



Castle

M a g a z i n e



News and Information for the 412th Theater Engineer Command

April 2016

**CSTX meshes team for
mobilization**

see story page 12

Engineers survey iconic bridge

see story page 26

The Castle

April 2016



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412th Theater Engineer Command 'Build To Serve'

About the Front Cover: The Bailey Bridge on Fort Hunter Liggett, Calif., was surveyed by the 650th Survey and Design Team and the 368th Engineer Battalion construction management team during Combat Support Training Exercise 78-16-01. Nearly 40 units from the U.S. Army Reserve, U.S. Air Force and Canadian Armed Forces trained at Joint Base McGuire-Dix-Lakehurst, N.J., Fort Knox, Ky. and Fort Hunter Liggett, Calif., as part of the 84th Training Command's CSTX 78-16-01. This exercise marks the first CSTX of 2016 and is hosted by the 78th Training Division. (Courtesy photo)

About the Back Cover: Year of the Squad Leader



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"DO WHAT HAS TO BE DONE"

CPF 00009-15-CID361-9H-Facebook*

10 November 2015

(Version 2)

Configuring Facebook for a More Secure Social Networking Experience

Settings

Settings are available under the Facebook Configuration Arrow.

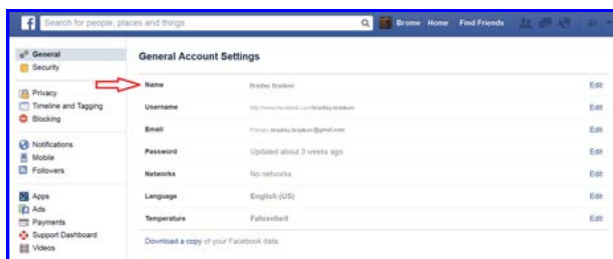
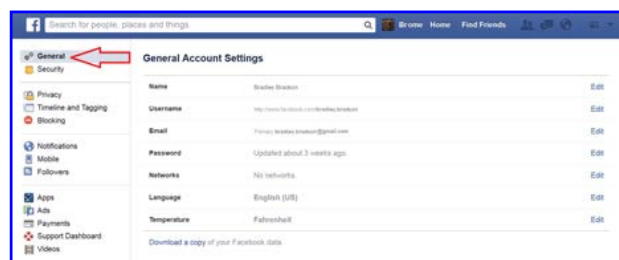


General Settings

Name

You can change the name of your Facebook account to just about anything; however, Facebook's rules require that the name be your actual name. In Facebook's own words, "We require people to provide the name they use in real life; that way you always know who you're connecting with." Facebook, and likely every other social networking site, does not take a serious effort to verify anyone's identity.

The alternate name can be used for an unmarried name so friends can locate you (e.g., Susan Smith (Jones) or a nickname or diminutive of your given name). Once a name change is made, you are required to wait a period of time before another name change can be made.



1. Click Name.

Name

First

Middle

Last

Please note: You will not be able to change your name within the next 60 days, so make sure to use your real name. Don't add any unusual capitalization, punctuation, characters or random words. [Learn more.](#)

Alternate name [?]

☒ Include this on my timeline

2. Make changes as necessary and click **Review Change**.

Facebook presents a preview of how your new name change will appear on your timeline.

* This Facebook configuration guide is an addendum to CID Crime Prevention Flyer [CPF-0037-14-CID361-9H](#)

Major General Tracy Thompson Commanding General, 412th TEC

A Word from the Commander

“The Year of the Squad *Leader*”

Only two positions in a company have the word “Leader” in their job description. The platoon leader and the squad leader are specifically defined as the key “leaders” in a company – and for good reason: all the missions and most of the responsibility are focused on them.

The platoon leader gets missions from the company commander and issues orders to Squad Leaders. That means it’s up to those Squad Leaders to implement almost all missions we execute. That is a lot of responsibility, and because of that responsibility, the position carries great influence and power.

It has been more than three decades since I’ve been a private, but

not a month goes by where I do not think about my squad leader and the things he did for me. He made sure I knew the basics, like when to come to battle assembly and annual training and what to pack for training. He also planned our missions, showed me how to place and record minefields and gave me advice about schools. From my perspective as a young Soldier, he WAS the Army.

I tell you that story about my own squad leader to convey how powerful and influential that position can be, because more than 30 years later as a major general I still think of him and his influence.

Although your drill sergeant is the first (and very) influential Noncommissioned Officer in your Army experience, that professional has a very specific mission – to take a young civilian and train them to be a Soldier.

In contrast, your Squad Leader is your boss, mentor and caretaker. It’s their job to teach you how to be a follower and a leader, and to groom you to take his or her place. A good Squad Leader is a professional whose influence on the squad is tremendous. A great squad leader can impact hundreds of Soldiers, as the circle of those he or she has trained grows and matures



into their own cohorts of squad leaders and platoon sergeants.

If you are a Squad Leader, I want you to constantly think about the influence you have on your young Soldiers. Make the most of your time in that job - don’t waste a single day. Be a great leader and grow other great leaders (and be sure we don’t promote the ones who will not be good leaders). Communicate with your Soldiers. Get to know them. Ensure they get medically ready, enroll in the schools they need and pass along information they should have. If you don’t have enough information from your chain of command, ask for it. Be proactive.

I am just one person influenced by a good Squad Leader more than 30 years ago, as are most of the leaders you know and work with every day. If you are one of those Squad Leaders, make the most of it. If you are a Soldier in one of those squads, strive to be one of those leaders.

Essayons!
Build to Serve!
MG Tracy A. Thompson



Command Sergeant Major Richard Castelveter

Command Sergeant Major, 412th TEC

A Word from the CSM

As we reflect on the rich history of our great nation, our fighting men and women have persevered conflict-after-conflict, battle-after-battle and war-after-war, led by the most respected and notable military leaders, supported by tens of thousands of unsung heroes – those who sacrificed life and limb with little to no notoriety.

One does not have to be a student of military history to acknowledge the long list of courageous and historic military icons: George Washington, Ulysses S. Grant, Robert E. Lee, Douglas MacArthur, Jimmy Doolittle, Chester Nimitz, George Patton, William Halsey, Jr., John Pershing, Dwight D. Eisenhower, and Norman Schwarzkopf, to name but a few. There are many others whose accomplishments are still being charted for inclusion in the annals of history.

Lest we not forget those who served, sacrificed and died with no fanfare, no tributes, no books, no movies, no parades, no public office, but rather with the genuine respect of a grateful nation.

When I look back, I think of my own family, many who served in the Armed Forces, especially my father who served in both the Atlantic and Pacific theaters of operation during World War II, a combat hardened veteran who rarely spoke of Normandy, Okinawa or Iwo Jima. He was a disciplined, respected and highly principled man who served quietly and gallantly, as did my other family members.

I am sure that, like me, many of you are children or relatives of proud veterans who have guided your every step.

It is important, as we grow into greater leadership roles, that we embrace our core values – loyalty, duty, respect, selfless service, honor, integrity and personal courage. These values, key to our ability to develop into great leaders, are the ones ascribed to by our past leaders.

Over the course of my time in the military, especially as command sergeant major, I have met many of you who hold true to these critically important values. Others are in the process of adopting them into their daily routines.

I witness your commitment each time we meet.

And I know you weather trials and tribulations in carrying out your duties in the Army Reserve.

I commend each of you for serving unselfishly, knowing that with little notice, you might be called up, for the first time or again, to battle enemy forces. I also acknowledge your families, who steadfastly support you and your mission, and the time you spend preparing for it.

Not everyone has the honor of wearing the uniform of the United States military. You do and you wear that uniform with pride, knowing you worked hard to become the best trained, most highly-motivated fighting force on earth. It is no wonder that when I meet with you, as I serve with you, my head is held high.

I remain committed that together we will continue to train and grow in that training so we are better prepared for whatever mission comes our way. We will train to excellence and perform in ways that will exceed all expectations.

I believe it was General George Washington who said, “To be prepared for war is one of the most effective means of preserving peace.”

We are and will remain prepared to preserve peace.

I started this column addressing the importance of family and the strength we gain from our proud heritage and I close by committing to you that we will never lose sight of family, friends and acquaintances in our training. Remember, training is both tactical and practical.

It remains likely that you, at some point, will deploy, whether to an area of combat or in a support function. Regardless of if, when and where, it is



CSM continued on page 6

Chaplain's Notes

Spiritual resilience - no matter what

“Start of doing what’s necessary; then do what’s possible; and suddenly you’re doing the impossible,” St Francis of Assisi.

This sage advice from a person devoted to his faith and fellow man so many years ago continues to inspire and challenge our hearts today.

Why is Spiritual Resilience necessary? Is it even possible? How does it help us achieve what St Francis describes as the impossible?

Many might consider it a good thing, in our challenging, unpredictable and changing world. But when we say someone is spiritually resilient, what are we saying? Why is it important? How is it developed?

From a religious viewpoint, spiritual resilience implies the ability to renew and recover spiritual strength quickly, even when severely challenged. It has as its origin a relationship with the living God.

In the same way that a well conditioned physical body recovers more quickly from physical exertion than an out of shape body, a well conditioned spirit regains its footing more quickly, even in the darkest hours of life.

The importance of spiritual resilience is obvious as we live

life and experience its inevitable “ups and downs.” We all enjoy and look to maximize the “up” times, and avoid or at least minimize the “down” ones.

Have you ever considered how much effort is made to avoid or minimize suffering? When we turn on the television or open a magazine, the focus of advertising is on looking just right, feeling just right and living happily ever after. We’re led to believe that a problem-free life is really possible.

But this is the great lie.

We can run but eventually cannot hide from the dark times. They will find us all eventually. Family issues, the loss of employment, health concerns, shattered relationships, the death of loved ones and our own deaths are just a few examples of events that shake us to our core. Like the Psalmist of Psalms 121: 1, we ask where our help will come from.

So how is spiritual resilience developed?

As a person of religious faith, I believe the critical starting point is to come to the well of strength and healing made available through a relationship with the living God and to continue this activity throughout our lives.

The Psalmist of Psalms 121 an-



swers his own questions is Psalms 121:2 when he states, “My help comes from the LORD, the maker of heaven and earth.”

As we come to Him, we come to understand God better. One of the Biblical names for God is “El Shaddai,” the All Sufficient One. As the lover of our souls, we understand that God’s sufficiency is enough for every circumstance, every need and for everything we feel we’re failing at in our lives.

We can say with the Apostle Paul, “I can do all things through Christ, who strengthens me (Phil 4:13).” We can do the impossible.

CH (COL) Timothy M.
Samorajski
412th TEC Chaplain

CSM continued from page 5

incumbent on us to ensure that our families are prepared for our parting. That means ensuring a sense of financial stability while remaining committed to them when we are away. It also means ensuring that they have a support group at the ready.

We find strength in companionship.

Remember, no matter the distance, we are never far apart.

CSM Richard Castelveter
Build to Serve!
HOOAH!

U.S. ARMY RESERVE

MILITARY OPERATIONS SPECIALTIES:

COMBAT ENGINEER

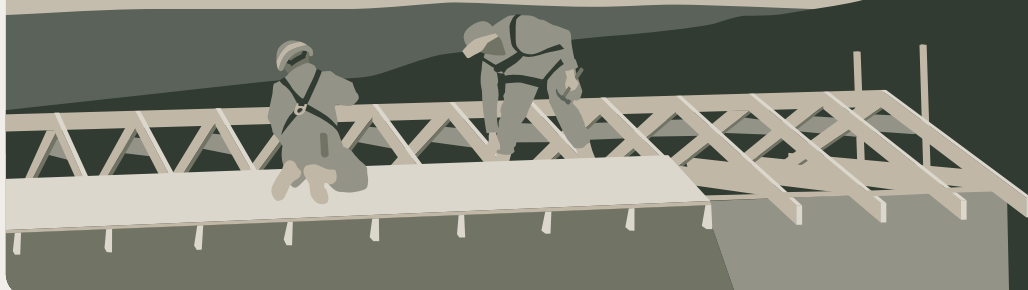
WE CONDUCT CONSTRUCTION AND DEMOLITION MISSIONS IN COMBAT SITUATIONS

WE SERVE

- ★ By clearing routes; constructing fighting positions and bridges to aid combat operations
- ★ By placing, detecting, and detonating explosives



WE ARE TWICE THE CITIZEN



Equipped for civilian careers in:

- ★ Construction
- ★ Building Engineering
- ★ Building Inspection

WE TRAIN

- ★ Basic Combat Training and Advanced Individual Training
- ★ 14 weeks of One Station Unit Training



WE LEARN

- ★ To recognize and mitigate obstacles
- ★ To build structures using heavy equipment
- ★ To alleviate disasters and improve structural integrity



412th TEC G-8 Budget Transparency and Training Opportunities

What do you think of when someone asks you, “What is your budget?”

