff writer, Gordon Block.

“We’re just incredibly proud of him and his whole generation that went through that. He wasn’t the only one,” she shared with the local reporter.

Schanely currently resides in Black River and joins fellow New Yorkers, Brig. Gen. Douglas R. Satterfield, deputy commander, Col. Todd Arnold, chief of staff, and Command Sgt. Maj. Ronald Flubacher, senior enlisted advisor, as members of the 412th TEC command group.

The command group is led by Maj. Gen. William M. Buckler, Jr., the commanding general of 412th Theater Engineer Command. The 412th TEC is one of only two theater engineer commands in the Army, the other being the 416th in Darien, Illinois, where Schanely served as chief of staff prior to her current assignment with the 412th.

Schanely works for the State University of New York (SUNY) North Country Consortium, a partnership of six SUNY campuses that collaborate to bring a variety of undergraduate and graduate degree programs to Fort Drum and the Northern New York community.



The 412th TEC command team following newly promoted Brig. Gen. Miyako Schanely's pinning ceremony at the George A. Morris Army Reserve Center in Vicksburg, Miss. Left to Right, Command Sgt. Maj. Ronald Flubacher, Brig. Gen. Douglas R. Satterfield, deputy commander, Maj. Gen. William M. Buckler, Jr., commander, and Brig. Gen. Schanely, deputy commander.

Female Reserve Engineer Promoted to General Officer



Maj. Gen. William M. Buckler, Jr., commander of 412th Theater Engineer Command, presents Brig. Gen. Miyako Schanely, deputy commander, 412th TEC, with her general officer belt during her promotion ceremony Dec. 7, 2013, at the George A. Morris Army Reserve Center in Vicksburg, Miss.

She and her husband reside in Black River and have two grown children, Michael and Teresa.

Brig. Gen. Schanely was commissioned as a Second Lieutenant in the Engineers upon graduation from the United States Military Academy at West Point, New York in 1986.

Her assignments include seven and a half years of active duty. She served as Platoon Leader of Vertical and Horizontal Construction Platoons, as well as Company Executive Officer in the 94th Engineer Combat Battalion (Heavy) in Darmstadt, Germany, completing troop construction projects in Aschaffenburg, Darmstadt, and Rhein Main Air Force Base. After completing the Engineer Officer Advanced Course, she served as Company Commander, Battalion S1 and Battalion Assistant S3 in the 536th Engineer Combat Battalion (Heavy) at Fort Kobbe, Panama during humanitarian construction deployments to Honduras, Guyana, Uruguay, El Salvador, and the “interior” of Panama.

After transitioning to the US Army Reserve in 1993, she held several staff positions in the 98th Division (Institutional Training) and the 78th Division (Training Support). Command assignments have included the 2/313th Regiment (Logistical Support) of the 78th Division at Fort Drum during mobilizations for Operations Iraqi Freedom and Enduring Freedom, the 6th Brigade (Professional Development) of the 98th Division in Syracuse, the 3rd Battle Command

Training Group of 2/75th Division at Fort Dix, and Chief of Staff at 416th Theater Engineer Command. As Support Division Chief for the Office of the Program Manager – Facilities Security Forces in Riyadh, she oversaw essential administrative and logistical staff support functions to a new strategic partnership with the Saudi Arabian Ministry of Interior and Facilities Security Forces. Most recently, she serves as Chief of Staff of the 416th Theater Engineer Command and Deputy Commander of 412th Theater Engineer Command.

Brig. Gen. Schanely is a graduate of the Engineer Officer Basic and Advanced Courses, the Combined Arms and Services Staff School, the Army Command and General Staff College, the Army War College, and Advanced Joint Professional Military Education. She holds a Bachelor of Science in Engineering Management from the U.S. Military Academy, a Master of Business Administration from the University of Rochester, a Master of Strategic Studies from the United States Army War College, and a Master of Arts in Community Economic Development from Southern New Hampshire University.

Her awards and decorations include the Meritorious Service Medal (with Silver Oak Leaf Cluster), the Army Commendation Medal (with Silver and Bronze Oak Leaf Clusters), the Army Achievement Medal, the Parachutist Badge, and the Jungle Expert Badge.



Brig. Gen. Miyako Schanely, deputy commander of 412th Theater Engineer Command, passes her General Officer Flag to senior enlisted advisor, Command Sgt. Maj. Ronald Flubacher during her promotion ceremony.

Engineers Prepare for Advise and Assist Mission

Story by Spc. Karen Sampson, 177th Armored Brigade Public Affairs

CAMP SHELBY, Miss. – U.S. Army Reserve Soldiers from the 365th Engineer Battalion, based in Schuylkill, Pa., accompanied by Soldiers from Texas and West Virginia, successfully completed their cumulative training event readying for deployment.

The CTE designed by First Army Division East, 177th Armored Brigade and training executed by Observer Coach/Trainers of the 158th Infantry Battalion and 157th Infantry Battalion, Camp Atterbury, Ind. The event cultivated the Soldiers engineering and tactical skills to prepare for mission success in retrograde assistance all over Afghanistan.

“Completion of a pre-deployment site survey visit conducted in August, specific mission emphasis is on training development of Afghan National Army engineers to take over operations,” said Capt. Robert R Burress, Alpha Battery, CTE Planner Officer in Charge, 2nd Battalion, 410th Field Artillery Regiment.

The ongoing Afghanistan retrograde mission is moving at a fast pace. The 365th EN Bn will be part of an advise and train mission that will strive to equip ANA engineers with construction, maintenance skills, and the ability to preserve infrastructure left behind

by U.S. and Coalition Forces with the scheduled end of Operation Enduring Freedom, said Burress.

“Originally, the CTE planning was based only on retrograde mission training objectives implementing tactical movement, route clearance drills, convoy movement, site security and the completion of large team construction projects around the cantonment,” said Burress.

The Soldiers accomplished these mission training objectives and added events that focused on communicating with local community members, participating in multiple key leader engagements, and training the Afghan Soldier role players their construction and maintenance skill sets, said Burress.

“The event’s demands and high operation tempo were very intense,” said Burress. “They obtained a realistic grasp of their upcoming daily tasks down-range.”

Capt. David A. McCollum, Training Operations Officer, 3rd Bn, 315th Engineer Battalion, First Army Division East, accompanied the 365th EN Bn leadership on the PDSS visit, and developed training guidance that will facilitate the battalion’s future battle rhythm in theater.

Learning of the additional responsibilities involved in the mission, McCollum said he employed the use of foreign language speakers, arranged numerous key leader engagements, provided technical expertise to the vertical and horizontal engineers, and assigned O-C/T to mentor specific drills during the CTE.

“The 365th started the exercise engaging with Dari, or Pashtu Arabic foreign language speakers,” said McCollum. “As the exercise progressed, the ANA Soldier role players augmented the group to be trained.”

“I believe the Soldiers excelled to proficiency with the ANA development training,” said McCollum. “They showed initiative and progressed at a good rate based on the OC/T mentoring and guidance.”



Camp Shelby, Miss. – Spc. Dustin Jablonski, fueler for the 365th Forward Support Command, fuels up a tactical vehicle during a cumulative training exercise. The 365th Engineer Battalion is preparing for their upcoming year-long advise and train mission to assist the Afghan National Army and Afghan National Police in developing an engineer force. (U.S. Army photo by Spc. Jose Castro, 365th FSC/ Released)



Camp Shelby, Miss. – Sgt. Jeremy Bryant trains in reaction to indirect fire during a cumulative training exercise. The 365th Engineer Battalion is preparing for their upcoming year-long advise and train mission to assist the Afghan National Army and Afghan National Police in developing an engineer force. (U.S. Army photo by 1st Lt. Antonia Pearse/ Released)

Lt. Col. Samuel Spurlock, Battalion commander, 365th EN Bn, commended the efforts of the First Army Division East Staff.

“The event planners and the OC/Ts from First Army Division East did incredible work preparing us for our mission,” said the native of Cordova, Tenn.

Spurlock mentioned that an integral part of the training plan was created during the PDSS visit. The visit allowed connection with the unit already in theater, visibility of the area, and scope of ongoing operations.

“We are fortunate the 177th AR Bde and 158th IN Bde saw the vital importance and encouraged the PDSS,” he said. “Prior to mobilization we assumed the journey wasn’t possible.”

Spurlock and Command Sgt. Maj. Michael G. Oddo, of Owego, N.Y., senior enlisted advisor of the 365th EN Bn, were both pleased the PDSS came to fruition for the benefit of their Soldiers.

“We were able to communicate with the current unit on ground about what they were experiencing,” said Oddo. “This allowed us to bank that information and upon return OC/Ts added the details to our training plan.”

Furthermore, the 365th EN Bn command team appreciated that subject matter experts from 122nd Engineer Battalion and 8th Engineer Battalion, the

365th EN Bn are scheduled to relieve in place traveled back to Camp Shelby and advised the Soldiers for the duration of the CTE.

“Offering our Soldiers training true to what they will experience in theater with as much attention to detail is invaluable,” said Spurlock.

“The CTE helped refine our mission plan and our unit cohesion,” said Spurlock. “The exercise allowed us to identify strengths and improve any flaws in our plan permitting realignment of our teams, if necessary, for the success of the mission.”

Recently taking command of the 365th EN Bn January 2013, Spurlock’s leadership imparts finely tuned experience now embarking on his fourth tour. His most recent mission being to Afghanistan from 2011 to 2012 acting as Chief Basing Operations Engineer Officer, Strategic Operations International Security Assistance Forces at Joint Command North Kabul International Airfield. Spurlock’s two prior deployments were to Iraq, he said.

First Army ensures mobilization training is relevant, realistic and reflects the most current conditions Soldiers face in theater. First Army Division East directly supports the Chief of Staff of the Army’s priority providing trained, equipped and ready forces to win the current fight, while maintaining responsiveness for unforeseen contingencies.



Camp Shelby, Miss. – Staff Sgt. Jason Trahan, Spc. Nalarik and Sgt. Richard Rogalewics, Medics for 365th Engineer Battalion practice casualty evacuation with the assistance of Medical Task Force Shelby during a cumulative training exercise. The 365th Engineer Battalion is preparing for their upcoming year-long advise and train mission to assist the Afghan National Army and Afghan National Police in developing an engineer force. (U.S. Army photo by 1st Lt. Antonia Pearse/ Released)

Past Army Reserve Chiefs Share Knowledge with Current Leaders

Story by Timothy Hale, U.S. Army Reserve Command

PETERSON AIR FORCE BASE, Colo. – Four of the past five chiefs of the U.S. Army Reserve shared their years of institutional knowledge with current leaders Aug. 20 during the Army Reserve Senior Leader Forum.

Lt. Gen. Jack C. Stultz, Lt. Gen. Thomas J. Plewes, Maj. Gen. Max Baratz, and Maj. Gen. Roger W. Sandler led the Army Reserve over a span of nearly 25 years.

Collectively, the chiefs have built the Army Reserve into a large force for operations such as Desert Shield/Desert Storm only to later scale that force back due to reduced worldwide threats and budget authorization reductions.

Current chief, Lt. Gen. Jeffrey W. Talley, said many of the challenges facing the Army Reserve today are not unlike those the past chiefs faced. But he said there is a difference – the added value of the Army Reserve.

“The Army Reserve’s value is very high in the Army ... and that’s because of all of you,” Talley said.

When asked what their proudest moments of being the Army Reserve’s top senior leader, the answers were varied based on their given time of service.

Plewes, who served from May 1998 through May 2002, said he was proud of shaping a force that was reduced after Desert Shield/Desert Storm.

“We were able to take a force that had gone down and been shell-shocked and turn it into a force that was ready ... to turn it into an operational force,” Plewes said.

Plewes said he spent a lot of time “calming the waters.”

Baratz preceded Plewes, serving as the chief from Feb. 1994 to May 1998.

“We put the building blocks into the Army Reserve for the success it is today,” Baratz said. “The USARC and the posts you own across the country are alive and well. The (Army) Reserve is alive and well despite the same problems we’ve always had. We straightened out the resources that were a terrible mess at the time.”

Sandler served as the chief from Aug. 1991 through Jan. 1994. During his tenure, he concentrated on growing the capabilities of the Army Reserve.

“That was a big, big challenge,” Sandler said. Desert Storm had ended and Sandler said they sent teams over to figure out what to do with the military equipment used during the operation – not unlike what is going on as the Army prepares to end the Afghanistan mission.

“Those are big responsibilities that you’re going to be faced with right now with OEF,” Sandler said.

Stultz, who served from May 2006 through June 2012, said that compared to his predecessors, his challenge wasn’t funding or cutbacks but building an operational reserve.

Stultz said he was also proud of the quality of the Soldiers now serving in the Army Reserve.

“The credibility of the force – not just at the senior level,” Stultz said. He cited an active component commander who wanted to take an Army Reserve unit with him overseas.

“That’s when you’ve got the credibility and you’ve earned it by your performance,” Stultz said. “That’s really a proud moment for me.”

He added that leaders must do a better job sharing the capabilities of the Army Reserve.



“A lot of people across the force don’t realize what a great asset is sitting over here in the Army Reserve in terms of capability, experience and quality,” Stultz said. “If we are not careful, we’ll lose it.”

Four of the past five chiefs of the U.S. Army Reserve addressed the audience during the 2013 U.S. Army Reserve Senior Leader Forum at Peterson Air Force Base, Colo., Aug. 20. Lt. Gen. Jack C. Stultz, Lt. Gen. Thomas J. Plewes, Maj. Gen. Max Baratz, and Maj. Gen. Roger W. Sandler shared their combined years of experience dating back to 1991. (U.S. Army photo by Timothy L. Hale/Released)



Strategic Level Joint Border Coordination

Story and photos by Master Sgt. Terry J. Best

The 208th Army Liaison Team, followed by the 206th Digital Liaison Detachment, both United States Army Reserve units, has performed the task of leading the Spin Boldak Joint Border Coordination Center (JBCC), over the last twelve months. Located in a rural setting, just 8 kilometers from Afghanistan-Pakistan border, the JBCC serves as the central information node in Regional Commands South and Southwest. They conduct cross-border coordination and communication, while embedded with Liaison Officers from the Afghan Border Police, Afghan National Army, and Pakistan Military. Additionally they facilitate intelligence sharing between the three nations, and promote complimentary operations in order to deny cross-border illicit activities, de-conflict near border operations and attacks, and enhance Afghanistan/Pakistan (AFPAK) border relations. The end state of their mission in 2014 is to establish the conditions for an AFPAK Border Coordination Center that can stand alone as the border de-confliction entity between the two nations.

