



The **DOUBLE EAGLE**  
"Twice the Citizen! Army Reserve!"  
AUGUST 2014, Vol. 3 No. 5



# SHINING ★ STAR

**STULTZ NAMED TO HALL OF FAME  
ARMY RESERVE COMMANDER'S CONFERENCE**



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# table of contents



This page is **INTERACTIVE**.  
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**4**

## COVER STORY:

Staff Sgt. Lynette Collier performs "Somewhere Over the Rainbow" during the 2014 U.S. Army Soldier Show at the Crown Theater, Fayetteville, N.C., July 19. Collier, 46, works at the U.S. Army Reserve Command as administrative specialist in the G-1 Mobilization section at Fort Bragg, N.C., and is the oldest cast member in this year's show. (Photo by Timothy L. Hale/U.S. Army Reserve)



**12**



**16**

## DEPARTMENTS:

The Way I See It.....	PAGE 3
Shining Star .....	PAGE 4
Stultz named to Hall of Fame.....	PAGE 12
Army Reserve Commanders' Conference .....	PAGE 16
Paralegal Warrior .....	PAGE 24
Anti-Terrorism Awareness Month .....	PAGE 26
Army History .....	PAGE 28
Safety .....	PAGE 30
Army HRC .....	PAGE 32
Chaplain's Corner .....	PAGE 33
Back to School .....	PAGE 34
Around the Headquarters.....	PAGE 36
Across the Army.....	PAGE 38





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HONORABLE MENTION: 2013



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# Shining Stars, One and All

**W**e looked to the stars - figuratively - for this month's Double Eagle.

From on-stage performances, to a cavalcade of general officers, this month's edition highlights the accomplishments of our Army Reserve Soldiers, those who have led us to where we are, and those who are guiding us into the future.

Staff Sgt. Lynnette Collier, a human resource specialist from the U.S. Army Reserve Command headquarters at Fort Bragg, N.C., is lighting up stages around the world as part of the 2014 U.S. Army Soldier Show. The Soldier Show cast and crew recently stopped in Fayetteville for two performances and I had a chance to sit down and talk about her experiences with the show, starting on page 4.

Another shining star is retired Lt. Gen. Jack C. Stultz who was inducted into the Transportation Corps Hall of Fame at Fort Eustis, Virginia. I traveled there to get his thoughts on what it means to be a Hall of Fame Transporter, starting on page 12.

Lt. Gen. Jeffrey W. Talley hosted his annual Commander's Conference in Alexandria, Virginia. Public Affairs Soldiers from the 200th Military Police Command were there to cover the way ahead for the Army Reserve. Starting on page 16, you can read about Talley's Rally Point 32.1, how we should be developing leaders, and his plans for recruiting and retaining the best and brightest. Additionally, other stories that came out of the Commander's Conference include: First U.S. Army's Operation Bold Shift, a look at the Army Reserve's budget priorities, and how the Army Reserve is leveraging public-private partnerships.

You will also find stories on the annual Paralegal Warrior Training at Fort McCoy, Wisconsin, a review of Anti-Terrorism procedures, and a look at how the 82nd Airborne Division and the Army Reserve are historically linked together.

We also included some tips to help your Family make the transition from summer vacation to going back to school.

As you can see, there are plenty of stories and information to read and share with your co-workers, friends, and Family.

As always, thank you for reading the Double Eagle. You have helped to make it the success that it has become. 🇺🇸



Timothy L. Hale  
Editor



Timothy L. Hale, a U.S. Air Force veteran, is an award-winning photojournalist and editor of the USARC Double Eagle. He is member of a number of professional organizations to include: Nikon Professional Services, National Press Photographer's Association and the North Carolina Press Photographer's Association. 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.

# USARC NCO Shined

Story & photos by TIMOTHY L. HALE  
U.S. Army Reserve Command

FAYETTEVILLE, N.C. – Bright lights illuminated the stage, synchronized to the pulsing, rhythmic beat.

In the middle of it all, Staff Sgt. Lynnette Collier, and 17 other performers, lit up the stage with energetic songs and dance routines for a near-capacity audience during the 2014 U.S. Army Solider Show at the Crown Theater, here, July 19.

Four months into the road show, Collier, 46, has become the elder stateswoman of the show – a shining star in this year's cast.

See **STAR**, Pg. 6



# es in Soldier Show



# STAR

from Pg. 5

"I am older than all of them," Collier said, with a laugh. "They are all so young! Some of them are right out of basic or AIT (Advanced Individualized Training). But I'm still in the game!"

Her journey to the Soldier Show started in November at Fort Bragg, where she works in the U.S. Army Reserve Command as administrative specialist in the G-1 Mobilization section.

Collier tried out, encouraged by friends and co-workers who knew she had a long history of singing in churches in her hometown of Pittsburgh, Pennsylvania

After performing the gospel hit "Open My Heart," by Yolanda Adams, Collier didn't hear anything back immediately. Days and weeks passed before she was notified, via email, to send in a video of her performing.

"The only video I had was me performing "Open My Heart," while I was in Afghanistan in 2009," she said.

Again, days and weeks passed.

Then in February, she was contacted again to travel to Fort Sam Houston for another try-out – this time in front of Army Entertainment staff. The one catch was if she made the show, she would not be returning to Fort Bragg.

**POIGNANT PERFORMANCE.** Collier gives a heart-wrenching performance during the 2014 U.S. Army Soldier Show. "I feel very blessed to be given the gift that I have and to have this opportunity," Collier said. "I just do what the Lord wants me to do. It may be me on the stage but the talent comes from Him."







**TEAM LINEN.** With no roadies, it's not just about being a performer. As the noncommissioned officer in charge of the wardrobe team, Collier, irons cast member costumes before the start of the show. "We have 18 cast members and we do all of their ironing. I have never ironed so many clothes in my life. Not even my own children's clothes!" she said.

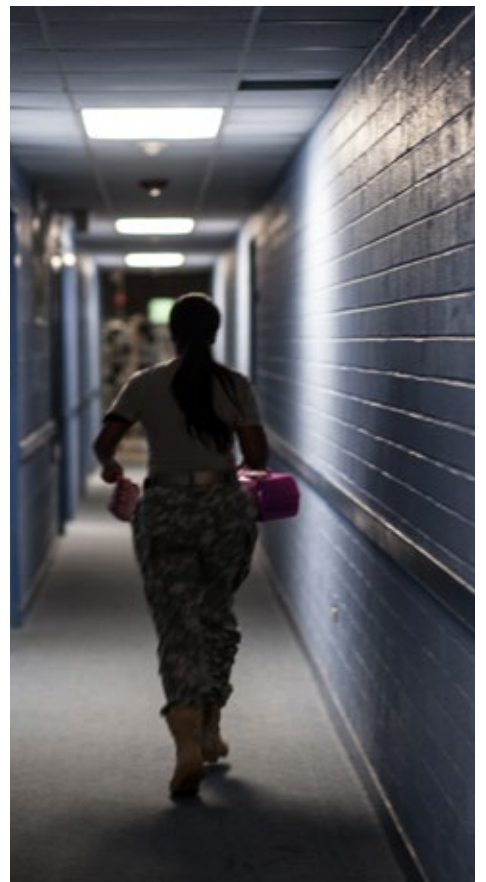


**STEP, BALL, CHANGE.** Collier, left, blocks a dance routine before the show. "I'm older than all of them. They are so young! ... But I'm still in the game!" she said.





**MAKE-UP.** Collier has her stage make-up applied by Shakera McFadden from the Paul Mitchell School in Fayetteville (*above*). After make-up, Collier runs down a backstage hallway to get ready for the opening number (*right*) and with just minutes to spare before the opening number, Collier (*below*) collects her thoughts.



*“I just do what the Lord wants me to do. It may be me on the stage but the talent comes from Him.”*

**— Staff Sgt. Lynnette Collier**  
U.S. Army Soldier Show performer

“It was a big risk to take,” she said, adding her then 20 year-old son was living with her in an apartment in Spring Lake. “But I went and sang ‘I Will Always Love You,’ by Whitney Houston,” she said. “That is my ‘go-to’ song.”

She also had to rehearse a dance routine with other potential cast members. Although, she was worried that her lack of dance experience would hurt her chances, it didn’t and she made the show.

As the saying goes, “the rest is history.”

While it may seem to the casual observer that being a part of such a production is full of glitz and glamour, there is a lot more behind the scenes that people do not see.

The entire cast and crew serve as their own roadies at each location – unloading equipment, setting up the stage, managing personnel, rehearsals, and in Colliers case, managing cast wardrobe.

“We call her team ‘Hashtag Team Linen,’” said Sgt. 1st Class Frederick McDuffy, the show’s non-commissioned officer in charge.

“She is the NCOIC of the wardrobe,” he said. “She really brings so much maturity, experience, and leadership to the show. She is very dependable – vocally, professionally, and personally.”

While show cast members can only be a performer for one year, others, like McDuffy, can serve up to three years behind-the-scenes.