For some, this may initiate a visceral response that includes hair standing up on back of the neck, immediate excretion of unavoidable sweat and gnashing/grinding of teeth; the latter potentially leading to a degradation of your medical readiness due to the need for dental repair.

No one wants any of that to be the elicited reaction, but sometimes this is inescapable. In an effort to avoid that and bring transparency to the command as a whole, we in the G8 are tasked to educate, train and make comfortable those who would potentially travel down the dark path of unrighteous disdain for all things budget related.

Your next and inexorably obvious question would be, “How do you plan to do this, oh great and mystifying Comptroller of old?”

Well, the best way to get after understanding how budget works is to meet face-to-face and sit down with a financial manager/budget analyst in their native habitat. As that is not always feasible, especially since a large number of those in our command who require this type of training are geographically disbursed, we have to come to you.

Enter the 302nd Manueve Enhancement Brigade,

headquartered in New Windsor, New York. The 302nd MEB was the first in our command to be provided a personalized training workshop on all things budget and resource management related.

It was as simple as them asking for it.

Through the months following their initial request to get budget savvy, the 412th Theater Engineer Command G8 partnered with the 302nd MEB staff to develop a training plan that could offer key leaders at all levels a taste of the budget world. It was strategically planned to coincide with their yearly training brief to give their leaders a picture of what drives the budgeting process at the division level, which in turn allows them to make more informed and critical decisions that will affect their ability to meet mission and remain operable in the next fiscal year.

The idea behind the agenda built for the 302nd MEB was to talk about some of the biggest drivers that influence their budget on an annual and monthly basis. These drivers included the Integrated Requirements List (IRL), the Phased Spend Plan (PSP), and some in depth training on budgeting (Budget 101) with some key budget terminology (acronyms) sprinkled in.

In the end, the 302nd MEB was able to get an idea of how our command receives funding from higher, how much in funding our command was given this fiscal year, how that funding was broken-out amongst the command (leveraging the IRL), and what happens after the funds have been broken-out (proper use of the PSP).

This training event served a dual purpose as both a force multiplier for the 302nd MEB, as well as a pilot training program the 412th TEC G8 now uses as a springboard to other training events for the rest of the command.

Your next question: “So what?”

Well, the reason this is important to you is because our command now has a product to fill your budgetary training needs which heavily influences key commander focal points such as readiness.

If you and the key leadership in your unit want to maximize your



ability to meet increasing missions with decreasing funds, it behooves you to raise your hand and expound to the powers that be of the undeniable need for this type of training to be given at your level.

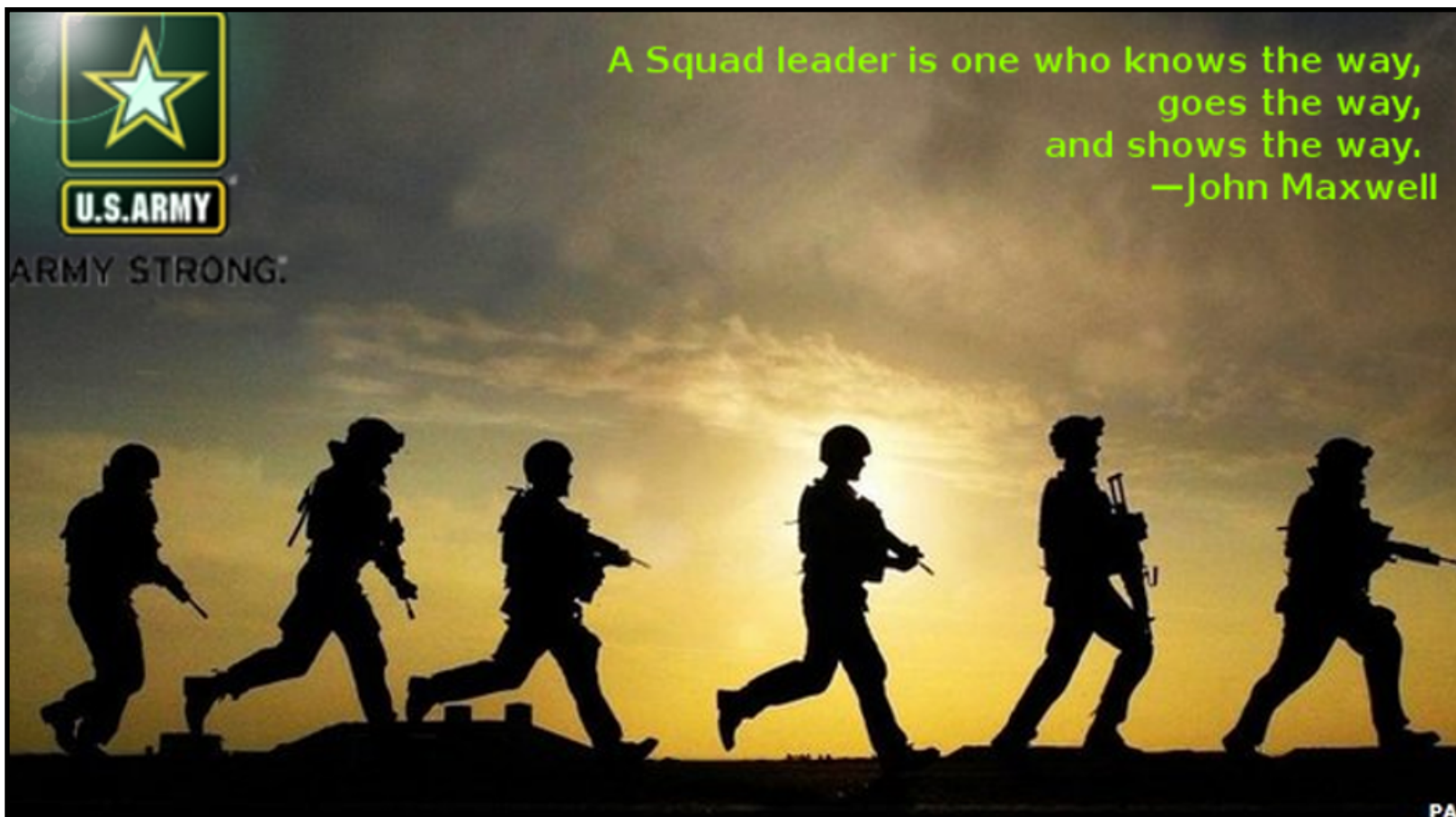
We here at the TEC G8 provide training to the brigades and direct reporting units and the headquarters, so if you are at that level, let us know and we will work alongside your support staff to develop a refined product specifically tailored to your audience.

If you fall under a brigade, ask them to provide this training to you in the old, train-the-trainer Army tradition. In the end, you will be glad you did because you will be afforded the luxury of knowledge that can then be brought to bear on a number of extremely important commanding general lines of effort: the most important being READINESS!!!

Become a part of an effort to increase the knowledge of those around you and within your formations.

This is the Year of the Squad Leader so let's show everyone what that really means.

G8 staff



The Army's Master Resilience Training Program (MRT)

Several years ago, I was exposed to the Master Resilience Training program and I found it to be the most effective program the Army had invested in; however, some may agree to disagree.

I was privileged to attend Penn State University and meet one of the developers of the program: Dr. Karen Reivich. At the time, I was experiencing some residual effects of my last deployment in 2011 to Joint Base Balad (toxic leadership, personal loss of a family member and major surgery). In attending this course, I was hit with another personal attack from information that impacted my marriage and saw true pain up close and personal yet again.

Nothing could have prepared me for what I was about to deal with outside of prayer and a strong belief that attending the training was going to restore me back to some semblance of peace and tranquility.

What does what happened to me after deployment have to do with the article you are about to read? Mr. Martin E.P. Seligman details in his article the connections between what 2XCitizen Soldiers deal with on a daily bases and how the effects of trauma from everyday life can either build you up and/or tear you down.

Taking a look at life from a different perspective can affect not only the Soldier/person, but how the

Soldier(s) chooses to deal with life situations differently than that of inappropriate out of proportion responses.

This article was written five years ago and the results of the program still remains dominantly true today, even though deployments are down; life situations have not slowed down in any way.

I, personally, believe that reading excerpts from the article for yourself will aide you in the support that building resiliency is key to finding a path back to some semblance of peace and tranquility if we are open to it.

CW4 Destria Gladney,
MRT Coordinator

The Psychology behind Master Resiliency Training

Building Resilience

Failure is a familiar trauma in life, but its effect on people differs widely. Some reel, recover and move on with their lives; others get bogged down by anxiety, depression and fear of the future. The Army has employed, over the years, different methodologies to assist Soldiers and civilian adjust to the multitude of changes. The method the Army settled on was a



program developed to build stamina and redevelop resiliency which was degrading due to deployments wreaking havoc on Soldiers, civilians and their families.

The program is called Comprehensive Soldier Fitness, and it has three components: the Global Assessment Tool, a test for psychological fitness (administered to more than 900,000 soldiers to date); self-improvement courses following the test; and master resilience training for drill sergeants and newly arriving trainees. MRT focuses on enhancing mental toughness, highlighting and honing strengths, and fostering strong relationships - core competencies for any successful manager.

At the top of the priorities list was to develop, and train drill sergeants to be open and willing to want to challenge their mindset in order to enhance their mental toughness individually and collectively for the initial basic training phase for four to six weeks through components of the Comprehensive Soldier Fitness and Family training. It then became important for drill sergeants to take that knowledge base and utilize it to build and reinforce the Soldier's mental toughness during the IBT phase employing the components of the training they received.

Master Resilience Training

One of the most important component of Comprehensive Soldier Fitness is the master resilience training for drill sergeants. MRT can be seen as management training tool - teaching drill sergeants how to embrace resilience and then pass on the knowledge.

The content of MRT is divided into three parts: building mental toughness, building signature strengths and building strong relationships.

All three are patterned after the Penn Resiliency Program and use plenary lectures, breakout sessions that include role playing, worksheets and small-group discussion.

Building Mental Toughness

This segment of MRT is similar in theme to the on-line emotional fitness course for individual Soldiers.

It starts with Albert Ellis's ABCD model: C (emotional consequences) stem not directly from A (adversity) but from B (one's beliefs about adversity). The sergeants work through a series of A's (falling out of a three-mile run, for example) and learn to separate B's: heat-of-the-moment thoughts about the situation ("I'm a failure") - from C's: the emotions generated by those

thoughts (such as feeling down for the rest of the day and thus performing poorly in the next training exercise). They then learn D: how to quickly and effectively dispel unrealistic beliefs about adversity.

Next, they focus on thinking traps, such as overgeneralizing or judging a person's worth or ability on the basis of a single action.

We illustrate this as follows: "A Soldier in your unit struggles to keep up during physical training and is dragging the rest of the day. His uniform looks sloppy, and he makes a couple of mistakes during artillery practice. It might be natural to think he lacks the "stuff" of a Soldier, but what effect does that have on both the thinker and the other Soldier?"

We also discuss "icebergs" - deeply held beliefs such as, "asking for help is a sign of weakness" - and teach a technique for identifying and eliminating those that cause out-of-kilter emotional reactions: Does the iceberg remain meaningful? Is it accurate in the given situation? Is it overly rigid? Is it useful?

Finally, drill sergeants are taught how to minimize catastrophic thinking by considering worst-case, best-case and most likely outcomes.

For example, a sergeant receives a negative performance evaluation from his commanding officer. He/she thinks, "I won't be recommended for promotion, and I don't have what it takes to stay in the Army." That's the worst case. Now let's put it in perspective. What's the best case? "The negative report was a mistake." And what's the most likely case? "I will receive a corrective action plan from my counselor and I will follow it. I'll be frustrated and my squad leader will be disappointed."

