



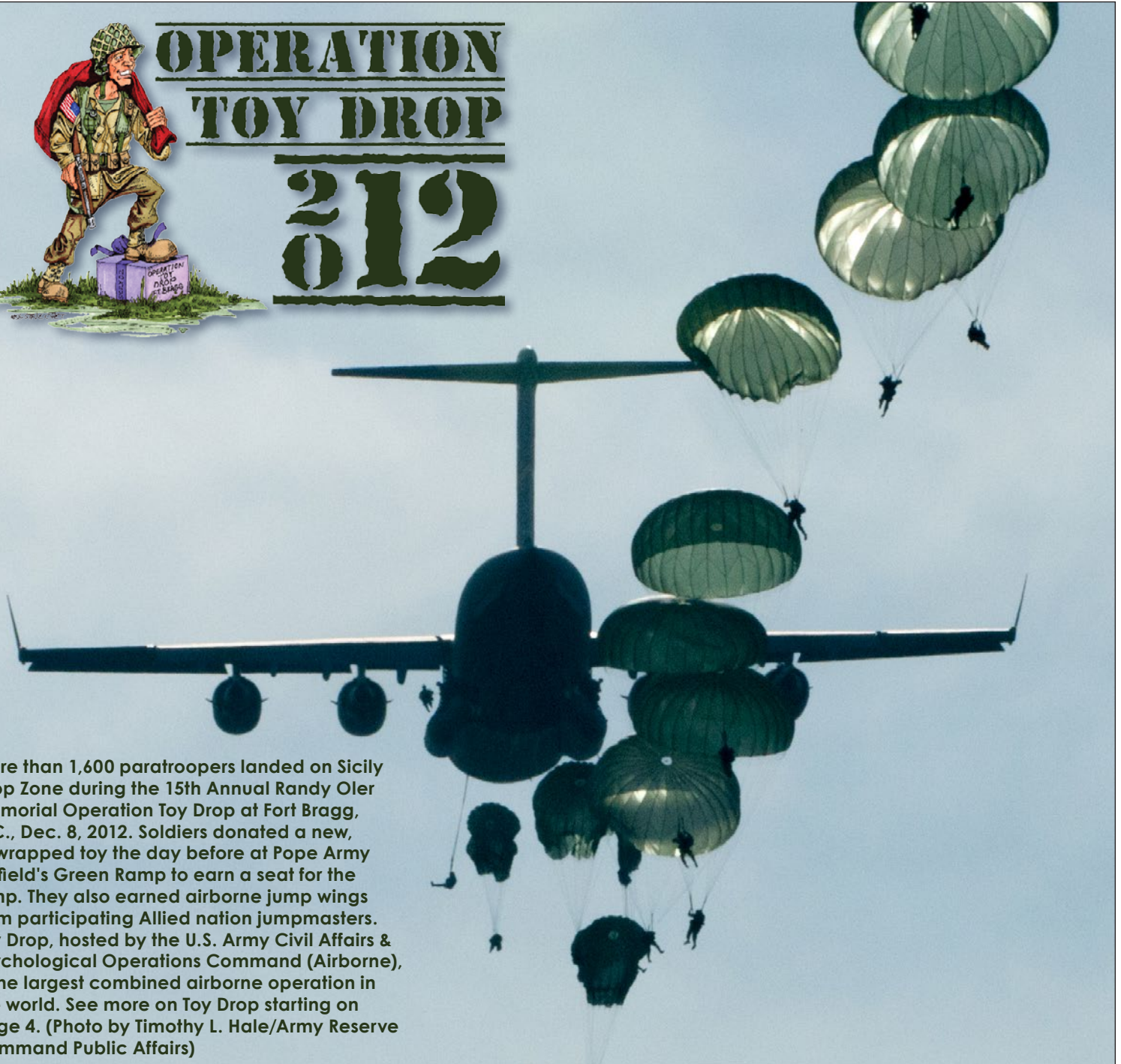
The DOUBBLE EAGLE

"Twice the Citizen! Army Strong!"

Dec. 2012/Jan. 2013, Vol. 1, No. 10



OPERATION TOY DROP 2012



More than 1,600 paratroopers landed on Sicily Drop Zone during the 15th Annual Randy Oler Memorial Operation Toy Drop at Fort Bragg, N.C., Dec. 8, 2012. Soldiers donated a new, unwrapped toy the day before at Pope Army Airfield's Green Ramp to earn a seat for the jump. They also earned airborne jump wings from participating Allied nation jumpmasters. Toy Drop, hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), is the largest combined airborne operation in the world. See more on Toy Drop starting on page 4. (Photo by Timothy L. Hale/Army Reserve Command Public Affairs)

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USARC Holiday Open House



U.S. Army Reserve Command Soldiers and civilians gathered to light the Christmas tree in the headquarters atrium at the USARC Holiday Open House, Dec. 14, 2012 at Fort Bragg, N.C. USARC Soldiers and civilians celebrated the season by decorating their work areas and sharing delicious food and treats with each other.



Santa Claus and his elves make an appearance at the USARC Holiday Open House, Dec. 14, 2012 at Fort Bragg, N.C. USARC Soldiers and civilians celebrated the season by decorating their work areas and sharing delicious food and treats with each other.



Sharon Coleman, left, and Angela Steinhoff, were presented first and second place gifts, respectively, in the cubicle decorating contest at the U.S. Army Reserve Command Holiday Open House, Dec. 14, 2012 at Fort Bragg, N.C.



DOUBLE EAGLE

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Issues getting our leaders in trouble



As the U.S. Army Reserve Command Inspector General, I have the privilege to speak at Brigade/Battalion Pre-Command Courses as well as other speaking venues.

After speaking the first few times, I noticed a trend occurring on the type of questions our future Battalion and Brigade Commanders were asking – “what is getting our leaders in trouble?”

With that, I requested an analysis be done on the areas that were causing Soldiers to complain most about their Army Reserve leaders.

This snapshot encompasses all Army Reserve Leaders – colonels and below. It covers a four-year period case review from FY 2009 to FY 2012. It does not include promotable colonels or general officers. All of those cases are sent up to the Department of the Army Inspector General to handle.

During this time period, there were 1,484 allegations against leaders in the Army Reserve, 397 (27 percent) of those allegations substantiated. The active component had a slightly higher rate of 34 percent.

The allegations are similar in nature among all ranks as well as the recommendations to avoid these pitfalls. The picture included in this article reflects the primary categories that receive the highest complaints, the bigger the circle, the greater the number of complaints.

MOST COMPLAINTS ABOUT ARMY LEADERS

Allegations of personal misconduct had the highest number of substantiations, followed closely by command/leadership issues, and then reprisals.

Some examples are when leaders fail to obey an order or follow a regulation. For example, normally if you flag a Soldier, you should notify that Soldier of the action and explain why you are taking the action. Having the Soldier find out months later is against the regulation, unfair to the Soldier, and may create more problems for you later.

Leaders making false statements or not disclosing information when they should have, lead to problematic situations as well.

Harassment or maltreatment of Soldiers has continually been an issue (and on the rise), each year as well as fraudulent pay actions.

Relief for Cause has been another trend identified. In some instances, there were Reliefs for Cause without proper counseling and providing the Soldier with due process.

Relief for Cause requires written approval by the first general officer in the chain of command. We have seen an increase in

command climate and inappropriate relationship complaints.

Lastly, a topic very few of us want to discuss openly is the increasing number of complaints concerning Improper Relationships and Sexual Misconduct.

Ignoring an issue or doing nothing can be just as problematic as doing the wrong thing.

AVOIDING THE PITFALLS

The most important advice I would recommend is to use the resources available to you. If you don't know what to do or where to find the answer, ask the question. Reach out to your boss and ask for their opinion. Talk to your command if you can.

Communication vertically and horizontally to the chain of command is critical.

Keep in mind, loyalty is a two-way street. You should also make sure your leaders counsel their Soldiers when needed, and when not needed, have them talk to them on positive notes.