The unique mission and organizational composition requires greater understanding of strategic relationships. The JBCC environment is fast moving, requiring soldiers to go from a tactical skill set, into operational understanding, and on to strategic level decisions and notification in a matter of minutes. The train-up for this mission required all U.S. personnel to complete Battle Staff, and undergo multiple cultural awareness training courses related to both Afghanistan and Pakistan, as well as insider threat training, to mitigate the potential for an insider attack or green-on-blue event, prior to operating in this joint environment. Soldiers also completed training in Dari, Pashto and Urdu, along with the Combat Advisor Course at Ft. Polk, Louisiana. Additionally, the JBCC team is comprised of personnel with a wide array of strategic, operational and tactical experience; from personnel operating within CENTCOM to Joint Task Forces, the collective fusion of these personnel creates an enhanced capability for joint coordination within the JBCC Area of Responsibility.



The Friendship Gate is the second largest border crossing in Afghanistan. Keeping this important Ground Line of Communication (GLOC) open is a JBCC task.

The JBCC at Spin Boldak has responsibility for over 1,342 kilometers of the Afghanistan border with Pakistan and Iran. This requires the operations and intelligence sections to conduct daily coordination with cells from both Regional Command South and Regional Command Southwest. Regular training on implementation of Battle Drills is crucial to the

required split second coordination that is necessary to de-conflict cross border incidents. While prevention and mitigation of cross border incidents is paramount to our daily operation, a key focus of JBCC personnel is instilling a willingness by Afghanistan and Pakistan, to sustain cross border communication and coordination leading into ISAF withdrawal in 2014. Since the mission end state is a bi-partite operation, run and led by Afghan National Security Forces (ANSF), there are daily ANSF development programs that are coordinated and taught by NCOs to their ANSF counterparts. These include classes in mission command, movement and maneuver, intelligence sharing and gathering, sustainment, creation of a common operating picture and English.

JBCC operational lines of effort include border deconfliction of all kinetic activity along the border area. The presence of ISAF personnel within the JBCC enhances the overall capability of ANSF and PAKMIL to both timely and effectively mitigate cross border events that could result in an international crisis. Furthermore, during a cross border event, the JBCC directly engages in cross border coordination between both ANSF and PAKMIL LNOs to timely mitigate the continuation of cross border activity. Failure to react timely can result in loss of life to military and local national populations. The JBCC is also tasked with enforcement of the Tri Partite Border Agreement (AFG, PAK, ISAF). It provides the framework and necessary guidance to allow the continued engagement of ISAF, ANSF and PAKMIL to coordinate in order to enhance border security along the Durand Line.

The JBCC mission is currently being performed by five Army Reserve Officers, and twelve Army Reserve Enlisted soldiers. The team make up is a Director (COL), Deputy Director (LTC), an Operations section made up of an Infantry LTC, SFC (11B) 2 x SGT (11B), 2 x SPC (35M), SFC (25B), SPC (25B); an Intel section made up of a Intel First Lieutenant, MSG (35Z), SGT (35F), SPC (35F); and a support section made up of a Supply First Lieutenant, SFC (42A) and SGT (92Y). While tense at times, the mission still allows for cultural engagements and friendship building with our ANSF and PAKMIL partners. Throughout the year our partners put



An estimated 10,000 Afghans and Pakistanis cross in to Spin Boldak daily for work and return home each evening. The JBCC ensures continued growth of area commerce through its mission.

together briefings on Ramadan, Eids, Afghanistan Independence and Pakistan Independence Day, Martyr's Day etc. JBCC ISAF actively respects and honor their holy days and holidays. The reward is enjoyment of local cuisine, music and sharing of customs and information. The JBCC ISAF also conducts briefings, and the ANSF and PAKMIL are a part of our special days as well. This has fostered a magnificent relationship with our counterparts that extend from the briefing room and dinner table, into the Tactical Operation Center to deconflict and mitigate events.

Recently we were recipients of a Battle Field circulation by the Army Reserve Affairs Team. It was great timing as four of our JBCC soldiers were able to take advantage of the visit to receive professional guidance, and consequently reenlist. It was a great event attended like all events by ISAF and our ANSF and PAKMIL partners.

The JBCC mission is about nation building. There are not many combat missions that offer tactical, operational and strategic interactions and learning as a joint partner. The joint skill set that has been attained by many of the young soldiers, at this point in their career, cannot help but yield positive results for the Reserve force of the future.

DCP on the Go, Gets It Done!

Sgt. 1st Class Lyndon M. Miller, 412th Theater Engineer Command Public Affairs

The spearhead of the 412th Theater Engineer Command is their two Deployable Command Posts. The primary function of these mobile command groups is to provide command and control for the purposes of planning an operation or exercise in lieu of the commander or deputy commander's presence.

A DCP is designed to be theater opening and enables the engineer effort in support of Combatant Commands and Army Service Component Commands throughout the world.

"Both the 412th and 416th TECs have two DCPs as part of their organization, a DCP1 and a DCP2," said Col. Craig Sanders, commander of DCP2 for the 412th TEC.

In the recent past, DCP2 spent nearly a year in Afghanistan overseeing U.S. Forces conducting engineer operations.

"We go into a theater of operations and establish and augment the joint engineer effort and setup as a feeder/enabler for engineers in a specific region," Sanders said. "That is really our main mission."

DCP2 was intricately involved in this year's River Assault 2013 exercise at Fort Chaffee, Ark.

"How our main mission dovetails with River Assault is that we served as the 412th TEC's executive agent to oversee two engineer battalions, the 854th and 389th, and they actually ran operations during the exercise," Sanders said.

The 854th Engineer Battalion falls under the 412th TEC, and the 389th Engineer Company is part of the 416th TEC.

River Assault is an annual training exercise where Army Reserve engineer units and assets assigned to the 412th and 416th Theater Engineer Commands construct an improved ribbon bridge across a portion of the Arkansas River.



DCP2 leaders discuss operations at one of the many planning briefs held during River Assault at Fort Chaffee, Ark. Left to Right: Master Leo Trusler, Operations NCOIC, Lt. Col. Rusty Mizelle, Plans and Operations Officer, and commander Col. Craig Sanders.

For Master Sgt. Leo Trusler, operations NCOIC for DCP2, planning for RA13 started back in October 2012.

Trusler was the hub, the central figure responsible for getting all the moving parts synchronized and running.

"I helped coordinate movement and dealt with the annual training packets, funding, food, billeting and identified equipment needed for the mission," Trusler said.

Exercises such as River Assault are how the DCPs train, and this was the first time Trusler has setup an exercise like RA13.

"Setting up the exercise was challenging because I had to learn a lot along the way, like how to be a logistician, which I am not," Trusler said.

"I learned a lot. I'd never done any bridging operations either. Although I had a rudimentary understanding of the bridges, I really didn't understand their equipment prior to this. I am a construction supervisor, vertical and horizontal construction," Trusler said.

Speaking of the behind the scenes planning involved, Lt. Col. Rusty Mizelle, DCP2 plans and operations officer for the RA13 exercise was pleased with the work of the 412th TEC staff and DCP2 and how smoothly the exercise ran.

"It's a testament in many ways to the planning of the TEC staff, and most especially from MSG Trusler," Mizelle said. "He really was the focal point for planning the entire exercise. Master Sgt. Trusler did a great job."



Some members of DCP2 pose for a group shot in front of the DCP2 tactical operations center at Fort Chaffee, Ark. during River Assault 2013. Kneeling in row one is Col. Craig Sanders, DCP2 commander, Sgt. Maj. Terry New, DCP2 sergeant major, and Lt. Col. Albert Brown, DCP2 executive officer.

The initial planning conference was held in November where DCP2 actually got the two battalions together, reviewed the Fort Chaffee facilities and went over all the planning factors of the mission.

From that point forward DCP2 monitored the planning of both battalions. The 854th was in support, and the 389th was involved in and accountable for the actual river crossing itself. DCP2 made sure the battalions had all the resources they need to get the training done.

“This is how we, DCP2, trained,” said Mizelle. “We provided a role as a higher headquarters for two battalions tasked with other missions to make sure RA13 happened successfully.”

RA13 “gave us the ability to go to the field and test our systems and exercise mission command over two battalions. By doctrine it would be three or four brigades, however, we would use the same processes,” Mizelle said.

“We really put together a talented team with a great plan, allowing enough freedom and initiative from the battalions,” Sanders said. “We setup the conditions, the equipment available and the training opportunities for the battalions. The battalions with their subordinate companies really took the ball and ran with it.”

The Soldiers seemed to like the training.

“All the soldiers I encountered walking around or at the dining facility commented to me how great the training was and that it was a smoothly run exercise,”

Mizelle said. “Despite a lot of very complex operations, aviation ops, bridging ops ... that’s a lot of big Tonka toys moving around in very close space. I think the Soldiers got a lot out of it and DCP2 got a lot out of it.”

“We really did some quality training out there, for instance, we had the availability of Chinook helicopters for a much long period than in past River Assaults, which allowed the 348th, a route clearance company, to conduct extensive training with the Chinooks including helocast, aerial insertion and sling load operations that fit nicely with the scenario when we did the river crossing,” Sanders said.

A theme running through all the training was “Forging Your Team.” In the nightly battle update briefs, Sanders emphasized several times the great opportunity for Soldiers with combat patches, war experience, to pass the knowledge on to the Soldiers who have not been to a combat zone.

“I’m pretty sure they left here a more, close-knit better unit, including squads, platoons and companies,” Sanders said.

Fort Chaffee appears to be a premiere training base for engineer exercises and as such continues to be an important resource for the continued readiness of engineer units.

“The river is 300 meters wide so you have to have a coordinated effort to build the bridge, which involved several multi-role bridge companies,” Sanders said.

“In that aspect of owning a part of both sides of the river, Fort Chaffee affords the ability to train at this magnitude, and we’re probably not going to find this anywhere else in the United States,” Sanders said.

“We also showed the capabilities and the investment opportunities in the future for engineer operations at Fort Chaffee, with perhaps even expanding River Assault in the future,” Sanders said.

Sanders thought the overall operation went well.

“I think DCP2 did an excellent job in laying out the conditions and control required so that these battalions could conduct quality tough training, safely, and so far the record speaks for itself. It’s going to benefit our soldiers immensely,” Sanders said.

401st Chemical Company

Tested for Future Deployment

By Staff Sgt. Roger Ashley, 412th Theater Engineer Command Public Affairs

The 401st Chemical Company, 479th Chemical Battalion, 302nd Maneuver Enhancement Brigade based out of Boston trained hard during the Combat Support Training Exercise at Fort McCoy, Wis. to ready for a future real-world mission.

The CSTX held in August challenged Soldiers with real-world scenarios to enhance warrior task training and team building in chemical, biological, radiological or nuclear events.

2nd Lt. Moshe Bension, 401st dismounted reconnaissance platoon leader said, “The CSTX is not a purely chemical exercise. This is an exercise that’s multi-branched. This is part of our annual training. Every year, National Guard and Army Reserve Soldiers have to spend two weeks on active duty time getting checked off on certain tasks and missions.”

“While this is not officially part of any mobilization training, it definitely sets the stage for tasks and missions we’re going to receive on deployment,” said Bension.

“We deploy in early 2014 to Kuwait to be the CBRN asset for Central Command in the Middle East,” said Bension. “We’re going to be training multinational forces, Kuwaitis, some other host nations in CBRN defense and response due to the increasing chemical threat in the region.”

“We’ll be the go-to chemical asset for the command of that region,” said Bension.

In one training scenario, intelligence reported possible chemical, biological radioactive or nuclear weapon munitions being stored at a village.

“The mission today was to convoy out to a village, conduct key leader engagement with a village elder of an area that has recently received chemical munitions attacks from insurgents,” said Bension.



Soldiers with the 401st Chemical Company form an extraction team to get injured out of a contaminated area after a simulated chemical agent attack. The attack was during Key Leader Engagement exercise and part of the Combat Support Training Exercise held August 2013 at Fort McCoy, Wis.

The 401st Soldiers made contact with the village elders but during discussions the Soldiers were attacked with simulated mortar fire enhanced with a chemical agent. The 401st Soldiers realized the threat and donned their chemical masks yelling “Gas, gas, gas!”

According to one soldier, the first part of the exercise seemed a little confusing at first.

401st Soldier Sgt. Michael Archibald said, “In the first half, we had a lot of casualties. A lot of Soldiers were running around for the first couple of minutes.”

Eight Soldiers and civilians injured during the attack were treated and medically evacuated. “I was part of a casualty extraction team,” said Spc. Christian Andrade. “We extracted two females and a baby. We determined they could walk, and took them to the decontamination team.”

“After the initial attack, it slowed down and we were starting to get things done,” said Archibald. “They got people evacuated and did what we needed to do.”

The second half appeared to go better.

“We did an after action review, and they gave us a second go around,” said Archibald. “I think we pretty



Spec. Selina Clancy, with the 401st Chemical Company, dons her face mask after being attacked with a simulated chemical agent. The training is part of the Combat Support Training Exercise held August 2013 at Fort McCoy, Wis.

much nailed it. All the moving parts were in the right direction and the security teams were set up.”

“When we were hit with mortars, the medic was right there,” said Archibald. “I was constantly on the radio. I think it really ran as smoothly as can be for the mission at hand.”

“I think the platoon did really, really well,” said Bension. “As we train more and more, I think we start to sync more as a team. I think they really showcased a lot of their expertise and talents.”