We believe MRT will build a better Army. Our hypothesis is being tested in a large-scale study under the command of Lt. Col. Sharon McBride and Capt. Paul Lester.

As the program rolls out, they are comparing the performance of Soldiers who have been taught resilience by their sergeants with that of Soldiers who haven't. When they are finished, we will know conclusively whether resilience training and positive psychology can make adults in a large organization more effective, as they have done for younger people in schools.

Resource for this article: Martin E.P. Seligman is the Zellerbach Family Professor of Psychology and director of the Positive Psychology Center at the University of Pennsylvania.

CSTX meshes team for mobilization

*By Staff Sgt. Debralee Best,
412th TEC Public Affairs*

FORT HUNTER LIGGETT, Calif. – As the 368th Engineer Battalion out of Londonderry, New Hampshire prepares to deploy next year, the unit had an opportunity to train with downtrace companies during the Combat Support Training Exercise 78-16-01 at Fort Hunter Liggett, California, Feb. 27 to March 18.

This situation is unique.

“In the three deployments that I’ve had we haven’t had an opportunity like this where we get to go out and work together and not only as a company, but also with other sister companies that we’re deploying with,” said Staff Sgt. Adam Paulsen, squad leader, 389th Eng. Co. (Vertical). “I just think it’s an incredible opportunity and experience to go and have this opportunity to see what it’s going to be like working together.”



U.S. Army Reserve Soldiers react to contact during Combat Support Training Exercise 78-16-01 at Fort Hunter Liggett, Calif. Nearly 40 units from the U.S. Army Reserve, U.S. Air Force and Canadian Armed Forces trained at Joint Base McGuire-Dix-Lakehurst, N.J., Fort Knox, Ky. and Fort Hunter Liggett, Calif., as part of the 84th Training Command’s CSTX 78-16-01. This exercise marks the first CSTX of 2016 and is hosted by the 78th Training Division. (U.S. Army photo by Staff Sgt. Debralee Best)

The companies working with the 368th include the 368th Eng. Bn. Headquarters and Headquarters Company and Forward Support Company, as well as the 389th Engineer Company (Vertical), the 475th Engineer Company (Horizontal) and the 650th Survey and Design Team.

“The horizontal and vertical companies and the survey and design team that are also working with us this time – it’s our first time with them, they’re not within the battalion,” said Command Sgt. Maj. Stephen Bodwell, senior enlisted advisor, 368th Eng. Bn. “We had some apprehensions prior to coming here because we hadn’t met them, but a week and a half into the exercise and they’re doing a phenomenal job. So this has given us a good opportunity to assess their leadership, their Soldiers and their Soldiers’ skills. We’ve been very happy with the result.”

By working together before mobilization and deployment, the units are able to build their team and learn to work together.

Capt. David Jacobs, commander, 389th Eng. Co. (Vertical), from Coal Valley, Illinois, felt everyone had been working and meshing together fairly well.

“It’s been new relationships with everyone so it takes a little bit of growing pains, but honestly I don’t think there’s any personal issues or anything that’s come up,” said Jacobs “That’s going to make a difference.”

Having the units train together also creates an acquaintance with Soldiers throughout the units.

“I think it’s great because you start seeing familiar faces and names so you start creating these relationships and to establish that relationship before even going overseas I think is an incredible opportunity,” said Paulsen, a Burnsville, Minnesota, native. “When we are downrange and we need to rely on some help, some assistance, it’s not like we’re just going to this random person with this random name. The names are all going to be familiar and it’s really encouraging knowing that we’re falling under a battalion we’re training with now.”

This teamwork isn’t being built in a vacuum. It will continue to be important as the units prepare for their deployment.

“The highlight is probably the result of these exter-

nal units all coming together and creating a cohesive team and not just for this exercise, but for the entire mobilization,” said Bodwell, from Northbridge, Massachusetts. “This has been a great foundation for that.”

The teamwork built will continue to grow as the Soldiers spend more time together.

“I think one thing about an exercise like this, typically as a Reservist, you only spend a couple days a month with your peers, probably two to three weeks at some kind of exercise ... but as you go forward and go into larger and longer stints, that’s when you see people start to build relationships and come together as a team,” said Bodwell. “There are always personality conflicts, but once you get through that everybody is experiencing the same thing together and that’s the kind of bond that just can’t be broken. That’s one of the things I love about being a Soldier, we develop bonds that other people will never experience or see.”

The exercise allowed Soldiers to develop bonds and hone skills, which are not the only benefits, but it is also preparing Soldiers to deploy.

“It gives the leadership and all the Soldiers getting ready for this deployment a really good glimpse of what to expect when they get over there. Things they

may need to brush up on or sharpen in on or things they may have forgotten will be brought to light during this exercise,” said 1st Sgt. Kenneth Turner, first sergeant, HHC, 368th Eng. Bn. and Boaz, Alabama, native. “It will put them in the mindset they need to be in and it will set a thought process for them to go by when they do deploy so that when we get overseas we can do our mission not just to standard, but successfully and hopefully exceeding the standard a little bit.”

Bodwell said the exercise helps identify and assess any shortfalls or leadership skills before they get overseas.

“Odds are they’re going to be plucked in small teams, maybe a platoon-sized element and were having to send them over the horizon,” said Bodwell.

Bodwell said he felt a commitment to make sure the leadership is strong and the Soldiers are trained and skilled enough to finish the mission and represent the United States and the United States Army in a positive way.

“I hope that the Soldiers take away some good training because right now we’re in a training environment, this is a field exercise,” said Bodwell. “This is where we want them to start learning, this is where we want them to make their mistakes, this is what we want them to ultimately take away from this exercise when we go downrange: they’re skilled.”

These units will begin mobilization in the summer and deploy together, as a team, early next year.



Above: Spc. William Shaw (left) provides safety and ground guides Sgt. Timothy Marler, both with the 389th Engineer Company, while drilling post holes for a stairs project during Combat Support Training Exercise 78-16-01 at Fort Hunter Liggett, Calif. (U.S. Army photo by Sgt. Steffanie Collazo)

Right: Spc. Richard Rodriguez from the 475th Engineer Company out of Ponce, Puerto Rico, conducts construction operations of a road as Sgt. Norbert Prats performs security during the Combat Support Training Exercise at Fort Hunter Liggett, Calif. (U.S. Army photo by Pvt. Brian Wentworth)



New brigade commander: taking command feels like homecoming

By Staff Sgt. Debralee Best,
412th TEC Public Affairs

NEW WINDSOR, N.Y. – The 411th Engineer Brigade changed leadership in a ceremony in New Windsor, New York.

Col. Ralph Henning relinquished command to Col. Matthew Warne March 5 after serving as the brigade commander for two years.

Henning is appreciative of those years and the people who helped him succeed during them.

“Right now in my heart all I have is nothing but gratitude,” said Henning. “Gratitude toward a lot of people ... The successes of the 411th during the past two years were not just achieved by me or a few but by many.”

While Henning is humble about his contributions, his leadership saw a fire in him, which made him suc-

cessful as brigade commander.

“I want to say to Ralph Henning: thank you very much for taking on the challenge and for putting your passion for the Army and for Soldiers into your work,” said Maj. Gen. Tracy A. Thompson, commanding general, 412th Theater Engineer Command and reviewer of the ceremony. “It’s noticeable and your dedication is noticeable. I hope your successor brings that same passion and dedication to the job. From all I’ve heard, I believe Matt will.”

While taking a command position provides many challenges, due to its size the 411th is a more unique brigade.

“It’s a tough ride. It is things happening very fast and from many different directions. This is an extremely large command. It’s probably one of the largest (colonel) commands in the entire Army Reserve,” said Thompson. “So with that comes a lot of really fun things, a lot of interesting things, a lot of things that will make Matt a better officer and make Matt a better employee on the civilian side. With that also will come some bigger bags under his eyes and one or two gray hairs by the end of his tenure.”

Henning also gave some advise to Warne about taking command of the 411th Eng. Bde.

“Colonel Warne, you have a great task ahead of you. Kiss your wife and assure her you love her and remind her that you will have a mistress for the next two years, she goes by the name of 4-1-1,” said Henning. “Colonel Warne, in your hands you now have the care of the Soldiers of the 411th Engineer Brigade. Congratulations!”

While the road ahead will be difficult for Warne, it was also be rewarding.



U.S. Army Reserve Maj. Gen. Tracy A. Thompson (right), commanding general, 412th Theater Engineer Command, passes the 411th Engineer Brigade colors to Col. Matthew Warne, incoming commander, 411th Engineer Brigade, signifying his acceptance of command during the change of command ceremony March 5 in New Windsor, N.Y. (U.S. Army photo by Nathan Fanton)

“It is a great job,” said Thompson. “I think you can ask anyone whose gone through jobs like this, starting with company command, and they will tell you at the same time it’s the hardest thing they’ve ever done and one of the things they’ve loved the most in life because just like anything else in life, the things that are the hardest and most challenging offer us the most satisfaction in the end.”

Warne believes he is ready for that challenge.

“Here I stand before you today and it’s a testament to anyone who wants to work hard at a craft and deliver yourself to something that is better and bigger than you,” said Warne.

Warne has been preparing for this day as it has special significance for him.

“I’ve been on an emotional rollercoaster the past couple of months trying to envision this special day with lasting excitement, honor and respect,” said Warne. “It is a distinct honor and privilege to assume command of one of the finest brigades in the U.S. Army. It is especially special for me as this is like a homecoming for me as I have proudly served for 17 years with the 411th.”

Warne begins his two-year tenure with pride.

“I take great pride in the ownership of the brigade colors and the Soldiers that wear the 411th distinct unit patch ... Brigade of Choice!”

Top: U.S. Army Reserve Command Sgt. Maj. Michael Boyd (right), senior enlisted adviser, 411th Engineer Brigade, passes the brigade colors to Col. Ralph Henning, outgoing commander, 411th Engineer Brigade, during the change of command ceremony March 5 in New Windsor, N.Y.

Center: The 411th Engineer Brigade outgoing commander, Col. Ralph Henning (center) is presented with a gift for his departure. Henning served as commander of the brigade for two years.

Bottom: U.S. Army Reserve Soldiers with the 411th Engineer Brigade stand in formation during the 411th Engineer Brigade change of command between Col. Ralph Henning, outgoing commander, and Col. Matthew Warne, incoming commander, in New Windsor, N.Y., March 5. (U.S. Army photos by Spc. Nathan Fanton)



Army Reserve joins DSCA response,

*By Staff Sgt. Debralee Best,
412th TEC Public Affairs*

SEAGOVILLE, Texas – The 961st Engineer Battalion, participated in their third Defense Support of Civil Authorities tabletop exercise Feb. 25 to 28.

Main operations were run from the battalion headquarters in Seagoville, Texas with a planning and engagement team. The battalion and its 6 companies in Texas, Oklahoma and Arkansas were issued localized scenario exercises to simulate reacting to requests from the local civil authorities.

The overall scenario was massive flooding from the Oklahoma and Arkansas border to the south and freezing rain and downed power lines to the north. The 15 local scenarios included rescuing civilians from an island, clearing debris and housing displaced civilians.

“What it’s for is to, hopefully, ensure the units all the way down to company level are relevant, ready and trained to respond to a DSCA event if one should occur, whether it’s a massive one like we’ve exercised today or if it’s one unit being asked for one item of support,” said Terry New, Regions 6 and 7 Civil Military Project Officer. “We want them to know what to do and not hesitate when they have the authority to do it or do something that is not in compliance with (United States Army Reserve Command) guidance or regulations. It’s to protect the commanders as well as provide the best support to a civil authority.”

New coordinated the exercise as a planning and engagement team with two other CMPOs, a legal representative and three person-

nel from the Homeland Operations Division from USARC.

“Mr. New identified they needed literally more people to help out so we invited two of the other Civil Military Project Officers and Homeland Division as a way to resource the CMPOs. We provide them doctrine, provide them some of the funding required for training and, in this instance, we came out to just provide that extra manpower, the extra help to conduct the operation,” said Bob Stabb, emergency management specialist, Current Operations, Homeland Operations Division, USARC. “The CMPOs always lead these things, the CMPO is the nexus for all things DSCA for the units. So if a unit has a DSCA question or they need help in something DSCA or if they actually have to do a mission they should always reach out to their CMPOs. That CMPO is like a one-stop shop for them, it’s their guy in the field so they always have someone to call.”