If it is a potential Equal Opportunity issue, call your EO/EEO expert. If you do not have one at the unit, reach out to your higher headquarters.

If it is a counseling issue, contact your Chaplain. Chaplains are trained in this area and enjoy helping.

Utilize your Staff Judge Advocates in the unit. They will always be able to provide you regulatory guidance and advice.

Your IG can also assist you in getting the correct information you request, or to assist in identifying the correct processes to be used in circumstances you may be unfamiliar with.

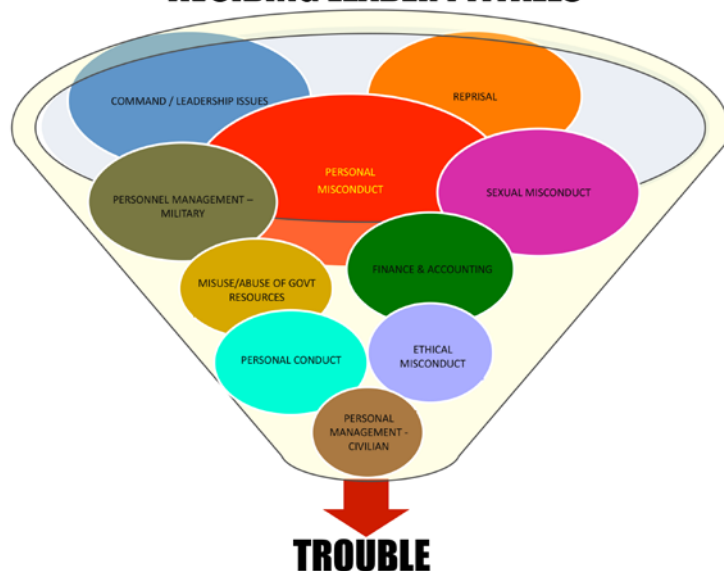
Making sure our leaders have the right answers is important to everyone. The point we are all trying to achieve is to take care of our Soldiers and to improve our operational readiness in our units.

Sometimes it can be a balancing act, but if you utilize all your available resources, you will achieve success.

As a commander and command sergeant major, your best friends are JAG, IG and EO.

They will keep you out of TROUBLE.

AVOIDING LEADER PITFALLS





OPERATION TOY DROP 2012

*Story by Timothy L. Hale
Army Reserve Command Public Affairs*

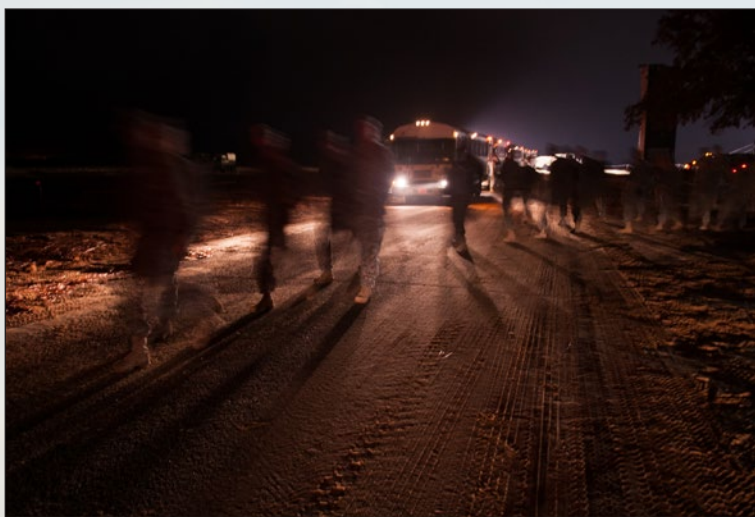
FORT BRAGG, N.C. - It may have taken a little longer than usual but the skies cleared and paratroopers filled the skies at Sicily Drop Zone, here, for the 15th Annual Randy Oler Memorial Operation Toy Drop, Dec. 8, 2012.

Toy Drop is hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), an Army Reserve functional command based here.

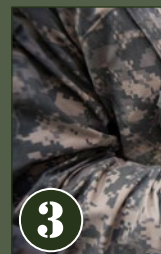
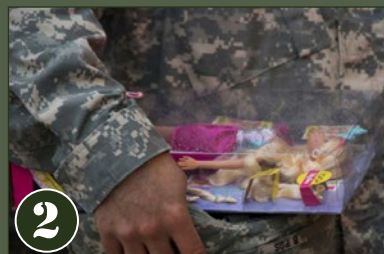
Thick fog-blanketed the drop zone resulting in a four hour delay. But once the largest combined airborne operation in the world started, the Family and friends of those exiting the aircraft flocked to the edge of the drop zone to see their loved ones float safely to earth.

"That was as soft landing," said Master Sgt. Christopher Stevens, with 1st Battalion, 504th Parachute Infantry Regiment, 82nd Airborne Division, as he walked off the drop zone.

Soldiers on current jump status brought a new, unwrapped toy to Green Ramp at Pope Army Airfield, N.C. the day before to earn the chance at a seat for the jump. Thousands of Soldiers waited in line for hours, some as early as 1:30 a.m. The toys will be donated to organizations throughout North Carolina, to those who may not have otherwise had presents at Christmas. They also earned foreign jump wings from Allied jumpmasters participating in this year's event.



Paratroopers board buses early in the morning at Sicily Drop Zone on Fort Bragg, N.C., Dec. 8, 2012 during the 15th Annual Randy Oler Memorial Operation Toy Drop. The buses transported the paratroopers to aircraft waiting for them at Pope Army Airfield. The Soldiers donated a new, unwrapped toy in the hopes of earning a jump slot. Toy Drop, hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), is the largest combined airborne operation in the world. (Photo by Timothy L. Hale/Army Reserve Command Public Affairs)



A jumpmaster inspects a paratrooper's equipment prior to his jump during the 15th Annual Randy Oler Memorial Operation Toy Drop, hosted by a U.S. Army Reserve unit, the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), Dec. 7, 2012 at Pope Army Airfield, N.C. Jumpmasters play a crucial role in keeping every paratrooper safe during an airborne operation. (Photo by Staff Sgt. Sharilyn Wells/USACAPOC(A) PAO)





FROM TOP LEFT TO RIGHT:

1 Paratroopers line the street at Green Ramp, Pope Army Airfield, N.C. before the sun rises, waiting to donate their toys in hopes of receiving a winning lottery ticket for the opportunity to earn foreign jump wings at the 15th Annual Randy Oler Memorial Operation Toy Drop. (Photo by Staff Sgt. Sharilyn Wells/USACAPOC(A) PAO)

2 A paratrooper keeps his ticket close in the hopes of earning a coveted seat for the 15th Annual Randy Oler Memorial Operation Toy Drop at Pope Army Airfield, N.C., Dec. 7, 2012. The first phase of Toy Drop includes bringing in an unwrapped toy to receive a ticket. The tickets are then randomly drawn to earn a seat for the Dec. 8 jump at Sicily Drop Zone. (Photo by Timothy L. Hale/Army Reserve Command Public Affairs)

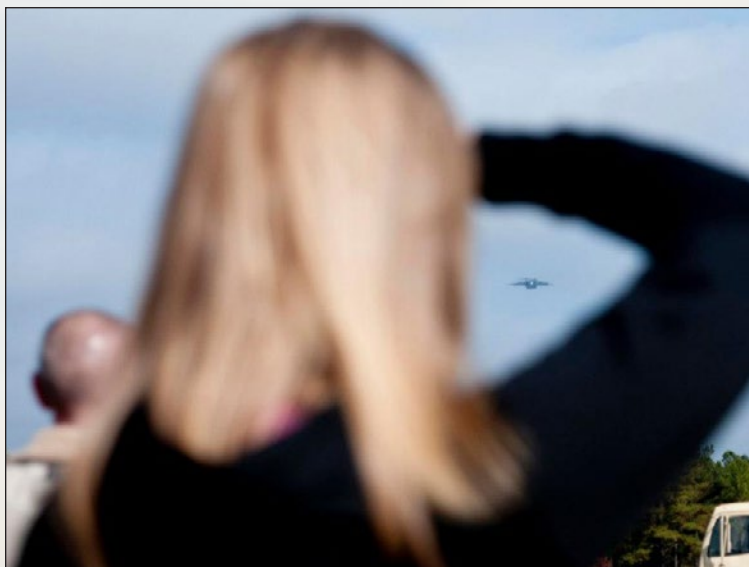
3 Paratroopers go through sustained airborne training during the 15th Annual Randy Oler Memorial Operation Toy Drop, Dec. 7, 2012 at Pope Army Airfield, N.C. Operation Toy Drop is the world's largest combined airborne operation and allows Soldiers the opportunity to help less fortunate children everywhere receive toys for the holidays. (Photo by Spc. Lalita Guenther/USCAPOC (A) PAO)