“The cool thing about the National Guard and Reserves is they bring a whole array of

skill sets from the civilian world into your job as a Soldier,” said Bension. “We have people with all sorts of different jobs, backgrounds and expertise that contribute, I think to the overall mission.”

One of the great challenges of the training was working with people you do not know that well.

“I’ve been with the 401st for six months,” said Archibald. “This is my first time doing annual training with the 401st. Pulling into a new unit you just don’t know the personalities or Soldiers, basically who you’re working with.”

“When you come out to a situation like this it’s really like your first time,” said Archibald. “You don’t know how people are going to react or how things are going to go. It’s great to know that I have a great platoon of Soldiers who are willing to learn to really get all this.”

“A lot of us this is our first time in dismounted reconnaissance in this situation,” said Archibald. “It’s really great to see them grow and me grow with them. I can’t wait for more of this so we can be full-fledged ready for this deployment.”



2nd Lt. Moshe Bension, a dismounted reconnaissance platoon leader with 401st Chemical Company, gives 401st Soldiers an overview of the Key Leader Engagement mission using a terrain model. The training was part of the Combat Support Training Exercise held August 2013 at Fort McCoy, Wis.

Battalion Sharpens Proficiency, Provides Soldiers Opportunity to Achieve Personal Bests

By Capt. Jodi Witt, 479th Engineer Battalion

During an unseasonably balmy July weekend at Fort Drum, Soldiers from the 479th Engineer Battalion, 411th Brigade utilized all available time to simultaneously train on counter mobility collective tasks and support a select group of Soldiers during their final validation process for selection to Air Assault School.

Multiple events planned presented its many challenges, but the culmination of these events provided Soldiers the opportunity to increase proficiency on mission essential tasks, while affording them the opportunity to achieve personal bests.

Planning for all these events took multiple hours of preparation and Soldiers coordinated both logistical and personnel requirements months in advance. The Battalion Training Team played a pivotal role in developing and preparing for the battle assemblies.

“Excellent prior planning and coordination culminated in establishing and sustaining a high level of Soldier engagement in multiple training events,” said Lt. Col. Reginald Truss, 479th Battalion Commander.

New equipment was also introduced during the exercise. Further allowing the Soldiers to train in a field environment.

“A Battalion TOC was established in the field, housed with the new Standardized Integrated Command Post System, where Soldiers familiarized themselves with the capabilities and amenities of the newly acquired equipment,” said Truss.

Multiple hours were spent planning for these training events and multiple staff members took extra time and care in ensuring Soldiers had the prime opportunity to hone their basic skills.

“Numerous ‘azimuth’ meetings were conducted to ensure every responsible party was on track for the July events,” said Truss.

The compressed time schedule of the weekend also added to the intensity of planning with a multitude of tasks to complete to ensure the field environment was suited for training.

“The greatest accomplishment for the July Battle Assembly was providing Soldiers with varying degrees of downrange experience,” said Truss.

While staff elements were busy conducting their portion of the training, Soldiers from the Battalion also participated in field exercises. They had the opportunity



U.S. Army Reserve Soldiers from the 479th Engineer Battalion, 411th Engineer Battalion, 412th Theater Engineer Command, brief senior leadership about upcoming operations on a sand table in the field environment during the monthly at Fort Drum.



U.S. Army Reserve Soldiers from the 479th Engineer Battalion, 411th Engineer Battalion, 412th Theater Engineer Command, prepare equipment for the Mine Clearing Line Charge operation exercise during the monthly Battle Assembly at Fort Drum.



A U.S. Army Reserve Soldier from the 479th Engineer Battalion, 411th Engineer Battalion, 412th Theater Engineer Command, challenges herself on the obstacle course during the Air Assault validation process at Fort Drum.



U.S. Army Reserve Soldiers from the 479th Engineer Battalion, 411th Engineer Battalion, 412th Theater Engineer Command, participate in a twelve-mile foot march during the Air Assault validation process at Fort Drum.

to train on counter mobility and collective tasks to include mine clearing and breaching operations and cratering charge operations.

“Soldiers received a better understanding of expectations associated with a route clearing mission, to involve live demolitions and Mine Clearing Line Charge operations, platoon leader sand table mission briefs, and pre-command checks and inspections,” said Truss.

Soldiers took the initiative to learn about current operating procedures and had to rare opportunity to troubleshoot situations that arose during the field training exercise. For many troops, this was their time to see a live MCLIC rocket with a training line charge and the first time to see how a cratering charge was prepared and executed.

Not only were Soldiers from the unit focused on practical field exercises but simultaneously there were 17 Soldiers striving to achieve the highest marks possible during a validation process to secure their opportunity to attend Air Assault school at Fort Drum, NY.

“It was great to see those Air Assault candidates “leave it on the field,” said Truss. “Those Soldiers were completely exhausted after completing an Army Physical Fitness Test, 12-mile ruck march, and the Air Assault obstacle course all in one battle assembly.”

The validation process included the Army Physical Fitness Test, twelve-mile road march, equipment inspection and obstacle course. This process required Soldiers to dedicate multiple hours outside of duty to

train and to ensure they were exceeding their optimal fitness standards and meeting all requirements to attend the course.

“I prepared for Air Assault School by doing a variety of things, to include foot marches which met Air Assault standards. I also did my normal running of five to ten miles every other day,” said an Air Assault competitor from the 770th Engineer Company.

By participating in the validation process, Soldiers received a rare opportunity to improve physical fitness and “practice” for the first day of activities at the Air Assault school.

“When I completed the Air Assault Qualifier in July, I felt on top of the world. I felt great. However, I knew that I had much training to do before I attended the school,” said an Air Assault competitor from the 770th Engineer Company.

Candidates for this validation process were volunteers chosen by their command teams and and a select number of Soldiers earned the opportunity to attend school next month.

The month of July was filled with training and personal accomplishments. It not only allowed the Battalion time to improve operational readiness but simultaneously provided its Soldiers the opportunity to hone both professional and personal skills.

“My advice to any Soldier coming off active duty or Reservist looking to join the 479th, is that they better bring two sets of PTs and ACUs to all battle assemblies. Our goal is to release our Soldiers at the end of BA trained, tired and dirty!” said Truss.

Around the 412th TEC



Lt. Col. Belmar Max Diaz, assistant to the deputy commander of 411th Engineer Brigade is recognized by his co-workers at a retirement luncheon in Newburg, N.Y. Diaz retired after 36 years of dedicated military service, 24 of which in the Active Guard Reserve (AGR) program.



Lt. Col. Samuel Spurlock, commander of 365th Engineer Battalion, and senior enlisted advisor Command Sgt. Maj. Michael Oddo, case unit colors for a deployment to Afghanistan.



A Soldier with the 465th Engineer Company nails the final touches on a new home designed for local family through the Habitat for Humanity program. The project is the second for the 465th aimed to support Soldier readiness through its Innovative Readiness Training mission.



Maj. Gen. William M. Buckler, Jr., commander of 412th Theater Engineer Command, speaks to chaplains and assistants from the across the command during the TEC's inaugural chaplain seminar in Vicksburg, Miss.



'Renegades' of 401st Chemical Company out of Boston, Mass., decontaminate vehicles during a training exercise in preparation for their deployment to Kuwait.



The Food Service crew prepares a special dinner for Soldiers and Family members at the 412th TEC Holiday Season celebration. Left to Right: Food Service Sergeant Staff Sgt. Cedrick Douglas, Spc. Antoine Peterson, and First Cook Sgt. Calvin Young.

First-time homeowners through the Habitat for Humanity project in Birmingham, Ala., thank the Soldiers of 465th Engineer Company for their efforts in building their dream to reality. The 465th provided construction support as part of their Innovative Readiness Training mission.



Staff Sgt. David Putnam, playing 'Santa Claus' for a second year in a row for the 412th TEC headquarters, delivers holiday cheers to Capt. Aaron House's daughter, Kaedra May, at a Family Day Christmas event.



Soldiers of 401st Chemical Company out of Boston, Mass., participate in decon training in preparation for a deployment to Kuwait. Here affected clothing and equipment are removed to ensure troops are cleared and mission capable.



Chief Warrant Officer 3 Destria Gladney, Shirley Warner-Preacely and Maj. Mary Jo Vernon of 412th Theater Engineer Command display some of the items donated by the HHC staff for the Salvation Army in support of local families in need during the Holiday Season in Vicksburg, Miss.

Make Positive Changes this New Year, Stick with Them

By Molly Hayden, U.S. Army Garrison Bavaria Public Affairs



With 2013 nearly in the books, 2014 provides people with the opportunity to make resolutions they can keep.

Making New Year's resolutions is an easy task; keeping them on the other hand, can be tough.

But the new year isn't meant for reinvention, but rather reflection. Glancing into the rear-view mirror of the past year can serve as a catalyst to make positive changes in health and lifestyle for the future.

And according to the American Psychological Association, or APA, not keeping those resolutions is all in our head.

The APA offered five easy steps for making changes, and sticking with them. Follow these steps and your 2014 resolutions can become more reality than fantasy.

Start small: Make resolutions that you think you can keep. If, for example, your aim is to exercise more frequently, schedule three or four days a week at the gym instead of seven. If you would like to eat healthier, try replacing dessert with something else you enjoy, like fruit or yogurt, instead of seeing your diet as a form of punishment.

Change one behavior at a time: Unhealthy behaviors develop over the course of time. Thus, replacing unhealthy behaviors with healthy ones requires time. Don't get overwhelmed and think that you have to reassess everything in your life.

Instead, work toward changing one thing at a time.

Talk about it: Share your experiences with family, friends, or your family readiness group. Consider

joining or starting support group to reach your goals, such as a class at the fitness center or a group of co-workers who aim to quit smoking.

Having someone to share your struggles and successes with makes your journey to a healthier lifestyle that much easier and less intimidating.

Don't beat yourself up: Perfection is unattainable. Remember that minor missteps when reaching your goals are completely normal.

Don't give up completely because you ate a brownie and broke your diet, or skipped the gym for a week because you were busy. Everyone has ups and downs; resolve to recover from your mistakes and get back on track.

Ask for support: Everyone needs a cheerleader from time to time. Accepting help from those who care about you and will listen strengthens your resilience and ability to manage stress caused by your resolution.

If you feel overwhelmed or unable to meet your goals on your own, consider seeking professional help.

Psychologists are uniquely trained to understand the connection between the mind and body. They can offer strategies as to how to adjust your goals so that they are attainable, as well as help you change unhealthy behaviors and address emotional issues.

Driving and Ice Don't Mix

Art Powell, Directorate of Communication and Public Affairs, U.S. Army Combat Readiness/Safety Center

When it comes to driving on ice, The Weather Channel sums it up best: Don't drive at all, if you can avoid it.

There are times, however, when you simply have no choice but to get behind the wheel in less-than-ideal conditions. To make the best of it, remember that preparation and common sense go a long way toward making a safe journey.

"Steering, braking and traction are key to preventing accidents on ice," said Walt Beckman, program manager, Driving Directorate, USACR/ Safety Center. "Also starting out in a lower gear helps with traction issues."

Three other elements for driving on icy and snow-covered roads are staying alert, slowing down and staying in control, according to Beckman.

Motor vehicles should be checked prior to winter weather, same as when summer arrives. Maintenance checks include tires and tire pressure, battery, belts and hoses, lights, oil, brakes and exhaust system, heater and defroster, windshield wipers and ignition system.

Keeping food, water and warm clothing in the vehicle makes sense, along with ensuring your cell phone is charged. Plus, let someone know when you leave, where you're going and when you should arrive.

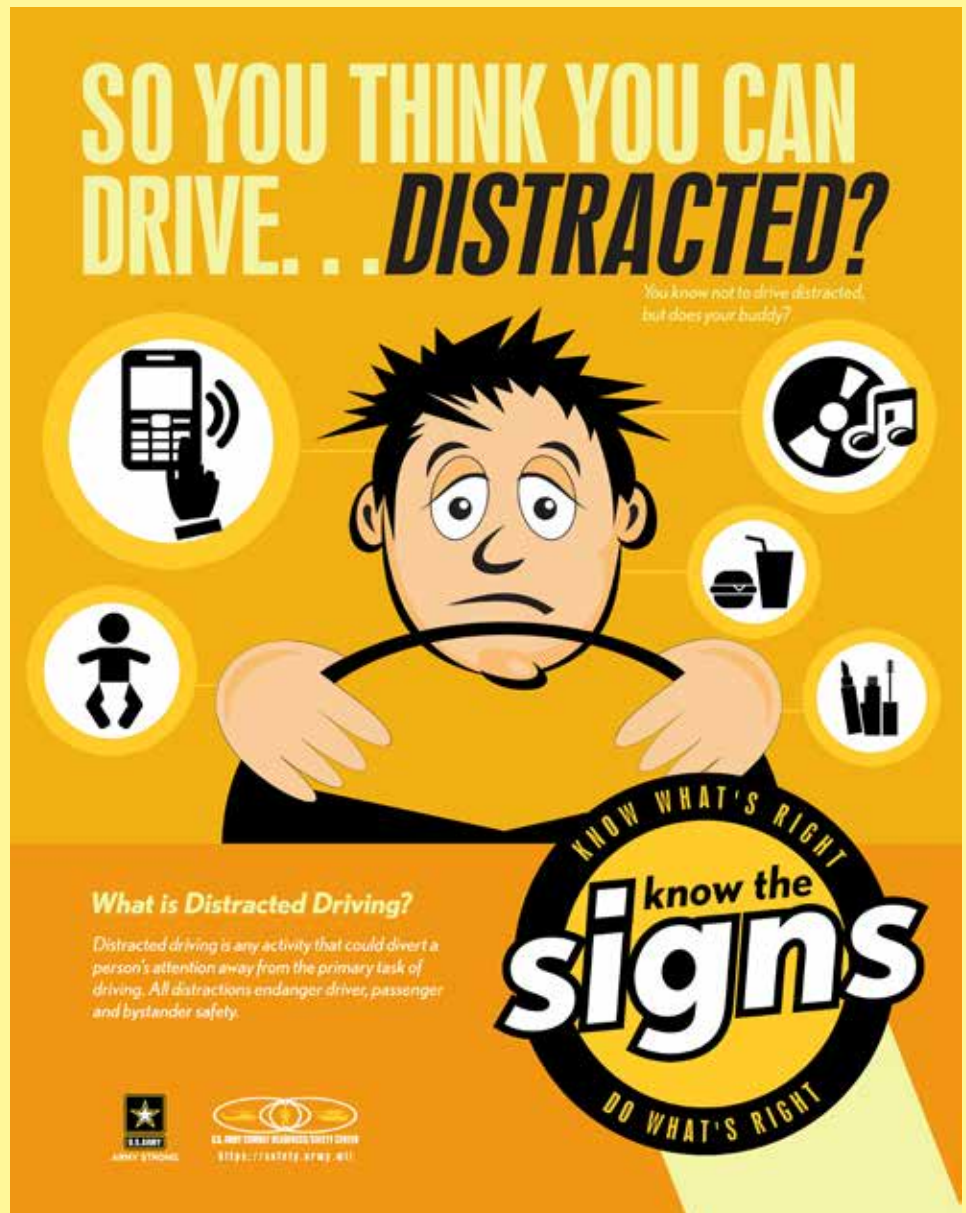
The Weather Channel also advises drivers to decrease their speed to leave plenty of room to stop, allowing at least three times more space than usual between vehicles. Drivers should also brake gently to avoid skidding; if the wheels start to lock, ease off the brake.

