

T N D

IT'S ABOUT TIME

Reserve Commander
Draws on 40 Years
of Experience to
Modernize Navy Pay
and Personnel Systems

VOLUME 2021 ISSUE 1

TOO STRONG TO SAVE

DESIGN / TRAIN / MOBILIZE

LS IS MOORE





COVER IT'S ABOUT TIME NORFOLK — Over a career spanning four decades, Cmdr. Julie McGill has seen Navy Reserve pay and personnel processes and systems evolve from a system of clipboards, carbon copies, drill chits and paper paychecks to the more modern-day integration of online functions such as the Defense Travel System (DTS), Enhanced Drill Management (EDM) and direct deposit. Yet one constant through the years has been the distinct separation between active and Reserve component pay and personnel systems — an electronic divide that still causes frequent delays and headaches for Reserve component members transferring to and from active duty. But all of that is about to change. Read about the future of Navy and Navy Reserve pay and personnel systems on page 16. Photo by Mass Communication Specialist 1st Class Arthurgwain Marquez.

THIS PAGE MEDICAL RELIEF PORTSMOUTH, Va. — Capt. Kenneth L. McAndrews Jr., commanding officer of the Operational Health Support Unit (OHSU), Naval Medical Center Portsmouth, relinquishes command to Capt. Katherine Ormsbee during a change of command ceremony in the chapel onboard Naval Medical Center Portsmouth, March 3, 2021. OHSU Portsmouth is one of the largest Navy Reserve medical commands with over 800 members in 15 detachments across Navy Region Mid-Atlantic Reserve Component Command and Navy Medicine East. Navy photo by Mass Communication Specialist Seaman Apprentice Kerri Kline.



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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.

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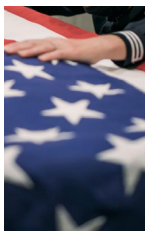
TNR tells the story of the U.S. Navy Reserve through articles, news and photos showcasing the contributions of Navy Reserve Sailors delivering real-world capabilities and expertise in support of the Navy mission. Find more news and information at www.navyreserve.navy.mil

FEATURES



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Perhaps no one better understands the unique administrative hurdles that come with being a Navy Reserve Sailor — or is better suited to help fix them — than Cmdr. Julie McGill.



22 TOO STRONG TO SAVE

During John's frightening, out of control moments, I believed my only option was to have him arrested — a choice which, I knew, could hurt his record, endanger my career, and undermine his position in the military.



24 DESIGN / TRAIN / MOBILIZE

We recognize expecting to fight tomorrow's conflict with today's tactics, force structure and assets is a fool's errand. To that end, we are now, and will remain, unambiguously focused on warfighting readiness.



30 LS IS MOORE

Logistics Specialist 1st Class Darrell Moore has been a fixture of the international submarine exercise Navy Diesel-Electric Submarine Initiative, acting on behalf of Commander, Submarine Force Atlantic as a primary logistics liaison between U.S. and foreign navies.

DEPARTMENTS

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FROM THE TOP

106 YEARS OF READINESS

As Navy Reserve Sailors we provide an important role in our nation's defense. This year, as we celebrate our 106th birthday, we are aggressively pivoting from two decades of support to counter insurgency and the Global War on Terror to reestablishing our warfighting maritime roots. Warfighting readiness is our priority, and why we exist.

Since our pre-World War I establishment, we have cultivated talent and invested wisely to generate exponential growth in our skillsets and abilities as a force. Technological advancements such as artificial intelligence, machine learning, big data, unmanned systems and space operations are just a few competencies in which the Navy Reserve provides depth and expertise in a changing global environment. Our ability to rapidly adapt to current strategic objectives showcases the Navy Reserve's flexibility and ultimate value in our Fleet's overall design.

Despite impressive tactical and strategic advancements, we still have work to do. Recent events highlighted the issue of extremism in the ranks, which we must address. Additionally, as we each contribute to creating and maintaining the culture you want to be a part of, and are proud of, we must aggressively root out sexual harassment and sexual assault, and all forms of discrimination. I'm asking — and requiring — every Sailor to do their part to drive out the behaviors that prevent us from being the best team we can be. Let me be very clear: there is no room for these destructive behaviors in our military. They will not be tolerated. I know we can improve, and I'm counting on you.

Two other issues I need your help on are depression and suicide among our force. The impact of COVID-19 in 2020 put extra pressure on many of our Sailors and their families. Some suffered financial strain, many lost loved ones, and many experienced the emotional stress of being detached from family, friends and shipmates for an



extended time, which continues. But we're seeing a light at the end of the tunnel.

If you see a shipmate who seems to be behaving differently, distancing themselves, or appears to be struggling, ask them how they are doing. Never be afraid to express concern for a shipmate, or to reach out if you feel overwhelmed and need help yourself. Our success here is a team sport — we thrive when we watch out for each other.

I want to personally thank Personnel Specialist 1st Class Kitara Byerly for being brave enough to share her own story about this difficult topic in this issue of TNR. I hope her story may save another person, or many more, from suffering the same ending. Please find important resources available at the end of her story on page 23.

