

TNR



DRIVEN TO SUCCEED

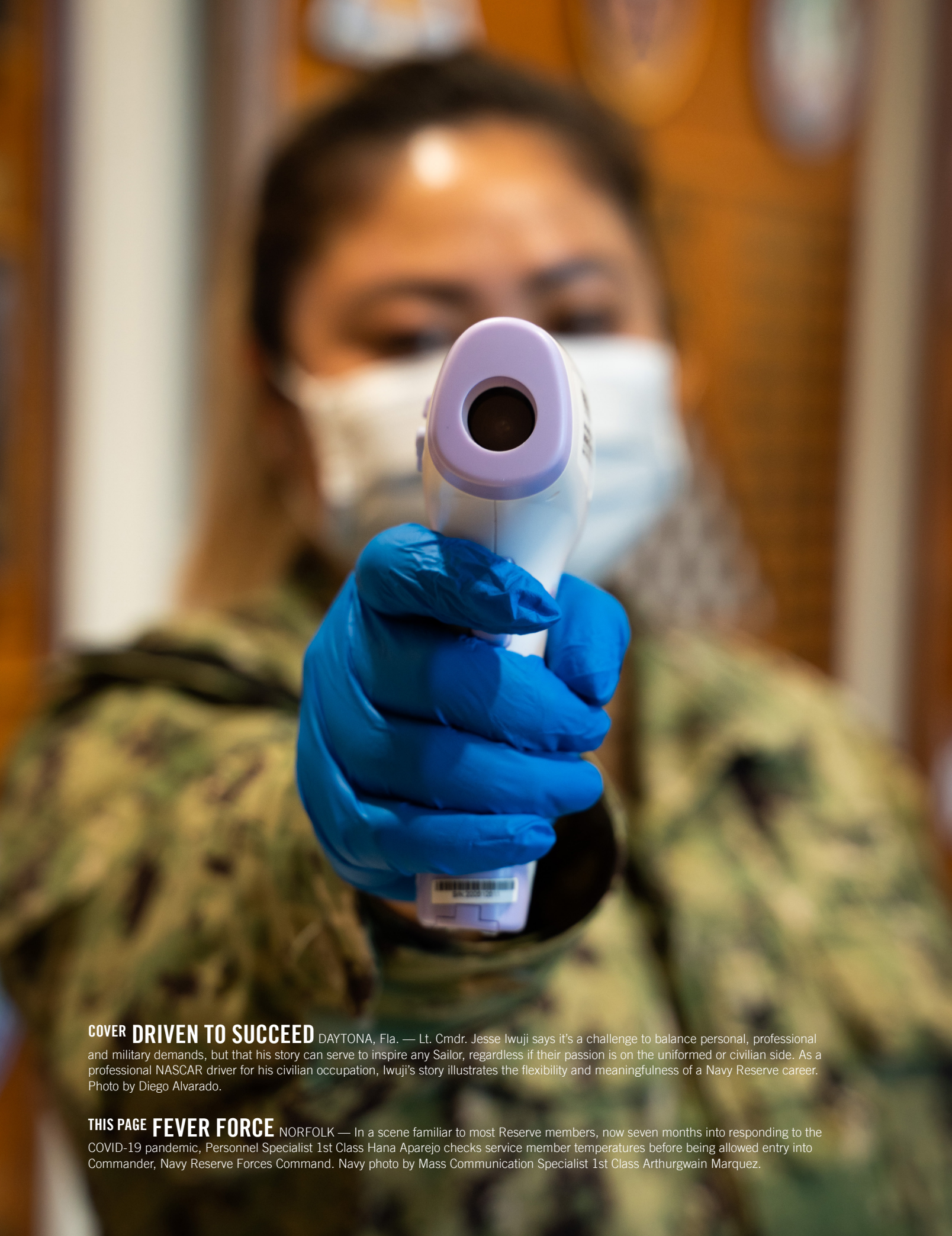
Lt. Cmdr. Jesse Iwuji proves that through determination, Reserve Sailors can proudly serve in the military and still pursue individual passions at the highest levels.

VOLUME 2020 ISSUE 3

LEADERSHIP LEGACY

LOOKING FORWARD

RECRUITING REINFORCEMENTS



COVER DRIVEN TO SUCCEED DAYTONA, Fla. — Lt. Cmdr. Jesse Iwuji says it's a challenge to balance personal, professional and military demands, but that his story can serve to inspire any Sailor, regardless if their passion is on the uniformed or civilian side. As a professional NASCAR driver for his civilian occupation, Iwuji's story illustrates the flexibility and meaningfulness of a Navy Reserve career. Photo by Diego Alvarado.

THIS PAGE FEVER FORCE NORFOLK — In a scene familiar to most Reserve members, now seven months into responding to the COVID-19 pandemic, Personnel Specialist 1st Class Hana Aparejo checks service member temperatures before being allowed entry into Commander, Navy Reserve Forces Command. Navy photo by Mass Communication Specialist 1st Class Arthurgwain Marquez.



LEADERSHIP

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Commander, Navy Reserve Force

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Deputy Commander, Navy Reserve Force
Commander, Navy Reserve Forces Command

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SUBMISSIONS: TNR is always looking for submissions that display the work Navy Reserve Sailors are doing around the force. To submit a photo or story, email us at cnrfc_pao@navy.mil. Instructions and submission criteria will be provided to help guide your entry.

ARCHIVE AND NEWS: Current and past issues of TNR are available at: www.navyreserve.navy.mil. Follow the Navy Reserve on Facebook, Twitter, LinkedIn and Instagram. Additional Navy Reserve news can be found on the Defense Visual Information Distribution Service (DVIDS) at: <https://www.dvidshub.net/unit/CNRF>.

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THE NAVY RESERVIST VOLUME 2020 | ISSUE 3

TNR tells the story of the U.S. Navy Reserve through articles, news and photos showcasing the contributions of Navy Reserve Sailors delivering real-world capabilities and expertise in support of the Navy mission.

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MAINTAINING A READY AND DIVERSE RESERVE

FROM VICE ADM. JOHN B. MUSTIN, CHIEF OF NAVY RESERVE

Team, I am both honored to be the 15th Chief of Navy Reserve, and energized by all we will accomplish together as we shape our future force. We are serving in a critical time in our nation's history, and I'm counting on you to ensure our Navy Reserve is ready when called upon.

Over the past four years, my predecessor, Vice Adm. Luke McCollum, directly improved our force through policy, personnel and technology advancements. His incomparable leadership, strategic thinking and tireless commitment to service leave an indelible legacy as he retires following 37 years of distinguished service to our country. Please join me in wishing him "Fair Winds and Following Seas."

A READY FORCE — As I begin my tenure, my focus is unambiguously on warfighting readiness. In everything we do, we must contribute to the strategic depth our Navy, Marine Corps and joint force leaders require of us. Every iota of energy we expend should contribute quantifiably to making you more capable, competent and confident to serve in your mobilization billet. Is that true for you today?

We live in an era of Great Power Competition, meaning we are preparing our force for a competition against peer and near-peer adversaries — a strategic shift from the counter insurgency focus that drove our preparations for the past 20 years. To be ready to compete and win against well-funded, motivated challengers requires a transformation in our thinking, our training and our force structure. The time for that change is now — and we're moving out to make it happen.

We are, by design and necessity, a force that must be "Ready to Win." That phrase is an important one, far more than a sound bite — it is a commitment to our nation that each of us is trained, available and Ready to Win the instant we arrive on station.



On DAY ONE of a future conflict, my expectation is that every Reserve Sailor and officer will arrive at their gaining command ready to think creatively, operate boldly, and generate a leveraged multiplier to our nation's combat power.

On DAY ONE of a future conflict, my expectation is that every Reserve Sailor and officer will arrive at their gaining command ready to think creatively, operate boldly, and generate a leveraged multiplier to our nation's combat power. That's what we get paid to do, and I need you to share my sense of urgency.

In our Reserve business, being mobilization ready is little more than the cost of entry — a necessary but insufficient level of true readiness for a high-end fight. The transformation we're executing requires far more mature planning and effort. As a starting point, ask yourself today, "Does my Annual Training — and do my drill periods — contribute to my readiness to serve in my mobilization billet?" If you can't answer because you don't understand the question, or CAN answer, but the answer is "No," you likely will see a change in your employment in the near future. To that end, I seek your commitment that you will get — and remain — tactically, operationally and strategically ready. Our nation, and our taxpayers, deserve no less.

WAY AHEAD — In closing, I am honored to work for you, and to represent and lead our force. I am inspired by your hard work and dedication, much of which is responsible for the successes we have enjoyed to date. And yet as I scan the horizon, I see hard work ahead. That hard work represents great opportunity for us, however, and my staff and I will be relentless in paving the way for our collective future. I remain humbled by the superb talent I see across our force — in our staffs, our commissioned and augment units, our NOSCs and Regions and our amazing mobilized officers and Sailors around the world — and that motivates me to come to work every day.

I look forward to seeing you in the fleet, doing what our great Sailors have done every day for the last 105 years. Keep up the great work, and keep making me proud to be CNR #15.



LEVERAGING CAREER DEVELOPMENT BOARDS

FROM NAVY RESERVE FORCE MASTER CHIEF CHRIS KOTZ

FOCUSED ON EXCELLENCE IN ALL WE DO!

Our Navy is an elite fighting force for good! From a global perspective, we are a mighty protector of the sea lanes and historically, we have served as a necessary and capable instrument of national security and humanitarian assistance. Our roots as a Navy and Marine Corps team have grown deep in the responsibility of sea control and excellence on the high seas. To that end, our Chief of Naval Operations, Adm. Mike Gilday, has asked us to closely examine and protect our sea service culture to ensure we are focused on excellence in all that we do as Sailors.

CAREER DEVELOPMENT BOARDS — Without a doubt, my favorite leadership practice is to conduct Career Development Boards (CDBs). I thoroughly enjoy the opportunity to understand Sailors backgrounds, experiences and motivations at their individual level. Undebatably, our greatest attribute is that we are an all-volunteer force, brought together from every walk of life and across the geography of our great nation — and even around the globe. Yet, our team is only a strength if we learn to know each other as shipmates. We have ALL chosen to serve our country in the World's Finest Navy and adopt our service's core values and ethos. Personally, I have conducted over a thousand CDBs and each one has been unique. Some are better than others, but on the whole, each has been a superb opportunity to not only learn about my Sailors but to learn about myself.



In my experience, excellent teams are dedicated to knowing each other, supporting and challenging each other, and taking the time needed to seek out each other's contributions. Outstanding units also invest in building competency in their mission with a focus on the larger objective.