While you're focused on the road, don't forget to ensure other motorists can see you. Turn on your lights to increase visibility, and keep them and the windshield clean.

How about using cruise control or overdrive on icy roads? Bad idea, says The Weather Channel. Never use either in icy conditions and be especially careful on bridges, overpasses and infrequently traveled roads, which will freeze first.

Remember, even at temperatures above freezing, if the conditions are wet, you might encounter ice in shady areas or on exposed roadways like bridges.

Motorcyclists who've put their ride into the garage while they dream of warmer weather should follow guidance in their owner's manual on properly winterizing and storing their bike. Doing so pays dividends in the spring.



In OER, NCOER Soldiers Now Evaluated on

By David Vergun

WASHINGTON – A Soldier's performance in regard to fostering a climate free of sexual assault and sexual harassment will now be recorded on their officer evaluation report or non-commissioned officer evaluation report.

“Officers and noncommissioned officers must commit themselves to eliminating sexual harassment and assault and to fostering climates of dignity and respect in their units,”

said Secretary of the Army John M. McHugh.

McHugh spelled out the details in a Sept. 27 Army Directive titled “Assessing Officers and Noncommissioned Officers on Fostering Climates of Dignity and Respect and on Adhering to the Sexual Harassment/Assault Response and Prevention Program.”

Follow-on guidance to that directive is provided in an Oct. 22 Military Personnel Message titled “Changes to the Evaluation Reporting System in Response to Army Directive 2013-20.”

The MILPER directs that all officers and noncommissioned officer be assessed – within their officer evaluation report, known as an OER, or non-commissioned officer evaluation report, known as an NCOER – on their commitment to the Army's Sexual Assault Prevention and Response Program, or SHARP.

Previously, leaders had the option of counseling or not counseling on their Soldiers' commitment or lack of commitment to preventing sexual harassment and assault. Now, that kind of counseling is a requirement, said David Griffie, chief of the Evaluations Branch within the Army Human Resources Command, known as HRC.

“The changes to the OERs and NCOERs are in line with the Army senior leaders' intent to ensure accountability from a top-down, bottom-up perspective,” said Dr. Christine T. Altendorf, director of the Army SHARP Program Office.

“The enhancements to the evaluation system also instill confidence that the Army cares about the climate it is setting for its Soldiers, civilians and family members,” she continued. “It says we don't tolerate sexual harassment and sexual assault – nor leaders who do.”

“This is no longer just a commanders' program. It's now an all-leaders' program,”

Griffie said.

Leaders at every level will be assessed on how they're meeting goals and objectives to further improve the command climate.

Those goals and objectives will be left up to the discretion of each leader, since they are in the best position to observe and affect the direction of their commands, he said. Subordinates as well should be setting their own goals in the interactive counseling process.

If ideas or resources pertaining to goals and objectives are needed, Griffie suggested that Soldiers seek out their unit SHARP or victim advocates.

Leaders are being given a lot of latitude and responsibility in working with their subordinates to set the climate.

Some leaders have asked for examples of what to write in the OER and NCOER, said Lt. Col. Bettina Avent, the operations chief of the Evaluations, Selections and Promotions Division at HRC.

Commitment to Ending Sexual Harassment

“We’re choosing not to give specific examples, because history has proven to us that when we do that, people copy and paste those and it becomes an exercise in futility,” she said.

“The point we’re making is that leaders at every level need to take the time to think, consider, communicate, coach, teach and mentor those that they lead in what ‘right’ looks like and what performance objectives and behaviors should be,” Lt. Col. Bettina Avent continued. **“We specifically don’t provide example comments because we want each leader to embrace communicating with people they’re rating.”**

The new policy affects Soldiers no matter where they are, including those in Army and other service schools as well as Soldiers in civilian institutions such as those attending degree completion programs, Avent said.

Although the changes to the evaluations are designed to reinforce the requirement for leaders to set the correct command climate so victims feel free to report without fear of reprisal, Soldiers who believe they’ve experienced professional retaliation for reporting sexual assault and sexual harassment may seek recourse through the Army Board for Correction of Military Records, part of the Army Review Boards Agency, Altendorf said.

Griffie concluded that “the Army has always held Soldiers accountable when they fail. This is holding them accountable for doing the right thing, ensuring they’re fostering a climate of dignity and respect.

“It’s sending a signal to the field that the Army is recognizing Soldiers for the positive things they are doing to better the Army,” he said.

412th Theater Engineer Command ‘Build To Serve’

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Winning Sapper Team, Post!

By Sgt. 1st Class Lyndon Miller, 412th Theater Engineer Command Public Affairs

JOINT BASE MCGUIRE-DIX-LAKEHURST, N.J. – “Battalion! Attention! Winning Sapper team, post!” bellowed Lt. Col. Stephen Dale, commander of the 854th Engineer Battalion.

Companies of the 854th participated in a Sapper Stakes competition during a three-day battle assembly here in September. Along with individual and crew-served weapons qualification, Sapper Stakes tested soldiers on combat engineer tasks and skills, such as, bridge classification, simulated demolitions, and emplacing concertina wire.

The competition was important, but the months of training leading up to the event was a major focal point.

“The intent is to use Sapper Stakes as a way for first line leaders to focus on individual training events and training tasks that are tied to their engineer mission, and become proficient at those tasks,” Dale said.

“We build on that training and create a competition where we have 10-man teams selected from platoons in the companies that compete against each other on a list of tasks,” Dale said. Because of the team effort, Sapper Stakes also” builds a lot of esprit de corps,” Dale said.

Sgt. 1st Class Jaime Solano with the 328th Engineer Support Company thought Sapper Stakes itself as a way to get more training for his Soldiers and not just a testing event.

“To my thinking, this is more than just a competition, there is a big training element to it also,” Solano said.

“The competition and scoring is fun, but if the Soldiers walk away not having learned anything, then it is a wasted opportunity,” he said.

At the simulated demolitions event, Solano and his team members had to setup up two charges. One was to be placed lower down on the trunk of a tree. One of the real-world uses of this external ring charge would be to clear a helicopter landing field.

The second task was to rig an offset charge on a steel beam. This simulated an i-beam on a bridge marked for destruction.



A team from the Headquarters and Headquarters Company, 854th Engineer Battalion, constructs a triple concertina wire obstacle during the 854th's Sapper Stakes competition at Joint Base McGuire-Dix-Lakehurst, N.J in September 2013.

“This is my first time competing,” Solano said. “I think it is a lot of fun.”

“After day one, you are kind of feeling the team out,” he said. At the end of day two, you have been working through the events together, and the camaraderie develops very quickly. Anytime you have an external stressor on a team, it has the tendency to tear them apart or build it up. We have been getting along pretty good and having a great time together,” Solano said.

Staff Sgt. Edward Scott, 668th Engineer Company, out of Orangeburg, N.Y., was an evaluator at the bridge classification scenario.

Explaining what bridge classification is he said, “If you were, say, on a route recon and you came upon a bridge and it does not have a sign or is unmarked, you would get the military load classification off it.”

“You would then notify higher headquarters up the chain of command, so that they would know for future reference what vehicles could cross it and what weight,” Scott said. “It is easy to mess up, the calculation tables are difficult and all you have to do is be off a little bit and it can have catastrophic results” in the real world,” he said.

After receiving instruction from Scott regarding the event, 2nd Lt. Joshua Lehman led his Sapper Stakes



Sgt. 1st Class Jamie Solano (center left) and 2nd Lt. Joshua Lehman, 328th Engineer Support Company, perform the required calculations to properly classify a heavy timber bridge while other during the 854th Engineer Battalion's Sapper Stakes competition at Joint Base McGuire-Dix-Lakehurst, N.J in September 2013.

team over to the heavy timber bridge and began taking measurements to create load classification sheet to classify the bridge in the proper way.

Measuring the stringers, the longitudinal supports under the bridge, seemed difficult with all the number crunching.

There are a "whole lot of formulas, a lot of numbers," Lehman said.

When it was over Lehman said, "'It was a good task, teaches a lot to the troops and was a big learning curve for us. As a maintenance platoon, we like to get into these other things to learn about them and expand our knowledge."

One evaluator of the concertina wire event was Sgt. Leonard Magi, 417th Engineer Company.

For this test, Soldiers had to construct a "triple-strength concertina wire obstacle," Magi said.

This obstacle is a barrier of the sort that would protect an outpost in Afghanistan, Magi said. The contestants had 30 minutes to complete the 50-meter obstacle.

"I have all this equipment out here," Magi said. "They don't have to use it all. I try to make this as realistic as possible, better training for the Soldiers. It is all about teamwork and the strategy of how you plan it all out. That's really the key thing is teamwork."

2nd Lt. Gregory Hotaling, assistant operations officer for the Headquarters and Headquarters Company, 854th Engineer Battalion, was at the concertina wire event working with the team. They seemed to be doing well in the competition.

Reflecting on the fact that he is in a headquarters unit and does not always get a chance to do engineer activities, Hotaling said, "It's good to actually get out and do some engineering."

The next day Hotaling said, "Our team is very confident how we did this weekend, and we are very hopeful to see how the events played out. We did well on many different stations."

Later the same day at the 854th Engineer Battalion formation, Hotaling and the HHC team learned they had placed third.

The Forward Support Company placed second.

The team from the 417th Engineer Company was the winners.

"Winning Sapper team, post!" bellowed Lt. Col. Stephen Dale.

"The scoring was real close between the FSC and the 417th," Dale said in front of the formation. "FSC, you guys represented well. Congratulations. Everybody else, you did great too."

Col. John Constable, commander of the 411th Engineer Brigade, presented the trophy to the winning team.



Sgt. 1st Class Jamie Solano (right), 328th Engineer Support Company, explains the proper placement of an simulated offset demolitions charge on a metal i-beam to Pfc. Michelle Wilson during the 854th Engineer Battalion's Sapper Stakes competition at Joint Base McGuire-Dix-Lakehurst, N.J in September 2013.



Soldiers from the 417th Engineer Company pose for a victory photo after receiving the trophy as the winning team during the 854th Engineer Battalion's Sapper Stakes competition at Joint Base McGuire-Dix-Lakehurst, N.J in September 2013. Front: Spc. Jeremy Motz, Spc. Omer Levy, Spc. Robert Degroat, Sgt. Michael Ripple, and Spc. Thomas Cable. Back: Spc. Jedidiah Jones, Spc. Adam Rogalewicz, Pfc. Ethan Rowe, Spc. Christopher Fallatik, Spc. Shawn Rhagnanan, Spc. Michael Marino, and 2nd Lt. Mark Oakley

"This is the best part about being a commander is coming down here, spending time with Soldiers and leaders," he said.

He handed the trophy to 2nd Lt. Mark Oakley and said, "You giving away that trophy next year?"

"No way, Sir," said Oakley.

"Good enough," responded Constable.

After the formation, Oakley spoke with his team.

"Teamwork, keep that up, every time we do this. Everything we do, every mission, this teamwork is what will carry us. Period. You exemplify what the 417th stands for. Thank you."

"I am incredibly proud of my company, not just the participants, but all the support that everyone in the company has given the team," said Capt. Brian Maurelli, commander of the 417th. "They really

came together and were able to execute and build camaraderie and that is what Sapper Stakes is all about."

Maurelli, a gracious victor, heaped praise on the other contestants.

"The other participants did a great job too," he said, all the other companies, FSC and HHC, particularly. We were neck and neck the whole time. They gave a real, great run for our money, and we appreciate the competition from everybody. Great to see the whole battalion out here."

1st Sgt. David Sanchez said, "I concur with the commander. The pride that I have from this is overwhelming. The Soldiers did above and beyond. Hard hours, hard work, and it paid off. I am proud of the whole company. We're going take it next year, too."

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Are You Ready for the IG Challenge?

Sgt. 1st Class Lyndon Miller, 412th Theater Engineer Command Public Affairs

A vacancy exists in the 412th Theater Engineer Command Inspector General's office. It is an E8 troop program unit (TPU) position and the 412th TEC IG wants top-notch Soldiers to apply.

But what exactly is the IG, what does it do?

"There is a misconception many times that when we go out and conduct assistance visits, inspections or we go out and do investigative inquiries, that the IG is out to hurt the Soldiers, not help them," said Sgt. 1st Class James Keys, Assistant Inspector General 412th Theater Engineer Command.

"IGs are fair and impartial fact-finders," said Sgt. 1st Class Rosanna Grace, also an Assistant Inspector General 412th Theater Engineer Command.