In closing, I'm inspired by the work you do, day in and day out, across the force. I see it every day and hear it from the active-duty leaders who benefit from your contribution. We're making a difference, and you should be proud of your service. As we execute the most substantial transformation of our force in decades, I invite your good ideas, your leadership and your relentless pursuit of what is required to prepare for a future fight. Together, we will make it happen.

Now let's get busy.



Vice Adm. John B. Mustin
Chief of Navy Reserve

SPRING FORWARD

People think about Spring as a time for new beginnings — a renewal. What is on your list of things to renew this Spring? Is it physical fitness in preparation for the upcoming PRT? Is it focusing on your professional development that you've been putting off for "the right time?" Whatever it is that you chose to do, commit and get it done!

During this renewal and new beginnings, I encourage you to also focus on the Navy Core Values — Honor, Courage, and Commitment. As Sailors, we should abide by these core values daily. Our actions should be in line with our Core Values, every day, every interaction, no exception.

Honor — I am accountable for my professional and personal behavior. I will be mindful of the privilege of serving my fellow Americans. Having honor means living

THE DAY-TO-DAY DUTY OF EVERY MAN AND WOMAN IN THE DEPARTMENT OF THE NAVY IS TO JOIN TOGETHER AS A TEAM TO IMPROVE THE QUALITY OF OUR WORK, OUR PEOPLE AND OURSELVES.

with integrity, ensuring we are accountable, and taking personal responsibility for our actions. Think about Master Chief Carl Brashear and the portrayal of his life in the movie "Men of Honor." His pursuit of his dreams against all odds is shining example of our core value honor.

Courage — The value that gives me the moral, mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity. As we have discussions on extremism, we need to ensure that we are making decisions aligned with good order and discipline and that these actions do not bring shame or discredit upon ourselves or the United States Navy. If you see or hear of our Shipmates participating in unethical behavior, you should be taking the proper steps to stop it. That's courage. We must protect our core values.

Commitment — The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves. Commitment is a duty we have to both our



citizens, our government and our Shipmates. We must foster respect up and down the chain of command. We must care about the personal, professional, and mental well-being of Sailors as our creed requires.

Finally, I'd like to leave you with a few points. As we take this time to spring forward into 2021, I ask you to make a personal commitment to reflect upon a few things.

1. Mental and Physical Health. There's a saying, "it's ok not being ok." During these challenging times, this cannot be truer. If you need help, reach out. Do not suffer in silence. We want to ensure you and your families remain safe. Leaders, check on your Sailors; Sailors, check on your leaders. We are a Navy family.

2. Destructive Behaviors. There is ZERO tolerance for extremism, sexual assault and discrimination of any kind in our Navy. It is up to every Sailor to ensure we are protectors of the core values.

3. Leadership. I know COVID-19 has made it challenging to lead our Sailors. I've said many times, "COVID-19 is an event; leadership is enduring." Leading through a crisis is our brand.

Thank you, your families, and your civilian employers for all that you do in the sacrifice of protecting our nation!



Master Chief Petty Officer Chris Kotz
Navy Reserve Force Master Chief

BOTTOM LINE UP FRONT

JUST THE FAQs

As COVID-19 vaccines have become more accessible in recent months, many Reserve Sailors still have questions about where, when and how to access the them. Don't worry, Shipmate, we've got you covered. We recently asked Navy Reserve Force Surgeon, Capt. Brian Bowes, for the answers to some frequently asked questions (FAQs).

CAN RESERVE SAILORS GET THE COVID-19 VACCINE FROM THE DOD?

Yes. Both Selected Reserve and Full-Time Support Sailors are eligible and encouraged to receive COVID-19 vaccines for free at their nearest medical military treatment facilities (MTFs). But remember, every MTF is different, so you should reach out to your Navy Operational Support Center (NOSC) to see if it is available.

IF I DON'T LIVE NEAR A MTF OR MILITARY VACCINATION SITE, CAN I GET THE COVID-19 VACCINE ANOTHER WAY?

Yes. You can take part in local civil vaccination programs, even through your civilian employer. The goal is to rapidly and safely vaccinate as many Sailors as possible.

WHY CAN'T MY NOSC JUST GET IT FOR ME?

A great question. We get this a lot. The reality is that NOSC's aren't part of the distribution for the vaccine – it's through the MTFs. NOSC's lack the storage capability necessary to hold the vaccine.

IS THE VACCINE SAFE?

Vaccines for COVID-19 are only available after they are demonstrated to be safe and effective in large phase-three clinical trials, have been authorized by the U.S. Food and Drug Administration, and have been manufactured and distributed safely and securely.

WHAT IS AN EMERGENCY USE AUTHORIZATION (EUA)?

Drugs and vaccines have to be approved by the Food and Drug Administration (FDA) to ensure that only safe and effective products are available to the American public. In situations when there is good scientific reason to believe that a product is safe and is likely to treat or prevent disease, the FDA may authorize its emergency use under specific circumstances. Vaccines authorized for emergency use are offered on a voluntary basis.

SO THERE'S NO CHANCE I'LL GET VACCINATED ON A DRILL WEEKEND?

Again, it depends on your NOSC. All NOSC's have been directed to coordinate with their nearest MTF to help get their Sailors vaccinated, but every NOSC has a different situation. Your NOSC may be fortunate enough to be located close to an MTF with the vaccine, or it may not. In any case, your NOSC will have a better sense of what's possible.