The 961st Eng. Bn. is one of the first units to conduct DSCA training, but approximately 130 units

will also be conducting workshops and training exercises.

“In our latest (Operation Order) ... we identified by (Federal Emergency Management Agency) region what the most likely threat is in that region that would require the Army Reserve to assist civilian authorities. In doing that when we identified the most likely threat we also identified the unit in that region that has the capability that would most likely be called on ... we then prioritized those units to receive DSCA training,” said Stabb. “In some of the regions, we’re providing a DSCA workshop so we can inform all those commanders in that region: these are the most likely threat hazards, here is the type of response that would be required and we’ll run them through practical exercises for (immediate response) and deliberate response.”

A workshop is one option, but other units will have more in-depth training similar to the 961st Eng. Bn.

“In some units, very high prior-



961st Eng. Bn. trains for disaster

(Opposite page) U.S. Army Reserve Soldiers with the 961st Engineer Battalion, provide a command update brief to Lt. Col. Maynard Spell, commander, 961st Eng. Bn., during the 961st Engineer Battalion's third Defense Support of Civil Authorities tabletop exercise in Seagoville, Texas, Feb. 25 to 28. (U.S. Army photo by Staff Sgt. Debralee Best)

ity units, we're doing what we're doing here, a series of tabletop exercises culminating in a command post exercise and field training exercise," added Stabb. "One important thing about that is the CMPOs are able to support the TTXs or tabletop exercises, but once you get to that field training exercise it's just like any other annual training. They do all the support and all the resource requirements through their unit."

Units are trained in two different types of responses: immediate and deliberate.

"Immediate Response stems from when a local authority says, 'I need help right this minute. There's an emergency, I don't have enough people or time to handle it right this very second.' It's also a very localized thing," said Stabb. "We always joke getting Timmy out of the well. Somebody has got to do something right now. We call it the knock on the Reserve Center door."

There have been two instances of this in the past year, according to Stabb. One was a plane crash in Gaithersburg, Maryland, the other firefighting support in Spokane, Washington.

"Deliberate response comes really like any other mission tasking. It's a mobilization and just like a mobilization when you go overseas, this is a mobilization that comes from Forces Command and Forces Command says, 'Army

The scenarios the 961st Eng. Bn. units simulated during this tabletop exercise were all immediate response situations.

Many of the units slated to train in DSCA response are other engineer units within the 412th and 416th Theater Engineer Commands.

"They are really stepping forward to become fully trained in something that's very realistic for them to end up doing," said Col. Bruce Fein, Judge Advocate, USARC and a Bronx, New York, native. "The engineer units are the assets that will be most in demand in domestic operations. You can never have enough trucks or heavy equipment."

Reserve, go!' That's deliberate response, just like any other mission, any other time," added Stabb, a Boonville, New York, native.

Lt. Col. Maynard Spell, commander, 961st Engineer Battalion, first learned about DSCA during his battalion pre-command course. During this course, Stabb gave the future commanders a presentation on DSCA.

"It was a totally new concept for me," said Spell, a Meridian, Idaho,



U.S. Army Reserve Soldiers with the 961st Engineer Battalion and their six companies conducted their third Defense Support of Civil Authorities tabletop exercise Feb. 25 to 28 throughout Texas, Oklahoma and Arkansas. (U.S. Army photo by Staff Sgt. Debralee Best)

resident. "As he was talking I was thinking this could be a great avenue for me to use an outside agency, such as USARC, to assist in training my organization and meeting my goals and objectives with my staff and company team leadership."

"I followed up with him on the phone. I explained to him that each of the regions for the United States has a Civil Military Project Officer. I connected him to Mr. Terry New, the Civil Military Project Officer," said Stabb. "From there we coordinated what kind of training Col. Spell though would be best for his unit based on the specifics, being an engineer commander, with his (Mission Essential Task List) and how those tasks translate to Defense Support of Civil Authorities. As Mr. New and Col. Spell pointed out, whether they're moving debris here or they're moving debris overseas it's the same mission: you move debris."

Spell replaced his yearly training plan with DSCA training and has been conducting DSCA training every quarter. He has found this to be beneficial as the applications do not end with DSCA missions.

"It has been a win-win in that we're understanding the concepts in disaster relief associated with DSCA. Also, we're conducting training concepts we can apply to any training we do," said Spell. "They're really getting a very good understanding of troop leading procedures and how it can apply to real-world events."

His Soldiers were not expecting the challenge DSCA presented.

"I have had extremely positive feedback from our leaders and the Soldiers pertaining to this. Initially they thought this was going to be easy compared to what they are accustomed to training: training for contingency operations or combat operations or to be deployed," said Spell. "It was really exciting for me to see them really struggle when we first started this. Intuitively it has caused them to really study and get a better understanding of the intricacies of planning. It's really more about getting under the surface."

As the Army Reserve begins to take a more active role in DSCA events, the importance of training for disasters increases.

"The last thing anybody wants is if they should get the call to not know what to do. DSCA is second nature to the National Guard because that is their bread and butter. DSCA is relatively new to the Army Reserve. In turn we are just getting into it," said New. "These commanders have been fighting wars for the last 15 years so it's a matter of getting their mindset away from the warfighter to helping the civil popula-

tion in the U.S. borders with a whole different set of rules."

"(The units should) have situational awareness so if a natural disaster were to occur and they were called on to respond, it's not the first time they've seen it," said Lt. Col. Solomon Speed, exercise planner for DSCA, Army Reserve Engagement Cell, U.S. Army North (Fifth Army). "So, they have the capabilities to respond, they understand the reporting requirements and they're fundamentally capable of saving lives."

The training value has been so great in Spell's eyes that he encourages Reserve units to take advantage of training in disaster response.

"I would hope more Reserve units take an honest look at and see how it can apply to their training methodology," said Spell. "This has taken nothing away from my normal business and how we do things. If it's done anything, it has enhanced our ability to perform."

Speed attended the 961st Eng. Bn.'s training to observe for ideas for integrating more DSCA training into exercises, building on the training and synchronizing it.

"It's important for them to go through this process as we in the Reserve gain credibility in DSCA response. We at ARNORTH are going to try to leverage this training so when we move forward for (U.S. Northern Command) exercises: Vigilant Guard, Vigilant Shield, Vibrant Response, Ardent Sentry, then we can say we have a unit that's been exposed and trained to meet larger requirements," said Speed, a Baltimore, Maryland, native.

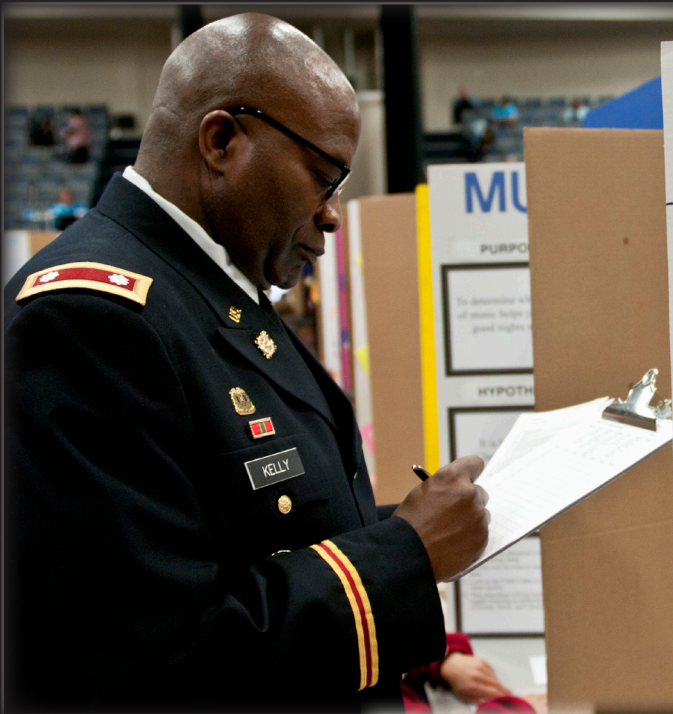
Speed is already beginning planning larger requirements with the 961st Eng. Bn.

"The AREC's responsibility is to provide Army Reserve solutions to ARNORTH and NORTHCOM's operational gaps. The AREC achieves this goal by cultivating relationship networks to leverage Army Reserve capabilities in support of ARNORTH's campaign plan in order to maintain an Operational Army Reserve," said Speed. "Based on what I'm seeing here, there is a great opportunity in July to blend their FTX with a Vigilant Guard event in Vermont, so the idea is we can synchronize both these trainings through simulations or script writing."

The Army Reserve has a critical role in DSCA response and supports civil authorities across multiple hazards, threats and catastrophic events. Look for more Army Reserve units to begin joining the 961st Eng. Bn. in DSCA training and response.

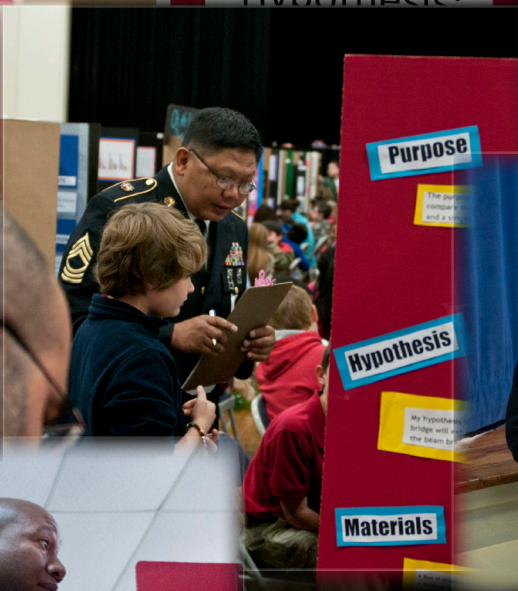
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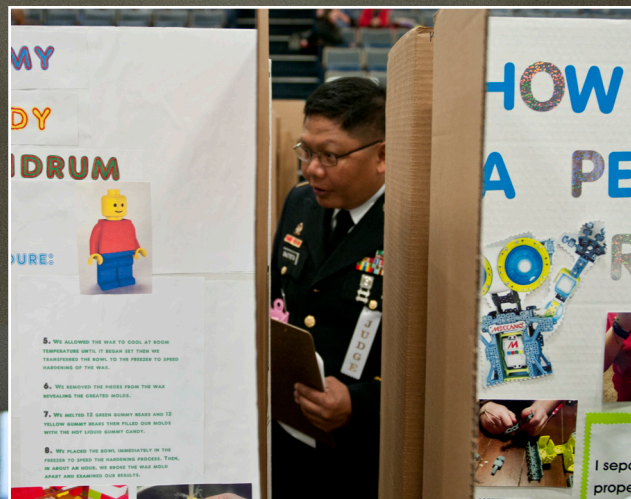




Can interactive video games be a form of exercise?

Science Fair judging





Virtual Staff Rides Take Leaders to Battlefields



Dr. Daniel Jordan leads cadets from Princeton, Rutgers and Seton Hall universities through a virtual staff ride of the battle of Wanat in Afghanistan. The cadets were able to “fly” through

the terrain using computer-generated imagery. The staff ride also features declassified video footage from U.S. Apache helicopters in the battle. (U.S. Army photo by Maj. Steven Miller)

*By Maj. Steven Miller,
ARNEWS*

PRINCETON, N.J. - The staff ride has long proven its effectiveness as a tool for educating military professionals. For the U.S. Army, the analysis of a battle or a campaign by examining the actual terrain is a concept that Maj. Eben Swift introduced in 1906 at the General Service and Staff School, the forerunner of the Command and General Staff College at Fort Leavenworth. The staff ride concept included a detailed classroom study of a campaign followed by a visit to the battlefields associated with that campaign and an in-depth analysis of the actions that occurred there. Later staff ride leaders added an integration phase to discuss the insights learned in the classroom and field study.