"Contrary to this negative view of the Inspector General's office, we have effectively helped Soldiers with all sorts of Issues and problems. We have helped resolved problems such as for example, delays in Soldiers getting paid for entitlements due them for successfully completing the required additional skill identifier training for their primary military occupational skill, or for enlistment or reenlistment bonuses," Keys said.

Other positive ways the IG has assisted Soldiers is in correcting issues dealing with leadership and administrative processes relating to personnel actions.

"We have been very successful in helping Soldiers get things resolved," Grace said. "The IG also assists Soldiers and Civilians, inspects units and teaches and trains Soldiers on how to perform their duties correctly."

If a Soldier has an issue, the first thing to do is for that person to go through their chain of command. If the Soldier's perception is that the chain of command is not helping them, they can contact the IG.

"They can call us directly," said Keys. "We have U.S. Army Reserve Command Form 9R's posted throughout our units that list the local IGs that have



purview over that command there. Or, they can contact the USARC IG office and file their complaint."

Anyone call file an IG complaint, Soldiers, Civilians, or Family members Keys said.

"So, once we receive a complaint, we will look into it. We will conduct what we call a preliminary analysis on the issue and go from there," Keys said.

The 412th IG's office supports all brigades and direct reporting units of the 412th TEC. This is inclusive of all full time support Civilians and their Families.

"There are now vacancies within our office," Keys said. "If there are any Soldiers out there that are interested, they can contact the 412th TEC IG office at 601-613-6175, 601-613-6159 or 601-629-3456, and we will assist them with assembling a packet.



Lt. Col. Michael Taylor, U.S. Army Forces Command Inspector General Team Leader, Sgt. 1st Class James Keys, Assistant IG, 412th Theater Engineer Command, Sgt. 1st Class Rosanne Grace, Assistant IG, 412th TEC, confer about IG issues during the FORSCOM staff assistance visit September 2013 at the 412th TEC headquarters in Vicksburg, Miss.



Mr. Robert Rossi, Department of the Army Civilian for U.S. Army Forces Command Inspector General, Lt. Col. Michael Taylor, FORSCOM IG Team Leader, Sgt. 1st Class James Keys, Assistant IG, 412th Theater Engineer Command, Sgt. 1st Class Rosanne Grace, Assistant IG, 412th TEC, and Mr. Robert Rossi, DAC for FORSCOM IG, confer about IG issues during the FORSCOM staff assistance visit September 2013 at the 412th TEC headquarters in Vicksburg, Miss.

All interested Soldiers who desire to serve as an IG must first be nominated for a particular IG position. In order to serve in an IG position, the nominee must ultimately be approved by The Inspector General.”

The nomination and approval process will vary according to the nominee’s service status: Active Guard Reserve (AGR), Troop Program Unit (TPU), and Department of the Army Civilian (DAC). Serving as an IG is a detail assignment and is not considered a branch. All Soldiers will go through the nomination process. The nomination process is deliberate and thorough as packets are screened for Soldiers who have a variety of experience and assignments.

“What they look in a potential IG is a Soldier with a variety of past career fields and assignments and a deployment,” Grace said, “though this may change as Afghanistan winds down.”

Soldiers with various backgrounds and assignments are selected into the IG program because these are deemed better able to assist a variety of Soldiers and many different issues.

A successful three-year IG tour can offer a Soldier many additional civilian career opportunities.

“Becoming an IG is definitely a career enhancer both for civilians and military,” Grace said. “So, if you are selected as an IG, and upon successful completion of Inspector General Tenure and you separate honorably from the service, you can take what you have learned from the Army and venture out into the civilian market.”

There are opportunities for “a majority of IG DA Civilians that work directly for the four military branches,” Keys said. “Other agencies out there that have Inspector Generals are, the U.S. Department of Agriculture, Dept. of Energy, U.S. Dept. of Health and Human Services, Student Diversity Volunteer Internship Program, Dept. of Justice, Dept. of Labor, NASA, U.S. Postal Service, Social Security Administration, Dept. of State, Dept. of Transportation, U.S. Dept. of the Treasury, and the Dept. of Veteran Affairs, to name a few.”

“I enjoy being in the IG field,” states SFC Keys “It affords me the opportunity to help Soldiers and commanders out in the field. It is an honor to serve our Soldiers out in the field, it’s a great challenge, and I dare any NCO or officer to take up the challenge. It can be rewarding.”

First AGR Mobility Officer in the Army Reserve to Make Chief Warrant Officer 4

Sgt. 1st Class Lyndon Miller, 412th Theater Engineer Command Public Affairs

“Congratulations on your selection for promotion to CW4. This accomplishment reflects great effort and commitment on your part. You are the first AGR 882A to reach this rank and this milestone is well noted. You are leading the way. Your service to your Nation is gratefully acknowledged. Best to you and all your future endeavors.”

So wrote U.S. Army Reserve Chief Warrant Officer 4 Tracy Garder, Assignments Officer for the Quartermaster and Transportation Branches at Fort Know, Ky. on October 2, 2013 to Chief Warrant Officer 3 Destria Gladney, G4 Transportation officer in charge with the 412th Theater Engineer Command in Vicksburg, Miss.

“I am actually the very first one in the Army Reserve AGR program to make CW4 in the 882A Mobility Officer military occupational specialty,” Gladney said.

AGR, in short for the Active Guard Reserve program, provides full-time Soldiers for Army Reserve and National Guard units.

Her actual promotion will take place in August 2014.

Gladney first enlisted in the Reserve in 1984 in Fairfield, Calif., as an E3 because she had an associate’s degree in psychology.

“I ran into an Army recruiter at an air show and he said he could get me in,” Gladney said.



Chief Warrant Officer 3 Destria Gladney, G4 Transportation Officer in Charge, 412th Theater Engineer Command, works at her desk at the TEC headquarters in Vicksburg, Miss. Gladney, the first Active Guard Reserve Soldier to get selected in the Army Reserve as a CW4 882A mobility officer, will be promoted to her new rank in August 2014.

Her first job was as a 71D legal specialist in the 221st Legal Detachment based at the Presidio. She held that MOS until 1994.

“The change came when they restructured the legal command. My position was going away,” she said.

A friend suggested Gladney get into the transportation field. After looking into it and seeing exactly what they did, she eventually joined the 483rd Terminal Transportation Battalion in Vallejo, Calif., as an 88N transportation management coordinator.

With the 483rd Gladney traveled a lot on temporary duty assignments.

“I was gone the majority of the time,” Gladney said. “We went to Port Hueneme, Calif., Puerto Rico, Beaumont, Texas, and Seattle, Wash., and I loved it. We were at a whole lot of places.”

In Puerto Rico, I participated in a Joint Logistics Over the Shore exercise,” Gladney said, “where we loaded equipment onto boats and sent this equipment out to other ships waiting in the sea.”

Her main job at the 483rd was as a cargo documentation officer.

“I worked with WPS, World-Wide Port Systems,” Gladney said. It is a database that produced the manifests for the boats. I did convoy clearances. I made sure all the equipment coming in and going out of the ports was accounted for,” she said.

Another change in Gladney’s military career was about happen.

At a truck rodeo at Fort Hunter-Liggett, Calif., in 1999, a warrant officer recruiter was perched on a hill overlooking Gladney’s operation below. The recruiter could see what she was doing. Other folks were noticing her, too.

“I guess a lot of people went and told him that I either had roller skates on or was on a bike, because I was moving containers, staging and moving equipment flawlessly, according to them,” Gladney said. “Me? I was not paying attention to that. All I wanted to know was that my equipment was moving in and out without a hitch.

The warrant officer recruiter eventually approached Gladney and talked her into applying. “He said to me, ‘Here is the

information, fill it out now and get it back to me,” Gladney said.

The warrant officer MOS of 882A mobility officer was brand new. “You will be one of the first,” he said to me, “a transportation warrant.” Gladney was made an 882A Warrant Officer in 2000, the first milestone for her.

“When I started as a warrant, there was a great need for us,” Gladney said. However the need was not met with a whole lot of acceptance. Commanders did not know what we were. We were trailblazers.”

Big Army “knew they needed somebody to liaison that piece between what the combatant commanders needed and what the supported commanders could do in moving equipment. So, we were in-between the people getting troops out the door and getting them to ground, port to port,” she said.

“We were the subject matter experts.”

I was with the 483rd until 2003 when I mobilized for nine months with the 511th Movement Control Team to Kuwait,” Gladney said.

“I established a centralized shipping and receiving point at Camp Al Sayliyah. We received containers, FEDEX shipments, anything that was coming in. We would receive it and make sure the commanders all over Southwest Asia got their equipment.”

Gladney became a full-timer in 2006 and joined AGR program. She was stationed at Fort Benjamin Harrison with the 310th Expeditionary Sustainment Command.

“I was a mobility warrant officer in support operations, and that was the beginning of support operations with sustainment commands,” Gladney said. “It was a new thing coming along then.”

While with the 310th, Gladney deployed to Iraq in March 2011. “We actually shut down Iraq,” Gladney said, “We closed the doors. I did container management and dealt with over 40,000 containers there.

“We were actually attacked a few times. At that time, it was not scary, but coming back home and reflecting on it, it became scary.”

Gladney transferred from the 310th ESC to the 412th Theater Engineer Command in June 2013.

At the 412th TEC level, “I am management purely. I manage all the transportation aspects for the 412th TEC. I make sure the right transportation account codes are available, that funding is available. I make sure that the Soldiers working for me are keeping in line with all the regulations and any changes that occur. I manage bus requests, large equipment movement, and travel.”

She works with her counterparts in the downtrace units, the logistics management specialists and others at the Brigades to make all this happen.

“We just had a lot of equipment transported to Camp Shelby for the 760th Engineer Company,” Gladney said, “moving training sets there.” We started that mid-August and concluded in September, and we have one more unit in the hopper for deployment.”

As well as her straight military duties, Gladney is involved with the SHARP program and is a Victim Advocate. She is also a master resiliency trainer. “I’m studying to be a crisis care manager, a Christian counseling program” during off-duty, she said.

Gladney wants to give credit where credit is due.

“It is not about me, it is about the Soldier,” she said. “Without the Soldiers supporting me, I could do nothing. They make me look good. I give them the credit for helping me make it this far. I also give God the glory for my promotion.”



Reserve Soldier's Experience Brings Joint Training Closer To Home

*Story and photos by Spc. William J. Taylor,
314th Press Camp Headquarters*

"I lost half of my roof at home, and the neighborhood was pretty hurt. We didn't lose everything, but we lost a lot."

Those are the words of Spc. Axel Lopez, a horizontal construction engineer from the 766th Engineer Company out of Fort Lauderdale, Fla., recalling the aftermath of hurricane Jeanne that hit his family's Lake Worth, Fla., home in September 2004.

Hurricane Jeanne was the deadliest hurricane in the 2004 Atlantic hurricane season and the 12th deadliest Atlantic hurricane on record. It killed more than 3,000 people in its wake and caused more than \$7 billion in damage.

"That was the year we had six hurricanes back to back," said Lopez. "My community was out of electricity for 18 days straight because of Jeanne. I also lost my balcony and all my fencing around the house. It was a devastating time for my family and my community."

A little less than nine years later, Lopez, with other Soldiers from the 766th Engineer Company, 841st Engineer Battalion, 926th Engineer Brigade and the 316th Engineer Company, 844th Engineer Battalion, 926th Engineer Brigade, participated in the Ardent Sentry exercise May 17-22, 2013, at Camp Blanding, Fla.

The focus of Ardent Sentry was to conduct Defense Support of Civil Authorities operations in which the Reserve Component trained with other government and civilian agencies across the nation to prepare and respond to simulated natural disasters.



Pfc. Brandon Gay (left), combat engineer, 316th Engineer Company, Pfc. Joyce Blanco (middle), horizontal construction engineer, 766th Engineer Company, and Air National Guard 1st Lt. Sarah Kathe, clinical nurse, 116th Medical Group, check on a simulated casualty inside a collapsed tunnel during Ardent Sentry 2013 at Camp Blanding, Fla., May 20, 2013.

For this exercise the 766th Engineer Company sent a squad of Soldiers to integrate with the 316th Engineer Company at the Camp Blanding site where they performed route clearance and search and rescue missions.

Lopez said it is important training for us now that Reserve units are starting to focus on helping out during natural disasters. "I live in Florida, and we have hurricanes all the time in which our community is affected," he said.

According to Lopez, his unit has really good equipment to help out with natural disasters, but they usually rarely get to use it. "It is a great feeling knowing I can actually do something about it instead of waiting for someone else to come and help," he said. "The Army is here not just for war."

"The National Guard usually gets the spotlight on natural disasters, but it is not about who gets credit, it is about taking care of your community," Lopez said. "We are all Army. The more practice we have like this the better it is going to be when we get called up. We train like we fight, and we fight like we train. Rather than being on the sidelines, I want to be part of the solution."

Thousands of Officers to Face Boards for Early Separation

By C. Todd Lopez

Nearly 19,000 active-duty captains and majors in the Army Competitive Category will go before either an Officer Separation Board or Enhanced Selective Early Retirement Board early next year.

The OSB and eSERB will evaluate the eligible captain and major populations by year group, and will select from as little as 5 percent to as much as 18 percent of specific considered year groups originally over-assessed to support a much larger force.

The Army will select the minimum number for separation that will allow it to meet congressionally mandated end strength, officials said, with this year's board directing separation for up to 2,000 officers.

Dave Martino, director, Officer Personnel Management Directorate at Human Resources Command, said the Army's drawdown plan is a "balanced approach that maintains readiness, while trying to minimize turbulence to the officer corps."

The reductions in the officer force are meant to coincide with the reduction in Army force structure, he said. "As the structure reduces in size, the Army officer corps will make a requisite reduction relative to that structure."

He also said the OSB and eSERB will separate "fully qualified and officers who have rendered quality service to the nation. Therefore we will execute the OSB and eSERB with precision, care and compassion."

Beginning in March 2014, about 9,735 captains will go before an OSB. About 699 captains will face an eSERB. Captains going before these boards come from year groups 2006, 2007 and 2008.