“It really is a pleasure to have her as part of the show. I’d like to see her continue on as part of the behind-the scenes crew next year,” he said.

Before each show, Collier and her first squad of Soldiers do all the ironing for each of the 18 cast members. This includes steaming out wrinkles and removing stains.

“I have never ironed so many clothes in my life,” she said. “Not even my own children’s clothes!”

Collier said one of the highlights of being part of the show is the travel.

“We do a 38 installation road show and coming to Fayetteville puts us about halfway through the tour,” she said.

She said that while many people join the military to travel, after 22 years in the Army, she never imagined there would be any travel like the Soldier Show offers.

“I’ve already traveled more in the Soldier Show than I have in my entire Army career,” she said.

Another highlight is the camaraderie that exists with the cast and crew.

“We are Soldiers first but we are also Family,” she said. “I tell the Soldiers, ‘that no matter what is going on in your life, take your attitude, put it in a paper bag and hang it up on the dressing room door before you go on stage.’”

She said that putting on the best performance possible is what each audience deserves.

“It’s just like being on a deployment but without a weapon,” said the Afghanistan veteran. “We have to ensure that our mission gets done at every venue.”

When her tour ends in January, Collier is looking forward to returning to USARC and to her friends and Family, who reside in McDonough, Georgia.

Collier, who describes herself as a very shy person, said her vocal abilities are a God-given talent. Her vocal range showed as she performed in eight of the 14 songs, including three solos to include a Broadway-worthy rendition of “Somewhere Over the Rainbow,” from “The Wizard of Oz,” and a stirring rendition of “The Star Spangled Banner” to end the show.

“I feel very blessed to be given the gift that I have and to have this opportunity,” Collier said. “I just do what the Lord wants me to do. It may be me on the stage but the talent comes from Him.”

As the house lights filled the theater after the show, one thing became crystal clear — Collier is a shining star among many. 🌟





**STELLAR PERFORMANCE.** Collier shines in a ruby red dress as she sings "Somewhere Over the Rainbow" from "The Wizard of Oz" (top), gives a stirring rendition of "The Star Spangled Banner" (above), and signs an autograph (left) for a fan after the Fayetteville show. "It was a big risk to take, but I'm 'living the dream,'" she said.



[CLICK HERE](#) for more images of Staff Sgt. Lynnette Collier at the 2014 U.S Army Soldier Show on our **FLICKR** page.

# Stultz inducted into Transportation Corps Hall of Fame

Story by **TIMOTHY L. HALE**  
U.S. Army Reserve Command

FORT EUSTIS, Va. – The architect of transforming the U.S. Army Reserve into an operational force was inducted into the Transportation Corps Hall of Fame at a ceremony here, July 24.

Retired Lt. Gen. Jack C. Stultz said he was honored and humbled to be nominated.

“I don’t consider myself to be a Hall of Famer. I consider myself to be a lucky individual,” Stultz said before a standing-room-only crowd inside the Transportation Corps Museum.

During his six years as Chief of the Army Reserve, Stultz managed constant operational rotations to support combatant commanders in Afghanistan and Iraq, transformed the component into an operational reserve, took care of Soldiers and their Families, and moved the headquarters from Fort McPherson, in Atlanta, to Fort Bragg, N.C. as part of the 2005 Base Realignment and Closure.

He said he felt like he became a Hall of Fame inductee by “not trying to be one” and simply doing his job.

Stultz thanked many of the individuals who helped shape his career including both officers and noncommissioned officers.

“I didn’t get here on anything that I accomplished,” he said. “I got here because of great people that surrounded me and helped me.”

See **STULTZ**, Pg. 14

**PROUD TRANSPORTER.** Retired Lt. Gen. Jack C. Stultz, center, accepts a certificate from Brig. Gen. John P. Sullivan, U.S. Army chief of transportation, during the Transportation Corps Hall of Fame Induction Ceremony at the Transportation Museum at Fort Eustis, Va., July 24. Stultz, who was the former Chief of the Army Reserve, served for in the Transportation Corps for nearly his entire military career. (Photo by Timothy L. Hale/U.S. Army Reserve)





# Transportation Corps Hall of Fame



## STULTZ

from Pg. 13

In his nomination of Stultz, Maj. Gen. Luis R. Visot, Army Reserve chief of staff, said Stultz was an “innovative, forward thinker whose plans and strategies facilitated ground-breaking logistical support operations throughout his career.”

A native of Leaksville, N.C., Stultz’s career began at Davidson College in 1974. Originally commissioned as an engineer officer, Stultz left active duty in 1979 to pursue a civilian career with Proctor and Gamble.

In 1987, he joined the Army Reserve with the 32d Transportation Group (Composite). Three years later, he provided transportation support during Desert Shield/Desert Storm for VII Corps and XVIII Airborne Corps in Kuwait, Iraq, and Saudi Arabia.

From that point, Stultz continued to carve his name in Army Reserve transportation – and to a certain extent, the entire combat support and combat service support history.

His expertise and knowledge of not only transportation, but also logistics, came to fruition during Operation Iraqi Freedom.

As commander of the 143rd TRANSCOM (Forward) in Kuwait in 2002, Stultz led the way by establishing command and control operations of port operations to support Operation Iraqi Freedom. That operation saw the off-loading of more than 250 U.S. and United Kingdom ships and 150,000 pieces of cargo for two divisions, two armored cavalry regiments,



**PROUD SUPPORTERS.** Laura Stultz, wife of retired Lt. Gen. Jack C. Stultz, smiles as he is inducted into the Transportation Corps Hall of Fame at the Transportation Museum at Fort Eustis, Va., July 24. Maj. Gen. Luis R. Visot, U.S. Army Reserve Command chief of staff, a long-time colleague of Stultz, also attended the event. (Photo by Timothy L. Hale/U.S. Army Reserve)

and one airborne brigade. He also oversaw a Joint Logistic Over-The-Shore operation, serving two U.S. Marine Corps amphibious task forces, coalition forces, plus Army, Marine, and Air Force ammunition supplies.

When the 3d Infantry Division (Mechanized) moved into Iraq, Stultz helped establish the first forward airfield at Tallil, providing food, fuel, and ammunition in support of air and ground operations. He also helped establish the first operational railhead in Iraq at Garma Rail Station.

Truck units under his command, established ground supply routes more than 700km from Kuwait to northern Iraq and they logged more than 100 million miles.

Through it all, he maintained the operational nature of the Army

Reserve by spearheading the evolution of the Army Reserve Force Generation Model so it would synch with the active Army’s AR-FORGEN cycle.

But Stultz’s career wasn’t only about logistics. He, and his wife, Laura, also cared about the men and women serving in uniform, their Families, and the civilians who supported them.

“She was always there. She would always kiss me when I came home at night and then kick me in the butt in the morning and tell me, ‘go be with your Soldiers,’” he said, bringing laughter from the audience. “None of us could do what we do without our Families and our Soldiers. She is part of this, he said, gesturing around the room at the transportation history portrayed. “She is in my Hall of Fame.”



He also established the Employer Partnership Program in 2008 by reaching out to civilian employers to promote a win-win situation for both the Soldiers and the civilian sector. Keeping true to his transportation roots, some of the first companies he contacted were civilian transportation companies – sharing with them the value of hiring military transportation Soldiers.

“What employers are telling us is when they hire a (Army) Reserve soldier, they don’t just get an employee, they get somebody that has a great work ethic, that has integrity, that has loyalty, that has dedication, and that productivity goes up,” Stultz told a group of journalists in January 2009 media roundtable.

“I have a good perspective, I think, in terms of how you go back and forth between a civilian to military, back to civilian – some of the challenges it presents for both employers and the Soldier, as well as for the Family,” he continued, at the roundtable discussion.

Stultz also established Army Strong Community Centers across the nation. These centers are designed to support all service members and their Families in locations without military installations.

“We have to bring the installations to the Soldiers and their communities, because they don’t have a Fort Campbell; they don’t have a Fort Drum; they don’t have Fort Hood ... so we have to bring it to them,” Stultz said at an ASCC event in Brevard, N.C. in 2010.

Stultz also worked with Congress on legislation to change how



**VISITING TROOPS.** First Sgt. David Smith, 425th Transportation Company, briefs Army Lt. Gen. Jack Stultz, chief of the Army Reserve, about Soldiers’ responsibilities in Kandahar, Afghanistan in this January 2011 file photo. Stultz, who was fond of visiting Army Reserve Soldiers who were deployed, spent three days visiting Camp Eggers, Forward Operating Base Fenty, Camp Sabalu-Harrison, Bagram Airfield, Camp Leatherneck, and Kandahar Airfield. During the visit to Afghanistan, Stultz dined with Soldiers, visited and talked with them in their work areas and hosted several town hall meetings, where he talked about the Army Reserve and answered questions about Soldiers’ concerns. (Photo by 1st Sgt. Tyrone Walker/210th Mobile Public Affairs Detachment)

the Army Reserve would respond to natural disasters and emergencies in the United States.