IF I'M ENROLLED IN A TRICARE HEALTH PLAN, CAN I GET THE COVID-19 VACCINE FROM A PHARMACY?

Yes, absolutely when it's available, you should get it. Just remember to bring your vaccination card back to your unit.

IS THE COVID-19 VACCINE MANDATORY FOR RESERVE SAILORS?

No, and this is true of all service members. Vaccination is strongly encouraged, but voluntary, as long as the vaccines have an Emergency Use Authorization.

IF I GET THE VACCINE, DO I STILL HAVE TO WEAR A MASK?

Yes, for two reasons. First, the vaccine's effectiveness takes some time to build up. For example, one of these vaccines takes about two weeks to start becoming effective, and it still won't have the full effect until after the second vaccination. A second reason is that, while the evidence is extremely strong that it will certainly protect the ones getting the vaccine, we still don't know yet whether or not the vaccine will stop the spread of the virus to others. For example: You could get the vaccine and become immune to the virus, but later on, catch the virus — and not get sick — but still possibly spread it to someone else.

Essentially, we all still need to wear masks to protect each other.

RECAP & THE BOTTOM LINE

Check with your NOSC to coordinate getting the vaccine through your local MTF. If not available, check with a civilian resource like a pharmacy or clinic.

As with any medical treatment, make sure to document your vaccination. You may need to provide paperwork for your medical record or to NOSC medical staff.

If as a Reserve team we put to use all of the tools available to us to #SinkCOVID19, like wearing masks, social distancing and getting the vaccine, the return to a normal routine will come that much faster.

For more information on the vaccine, COVID-19 response efforts and administrative resources, visit www.navyreserve.navy.mil/Resources/COVID-19-FAQ.



AROUND THE FORCE

A SNAPSHOT OF NEWS AND EVENTS FROM THE NAVY RESERVE FORCE DELIVERING STRATEGIC DEPTH AND OPERATIONAL CAPABILITY AROUND THE WORLD. FOR ADDITIONAL INFORMATION ON THESE STORIES AND MORE, VISIT WWW.NAVYRESERVE.NAVY.MIL.

17TH NAVY RESERVE FORCE MASTER CHIEF ANNOUNCED

Chief of Navy Reserve and Commander, Navy Reserve Force, Vice Adm. John Mustin, announced the selection of the 17th Force Master Chief of the Navy Reserve, March 11, 2021.

Starting this October, Master Chief Petty Officer Tracy L. Hunt, Command Master Chief, Commander, Navy Reserve Forces Command, will relieve Navy Reserve Force Master Chief Chris Kotz, who has held the position since Oct. 2017.

“Master Chief Hunt brings deep warfighting, leadership, and Reserve experience to the Navy Reserve Force Master Chief billet,” Mustin said. “He’s going to be an important partner as we transition, with urgency, from a force designed to compete in the Global War on Terrorism to one that delivers strategic depth in an era of long-term complex competition.”

Mustin praised Kotz for his leadership and care of the Reserve enlisted force over the past four years. “Kotz has single-handedly set us up for success in our mission to defend our country when and if called upon,” he said. “He’s going to leave some incredibly large shoes to fill when he retires this Fall.”

“I couldn’t be more excited about the selection for the 17th Reserve Force Master Chief,” Kotz said. “After working closely with Master Chief Hunt in the past, I know his positive work ethic will be infectious in this office. More importantly, he will be a strong champion for our Reserve Sailors and will always have their best at the forefront of his efforts.”



Hunt says he is honored by the selection and looks forward to supporting Mustin in continuing to execute the implementation of the Navy Reserve Fighting Instructions 2020, prioritizing warfighting readiness as the number one — and only — mission of the Reserve Force.

“Over the past two years as CMC of Commander, Navy Reserve Forces Command, I have seen first-hand the amazing things our Reserve team can accomplish through a focused attack — whether that’s tackling complex pay and personnel issues, or fighting a global pandemic,” Hunt said. “I’m honored to take on this role as Force of the Navy Reserve and am looking forward to leading our Reserve team in the next singular focus — warfighting readiness. Keep Pushing Forward Shipmates!”

A native of Meherrin, Virginia, Hunt enlisted in the U.S. Navy in September 1989. Following completion of basic training at Recruit Training Command, Great Lakes, Illinois he completed seaman apprentice training in December 1989.

PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS ARTHURGWAIN MARQUEZ

NOSC CLOSURES

In an effort to consolidate Reserve units and posture the Reserve Force more efficiently, NOSCs in Ebensburg, Pennsylvania; Milwaukee, Wisconsin; Waco, Texas; and Wilmington, North Carolina will close in 2021.