Beginning in April, the future of about 6,943 majors will be decided by an OSB, and 1,504 by an eSERB. Majors going before these boards come from year groups 1999, 2000, 2001, 2002, and 2003.



Nearly 19,000 active-duty captains and majors in the Army Competitive Category will go before either an Officer Separation Board or Enhanced Selective Early Retirement Board early next year. (Photo illustration by C. Todd Lopez)

Officers have already been notified of their eligibility for either an OSB or eSERB. It will be late winter or early spring 2015 before officers will begin separating or retiring from the Army as a result of decisions of the boards, officials said.

Among officers selected by an OSB for separation, those with less than 15 years will receive separation pay. Those with more than 15 years but less than 18 years may receive separation pay, but may opt to also apply for Temporary Early Retirement Authority.

Officers eligible to go before an eSERB must have 18 or more years of service. If those officers are selected by the board, they are entitled to serve until their 20th year and retire then, or they may choose to apply for TERA so they can retire earlier.

"If an officer is selected by the eSERB board, they will be able to serve until their twentieth year," said Hillary R. Baxter, division chief, Leader Development Division. "Then they will have a mandatory retirement date at that point. They still are safe to get a 20-year retirement if they so choose."

Before going before either an OSB or eSERB, officers should have their records up-to-date and accurate, said Col. Stephen C. Sears, deputy director, OPMD. That is something their commanders can help with.

In addition to emails that have been sent to affected officers, emails have also been sent to commanders in the field at the colonel level, so those commanders can help counsel officers in the zone of consideration.

“That is an important piece -- for these commanders to sit down with officers and look them in the eye and help them prepare their records, from that position of experience, and to give them an assessment of where they think they stand in terms of their peers,” Sears said.

Sears said officers need to make sure their records accurately reflect their performance, are complete, and have an up-to-date photo. For online guidance on how best to accomplish this, Sears said officers may view the CAC-required website at <https://www.hrc.army.mil/officer> and then select “How to prepare for an OSB, SERB, eSERB.”

Sears also said assignment officers at Army Human Resources Command are ready to help officers who

call in needing help to repair records and update their file.

Getting Ready To Leave

Officers who leave the active force before they expected don’t necessarily need to take off the uniform forever. The reserve component is ready to take on some of the best officers to put them into either the Army Reserve or the Army National Guard.

Col. Charles A. Slaney, with Army Human Resources Command, said reserve-component career counselors stand ready to help Army officers prepare to move into one of the reserve components following their active-duty career.

He said the Army has put significant investment into developing officers, and that one role of RCCCs is to retain that valuable human capital investment.

Soldiers Utilize Military, Civilian Education

*Story and photos by Spc. William J. Taylor,
314th Press Camp Headquarters*

Being an Army Reservist gives Soldiers the ability to have a military occupation while also enjoying the benefits of continuing their education or sustaining a civilian career.

Two Soldiers within the 758th Engineer Company have decided to develop their civilian career based of the skills they learned through their Army military occupational specialty.

Pfc. Bernardo Roque and Spc. Diana Alzate, carpentry masonry specialists within the 758th have built their careers around being engineers.

Roque has been in the Army Reserve for three years and is currently a senior at Florida International University finishing his civil engineering degree.



Pfc. Bernardo Roque, carpentry masonry specialist, 758th Engineer Company, puts together a wall socket during the 758th's Innovative Readiness Training, June 11, 2013, in Perrine, Fla.

“I have always loved engineering and math,” said Roque. “When I went to join the Army, they offered me the engineering MOS I decided I would build my civilian career around that as well.”

Roque is currently the director of engineering for the Sheraton Hotel in Fort Lauderdale, Fla. There

he manages, budgets and develops different capital projects for Sheraton.

“My MOS correlates to my (civilian) job because in the Reserve I have learned different skills and different ways to look at problems,” said Roque. “That allows me to come up with multiple solutions that I can take back to my job when those situations occur there.”

The 758th Engineer Company is a vertical engineering unit that has different types of engineers, mainly carpentry masonry specialist, but also plumbers/pipefitters and electricians.

“Being able to work in a unit with plumbers and electricians, I get to learn other skills that benefit me as an overall engineer, said Roque. “I learn a lot from other Soldiers in the unit. Everyone has a different role.”

Roque plans to use the Tuition Assistance program and the GI Bill to assist him in getting his masters in engineering as well. He accredits his success in his civilian career and education to being in the Army Reserve.

“When I first applied for my civilian job, they looked at my experience as an Army engineer and it helped me in receiving the offer,” said Roque.

Alzate is also a senior in college and will be finishing her degree in architecture.

She has been in the Army Reserve for four years and plans to get her masters at Cornell University after she finishes her bachelor’s degree.

“I chose my MOS because I already had a passion for architecture,” said Alzate. “In my MOS, I get to build during these projects and that interests me. It is more of a hands on job instead of just designing.”

Alzate said that the Army Reserve has given her the opportunity to excel in some of her collegiate courses.

“One of my architecture class was called material and construction, in which we learned how to build projects within the city building codes,” said Alzate. “I already knew a lot of the material because of my MOS, and I did very well in the course.”



Spc. Diana Alzate, carpentry masonry specialist, 758th Engineer Company, knocks down drywall during the 758th's Innovative Readiness Training, June 12, 2013, in Perrine, Fla.

Alzate also credited learning some engineering skills through working with various types of engineers.

“In the Army I am learning something new everyday, said Alzate. “I get to learn not only my MOS, but also the MOS of other Soldiers in the unit. We help each other as a team to finish the work.”

She is currently utilizing the GI Bill and Tuition Assistance programs to receive her civilian education.

“Though it is important, I did not join the Army for school, said Alzate. “I joined the Army to receive the good discipline and life skills, and I always wanted to serve my country.”

Like many Soldiers, Roque and Alzate were able to link their military occupation to their successes as a civilian. Through educational benefits and job training, the Army Reserve offers Soldiers the opportunity to excel in all aspects of their lives.

From Green to Gold and Back Again

by Sgt. Michael Crawford,
354th Mobile Public Affairs Detachment

U.S. Army Sgt. 1st Class Richard Llewellyn, left, with the 854th Engineer Battalion, receives instructions from Sgt. 1st Class Dennis Wycoff, with the 348th Engineer Company, on the proper way to insert a blasting cap into C-4 at the demolition range at Fort Chaffee, Ark., July 18, 2013. (photo by Sgt. Dalton Smith)



The transition from an enlisted soldier to a commissioned officer isn't easy. It takes time and diligence, not to mention the right skills and talents, and usually is a one-way trip.

Not for Sgt. 1st Class Richard Thomas Llewellyn. A native of Ballston Spa, N.Y., Llewellyn enlisted as an airborne infantryman August 1995. After his first duty assignment with the 101st Airborne Division (Air Assault), Llewellyn, now the assistant operations noncommissioned officer for the 854th Engineer Battalion (Forward Support), was accepted into prep school at West Point to become an officer, where he was quickly given a role within the cadre.

"My platoon sergeant from Fort Campbell was one of the NCOs and knew my working ability and requested me as cadre right there," Llewellyn said.

Like all candidates at the prep school, Llewellyn was required to play a sport; he chose football. Unfortunately, a football injury led to his disqualification from the program.

"I was the second shortest person on the team, and I took quite a beating on my body," Llewellyn said.

Not losing his motivation, Llewellyn went on to win Soldier of the Month boards in Fort Knox, Ky., where he was inspired by a major general to seek out a Green to Gold scholarship. Llewellyn was accepted at Sienna College in Loudonville, N.Y., for a full ride.

Green to Gold is a two-year program that provides eligible, active duty enlisted soldiers an opportunity to complete a degree and be commissioned as an Army officer.

After the terrorist attacks of Sept. 11, Llewellyn faced the choice of leaving his loved ones and deploy to Afghanistan or entering the Army Reserve (not realizing at the time that infantry was not an option for the Reserve).

Either way, his Green to Gold scholarship was over. Ironically, after arriving at his new Reserve unit, Llewellyn went back on active duty to become a drill sergeant for several years.

"I loved being a drill sergeant," Llewellyn said. "I like the whole aspect of teaching. I like to make sure my soldiers understand why we do something, to think outside the box."

After finishing his tour as a drill sergeant, Llewellyn went to the Basic Non-Commissioned Officer Course (now the Advanced Leadership Course) and Advanced Non-Commissioned Officer Course (now the Senior Leadership Course), earning the title of distinguished honor graduate for each.

Llewellyn recalled his commander telling him that since being an NCO clearly wasn't challenging him enough he should put in his packet for direct commission – finally, he was an officer.

Llewellyn became a Military Transition Team commander in Iraq and then a mentor-adviser in Kosovo, filling a lieutenant colonel position as a first lieutenant.

"When you go from enlisted to officer, you learn a lot more as far as logistics," Llewellyn said. "Officers do a lot of the planning. Instead of one shop, you're overseeing everything that you're going to need to

bring everything together. Unless you're at the E-7 level or above, you don't see the big picture."

Llewellyn came to the 854th, currently here supporting the River Assault exercise, to get training handling military dogs – he's a full-time police officer working with dogs as a civilian. The catch, however, was that the only slots available were for enlisted, and they needed strong NCOs.

No problem, Llewellyn said. Having the knowledge of both sides, Llewellyn said he could better set his fellow Soldiers up for success.

"You're here to be (a soldier); it's not the Boy Scouts, it's not the Girl Scouts," Llewellyn said. "I understand it's the Reserve, but they want to be soldiers. They need that tough love now and then. They want to see that pride and camaraderie.

"We're all here to be one team, one fight," Llewellyn said. "Those who know my background know I'm going to help them out."

As someone nearing retirement, there's a large difference in pay between an officer – especially one with enlisted experience – and an enlisted soldier.



Sgt. 1st Class Richard Thomas Llewellyn, the assistant operations noncommissioned officer with the 854th Engineer Battalion (Forward Support), began his career as an enlisted infantryman in 1995 and transitioned into the Army Reserve after the Sept. 11 attacks. After becoming an officer and reaching the rank of first lieutenant, Llewellyn, a native of Ballston Spa, N.Y., resigned his commission to take a position with the 854th Engineer Battalion to work closer with soldiers. (Photo by Sgt. Dalton Smith)

That, he said, made no difference; his course was set, and he didn't want to have any regrets about his career.

"I know what my passion is," Llewellyn said. "It's beneficial for myself and for the unit. I should be proud."

Public Affairs

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If this sounds like something you'll be interested in taking on, please contact CPT Maryjane Porter, 412th TEC Public Affairs Officer at Maryjane.porter.mil@mail.mil or (601) 631-1463 for more information.



'We care'

Suicide Prevention Campaign

Supports Reservists

By Timothy Hale

The Army Reserve "We Care" campaign is challenging every leader, across the force, to engage in this fight for life. (Photo by Timothy Hale)



In the first eight weeks of 2013, the Army Reserve suffered the loss of 11 Soldiers from its ranks.

Not from combat deaths but from suicide.

While there are no black or white answers as to why Soldiers, family members, or Army civilians take their own lives, Army Reserve leaders are focusing on celebrating life while encouraging and embracing those who need help.

The Army Reserve "We Care" campaign is challenging every leader, across the force, to engage in this fight for life.

"We Care" is designed to smash communication barriers in order to help Soldiers, their families, and Army civilians cope with stress, depression, and family struggles.

"We need to let everyone understand that it's all about promoting life," said José Mojica, the Army Reserve Suicide Prevention program manager at Fort Bragg, N.C.

"When we go to the other extreme, that is all a negative," he said. "We need to get away from that negative and keep it on the positive side."

The biggest obstacle has been and continues to be the stigma associated with seeking help, Mojica said.

"To tell you that the stigma does not exist is incorrect; it's out there," he said. "We're trying to get the message out ... that it's OK to ask for help; it's not a sign of weakness. As a matter of fact, it should be looked at as being strong, as being courageous to ask for help."

Despite what many Soldiers may think, Mojica said that commanders are willing to listen and help.

"Commanders are approachable. Do not get intimidated," he said. "They want to help, they are engaged, but they can't help if you don't tell them you need help."

Mojica said that he and Army Reserve leaders are getting the word out through suicide prevention program managers, Applied Suicide Intervention Skills Training, or ASIST, to let Soldiers, families, and Army civilians know "it's not going to hurt anyone's career if you come out to ask for help."

He said commanders want to be involved and are willing to "roll up their sleeves" to help Soldiers. However, the geographic dispersion of Army Reserve units and Soldiers serving in those units can be a challenge when they only see Soldiers one weekend a month.

Mojica said the Army Reserve is reaching out to local communities to find out what resources are available to assist Soldiers and their families.

"It's about getting the communities involved," he said. "Because, these are citizen-Soldiers and the community must also engage, but they cannot engage if we don't reach out to them and commanders are doing exactly that."

Mojica said it really is about the whole community coming together to help Soldiers and their families.

In the end, Mojica said "We Care" involves everyone communicating with each other. If Soldiers are uncomfortable going to a commander, there are other outlets where their voices and concerns can be heard. They include chaplains, battle buddies, or even organizations found in local communities.

Synthetic Drugs Dangerous, Can End Army Career

By Lisa A. Ferdinando, ARNEWS

With 2013 nearly in the books, 2014 provides people with the opportunity to make resolutions they can keep



Not only are synthetic drugs dangerous, but they can cost a Soldier his or her military career.

The Drug Enforcement Administration, or DEA, said users of synthetic drugs have suffered vomiting, anxiety, seizures, hallucinations, loss of consciousness, organ damage, and even death.

Soldiers can face disciplinary action that could include a discharge if they test positive for synthetic drugs, including “spice” and “bath salts,” said Dr. Les McFarling, the director the Army Substance Abuse Program.

The Department of Defense expanded its urinalysis drug testing to include synthetic cannabinoids, or synthetic marijuana, said McFarling. The random testing began Dec. 16, he said.

The Army prohibited the use and possession of all synthetic cannabinoids in 2011. Bath salts, which are synthetic cathinones, were banned in 2012, he said.