4 Sgt. Mario Solaroli, an Italian Army jumpmaster, gives the "sound off for equipment check" signal during sustained airborne training, Dec. 7, 2012 at Pope Army Airfield, N.C. Soldiers earned airborne jump wings from participating Allied nation jumpmasters. Toy Drop, hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), is the largest combined airborne operation in the world. (Photo by Staff Sgt. Sharilyn Wells/USACAPOC(A) PAO)

5 Paratroopers line up in formation to receive their foreign jump wings from a Netherlands jumpmaster after their descent onto Sicily Drop Zone at Fort Bragg, N.C., Dec. 8, 2012. 'Jump day' is the second of two days in the 15th Annual Randy Oler Memorial Operation Toy Drop, hosted by the U.S. Army Reserve unit, The U.S. Army Civil Affairs & Psychological Operations Command (Airborne). Operation Toy Drop is the world's largest combined airborne operation and allows Soldiers the opportunity to help less fortunate children everywhere receive toys for the holidays. (Photo by Staff Sgt. Amanda Smolinski/ USACAPOC(A) PAO)



German jump wings are ready to be pinned on parachutists after their descent onto Sicily Drop Zone at Fort Bragg, N.C., Dec. 8, 2012. 'Jump day' is the second of two days in the 15th Annual Randy Oler Memorial Operation Toy Drop, hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne). Soldiers earned airborne jump wings from participating Allied nation jumpmasters. (Photo by Staff Sgt. Amanda Smolinski/ USACAPOC(A) PAO)



Family members of paratroopers watch as a C-17 Globemaster III aircraft carries their loved ones towards Sicily Drop Zone at Fort Bragg, N.C. during the 15th Annual Randy Oler Memorial Operation Toy Drop, hosted by the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), Dec. 8, 2012. USCAPOC (A) is functional command of the U.S. Army Reserve Command, both commands are headquartered at Fort Bragg. (U.S. Army photo by Staff Sgt. Amanda Smolinski)

(Background photo by Staff Sgt. Osvaldo Equite/49th Public Affairs Detachment (Airborne))



Paratroopers donate thousands of toys



More than 1,600 paratroopers drop on Sicily Drop Zone during the 15th Annual Randy Oler Memorial Operation Toy Drop at Fort Bragg, N.C., Dec. 8, 2012. Soldiers donated a new, unwrapped toy the day before at Pope Army Airfield's Green Ramp to earn a seat for the jump and also the chance to earn airborne jump wings from participating Allied nation jumpmasters. (Photo by Timothy L. Hale/Army Reserve Command Public Affairs)

Staff Sgt. Sharilyn Wells
USACAPOC(A) PAO

FORT BRAGG, N.C. – Sergeants Jayson Rodriguez, Chole Wells and Karlos Contreras sat in silence after the last lottery number was called for Operation Toy Drop.

The crowd was already dispersing with paratroopers grabbing their gear and heading back to their units.

The three sergeants from Company C, 407th Brigade Support Battalion looked at each other and smiled.

"At least someone is going to get a toy out of this great cause," Rodriguez said. "The foreign jump wings are nice, but I don't need them. This is a great cause and just seeing what was donated ... it's amazing."

Wells and Contreras couldn't agree more.

The 15th Annual Randy Oler Memorial Operation Toy Drop raised nearly 2,500 toys on Dec. 7 alone, not including the hundreds of toys the event will raise during the following week's airborne operations.

Operation Toy Drop gives the military community the opportunity to help Families in need over the holidays and offers

Soldiers a holiday treat of their own. Paratroopers who donate a new, unwrapped toy are entered into a lottery for the opportunity to participate in an airborne operation supervised by a foreign jumpmaster from one of seven countries.

This year, Toy Drop veteran participants Chile, Germany, the Netherlands and Canada were joined by Uruguay, Brazil and Italy.

In 1998, the inaugural year for Operation Toy Drop, 550 toys were donated for children in need. Its founder, then Staff Sgt. Randy Oler, had dreamed of an event that combined airborne operations, foreign military jumpmasters and local charities. When Oler passed away in 2004, Operation Toy Drop inherited his name and his spirit still echoes through the thousands of paratroopers who lined up in the early hours of the morning with toys in hand. Paratroopers and community members can continue to donate toys through this week.

Even though the doors didn't open until 8 a.m. and his slot wasn't guaranteed, Pfc. Malcolm Andrews, Headquarters and Headquarters Company, 307th Brigade Support Battalion, 82nd Airborne Division, showed up at Green Ramp at 1:30 a.m.

"As I was preparing to go to sleep at (midnight) and laying out my uniform, something just kept pulling on me and God was like, 'Just go now and look out there.' So, I came out and didn't go to sleep so I wouldn't lose my spot," smiled Andrews. "To me, (Operation Toy Drop) is a big deal because there's just so many people giving, whether it's for the foreign jump wings or not. It's still the simple fact that they gave something whether they were going to get something in return or not. It may just be a small, simple thing on their uniform, but it's something much bigger for that child receiving that donated toy."

Andrews was chosen as the first jumper to start the airborne operation the next day.

Capt. David Saxton, 2nd Battalion, 319th Field Artillery Regiment, donated an Xbox 360 because he said he could relate to the Families receiving the toys.

"Growing up, I didn't have much. The Army has enabled me to not only go to college, but to become a paratrooper and serve my country. As much as we give back to the U.S., day in and day out with our job, we can still do more for the community, especially the children," explained Saxton.

"To me, that child who is getting that gift could be a future paratrooper who's going to be serving their country and if they're happy, that brings a smile to my face."

Even though the weather Dec. 8 on Sicily Drop Zone pushed the initial jump time back four hours, paratroopers smiled as they marched in formation with shiny, new wings on their chest.

"I think this is an amazing opportunity to just give back to the community," said Spc. Melissa Parrish, 49th, Mobile Public Affairs Detachment, who earned Uruguayan jump wings on her first jump after completing airborne school, just three weeks ago.

"There are a lot of Families out there in need, especially with the way the economy is right now," Parrish said. "So, every little bit helps and we brought out thousands and thousands of toys yesterday. It really is awesome."



Talley swears in USARC IG team

Sgt. Maj. Valerie Jenkins, left, signs the Inspector General oath after being sworn-in by Lt. Gen. Jeffrey W. Talley, U.S. Army Reserve Command commanding general at Fort Bragg, N.C., Dec. 3, 2012. Even though they had been sworn-in by the previous USARC commanding general, Talley administered the oath to 12 officers and noncommissioned officers reaffirming his trust and confidence they will fulfill their obligations that comes with being an IG. Pictured at right is Col. Jennifer Hisgen, the USARC Inspector General. (Photo by Master Sgt. Derrick Witherspoon/Army Reserve Command Public Affairs)



Davis addresses regional alliance

Maj. Angel Wallace

Army Reserve Command Public Affairs

FAYETTEVILLE, N.C. – Tad Davis, Chief Executive Officer for the U.S. Army Reserve Command, attended an annual meeting with the Fort Bragg Regional Alliance Dec. 7, 2012, in Fayetteville, N.C. to discuss community growth throughout the Base Realignment and Closure process.

The FBRA represents 11 counties and 73 municipalities that continue to plan and prepare the community for changes impacting their areas due to the 2005 BRAC actions.