His efforts paid off in 2012 when Army Reserve units from Florida, North Carolina, and Pennsylvania were called to assist with Hurricane Sandy recover efforts in New Jersey and New York.

Throughout his career, Stultz saw opportunities to “lead from the front” – spearheading the way for the Army Reserve to evolve into the operational reserve component that it is today, while taking care of Families and establishing civilian partnerships.

“Lt. Gen. Stultz raised the bar for all transporters,” Visot said. “He is a pillar in the Army Reserve, the Transportation community, and a legacy to logisticians worldwide. He thoroughly lived what it means to be ‘Twice the Citizen! Army Strong!’” 🇺🇸



**ARMY STRONG.** Lt. Gen. Jack C. Stultz, and his wife, Laura, stand outside the Army Strong Community Center in Rochester, N.Y. in this 2009 file photo. He credited his wife for coming up with the concept of a “virtual installation” for Families who live too far away to tap into the kind of information, services, and support provided at large military installations. (Photo by Spc. Kevin Harrison/U.S. Army Reserve)







# Talley unveils Rally Point 32.1 at Commander's Conference

Story by **STAFF SGT. NAZLY CONFESSOR**  
200th Military Police Command Public Affairs

ALEXANDRIA, Va. - Lt. Gen. Jeffrey W. Talley, chief of Army Reserve and commanding general of U.S. Army Reserve Command, unveiled his updated vision and strategy, referred to as Rally Point 32.1, for the Army Reserve during the USARC Commander's Conference, here, July 21.

Rally Point 32.1, the revision to Talley's original Rally Point 32, is a strategy document that stresses his intent to keep USARC operational and ready to its fullest capacity as a mission ready force of the U.S. Army. Talley urged the conference attendees to push this revamped vision to their younger Soldiers.

"The Army Reserve is part of the 'big Army.' The Army Reserve is a lifesaving and life-sustaining force for the nation," Talley said. "Our mission is to provide ready and accessible Soldiers, leaders and units. The question that comes to mind is how do we generate readiness?"

Talley stressed the importance of training during battle assembly weekends in order to be fully trained and equipped to meet the capabilities of the new Army.

Talley's Plan, Prepare and Provide initiative is geared toward ensuring Soldiers, leaders and units are ready and accessible to U.S. Army Forces Command and the Defense Department as a whole. The initiative's goal is for the active component to use the Army Reserve throughout the Army Force Generation Cycle.

He highlighted the multiple qualities and talents that Army Reserve Soldiers bring to the force that distinguish them from their active duty counterparts. Reserve Soldiers should take advantage of the skills

they learn in both their careers to enhance each, he said.

"We need to couple those skill sets so we can become more marketable," he said.


In order to ensure Army Reserve units are fully prepared, Talley spoke about upcoming agreements with private-sector partners such as Tony Horton, a well-known physical fitness expert, to help the Army Reserve promote healthy lifestyles; Suzy Orman, a financial expert to help those with financial issues; and more.

Talley said these military-civilian initiatives, part of the Army Reserve Private Public Partnership (P3) program, will strengthen the component's unit, leader and individual readiness, making its Soldiers more marketable to the private sector.

The P3 program is a human capital strategy in which the Army Reserve "collaborates with business leaders to develop staffing solutions to meet America's industry demands, tackle the issue of workforce preparedness, and reinvigorate America's human talent to remain competitive in the global economy," according to a fact sheet about the program.

Though Talley acknowledged the difficulties many Army Reserve Soldiers face in balancing their military and civilian lives, he stressed the importance of taking control and stabilizing these dual roles.

Talley closed his discussion by emphasizing the mission readiness portion of Rally Point 32.1.

"If you are out of the balance emotionally, physically and mentally, you are not going to be ready as a leader or show other leaders how to grow. You have to keep and maintain that balance," he said. "We are a community-based organization of Citizen-Soldiers. U.S. Army Reserve Soldiers are leaders in our families, in our communities, in our jobs and leaders in the Army. We need to enhance our training so we can lead ourselves through some of the challenges we are facing." 

**STATING HIS CASE.** Lt. Gen. Jeffrey W. Talley, chief of the Army Reserve and commanding general, U.S. Army Reserve Command, delivers his opening remarks July 21 at the U.S. Army Reserve Command Commander's Conference in Alexandria, Va. The USARC Commander's Conference is an annual opportunity for Army Reserve leaders to discuss matters of mutual interest. (Photo by Sgt. Karen Sampson/3rd Battalion, 348th Regiment)

# Talley emphasizes leader development

Story by SGT. 1ST CLASS JACOB BOYER  
200th Military Police Command Public Affairs

ALEXANDRIA, Va. - Lt. Gen. Jeffrey W. Talley, Chief of Army Reserve and Commanding General of U.S. Army Reserve Command, told senior Army Reserve leaders that developing leaders was crucial to navigating the constrained fiscal environment at the USARC Commander's Conference, here, July 23.

"We don't know what the future holds. What we do know is the way that we're going to get through it is leader development," Talley said. "We're going to lead ourselves through this. We're never going to know exactly what the problem is until it's upon us, so my argument is invest in leader development and invest in a reserve component."

During a question and answer session, Talley said the Army was "leadership rich."

"On our worst day, you're probably ranked as some of the best leaders we have in the United States, private or public sector. When people want to learn about leadership, when people want to know how to be a leader, they don't go to academia. They come to the United States Army," he said. "We have the tradition and the reputation of being the best organization in the world at developing leaders at every level."

Beyond fiscal uncertainty, Talley said Army leaders have to be prepared for a variety of missions without knowing what the next threat will be. He used current tensions between Russia and Ukraine as a scenario no one would have thought of three years ago. He said that uncertainty is why it is important for the U.S. to maintain strong reserve forces.

"I wish I could tell you we've got it all figured out. We don't," he said. "We never get it right. I tell Congress this is why we need a very capable reserve component as an insurance policy. We never know for sure."

Talley encouraged senior leaders in the audience to make sure they were keeping the Army Reserve staff aware of the positive things their units are doing. He also praised Army Reserve ambassadors for their role in informing the public of why the Army Reserve is important.

"We have one of the greatest blessings in the

world by having the Army Reserve Ambassador program, and it's underutilized. I'm not saying the Army Reserve ambassadors are underworked," he said. "We need to do a better job of utilizing and involving our Army Reserve ambassadors."

Audit readiness, recruiting, retention and communication to the lowest level of Soldiers were among the other topics discussed during the session. Talley said he wanted the leaders who attended to leave the conference with information they can use to improve their commands.

See **LEADERS**, Pg. 19



**DEVELOPING LEADERS.** Lt. Gen. Jeffrey W. Talley, chief of the Army Reserve and commanding general, U.S. Army Reserve Command, speaks during his question and answer session July 23 at the U.S. Army Reserve Command Commander's Conference in Alexandria, Virginia. The conference is an annual opportunity where Army Reserve leaders discuss important issues impacting the force. (Photo by Sgt. Karen Sampson/3rd Battalion, 348th Regiment)



# Talley highlights recruiting, retention

Story & photo by SGT. KAREN SAMPSON  
3rd Battalion, 348th Regiment

ALEXANDRIA, Va. - The Army Reserve needs to prioritize acquiring and keeping talented Soldiers, Lt. Gen. Jeffrey W. Talley, chief of Army Reserve and commanding general of U.S. Army Reserve Command told leaders, here, July 21, to kick off the USARC Commander's Conference.

"We have to strengthen recruiting and retaining," he said. "We encourage other members of different military branches to bring their experience to the Army Reserve. We have to measure readiness by current unit status reports. The way to achieve this is manning formations."

Talley said the Army Reserve values the experiences of troops from other services and components.

"I spoke to Marines, Sailors, Airmen and National Guardsmen and expressed they will make excellent Army Reserve Soldiers," he said. "We want them to come to us with their experience."

Talley introduced Chairman of the Joint Chiefs of Staff Gen. Martin E. Dempsey for his keynote address at the conference, which is an annual opportunity for Army Reserve senior leaders to discuss important issues impacting the force.

Talley encouraged his Soldiers and civilians to ask candid questions of Dempsey, Gen. Daniel B. Allyn, commanding general of U.S. Army Forces Command, and Inspector General of the Army Lt. Gen. Peter M. Vangjel.

"We are encouraging frank and honest discussion from our audience and panel regarding readiness and reserve manning capabilities," Talley said.

Panels also focused on Army Reserve operational strength and leadership development. The first panel consisted of leaders discussing ways to maintain reliable numbers of Soldiers who uphold Army standards and actively participate in their units. One battalion commander said keeping Soldiers in Army Reserve formations requires leadership.

"I find the numbers of unsatisfactory Soldiers decline when we encourage the Soldiers to be part of the team, show support in decisive action and give them a sense of ownership," said Lt. Col. Sherrell

Murray, commander of the 633rd Quartermaster Battalion. "It is the leadership's responsibility to instill that sense of ownership."