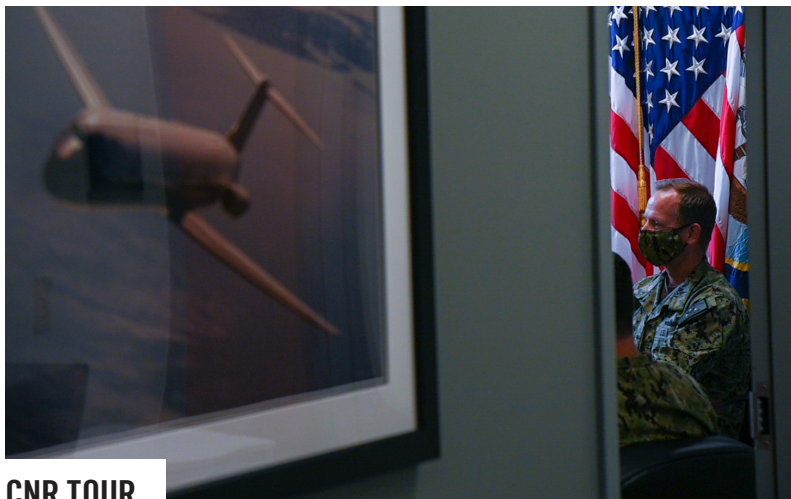
“The global security environment today demands we take a very hard look at how our Navy Reserve is structured and positioned to respond to Great Power Competition (GPC),” said Chief of Navy Reserve Vice Adm. John B. Mustin. “Due to our changing Selected Reserve population, aging facilities, and high operating and repair costs, disestablishing these NOSCs and redistributing their Reserve units is absolutely necessary.”

A review was recently completed of all 122 NOSCs regarding facility’s conditions, viability, size, assigned Reserve units, staff support ratios, operating costs and other factors.

The disestablishments and consolidations align with the Navy Reserve’s Fighting Instructions; most importantly the rebalancing of Full Time Support (FTS) billets and supporting the Distributed Mobilization (DM) process. Essentially, disestablishing the NOSCs will improve the operational efficiency of the Navy Reserve by reducing administrative redundancies and operating and maintenance costs.

The closures will result in an estimated \$1.5M of savings per year, starting in fiscal year 2022. Millions of dollars will be saved over the long-term in terms of property payments, utilities, etc.

No relocations will be required by affected Selected Reserve Sailors. Those impacted should consult with their NOSCs for a closure timeline and should expect a phased and methodical approach to the NOSC closings. Plenty of time will be given to plan and make adjustments to regular drill routines.



CNR TOUR

Chief of Navy Reserve Vice Adm. John Mustin visited Naval Air Station Oceana, Va. in February to discuss warfighting readiness, COVID-19 and the status of the Navy Reserve with Sailors assigned to the “Fighting Omars” of Fighter Squadron Composite Twelve (VFC-12) and the “Globemasters” of Fleet Logistics Squadron (VR-56).

PHOTOS ABOVE BY MASS COMMUNICATION SPECIALIST 3RD CLASS CRAIG Z. RODARTE.
PHOTO TO THE RIGHT BY MASS COMMUNICATION SPECIALIST 3RD CLASS ZACHARY D. VAN NUYS.



NR NLEC BUILDS VIRTUAL LEADERSHIP DEVELOPMENT TRAINING

The Chief of Navy Reserve's executive agent for officer leadership development is the Navy Reserve Naval Leadership and Ethics Center (NR NLEC).

Traditionally, NR NLEC facilitators travel to various Navy Reserve Activities throughout the year to facilitate Senior Officer Leadership Courses for commanders (select), commanders, and captains; Reserve Intermediate Leadership Courses for chief warrant officers, lieutenants and lieutenant commanders; and Reserve Division Officer Leadership Courses for ensigns and lieutenants junior grade.

Each two-day seminar promotes professional development in leadership, ethics, self-awareness and decision making to more than 2,000 Navy Reserve officers each year.

Between October 2019 and March 2020, NR NLEC facilitators conducted 36 leadership courses, impacting the development of 827 Reserve officers. The unit was on track to complete 90 courses by the end of Fiscal Year 2020.

When COVID-19 set in and Restriction of Movement orders were enacted, 29 classes were cancelled — jeopardizing the command's mission.

“When we shut down the in-person courses we were at first unsure what our options could be,” said Capt. Clay Green, NR NLEC training department head. “Several facilitators at NLEC, including myself and Lt. Cmdr. Ashley Prisant, teach courses at universities, and were already delivering our university courses online ... as the pandemic unfolded.”

According to Prisant, the RILC course lead, the prospect of transitioning to virtual training presented potential roadblocks.

“Many people think that you can simply transform an in-person course to a virtual one, and that is simply not the case,” said Prisant. “The content or material may transfer to some extent, but the engagement does not.”

NR NLEC transformed the curricula of three courses into virtual formats without sacrificing critical elements or vital to accomplishing course goals. Facilitator guides had to be revised to translate to virtual presentations. Instruction on the use of the platform, its features and capabilities, had to be conducted for each of NR NLEC's 28 Facilitators until they were proficient.

NR NLEC required every staff member to attend at least a portion of the pilot course to see how the content translated to a virtual environment.

“I'm truly amazed at the professionalism and teamwork of this unit,” said Capt. Mark Haigis, NR NLEC commanding officer. “Within one month of providing commander's guidance to make the transformation to a virtual construct, this team had worked through the curricula, information technology and administrative challenges ... and were ready to start executing.”

Since going virtual, the team has continued to meet on-line to update, adjust and fine-tune the three courses. Course leads and unit leadership monitor course surveys to continuously improve the product, and unit members work closely with the active staff at NLEC to coordinate IT tool usage, licenses and to develop and maintain facilitator and student portals.