“It is important to us to maintain the goodness of the relationship we have with this community,” Davis said during his presentation to the group about the role the Army Reserve within the local community.

Currently there are more than 1,700 Army Reserve Soldiers serving with units on Fort Bragg, N.C. and more than 6,750 in total serving in units throughout the state of North Carolina.

Over the next several years, the alliance predicts that the Fayetteville area will see gains of more than 40,000 military and civilian personnel along with their



Tad Davis, U.S. Army Reserve Command chief executive officer, addresses members of the Fort Bragg Regional Alliance in Fayetteville, N.C., Dec. 7, 2012. Davis emphasized maintaining the relationships that have been established since the USARC headquarters relocated from Fort McPherson, Ga. under 2005 Base Realignment and Closure process. The FBRA includes 11 counties and 73 municipalities. (Photo by Maj. Angel Wallace/Army Reserve Command Public Affairs)

Families. The alliance works together to accommodate that growth by “maximizing economic growth potential” and

networking those changes based on the various relationships built within the communities through the alliance.





The OCAR 1960 Design "A" flag.



The OCAR 1960 Design "B" flag.

OCAR flag design

*Story by Jennifer Friend
National Museum of the Army Reserve*

Flags have been around for approximately 4,000 years.

The first types of flags were known as vexilloids, meaning "flag-like", which came from the Latin word vexillum, meaning "flag" or "banner".

These early flags consisted of a metal or wooden pole with carvings on top. Similar to the bronze flag found in Iran dating to the 3rd millennium B.C. Pieces of fabric or material were added for decorations around 2,000 years ago.

Flags were originally used to assist with military coordination and identification purposes on the battlefield. Although today they are used mainly for ceremonial purposes and their importance is primarily used in a symbolic manner, they played an important role in helping Soldiers of the past keep track of where their units were on the battlefield and in instances of chaos and trouble, was a useful tool in rallying troops together.

Flags have since evolved into tools of communication, signaling, identification, and decoration for a variety of organizations and groups other than the military. However, the number and types

of flags within the U. S. military consist of a wide-range of use to define the many intricacies of the military; regiments, units, general officers, and positional flags, to name a few.

In the 19th century, U. S. Army positional flags were used to identify where the commanders and chiefs were located on the battlefield. Today, they are used to identify an office rather than a specific individual or rank.

The history of the Office of the Chief, Army Reserve positional flag begins in the 1950s.

On Dec. 7, 1954, the Office of the Executive for Reserve and Reserve Officer Training Corps Affairs was re-designated as the Office of the Chief of the Army Reserve and ROTC Affairs.

On April 11, 1960, Lt. Col. Edward A. Owsley submitted a request "that a distinguishing flag be designed and procured for the newly established office of the Chief, Army Reserve and ROTC Affairs in accordance with the authority contained in paragraph 25, Special Regulation 840-10-1, which authorizes, "distinguishing flags for Deputy Chiefs of Staff, Assistant Chiefs of Staff, and Chiefs of Services".

The request was approved in May 1960 and two designs were sent for review in June.

Design "A" consisted of the bust of a Minuteman in profile, within a wreath formed by two olive branches, and a torch enflamed, atop the Minuteman. The torch is symbolic of the ROTC and the Minuteman represents the Army Reserve. The wreath is symbolic of accomplishment and the teal blue with yellow is used for flags of Army organizations not assigned to a specific branch.

Design "B" Contains two powder horns with a Tricorn hat within the center and a torch enflamed atop the hat. Although no records can be found explaining the symbolism of this particular design, it would not be difficult to ascertain what it may have been; the powder horns represent the spirit of readiness inherent in the Army Reserve program, the Tricorn hat is symbolic of the Revolutionary War and the men who fought for liberty and free-





In 1964, the Institute of Heraldry was asked to redesign the OCAR flag after the Reserve Officer Training Corps Affairs was transferred to a separate division under the Office of Chief of Reserve Components. The designs were later dropped and a modification to the 1960 OCAR Design "A" flag was made.

has seen many changes

dom, possibly the minutemen specifically, and the torch, a symbol of enlightenment and learning, represents the ROTC.

After review, the Office of the Chief, Army Reserve and ROTC Affairs chose design "A".

By 1963, responsibilities of the chief were changing once again.

ROTC Affairs were transferred to a separate division under the Office of Chief of Reserve Components. Due to this reorganization and transfer of responsibility, a request was submitted to the Institute of Heraldry on Aug. 12, 1964 for a redesign of the OCAR flag on the grounds that the flag no longer represents the Office of the Chief, Army Reserve from a "Heraldic viewpoint".

The Institute of Heraldry submitted two new designs for review. Both were designed on a teal blue background with yellow/gold fringe, but two very distinct and different devices.

The first device consisted of an eagle with wings inverted, seated on a powder horn to his left and a bugle to his right. The small ends of each item crossed at center and their straps draped below. The eagle represents the authority of the office, the powder horn refers to the spirit of readiness inherent in the Army Reserve program, and the bugle suggests the call to mobilization.

The second device consisted of a yellow sword between a white powder horn and yellow bugle saltirewise, meaning the two items crossed diagonally. The powder horn is banded in yellow with white straps that wrap around the band of the sword. The powder horn represents a reservoir of military power, the bugle refers to the readiness of the Reserve to mobilize upon call, and the sword symbolizes the Army.

The final decision arrived Nov. 4, 1970 whereupon the design would remain the same, but with the omission of the torch above the bust of the Minuteman.

In December 1982 the chief requested yet another change to the flag.

The Institute of Heraldry sent two designs for review upon

which the current flag was authorized in April 1983.

The only addition to the third OCAR flag was the date "1908". However there was a debate as to where the date should be positioned upon the flag. Also, a more defined bust of the Minuteman was designed which can be seen in the final version.

The current flag depicts a wreath formed of two olive branches in which the bust of a Minuteman in profile is shown. The Minuteman represents the American Cincinnatus, the citizen Soldier. The wreath signifies accomplishment. The teal blue background symbolizes branch unassigned, but also stands for loyalty and devotion to country while the gold fringe outlining the flag represents honor and excellence.

The date 1908 that runs along the bottom signifies the official beginning of the Army Reserve.



One of the 1982 Institute of Heraldry designs for a new OCAR flag. Note the placement of the "1908" compared to today's current design where the date is on the bottom of the flag.



All aboard the Double Eagle Express!

By Timothy L. Hale
Editor, USARC Double Eagle

What a year 2012 has been!

Most of us have completed our first full year here at Fort Bragg and if anything, it often feels like the pace of activity has increased ten-fold since we left Fort McPherson.

This year has seen a change in Army Reserve leadership, increased training activity by our noncommissioned officers, the establishment of U.S. Army Reserve Command within the surrounding communities at various civic leadership functions, and the first-ever response to a natural disaster in the U.S. under the 2012 National Defense Authorization Act.

Not that we weren't busy before we arrived here but comparing our beloved "Fort Mac" to Fort Bragg is like comparing night and day.

Bragg is bigger both in acreage and in the number of military, civilians, and Families living and working here. Construction seems to be non-stop on nearly every corner of post. There are troops constantly training and moving around the post. Traffic getting on and off post is often worse than mid-town Atlanta at quitting time on a rainy Friday. Army helicopters and Air Force transports carve a path through the sky. Then there is the wonderful sound of freedom ringing through the air – from small arms to heavy artillery.

Yes, Fort Bragg is definitely much different than Fort McPherson.

While many of us still consider Fort Mac and, Georgia for that matter, to be our homes, I have found the people around Fort Bragg have welcomed us warmly.

We have all found our little part of this world and tried to make it our own. No matter which way you point a compass; you will most likely find a USARC Soldier or civilian living there.

Many of us, have and still do, keep two households - one here and one in Georgia. Personally for me, my geographic bachelor days ended in May when I sold my house in Georgia.

No matter what was either professionally or personally put before us, we have kept the mission train moving as fast as we could stoke the fire in the boiler.