Command Sgt. Maj. Nagee H. Lundie, the senior enlisted Soldier in the 377th Training Support Command, said units should live up to Soldiers' expectations of the Army.

"Young Soldiers are impressionable when they join the Army," he said. "Soldiers have expectations when joining the Army. They want to achieve what the recruiter represents, and more."

Lundie said it is important for leaders to constantly renew Soldiers' reasons for serving in the Army Reserve. Motivation sometimes requires reemphasizing why a Soldier joined in the first place, including making them aware of the "benefits of commitment," he said. 🇺🇸

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## LEADERS

from Pg. 18

"I hope you found this conference was useful," he said. "I think the discussions and dialogs that I've heard are very beneficial and certainly covered the important issues you need to be focused on and aware of. If there's anything that's good that's going to happen in the Army Reserve, it's going to happen because of you and the wonderful Soldiers and civilians that you have the privilege of working with and leading every day."

Talley left the audience with a final thought on leadership: A leader's greatest responsibility is "growing" other leaders.

"How are you going to grow leaders? That's the most important thing a leader does. I would argue that if you blew everything else off that you've heard at this conference and say 'I'm going to grow the best leaders I can grow,' the other stuff will fix itself, because they will jump on it and fix it. They'll also feel that touch from you, and you will shape their lives forever, and they will stay in our Army forever." 🇺🇸



**STREAMLINED TRAINING.** Lt. Gen. Michael S. Tucker, First U.S. Army commanding general, discusses Operation Bold Shift, July 22 at the U.S. Army Reserve Command Commander's Conference in Alexandria, Va. Operation Bold Shift is an "effort to maximize training time by creating a partnership with the Army Reserve and the National Guard components," Tucker said.

# Tucker outlines Operation Bold Shift

Story & photo by SGT. KAREN SAMPSON  
3rd Battalion, 348th Regiment

ALEXANDRIA, Va. - Lt. Gen. Michael S. Tucker, commanding general, First U.S. Army, introduced Operation Bold Shift to senior Army Reserve leaders during the U.S. Army Reserve Command Commander's Conference, here, July 22.

Bold Shift is a streamlined training plan for integrating Army Reserve, Army National Guard and active duty Soldiers.

"Full integration of exercises requires a streamlined approach to increase efficiencies and maximize training opportunities across all

components," the general said.

The Bold Shift initiative will improve First Army's ability to provide training support across the Army Reserve and Army National Guard.

First Army will refocus and reduce its structure to preserve operational capabilities, Tucker said.

"(Bold Shift) is our effort to maximize training time by creating a partnership with Army Reserve and National Guard components," he said.

The partnership will facilitate communication between units

and First Army to create effective training plans and cumulative training exercises specific to units' skill sets, Tucker said.

"We also want to emphasize multicomponent training to encourage troops to train as they fight," he said.

First Army works with the Army Reserve and Army National Guard to advise, assist and train reserve component forces before and after mobilization. Its trainers use multicomponent collective training to meet the Army's readiness requirements. 🇺🇸



# CFO defines budget priorities

Story & photo by STAFF SGT. RUFUS STUCKEY  
200th Military Police Command Public Affairs

ALEXANDRIA, Va. - Stephen D. Austin, the Financial Officer and Director of Resource Management and Materials of the Army Reserve, presented a budget and funding overview during the U.S. Army Reserve Command Commander's Conference, here, July 22.

Making informed cost-management decisions and using resources efficiently and wisely are priorities of the Army Reserve and will become more important in the future, Austin said.

"It's going to inform our decisions," Austin said. "You need to be aware of where things are going and be better informed to make better decisions."

Austin stressed that adherence to the 80/20 obligation rule, which requires that 80 percent of budgeted funds be spent by July of a given year, is critical. Congress and the Defense Department direct the rule.

Austin said there are a lot of uncertainty in budgets for the next several years when introducing the Program Objective Memorandum, or POM, a document that outlines the budget cycle for the next five years.

Readiness and training will receive budgeting priority over the next few years, Austin said. Even so, leaders need to be judicious in what they spend on training.

"As budgets get smaller, you're going to do less," he said. "So let's try to do what we do smarter."

Austin said Army Reserve commanders bring civilian-acquired skills that give them an edge during periods of budget constraints. In civilian industry, innovation is encouraged in order to maximize profits. Those cost cutting skill sets could also be used to maximize value in Army Reserve spending.

"You guys [Army Reserve senior leaders] have a background in civilian industry where cost is more of a factor," he said.

Austin also addressed challenges to equipment funding, such as upgrading equipment, and managing equipment life cycles.

Austin said Critical Dual Use should be part of everyone's vocabulary. Critical Dual Use is a policy that gives the Army Reserve the authority to respond to natural disasters and other emergencies within the United States. That role could be used to secure funding, he said.

The USARC Commander's Conference is an annual opportunity where Army Reserve leaders discuss important issues impacting the force. 🇺🇸



**COST MANAGEMENT.** Stephen D. Austin, U.S. Army Reserve Director of Resource Management, Material Core Enterprise, speaks about funding and equipping the force July 22 at the U.S. Army Reserve Command Commander's Conference in Alexandria, Virginia. The conference is an annual opportunity where Army Reserve leaders discuss important issues impacting the force.



**BUILDING PARTNERSHIPS.** Panelists discuss the Private Public Partnership program July 22 at the U.S. Army Reserve Command Commander's Conference in Alexandria, Va. Representatives from non-profit and private organizations, federal agencies, and academia addressed the importance of enabling new and ongoing relationships between the military and civilian communities. (Photo by Sgt. Karen Sampson/3rd Battalion, 348th Regiment)

# Panel: Private Public Partnerships

Story by **STAFF SGT. NAZLY CONFESSOR**  
200th Military Police Command Public Affairs

ALEXANDRIA, Va. - The strength of Army Reserve Soldiers lies in both civilian and military experiences. Developing an initiative that builds upon both strengths provides an incredible turn on investment.

Representatives from non-profit and private organizations, federal agencies, and academia addressed the importance of enabling new and ongoing relationships between the military and civilian communities at the annual U.S. Army Reserve Command Commander's Conference, here, July 22.

"We connect (Soldiers) to the resources they might not actually have if they need help," said Erin

Thede, director of the Private Public Partnership Office, or P3O, at the Office Chief of Army Reserve. "We connect them with those resources through our private partnership."

The Army Reserve P3 grew out of the Employer Partnership Office to link Army Reserve Soldiers with career and employment opportunities and increase the readiness of Army Reserve units by matching skill sets between military and civilian jobs. Lt. Gen. Jeffrey W. Talley, Chief of Army Reserve and Commanding General of U.S. Army Reserve Command, first proposed the P3 initiative last year when he recognized the key to strengthening

unit and individual readiness was using partnerships between the private and public sectors.

Thede stressed the value of the program's three lines of effort: individual, unit and leader readiness.

This is the vision that Talley has emphasized in the past year to strengthen the Army Reserve.

"The Private Public Partnership helps U.S. Army (Reserve Soldiers) tie their military skills into the civilian world," Talley said.

To show USARC commanders how effective these military-civilian initiatives have been, Chris Mallory, creative director from the Major League Baseball network, spoke about his collaboration with



P3 by employing two Army Reserve Soldiers for a 10-month apprenticeship program based on their skills.

The exercise is designed to help Soldiers become marketable in the civilian sector, Mallory said. The Army Reserve and the civilian sector will both gain from the partnerships developed during the internship.

Eric Eversole, a representative from the U.S. Chamber of Commerce and a Navy Reserve Sailor, has collaborated with local businesses to hire and train veterans and service members. He stated there were 20 potential job offers for service members so far coming out of a job fair hosted at Fort Belvoir, Virginia.

Eversole said his mission is to increase awareness of the importance of hiring veterans in communities and businesses.

As a Navy Reserve Sailor, Eversole said he acknowledges the troubles Soldiers struggle with when they leave the military or come home from a deployment. He is developing a mutually supportive environment for Army Reserve Soldiers designed to expose them to opportunities in the private sector

based on their current skills.

“Emotional readiness is a key component to individual and unit readiness,” Thede said.

Brian Cooke, chief of staff at the Armed Forces Foundation, spoke about the foundation’s goal to raise awareness of invisible wounds such as post-traumatic stress disorder and traumatic brain injuries.

“For the past two years, the ‘Save our Troop Campaign’ has tried to raise awareness and educate service members, leaders, veterans and the public that mental wounds are invisible wounds and lower the stigma of seeking help,” he said.

When Soldiers work in dynamic environments in the civilian sector, it allows them to develop professionally and introduce new skills into their military careers.

Dr. John Mogford, vice chancellor for research at Texas A&M University, educates service members on using training and certificate programs for firefighting, urban search and rescue, and community infrastructure projects.