Teambuilding is a core attribute of a Chief Petty Officer and a skill requiring continual evaluation and adjustment. It is not merely the act of building a team, but ensuring the team has the proper amount of guidance, support and recognition. I have routinely utilized the CDB notes for a Sailor when considering the best recommendation for a team. A culture of excellence is a deliberate process of developing an understanding of each Sailors' strengths in order to form the best team to support the mission. Often this means considering the right leadership for the team. It is in our human nature to place the best of the best together in the hopes of creating perfection — but this is not necessarily how the best teams or a culture of excellence works.

In my experience, excellent teams are dedicated to knowing each other, supporting and challenging each other, and taking the time needed to seek out each other's contributions. Outstanding units also invest in building competency in their mission with a focus on the larger objective. They will also frequently communicate their progress to ensure that focus. I have observed that our Navy's best leaders are heavily invested in their Sailors, not just at performance evaluation time, but also through individual CDBs.

It is fair to say that I believe that units that conduct effective CDBs support a culture of

excellence and empower Sailors. I am not naive to think that this is the only thing — but in my experience, it is a significant and worthy component.

BOTTOM LINE UP FRONT

TRANSFORMING RESERVE PAY AND PERSONNEL PROCESSES

“I wish we had one system to log into where I can do everything I need to do for my career.”

“Why do we have to log onto so many systems just to keep my passwords from expiring?”

“Will any of this stuff EVER get fixed?”

Have you ever had one of these thoughts when dealing with the dozens of Navy Reserve applications and programs needed to complete basic administrative tasks? Have you ever wondered why the Navy Reserve conducts business differently than the active duty Navy? ... We hear you loud and clear!

Transformation is changing how personnel, pay and training services support a Sailor's career and life events. The Navy recognized the need to streamline and transform the way we do business and how we do business. What started out as an idea has now become a reality. Today there are over 1,000 members throughout active and Reserve commands who are working hand-in-hand to develop and transform systems to better meet our needs as a force.

NAVY PERSONNEL AND PAY SYSTEM (NP2)

In 2019, the Navy Pay and Personnel System (NP2) project broke ground. By taking the big picture of personnel and pay and breaking it into 57 incremental projects, called Sprints, the project is well on it's way to meet Initial Operational Capability (IOC) in January 2022. Working with developers, product owners, subject matter experts and business design owners, NP2 will combine over 55 different pay and personnel systems into one “system-of-systems,” thus eliminating having to log into multiple systems to use information to manage your career, your pay and your benefits.

Another great feature about one system is it makes us all one Navy. No more Reserve systems that only address Reservists, such as NROWS, NRRM, ASOSH/ARPR and many others. Want to see your retirement points? Log into NP2. Want to see your AT orders? Log into NP2. Want to see drill management? Log into NP2.

An example of separate accounts is evident in MyPay. If you have ever been on ADSW or Mobilization orders you will see two accounts when you log onto MyPay. You will have an Active Duty Pay account and a Reserve Pay account. But with NP2, it will only be one account, no matter where that pay occurred. AT pay, Drill pay, Mobilization, ADSW — all at a click of a tile in NP2.

NP2 PRODUCTS AVAILABLE NOW OR IN THE NEAR FUTURE

Even though we are scheduled to reach IOC for NP2 in January 2022, there are several projects that are completed and available to you now.

RESERVE ORDERS — Currently, as a drilling Reservist, you have seven different types of orders: ADOS, ADSW, Recall, Mobilization, AT, ADT and IDT. NP2 will eliminate the need to go into the different order writing systems. In the near future you will log into NP2 to complete your order checklist, execute orders and submit a travel voucher. This feature will be available in October for ADSW, ADOS, Mobilization and Officer Recall orders and by Jan. 2021, AT/ADT orders will be online.

TRAVEL VOUCHER PROCESSING — An expanded automation of travel voucher processing will soon be available. Sailor travel vouchers approved in NP2 by Command Pay and Personnel Administrators (CPPAs) will be electronically available in NP2 for TPD clerks to open and begin processing for pay. Automation of this process eliminates the need for CPPAs to manually print, scan and transmit vouchers via the Transaction Online Processing System (TOPS).

MYSAILOR DATA — This new tool establishes an improved electronic display of the human resources (HR) data NP2 needs to support pay and personnel transactions for active and Reserve Sailors. Eventually, NP2 MySailor Data will replace the NSIPS Electronic Service Record (ESR).

OTHER TRANSFORMATION PRODUCTS AVAILABLE NOW

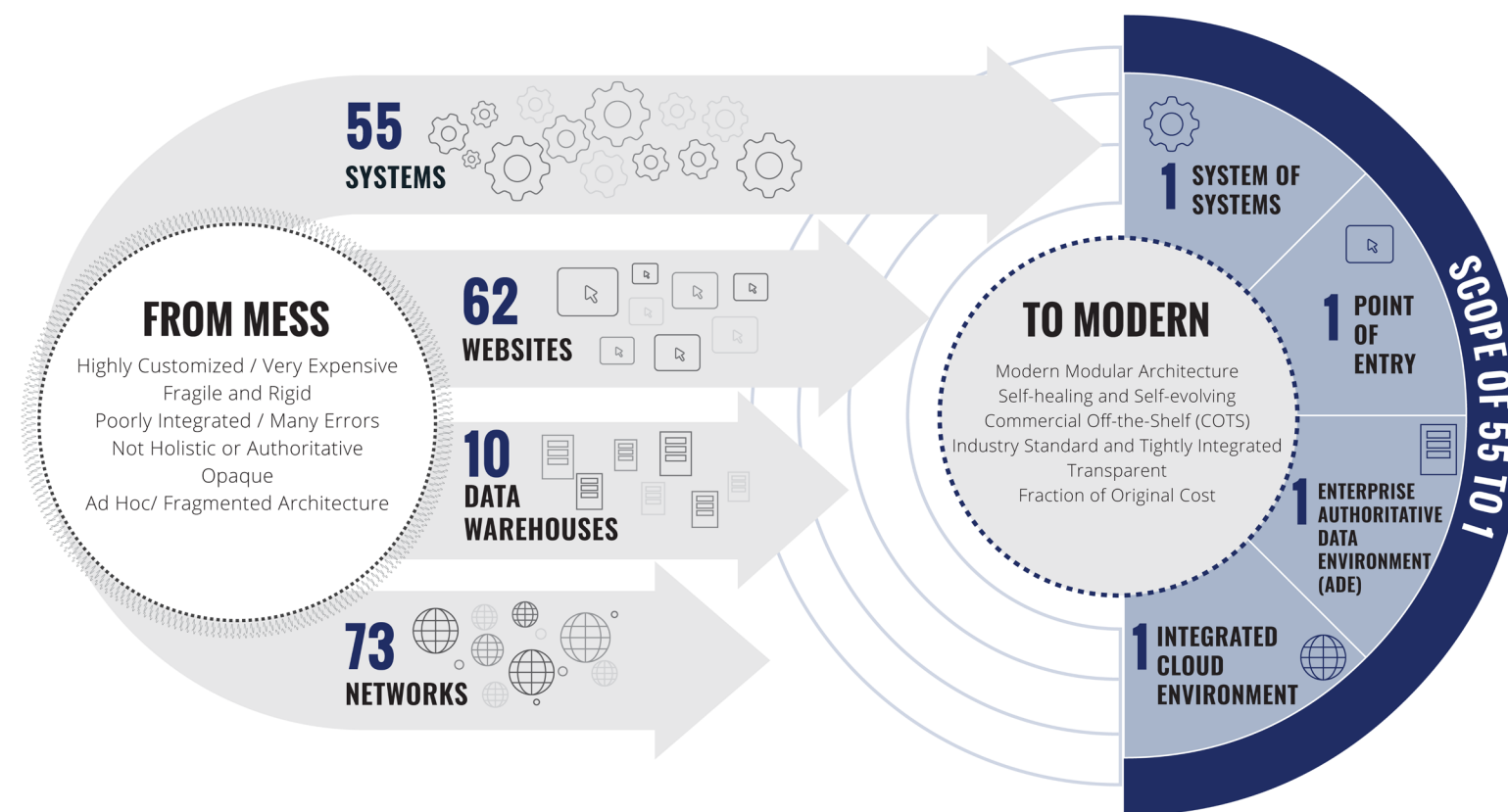
MYNAVY ASSIGNMENT (MNA) — A new detailing marketplace replaced CMS-ID in September. MyNavy Assignment (MNA) provides more options, greater career flexibility and increased transparency when changing military assignments. You will be able to apply for jobs, interact with command career counselors and track orders. MNA can be accessed via the MyNavy Portal at <https://my.navy.mil/> or directly at <https://mynavyassignment.navy.mil>. To learn more about MNA, review the ‘What's New for You’ released August 2020 located on the Applocker page at: <https://applocker.navy.mil>.

EMUSTER — In February, the first iteration of electronic muster (eMuster) came online. eMuster is a new automated mustering process for Reserve Sailor Annual Training (AT) and Active Duty Training (ADT). The eMuster capability replaces the manual workflow and paper signing with mustering and workflow performed in NSIPS.



WHAT IS THE TIMELINE AND HOW DO WE GET THERE?

55 to 1 is an iterative process that is underway now and will be ongoing over the coming years. The graphic below illustrates the progression of today's NP2 transformation into the future state: a single system of systems.





AROUND THE FORCE

A SNAPSHOT OF NEWS AND EVENTS FROM THE NAVY RESERVE FORCE DELIVERING STRATEGIC DEPTH AND OPERATIONAL CAPABILITY AROUND THE WORLD.



GOLDEN OMBUDSMEN

From Vice Adm. John Mustin, Chief of Navy Reserve — On September 14th, 1970, Admiral Elmo Zumwalt Jr. introduced the Navy Family Command Ombudsman Program as a means to address family issues and concerns that are unique to Navy families. This year marks the 50th year Ombudsmen have been delivering world-class support and service to Navy families at every command across the globe.

Mission success is only achieved through a unified team. The Navy Reserve's mission to deliver strategic depth and operational capability could not be accomplished without the vital information link between command leadership and families. For half a century, Navy Ombudsmen — volunteers appointed by their local commanding officer — have filled the gap by supporting mission readiness, assisting commanders, responding to family readiness needs, and facilitating a strong community network of countless critical services. Ombudsman efforts allow Sailors and commands to focus on the fight — to be ready for day one of a conflict — while knowing our loved ones have the support they need.

OMBUDSMAN GRAPHIC BY CHIEF MASS COMMUNICATION SPECIALIST BRAIN MORALES.

CULINARY CUTS

The Navy will disestablish the Culinary Specialist (CS) rating in the Reserve Full-Time Support (FTS) community due to a rebalancing initiative underway within the FTS community.

The move was announced on July 15 in NAVADMIN 200/20 and is effective Feb. 1, 2021.

Affected Sailors will have the opportunity to convert into the active CS rating or another open rating in the FTS community. The rating remains a vital part of active component and drilling Reserve supply communities which are not affected by this move.