Today, the Army continues to use staff rides for officer and noncommissioned officer professional development. Units can study the many campaigns of the Revolutionary War, Civil War, and Indian Wars in the United States by visiting the battlefields associated with those wars. However, while the proximity of those sites make them fairly easy to visit, it is still

expensive—in both money and time—to take a unit’s leaders on a staff ride. Furthermore, battlefields from 18th and 19th century’s wars do not allow study of this century’s technology as it impacts combat. To address these two challenges, the Army’s Combat Studies Institute (CSI) provides virtual staff rides that provide Army leaders the opportunity to study in detail the terrain and decisions from battles of the 21st century wars in Afghanistan and Iraq.

A virtual staff ride is conducted using terrain models based on current mapping software, real-world imagery, and video footage taken from battles. For example, the virtual staff ride for the battle of Wanat in Afghanistan on July 13, 2008 incorporates video footage taken by Taliban fighters as well as declassified footage from U.S. Apache helicopters that were involved in repelling the insurgent attack. The combination of that video imagery and the virtual terrain model allows viewers to “fly” throughout the battle space creating an immersive experience.

“We can give a unit or a staff a powerful sense of what it was like to be on the ground and making deci-

sions during battles in places like Wanat and Fallujah [Iraq],” said Kevin Kennedy, the chief of the staff ride team at CSI.

Virtual staff rides are guided by a team made up of military historians and virtual staff ride technicians who study and build virtual simulations of battlefields. Team members travel to military units around the world to give leaders the opportunity to enhance their study of battles by “seeing” the terrain.

“Some battlefields are not accessible for study for many reasons, but that does not diminish their importance or value. The ability to build virtual models gets us at least some access to what happened in those places,” said Dr. Daniel Jordan, a contract senior military analyst and historian on the staff ride team.

One group that benefits from the virtual staff ride experience is Army ROTC cadets, who are required to participate in a staff ride before being commissioned as Army officers.

As students, they study military history and battles, but most have little or no experience in combat and few opportunities to visit battlefields with experts who analyze the decisions made during those battles and the effects of those decisions.

“The VSR [virtual staff ride] was detailed enough that I could understand the tactical, cultural, and precedent-influenced factors of each decision,” said Zach Shaw, a senior cadet at Princeton University after a Wanat virtual staff ride.

“The virtual flying through the terrain and village helped facilitate learning,” added Shaw. “The aerial video footage of the firefight forced us to orient ourselves and point out different features of the village and the COP [combat outpost] throughout the battle. This is an invaluable skill, and there is little opportunity to practice it [without being] in the field,” he said.

The staff ride team is able to tailor rides to the audience. For example, a staff ride presented to an Army brigade combat team command group and staff could focus on the operational and strategic decisions that led to an engagement, while a ride presented to company-level leaders or ROTC cadets could focus on the tactical decisions made during the engagement.

The entire staff ride experience is designed for one purpose: to prepare for future operations.

“We exist to develop leaders and to make them think about situations that they may find themselves in before they get there. Our motto is ‘The past is prologue.’ We want leaders to gain insights from the past that can be applied today and in the future,” said Kennedy.

The staff ride team and Combat Studies Institute is part of the Army Press, a directorate under Army University. The Army University creates learning environments designed to produce agile and adaptive leaders for the Army.

Learn more about the staff ride team at <http://us-acac.army.mil/organizations/cace/csi/srteam>.

HERE IT COMES

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Around the TEC





Engineers survey iconic bridge

By Staff Sgt. Debralee Best,
412th TEC Public Affairs

FORT HUNTER LIGGETT, Calif. – The river flowed slowly by as Soldiers from the 368th Engineer Battalion began their assessment of the 60-year-old double Bailey bridge at Fort Hunter Liggett, California, which has a rich history being featured in films including “We Were Soldiers,” during the Combat Support Training Exercise 78-16-01, Feb. 27 to March 18 to determine if the bridge could be saved.

The bridge sits in disrepair. While the bridge itself is structurally stable, the concrete supports are crumbling, the wooden decking is rotting and the metal structure is showing signs of surface rust.

“The bridge is cool. You don’t see a lot of Army bridges anymore and see what they’re capable of from an engineering perspective,” said Capt. Michael Majors, construction management lead, 368th Engineer Battalion. “That’s really cool to see especially for how long it’s been there – 60 years and it’s still rock solid as far as structurally.”

The bridge is not there just for looks as it provides the only access to another training area on Fort Hunter Liggett.

“It cuts off a large training area on Fort Hunter Liggett by not having that bridge passable,” said Majors, a Denver resident. “The Palisade Bridge is kind of condemned, chained off, the decking is rotting through in many places, it’s torqued and a little messed up, plus both headwalls are collapsing and falling into the river.”

The 368th Eng. Bn. trained at



The Bailey Bridge on Fort Hunter Liggett, Calif., was surveyed by the 650th Survey and Design Team and the 368th Engineer Battalion construction management team during Combat Support Training Exercise 78-16-01. Nearly 40 units from the U.S. Army Reserve, U.S. Air Force and Canadian Armed Forces trained at Joint Base McGuire-Dix-Lakehurst, N.J., Fort Knox, Ky., and Fort Hunter Liggett, Calif., as part of the 84th Training Command’s CSTX 78-16-01. This exercise marks the first CSTX of 2016 and is hosted by the 78th Training Division. (U.S. Army photo by Command Sgt. Maj. Stephen Bodwell)



U.S. Army Reserve lieutenants attend a class to prepare them for an officer development competition of finding the military load classification of a Bailey bridge and surrounding area at Fort Hunter Liggett, Calif., during Combat Support Training Exercise 78-16-01. Nearly 40 units from the U.S. Army Reserve, U.S. Air Force and Canadian Armed Forces trained at Joint Base McGuire-Dix-Lakehurst, N.J., Fort Knox, Ky. and Fort Hunter Liggett, Calif., as part of the 84th Training Command's CSTX 78-16-01. This exercise marks the first CSTX of 2016 and is hosted by the 78th Training Division. (U.S. Army photo by Staff Sgt. Debralee Best)

Fort Hunter Liggett for the Combat Support Training Exercise. Nearly 40 units from the U.S. Army Reserve, U.S. Air Force and Canadian Armed Forces trained at Joint Base McGuire-Dix-Lakehurst, New Jersey; Fort Knox, Kentucky; and Fort Hunter Liggett, California, as part of the 84th Training Command's CSTX 78-16-01. This exercise marks the first CSTX of 2016 and is hosted by the 78th Training Division.

One of the 368th's tasks was to survey the Bailey bridge and the surrounding road.

The construction management team as well as the 650th Survey and Design Team, surveyed the area, created drawings showing the existing conditions and dimensions and also calculated the military load classifications.

Bridge classifications are an important part of engineer operations.

"Route classifications and bridge classification are primary engineer tasks that support maneuver elements," said Majors. "There could be a situation where we need to

move equipment from point A to point B and there could be bridges on the way. Our equipment can weigh 1,500 tons when it's on the back of a truck. Can you get over? If the bridge is only rated 50 tons and you drive 100 tons over it and if it fails, it's a bad day."

The four teams of lieutenants went to the site March 10 to conduct their own survey operations.

"It's one of those perishable skills that unless you train on it, it will take some time getting used to the equipment, then trying to remember – the last time I had to do this was (Basic Officer Leaders Course). I graduated BOLC in August of 2011," said 1st Lt. Jared Peledge, operations plans officer, 368th Engineer Battalion. "It's been a while, but this is what we do. I'm looking forward to it."

Peledge was at a slight disadvantage as his team was himself and the Military Police officer while the other teams were comprised of three to four engineer lieutenants.

The development exercise was meant to be enjoyable, but also

designed as a competition.

Majors said they enjoyed the opportunity to get out, work around and play in the dirt, crawl over a bridge, take measurements.

"It gets you away from the tedium of paperwork that officers are always stuck in and it gets you to work as a team," said Majors.

Competition is in Peledge's nature so he prepared his team.

"That was the whole design ... It's a healthy competition," said Peledge, from Wakefield, Massachusetts. "I don't like to lose in general so we've been kind of war-gaming, but it will be a good time."

It paid off as Peledge and his teammate, 1st Lt. Andrew Abbott, won the competition and bragging rights among the lieutenants.

Majors believes this mission will be a great thing for the post, the installation, the Soldiers and missions to come.

"You get to go do a real engineer missions that will have impact on troops and their training ability so you get a sense of accomplishment and you get to say, 'Hey, I'm part of this,'" said Majors.

The survey and design aspect is only the first step. The bridge will not need to be replaced due to still being structurally sound. During future extended combat trainings a bridge company will remove the bridge and store it while a horizontal construction company will pour new headwalls and repair the roads.

After the concrete for the new headwalls is cured, the bridge will be placed. Some of the wood will need to be replaced on the bridge and surface rust removed, but the bridge and its history will remain intact.

Twice the woman: Women serve as civilians, Soldiers in Army Reserve



U.S. Army Reserve Sgt. Maj. Shyella Lisbon, personnel sergeant major is also Ms. Shyella Lisbon, human resources officer, with the 200th Military Police Command. Within the 200th MP Cmd., several women serve in dual roles as Soldiers and civilians giving them twice the opportunity to make the Army stronger. (U.S. Army photo illustration by Staff Sgt. Shejal Pulivarti)

*By Staff Sgt. Shejal Pulivarti,
200th Military Police Command*

FORT MEADE, Md. – Opening her closet, her clothes are split in two - professional business attire and heels on one side, uniform and combat boots on the other.

“I carry both ID cards at all times. Whether it’s during the week or the weekend, I’m still the same person, and I’ll treat you, whether you are a civilian or Soldier, with the same respect,” said Shyella Lisbon, human resources officer for the 200th Military Police Command.

As a U.S. Army Reserve Soldier, Lisbon is also the personnel sergeant major for the same command, one among many women who serves in dual capacities at the 200th.

As civilians, these women support the core readiness needs of the command. These include things such as individual and collective training, administrative, maintenance, recruiting and more. As Soldiers, they serve in a wide range of military occupational specialties across all ranks, from supply specialist to the command’s personnel sergeant major.

The extent of the impact women have in the armed forces has grown over the years.

“There are more doors available for women now. It was very challenging when I made sergeant major,” Lisbon said, proud of her achievement and the opportunities she is seeing growing in the Army. “I was the first African American female to make sergeant major in the 311th [Theater Signal Command]. Up until then, there was nothing but males. I couldn’t believe that I actually made it.”

Anysia Gray, who works as the unit administrator for the 200th MP Cmd. and serves as a paralegal non-commissioned officer, also saw the scarcity of women when she initially joined the Army Reserve in 2004.

Gray said that in her first unit, less than 10 percent were women. Those numbers have steadily grown as she advanced in her Army career and moved from unit to unit.

Spc. Amanda Knaus is a supply and logistics specialist for the 200th MP Cmd. while wearing the uniform. During the week, Knaus works as a civilian budget analyst for the finance office. She’s a single mother with three children, dedicated to her job and the uniform.

“The military has definitely made me a (better) person. It has given me a lot of skills ... (but ultimately) I’m the same person in uniform and in civilian status—I just look a little different,” she said.

For Knaus and other women like her, it’s important to stay true to themselves. They support one another to progress individually while improving the Army. That same support they provide the 200th is seen and appreciated by those in command.

On honoring women in public service and government, Wesley D. Huff, command executive officer, 200th MP Cmd., said, “Our female work force in the 200th MP Cmd., both military technicians and Department of the Army civilians, are top notch! From the women of the 200th, we draw pride, comfort, courage, and a long-range vision for the MP Corps, our Army and our Nation.”

Karen Goodwin, Sexual Assault Response Coordinator for the 200th MP Cmd. and an Army

Reserve sergeant first class Equal Opportunity Leader, said, “I have seen a change where women are taking more leadership roles now. It has changed drastically in the recent past, which is great.”

Leadership is about mentoring, it’s about teaching others, these women have said.

Knaus credits that kind of mentorship in her own personal success. She still remembers a female sergeant major who mentored her at the beginning of her career. “I found her mentoring and her guidance very instrumental in helping me see the differences in being Ms. Knaus and Spc. Knaus,” she said.

These women have the opportunity to impact the Army in both capacities.

“Whether they are Soldiers or Civilians, it’s important to know what makes them tick. They all need direction and a purpose. I treat my Soldiers and civilians the same, I’m here to empower them,” said Lisbon.