Mogford said private firms have started providing training opportunities for Soldiers to work in local community infrastructure. 🇺🇸



**BUILDING PARTNERSHIPS.** Jorge Silveira, with U.S. Southern Command, discusses the Private Public Partnership program July 22 at the U.S. Army Reserve Command Commander’s Conference in Alexandria, Virginia. The conference is an annual opportunity where Army Reserve leaders discuss important issues impacting the force. (Photo by Sgt. Karen Sampson/3rd Battalion, 348th Regiment)

# Paralegals hit the courtroom and field for annual training

Story & photos by ALUN THOMAS  
88th Regional Support Command

FORT MCCOY, Wis. - Soldiers from throughout the Army Reserve and National Guard converged at Fort McCoy for a two-week Paralegal Warrior Training course, July 11-25, in order to sharpen both their paralegal and Soldiering skills through a range of different events.

The training is a yearly voluntary refresher course that incorporates technical paralegal classroom work with troop movements and drills, said Sgt. Maj. David Becker, command paralegal of the United States Army Reserve Command.

"It all combines with a two-and-a-half-day exercise out at CACTF (Combined Arms Collective Training Facility) where the Soldiers move tactically, set up a JAG (Judge Advocate General) shop where we give them legal injects, claims missions and rules of engagement violations," Becker said. "They have to work and come up with answers while overcoming OP-4 (opposing force) to put more pressure on them."

Becker said, the students enjoyed the layout of the training schedule and the variety of tasks provided.

"What I've heard most is how they liked the tactical side, because they don't get to do it every day at their units," he said. "Basic troop movements ... reacting to direct and indirect fire, they enjoyed the way we put them together with the paralegal activities in the class."

Although everyone graduates the course, Becker said the main goal was to improve their overall skills, which the cadre was there to ensure.

"We work hard, even after duty hours, if anyone is struggling, because they have to pass a test," Becker continued. "They have to maintain a certain grade percentage, but everyone here has done that. We have smart Soldiers, no doubt about that."

Becker said the grading favors the technical part of their jobs, which are things they should know to do their jobs.

"The tactical is to get them refreshed from basic training and deployments and get them familiarized with it again," he added.

Taking part in the course for the third time was Spc. Thomas Williams, from Savannah, Georgia, a paralegal specialist with the 12th Legal Operations Detachment, who said although the course was rigorous; it was gratifying being able to participate in varied events like land navigation, the confidence course and 24 hour operations.

"I don't get to do some of these things often, so it was a good refresher course and heavy on the physical side, which was a good workout," Williams said. "It's all to get us into the Soldier mode and out of the classroom."

Williams said although he had attended the training on two other occasions, something different is added each year to keep the event unpredictable.

"This year the classroom tests were much harder and the obstacle course was new too," Williams said. "Some of the obstacles were challenging, but it's a confidence course and it did build up our confidence as a team and helped build rapport."

Williams said he recommends the course to anyone seeking to expand their knowledge as both a paralegal and a Soldier.

"It's good training, some of the best you can get in this field in the reserve," he said. "I'd challenge anyone to volunteer for it."

For Staff Sgt. Mandy King, with the 108th Training Command, attending PWC was much different than previous paralegal training events she attended.

"I attended Enlisted Judge Advocate Tri-Annual





Training in San Antonio, nine years ago,” King said.

“The Paralegal Warrior Training I just went to (at Fort McCoy) was the best overall Soldier training I’ve had in the last 17 years. It was a good refresher,” the Bainbridge, N.Y. native said.

King said she recently completed the Advanced Leader

**PARALEGAL DOUBLE EAGLES.** Army Reserve Soldiers emerge from a sandy obstacle *(above)* as they try to gain the fastest time during an obstacle course race with three other platoons at Fort McCoy, July 23. Spc. Thomas Williams, *(left)*, an Army Reserve paralegal specialist with the 12th Legal Operations Detachment, Savannah, Ga., works his way across a rope bridge. Army Reserve and National Guard paralegal specialists were taking part in the two-week Paralegal Warrior Training course, July 11-25, which incorporated technical paralegal classroom work with troop movements and drills.

Course and recognized the PWTC cadre’ were using the ALC model.

“They did a great job with the “crawl, walk, run” training,” she said. “There are very few opportunities to learn Soldier skills as an Army Reserve Soldier since we don’t have Sergeant’s Time. So this was really good training, especially for our younger Soldiers.”

She feels so strongly about the quality of training that PWTC provides she has already put other paralegal Soldiers on notice in down-trace units.

“If they haven’t gone, they will be going,” King said. “They need to go to this training before going to any noncommissioned officer school. It’s a great preparation – it will set them up for success.” 🇺🇸

# TERRORISM

## AUGUST IS ANTI-TERRORISM AWARENESS MONTH

Story by **EVAN R. PILLING**  
USARC G-34 Protection Directorate

Terrorism is an enduring, persistent threat to our nation and the Army Reserve.

Anti-terrorism is the defensive element in our fight against terrorists. Army Reserve forces must seek to understand the threat, detect terrorist activities, warn, and defend against the full range of terrorist tactics.

The Army leadership has declared August 2014 as Anti-terrorism Awareness Month with a focus on:

- Recognizing and reporting suspicious activity.
- Conducting exercises to include Active Shooter, Homegrown Violent Extremists and Insider Threat scenarios.
- Reviewing Anti-terrorism Measures in Contracting.
- Using Social Media to promote Anti-terrorism awareness and community outreach.

The purpose of Anti-terrorism Awareness Month is to instill a heightened level of awareness and vigilance to prevent and protect the Army Reserve community and critical resources from acts of terrorism. Army Reserve Soldiers, Department of the Army civilians and Family members will understand key Anti-terrorism concepts, principles, roles, responsibilities, and suspicious activity reporting procedures.

Army Reserve commands will conduct Anti-terrorism awareness activities during their August Battle Assemblies.

### THE THREAT

Terrorist tactics, techniques, and procedures are constantly evolving. Large transnational groups such as Al-Qa'ida and Al-Qa'ida in the Arabian Peninsula remain committed to conducting terrorist attacks within the United States.

Although these groups remain a significant threat, most recent attacks have been conducted by small groups and individuals who have become radi-

calized to take independent action.

The 2013 Boston Marathon bombing and other terrorist plots demonstrated this threat from Homegrown Violent Extremists who are motivated to conduct attacks with little or no warning.

Intelligence officials are increasingly concerned about the potential threat posed by individuals currently fighting with Syrian rebel groups and then returning to United States.

In addition to terrorist threats, the 2009 Fort Hood and 2013 Washington Navy Yard shootings demonstrated the potential threat from insiders and active shooters.

These individuals may conduct a sudden attack as a result of a number of motivations.

### THREAT MITIGATION MEASURES

Army Reserve equities may represent an attractive target to terrorists primarily as a result of their symbolic value and accessibility.

Army Reserve mitigation strategies include:

- Reviewing and updating Local Threat Assessments
- Developing and implementing an Anti-terrorism Plan
- Conducting periodic anti-terrorism training and exercises
- Displaying anti-terrorism awareness posters and flyers in prominent locations
- Educating our Army Reserve Family through command information programs
- Establishing and leveraging intelligence and information-sharing relationships with local law enforcement agencies and regional fusion centers
- Attending local threat fusion working groups or similar venues



- Implementing Force Protection Condition (FPCON)
- Effectively executing Random Anti-terrorism Measures (RAM)
- Maintaining situational awareness – know what is normal in your area
- Reporting any observed suspicious activity

## RECOGNIZING AND REPORTING SUSPICIOUS ACTIVITY

The keys to stopping a terrorist or insider attack before it occurs are to remain aware of the threat and report any suspicious activity.

Some examples of suspicious activity are:

- Unusual or prolonged interest in or attempts to gain information about security measures of personnel, entry points, peak days and hours of operation, and access controls such as alarms or locks
- Observation of security reaction drills or procedures; multiple false alarms or fictitious emergency calls to same locations or similar venues
- Discreet use of cameras or video recorders, sketching, or note-taking consistent with pre-operational surveillance
- Observation of or questions about facility security measures, to include barriers, restricted areas, cameras, and intrusion detection systems
- Large or bulk purchases of items, beyond normal household use, that could be used to construct an explosive device, including hydrogen peroxide, acetone, gasoline, propane, or fertilizer
- Attempted or unauthorized access to rooftops or sensitive areas

If you observe suspicious activity, immediately contact your local law enforcement agency and chain of command.

## TRAINING AND EXERCISES

During Anti-terrorism Awareness Month, Army Reserve commands will focus on Active Shooter, Homegrown Violent Extremists and Insider Threat training and exercises.

These exercises will allow Army Reserve Soldiers to recognize, react to, and report various threat situations.

## ANTI-TERRORISM MEASURES IN CONTRACTING

Contractors are an important part of the Army Reserve team. The 2013 Washington Navy Yard shooting, however, vividly illustrated the potential threat a disgruntled individual with access can pose. During Anti-terrorism Awareness Month, Army Reserve Commanders will focus on vetting contractor access to Army Reserve facilities and units, the role of Anti-terrorism in the contract submission and approval process, and the importance of Anti-terrorism Level 1 training for contractors. Commanders will also review local contract activities to ensure contractor personnel are vetted appropriately and comply with access control requirements.