The Army can do probable cause testing, or competence for duty testing for synthetic drugs, he said.

Soldiers who use synthetic drugs are encouraged to self-refer for treatment to the Army Substance Abuse Program or to a military medical facility, McFarling said.

Members who do not self-refer and subsequently test positive can face action deemed appropriate by their commander under the Uniform Code of Military Justice, he said.

“The same rules that apply with any other drug, including THC (the active ingredient in marijuana), cocaine or any other illicit substance, now apply to synthetics,” said Buddy Horne, the civilian and military drug testing manager for the Army.

The use of synthetic drugs in the Army is believed to have decreased, he said, after the DEA began classifying chemicals used to make the drugs as Schedule I substances, prohibited under the Controlled Substances Act, or CSA.

Congress in 2012 permanently placed 26 substances into Schedule I of the CSA.

For example, Horne said, the Army took 10,000 negative drug tests from across the force and then tested them for synthetic cannabinoids, coming up with 250 positives, or a 2.5 percent positive rate, in 2012.

In 2013, the Army tested a brigade combat team, approximately 2,500 Soldiers, and came up with 18 positives for synthetic cannabinoids, he said.

“We feel the impact of the legislation has helped curtail the use of this,” said Horne. “It’s getting harder and harder to get.”

The chemical structure of synthetic cannabinoids is similar to THC and produces a psychoactive response in the brain, the Army said in a policy message.

Bath salts are comprised of a class of dangerous substances perceived to mimic drugs such as cocaine, LSD, and/or methamphetamine, according to the DEA.

In addition to the possible loss of a military career, the message to Soldiers, especially the younger and more easily influenced members in the 18-25-year-old range, is just to stay away from these unregulated substances, said Horne.

Synthetic drugs contain chemicals that were never meant for human consumption and can produce any number of unanticipated, violent reactions that can have permanent consequences, said Horne.

“It’s just overall very dangerous,” he said.

Back to Basics at Red Dragon

*Staff Sgt. Roger Ashley, 412th Theater Engineer
Command Public Affairs*

Soldiers from the 411th Chemical Company based in Edison, N.J. get hands-on experience as part of exercise Red Dragon 2013 at Fort McCoy, Wis. The August exercise concentrated on lane training for chemical elements to re-familiarize the Soldiers with their equipment and military occupational specialties.

“The 411th’s mission at Red Dragon is getting back to the basics of chemical,” said Sgt. 1st Class Magaly Santillan, a decontamination platoon sergeant. “We’re using this opportunity to train to our mission tasks basically doing squad-level training.”

The Biological Integrated Detection System platoon sergeant Sgt. 1st Class Patrice Brown said, “I have two teams for this exercise, and we’re training on setting up the BIDS trucks. BIDS is an early warning and identification system used against airborne biological agents. This year our company designated each platoon with their own mission, and then we integrated back in with each other.”

“My platoon is the BIDS platoon, so we go out and we mostly do biological surveillance,” said Brown.

“Our mission is biological point detection,” said Spc. Ferdinando Palumbe, a BIDS operator, in Brown’s platoon. “In a combat environment, we’d be on the perimeter of an area of operations.”

Brown said, “My two team sergeants are teaching their teams basically from start up to shut down procedures with the BIDS because we have Soldiers who haven’t been to school yet. The BIDS is a lot of hands-on training.”

“You have to touch it,” said Brown. “There’s a lot going on with these vehicles. It’s really not something you can teach in a classroom.”

“Right now, we’re doing set up procedures on BIDS,” said Palumbe. “How to put down the nets that filter the air up to the stacks and how to roll up the nets so they can be easily set up for future operations.”



After field testing the Biological Integrated Detection System, BIDS operator Pfc. Yuliya Daroshka, 411th Chemical Company, helps camouflage a BIDS vehicle at exercise Red Dragon held August 2013 at Fort McCoy, Wis.



Sgt. Erik Baum (bottom left) and Spc. Fernando Palumbe (bottom right) help Johnmary Nwofe (above left) and Pfc. Yuliya Daroshka, all Soldiers with the 411th Chemical Company, work together to camouflage a Biological Integrated Detection System vehicle at exercise Red Dragon held August 2013 at Fort McCoy, Wis.

“In the event of some sort of biological attack, my platoon pulls or takes whatever is in the air,” said Brown. “We put it into a containerized unit so that we can sample it and package it, and then send it up to higher headquarters.”

“In a scenario where a biological agent is released, our BIDS system would detect it,” said Palumbe. “We’d be able to package up that detection and send it to a lab where they could determine what that agent is and have a medical team ready to treat Soldiers.”

“After a chemical attack, a platoon or company-sized unit will go through a decontamination site,” said Santillan. “That’s our job to decontaminate them.”

“What we’ve been trying to do at Red Dragon is train the basics because the majority of our mission for the past 10 years has been mass casualty decontamination,” said Santillan. “Recently, it switched back to a green mission, which is either a Detailed Troop Decontamination or Detailed Equipment Decontamination training. Most of us, we haven’t done a green mission since we were in school.”

“There are five stations at DTD and the DED station as well,” said Santillan. As they go through decontamination, they’re being washed, decontaminated and being monitored.”

“At the first station, you remove the gross contamination,” said Santillan. “By station five, the personnel and vehicle are scanned by the Improved

Chemical Agent Monitor and other detectors to make sure everything is good to go.”

Pfc. Brenden Morales, a 411th chemical, biological, radiological and nuclear specialist said, “This hands-on training shows what works and what we need to work on. We need more of this type of training. I couldn’t learn this in a classroom.”

“I think I’m more comfortable after training because you refresh things,” said Palumbe. “Some of the younger folks that have been to school more recently have an improved way of doing things so as we train, the newer Soldiers are training the folks that have been here awhile.”

“Our new Soldiers are the most motivated,” said Santillan. “They are the subject matter experts. They’ve been training us and helping us to remember all the basics that most of us haven’t done in 10 years.”

“It’s been a challenge, but we’re using the time,” said Santillan. “We’re learning so much every day, and we’re trying to get the best training.”

“We’re trying to keep our motivation up,” said Santillan. “We also did a confidence course and a lot of team building exercises with the platoons. I think we’ve definitely become closer as a company.”

“We’re just trying to rise to the challenges,” said Santillan. “Trying to aspire, be flexible and just train.”

‘We care’ Suicide Prevention . . . (Continued from page 50)

“When they hear of an issue, they cannot hide that issue. They need to make it known,” Mojica said. “Because we’re talking about a person’s life.”

He said holding on to potentially negative information could result in more people being seriously injured.

“We cannot afford that,” he said. “I’d rather rule on saying something and saving that Soldier’s life and maybe, saving the lives of others, than holding back.

“Ask the right questions to get the right answers. That’s what it’s all about,” he said.

412th Theater Engineer Command Receives

Sgt. 1st Class Lyndon Miller, 412th Theater Engineer Command Public Affairs

U.S. Army Reserve Maj. Gen. William M. Buckler Jr., Commanding General of 412th Theater Engineer Command, received the High Flying EAGLE Award for the 412th TEC from Mr. Wally Wallace, Director of Army Reserve Internal Review, on Sept. 23, 2013 at the George A. Morris Army Reserve Center in Vicksburg, Miss.

The High Flying EAGLE Award is given to units for achieving 94 percent or higher in military equipment/general equipment accountability conducted by the Assistant Secretary of the Army, Financial Management and Audit Readiness. The 412th TEC achieved a 98.38 percent rate from October 2012 through July 2013 for equipment valued over \$1.5 billion.

“This accomplishment has been a huge team effort,” said Army Civilian Mrs. Shirley Warner-



Mrs. Shirley D. Warner-Preacely, Internal Review Evaluator, holds the High Flying EAGLE Award presented to the 412th Theater Engineer Command Sept. 23, 2013 at the George A. Morris Army Reserve Center in Vicksburg, Miss., while U.S. Army Reserve Lt. Col. Doril Sanders, Chief of Internal Review for the 412th TEC, looks on.

Preacely, 412th TEC IR auditor, in an email.

“Without the hard work of unit personnel, Soldiers and Civilians and the superior effort put forth, this accomplishment would not have been achieved.”

The testing of ME/GE involves all levels of command down to the individual unit. As the lead



Members of the U.S. Army Reserve's 412th Theater Engineer Command pose after receiving the High Flying EAGLE Award Sept. 23, 2013 during a special ceremony at the George A. Morris Army Reserve Center in Vicksburg, Miss

High Flying EAGLE Award



U.S. Army Reserve Maj. Gen. William M. Buckler Jr., Commanding General of 412th Theater Engineer Command, receives the High Flying EAGLE Award for the 412th TEC from Mr. Wally Wallace, Director of Army Reserve Internal Review, Sept. 23, 2013 at the George A. Morris Army Reserve Center in Vicksburg, Miss. Also present are Lt. Col. Doril Sanders, Chief, Internal Review, Mrs. Shirley D. Warner-Preacely, Internal Review Evaluator, and Brig. Gen. Douglas Satterfield, Deputy Commanding General, 412th TEC.

for Audit Readiness, the ARIR office receives the samples the first workday of each month and pushes them down to the servicing IR office and through the G4 chain of operations. The Property Book Officer is the critical person in the testing effort because they communicate directly with the unit where the equipment is located. When the requirement reaches the unit the appropriate personnel provide specific documentation and a clear readable photograph of the equipment data plate. This is provided to the PBO who also provides additional information from Property Book Unit Supply Enhanced (PBUSE) and loads all the information into a secure Department of the Army Share Point.

Audit readiness is something that is here to stay. Each year there will be an audit of the AR. The Independent Public Accounting firm will test the Army Reserve monthly and render a report each year to determine if AR is audit ready.

The testing process must be accomplished within a specific time limit established by DA. Originally they allowed 12 days to provide the information, reducing the time for response to five days that the AR now operates within. When the official testing is conducted in FY15, the AR will only have 72 hours

from the time the samples arrives at ARIR until it must be loaded into the DA Share Point site. The Share Point site is locked at 2359 hours the third day.

The AR is the leader in the audit readiness ME/GE testing and is evaluated in two areas: 1) Response – Did the AR submit the documentation for the requested sample? 2) Accuracy - Was the documentation submitted to support the sample correct and complete?

The AR is the leader in these areas. Overall, the AR average exceeds 91 percent while the other Army components are at 78 percent accuracy.

“Mrs. Warner-Preacely was the tip of the spear,” said Lt. Col. Doril Sanders, Chief of Internal Review, 412th TEC. “She was the driving force to make sure that these samples got down to the units and received back in time to meet the deadline. She does a great job. She likes for everything to be in order and accurate,” he said.

Chief Warrant Officer 4 David Caputo, who was not present during the award ceremony but was a crucial player in getting it, said being the senior property accountability technician for the command, that he was happy with the award.

He commended those down the chain of command for their effort in this accomplishment for the 412th TEC.

“I have got to thank my property book officers, supply sergeants, maintenance NCOs, and battalion maintenance warrant officers, that was where the real work was done,” Caputo said.

The U.S. Army Reserve’s 412th Theater Engineer Command Military Equipment/General Equipment accountability is a collaborative effort between the staff members of the 412th TEC’s Internal Review, G4 Logistics and G8 Resource Management.

Tuition Assistance Changes

By David Vergun

WASHINGTON – Beginning Jan. 1, there will be a cap on the number of semester hours that can be taken using Tuition Assistance, and tighter TA eligibility rules.

Soldiers will be able to use TA one year after graduating from initial entry training, known as IET, said Brig. Gen. David. K. MacEwen, adjutant general of the Army, Human Resources Command, Fort Knox, Ky.

Also, Soldiers can take up to 16 semester hours per fiscal year. And, he continued, TA can be used for a post-baccalaureate degree after completing 10 years of military service. If a Soldier earned a BA degree without using TA, then they do not need to wait 10 years to use TA for a post-baccalaureate degree.

This policy affects all Soldiers in the active and Reserve components.

Based on current participation rates, Dr. Pamela L. Raymer, director, Army Continuing Education System, forecasted the number of Soldiers impacted as follows:

Those who would have used TA with less than one year's service after IET: 4,030 active, 3,017 Army National Guard and 1,216 Army Reserve. Soldiers who would normally have taken more than 16 semester hours per year: 20,271 active, 6,206 Guard and 12,007 Reserve. Soldiers with less than 10 years' service pursuing post-baccalaureate degrees: 1,315 active, 220 Guard and 367 Reserve.

Other TA policy from 2013 will remain in effect next year, she said, including allowing Soldiers to use up to \$250 per semester hour.

The cap of 130 semester hours for baccalaureate degree completion and 39 semester hours for a master's degree remains in effect. This coursework must be from the Soldier's approved degree plan in GoArmyEd, a plan Soldiers develop with their education counselor and their home school, she said.

Also remaining in effect, Raymer said, is that TA cannot be used for a second, equivalent degree. For

instance, if a Soldier has a master's degree, he or she can't use TA for a second master's degree.

Soldiers still cannot use TA for their "first professional degree." Such degrees include Ph.D, MD and JD. The Department of Education categorizes these degrees as "first-professional" degrees. Army has fully-funded education programs that support these degree programs.

Soldiers who have been flagged for adverse action or failure of the Army physical fitness test or weight standards will not be able to use TA, she continued.

Soldiers may also continue using TA for non-degree language courses published on the Defense Department's Strategic Language List as "immediate investment" or "emerging" languages. TA cannot be used for "enduring languages." To see this list of languages, see a unit education advisor.

Finally, TA is authorized for one post-secondary certificate or diploma such as welding or computer certification. And, TA can continue to be used for courses leading to initial teacher certification programs.

Soldiers who are precluded from using TA or limited by the number of semester hours they're eligible to take can, nonetheless, use their GI Bill education benefits.

Comprehensive Review

The intent is to provide TA to Soldiers "who are in good standing, meet Army requirements and have no adverse flags," such as not meeting weight standards, MacEwen said. This portion of the policy has already been implemented.

The Army did a "very comprehensive review of the program," he added. "We found it had gotten a little off track from its original intent, which was to provide for Soldiers a part-time, off-duty way to continue their education. So we capped it."