If given the opportunity to speak directly to young women, Gray would say, “Be comfortable in who you are and confident in that person.”

Each of these women said they have used their own experiences to motivate themselves and achieve their goals.

“While in school for engineering, I had a professor who said, ‘Why don’t you try cooking or something?’ That just tore me down. Now, I don’t let anyone tell me, ‘You can’t.’ I press forward and make it a point to finish what I’ve started,” said Goodwin.



U.S. Army Reserve Sgt. 1st Class Karen Goodwin, Equal Opportunity Leader, is also Ms. Karen Goodwin, Sexual Assault Response Coordinator, with the 200th Military Police Command. (U.S. Army photo illustration by Staff Sgt. Shejal Pulivarti)

For Gray, she looks back to her first deployment in 2004 as a time that shaped her outlook as a woman.

“I’m a huge feminist,” said Gray. “A woman should not be held back from anything she wants to do solely because she is a woman. My deployment made me examine things and the world in a different way, and it opened my eyes to a lot of double standards and women being marginalized.”

Times have changed since then, even if only a decade later. In her twelve years of uniformed service and three years as a military technician, Gray has seen the Army change its perception of women.

“The military is definitely trying to go above and beyond in addressing the equality issues. [The Army is] actively trying to grow the role of women in the military,” Gray said.

Gray hopes to leave an impact on the Army, as a Soldier, civilian, and as a woman.

“I hope I’m showing them how to lead and to treat people how you want to be treated. I also hope that I’m showing that I’m not a cookie cutter woman, that we are not all the same. That women can be strong, that women can stand up for themselves and others,” said Gray.

In spite of their segregated closets, with uniforms and civilian attires hanging on separate sides, these women have been working hard to keep their double lives in balance. In their dual roles in the Army, they have truly proven themselves as twice the citizens.



U.S. Army Reserve Spc. Amanda Knaus, supply specialist, is also Ms. Amanda Knaus, budget analyst, with the 200th Military Police Command. (U.S. Army photo illustration by Staff Sgt. Shejal Pulivarti)

Future Army leaders acquire skills from

*By Sgt. William J. Taylor,
314th Press Camp Headquarters*

SHILOH, Tenn. - On the cold winter morning of April 6, 1862, Americans, divided by sectionalism, engaged in what would be one of the bloodiest American Civil War battles on the fields of Shiloh, Tennessee. Both the Confederate and Union armies, commanded by several United States Military Academy graduates, would learn how battlefield preparedness would be the key to victory for future engagements and that the war was far from over.

More than 150 years later, the historical relevance of this battle still provides context as present and future Army leaders reflect on the decisions of the past.

Members of the University of North Alabama Reserve Officer Training Corps, the 20th, 23rd, and 322nd Military History Detachments and UNA military history students participated in a staff ride at the Shiloh National Military Park, March 19.

Lt. Col. W. Cochran Pruett, professor of military science and chief instructor for senior cadets at UNA, stated that a staff ride is a United States Army Cadet Command pre-commissioning requirement each Army ROTC cadet has to complete.

“From these staff rides, cadets learn about the profession and what it means to be an officer,” said Pruett. “Cadets also learn what it means to lead Soldiers in combat situations, and I believe we can learn a piece of that through the study of military history.”

Cadets and fellow U.S. military history students provided overviews and teaching points at different locations on the battlefield. Cadet Michael Willett, a junior at UNA, briefed those in attendance about the importance of coordination and momentum within the battle.

“Knowing what is going on in real time was very difficult for the officers during this battle,” said Willett. “By completing this staff ride, you get a feel for



Chris Mekow, a United States National Park Service Ranger, explains the problem of novice artillery at the Hornet's Nest

during a staff ride at Shiloh National Military Park, Tenn., on March 19. (U.S. Army photo by Sgt. William J. Taylor)

costly historic battle



Left: Pvt. Brennan Cypher, an infantryman in Charlie Company, 1st Battalion, 167th Infantry Regiment, and Nick Beach, a junior at the University of North Alabama, read a battlefield marker at Farley Field during a staff ride at Shiloh National Military Park, Tenn., March 19.

Above: Retired United States Air Force Master Sgt. Joseph Dailey, a senior at the University of North Alabama, orders staff ride participants to get in a line to simulate being in the battle during a staff ride in front of Shiloh Methodist Church at Shiloh National Military Park, Tenn., March 19. (U.S. Army photo by Sgt. William J. Taylor)

what officers in the field go through emotionally, mentally and physically.”

Shiloh National Military Park is considered one of the best-preserved American Civil War battlefields. The terrain is very similar to what it was like in 1862, giving visitors a better visual understanding of the events.

“You get to see the terrain and that gives insight into some of the leaders’ decisions,” said Cadet Kyle Zurmuehlen, a sophomore at UNA. “The scale of the battle of Shiloh was extremely large, and this caused information between units to be delayed or non-existent.”

Zurmuehlen expounded further on what he believed was important from the staff ride:

“Not only do we learn from the leaders’ mistakes, but we also learn from the type of leader they were. Whether they led from the front or rear, and whether they had the respect of their men. If the leader was not quick to respond, the unit would fail. It inspires me to make sure I am a competent leader, that I can lead my troops and that they have faith in me.”

The Battle of Shiloh would see different leadership styles clash on both sides. The Confederate Army would lose their leader, General Albert Sidney Johnson to a mortal wound shortly after he charismatically

rallied his despondent troops. While the Union Army would underappreciate the decision-making of two officers, Maj. Gen. Ulysses S. Grant and Brig. Gen. William T. Sherman, who would both later prove to be instrumental figures in the Union’s strategy to win the war.

“Coming out to this battlefield is not about trying to become experts on the Civil War or Civil War tactics,” said Pruett. “You do it to learn about how certain leaders had the special or uncanny ability to connect with Soldiers, and how they use that connection to inspire and lead despite enormous odds. It is part of the human dimension of leadership.”

Capt. Tim Collins, a UNA military history instructor and commander of the 322nd MHD, has been on multiple staff rides to the Shiloh National Military Park as part of the UNA ROTC program. Collins discussed how being present serves as both a mnemonic device and a prompt for critical reflection:

“What a cadet takes specifically from each of these teaching points is likely to vary; however, Shiloh is likely to teach them about the complexity of battle, the importance of decisiveness and the value of the human dimension in warfare in terms of sacrifice, courage and judgment.”

As cadets from UNA continue working toward the ultimate goal of serving the country as Army officers, the past still serves as an important reminder of the sacrifices made by military leaders, and how the lessons learned from their actions are still in service today.

Mentorship Opportunities for Female Reserve Veterans

By Staff Sgt. Deidra Jackson,
ARNEWS

A new partnership was signed into effect between the Army Reserve's Private Public Partnership Office (P3O) and American Corporate Partners' (ACP) Women's Veteran Mentoring Program, March 21, at the Pentagon.

The match brought together two organizations dedicated to assisting military personnel transition into the civilian sector and it launched a new female focused veteran assistance program.

P3O develops, integrates and directs partner relations for the Army Reserve and helps build partnerships with private and public organizations in order to maximize success at home and abroad while advancing individual, leader, and unit readiness.

ACP is a nonprofit organization dedicated to assisting veterans in their transition from the armed services to the civilian workforce. They offer veterans tools for long-term career development through mentoring, career counseling and networking opportunities.

"Transition of service members to the civilian workforce is of great importance to the leaders at the highest level of the Army as well as to the Soldier and

their family," said Erin Thede, the director of P3O.

The objective of this partnership recognized unique challenges military women face during their transition by providing targeted assistance through the new Women's Veteran Mentoring Program.

"All service members transitioning out of the armed services face a challenge, but women in particular face a unique set of challenges," said retired General Ann Dunwoody

According to the Bureau of Labor Statistics the unemployment rate for male veterans (5.7 percent) overall was lower than the rate for female veterans in 2015 at 6.9 percent and of that minority women had the highest rate 4.2 percent.

"In the next 5 years over 1 million Soldiers are expected to transition out of the military with more than 100,000 being women" said Stephen Austin, Assistant Chief of Army Reserve.

"Many of these women veterans feel isolated, unacknowledged and invisible in a society that cannot understand or comprehend what they have experienced" he said.

The Women's Veteran Mentoring Program is specifically designed to pair women veterans with America's corporate leaders who voluntarily provide professional guidance about the civilian workplace.

The program offers personalized, one-on-one yearlong mentorships for transitioning, post-9/11 servicewomen. Top businesswomen share a breadth of career guidance with female veterans, including networking, building civilian-friendly resumes, leadership skills, and work-life balance.

"Women have always served their country especially when America has gone to war facing the same risks as their male counterparts, proving themselves in combat zones all over the globe," said Austin. "Now it's our turn to



Stephen Austin, assistant chief of Army Reserve, and Sidney Goodfriend, founder and chairman of American Corporate Partners, sign a partnership agreement between the USAR and "ACP" During the American Corporate Partners and USAR Partnership Signing at the Pentagon in Washington March 21. (U.S. Army photo by Staff Sgt. Deidra Jackson)

do everything we can to see that they get the help and assistance they need.”

Women’s Veteran Mentoring Program is just one of many programs offered by ACP, a nationwide mentoring program dedicated to helping veterans transition to private enterprise through career counseling and networking opportunities.

“ACP was founded on a simple concept, which is to help our returning military find their second career” said Sidney Goodfriend, founder and chairman of American Corporate Partners.

This signing further celebrates March as Women’s History Month, which honors the history of our

women who have served in honor of defending our freedom.

Sgt. Chad Lungell of the 323rd Military Intelligence Battalion, Military Intelligence Reserve Command stated that the Women’s Veterans Mentoring Program (ACP) helps bridge the gap between the Active, Reserve, Guard components and civilian job sector.

“When you hear military veteran you automatically think of a male, hard-charging, but there are a significant number of female Soldiers serving in critical support roles,” said Lungell.

“It’s not only the civilian world recognizing our Soldiers skills especially in this case our female veterans, but our female Soldiers recognizing that there is something they have to give,” he said.

“ACP is one of several resources available to our female service members,” said Lt. Gen. Jeffrey W. Talley, Chief of Army Reserve. “I applaud our business community for its engagement with our returning veterans.

To learn more about American Corporate Partners and the Women’s Veteran Mentoring Program visit their website at <http://www.acp-usa.org/>



Above: During the American Corporate Partners and USAR Partnership Signing at the Pentagon in Washington March 21, Payton Iheme, a current ACP Protege, gives a few remarks on how the program has helped her.

Right: Erin Thede, director of Public Private Partnership, gives the opening of the partnership signing followed by the introduction of the VIPs during the American Corporate Partners (ACP) and USAR Partnership Signing at the Pentagon in Washington March 21. (U.S. Army photos by Staff Sgt. Deidra Jackson)



U.S. ARMY RESERVE

PRIVATE PUBLIC PARTNERSHIP PROVIDES PREPARED SOLDIERS AND VALUABLE EMPLOYEES

As Citizen Soldiers, Army Reserve Soldiers stand trained and prepared to serve the nation while also contributing to their civilian communities.

TWICE THE CITIZEN

The Army Reserve represents most of the Army's medical, logistical, transportation, full-spectrum engineering, civil affairs, legal, and Chemical, Biological, Radiological, Nuclear (CBRN) capabilities. Our Private Public Partnership (P3) develops and maintains partnerships with the private sector to employ Soldiers and keep their skills sharp in their fields. Soldiers simultaneously provide needed capabilities to companies and communities.