## USE OF SOCIAL MEDIA

Social media platforms such as Facebook and Twitter represent potential key media engagements that can enhance Army Reserve Anti-terrorism awareness. Additional venues and tools such as blogs, unit web pages and command homepages will be incorporated into awareness planning. Social media engagements will be nested with Command Information Programs, Command Strategic Communication Plans and any Command – sponsored community outreach programs. Anti-terrorism products available on social media include:

- Public service announcements
- Basic Anti-terrorism awareness information
- Anti-terrorism awareness brochures and posters
- Crisis mitigation and response information

## SUMMARY

Terrorists and insider threats remain an ongoing security concern. Although Anti-terrorism awareness is emphasized during Anti-terrorism Awareness Month, all personnel should remain vigilant and aware of potential threats throughout the year. The threat of terrorist attack is real and unpredictable; however, with continued awareness and vigilance, we can prevent attacks and protect Army Reserve personnel, information, and equipment. See Something, Say Something!

# "ALL THE WAY!"

Story by JENNIFER FRIEND

Museum Specialist, Office of Army Reserve History

In honor of National Airborne Day, August 16, it seemed only appropriate to mention the 82nd Airborne Division.

It is famously known around the world as the elite airborne force; for the brave men and women willing to jump out of perfectly good airplanes into danger, drive on, and complete the mission at all cost.

However, the 82nd had not always been an airborne division...

The 82nd Airborne Division began as an infantry division during World War I and was known as the 82nd Division. It was formed August 25, 1917 at Camp Gordon, Georgia. Because members of the division came from every state in the nation, the unit was given the nickname "All-Americans," hence the creation of the famed "AA" shoulder patch.

The division consisted of the 163rd Infantry Brigade, which commanded the 325th and 326th Infantry Regiments; the 164th Infantry Brigade, which commanded the 327th and 328th Infantry Regiments; and the 157th Field Artillery Brigade, a divisional troop contingent, and a division train. In the spring of 1918, the division deployed and sailed to Europe to join the American Expeditionary Force during World War I.



**THE EARLY YEARS.** The members in the World War I photo are Tennessee draftees that were assigned to the 82nd Division, which trained at Camp Gordon, Ga. The 82nd Division would later become part of the Organized Reserve before World War II. (Photo courtesy of Tennessee Gen Web/[www.tengenweb.org](http://www.tengenweb.org))



# 82nd Airborne Division tied to the Army Reserve

The division saw continued action across Europe in WWI including the St. Mihiel offensive and the Meuse-Argonne Offensive also known as the Battle of the Argonne Forest, which was a part of the final Allied offensive of the war, with battle lines stretching along the entire Western Front.

After World War I, the division was demobilized and deactivated. It was reconstituted on June 24, 1921, establishing its headquarters at Columbia, S.C, in January 1922, and elements of the division were located in Florida, Georgia, and South Carolina. The 82nd would spend the next 20-plus years as a unit of the Organized Reserve.

On Feb. 13, 1942, the 82nd was re-designated as Division Headquarters, 82nd Division. It was recalled to active service on March 25, 1942, and reorganized

at Camp Claiborne, Louisiana, under the command of Maj. Gen. Omar N. Bradley. On Aug. 15, 1942, the 82nd Infantry Division was redesignated the 82nd Airborne Division, the first airborne division in the United States Army.

In April 1943, they deployed to North Africa, under the command of Maj. Gen. Matthew B. Ridgway, to participate in the campaign to invade Italy. The division's first two combat operations were parachute assaults into Sicily and Salerno, Italy on July 9 and Sept. 13, 1943.

With only two combat assaults under their belt, the men of the 82nd Airborne Division were preparing for the most high-powered and bold airborne operation of the war thus far – Operation Neptune – the airborne invasion of Normandy.

Neptune was part of Operation Overlord, the amphibious assault on the northern coast of Nazi-occupied France. By the time the All-American Division was pulled back to England, it had seen 33 days of bloody combat, which resulted in 5,245 troopers killed, wounded, or missing. Ridgway's post-battle report stated in part, "... 33 days of action without relief, without replacements. Every mission accomplished. No ground gained was ever relinquished."

Following the Normandy invasion, the 82nd became part of the newly organized XVIII Airborne Corps, which consisted of the U.S. 17th, 82nd, and 101st Airborne Divisions. Their missions continued throughout the remainder of the war.

The 82nd participated in Operation Market Garden in Holland, which called for three-plus airborne divisions to seize and hold key bridges and roads deep behind German lines. On Sept. 17, 1944, the 82nd launched its assault, fighting off German counterattacks, and captured its objectives between Grave and Nijmegen, Belgium. Its success, however, was short-lived because the defeat

See **AIRBORNE**, Pg. 37



**"ALL THE WAY!"** Members of the 325th Glider Infantry Regiment preparing for Operation NEPTUNE, the airborne portion of Operation OVERLORD, the allied assault in France during World War II. (Photo courtesy of World War II Database/ww2db.com)

(Background File Photo by Timothy L. Hale/U.S. Army Reserve)

# BRING IT HOME: USING RISK MANAGEMENT IN ALL WE DO

Story by **BRET BLOUNT**  
USARC Safety Office

Risk Management is instrumental in Army Reserve mission planning; in fact, it's the critical safety tool for all we do to generate combat power.

It is a process of critical thinking that exposes both threats and hazards.

Similarly, it is a process of positive action affording Citizen-Soldiers opportunity to counter risks identified to be the most likely to occur.

Our deliberative study of risk and the countermeasures we implement has proven to help reduce residual risk to acceptable levels.

Risk Management paves the way for successful and safer operations and likewise, can prevent Not in a Duty Status fatal accidents.

Doctrinally, Army Risk Management is not limited just to the "On Duty and Off Duty" environments.

The hazards present during a majority of an Army Reserve Soldier's life as a citizen produce death and injury every bit as unnecessary and preventable as those occurring in uniform. Apply Risk Management while "Not in a Duty Status", it is required for "All We Do", and even the hazards of civilian life will be better controlled or eliminated.

Consider the risk and countermeasures for a simple recreational activity — riding your All Terrain Vehicle off-road and on trails close to your home.

Training is available to properly operate these small but powerful vehicles. Typically, you can take

the training free from the dealer upon purchase. For every ride, conduct at least a "mental" risk assessment to identify the hazards most likely to occur. Then carefully review and select countermeasures to control those hazards.

For example, riding exposes you to potential head injury in the event of an accident.

Controlling this hazard and reducing the risk might only require implementing three simple countermeasures:

- Purchase and wear a serviceable and properly rated helmet.
- Drive in a manner and on trails that keeps all four wheels on the ground.
- Keep your speed on the trails low enough for conditions and your skill level. Excess speed can leave you without enough space or time to maneuver out of danger and away from a potential accident.

The Army Reserve has trained you to be an informed risk taker, and this ability applies even when you are Not in a Duty Status. But, Risk Management won't protect you or your Family when you refuse to think and act responsibly.

Adopt the Army Reserve Safety Slogan, "Safety By Choice, Not By Chance" and "Bring It Home".

Aggressively apply your Risk Management skill in all that you do and regardless of Duty Status — there is more to your live and loved ones than just the Army Reserve counting on it! 🇺🇸

## ARMY RESERVE FACT:

In Fiscal Years 2012 and 2013, over 93 percent of Army Reserve fatal accidents occurred while Citizen-Soldiers were away from Army Reserve commitments. Halfway through Fiscal Year 2014, the figure is 91 percent. Investigation indicates our Citizen-Soldiers are not aggressively managing every risk likely to occur while Not in a Duty Status.

## DON'T LEAVE YOUR PROFESSIONAL DISCIPLINE BEHIND



# SAFETY SLOGAN WINNERS ANNOUNCED

Thanks to all who submitted ideas for the 2014 Army Reserve Safety Slogan Contest.

There were 149 entrants and the top 10 were reviewed by Maj. Gen. Glenn Lesniak, Deputy Commanding General and Maj. Gen. Luis Visot, Chief of Staff.

The Winner is: "Safety By Choice, Not By Chance"

Sgt. 1st Class Johnny P. Edwards, Surgeons Office, 377th Theater Sustainment Command.

Look for "Safety By Choice, Not By Chance" on USARC Safety Mentoring and Impact items in 2015!