Since June, NR NLEC's 28 members have completed over 50 virtual courses, reaching over 1,100 officers and ensuring the Reserve Force continues to meet the five-year mandatory Officer Leadership Course requirement.

“The NR NLEC augment unit's mission, a vital component of the Naval Education and Training Command/Force Development Reserve Enterprise, directly supports the Navy Reserve's Fighting Instructions 2020 ‘Theory of the Fight’ methodology to maximize our Reserve Sailors' warfighting readiness — which is priority one,” said Rear Adm. Robert Nowakowski, Deputy Commander, Naval Education and Training Command.

Course schedules for SOLC, RILC and RDIVOLC can be accessed via the Catalog of Navy Courses (CANTRAC) at <https://app.prod.cetars.training.nav.mil/cantrac/vol2.html>.

STORY BY LT. CMDR. TERRY FARRELL, NR NLEC PUBLIC AFFAIRS

RESERVE SAILORS SUPPORT COVID-19 RELIEF EFFORTS IN NAVAJO NATION

The Navy Emergency Preparedness Liaison Officer (NEPLO) program has been heavily engaged in the Department of Defense whole-of-America response to the COVID-19 pandemic. During the holiday season, NEPLOs directly assisted Tribal authorities to fight COVID-19.

The NEPLO program consists entirely of Navy Reservists professionally trained in emergency management. NEPLOs provide Defense Support of Civil Authorities during hurricanes, earthquakes, wildfires and other national emergencies — including pandemics.

Navy Reserve Captains Tony Nelipovich and Matthew Koerber deployed from Dec. 14 to Jan. 14 to Navajo Nation hospitals in Chinle, Arizona, and Shiprock, New Mexico serving as liaisons between Navy healthcare professionals, the Indian Health Service, the U.S. Department of Health and Human Services, and Navajo Nation hospital staff.

Nelipovich operated out of the Task Force-51 command post in Chinle, while Koerber worked at the hospital in Shiprock. Both NEPLOs were under the direction of U.S. Army North, U.S. Northern Command's Joint Force Land Component Commander. Task Force-51 is Army North's deployable headquarters and directs the efforts of DoD Emergency Preparedness Liaison Officers working jointly in support of civil authorities and healthcare professionals.

"After years of experience providing U.S. support to countries overseas, it was an uplifting and humbling experience to be an enabler for the Navy nurses and corpsmen to deliver critical healthcare services to the Navajo Nation," said Nelipovich.

While deployed, the NEPLOs served mostly in a command and control capacity, coordinating the efforts of four Navy Rapid Rural Response Teams (RRRT), each of which consisted of five registered nurses and an enlisted respiratory specialist.

"The Navy medical personnel directly contributed to the care and treatment of COVID-19 patients at the two hospitals," said Nelipovich. "They initially provided relief for over-worked staff and then tightly integrated into staffing schedules, which increased treatment capacity for the local community."

Nelipovich said in a typical two week period, the RRRT assigned to the Chinle Comprehensive Health Care Facility provided a little over 1,000 hours of direct care and treatment of COVID-19 patients.

Meanwhile, at the Northern Navajo Medical Center in Shiprock, Koerber and the RRRT provided vital intensive care in a Post-Acute Care Unit space. Converted to a COVID-19-only intensive care unit (ICU) in which RRRT members worked alongside the NNMC staff, Koerber said the PACU essentially doubled the center's ICU-level COVID-care capabilities.

"Beginning the first day the RRRT offered care, the PACU was utilized at nearly 100% capacity," Koerber said. "Witnessing the Navy team members administer care to the Shiprock Chapter of the Navajo Nation's most critical COVID-19 patients was something I will never forget. I walked away thinking, 'those are the professionals I would want treating my loved ones, if the need ever arose.'"

The RRRTs, which consist of staff from Fort Belvoir, Naval Hospital Jacksonville, Naval Medical Center Portsmouth and Walter Reed National Military Medical Center served as force multipliers in treating COVID-19 patients.

According to Koerber, the Navy doubled the ICU capacity at each hospital and enabled civilian medical staff to attend to patients with other healthcare needs.

In addition to coordinating RRRT efforts, Koerber assisted in the preparation of COVID-19 vaccinations at Shiprock.

"The NNMC received a large allotment of Pfizer vaccines just after the New Year," said Koerber. "The leadership plan was to administer roughly 800 doses of the vaccine to the most vulnerable elders via a drive-up distribution at the Chapter House, which is the local government building. Hours prior to the start of the mass vaccination the line of cars, beginning at the Chapter House, stretched for over a mile."

Koerber explained that in order to efficiently react to the large response, hospital leadership called for an 'all hands on deck' approach to help prepare the vaccine doses.

"I noticed the staff was completely engaged in vaccine prep work, so I volunteered to help," said Koerber. "I half expected them to wave-off this old naval aviator to allow the organic hospital staff to do the heavy lifting. To my surprise, they pulled me up a seat, handed me some PPE, a packet of vials and syringes, and trained me in the preparation procedures for this critically important vaccine."

Over a two-day period Koerber prepared around 400 doses to be handed over to healthcare workers to vaccinate patients.