“An extensive review of advancement opportunity, career diversity and fleet requirements for the FTS CS rating concluded that the rating does not allow for healthy career progression and is no longer sustainable,” wrote Vice Adm. John B. Nowell, the Navy's top uniformed personnel officer.

As of Apr. 15, 2020, the FTS CS rating had 101 Sailors serving in 96 total billets around the Navy. The Navy's review found that just 75 of those billets required having CS skills and determined that those jobs could be filled by active-duty CSs.

The Navy's review of the rating showed that every billet requiring CS skills is located at an active-duty command and is providing little or no support to the Reserve component. That fact is not in line with the FTS's Reserve support mission and the kind of mismatch the Chief of the Navy Reserve's FTS Rebalance initiative has been aiming to fix in an effort to align FTS requirements to the reserve's Title 10 responsibilities.

Affected Sailors are encouraged to read NAVADMIN 200/20 in its entirety and ask their chain of command about their situation. Also, commands are strongly encouraged to take a proactive stance and hold career development boards for impacted Sailors to help them make the best decision for themselves and their families.

BUILDING A BETTER NOSC

Five new Navy Enlisted Classification (NEC) codes have been recently implemented to better classify Reserve Management jobs, a change that will improve training pipelines for Full-Time Support (FTS) Sailors assigned to Navy Operational Support Centers (NOSC).

The new NECs will deliver an increased knowledge of Navy Reserve policy, requirements and understanding of Reserve specific programs for FTS Sailors.

Previously, Sailors could only apply for training — and compete for a seat — after reporting aboard their assigned NOSC. Moving forward, when Sailors receive NOSC assignments, an intermediate stop will be added in the Permanent Change of Station orders to ensure requisite training course completion before reporting to the new position.

“This is a big win not only for our FTS Sailors, but for our Reserve Sailors and big Navy as well,” said Command Master Chief Tracy Hunt, Commander, Navy Reserve Forces Command senior enlisted leader. “This is what the Navy needs. Our Reservists need to be prepared — trained, equipped, ready — to jump in the fight tonight.”

1,300 Reserve Management billets located across the Navy Reserve will now require at least one of the five NECs — to include: 858A - Assistant Operational Support Officer; 841A - Reserve Pay and Personnel Management Clerk; 862A - Navy Reserve Order Writing System Orders Specialist; 863A - Navy Reserve Activity Command Senior Enlisted Leader; 866A - Reserve Medical Administrative Technician.

“Our Sailors will be able to get the formal training needed to be able to go to a NOSC and be an asset instantly,” Hunt said. “The training streamlining will introduce NOSC staff to the duties and responsibilities they will be performing and prepare them for a successful tour.”

CS AND NEC STORIES BY MASS COMMUNICATION SPECIALIST 2ND CLASS MAGAN STRICKLAND

GOOD YEAR or SATISFACTORY YEAR ... What's the difference?

Do you know the difference between a QUALIFYING YEAR toward a Reserve retirement and a SATISFACTORY PARTICIPATION year? Follow this concise chart to make sure your Reserve support time counts.

A “**GOOD YEAR**” refers to a **QUALIFYING YEAR** toward paid retirement

After 20 **QUALIFYING YEARS** of service you are eligible for a paid retirement from the Navy Reserve

A Qualifying Year is based on your personal **ANNIVERSARY DATE*** of affiliation with the Navy Reserve

A minimum of **50 POINTS** in the 12 months following an Anniversary Date equals a Qualifying Year

Obtaining **LESS** than 50 points **DOES NOT** count for a qualifying year toward retirement

See **MILPERSMAN 1820-050** for additional information

*Anniversary Date is located on NSIPS statement of service and on BUPERS Online (BOL) under ASOSH ARPR. **Annual Training (AT), Active Duty for Training (ADT), Active Duty for Special Work (ADSW), Active Duty for Operational Support (ADOS), or Mobilization.

“**SATISFACTORY PARTICIPATION**” is the mandatory Reserve service requirement

It is the minimum service required to maintain **GOOD STANDING** in the Reserve. Put simply, one weekend a month and two weekends a year.

Satisfactory Participation is based on the **FISCAL YEAR** — October 1 to September 30 and is the same for every Reserve Sailor

A **MINIMUM** of **40 DRILL PERIODS** and at least **12 DAYS** of active duty service** must be completed each fiscal year

Satisfactory Participation is **MANDATORY** — Any unauthorized drill weekend absences or missed Annual Training (AT) without an AT waiver could result in administrative separation

See **MILPERSMAN 1001-150** for additional information

RETIREMENT READY

NR Navy Personnel Command will host Retirement Transition Outreach (RTO) events virtually in FY21. RTO events include delivery via two different formats: Reserve Retirement Counseling Sessions (RRCS) and the Retirement Awareness Workshop (RAW).

FY21 sessions will be presented virtually through CVR/Teams and by conference call. Spouse and family members are welcome to attend. Attire for all virtual RTO events will be business casual, though members may always attend in uniform of the day if preferred.

- OCT 17-18 RRCS - RCC San Diego (0800/Pacific)
- NOV 3-5 RAW (0800/Central)
- JAN 09-10 RRCS - RCC Fort Worth (0800/Central)
- APR 10-11 RRCS - RCC Jacksonville (0800/Eastern)
- MAY 1-2 RRCS - RCC Norfolk (0800/Eastern)
- JUN 12-13 RRCS - RCC Great Lakes (0800/Central)
- SEP 11-12 RRCS - RCC Everett (0800/Pacific)
- SEP 15 RRCS - any Reserve Component (0800/Central)

Contact your unit, NOSC or RCC Career Counselor, or a local Retired Activities Office (RAO) to register and for more information. Learn more online at: <https://www.public.navy.mil/bupers-npc/career/reservepersonnelmgmt/ReserveRetirements/Pages/default.aspx>



VALIANT SHIELD

PEARL HARBOR — Joining an estimated 11,000 personnel from each branch of the U.S. military, approximately 25 Navy Reserve Sailors demonstrated their flexibility and capability during exercise Valiant Shield 2020.

A key comparison between active-duty and Reserve support in a real-world test of proficiency is the amount time Reservists are able to train and operate in their military roles. But the difference, according to Valiant Shield 2020 Joint Exercise Control Group director, Rear Adm. James Aiken, is almost imperceptible.

Aiken participated in a frocking ceremony during the exercise for Reserve Sailors selected for advancement. Intelligence Specialist 2nd Class Ryan Kamlowsky, assigned to Navy Reserve Commander 7th Fleet Detachment Houston, Texas, impressed Aiken with how his rating expertise compares to his civilian career as a meat clerk.

“He does some of the most organized, prepared intelligence briefs each morning for me — scouring a number of sources,” Aiken said. “What was absolutely amazing to me is that here he is cutting meat one day and a couple days later he’s here providing top notch, top quality intelligence support — the same type of support I would see as part of the strike group.”

Kamlowsky, however, sees a clear similarity in the two seemingly polar opposites.

“You definitely learn that it’s the small details that matter most and can make the biggest difference,” Kamlowsky said. “Working in a meat department is somewhat of the same concept; you have to be precise when cutting even the small pieces of meat. Just as one ship can change the strategy when obtaining an objective, some cuts are only different from each other with the direction the texture or grain is facing.”

For Lt. John Graham, assigned to the Navy Reserve unit of Commander, Logistics Group Western Pacific, out of Alameda, California, the exercise provided a helpful inside-look at the unique ways each branch of the military communicates and views their own missions.

“I have been in several joint environments with my previous units,” Graham said. “Valiant Shield 2020 expanded on my base as this was the first joint exercise I have done with the Air Force. It was great learning new

“I see no difference at all in the Reservists and the active uniformed folks ... they are ready to go and they really are value added. It’s an absolute privilege to serve with the Navy Reservists. They have demonstrated the highest sense of professionalism.”

Rear Adm. James Aiken
Exercise Valiant Shield 2020 director

acronyms and how pilots strategize through the exercise events.”

Graham adds that it was beneficial gaining a better understanding of the overall direction of the Pacific Fleet, specifically being able to learn from other services about their own mission outlooks in regard to the region.

This year is the eighth iteration of Valiant Shield’s continued goal to promote the integration of joint forces. Each successive exercise has built on lessons learned from the previous training to enhance complementary capabilities and develop new tactics, techniques and procedures. For participating Reserve Sailors, the exercise has met its objective.

“Being able to come out here and support Vigilant Shield 2020 has been a very rewarding experience,” said Intelligence Specialist 2nd Class Jonathan Correa, assigned to Navy Reserve Commander 7th Fleet Detachment Riverside, California. “I’ve learned a lot about what my rate does in these exercises. I have been pushed out of my comfort zone but also mentored and taught along the way.”

CENTER PHOTO, REAR ADM. JAMES AIKEN, EXERCISE VALIANT SHIELD 2020 DIRECTOR SPEAKS WITH RESERVE SAILORS ON FORD ISLAND, HAWAII. PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS NATE LAIRD. STORY BY CHIEF MASS COMMUNICATION SPECIALIST STEPHEN HICKOK.



LAKE MICHIGAN RESCUE

GREAT LAKES, III. — Reserve Sailors assigned to Navy Operational Support Center (NOSC) Great Lakes and Assault Craft Unit ONE (ACU-1) responded to a vessel in distress, July 11.

Responding to a U.S. Coast Guard call for assistance to a mariner-in-distress in Winthrop Harbor, two Reserve ACU-1 boat teams were able to provide initial medical response and assistance returning the vessel to shore.

While conducting Utility Boat training during a unit drill weekend, the crews were able to locate the distressed vessel and upon arriving on scene found the two civilians aboard the craft bailing out water.

“I felt that my crew and I were fully prepared to handle this emergency,” said Damage Controlman 1st Class Prudence Crossman, a Full-Time Support (FTS) Sailor assigned to NOSC Great Lakes, who assisted in caring for one of the injured crew members. “This event clearly showed our capabilities and our continued support to the mariners of Lake Michigan.”

Crossman was able to properly attach lines to allow the ACU-1 boat to tow the distressed crew the three nautical miles back to shore.

According to Crossman, her unit had just completed training on utility boat training and man-overboard scenarios. “Every training, every drill, every repeated training evolution prepared my crew and I for a real-world situation.”

STORY BY PETTY OFFICER 2ND CLASS HELEN BROWN



SSO's ON THE GO

NAVAL SUPPORT ACTIVITY BAHRAIN — Three Navy Strategic Sealift Officers from the Individual Ready Reserve recently completed over 140 days of Active Duty for Training (ADT) as Maritime Domain Awareness analysts for U.S. Naval Forces Central Command’s (NAVCENT) Naval Cooperation and Guidance for Shipping (NCAGS) in Manama, Bahrain.

It was the first real-world assignment for Ensigns Michael Petty, Jonathon Deering, and Conor O'Donnell since each graduated from State University of New York Maritime College last year.