**In ranked order, the Top 10 included slogans submissions were from the following individuals:**

- **1st Lt. Elizabeth Agee:** 290th Military Police Brigade, 200th Military Police Command
- **Command Sgt. Maj. Michael Carr:** 4005th U.S. Army Hospital, 807th Medical Deployment Support Command
- **Capt. Kristin Harmon:** 3rd Medical Command (Deployment Support)
- **Command Sgt. Maj. John Schiffli:** 317th Military Police Battalion, 290th Military Police Command

**Tied at 6th were:**

- **Kevin Uitts:** 338th Engineer Company, 368 Engineer Battalion, 412th Theater Engineer Command
- **Joseph Magro:** 424th Engineer Company, 302nd Maneuver Enhancement Brigade, 412th Theater Engineer Command
- **Chief Warrant Officer 5 Karen Day:** 108 Training Command

**Two submissions for 8th and 9th place:**

- **Sgt. 1st Class Angele Ringo:** 377th Theater Sustainment Command
- **Spc. Glenn Bates:** Echo Company, 1st Battalion, 158th Aviation Regiment (ARB), 11th Aviation Command (Theater)



# RCMS and GI Bill – working together for you

Story by **TEDDI EMBREY**  
Team Lead, Army HRC GI Bill

FORT KNOX, Ky. - Starting in the spring 2013, the Human Resources Command Army Reserve GI Bill Team set out to provide Reserve Component Management System Montgomery GI Bill Eligibility Application training to as many Unit Administrators and personnel sergeants as possible across the country.

As of July 2014, over 500 Army Reserve full-time staff members have been trained on the RCMS MGIB Eligibility Application across numerous training venues.

“Our initial target included those civilian employees assigned to the Reserve Personnel Action Centers, or RPACs, who work in a consolidated workplace,” said Wayne Loehring, HRC Army Reserve GI Bill Team member.

UAs assigned to RPACs located in the 88th Regional Support Command were the first to receive training in 2013. The idea was to train as many RCMS MGIB Eligibility Application users as possible in consolidated training sessions.

Each training session was well received as Unit Administrators in attendance learned the valuable role each of them plays in managing MGIB-Selected Reserve Chapter 1606 eligibility at the Unit Identification Code level. Unit Administrators learned how to manage their Soldiers’ suspended records, how to re-instate a Soldier’s MGIB eligibility, as well as how to establish MGIB Kicker eligibility for their Soldiers. All of these items are managed through use of the RCMS MGIB Eligibility Application.

The primary training objective is helping UAs understand the importance of managing the MGIB-SR program for their personnel by running their unit’s MGIB-SR roster in RCMS. Suspensions and reinstatements are some examples of codes that must be updated to ensure Soldier eligibility status is current.

Additionally elements of all of the four major GI Bill programs are covered during the training sessions.

Instruction covers GI Bill programs such as, Reserve Education Assistance Program, or REAP,

Chapter 1607, MGIB-Active Duty Chapter 30, and Post 9/11 GI Bill Chapter 33, as well as the Post 9/11 GI Bill Transferability of Education Benefits, or TEB, to spouses and children.

“Our goal is two-fold,” Loehring, said. “Primarily, we want to train everyone on the RCMS MGIB Eligibility Application and help full-time personnel manage their individual unit’s MGIB eligibility issues, but at the same time we also want to educate everyone on the various GI Bill programs in order for them to better serve their Soldiers.”

During FY14, the HRC Army Reserve GI Bill Team efforts moved to conducting RCMS MGIB Eligibility Application training as a part of Unit Administrator Basic Course, or UABC, classes that are scheduled at the 83rd Army Reserve Readiness Training Center, Fort Knox, Ky. Another Army Reserve GI Bill team member, David Odell, now provides RCMS MGIB Eligibility Application training at every UABC class that rotates through the ARRTC each month. Over 300 UAs and personnel sergeants have received MGIB training to date during FY14. Full-time personnel in attendance have been appreciative of the information and guidance provided on the various GI Bill programs.

HRC Army Reserve GI Bill Team efforts continue to provide RCMS MGIB Eligibility Application training to RPAC employees, most recently to those RPAC employees assigned to the 81st RSC. Two consolidated training sessions were conducted in May and July 2014 at Fort Jackson, S.C., with another smaller consolidated training session conducted in Nashville, Tenn. Over 90 RPAC employees and supervisors received training.

For additional information on RCMS MGIB Eligibility Application training, full-time unit staff personnel are encouraged to visit the HRC Army Reserve GI Bill website at: <https://www.hrc.army.mil/TAGD/GI%20Bill%20Programs> or contact the HRC Army Reserve GI Bill team at: [usarmy.knox.mbx.tagd-mgibsupport@mail.mil](mailto:usarmy.knox.mbx.tagd-mgibsupport@mail.mil) or by calling toll free: 1-800-872-8272 (ask for the HRC Army Reserve GI Bill Team). 🇺🇸



# Spiritual Resiliency

By CHAPLAIN (MAJ.) RANDAL W. JOHNSON  
USARC Chaplain's Office

What an honor to visit with you during the month of August!

I am greatly blessed to be back home; born and raised in Greensboro, NC.

Having completed 10 years of civilian pastoral service in the Carolinas and 13 years in the Army Reserve and National Guard, I have some experience with change.

I have learned how to face diversity and embrace it, while continuing to stand firm in my own physical, mental, and spiritual formation.

Nowadays, it seems the new normal is yesterday's overwhelming abnormal. What is common today seems very uncommon from yesterday.

As for me and my house, the stressors we encounter are not that uncommon.

Consider the Exodus experience. Moses and his people were in the desert.

According to the Quartermaster General of the Army, Operation Exodus required 1,500 tons of food per day! Imagine the water intake.

Over a 40 year period of wandering in the desert, a train of tanker cars 1,800 miles long would be

required to deliver water.

To cross the Red Sea (probably at night), a double-file line of people would stretch 800 miles. It would take 35 days and nights to accomplish the mission.

Each time Moses and his people camped, a site two-thirds the size of Rhode Island was utilized. That's a lot of ground to cover (750 miles, to be exact).

Do you think Moses had all of the logistics figured-out before he left Egypt? Probably not.


God took good care of His people ... and He will do the same for you and me.

Remember, God truly does the work ... as we simply follow His lead.

Do you feel chained to difficult circumstances? Are you overwhelmed with too many tasks to complete in less time than before?

"Let us think of ways to motivate one another to acts of love and good works. (Hebrews 10:24 NLT)."

God's grace and peace be unto you, as you strive to be spiritually resilient.

Twice the Citizen!!! Army Strong!!! 

## **FORSCOM/USARC Christian Bible Study**

**U.S. Army Forces Command and U.S. Army Reserve Command  
hosts a weekly Christian Bible study.**

**Studies are held each Tuesday,  
starting at 11:30 a.m., Room 1901 near the USARC G-4.  
Please come and share a time of fellowship and worship with us.**

**"All Scripture is breathed out by God and profitable for teaching,  
for reproof, for correction, and for training in righteousness, that  
the man of God may be competent, equipped for every good work."**

*Second Timothy 3:16-17*

# August means ... Back to SCHOOL!



August marks the transition from summer break to the start of a new school year.

This can be an exciting period of time.

But it can also be a stressful time due to the unknown challenges of the next grade level.

It is important to get back into a school year routine.

Here are a few things to consider for a smooth transition:

- Confirm the times and locations for bus pick-up and drop off. Arrive to the bus stop 5-10 minutes in advance. Speak to youth about school bus safety and behavior. Youth should never be unaccompanied for bus pick-up or walking alone from the drop off location. Discuss alternate plans and contact numbers if adults are not home or present during bus drop off.

- Consider healthy lunch options when packing or purchasing items. Together with youth research creative ideas for healthy lunches. Check with the school regarding food items that are prohibited due to food allergies.

- Enforce school bedtimes early. Do not begin this the night before school starts.

- Ensure that you have all required documents needed to register youth for school and a list of all applicable fees. Check with the school for updates.

- Plan on attending the school orientation and meet and greet opportunities for the new school year. These events help youth familiarize themselves with a new environment.

- Research after-school care options. In the local community visit the Boys & Girls Club and YMCA locations for afterschool programming options. Your Command Child, Youth, and School Services specialists can also help with your search.

- Schedule doctors' appointments that include dental, optometry, and physicals for extracurricular activities. Advanced appointments helps to avoid unnecessary absences during the school year.

- Take advantage of state tax-free weekends for purchasing clothes and school supplies. Consult the school's dress code before shopping for clothes and accessories.

CYSS School Services specialists are available to help alleviate stress by providing youth and parents with information and resources on transitioning back to school. CYSS School Services specialists provide Army Reserve Families with information and resources related to school transitions, special needs, scholarships, academic programming, and tutoring.

For more information, contact the assigned School Services Specialist utilizing contact information on the last page of the newsletter. 🌐



# Academic support is just a click away!

Tutor.com for U.S. Military Families is an online resource that provides free, personalized, 24/7 tutoring to military children in grades K-12.

This Department of Defense-funded program is offered to all K-12 students in military families, regardless of the service member's deployment status.

Tutor.com allows students to work one-to-one with a live tutor online for homework assistance, studying, standardized test preparation, proofreading, and more.

Instant on-demand support is available in all core K-12 subjects, including algebra, calculus, physics, chemistry, history, and literature. Tutor.com also has foreign language tutors.

Students of all skill levels can benefit. Parents of younger or struggling students can log in and work alongside their children.

Advanced students can get help with more challenging course-work or begin preparing for college entrance exams.

Did you know that Tutor.com is available “to go” as well?

Students can take a live tutor with them wherever they go with our free apps available for iOS and Android devices.