When I started my civil service career in 2002, I worked at the Fort Stewart/Hunter Army Airfield Public Affairs Office. We used to refer to the fevered pace there as the "Marne Express".

Here at Fort Bragg, I would offer the phrase "Double Eagle Express" to describe our operational tempo.



Each one of us in the building has a vital part in keeping the Double Eagle Express moving along on its future course.

When working at a headquarters, it is often easy to lose sight of the ultimate mission – taking care of Soldiers and their Families. This doesn't mean just when they are preparing for a deployment, this means even when a deployment is not looming in their near future.

In his first address to USARC Soldiers and civilians after taking command this summer, Lt. Gen. Jeffrey W. Talley said, "The most important thing is that we provide Soldiers, leaders, and units that are ready and available ... If we fail at that, we fail as an Army Reserve."

So, as 2013 dawns before us, let us remember his words – doing our best each day for our Soldiers and their Families.

Let us also continue to strive to be good neighbors in the communities where we live, be good stewards of the resources given to us both at work and at home, and look after each other.

While we all have our own Families scattered across the U.S., our co-workers here are our new extended Family.

The Double Eagle Express has already left the station and it doesn't look like it's going to be slowing down anytime soon. So grab your Battle Buddy or your office mate and hang on for what is sure to be an interesting ride.



Timothy L. Hale, a U.S. Air Force veteran, is an award-winning photojournalist and editor of the USARC Double Eagle. A member of a number of professional organizations to include Nikon Professional Services, he also owns a photojournalism and graphic design service and freelances for an international photo wire service. The views expressed in this column are expressly his own and do not necessarily reflect those of the U.S. Army Reserve Command, the Department of the Army, and/or the Department of Defense.



DOUBLE EAGLE

Have a great story to tell? Contact us with your story ideas by email at:

USARC_DoubleEagle@usar.army.mil

Deadline for submission is the 20th of each month



The Drill Master of Valley Forge – an Inspector General



By Col. Jennifer Hisgen
USARC Inspector General

Last month, the Curator of the National Museum of the Army Reserve, Christopher Ruff, published an article in the *Double Eagle* titled “The Drill Master of Valley Forge.”

One of the portraits shown in the article was of Baron Friedrich Wilhelm Ludolf Gerhard Augustin von Steuben. Baron von Steuben was given credit for transforming the Continental Army due to his drillmaster general skills and organizational ability.

What was not mentioned was the fact that Baron von Steuben was the first effective Inspector General of the Army. Being the Command Inspector General of U.S. Army Reserve Command, a recent graduate of the Inspector General School, and having several portraits of von Steuben hanging in our office, I immediately recognized the Baron’s portrait in the curator’s article, and could not let this essential key point in the Inspector General history be overlooked.

Gen. George Washington attempted three prior times to find an Inspector General who would serve as a drillmaster general,



Baron Friedrich Wilhelm Ludolf Gerhard Augustin von Steuben.
(Courtesy of the New York State Historical Society)

establish uniform tactics, publish a manual on drill, and ensure troop proficiency. The first two he appointed did not last long.

Augustine Montin de la Balme, known to be a troublemaker, resigned in protest. The second one, Maj. Gen. Philippe Charles Jean Baptiste Tronson du Coudray, an artillery officer, focused more on artillery issues and not necessarily what Washington wanted. The third, Brig. Gen. Thomas Conway, was brought to Valley Forge and subsequently dismissed for not providing a manual for instructing Soldiers. However some believe the Army was not big enough for both Washington and Conway, and he was dismissed for potentially political reasons. Finally, Benjamin Franklin recruited Baron von Steuben in Europe. The Baron had retired from the Prussian Army as a captain. During the hiring process, Franklin “embellished” the Baron’s credentials to Congress stating that he retired as a lieutenant general, thinking that the Congress would not accept someone of such low rank of a captain.

Ultimately Congress accepted the Baron’s credentials and sent him out to Valley Forge in February 1778. On March 28, 1778, Washington, disappointed by his prior IG selections, appointed Baron von Steuben the title of Inspector General, but only on a temporary basis until Baron von Steuben proved himself. Baron von Steuben ultimately did prove himself and was promoted to major general on May 5, 1778, with back pay in that grade for services rendered since February 1778.

From the article last month about the Baron, you can glean some of the key points in what made him an effective Inspector General.

He was able to standardize regulations and tactics, he acted under his commander’s intent and not his own agenda, he was respected by his subordinate commanders, and he won Washington’s support and confidence. All of the above are key points that could also hold true today.

Today, our IG functions have expanded slightly from Washington’s original ideas.

We continue to teach and train as did Baron von Steuben to the Soldiers in the Continental Army and we continue to perform inspections. We also now perform the function of assistance and investigations. We assist Soldiers on actions that they have difficulty resolving through their chain of command or other agencies. And we have the function to investigate when allegations of our Army Reserve leaders arise.

If you are interested in becoming an IG, and would like to be part of the proud history of the Inspector General Corps, please contact your local IG or call us at (910)570-8178/8177/8175.

AUTHOR’S NOTE:

Sources for this article came from Stephen M. Rusiecki, Dean of Academics at The Inspector General School (TIGS), from an article in the *Journal of Public Inquiry* (2003) titled, *Washington and von Steuben X, Y & Z; Defining the Role of the Inspector General and Celebrating 225 Years of the U.S. Army Inspector General System*; from Lt. Col. Brent R. Haas, Dean of Students at TIGS, and a former instructor at the school on IG History; and Col. Todd Welsch, Command IG at the 81st Regional Support Command and a former instructor at TIGS.



Stamp out non-consensual sexual conduct

By Lt. Col. C. Michael Flynn

USARC Staff Judge Advocate, Chief, Military Law

Sexual predators and opportunists are among us.

So are leaders who treat so-called “she said, he said” allegations of sexual assault dismissively.

Both groups need to be reformed or separated.

Army Reserve leaders must not tolerate sexual assaults and must act decisively to protect victims and discipline offenders.

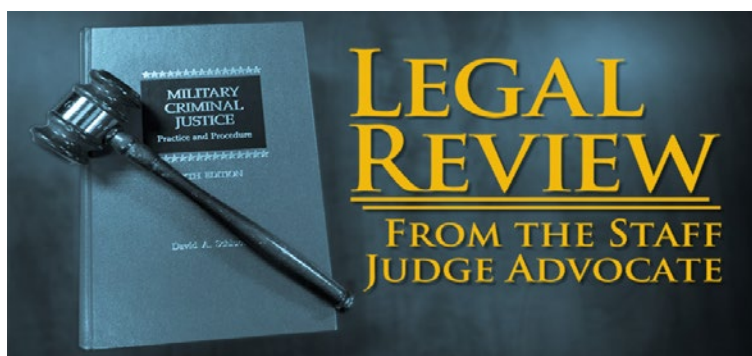
The Uniform Code of Military Justice criminalizes both non-consensual sexual acts and nonconsensual sexual contacts. Sexual act and sexual contact are both defined in Article 120 of the UCMJ and cover a very broad spectrum of acts. In the event there is any doubt about whether an incident is a non-consensual sexual act or contact, it should be reported as indicated below.

Commanders and judge advocates must immediately report every allegation of a nonconsensual sexual act or contact to the Criminal Investigation Division Command, to the regional Special Victim Prosecutor, and to the USARC Office of the Staff Judge Advocate (OSJA), unless the complainant filed a restricted report.

All such allegations will be investigated by specially trained law enforcement personnel and not by untrained unit personnel.

If civilian and military law enforcement personnel refuse or fail to investigate such allegations, commanders will consult with their servicing judge advocates who may obtain assistance from the USARC OSJA, if necessary.

The USARC CG has withheld disciplinary authority (but not



the responsibility) to dispose of every case involving an allegation that an unlawful sexual act or contact was attempted or committed.

This withholding applies to all other alleged offenses arising from or relating to the same incident(s), whether committed by the alleged perpetrator or the alleged victim.