According to Deering, the job had a steep learning curve. “It sharpened my communication skills,” he said. “This job definitely teaches you to think and be on your feet because things out here happen quickly.”

“I’ve been impressed with how much each officer grew during their time out here,” said Lt. Cmdr. Carly Meyer, the NCAGS assistant officer in charge. “It was clear from the start, they were very capable, but the fact they were actively engaged and continually asked the right questions set their performance apart from others. Their eagerness to learn and soak up the Navy mission never faltered during their tenure and lent itself to overall mission success.”

O'Donnell said the assignment lived up U.S. 5th Fleet’s reputation as a dynamic area of operations. “It’s an outstanding opportunity to be on a major staff in this theater,” he said. “I was chomping at the bit to start my Navy career and have an opportunity to be a part of the team out here. You work alongside some of the best and brightest people.”

NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 2ND CLASS JORDAN CROUCH

HONORING A LEGACY

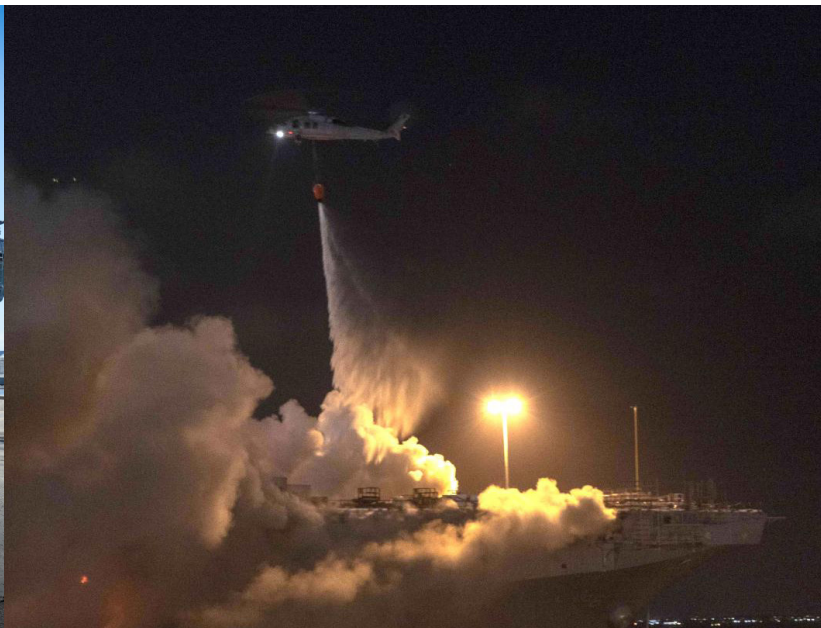
NOSC Orlando honored the legacy and service of Ima Black before the commissioning ceremony of USS Delbert D. Black (DDG 119), Sept. 26.

Ima Black, Master Chief Petty Officer of the Navy Delbert D. Black’s widow, and a former Sailor, has been an integral part of the NOSC’s heritage training program. The NOSC recently renamed their Chiefs Mess the “Honorary Ima Black Chiefs Mess.”

“It’s been a tradition for chief selectees from the central Florida region to visit with Mrs. Black as part of our initiation season,” said Chief Information Systems Technician Joshua Edwards. “She’s been such a huge part of our NOSC, and last year we decided unanimously to rename our mess to honor her history, legacy and contributions to the Navy.”

The NOSC Orlando Chiefs Mess designed t-shirts and coins with her image and were able to present her one before the USS Black commissioning ceremony.

NAVY PHOTO BY CHIEF MASS COMMUNICATION SPECIALIST MARK R. RICHARDSON



RESERVE SAILORS JOIN BONHOMME RICHARD FIREFIGHT

SAN DIEGO — A fire ignited on amphibious assault ship USS Bonhomme Richard (LHD 6) while moored pier side at Naval Base San Diego, July 12.

SHIPBOARD — As the alarm sounded, local and federal firefighters quickly suited up to respond. Navy Reserve Sailors, several who serve as civilians at the Federal Fire Department San Diego, answered the call.

Firefighting crews from multiple San Diego-based ships and bases and federal firefighters worked around the clock combating the fire. Navy helicopters dumped more than 1,500 buckets of water on the ship, while tugboats shot water onto the ship to cool the hull. At the height of the blaze, temperatures on board reached 1,000 degrees.

“I knew we had to do whatever it took to support our Navy brothers and sisters, as well as our civilian counterparts,” said Master Chief Aviation Boatswain’s Mate Antonio Guadron.

Guadron is the senior enlisted leader for the Navy Reserve Firefighting Program and a captain and crew leader for Federal Fire Department San Diego.

“Although I was familiar with the Bonhomme Richard’s layout, I knew there would be major challenges with battling such a massive fire,” Guadron said.

Chief of Naval Operations Adm. Mike Gilday praised the combined active, Reserve and civilian teams and dedication of those who fought the fire.

“There were Sailors from across the San Diego waterfront who responded to this fire — hundreds of them; many without receiving direction to do so,” he said. “Every single fire team was led by Bonhomme Richard Sailors — no question, this was their ship and they would walk point on every firefighting mission. Most had to be ordered ... and re-ordered ... to go home at some point and get some rest.”

Senior Chief Aviation Boatswain’s Mate (Handling) Walter Hernandez, one of the Reserve members included in the effort said his team drew upon their training, and gained from their Navy and civilian roles, to seamlessly integrate with shipboard crew to battle the flames.

FROM THE AIR — Helicopter Sea Combat Squadron 3 (HSC-3) Southern California Offshore Range (SCORE) Detachment answered the call to provide three days of around-the-clock aerial firefighting support to fight the massive Bonhomme Richard fire from 12-15 July.

Within two and a half hours of initial notification, HSC-3, through a tightly coordinated effort between active and Reserve personnel, manned two crews and launched two MH-60S helicopters to provide aerial firefighting support to federal firefighters engaged with intensifying fires aboard the ship.

“I was impressed by how quickly we were ready to launch, thanks in no small part to the tight-knit relationship of our active and Reserve personnel at HSC-3,” said Lt. Cmdr. Nicholas “Zoo” Memering, a Full-Time Support officer.

With the support of Naval Air Station North Island, the “Merlins” of HSC-3 contributed more than 57 hours of uninterrupted fire suppression, more than 1,500 water bucket drops and 545,076

gallons of water to the firefighting efforts. The availability and initiative of HSC-3’s Reserve personnel enabled SCORE detachment crews to execute over half of the firefighting flights and provide 57% of the total aerial water bucket drops.

The swift, coordinated action between active and Reserve component personnel enabled an effective response and highlighted the value of Reserve surge capability in a crisis.

“We are saddened by the extensive damage to the ship but we are proud that we were able to assist and believe we had a significant positive impact,” said Lt. Cmdr. Zach West, Officer in Charge, HSC-3 SCORE DET.

NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS TRAVIS S. ALSTON

NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 3RD CLASS CHRISTINA ROSS



BEHIND THE LENS

JOINT BASE PEARL HARBOR-HICKAM, Hawaii — Navy Reserve Mass Communication Specialist 1st Class Gilbert Bolibol served as an official photographer for the 75th commemoration of the end of WWII, taking this photo of Defense Secretary Dr. Mark T. Esper being piped aboard the USS Missouri Memorial with his wife, Sept. 2, 2020.



GREAT LAKES SUPPORT

GREAT LAKES, Ill. — Hospitalman Adrianna Dingle, a Navy Reservist temporarily assigned to Navy Medicine Readiness and Training Command Great Lakes (NMRTC) to assist with COVID-19 screening efforts, screens a recruit before allowing her to enter the USS Tranquility Branch Medical Clinic at Naval Station Great Lakes Recruit Training Command (RTC). NMRTC Great Lakes is the Navy command within Lovell Federal Health Care Center and is the first-of-its-kind and only health care center that integrates Department of Defense and Veterans Affairs medical care into a single combined mission.

NAVY PHOTO BY MASS COMMUNICATION SPECIALIST SEAMAN APPRENTICE CAYLEN J. MCCUTCHEON



FIREPOWER

SAN DIEGO — Aviation Ordnanceman 2nd Class Jose Banuelos, assigned to the “Firehawks” of Helicopter Sea Combat Squadron 85 (HSC-85) prepares M-240 machine guns for mounting on MH-60S Seahawk helicopters prior to flight operations aboard Naval Air Station North Island. HSC-85 is a Navy Reserve squadron, comprised of Reserve and active duty Sailors providing training and readiness support to Naval Special Warfare and other special operations units.

NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS CHELSEA MILBURN



FROM THE EDITOR

CORRECTIONS — In the last issue of TNR, on page 18, we mistakenly titled Naval Aircrewman (Tactical Helicopter) 1st Class Calder Epes’ photo as AWF1C. It should have read AWF1. On Page 20 we gave our Reserve Sailor of the Year the incorrect rate on the title. It should have read AWFIC Amanda Alcantar. Our apologies to these two stellar Sailors!

FORCE CONNECT — ForceConnect is a new tool delivering the latest Navy Reserve news and information — straight to your email inbox.

All registered users of MyNRH will be automatically enrolled to receive ForceConnect emails. Easily Select topics of interest to you by visiting <https://locker.private.navyreserve.navy.mil/forceconnect/#home> (CAC required). For questions or concerns, email us at cnrfc_pao@navy.mil.

TELL US YOUR STORY — We are always interested in hearing from our Reserve team. Send in your Reserve photos, news, stories and feedback to cnrfc_pao@navy.mil.

PROFILES in PROFESSIONALISM



HOSPITAL CORPSMAN 3RD CLASS
ESPERANZA LINT

On orders to the N01-M Force Medical Operations Department, Naval Support Activity, Naples, Italy, Hospital Corpsman 3rd Class Esperanza Lint has been living overseas with her active duty husband for over two years.

When the COVID-19 pandemic began to affect Northern Italy, the Reserve Sailor from Columbia, Maryland found herself at the eye of the storm.

Nevertheless, Lint became an indispensable member of the N01-M Force Medical operations department at Naval Support Activity Naples, Italy. As the pandemic moved across most of Europe, her primary responsibilities grew to include taking consistent, accurate snapshots of evolving health conditions across the theater in order to provide U.S. Naval Forces Europe-Africa/U.S. 6th Fleet leadership a real-time total picture of the health of the force.

"I communicate a lot with the medical facilities in the theater," said Lint. "During the pandemic, I've been responsible for collecting all relevant daily data from units, commands and locations throughout the theater and reporting their readiness level."

PROFILE BY MASS COMMUNICATION SPECIALIST 1ST CLASS SCOTT WICHMANN

Command leadership praised Lint, a six-year veteran of the Navy Reserve, for her steadfast professionalism and unwavering attention to the mission.