The second part of it was that "we wanted young Soldiers to understand the Army and ensure they're in good standing" before starting TA, so the one-year wait after IET will be implemented Jan. 1.

to Take Effect for 2014



Off-duty military students attend a class at Embry-Riddle Aeronautical University in Daytona Beach, Fla. (Photo by Marine Corps Cpl. Timothy Norris)

The third part was that TA is designed “to help with lifelong learning. So if TA paid for a four-year degree and a Soldier wants a post-baccalaureate degree, we want them to wait until they reach the 10-year mark,” which MacEwen defined as the point they become “careerists.” In this way, TA could be used as a retention tool.

Program Data

Soldiers achieved about a 90-percent completion rate of about 413,000 courses in fiscal year 2013 using tuition assistance, Raymer said. Of the 10 percent who failed to complete their courses, one percent were due to military duties and the remainder were caused by failures or withdrawals.

In fiscal year 2013, active duty Soldiers took an average of 2.71 courses, Guard Soldiers took an average of 3.58 courses, and Reserve Soldiers took an average of 3.40 courses. The average cost per course in fiscal year 2013 was \$618 for the active force, \$571 for the National Guard and \$572 for the Army Reserve.

Raymer also noted that in fiscal year 2013, TA funded the completion of 8,525 degrees for active Soldiers, 1,359 for Guard Soldiers and 1,469 for Reserve Soldiers.

MacEwen lauded the education advisers who help Soldiers formulate their degree plans because this enables them to achieve “good completion rates.”

Raymer said some of the changes to TA for next year came about due to the “fiscally-constrained environment” with a focus on providing funding to meet the intent of a voluntary off-duty education program. Nevertheless, the changes reflect the Army’s effort to “maximize education support to Soldiers” with funding that’s available.

MacEwen concluded that TA is one of a number of educational opportunities the Army affords with the intent of “lifelong learning, helping Soldiers transition to civilian life, and ultimately, helping them become better Soldiers. The tweaks we did to the program will serve Soldiers well.”

412th TEC Participates in Ulchi Freedom Guardian

Sgt. 1st Class Lyndon Miller; 412th Theater Engineer Command Public Affairs

North Korea invaded the Republic of Korea in 1951. The United Nations rallied member states and pushed the attacking forces back toward the north resulting in an armistice between the two countries.

On Oct. 1, 1953, ROK-U.S. Mutual Defense Treaty was signed to ensure the safety of the Republic of Korea. The military exercise Ulchi Freedom Guardian (formerly, Ulchi Focus Lens) was established in 1976 to provide further defense of the ROK and is carried out in the spirit of the treaty and the armistice.

The exercise is one of two annual Combined Forces Command peninsula-wide exercises and is named after Ulchi Mundeok, a Korean military leader who repelled an invasion by China's Sui dynasty in the 7th century.

In August, Soldiers of the 412th Theater Engineer Command were once again called on to participate in UFG and provided engineer expertise during this computer-assisted simulation exercise.

"UFG is really an exercise designed to help at the four-star level," said Maj. Gen. William M. Buckler, Jr., commanding general of the 412th Theater Engineer Command. "The Combined Forces Commander, Gen. James Thurman, and all of the four-star commands that the ROK Army has, including their Chairman of the Joints Chiefs of Staff, Gen. Jeong Seung-jo, UFG is designed to help them map and figure out how we interact and how we all will work together should it be necessary if we come in armed conflict with North Korea again."

To do that, for UFG these top commanders bring over and use many different types of units on the Korean Peninsula that potentially might be needed should hostilities break out.

"In our case the 412th TEC is one of many units that participate in the exercise," Buckler said.

"Those large commands could sit around a table and just talk through things, but it is a whole lot different when you actually get units on the ground and have them interact. It is easier for us to identify where the friction points are, things that rub together



Staff Sgt. Edward Forbes gets penned with the Meritorious Service Medal by Maj. Gen. William M. Buckler, Jr. for his support to the 412th Theater Engineer Command before and during Ulchi Freedom Guardian 2013. Forbes lives in Korea and was on long-term assignment which was key to the successful contribution of the 412th to the exercise.

and don't work as smoothly as you would like, as well as to develop new questions. The more we exercise the better we become at it, the better type of questions we ask," he said.

With this in mind, the 412th TEC is not the primary target of the training at UFG.

"We are an exercising unit, but we take advantage of the training opportunity there because it is exactly the kinds of things we need to be tested on," Buckler said, "training our staff on managing engineer operations at the two-star level. And this high-intensity exercise is a once in the world opportunity. This is the only place we get this type of exercise."

While other units might have more troops on the ground during UFG, the 412th TEC's mission is a command post exercise, where Soldiers from the headquarters staff and deployable command post tackle the issues and scenarios from a conceptual basis.

"All of our exercises start off as a response to aggressive acts by the North Korean Army and government," Buckler said. "We have to then address that aggression appropriately so that we stop, prevent them from escalating to nuclear, to chemical hostilities. So there are certain actions that are offensive to make those things happen, but only after we are aggressed by the North Koreans."



412th TEC senior staff members discuss current operations in support of the Ulchi Freedom Guardian exercise in Korea in August. Left to Right: Col. Craig Sanders, DCP2 Commander and acting-Chief of Staff for the 412th TEC, Lt. Col. Jeffrey Holmes, G5 Plans Officer, and Col. Walter Easter, DCoS G3 and Tactical Operations Center Officer OIC.

At times, the atmosphere seemed tense in the 412th TEC tactical operations center as the Soldiers responded to issues hitting them all at once.

“It is designed to be stressful,” Buckler said. “You know the old adage, ‘you are never going to play better than you practice.’ There are a number of sports analogies here, ‘hard work on the practice field, saves blood on the playing field.’ Any of those sports analogies are really true.”

“So we want to stress. I am going to tell that we are not stressed enough,” Buckler said.

“It’s the truth, but it’s a great training venue for us,” Buckler continued. “First of all, just the time required to do something similar like UFG, to put together our staff, to stress our staff, would be a tremendous requirement. You get a wide variety of people injecting many things into this exercise, and we would never be able to think up all the things that go wrong, and what we want to do, if we were just sitting at home. So, the questions and issues we face during UFG make it easier for us to understand how to communicate better, the right questions to ask the units above us, below us, and on either side of us, the right types of interactions. We have LNOs in a number of other areas on the Korean peninsula in other units that require engineer support that we provide. Those LNOs help us coordinate that and help us understand what their requirements are a whole lot better than if we just exercised and tested ourselves.”

While UFG would not be possible without the CPOF, command post of the future, Ventrillo, Adobe Connect, Sharepoint, and other software platforms, one major key to the operations is human relationships.

“If you got into a scrap today, you would pick someone to help you that you knew you could trust and count on,” Buckler said. “You only do that by developing relationships. So, it is an important part. This is a great opportunity for us to develop those relationships with the active component, other members of the reserve component, the National Guard, the Koreans, the KATUSA-the Korean Augmentation to the United States Army, and the Korean Service Corps. All of these are groups we need to reach out and touch and learn to be with.

One of the challenges with establishing long-term relationships with units in Korea is the frequent active duty turnover of personnel and with that, the loss of knowledge and experience in relation to UFG.

The US Army Reserve helps fill the gap here, when the same Soldiers from the 412th TEC participate in UFG many times and provided much needed continuity of effort and thought.

“How many people in Korea can remember what we did three years ago for an exercise?” asked Buckler. “Very few, because they weren’t here. But we were. So we provide continuity. A lot of times, we know more about the plan than those who live here. It is a twist. They may be working it every day, but it is not every full day, because they have got other things to do. We remember what happened and what was intended to be. So, sometimes we are the knowledge people.”

Establishing relationships is where Maj. Gary TorresGarcia comes in. Lt. Gen. Jeffrey W. Talley, commanding general of the United States Army Reserve Command, has worked with all the Army Service Component Commands and other critical commands, such as the 8th Army in Korea, to establish Army Reserve Engineer Teams and Army Reserve Engineer Cells. These ARETs and ARECs consist mainly of AGR Soldiers that will live at various ASCC locations throughout the world.

“This is an initiative to help us maintain a presence at the ASCCs so that we can react quicker and better to their needs,” Buckler said. “We will have someone at each of these locations that can turn these needs and requirements into information that we can use to get the right people assigned for a mission, through USARC, through U.S Forces Command, to ensure that we are supporting our ASCCs properly.”

As a part of this, TorresGarcia will live in Korea. He is the point of contact with the 8th Army, and will relay to the 412th TEC any engineer issues they have and any other engineer issues the 412th needs to be involved with.

“It is my intent that we leverage him hard so that we are at the table either through him or with him, if he gives us enough early warning, when there is major planning going on or we are discussing exercises or discussing other types of opportunities to train our Soldiers in Korea,” Buckler said.

As UFG13 came to a close, once again providing valuable training on essential tasks and ensuring that the U.S. is fully prepared to defend to the Republic of Korea, Buckler had this to say to his Soldiers who were there.



U.S. Army Reserve Maj. Gen. William M. Buckler, Jr., addresses Soldiers of the 412th Theater Engineer Command during Ulchi Freedom Guardian in Korea August 2013.

“We have some people who participate in UFG pretty regularly and some people who rotate through as you would expect in an Army Reserve command where we’re limited on time,” Buckler said. “We have come together in this exercise, a group of people who represent a core of a DCP and some of the 412th staff. They have really done an excellent job of learning to work together, learning how to reach out and find who they have to talk to. This is complicated as can be. It is Ph.D.-level work for Army staff. Our guys have done a great job, and I am really proud of the whole team.”

An advertisement for the TRiPS Planning System. The background features a map of the Midwest and a close-up of a hand on a motorcycle gear shift. The text reads: "TRAVEL RISK TRiPS PLANNING SYSTEM" with "TRiPS" in large, bold, orange letters. Below this is the URL "https://safety.army.mil". To the right, it asks "Have you heard about the new feature on TRiPS?" and states "TRiPS now provides users with a more detailed motorcycle assessment, allowing them to better capture their riding experience." At the bottom left are the U.S. Army logo and the U.S. Army Combat Readiness/Safety Center logo. The U.S. Army logo includes the text "ARMY STRONG.".

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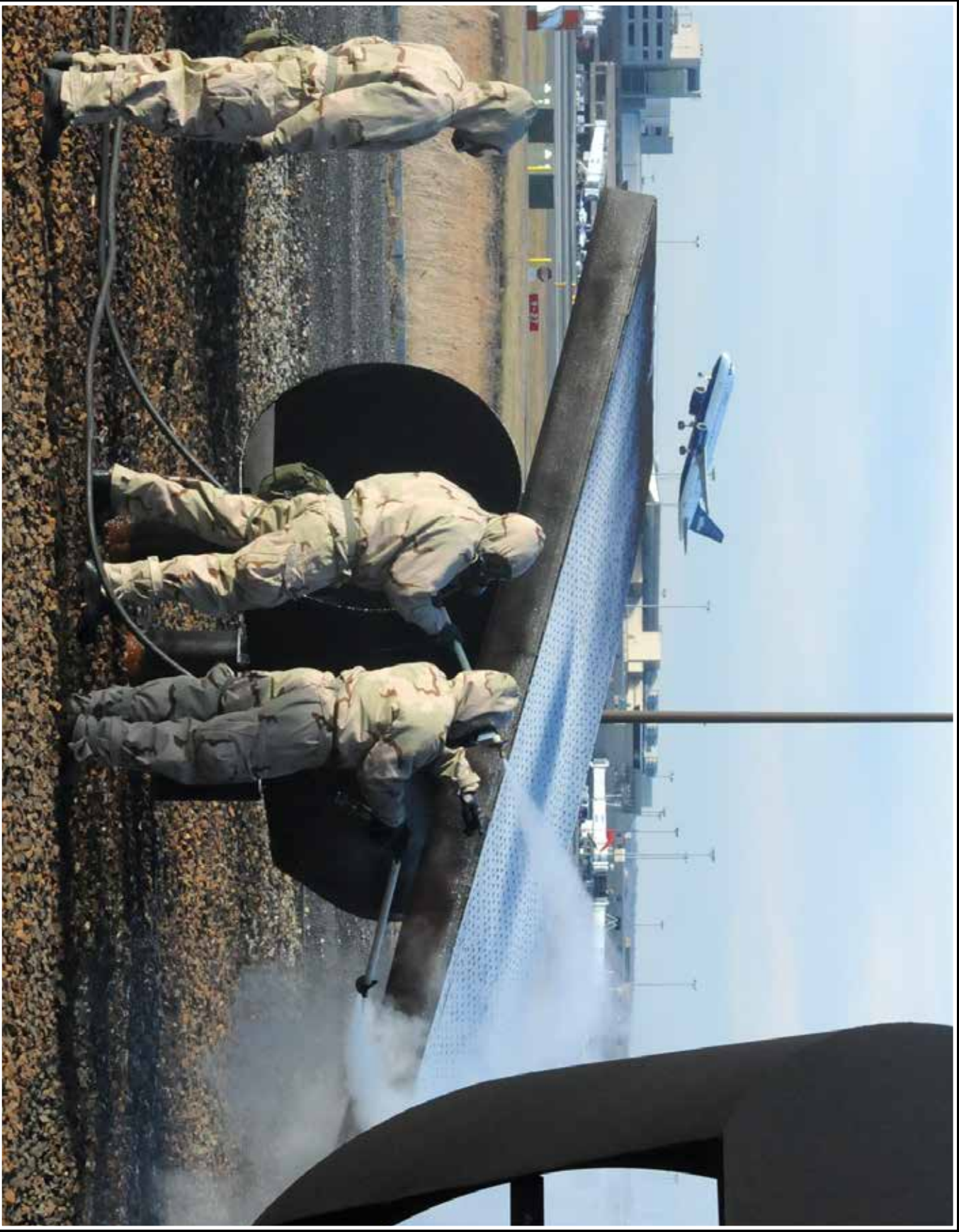


Photo of The Quarter