MEDICAL

SOLDIER

- ★ Combat Medic
- ★ Preventive Medicine Officer
- ★ Medical Logistics



CITIZEN

- ★ Emergency Medical Technician (EMT)
- ★ Health care specialist
- ★ Hospital management

TRANSPORTATION

SOLDIER

- ★ Transportation officer
- ★ Cargo specialist
- ★ Motor transport officer



CITIZEN

- ★ Transportation vehicle operator
- ★ Port operator
- ★ Supply logistics

ENGINEERING

SOLDIER

- ★ Combat engineer
- ★ Petroleum supply specialist
- ★ Horizontal construction engineer



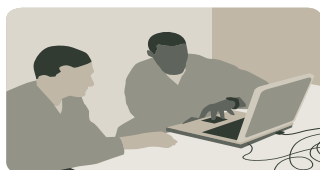
CITIZEN

- ★ Construction manager
- ★ Oil/Gas industry technician
- ★ Construction equipment operator

LOGISTICAL/QUARTERMASTER

SOLDIER

- ★ Human resources specialist
- ★ Inventory manager
- ★ Network technician



CITIZEN

- ★ Human resources professional
- ★ Inventory manager
- ★ Network technician

JAG/LAW ENFORCEMENT

SOLDIER

- ★ Military police
- ★ Paralegal specialist
- ★ Lawyer



CITIZEN

- ★ Police officer
- ★ Paralegal
- ★ Lawyer

PARTICIPATE IN P3:

- ★ **SOLDIERS:** visit www.usar.army.mil/PrivatePublicPartnership to find contact information for the Army Career Employment Specialist in your region
- ★ **CIVILIAN EMPLOYERS:** contact P3O at usarmy.usarc.ocar.mbx.p3@mail.mil



Pvt. Rolanda Harris, Company D, 31st Engineer Battalion, catches up with her sisters, Kristen, left and Megan Unlist, after graduating from one station unit training. Harris is one of the first two Army Reserve female 12Bs that graduated Jan. 15 from Fort Leonard Wood. She is now returning to her home unit of Headquarters and Headquarters Company, 478th Engineer Battalion, Fort Thomas, Ky. 12B is the military occupational special identifier for combat engineers, a field that until 2015 was not open to women. Combat Engineers perform construction and demolition tasks during combat or during combat conditions. (Photo by Dawn Arden)



CSTX 78-16-01





Engineers Build Training Opportunities for

*By Staff Sgt. Jason Hull,
2nd BCT, 82nd Airborne Div*

FORT BRAGG, N.C. - The stark sunlight dulled the natural contrast of colors, subduing the myriad clothing of the large crowd of Soldiers, Airmen, Marines and civilians. They listened intently to the droning roar of the concrete saw, the pulsing thud of the hydraulic hammer, and the curt commands of the noncommissioned officers to the equipment operators. Moments passed while the crowd observed as the airborne engineers demonstrated the first step of an airfield crater repair.

Only the Paratroopers conducting the demonstration were close enough to appreciate the satisfying crack of the large chunk of concrete cleaving apart. Their task completed, the Paratroopers retreated from the pad, returning the M400 skid steer loader to its display configuration.

They fell into the position of “parade rest,” as the dust settled. The demonstration’s narrator seized the audience’s attention again, launching into an explanation of the next display.

For the past three weeks, U.S. joint military and civilian engineers teamed up at Sicily Drop Zone on Fort Bragg, N.C., to train on and observe innovative capabilities for airfield damage repair (ADR) techniques in support of joint forcible entry operations. Nearly 50 engineers from the 82nd Airborne Division, 20th Engineer Brigade, and the Army Reserve 844th Engineer Battalion, 926th Engineer Brigade from Tennessee, participated in the training. The 173rd Airborne Brigade sent observers from Vicenza, Italy. The training also drew Air Force and Marine spectators.

“It’s a joint, as well as an Army Total Force Partnership, training

event,” said Col. Jayson C. Gilberti, commander of the 20th Engineer Brigade headquartered at Fort Bragg. “The Air Force ... is going to place their aircraft on the runway that we, as Army engineers in concert with the combined arms team, restore to minimum operating capacity.”

The XVIII Airborne Corps units that specialize in contingency response missions maintain ADR capabilities to enable the buildup of combat power on a distant objective. Whether to gain a foothold in an enemy-held area or as a logistics hub for a humanitarian mission, rapid deployment forces train to be able to seize an airfield and then begin air lands of equipment, supplies and personnel. Holes on the runway could significantly deter that critical stage of the operation.

For the training, active duty and reserve Soldiers repaired craters in concrete slabs while weighing the practicality of several construction equipment sets and gaining familiarization with a new, redesigned fiber-reinforced polymer (FRP) matting system that anchors over the repaired crater.

“It’s a significant event in the evolution of joint forcible entry engineering capabilities,” said Gilberti. “Both the 82nd Airborne Division and 20th Eng. Bde. have been working shoulder to shoulder throughout the process since we both have joint forcible entry engineering capabilities.”

Gilberti, who worked crater repair early in his career as a lieutenant in the 82nd Abn. Div., called ADR, “one of our bread and butter missions for all airborne engineers.”

After more than a year of planning and work to set the conditions,



Engineers assigned to the 844th Engineer Battalion drill holes to install a fiberglass polymer matting system during airfield damage repair training on Fort Bragg, N.C., March 8, 2016. For the past three weeks, horizontal construction engineers from throughout the installation observed and demonstrated airfield damage repair techniques on Sicily Drop Zone under the tutelage of the Engineer Research and Development Center. (U.S. Army photo by Staff Sgt. Jason Hull)

the Joint, Total Army Force

the training began late this February, with its first week dedicated to familiarizing the Soldiers with the new capabilities and equipment. Week two focused on testing the airfield damage repair solutions, deployment of the new airfield matting, and the different tools to bring to the fight. Finally, on March 17, the training culminated in a demonstration with distinguished visitors and stakeholders from the joint services and the Department of the Army civilian community.

Within the Army, the capability is not limited to just the conventional forces.

“The 20th Eng. Bde. has joint forcible entry requirements, both for general-purpose forces such as the 82nd Abn. Div. as well as Special Operations Forces,” said Gilberti. “This is a constantly evolving capability that needs to stay always-ready.”

The advanced capabilities and training oversight came from the Engineer Research and Development Center (ERDC). According to ERDC’s website, the organization is “the U.S. Army Core of Engineers’ research and development for civil and military engineering, geospatial sciences, water resources, and environmental sciences for the Army, Department of Defense, and civilian agencies.”

“We’re training them, not only on the use of new equipment sets, but also some new materials,” said Dr. John Rushing, a research civil engineer at ERDC in Vicksburg, Miss. “The interactions and feedback that we’ve received has been great.”

He stressed his philosophy that ERDC works for the warfighter.

“We can try to come up with

great ideas but until we give it to the Soldiers and get them to use it, it doesn’t do any good,” he said. “If something sits on the shelf, that’s a wasted effort for us.”

The mix of active duty and reserve engineers throughout the effort supported the Army’s Total Force Policy (ATFP), which directs component commanders to integrate for collaborative training to maintain readiness for the total force.

“It’s so important for us to have total force partnership in this event because approximately 20 percent of the engineer regiment resides within the active component,” said Gilberti. “Our Army could not function without the reserve and it’s integral that even in training events like this, that we share this knowledge, this experience, and these opportunities to be stronger as one Army.”

For the future, ongoing cross-component training is in the works for both the 20th Eng. Bde. and 82nd Abn. Div.

“We’re going to take this and this summer, in June, conduct a training event up in Wyoming, with the Ohio National Guard, focused on airfield damage repair,” said Gilberti.

In April, the 37th Brigade Engineer Battalion, 2nd Brigade Combat Team, 82nd Abn Div. plans to do similar training in Fort Pickett, Va.

“We’ll jump onto a concrete FLS and conduct a repair with a lot of the components from this new kit, and we’ll do some training with the Virginia National Guard as well,” said Chief Warrant Officer 2 Dustin



Horizontal construction engineers from throughout Fort Bragg, N.C. conduct airfield damage repair training at Sicily Drop Zone, March 10, 2016. For the past three weeks, the engineers observed and demonstrated new ADR capabilities and techniques under the tutelage of the Engineer Research and Development Center in order to validate new solutions for airfield repair. (U.S. Army photo by Staff Sgt. Jason Hull)

Nistle, the 37th BEB S3 construction technician.

He explained the importance of the training to establish commonality for engineers working at the tactical level.

“We get a unified understanding of what’s expected of us and what the capabilities of the new kit are. As long as everybody’s on the same page, we can develop the same [standard operating procedures].”

Equipment, innovative kits, and standard operating procedures are the tools that allow the engineers to get a flight landing strip up and running. The training is crucial for mission success.

“At the end of the day, it boils down to the Soldier,” said Gilberti. “That’s who is going to make or break it. It’s not some technological evolution, which helps; it’s the Soldier’s ability to think critically, creatively on the objective with the tools that they have available to ensure mission success.”

Online conduct can have far-reaching effects: Think, Type, Post

By USAG Italy PAO

VICENZA, Italy - The evolution of the Internet, social media, and other electronic media over the last decade has drastically altered how people communicate and interact. It is now easier and faster to convey messages and information than ever before, and in some cases, this can be done in complete anonymity.

While anonymity may allow people to feel more free and uninhibited to discuss otherwise embarrassing or stigmatizing topics, it can also be a community's biggest enemy. People can hide behind their computers while saying whatever they want with little ramifications. Protected by this sense of anonymity and lack of accountability, some people become ill-meaning individuals who participate in inappropriate and potentially harmful interactions over the Internet.

The Vicenza Military Community has been the focus of a lot of negative attention by their host nation recently because of social media activity by and directed at VMC members including cyberbullying, personal attacks and other types of inappropriate posts. Not only do these actions reflect badly on the entire Vicenza Military Community, they undermine the dignity and respect of others, and are not consistent with Army values.

The Army spelled out its online social discipline policy last year in an "All Army Activities" message defining online misconduct. While the message is primarily of interest to Soldiers, it also has implications for civilians, contractors and Family members.

The ALARACT states that online misconduct is "the use of electronic communication to inflict harm." Examples include, but are not limited to: harassment, bullying, hazing, stalking, discrimination, retaliation, or any other types of misconduct that undermine dignity and respect.

"Harassment, bullying, hazing, stalking, discrimination, retaliation, and any other type of misconduct that undermines dignity and respect are not consistent with Army Values and negatively impact command climate and readiness," it adds. Facility commanders are to "reinforce a climate where current and future members of the Army team, including Soldiers, Army civilians, contractors, and Family members, understand that online misconduct is inconsistent with Army values."

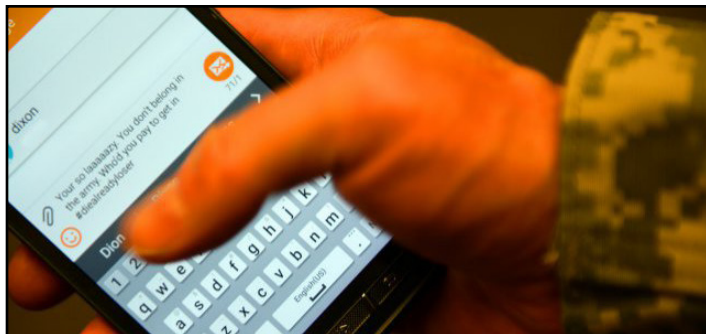
Soldiers who violate those standards may be subject to discipline under the Uniform Code of Military Justice while civilians could be disciplined under general

civilian personnel policies, it states.

Family members are not subject to discipline under the UCMJ. However, according to legal officials, Family members should understand they are in Italy on a permissive basis with their Soldier, and the U.S. Army Garrison Italy is responsible for maintaining the same good order and discipline in the community.

Despite these rules and direction in regard to use of social media and other forms of electronic communication, the Army says it doesn't want to stop Soldiers from communicating online. Instead, said an Army official, when using electronic communication devices, Soldiers should apply "Think, Type, Post." That maxim is summarized as "think about the message being communicated and who could potentially view it; type a communication that is consistent with Army values; and post only those messages that demonstrate dignity and respect for self and others."

Reporting Mechanisms: If you receive or experience offensive electronic communications - or become aware of others who do - report them. Commanders are responsible for maintaining good order and discipline within their organizations. If you have exercised preventive and protective measures and are still experiencing or witnessing online misconduct, you should promptly report matters to the chain of command/supervision or to the appropriate civilian authority. Keep any evidence (like screen shots, emails, text messages, etc.) of online misconduct to submit with your report. Alternate avenues for information about online conduct and reporting include: Family Support Services, Equal Opportunity, Equal Employment Opportunity, Sexual Harassment/Assault Response and Prevention, the inspector general, and Army law enforcement.



If people are still unsure of what bad behavior looks like online, the Army clarified it for them in an "All Army Activities" message. Online misconduct, it says, is "the use of electronic communication to inflict harm. Examples include, but are not limited to: harassment, bullying, hazing, stalking, discrimination, retaliation, or any other types of misconduct that undermine dignity and respect." (Photo by Todd Lopez)



Don't get beat
by the heat!