"Petty Officer Lint provides direct operational support to Fleet Medical, greatly assisting successful execution of our COVID-19 response and other existing and emergent requirements," said Lt. Cmdr. Shane Modglin, the regions force health protection officer. "Both her subject matter expertise and attention to detail are invaluable to mission accomplishment."

Despite travel restrictions and telework mandates due to the pandemic, as well as related decreases in office manning, Lint said she has managed to leverage the 'new normal' to her advantage.

"The lockdown gave me time to work on a few projects at home as well as complete a few college courses," she said. "I'm currently five classes away from completing my bachelor's degree in social science with a minor in women's studies."

Mass communication specialists tell the Navy's story through photos, video and the written word. MCs are tasked with presenting the Navy to the general public, particularly through digital and print media.

Strickland, a native of Chattanooga, Tennessee, came to work for Commander, Navy Reserve Forces Command (CNRFC) in Sep. 2019, and over the past year while on orders she has contributed content to four issues of TNR Magazine and countless social media posts for the Navy Reserve official social media platforms.

"When I'm getting ready for work, I know that it can be different every day. I'm not sure what I'm going to walk into, so I just get ready to expect the unexpected," said Strickland.

Strickland has been temporarily assigned to CNRFC from Reserve element of the Navy Public Affairs Support Element (NPASE), East. Their mission is to provide public affairs forces to emerging communication requirements.

PROFILE BY MASS COMMUNICATION SPECIALIST 1ST CLASS ARTHURGWIN MARQUEZ

From producing news articles on Navy Reserve force program and policy updates, running the command photo studio, and creating graphics for online posts, Strickland has certainly represented NPASE well — delivering additional MC expertise to the TNR team.

"When I initially joined the Navy, this is the only job I wanted," she said. "What I like about being an MC is we get to come in contact with so many different people. I get to ask them questions and figure out what their perspective is on a certain topic or something that we're covering."

In her civilian capacity, Strickland is an administrative manager at a financial firm, an entrepreneur and a full-time mother.

"I'm kind of a 'Jane of all trades.' My family here consists of my young son and I. Being a Reservist allows some flexibility in where we're able to move around. We have been in Virginia for some time now, but we're looking forward to what's next," she said.

What I like most about my job is that I can break out of my shell to do something else that I don't do on the civilian side," said Master-at-Arms 3rd Class Brandon L. Hillyard.

For Hillyard, breaking out of his shell has brought him from his home in Fort Worth, Texas, to the horn of Africa, supporting Camp Lemonnier, Djibouti at the base Visitor Control Center.

Through increasing leadership roles in his civilian position running a rock quarry back home, Hillyard built up the motivation to take on more responsibility in the Navy, including volunteering for a mobilization. "The amount of responsibility I'm given there has helped me seek more in the Navy and at Camp Lemonnier."

Improving himself as a person Hillyard says was his main motivation to join the military, who started his career as an active duty Marine.

"I faced some disciplinary issues during high school and decided that joining the military would help me progress into becoming

a better person, which it has," Hillyard said. "Initially, I joined the Marine Corps and became an engineer."

After completing his initial enlistment, Hillyard still felt called to serve his country and joined the Navy Reserve.

"I'm most proud of this deployment for the opportunity to enhance my career by obtaining my in-rate qualifications on patrolman and patrol supervisor," he said. "By serving in the VCC work center supervisor position, I've been able to show my leadership potential."

Master-at-Arm's 1st Class William K. Lindon, the VCC leading petty officer, said Hillyard has been a motivated team player and a recognized expert on VCC operations. Lindon also attributes an improved efficiency of the VCC, an updated office layout, and improved records management to Hillyard's work.

Hillyard credits his team for his success. "I am successful because of my peers and chain of command providing me the mentorship and guidance, but more importantly, believing in me and my capabilities to lead," he said.

PROFILE BY MASS COMMUNICATION SPECIALIST 2ND CLASS NATALIA MURILLO

Small-business owner, mother, wife, community leader, naval officer — Capt. Claudia Macon juggles what she values most in life, and the Navy Reserve helps her manage those priorities.

"Being a Navy Reservist has afforded me a lot of flexibility to do everything I love, which allows me to demonstrate and practice my values while I serve," Macon said.

Currently on orders with Commander, Navy Reserve Forces Command, Macon heads an initiative to modernize the administrative processes throughout both the active and Reserve components. She also stays active as the co-owner of a private preschool franchise she started with a business partner 11 years ago. Both careers, she says, center on the ability to communicate effectively.

"As the owner of a preschool, I have a responsibility to remain engaged with the parents and the education we provide their children," Macon said, adding that building relationships whether in the Navy or civilian world is a critical skill. "It feels good to build these relationships and to know you are

providing a service that people can take with them for the rest of their lives. In the military it's very similar; the pride and effort I put into my work benefits the entire Navy team."

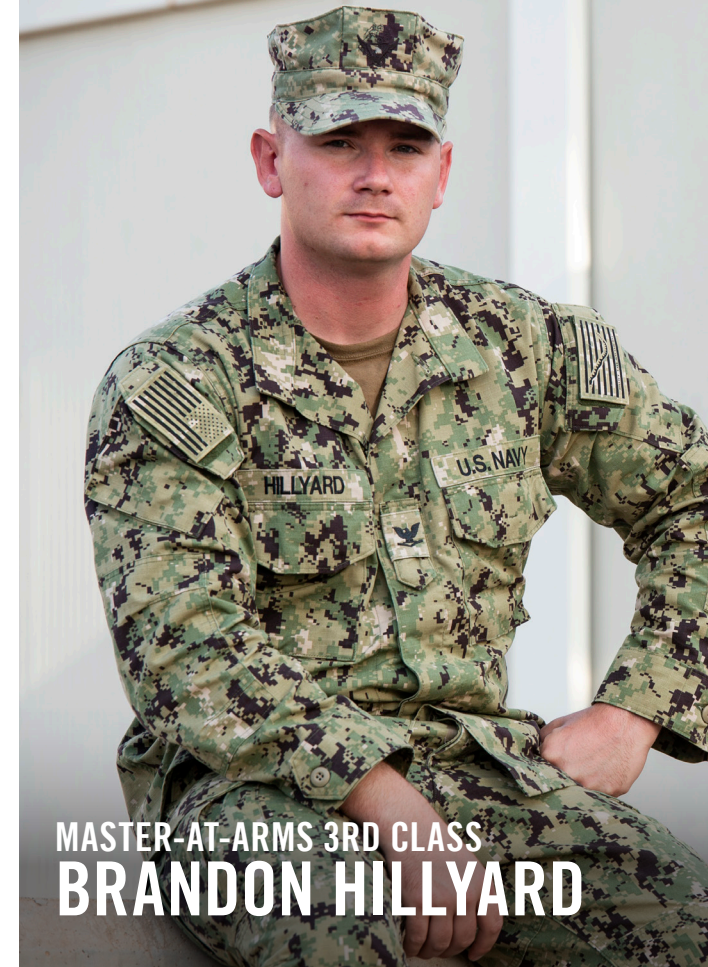
Macon does not consider any one place as her home. With a father who spent a career serving in the Army and a mother who is a German native, Macon moved around a lot as a child and young adult. This versatility has strengthened her approach to diversity and given her the ability to adapt to challenging situations.

"I watched my father lead throughout his career, and learned from my mother on how to meet challenges head-on. I honor what they taught me by serving in the Navy Reserve; it's more than just extending that family tradition."

Macon contributes much of her personal and professional growth to her Navy Reserve career — one that she couldn't have imagined would last 28 years — but one she is grateful for and has helped mold her into who she is today.

"If I wasn't looking for the next challenge or taking advantage of the next opportunity," she said. "I wouldn't know what to do with myself. I wouldn't change a thing!"

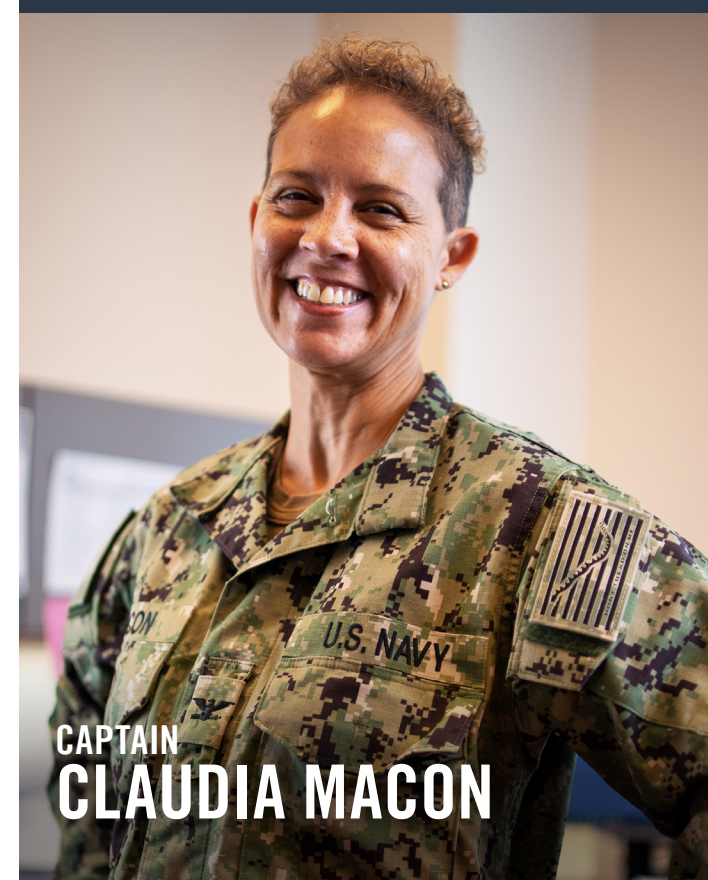
PROFILE BY MASS COMMUNICATION SPECIALIST 2ND CLASS MAGAN STRICKLAND



MASTER-AT-ARMS 3RD CLASS
BRANDON HILLYARD



MASS COMMUNICATION
SPECIALIST 2ND CLASS
MAGAN STRICKLAND



CAPTAIN
CLAUDIA MACON

DRIVEN to SUCCEED

BY MASS COMMUNICATION SPECIALIST 1ST CLASS ARTHURGWAIN MARQUEZ

During “drift day” at Adam’s Kart Track in Riverside, California, high-powered cars drift through the racetrack, kicking yellow dust clouds into the air and filling the breeze with the smell of burnt rubber.

The crowd roars with excitement as Jesse Iwuji glides perilously close to safety guard rails in his gray Chevy Corvette during his practice runs.

Iwuji is one of thousands of Reserve Sailors nationwide who left active duty to pursue other career goals, but remain dedicated to continuing military service, to bolster the Navy’s fighting force.