The command, however, is still responsible to monitor the investigation of the offense(s) and to regularly report to the USARC OSJA the status of the case.

When the investigation is substantially completed, the command will make a disposition recommendation to the USARC CG through the USARC OSJA.

The authority to dispose of such a case will not be released for disposition below the brigade commander level, and the commander exercising disciplinary authority must receive advice from his servicing judge advocate before taking action.

To remain ARMY STRONG, we must stamp out non-consensual sexual conduct!

SHARP
SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION

**I AM THE FORCE
BEHIND THE FIGHT.**

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to Stopping Sexual Harassment
and Sexual Assault.

I Am Living
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I Am Protecting
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www.PreventSexualAssault.army.mil DoD Safe Helpline: 1-877-995-5247



Taking a personal inventory for the new year



*By Chaplain (Capt.) Robert Sunman
USARC Command Chaplain Directorate, Family Life/UAU*

It is now a new year, the holiday celebrations are behind us, kids are back in school, and there is a whole year ahead to consider the possibilities.

It is a good time to stop and reflect on what is ahead. Do not miss this opportunity to pause before launching full speed into the year.

The Apostle Paul gave us some great guidance on moving forward.

My first priority will be to set some personal spiritual goals. Let's face it, our time will be filled with all kinds of busy work if we don't plan this year now.

I suggest taking a small personal retreat to plan how you will stay spiritually strong during this next year. Write it down, set it to your calendar, and then execute with all passion.

The Apostle Paul says in Philippians 3:12, "Not that I have already attained this – that is, I have not already been perfected – but I strive to lay hold of that for which I also was laid hold of by

Christ Jesus."

He strove for his goal with all passion, and humility. If you want to achieve your spiritual goals this year, you must strive for and protect that time.

Second, think about what may hinder your progress forward. Some or all of us have made New Years' resolutions that seem to vanish after a few months. We did not consider the cost and what can hinder our goals.

The Apostle Paul says in Philippians 3:12, "Instead I am single-minded: forgetting the things behind and reaching out for the things ahead."

I have counseled many people who are stuck because of past memories or experiences. Look forward and be singled minded in your goal. Put off anything that may hinder you and your focus.

How many people are in car accidents because they are talking or worse texting while driving?

I am a general aviation pilot, and I love the autopilot. It allows me to decrease the amount of multitasking I am doing and concentrate on the most important tasks of the moment.

Life does not give us an autopilot, so we have to plan what is most important to our spiritual well being.

I encourage you to take some time to plan your spiritual well being for this year. You have to fill your own tank before you can give to others.

Take a quick pause and reflect on your spiritual goals, eliminate what may hinder you, then passionately move forward like the Apostle Paul taught us in his pursuit of God.

OPERATION BOOT STUFFER: ELVES VISIT USARC, LEAVE GOODIES



Santa's elves were busy at the U.S. Army Forces Command and U.S. Army Reserve Command headquarters Dec. 8, 2012, visiting cubicles to distribute goodies as part of Operation Boot Stuffer. The elves, who were working for the FORSCOM/USARC headquarters and headquarters company Family Readiness Group, did their part to spread holiday cheer when Soldiers and civilians returned to work. (Courtesy photos by Capt. Kiana Jones, FORSCOM-USARC HHC Commander)





AROUND THE HEADQUARTERS

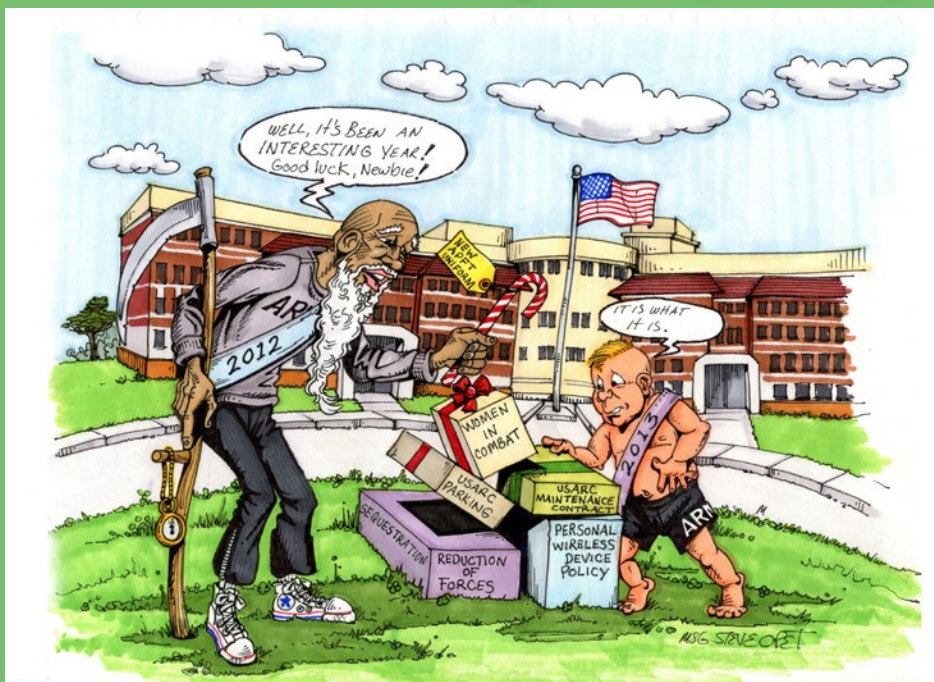
FORSCOM/USARC Change of Responsibility

Headquarters and Headquarters Company, U.S. Army Forces Command and U.S. Army Reserve Command 1st Sgt. Jason T. Miller (far right), outgoing first sergeant, receives the noncommissioned officer sword from Sgt. 1st Class Tracy L. Rooft, while 1st Sgt. Tanya M. Page (far left), incoming first sergeant, looks on during a change of responsibility ceremony at Marshall Hall, Dec. 7, 2012. The change of responsibility is a traditional event rich with symbolism and heritage. Key to the ceremony is the changing of position of responsibility between the outgoing and incoming first sergeants. The unit first sergeant is the custodian of the unit guidon and as such, he is the senior enlisted advisor in the unit and the principal advisor to the commander on all facets of the unit's operations. (Photo by Master Sgt. Derrick Witherspoon/Army Reserve Command Public Affairs)



Opet's Odyssey

By Master Sgt. Steve Opet



NEW ENTERPRISE CUSTOMER SERVICE TOLL-FREE NUMBER NOW IN SERVICE

The toll-free number for the Enterprise Customer Service Desk changed to a new toll free number on Dec. 12, 2012.

The new number is
1-855-55-USARC (558-7272)

Army Reserve customers will continue to contact a single, Enterprise Customer Service Desk, but at a different toll-free number.

This change will provide significant improvements for our customers.

Please note the website to submit tickets online will remain unchanged. Users on Bragg will need to dial the number as local using the 99 (local prefix) instead of the 97 (long distance prefix).





Are you ready for Enterprise Email?

For the last 23 months, the Army has been working its transition from legacy email systems to a Department of Defense Enterprise Email service provided by the Defense Information Systems Agency.

To date, almost 600,000 users have been migrated.

As the Army continues its efforts, there are two general groups remaining to migrate.

The first group consists of all of the remaining Soldiers, government civilians and contractors who have a CAC and who currently have an email account (other than AKO) provided by the active Army, the Army National Guard, or the Army Reserve. Most of these users regularly use a government computer and will become EE business class users. These users will migrate according to the timeline their organization has coordinated with NETCOM and CIO/G-6.

The second, and the last major group, to migrate are those who use AKO mail for their primary Army email. Beginning in February 2013, NETCOM will migrate the email of these AKO mail users to the DoD Enterprise Email (EE) system. This migration applies to the Soldiers, government civilians and contractors who have a CAC, who generally do not regularly use a government computer, or who do not use another Army-provided email service to do their job. These AKO mail users will become EE basic class users. The migration will include AKO email, only. Calendars and contacts will not migrate.