"Having had COVID-19, I felt extremely proud that my hands-on work would directly help protect the Navajo Nation's elders from falling victim to the virus," he said.

STORY BY CMDR. KIP WRIGHT, NEPLO PROGRAM PUBLIC AFFAIRS



NAVY RESERVE SUPPORTS NMCI IMPROVEMENTS

Starting in October last year, Reserve Sailors assigned to the Naval Information Warfare Systems Command (NAVWAR) Reserve Program (NWRP) have been supporting ongoing surveys of Navy Marine Corps Intranet (NMCI) hub locations across the country to identify ways to improve network connectivity for the fleet.

“Sustainment and modernization of naval networks must be done with a focus on enabling warfighting and doing so with the urgency required to deliver the network that the Navy needs,” said Rear Adm. Eric Ruttenberg, NWRP Chief Engineer. “The efforts by our Reserve Component Sailors are critical in achieving our Department of Navy Information Superiority Vision.”

Teams from NWRP coordinated with Program Executive Office (PEO) Digital and Enterprise Services, Naval Enterprise Network (PMW 205), Naval Information Warfare Center Atlantic, Naval Warfare Center Pacific and Naval Sea Systems Command to gain access to datacenters, telecommunications closets and equipment rooms to ensure a thorough survey of all necessary facilities.

During site surveys, NWRP Sailors documented the state of cabling, cooling, electrical safety, physical safety and other items that had the potential to create bottlenecks in networks and slow down fleet communications.

The information gathered will better prepare NAVWAR for the planning of corrective actions.

The surveys are being completed on dozens of sites across the country with safety and health of the team being a top priority during the pandemic.

Upon completion of all site surveys, additional teams of NAVWAR Sailors will revisit the sites and execute corrective actions. These include fixing or organizing cabling, repairing loose grounding straps, removing or remediating physical hazards, improving equipment cooling, and testing unused fiber in preparation for significant routing, switching and firewall upgrades planned in 2021.

STORY BY LT. JOEY SEYMOUR, NWRP PUBLIC AFFAIRS

COURTESY PHOTOS BELOW INCLUDE NWRP SAILORS PARTICIPATING IN THE NMCI IMPROVEMENTS FROM (TOP LEFT) BATH, MAINE; NEWPORT NEWS, VIRGINIA; BREMERTON, WASHINGTON; SAN DIEGO, CALIFORNIA; AND GROTON, CONNECTICUT.



CONTINUING HERITAGE THROUGH COVID-19

For more than a decade, Navy chief petty officers and chief selects from around the globe have traveled to the Battleship New Jersey, affectionately known as “Big J,” to participate in its annual Chief Petty Officer (CPO) Heritage Academy. This year, however, brought a unique challenge — one Navy chiefs were determined to overcome.

Undertaking the social distancing challenges brought about by COVID-19, Reserve, active duty and retired chiefs from around the fleet came together to ensure Fiscal Year 2020 chief selects could still participate in one of the most anticipated events of the chief initiation process.

The end result was the Big J’s Virtual CPO Heritage Week — an online event immersing chief selects into the lives of battleship Sailors and providing leadership development.

The five day virtual event placed 34 chief selects, calling in from across the country, into five teams. Each training day began with reciting the Sailor’s Creed followed by presentations on the previous day’s assignments. Various assignments were designed to build and enhance leadership abilities and included such tasks as creating a representation of the POW/MIA table, developing physical fitness videos, and organizing a virtual remembrance ceremony honoring the 20-year anniversary of the USS Cole bombing. The final project for each team was developing a Big J Navy Pride presentation, highlighting what the chief selects had learned throughout training.

Chiefs lead training on a variety of topics including the effective communication, Sailor empowerment, damage control and funeral honors.

Closing out the long day of training was a virtual charge book signing. During this time, chief selects were given the opportunity to break into smaller groups to speak with chiefs and ask questions or seek advice about what it means to be a chief in the United States Navy. The chief selects could then download and print charge book entries.

In addition to training and homework, senior Navy mentors joined the conversation, including Chief of Navy Reserve Vice Adm. John Mustin, Reserve Force Master Chief Chris Kotz, Vice Chief of Information Rear Adm. Paula Dunn, as well as command master chiefs serving around the world. Additionally, the chief selects had the honor of speaking with several special guests, including Master Chief (retired) James Parlier, former command master chief of the USS Cole and Army Chief Warrant Office 5 Phillip Brashear, son of the renowned Master Chief Navy Diver Carl Brashear.

Big J’s CPO Virtual Heritage Academy graduation ceremony rounded out the week’s events. Photos of each chief select were displayed along with a map showing their locations. As their names were read, each Sailor was officially welcomed to the legacy of battleship leaders who have come before them.

STORY AND PHOTO BY CHIEF MASS COMMUNICATION SPECIALIST GINA DANALS



BUILDING RESERVE READINESS

In the first drill weekend of 2021, NOSC Little Rock, Arkansas staff continued their normal business as the readiness generation center for Reserve Sailors.

With more than 150 Reserve Sailors to support, the NOSC conducted tailored training, administered physical health assessments and immunizations, and facilitated communication with Reserve Sailors and their respective units.