Over the course of 15 years, Iwuji’s journey as a Surface Warfare Officer (SWO) and NASCAR driver has shown the public, with determination, Sailors can proudly serve in the military and still pursue individual passions at the highest levels. In August this year, he debuted in the NASCAR Xfinity Series, known as a proving ground for drivers searching to step up to the organization’s top level circuit, the NASCAR Cup Series.

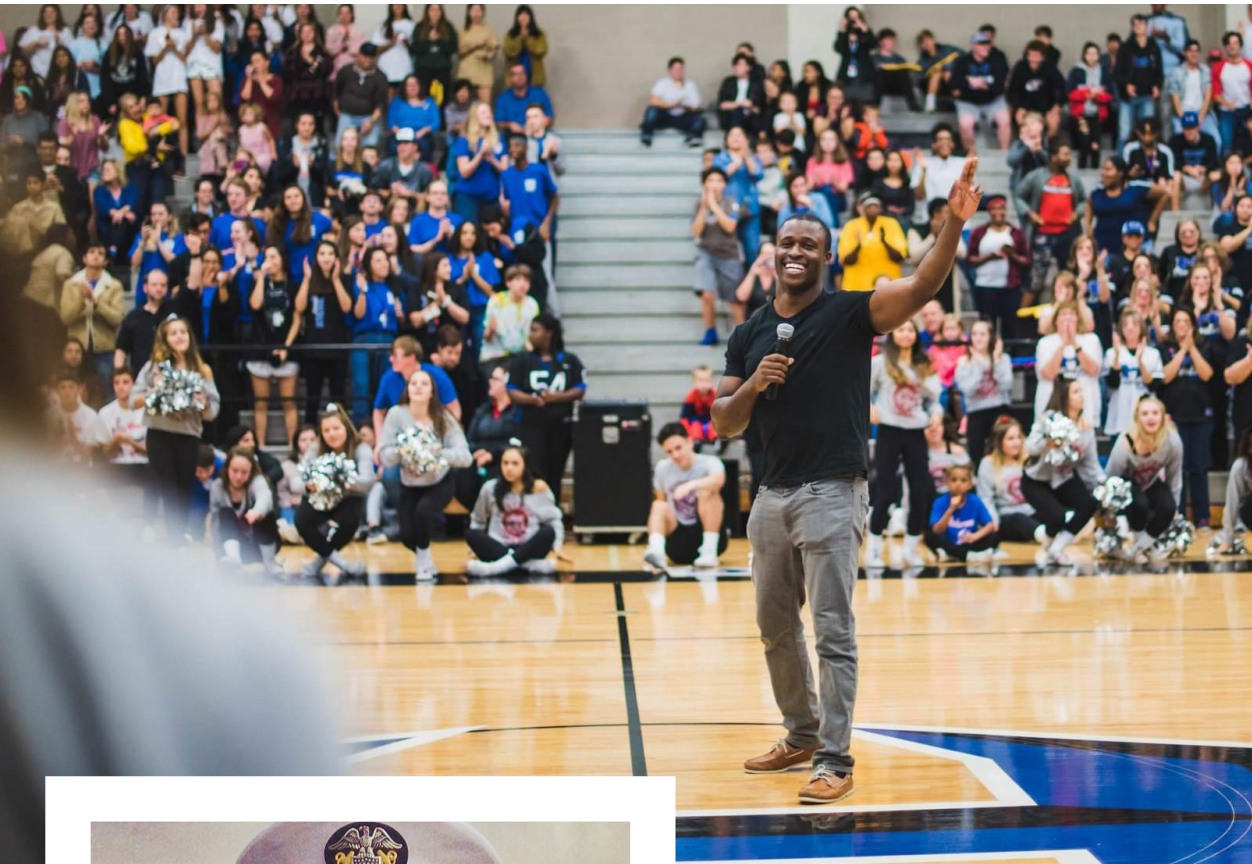
“When you’re trying to do well in something and climb the ranks, you have to try to be extraordinary,” said Iwuji who adds the goal can’t be achieved solely as an individual.

“On the ships I learned that was necessary to become part of the team,” he said. “Because if I just kept doing my own thing, then the team doesn’t work. And if the team doesn’t work, equipment breaks — people get hurt. The people that are like-minded with you will push you to stay on course.”

He says his experiences in the Navy have shaped him into who he is today. “You start learning that you really have to surround yourself with great people,” he said. “You start feeding off of it and you start going places.”

The high stakes, high speed world of race cars has done more than meet Iwuji’s need for speed; it has also helped





“This takes a lot of effort, a lot of grind, and never quitting.”

communication skills — since the key to [race track] success is being able to verbalize what you need your team to tweak on a racecar to get it faster,” he said. “This has translated over to my Navy career and allowed me to improve my communication with my Sailors, helping bring our fighting team closer and execute our missions more effectively.”

ATHLETE TURNED OFFICER

Iwuji’s path as a competitor began when the United States Naval Academy football team recruited him in 2006. After graduating in 2010 with a Bachelor of Arts in General Science and being commissioned as a SWO, Iwuji began his Navy career assigned to minesweeper USS Pioneer (MCM-9) and amphibious warfare ship USS Comstock (LSD 45) and

prepare him for the high-end fight if called to serve at sea.

Currently assigned to Commander, Naval Beach Group One, Iwuji’s unit trains detachments to embark aboard amphibious ships in support of missions from combat operations to humanitarian assistance and disaster relief.

“My experience on the race track and with the race teams I’ve been with has helped improve my

completed two tours in the Persian Gulf and Arabian Sea.

While off duty, he would take his car to race during open track days in Southern California. But it was during his time at sea his passion for racing became a driving force. “I just kept on having this vision of racing in the cup series and walking out onto driver intro,” he said. “I made that decision there on deployment that NASCAR is where I was going to go.”

After returning from deployment in 2015, Iwuji started his professional racing career and began competing in races.

One day, Iwuji took a whiteboard in his house and outlined one big goal: become a professional racecar driver. From there he spent upwards of 16 hours a week in his driving simulator, practicing for races. He paid for time on actual racetracks to get the feel for racing on professional courses.

His ability to balance his time between being an active duty Sailor and pursuing a career in stock car racing tipped as he approached the end of Navy obligation in 2017. “I loved active duty, but I needed more time behind the wheel,” he said.

The Navy Reserve quickly became a clear answer to his desire to stay Navy but still pursue his passion. After successfully transitioning to the Navy Reserve, Iwuji applied many of the lessons he learned from his Navy service to climb the ranks of the NASCAR circuits.

A year after leaving active duty, he made his debut in the NASCAR Gander RV & Outdoors Truck series, which is the entry point into national divisions of NASCAR. Just two years later, he had proven himself and made his first start in the NASCAR Xfinity Series — one step away from the primetime NASCAR Cup Series.

As his Navy and NASCAR careers progress, he often reflects on his experiences, lessons learned, and how he can use them to benefit others — considering himself as an unofficial ambassador for the military, and especially the Navy, on the race track.

Sonar Technician (Surface) 2nd Class Matt Perry, assigned to South West Regional Maintenance Center (SWRMC), and fellow professional NASCAR driver, was introduced to racing by Iwuji. Perry is just one of many service members Iwuji has worked with and inspired to never give up on personal goals.

“He helped me get to know the marketing side and connections on the national-level events of NASCAR,” said Perry. “He told me if that’s something you want to do, you’ll find a way. That gave me a mindset to set my goals and make it happen.”

Iwuji says it’s a challenge to balance personal, professional and military demands, but that his story can serve to inspire any Sailor, regardless if their passion is on the uniformed or civilian side. He learned to not be swayed by others who had differing opinions saying that continuing to serve the nation as a Reserve Sailor could hamper his civilian career.

Ten years ago if you saw him aboard the ship in the Arabian Gulf, Iwuji says you would have never thought that he would one day be sitting here at Daytona.

“This takes a lot of effort, a lot of grind, and never quitting,” he said. “If you have the vision and it was put in your head, it can definitely be attainable. Go after it. Go attain it. Never let someone’s opinion of you become your reality.” 🚩



LEADERSHIP LEGACY

14TH CHIEF OF NAVY RESERVE HANDS OVER A RESERVE READY TO WIN

Vice Adm. John B. Mustin relieved Vice Adm. Luke M. McCollum as Chief of Navy Reserve and Commander, Navy Reserve Force, during a change of command and retirement ceremony at the Washington Navy Yard, Aug. 7.

McCollum, a Stephenville, Texas native and son of a WWII veteran, commissioned through the Naval Academy in 1983 as a Surface Warfare Officer. He affiliated with the Reserve Force in 1993. During his tenure, McCollum implemented a transformational and strategic redesign of the Reserve force aimed at improving operational integration and individual readiness.

McCollum sat down with the TNR editorial team to reflect on his service and career as Chief of Navy Reserve (CNR).

Sir, during your tenure our Reserve Force has responded in Afghanistan and Iraq, here at home to hurricanes and pandemics, and risen to the new era of Great Power Competition. What comes to mind for you reflecting on that?

The last four years have been the absolute highpoint of my Navy career. Every day, about 20% of our Navy Reserve force is on active duty, and approximately 2,000 are mobilized every year. I cannot thank every one of you enough for your dedication and service to our country. And my gratitude extends to every member of the Reserve force who mobilized or not as you have willingly given up your free time and have sacrificed time with your families to attend drill weekends, steadfastly maintain your

training and readiness, and selflessly respond when called upon — often on very short notice.

As the Navy Reserve began winding down support in Iraq and Afghanistan, how did you develop your strategy for the Reserve's new role in Great Power Competition?

As I thought about the strategic role the Navy Reserve force played in our new age of Great Power Competition and how to best employ our capabilities on behalf of the nation, I knew I had to lay the ground work for the CNR after me. To me, this meant getting out and listening to our Reservists, uniformed and civilian leaders, our active duty counterparts, my predecessors, and the units and Navy Operation Support Centers who help maintain our readiness.

What I heard were common themes which became our plan to move the force forward. These were that we 1) Needed to Simplify the way Reserve Sailors support the fleet by streamlining activities, programs and policies to make them more efficient; 2) Our Sailors wanted to be Enabled to provide warfighting capabilities more effectively through innovative technology and policies; 3) A strength of the Reserve forces was the civilian skills and relationships that could be Leveraged to enhance our contributions to the fleet; and 4) we should provide more Resources including manning, training and equipment to deliver added capabilities to the fleet.

You released Ready to Win, and a number of other technology-enabling ideas to simplify the Reserve experience. Can you talk about these?

The Ready to Win Idea Portal (R2W) let's our members submit their ideas for improving the force in an online portal, or to comment and even vote on ideas. A lot of really good suggestions have come through this portal, as have ideas directly from our Sailors during my trips to units and NOSCs throughout the country.

Some of the ideas have turned into programs or policies, like Navy Reserve Electronic Lodging. This program let's members reserve berthing for their next drill weekend all online, through their phone or other portable device through the Ready to Serve applications.