Creating an account and getting a tutor is quick and easy. For more information, and to create an account, visit [www.tutor.com/military](http://www.tutor.com/military).



## Tutor.com for U.S. Military Families

Funded by the DoD MWR Library Program, Yellow Ribbon Reintegration Program, and Navy General Library Program.

Get homework and studying help from a professional tutor any time you need it. FREE for students in Army, Navy, Air Force, Marines, National Guard and Reserve families. Expert tutors are online 24/7 and available to help in more than 16 subjects, including test prep, proofreading, Math, Science, English and Social Studies.

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## Learning that Revolves Around You



Recommended by CNN Tech Expert Mario Armstrong

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## USARC Newcomer Orientation for 2014

The U.S. Army Reserve Command Civilian Personnel Management Office has scheduled the following personnel orientation dates for all new USARC personnel.

The dates for upcoming orientations are: Sept. 18 and Nov. 20.

Orientation starts at 8 a.m. and will be held in Room 4901 unless otherwise posted.

This training is mandatory for all military and civilian employees assigned to the USARC headquarters.

For more information, you may contact Danny Sampson, orientation planner, at 910-570-8343, or via email at [danny.s.samspon.civ@mail.mil](mailto:danny.s.samspon.civ@mail.mil).

## Fort Bragg's All-American Trail closes Oct. 1 for hunting season

Fort Bragg's All-American Trail closes Oct. 1 and will remain closed due to hunting season.

The trail will reopen Jan. 2, 2015, when the hunting season ends.

Fort Bragg cannot stress enough the importance of not using the trail between Oct. 1 and Jan. 2. Approximately four years ago, a runner was accidentally killed by a hunter who mistook the runner as wild game.

Runners and off-road bike riders are also asked not to use the roads in the training areas for running routes.

These areas are used for training purposes and the presence of runners

and riders can disrupt training events and become a safety hazard.

Runners and riders also may face trespassing charges if found in the training areas.



(Hunter and Bear Graphic courtesy of Vector Explosion)



## AIRBORNE

from Pg. 29

of other Allied units at the Battle of Arnhem. This was the largest airborne assault of WWII.

On Dec. 16, 1944, the Germans launched a surprise offensive through the Ardennes Forest, which became known as the Battle of the Bulge. Two days later, the 82nd joined the fighting and blunted Gen. Gerd von Rundstedt's northern penetration of American lines. According to author John Toland of, "Battle: The Story of the Bulge," a private with the 325th Glider Infantry Regiment, told a sergeant in a retreating tank destroyer to, "... pull your vehicle behind me — I'm the 82nd Airborne, and this is as far as the bastards are going!"

After Germany's surrender, the 82nd returned to the United States January 3, 1946. In 1947, the famed 555th Parachute Infantry Battalion, the Triple Nickles, was assigned to the 82nd and was re-flagged as the 3rd Battalion, 505th Parachute Infantry Regiment.

After World War II, when many units were being demobilized, which seemed to be the normal routine after a major conflict or war, the 82nd made its permanent home at Fort Bragg, N.C., and was designated a regular Army division on November 15, 1948.

So whether your motto is "Airborne ... All the Way" or "Twice the Citizen! Army Strong!" never lose sight of where you came from, as individuals or as a nation. Our roots are strong and run deep. 🇺🇸

# Mandatory supervisor training continues

The Army Reserve continues to track the completion status of the Army mandated training for supervisors of civilian personnel.

At this time, the SDC #1-250-C53 course is the only Headquarters, Department of the Army-approved training available.

The course is a distance learning course and must be completed within one year of assignment to a supervisory position.

The SDC is also required for Supervisors as refresher training every three years. This course takes approximately 39 hours to complete which includes a final exam.

Course topics include: Workforce Planning, Position Management and Classification Hiring, Merit System Principles and Personnel Practices, Performance Management, Training and Development, Recognition, Incentives and Awards, Coaching, Counseling and Mentoring, Leave Administration, and many other topics.

Enrollment for the SDC is through the Civilian Human Resource Training Application System, or CHRTAS, at the following URL site: <https://www.atrrs.army.mil/channels/chrtas>.

Once you complete the registration process, your supervisor will receive a system-generated email with instructions to approve your training.

If your supervisor does not receive an email immediately, on your profile make sure that their

email address is the new enterprise mail.mil address.

If they do not have a profile in CHRTAS than their AKO account email forwarding address must be updated to the mail.mil address.

The wrong email address continues to delay student's registration.

As you read this article take time to update your profile in AKO to ensure you have the correct address — you may not be getting your mail forwarded from AKO.

A status report of completed training for all supervisors that supervise civilians is required no later than 25th of each month. A yearly report is provided to HQDA at the end of each fiscal year. 🇺🇸

## MANDATORY TRAINING FOR SUPERVISORS OF CIVILIANS

For more information please contact  
Jeffrey Weart,  
Chief, Civilian  
Training and Leader  
Development Office,  
910-570-9147  
or email at  
[jeffrey.m.weart.civ@mail.mil](mailto:jeffrey.m.weart.civ@mail.mil).



**GENTLE TOUCH.** Spc. Jesus Martinez, veterinary food inspection specialist for the 994th Medical Detachment Veterinary Services out of Round Rock, Texas, practices how to put a halter on Lucy, a rescued horse at the Red Wings Horse Sanctuary in Lockwood, Calif., as part of his training for Warrior Exercise (WAREX) 91 14-03, July 25. Soldiers of the 994th MDVS learned how to properly care and vaccinate equines during their visit to the horse sanctuary. (Photo by Sgt. Andrew Valles, 205th Press Camp Headquarters)

# No horsing around at WAREX

Story By **SPC. BRYAN RANDOLPH**  
300th Mobile Public Affairs Detachment

LOCKWOOD, Calif. – Soldiers from the 994th Medical Detachment, Veterinary Services, out of Round Rock, Texas, got experience with veterinary care for horses during Warrior Exercise (WAREX) 91 14-03, here, July 25.

To receive this valuable training, the Soldiers travelled to the nearby Redwings Horse Sanctuary in Lockwood.

“Today, we’re mostly learning how to handle a horse safely in the field,” said Capt. Cherise Neu, a field veterinarian, from Cypress,

Texas, assigned to the 994th. “Our Soldiers might experience horses out in the field on deployments and here within the United States. They are expected to be able to hold a horse and restrain it for a veterinarian to examine it.”

Despite the fact that this was a new experience for most of the Soldiers, they were eager to learn and picked it up quickly.

“The Soldiers did fantastic,” said Sara Ruggerone, from San Luis Obispo, California, the executive director of Redwings

Horse Sanctuary. “They handled the horses extremely well, and they were very receptive to all the information we provided.”

When the Soldiers are deployed, the animals they encounter will be more than pets to the owners.

“Some need them for their livelihood,” said Neu. “Those animals may need all sorts of care: wound care, health care, deworming, vaccination.”

As a part of their training, the Soldiers also learned how to take





a pulse, give vaccinations, draw blood and monitor sounds in the horses' stomach area.

"If they feel sick, since they can't actually tell us, we have to get them to tell us," said Spc. Martin Gonzalez, an animal care specialist with the 994th, from Fort Hood, Texas. "We try and give a voice to these animals."

Out of the entire U.S. military, only the Army has a Veterinary Corps. The importance of that fact is not lost on these Soldiers.

"The Army is the only branch of the military service that has an animal care field," said Gonzalez. "So, it's actually really important for us to go out to these types of missions, especially overseas."

In addition to beneficial training for Soldiers, the horse sanctuary, which exists solely on donations, benefited from the training.

"It's nice to have them here," said Ruggerone. "They are doing some work for us. They're helping vaccinate our entire herd."

Even though the work benefits the horse sanctuary, the real benefit is the training the Soldiers receive. 🇺🇸



**HOME ON THE RANGE.** Sara Ruggerone, executive director of Redwings Horse Sanctuary, (*top*) demonstrates techniques on how to evaluate a horse. Staff Sgt. Anthony E. Waite (*middle*) checks vital signs on Ginny, a rescued horse. Pvt. Marcus Bailey (*bottom*) draws blood from Lucy, also rescued horse at the sanctuary in Lockwood, California, July 25. Waite and Bailey are Army Reserve Soldiers assigned to the 994th Medical Detachment Veterinary Services in Round Rock, Texas. Members of the 994th worked at the sanctuary as part of their training for Warrior Exercise (WAREX) 91 14-03 (Top photo by Spc. Eddie Serra, 205th Press Camp Headquarters, all others on this page by Sgt. Andrew Valles, 205th Press Camp Headquarters, U.S. Army Reserve)





# SHARP<sup>SM</sup>

SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION

## I AM THE FORCE BEHIND THE FIGHT.<sup>SM</sup>

As a Soldier in the U.S. Army, I am committed to stopping and reporting all forms of Sexual Harassment and Sexual Assault. By living the Army Values and holding myself and others accountable, I am a force in the fight to Protect My Team.



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