The tasks are familiar to nearly every Reservist located at NOSC's across the country, but with a year away due to COVID-19 and in light of the Chief of Navy Reserve's 2020 Navy Reserve Fighting Instructions, NOSC Little Rock's staff is taking their critical mission on with a renewed focus.

"With regard to the Fighting Instructions, we have boiled down administrative requirements to a more concise list of what Reserve Sailors need to mobilize," said NOSC Little Rock Commanding Officer Cmdr. Johnathon Wainwright.

"Distributed Mobilization and the Fighting Instructions have helped us better understand what the true 'show-stoppers' are and what metrics impact deployability."

"In the past, we would create an 'everything bagel' training plan that left little time for our augment units and cross-assigned personnel to discuss their mobilization missions and billet requirements," said Wainwright. "Feedback from unit leadership and a more tactical focus from Reserve Region Component Command Fort Worth Commander, Capt. Mark Hofmann, helped us better align to the vision in the Fighting Instructions."

While employing a more streamlined approach to mission readiness, the NOSC staff remained focused on mitigating risk of exposure and spread of COVID-19.

"Safety, health and wellness are still a top concern," said Yeoman 1st Class Jessica Holland, the NOSC leading petty officer. "We have been very creative. The units have been minimizing the risk of COVID-19 exposure by implementing a blue and gold duty section type of structure where on one day half the units drill onsite and the other half virtually, and then they swap."

Senior Chief Hospital Corpsman Jeff Tabor, Reserve senior enlisted leader for Navy Reserve Operational Health Support Unit Pensacola Det. J, says returning to on-site drill weekends is important even with the challenges of the ongoing pandemic.

"It keeps the warfighter ready to mobilize," Tabor said. "Inventing these creative methods of conducting our drill weekends onsite helps to ensure that nothing, as it pertains to our readiness, is overlooked or left out. At the end of the day, we have one job, and that's to mobilize, so staying mission ready is paramount."

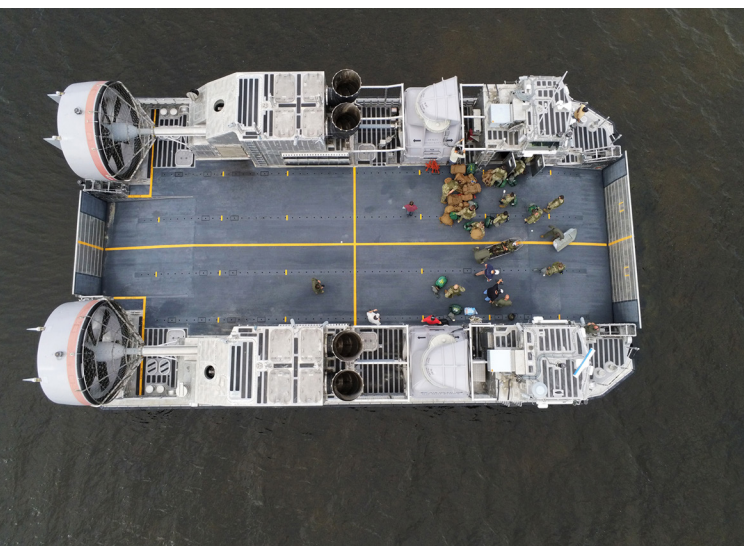
Gunner's Mate 2nd Class Conrad Shirar, a Reserve Sailor scheduled to mobilize soon as part of a maritime security force team, shared his perspective with regard to the effectiveness of drill weekends.

"I'm ecstatic," Shirar said. "I'm not going to lie, I am a little nervous, but it's a great honor to do something like this and serve my country as a member of the Navy Reserve."

"This will be my first deployment in the Navy Reserve, and I'm not sure that you can ever be fully prepared for something like this," he said. "But the training I received with my unit and the NOSC has definitely been instrumental in my preparation to go downrange."

STORY BY MASS COMMUNICATION SPECIALIST 1ST CLASS LAWRENCE DAVIS
PHOTOS BY ELECTRONICS TECHNICIAN 1ST CLASS STEPHEN LANDRY

FROM TOP LEFT: MASTER-AT-ARMS 2ND CLASS RYAN PIERCE IS REENLISTED BY NOSC LITTLE ROCK COMMANDING OFFICER CMDR. JOHNATHON WAINWRIGHT. YEOMAN 1ST CLASS JESSICA HOLLAND WORKS ON A SECURITY CLEARANCE FORM. LOGISTICS SPECIALIST 3RD CLASS JHASHAIRA FARMER RECEIVES THE INFLUENZA VACCINATION BY HOSPITAL CORPSMAN 2ND CLASS RANDALL BUSBY.



HOVERING TEAMWORK

Reserve Sailors and Engineers from the Naval Surface Warfare Center Panama City Division (NSWC PCD) collaborate to train on and demonstrate the ability to safely deploy and board a 25 person lifeboat from the Landing Craft Air Cushion (LCAC) 100 Class, at Panama City Beach, Florida, November 7-8, 2020.

NAVY PHOTO BY RONALD NEWSOME



MERITORIOUS UPGRADE

Commander, Navy Reserve Force (CNRF) released ALNAVRESFOR 001/21, 8 January, 2021, announcing the latest changes and improvements to the Navy Reserve's Meritorious Advancement Program (MAP-R).