Can you offer a final snapshot on the significant efforts you and your staff have pursued in the shift toward great power competition?

Just by way of background, soon after taking command, Adm. Gilday built on CNO Richardson's 'A Design for Maintaining Maritime Superiority' with his own fragmentary order in December 2019. He tasked us with assessing the Reserve Component's resourcing, manning, mobilization and capability to meet Great Power Competition demands. This tasking dovetailed with an internal study we already had underway — the Reserve Capabilities Review.

The final report identified four broad gaps in capability and capacity which the Reserve Component could fill in whole or in part:

Fleet commanders require additional manpower for Maritime Operations Center (MOC) functions to support global, high-end multi-domain operations.

Reserve Component augmentation to Navy's logistics, sealift and communications capabilities is required to execute Distributed Maritime Operations (DMO) and Expeditionary



The last four years have been the absolute highpoint of my Navy career ... I cannot thank every one of you enough for your dedication and service to our country.

Advanced Basing Operations (EABO) in contested environments.

Type commanders will use the Reserve Component to overcome critical-skill manning shortfalls and to increase maintenance capacity to surge ships, submarines and aircraft for conflicts.

The changing character of modern warfare requires personnel skilled in emerging technologies, especially cyber, space and unmanned systems.

As you reflect on your career are there any words of advice or insights you would have provided to an ensign or a seaman?

I would start by echoing my response to a similar question in one of my first interviews after becoming Chief of Navy Reserve.

- Be humble and respect people but have intense personal will.
 - Have awareness of how you are being perceived.
 - Be a great servant leader. Leading yourself is one of the most important tasks. It includes personal resiliency — like the chaplains teach: personal fitness, spiritual fitness, emotional fitness, mental fitness).
 - Be a great student of people and recognize that people are the soul of our Navy.
 - Know and acknowledge your "blind spots."
- Once you know what they are, have people help you from stepping into them. Building trust and relationships is a key enabler. Invest in both of them.

And while so much of my leadership, strategy, operational and tactical experiences were heavily influenced by my active duty service, I would also offer the following to Navy Reservists: The Navy Reserve's mission is to augment the fleet by providing strategic depth and operational support. The nation depends on us to be ready at a moment's notice to execute this mission.

I am extremely proud of every member's diligent adherence to maintaining training,

medical and physical readiness and administrative requirements to be ready if or when called upon.



LOOKING FORWARD

15TH CHIEF OF NAVY RESERVE SHARES VISION FOR THE FUTURE

Vice Adm. John B. Mustin took command as Chief of Navy Reserve (CNR) on Aug. 7. After graduating from the U.S. Naval Academy in 1990, he served as a Surface Warfare Officer on active duty for 11 years before affiliating with the Navy Reserve in 2001. His recent Navy assignments include being a plankowner and the deputy commander of the re-established U.S. Second Fleet; commander, Expeditionary Strike Group Two and Task Force 29; and Vice Commander and Reserve director, Fleet Design/Force Generation (FdFg), U.S. Fleet Forces Command.

CNR Mustin sat down for a one-on-one candid interview with the TNR staff to talk about his experiences, motivation and early priorities for leading the Navy Reserve.

What is your initial message to every Navy Reserve Sailor?

Thanks for the great question. My message to the force is a simple one: my single, unambiguous, laser-guided priority — and the thing that drives my thinking and actions every single day — is warfighting readiness. We've got to be warfighting ready.

That said, I feel a real sense of urgency to get after what I view as the necessary transformation of our force to prepare for our future. It's probably helpful to understand that the way I view the world is shaped by global realities. I get it — it's complicated out there. Based on historical norms, today's security environment is increasingly competitive, faster paced, and far more complex than even a few short years ago. We're locked in a global competition; there is no second place and the margin of victory between winner and loser is razor thin. To address these realities, we are going to design, structure and train our force to be ready for a high-end fight against motivated, well-funded adversaries. So I'm focusing our efforts on generating combat power in every domain in which our Reserve Sailors operate: air, land, sea, space and cyberspace — and at home and abroad.

As for guidance to each Sailor on an individual level, I'll never pass up an opportunity to remind our force that your individual performance is built both by competency and character — it's not enough to be strong in one without the other. To that end, just know I'm counting on each of us to perform at the highest level — as professional warriors, community ambassadors representing our Navy, and as committed family members.

How is the Reserve Force repositioning for its role in the era of Great Power Competition?

Admiral McCollum took on the hard job of beginning the move away from an individual augmentee Force supporting counter insurgency missions in Afghanistan, Iraq and other places around the world, to one that is able to answer the call in an era of Great Power Competition (GPC). That's a significant shift in mindset, and an effort that requires structural and operational change — which is never easy. But it's an absolute necessity, particularly as I scan the horizon to see what we have to do to be future-ready. You'll hear me say often that hoping to win tomorrow's wars with today's force structure, equipment, tactics and thinking is a fool's errand. So the time for change is now.

The specific answer to your question is that we're pursuing, with great urgency, the balance between the critical needs of today, and the necessary investments to create overmatch against our adversaries in a conflict tomorrow — that's the GPC piece. The good news is that we're starting from a position of strength, in that our force is the best trained, equipped, and motivated Navy Reserve in the world. We have the resilience and commitment, today, to do our jobs on day one should the nation need us, which is great. And yet the need to pivot to GPC readiness will require a lot of hard work — we have to structure ourselves to address warfighting requirements, even at the expense of some of the historically administrative roles we've delivered for the last several decades. There are manpower, training and budget considerations that are non-trivial. And I want to foot-stomp that we have to be ready — NOW. On day one, when we arrive on station. That's a mandate. We've got our best folks on it.

Can you expand on some of the concepts you will be pursuing?

Ha! Before I even answer, we should probably agree to talk in a year or two and see if what we're doing then is, in any way, aligned with what I'm about to say!

The fact is, prioritizing the issues to attack early in my tenure is one of my most challenging tasks — because I see so much that I want to lean into. And yet I recognize that my team and I have to assess the relative impact, effort, time and cost associated with any proposed change before we dive in. That work hasn't been done yet, but at this point I'm willing to share a few pre-decisional thoughts that have my attention. Just know we still have some push-ups to do before any of these are considered a done deal.

First, we need to double down on the breadth of our Operational Level of War (OLW), specifically the Maritime Operations Center, capabilities

— as well as our capacity. Why? Because our Fleet Commanders value our contribution there. And in addition to growing our depth, we need to add structure to what I'm calling an OLW “Center of Excellence,” which will include well-defined training tracks, certifications and qualifications. Those professional quals should be permeable whether you're assigned to an echelon two 4-star fleet, or any numbered fleet, so you can arrive ready to add value on day one.

Second, I see us plussing-up our expeditionary logistics capability. This is an area that supports the evolution of our warfighting capability in/around our USMC partners and the implementation of Expeditionary Advanced Base Operations. There's a real multiplier effect in providing this kind of capability, which frankly supports our ability to control the sea. So it fits squarely within my “increase lethality” guidance.

Third, we're doing some great work within our SurgeMain enterprise today, and there's a high likelihood we'll increase our depth within the maintenance community as well as our afloat support capability. With a number of new platforms like the Light Amphibious Warship (LAWS), coming on line in the near future, I see a potential concept of operations that would enable us to return some seagoing ratings to our RC force. Along those lines, I'm looking at options that span everything from our hospital ships, to LAWS, to even — perhaps — a Reserve Littoral Combat Ship division. Again, lots of push ups remain, but I'm encouraging some creative thinking here as long as valid requirements exist and we can service them predictably, cost-effectively and safely.

Fourth, we need to be able to flawlessly execute a mass mobilization on short notice. Our current structure and process is optimized to address about 3,000 mobilizations each year, but I want to validate that we can do 15 times that — in a month — if necessary. Today there are many stakeholders in the processes that activate, mobilize and then demobilize our Sailors, and we need to simplify how it works, then scale it to increase throughput. I see a future where our regional Reserve Component Commands, and a few other local area coordinators, have organic mobilization capability. We have to take this on.

Other areas that have my immediate attention can be bucketed into a category I call “New Capabilities.” In this bucket I'm lumping unmanned autonomous vehicles, artificial intelligence, machine learning, predictive analytics, data visualization and a few more of the things associated with the gig economy. Our Reserve personnel bring expertise in these areas from their civilian experience, and I want to explore all of them. Again, we're looking for validated requirements, but I can see many exciting opportunities in our future.

One final comment on all of this, so everyone understands how and why we build the units we have, and plan for those we need. As a Reserve force we service “validated requirements,” meaning we listen to the fleet commanders, type commanders, systems commands and other



“We’re locked in a global competition; there is no second place and the margin of victory between winner and loser is razor thin.”

active component leaders to determine where we can contribute. Then we rack and stack the capabilities, importance, value and cost to determine what we build — that process is called “Force Design.” In some cases we design and build “Reserve only” capability, meaning there's no active equivalent force, and in some cases we build additional capacity to create bench strength to existing forces. The key takeaway is that we won't build anything that isn't needed, but more importantly, we won't build anything that isn't valued.

How will your civilian experiences have an impact on your role as CNR?

Like each of the CNR's I've known in my career, I bring my civilian experiences with me to the job. Admiral McCollum was a senior Walmart executive, which prepared him perfectly for the strategic analysis that we required, and he led, during his tenure. In my case, I hope the skills I developed over the years as a business owner focused on corporate strategy development and brand messaging will contribute to designing the right force for today, even as we evolve to develop the right force for our future. And we also need to be able to effectively communicate our value, strengths and challenges to the diverse universe of audiences that are important to us.

Keep in mind, my team and I routinely engage with Pentagon leadership, component and fleet commanders, type and systems commanders, Capitol Hill policy makers, our Reserve Component Commanders, Navy Operational Support Center staffs, and the Reserve Sailors reading this interview — to name only a few. And each of those constituents has a different level of understanding of our challenges, and more importantly our value. To communicate effectively, we need to be adept enough to speak to each on their own terms,

which is interestingly similar to my civilian work.

Along those lines, the spectrum of discussion is interesting and diverse. That is, every day we deal in terms of near-term operations and capabilities, AND of long-term vision, future force structure and budgets. That's right up my alley. But I don't want to minimize the complexity of what we're talking about. It's an energizing challenge, but a challenge, nonetheless.

Sir, is there anything else you would like to add?

This — we have much to be proud of. We're doing great work in many areas, in every theater of the planet, and our Navy is stronger as a result of what we bring to the fight. And yet we don't have the luxury of resting on our laurels. As we embark on our second century as a force, I'm excited by the work ahead to prepare for our future. And I'm inspired to unlock the vast, untapped potential I see every day in our great Sailors. To do that, we're going to tackle with urgency the hard, systemic, structural issues that constrain our flexibility, responsiveness and lethality.