Deployed Soldiers who have not migrated to EE can continue to use AKO Webmail until they re-deploy. Individuals who are retirees, even if they have a CAC for another role (e.g., a retiree who is also an Army civilian or contractor), will also maintain their AKO email. Retirees, family members and other AKO users without CACs will continue to use AKO email; they will not be migrating to EE.

Warrior Transition Command (WTU/CBWTU) Soldiers whose email accounts have migrated to EE may also continue using AKO mail as an option. These details are being worked out and more information will be provided through WTC in the coming weeks.

Once migrated, email addressed to AKO accounts (@us.army.mil) will be automatically forwarded to EE accounts (@mail.mil). Although AKO email addresses remain valid, the migrated user will no longer have the associated AKO mail storage, mail handling capability, or mail interface previously provided by AKO.

EE requires the use of a CAC for login; EE accounts will only be accessible through a Web browser on a computer with a CAC reader. Since EE supports the use of virtually any Web browser and any operating system, almost any computer can be used. The only requirement is that the computer be configured to use the CAC reader for login. Accessing EE by username and password is not allowed.

Users who currently access AKO with a CAC will be able to access EE using the same computer(s). Those who currently access AKO webmail using only a username/password should take the steps necessary to configure their computer(s) to be accessible using a CAC. Waiting to address the issue until email migration begins could result in interrupted access to email.

For information on how to CAC-enable a home computer, visit the AKO CAC Reference/Resource Center at <https://ako.us.army.mil/suite/akocac> or MilitaryCAC <http://www.militarycac.com>.

There are several differences between AKO email and EE that users need to be aware of. Specifically, email cannot be accessed:

- Via Outlook (and the AKO Outlook connector) using a non-government computer.
- From personal mobile devices, as these typically require either IMAP or POP protocols.
- Using IMAP/POP protocols from a commercial email client (e.g., Outlook or Thunderbird), as these do not support the mandated CAC PKI certificate authentication requirement.

For email-related issues, business class users should continue to contact their Network Enterprise Center (NEC) or equivalent. Basic class EE users should continue to call the AKO Helpdesk at: 1-866-335-ARMY (2769); select 2 (for "AKO"), then 3 (for "Other"). The help desk can assist with AKO account access, AKO "how to" questions, and accessing EE on a non-government computer.

For general information about the transition to Enterprise Email, including plans for retirees and family accounts or for issues not addressed here, go to: <https://www.us.army.mil/suite/page/EnterpriseEmailTransition>.

Refresh your Individual Development Plan in Army Career Tracker (ACT)

During this holiday season take time to update your Individual Development Plan (IDP) in Army Career Tracker (ACT). This new web portal provides an easy electronic means to create, expand, and forward your IDP to your supervisor. It provides easier to use drop down menus to select and include potential IDP goals across the eight developmental areas (Key Assignments, Competencies, Academic Training, etc.). The ACT provides a calendar capability to help outline the time frame to complete these goals and automatically updates your IDP as you update each goal completion. This electronic IDP will become the standard for USARC so take time now to update.





Get to know your Army Civilian Career Program

If you don't take the time to go to the Army Career Tracker (ACT) at <https://actnow.army.mil> and check out the latest on the opportunities and training within your specific Career Program.

ACT is tailored to your specific training and personnel information based on your current position.

The Army has continued to evolve and expand the information and programming for the 31 different Career Programs.

This effort includes career maps, sponsoring additional training programs, lots of career advice information, etc.

Army CofS offering one-year assignment for Soldiers, civilians

The Chief of Staff of the Army Strategic Studies Group is offering a unique developmental opportunity for Army Soldiers and civilians.

Comprised of 30 specially selected military and civilian fellows, the SSG is critical in helping the CSA develop potential approaches for our Army to prepare for the challenges—and opportunities—of the future.

Assignment to the SSG is for a one-year term for military fellows and one to two years for civilian fellows. The group includes military fellows from all services, the Army Reserve, and the Army National Guard at the rank of Captain to Colonel, Chief Warrant Officer Three to Chief Warrant Officer Five; senior enlisted fellows at the rank of Sergeant First Class to Command Sergeant Major; and civilian fellows drawn from both the government and private sector. All functional areas and career fields will be considered.

If you are interested, visit http://csa-strategic-studies-group.hqda.pentagon.mil/SSG_Index.html.



COMING SOON

February 2013

NEW NAME-NEW LOCATION



Pope Health Clinic
383 Maynard Street

Expanded Services
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-Optometry
-Pharmacy
-Laboratory

**Evening Hours
Expanded Staff**

Troop and Family
Medical Clinic
2-1959 Woodruff St.



**50K Square Feet
State of the Art Facility**





Mandatory training for Soliders, civilians who supervise civilians

In accordance with the Army Regulation 350-1, Army Training and Leader Development, Aug. 4, 2011, if you supervise any Army civilian you must complete the required supervisor's training every three years.

If you are newly assigned to a supervisory position you must complete the supervisor's training within the first year of assignment to the supervisory position.

Currently, there is only one available Supervisory Training course that meets HQDA's regulatory requirement that is the on-line Supervisor Development Course #1-250-C53.

In order to be in compliance with the HQDA mandate, your training must be up to date and reflected as completed in the Civilian Human Resource Training Application System (CHRTAS).

If you have completed any of the three listed below HQDA accredited supervisory training courses remember it's only valid for three years.

1. Human Resource for Supervisor Course - XB8AHRs
2. Supervisory Development Course - 1-250-C59 131-F21
3. Supervisory Development Course - 131-F21

All Army Reserve subordinate commands are still required to report monthly (by the 25th) the completion status of mandatory supervisor training for all supervisors (military and civilians) of civilians assigned to their command.

The expectation is that each subordinate command is tracking towards compliance and will be 100 percent compliant by the end of FY13.

For more information on Civilian Training and Leader Development please visit our SharePoint site [https://xtranet/sites/cpmo/Civilian Training and Leader Development/default.aspx](https://xtranet/sites/cpmo/Civilian%20Training%20and%20Leader%20Development/default.aspx). If you need specific assistance please contact us at (910) 570-8343/9026/9147 or email USARC_cpmo_tld@usar.army.mil.

New Civilian Training & Leader Development policy for FY13

The USARC training policy was published in AFRC-CXP Nov. 16, 2012.

It can be accessed at SharePoint site <https://xtranet/sites/cpmo/Pages/default.aspx> and was distributed to all Army Reserve subordinate commands.

The document outlines Department of the Army efforts to improve the functional training, leader development, and professional growth of our Army Reserve (AR) Civilian Workforce.

The details in the policy memorandum reflect the Army's and AR's commitment to a Civilian Workforce Transformation that incorporates the training and developmental opportunities unique to our organization.

The USARC CTLD section of the Civilian Personnel Management Office is working towards some reporting processes on the various mandated courses to help gauge our subordinate command's training readiness success and compliance.

To date, the reporting processes and

assessment of training compliance has revealed some inconsistencies in the documentation of Professional Military Education (PME) credits in the Army Training Requirements and Resources System, the Civilian Human Resource Training Application System (CHRTAS) and the Defense Civilian Personnel Data System (DCPDS). Our civilian population consists primarily of Military Technicians and some retired military personnel that may have PME credits for some of the Civilian Education System mandated course requirements.

All personnel should assess their training requirements stated in the policy memorandum and in doing so ensure their personal profile and training records are up to date and accurately reflect training completion or credit in both CHRTAS and DCPDS data systems. Procedures to update those systems are included in the policy memorandum.

The CTLD policy and guidance memorandum focuses on the key com-

ponents of Military Technician Training, Mandatory Training, Civilian Education System, and Career Program management.

This policy also promotes the new Army Career Tracker web portal that provides civilians, leaders, and supervisors a more effective way to plan and monitor career development.

The training activities and programs identified within the enclosures of the memorandum provide a rich, dynamic array of courses, and professional development opportunities for our civilian personnel.

All supervisors (military and civilian) of civilian personnel and civilians in the Army Reserve should read the document, explore its various programs, and implement the policies so that all personnel are better informed to support the Army Civilian training requirements.