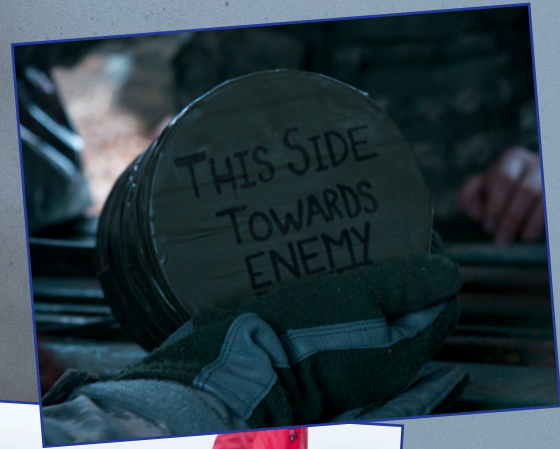
Heat illnesses are preventable.
Ensure you and your battle buddies stay properly hydrated.

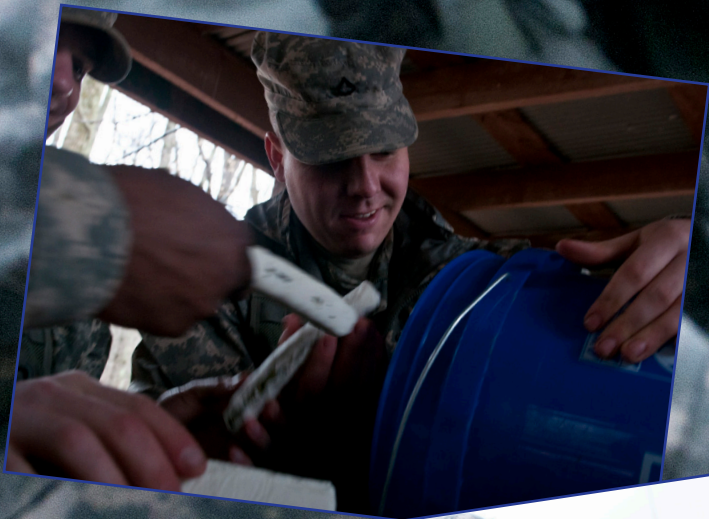
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478th CSWQ





Army outlines gender integration implementation plan

By Army Public Affairs

WASHINGTON - The Army announced today details of its implementation plan for integrating women into all military occupational specialties (MOSs), paving the way for qualified female soldiers to serve in the Infantry, Armor, and Special Forces.

Initially, the Army will manage the assignments of women through a “leader first” approach. Beginning this year, women will be able to branch as Infantry and Armor officers, followed then by female enlisted soldiers to ensure they are assigned to operational units with integrated women leaders.

Under the new policies, all soldiers will have the opportunity to serve in any occupational specialty based on their individual capabilities and the needs of the Army, allowing the Army to recruit soldiers and leaders from a larger pool of qualified personnel.

“We’re not going to turn our back on 50 percent of the population,” said Acting Secretary of the Army Patrick J. Murphy. “We are opening up every occupation to women. I think that’s pretty historic.”

The Army is implementing full integration through five lines of effort: updating physical and administra-

tive screening standards; managing talent to select, train, and promote the best qualified soldiers; building integrated units; educating soldiers and leaders and communicating how gender integration increases the readiness of the Army; and continually assessing integration strategies to successfully posture the force.

“An incremental and phased approach by leaders and soldiers who understand and enforce gender-neutral standards will ensure successful integration of women across the breadth and depth of our formations,” said Army Chief of Staff Gen. Mark A. Milley.

Between May 2012 and October 2015, the Army led all services in gender integration by opening more than 95,000 positions and nine occupations to women. In 2015, three soldiers became the first women to complete Army Ranger School, one of the most demanding leadership schools in the U.S. military.

The Secretary of Defense’s Dec. 3, 2015, decision opens an additional 220,000 positions to women; however, the force drawdown and continued force structure changes will affect any final numbers. As the department continues modernizing and innovating to stay ahead of future threats, its senior leaders have said they will develop policies and set conditions to recruit and retain the best people.



FORT BLISS, Texas - U.S. Army Staff Sgt. Zed Pitts from Tuscaloosa, Ala., begins his second lap during the 2016 Warrior Trials at Fort Bliss, Texas, March 6. Pitts, a heavy equipment operator with the 465th Engineer Company, is competing in cycling at the Army Trials for the second year in a row. Last year he took gold, silver and bronze in multiple team and individual events. More than 100 wounded, ill and injured Soldiers and veterans are at Fort Bliss to train and compete in a series of athletic events including archery, cycling, shooting, sitting volleyball, swimming, track and field, and wheelchair basketball. Army Trails, March 6-10, conducted by the Department of Defense Warrior Games 2016 Army Team. Approximately 250 athletes, representing teams from the Army, Marine Corps, Navy, Air Force, Special Operations Command and the British Armed Forces will compete in the DoD Warrior Games June 14 to 22 at the U.S. Military Academy, West Point, N.Y. (U.S. Army photo by Spc. Sandy Barrientos)

Murphy: Sexual assault, harassment detrimental to combat readiness

By John Martinez,
Senior Leadership of the Army

FORT LEAVENWORTH, Kan. - Acting Secretary of the Army, Patrick J. Murphy, visited the Sexual Harassment/Assault Response and Prevention (SHARP) Academy, March 24 in Fort Leavenworth, Kansas. Murphy was briefed by senior leaders and spoke with a class of future Victim Advocates (VA) and Sexual Assault Response Coordinators (SARC).

While speaking to the students at the SHARP Academy, Murphy reemphasized Chief of Staff of the Army Gen. Mark A. Milley's number one priority and explained how the SHARP mission related to it.

"Our focus is readiness," Murphy said. "But how can we be ready to face challenges the world presents if there is not trust within our ranks. We remain personally committed to eliminating sexual assault and harassment from our Army. Such behavior has no place in a disciplined military force. Every Soldier, Army civilian, and Family member deserves to be -- and will be -- treated with dignity and respect."

In the early part of the new millennium, Murphy was a prosecutor who prosecuted sex crimes and understands how tough sexual assault and harassment cases are. He showed his appreciation to the VA and SARC students, who will continue on to deal with those cases first-hand.

"I want to thank you from the bottom of my heart," Murphy said. "Because as you know (sexual assault and harassment) is not just a cancer for the Army, but also with our society. We've had positive results -- reports are going up and incidents are going down -- but still one is too many. The fact that



Acting Secretary of the Army Patrick J. Murphy, visited the Sexual Harassment/Assault Response and Prevention (SHARP) Academy at Fort Leavenworth, Kan., Thursday, March 24, and spoke with a class of future Victim Advocates (VA) and Sexual Assault Response Coordinators (SARC). (U.S. Army photo by John Martinez)

you guys are on the front lines in the Army means a lot to me and it means a lot to our nation, because you guys are really where the rubber meets the road."

Murphy also met with senior leaders to receive a briefing about the current state of SHARP Academy and its near-term plans. The briefing was presented by Col. Geoff Catlett, director of the SHARP Academy and also attended by Lt. Gen. Robert Brown, commanding general of the U.S. Army Combined Arms Center, as well as other top leaders.

"When the SHARP program first started, the training was a lot of 'death by PowerPoint,'" Brown said. "Geoff and his team have done an outstanding job of improving the training Soldiers and Civilians receive on this tough subject."

This same week, the Fort Leav-

enworth SHARP Program Office and the U.S. Army SHARP Academy presented a training event to Command and General Staff College where survivors of sexual assault in the Armed Services shared their stories.

"We didn't want to present what people say is the typical SHARP training, where we show some slides, and go over definitions and rules of conduct," Catlett said. "We wanted to bring the humanity of the SHARP program -- and the faces of those who were victims -- to these students. We wanted them to hear firsthand what sexual harassment and assault does to our formations."

As part of the trip to Fort Leavenworth, Murphy engaged with students in the Command and General Staff Officer Course, the School of Advanced Military Studies and the Army Management Staff College.

Just another day at the office





Digging yourself a hole



Blowing off steam



Security

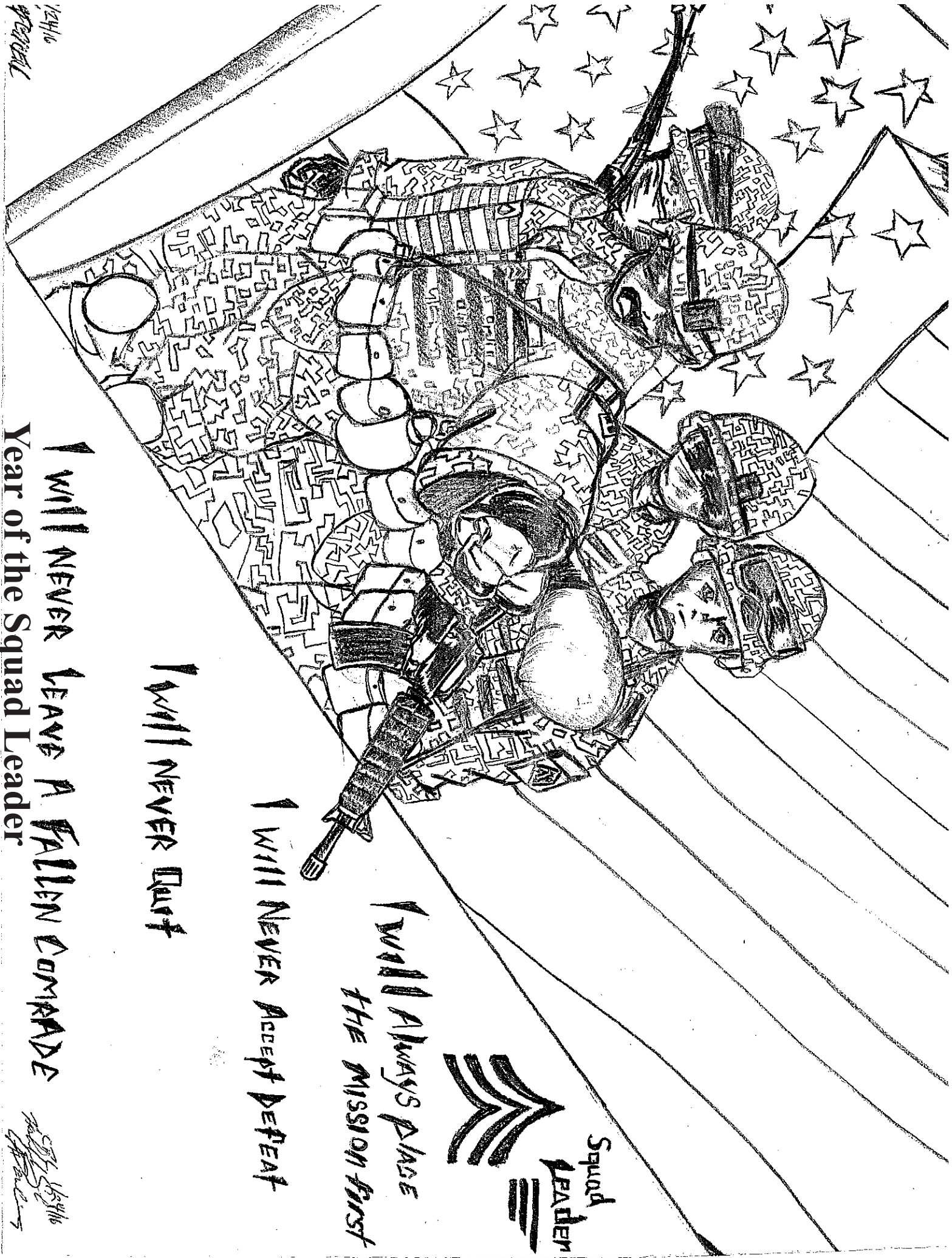


Staff meeting



Office space

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P. 2000



I will NEVER LEAVE A FALLEN COMRADE
Year of the Squad Leader

I will NEVER Quit

I will NEVER Accept DEFEAT

I will ALWAYS Place
THE MISSION first



Squad
Leader

12/4/16
P. 2000