Let's wrap up with an ask. We're at a time of transformation and I'm seeking innovative thinkers with good ideas. If that's you, and you have something to offer to improve our force, please reach out to your leadership, or send your ideas directly to me through our Ready to Win portal. We have a lot to do. Now, let's get busy.



RECRUITING REINFORCEMENTS

Navy Reservists provide critical support to Navy Recruiting Command keeping new accessions on track during COVID-19

BY JORDAN SMITH, NAVY RECRUITING COMMAND PUBLIC AFFAIRS OFFICE

As a wife and mother of two, Information Systems Technician 1st Class Shannon Manuel, an 18-year Navy Veteran, knew that keeping her family safe during the COVID-19 pandemic was a priority. As a Navy Reservist, currently assigned to Navy Recruiting Command's Reserve Support Unit, she felt a responsibility to keep her fellow citizens safe as well. So she did what many Reserve Sailors across the nation have done during this crucial time, she put on her uniform and went to work.

Since its inception in 1915, the U.S. Navy Reserve has provided invaluable service and support to the United States and its partners, notably during times of crisis. Among their many contributions to our nation, Navy Reservists hunted enemy U-boats during World War I; they defended our citizens after the attack on Pearl Harbor; and they mobilized after the September 11 attacks to provide combat operations support for the Global War on Terror. So when the COVID-19 pandemic threatened our country earlier this year, Navy Reservists like Manuel were once again ready to provide crucial support.

Manuel is among 55 Navy Reservists assigned to NRC mobilized to keep the Navy's accessions pipeline open and operational while much of the world went into lock down. Protecting the accessions pipeline is one of the most essential functions in the Navy, so recruiters had to continue bringing qualified recruits into the service. The accessions pipeline controls personnel flow, which includes new Sailor production. However, with recruiters across the nation having to telework due to childcare difficulties, health concerns or high-risk family members, the need for support was critical, and NRC's Reserve component was ready. Without the Reserve effort, the flow of personnel could have stalled.

"Our fully integrated, trained and available Navy Reserve team is vital to fulfilling the operational capacity and strategic depth needed by Navy Recruiting Command to inform, attract, influence and hire the highest quality candidates from America's diverse talent pool into the Navy the nation needs," said Rear Adm. Robert Nowakowski, Deputy Commander of Naval Education & Training Command and Navy Recruiting Command. "Our highly-skilled, force-multiplying, citizen

JACKSONVILLE, Fla. — Navy Reserve Sailors on orders to the Jacksonville Military Entrance Processing Station (MEPS) recently provided critical support to the Navy Recruiting Command operations, keeping the pipeline for new military accessions operational during the COVID-19 pandemic. Right, Lt. Cmdr. Nathan Harrell conducts an oath of enlistment ceremony for a group of Navy applicants. Below left, Information Technology Specialist 1st Class Shannon Manuel prints shipping labels at the MEPS warehouse for delivery to Navy Recruiting Stations. Below right, Hospital Corpsman 2nd Class Andrew Linkletter conducts an eye examination for a military applicant. Navy photos courtesy Lt. Cmdr. Nathan Harrell.



Sailors are continuously and collectively enabling our recruiting efforts to transform and support operations to maintain a competitive advantage over our adversaries in order to win the high-end fight.”

NRC’s 55 Reserve billets are split up across five units: Millington, Jacksonville, Minneapolis, Houston and San Diego.

For Capt. Kathleen Allen, commanding officer, Navy Reserve, Navy Recruiting Command (NR NRC) in Millington, Tennessee, the 770 hours of service her team provides would typically be spent supporting recruiting events and activities in the field. However, due to COVID-19, planned events and activities were quickly canceled and the focus shifted to staff support.

Since mid-March, Sailors like Manuel have been on orders, racking up hundreds of hours of direct support to CNRC’s mission, said Allen.

“Manuel’s support of identifying, tracking, packing and shipping safety gear and promotional items to the Navy Recruiting Districts (NRDs)/Navy Talent Acquisition Groups (NTAGs) has been a tremendous help to the command,” said Allen. “I can’t say enough about how impressed I am with the Reserve team. In a time of restricted travel, we have been able to adapt and overcome, providing quality support for the command to execute its mission.”

Despite travel and contact limitations due to the pandemic, the Reserve team was able to overcome them in a big way by providing direct support to Military Entrance Processing Stations (MEPS) across the nation to keep the accessions pipeline moving — with some Reservists helping the commands administer enlistment oaths. In all, Allen’s team completed 3,041 support days for the fiscal year, with 1,141 days to MEPS and 1,900 to CNRC commands and events — coordinating close to four times the expected amount of support days.

Cmdr. Charles Knight, a husband and father of three, who works as a senior vice president with a business-to-government contractor, knew the Navy needed him to step away from his civilian life, and into his role as the Officer in Charge of Navy Reserve, NRD detachment Jacksonville.

Knight’s unit comes equipped with only 112 Annual Training days to support Navy Recruiting Command each fiscal year, but Knight knew more was needed.

“When the call for Reserve staff support demand signals were sent to our active component shipmates, they answered swiftly,” said Knight. “This July alone we coordinated and executed 222 days of support to Navy Recruiting Command, including the NTAGs, NRDs and MEPS. And we currently

have 614 more days scheduled for the next two months.”

The support Knight and his unit provided was not only vast, but varied as well. From lending operational assistance to phone conferences, assisting in virtual career fairs to supporting MEPS Jacksonville by fulfilling roles as swearing-in officers and oath of enlistment contract signers for military entrance applicants, Knight’s team did it all.

They were vital in keeping current operations running smoothly by performing tasks like general admin and training via telework, but the team also prepared for future events.

One instance of this being the performance of an organizational inspection for MEPS Jacksonville to assist in preparing for Military Entrance Processing Command Inspector General (MEPCOM IG) inspection scheduled for 2021.

Some of the support from Knight’s team fixed current issues for those they were assisting as well as prevented new issues, such as when support was provided to NRC N1 — the department that heads workforce matters pertaining to civilian, military, and contractor personnel — by meticulously comparing data and conducting admin screenings to more than 3000 data entries, which resulted in identifying more than 250 discrepancies.

Regardless of the type of support they gave, the impact was always profound.

By assigning a Reservist to do additional essential duties, even duties as simple as taking the temperature of staff members upon entry into the building, active duty staff members at the command were free to do their regular jobs, said Knight.

“I think one of the things the Navy has instilled in us is to look for the solutions,” said Knight. “Identifying the problem seems to always be easy for everyone to do, but I think we found a great solution here. Our support

facilitated uninterrupted services during a time of major interruptions.”

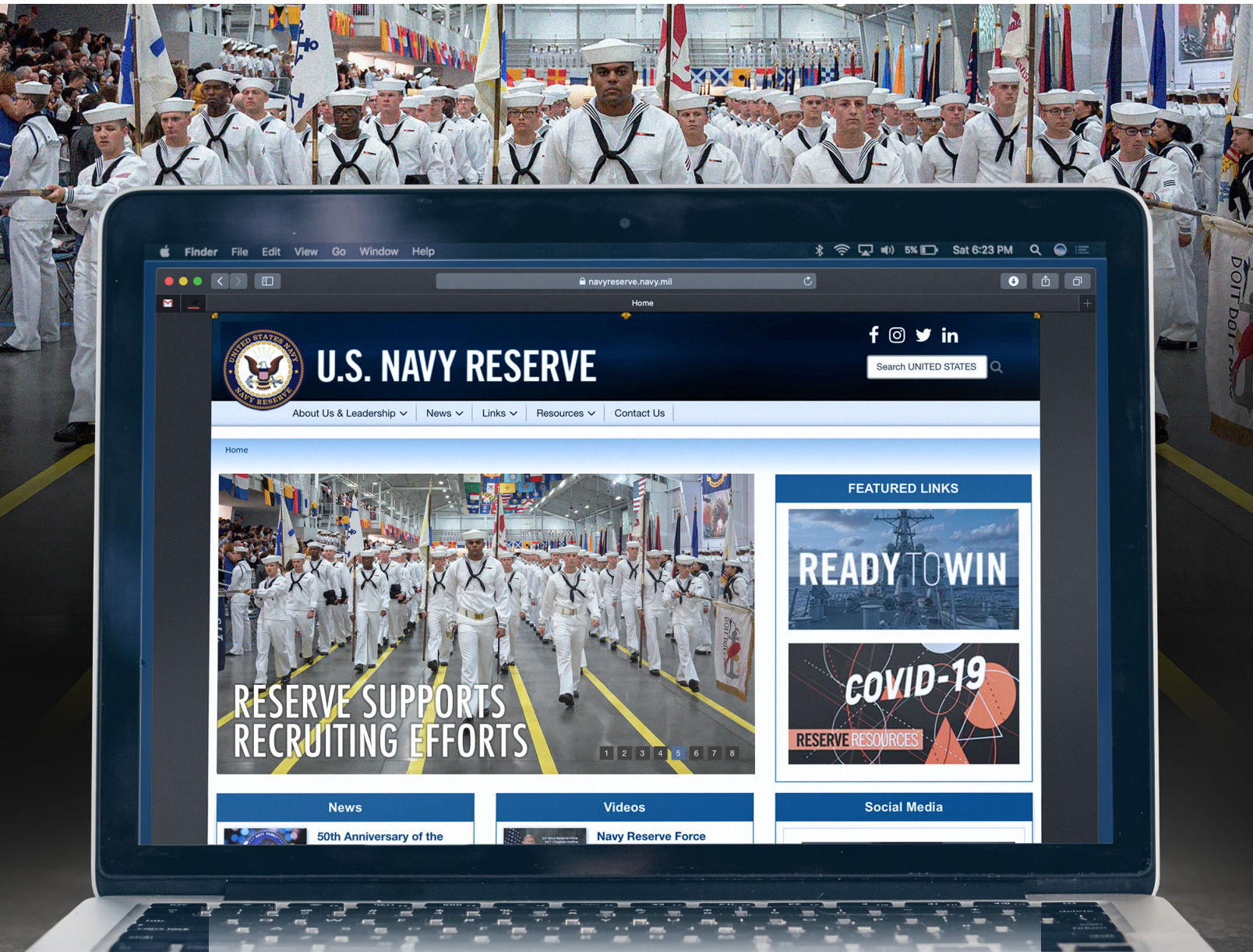
“The Reserve team’s outstanding effort has been integral to the success of the recruiting enterprise,” said Adm. Dennis Velez, commander, Navy Recruiting Command. “Their dedication to the Navy’s mission, especially in the midst of a global pandemic, is emblematic of what it means to be a Sailor in the U.S. Navy.”

Navy Recruiting Command consists of a command headquarters, three Navy Recruiting Regions, seven Navy Recruiting Districts and 19 Navy Talent Acquisition Groups servicing more than 815 recruiting stations across the world. Their combined goal is to attract the highest quality candidates to assure the ongoing success of America’s Navy.✱

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