For more information about CLTD, contact your unit or headquarters Civilian Personnel Management Office.



The New WLC:

Longer course, shorter days, land nav returns

Story by Clifford Kyle Jones
NCO Journal

FORT BLISS, Texas – When implemented Army-wide in January, the Warrior Leader Course will be a little bit longer and a little bit better, said the U.S. Army Sergeants Major Academy commandant, Command Sgt. Maj. Rory L. Malloy.

After a thorough examination of the 17-day Warrior Leader Course, or WLC, that included surveys from the previous 12 months' course attendees, interviews with noncommissioned officer, or NCO, academy commandants and cadre, feedback from students in the Sergeants Major Course and input from Soldiers who attended the existing WLC and proof-of-concept courses, U.S. Army Training and Doctrine Command, or TRADOC, feels it has a course that will produce better NCOs, Malloy explained.

"I personally led a team to three of the posts and collected data on what they thought should be in WLC, what might need to be removed and what was missing," he said. "The question I would ask is, 'What do you think a sergeant should know?' If we can answer that question, that will tell us how to build the course."

Using that feedback, TRADOC in October unveiled a 22-day WLC that incorporates land navigation training, several hours of new instruction and shorter academic days. The new WLC also reflects new Army directives that require Structured Self-Development 1 as a prerequisite to WLC enrollment and mandates passing an Army Physical Fitness Test, or APFT, and meeting height and weight requirements as conditions of staying enrolled.

ACADEMIC HOURS

Going to a 22-day schedule allows the WLC's academic day to be limited to 8.5 hours.

"Right now, students will be in the classroom up till [9 p.m.] after starting at [5 a.m.]," Malloy said. "And I'll tell you, after dinner, they stop learning anything. They did not have time to reflect, they didn't have time to digest information, they didn't have time to prepare for the

next day, and there certainly wasn't any time left to do any reinforcement training for somebody who might not be up to the same standard as the rest of the class."

In the new course, instruction will go no later than 5 p.m. every day, and the new hours coincide with the Army Learning Model.

NEW LESSON

"NCO Initiatives" will familiarize Soldiers with new Army programs that affect the NCO Corps, "things like the Army Career Tracker, College of the American Soldier, how to better utilize AKO as an asset, transition – anything that's new and emerging," Malloy said.

The two-hour block of instruction is designed to be updated regularly so that the most relevant information is taught to students who in turn can take it back to their units, he said.

PHYSICAL FITNESS

The new WLC will require students to pass the APFT and meet height and weight requirements to graduate.

The APFT "will be done up front, within the first 72 hours," Malloy said. "If they don't pass the APFT or height and weight, they can retest. If they fail the second time, then they're dismissed from the course."

COUNSELING & NCOERS

Additional hours have been added to help new NCOs learn skills related to counseling and NCO Evaluation Reports, known as NCOERs, by giving Soldiers some hands-on experience.

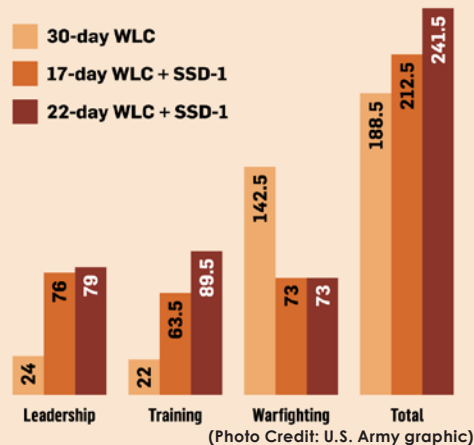
"The feedback we received from the students was that we do a pretty good job of teaching the purpose of counseling, the counseling form and how to fill it out," Malloy said. "What was missing was the opportunity to actually deliver some counseling."

Two extra hours of counseling training now lets students counsel their peers in a role-playing exercise.

"We give them different scenarios and they write it out. Then they actually deliver the counseling, and we talk about the technique in which they delivered it and some challenges they may face when

WLC instruction

In 2010, the Warrior Leader Course was cut from 30 days to 15 to accommodate the Army's high operational tempo. Later that year, two days were added back to WLC, as was Structured Self-Development instruction before the course. The new 22-day course will begin Jan. 1. A look at instructional hours by subject in the three iterations:



presenting counseling," Malloy said.

An additional hour for NCOER training gives students a chance to learn the importance of counseling before writing an NCOER and how to write proper bulleted items.

LAND NAVIGATION

One of the most visible changes to WLC will be reintroducing land navigation.

"There's a big desire in the Army to do land navigation," Malloy said. "It's something that should be taught at units, but it's not. So now, we're including it into the course."

Six proof-of-concept cycles at Fort Hood, Texas, and at Fort Bliss, Texas, included land navigation exercises. At one post, the entire course was extended by a few days while at the other, the situational exercise was dropped to accommodate land navigation instruction. The Army later decided that the STX lanes were too valuable to drop, so the longer course was adopted.

In addition to the land navigation exercises, instruction will include four hours of map-reading basics in SSD-1 and eight hours in WLC itself to prepare students.

"Traditionally, [map-reading] was a 10-hour class," Malloy said. "But the feedback from the students was, 'We're getting the information too late.'"



Ambassadors look to the future



Lt. Gen. Jeffrey W. Talley, chief of the Army Reserve and commanding general, U.S. Army Reserve Command, poses with Army Reserve Ambassadors during the U.S. Army Reserve Ambassador's Conference, at Fort Belvoir, Va., Dec. 3, 2012. The conference brought together ambassadors across the country to discuss the future of the Army Reserve. (Photo by Monica King/Army Multi-media and Visual Information Directorate)

*Story by Lt. Col. I.J. Perez
Army Reserve Communications*

FORT BELVOIR, Va. – Ambassadors from across the U.S. and Puerto Rico met with Army Reserve leadership for a look at the Army Reserve's way ahead as an integral part of the Federal Force.

This year's annual Army Reserve Ambassador's Conference also focused on ways to assist Army Reserve Ambassadors in their mission to tell the Army Reserve story.

"The reason you're here is because the Army Reserve needs to invest more in our Army Reserve Ambassadors program," said Lt. Gen. Jeffrey W. Talley, addressing the Army Reserve Ambassadors during a Dec. 3 conference.

"I don't think there is any limitation about what the Army Reserve Ambassadors can do. I think the limitations are on the resourcing and on the flexibility."

Ambassador Ron Sholar, a former deputy commander of USARC, said information gathered at the conference will help the public and the leaders in his native Oklahoma understand the value and the benefits of the Army Reserve as a Federal Force.

"General Talley's guidance will help us understand and integrate his priorities into our roles in our home states," he said.

Similar to the Army's Civilian Aides to the Secretary of the Army program, the ARA program provides an avenue for our own centers of influence to engage stakeholders at local, state and federal government levels.

Army Reserve Ambassadors represent the Army Reserve in every state and territory as key influencers in the private sector. Comprised of 114 active and emeritus Ambassadors from across the country, Army Reserve Ambassadors advocate on behalf of Soldiers, share the accomplishments of the Army's Federal Reserve and communicate the AR's positive "return on investment."

As leaders in their communities, Army Reserve Ambassadors garner support from elected officials, and bring in community support to Army Reserve events and needs. They are a conduit to opening doors in business, industry and institutions of higher learning as they work to educate the public, government and business - as well as Military and Veterans Service Organizations - on the Army Reserve and its needs.

Talley said these capabilities, skills, and talents are what make ARAs so unique and valuable. Ambassadors provide continuity over the long term; while local Army Reserve team leaders may come and go - Ambassadors remain vested in the community.

The Army Reserve Ambassador Program is just one of the ways the Army Reserve is partnering with active-duty counterparts to enhance our services' communication and outreach efforts.

According to Talley, Army Reserve Ambassadors are an extraordinary resource - not only for the Army Reserve, but as a force multiplier for the Total Army.

"What makes a good Army Reserve Ambassador is that you love Soldiers and you love their families," said Talley.



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