The changes align MAP-R seasons with the Navy-wide advancement exam (NWAEE) cycles, effectively doubling the advancement opportunity for Sailors and further supporting the intent of MAP-R to select and reward the right Sailors for possible advancement.

MAP-R is a Navy Reserve program to meritoriously advance eligible personnel in paygrades E-5 and below to the next higher paygrade. The program is intended to give commanding officers the opportunity to recognize their best

Sailors by nominating them for advancement when they are ready for the next level of responsibility.

"We've refined and improved the program to further empower command triads the ability to recognize their most talented Sailors through immediate advancement," said Master Chief Kimberly Cedar, Reserve Force Command Career Counselor. "We've also eliminated several manual administrative processes by automatically verifying candidate eligibility and correctly routing the nomination submissions."

In effect since March, MAP-R now utilizes a new automated system in the Navy Standard Integrated Personnel System (NSIPS) to track the process from beginning to end. Commands will no longer be required to manually calculate eligibility, submit nominations, and track their paper trail. Instead, the updated MAP-R system will manage nomination opportunities, determine eligibility, and adjudicate the Sailors approved for advancement in a centralized location.

Prior to this announcement, ALNAVRESFOR 029/20 directed commands and units to set up their MAP-R user roles by February 1, 2021 in preparation for the first advancement season of CY-21. Reserve Component Commands (RCC) and Immediate Supervisors in Command (ISIC) must designate an RCC Approver or ISIC Approver, to include account access in order to support subordinate unit MAP-R nominations as delineated in the MAP-R hierarchy structure in NSIPS.

Visit the resources page at www.navyreserve.navy.mil to read ALNAVRESFOR 001/21, ALNAVRESFOR 29/20 and speak with your command career counselor for more information.



BEHIND THE LENS

Navy Reserve Mass Communication Specialist 3rd Class Drew Verbis, assigned to NOSC Phoenix, took this photo as an official photographer for a joint flight demonstration training evolution of the U.S. Navy Flight Demonstration Squadron, the Blue Angels, and the U.S. Air Force Air Demonstration Squadron, the Thunderbirds. The event was the 2nd Annual Joint Training to exchange best practices and lessons learned for show season preparation onboard Naval Air Facility (NAF) El Centro, California, February 25, 2021.

PROFILES IN PROFESSIONALISM



CAPTAIN PATRICK FINNEY

When Capt. Patrick Finney, a Willow Grove, Pennsylvania native, joined the Navy in 1995, he had no idea he would one day be part of a team assigned to one of the most critical and time-sensitive plans in recent Department of Defense memory.

While assigned to the Defense Health Agency, Finney and his team were tasked with creating and implementing a distribution plan for the COVID-19 vaccine. To make an already difficult mission a bit more challenging, the group was given only 30 days to do so.

“We came in and developed a vaccination plan for the entire DoD in a time and resource-constrained environment under COVID-19 conditions,” said Finney. “We used a joint operational planning team made up of five members of the JECC (Joint Enabling Capabilities Command), and representatives across the services, immediately upon review and approval by the Deputy Secretary of Defense, we went into executing the plan given emergency use authorization approval by the Centers for Disease Control and Prevention.”

Finney is attached to the JECC, which primarily focuses on standing up joint task forces and joint expeditionary planning, spending an average of over 50 days per year on their Annual Training to meet mission requirements.

“Often the JECC helps plan things that we hope to never implement, such as addressing potential threats,” said Finney. “Most of our time is spent working on creating operational plans against potential adversaries, but we rarely get to see those plans implemented, which is a good thing.”

After the DoD began implementing the distribution plan, Finney and his team were allowed to visit a few of the distribution sites and see the results of their work first-hand.

“This is such a unique and noteworthy situation because of the humanitarian factor that we don’t usually see,” said Finney. “It also gives us an opportunity to give back and serve our healthcare workers as well as the veterans who served us.”

In his civilian career, Finney works at the Nuclear Regulatory Commission as an inspector of commercial nuclear reactors.

“I don’t have a lot of free time between Reserve activities and my civilian job,” he said. “When I do get downtime, I’ve been spending it catching up on my professional reading or playing chess with my daughter.”

LOGISTICS SPECIALIST 1ST CLASS FRANCIS MULWA

While growing up in Nairobi, Kenya, Francis Mulwa heard a phrase that changed his life.

During a high school civics lesson, Mulwa's teacher quoted a portion of President John F. Kennedy's January, 1961, inauguration speech, imploring his countrymen to "ask not what your country can do for you — ask what you can do for your country."

The words had a profound effect on Mulwa.

"When I became a U.S. citizen, I believed that I must endeavor to be a true citizen, not just by word but by deed," Mulwa said. "I thought the best way to do so was to join the military and affirm my allegiance to the nation."

Now serving as a logistics specialist 1st class on orders as a budget analyst at Al Udeid Air Base, Doha, Qatar, the 50-year-old Navy Reservist serves a critical role keeping the U.S. Forces Afghanistan mission running smoothly.

Mulwa says his role calls for him to be at the top of his game each day, because the stakes couldn't be any higher.

"My job requires a good grasp of data analysis to be able to make good projections and excellent forecasts," he said. "We're allocated funds based on our spending plan forecasts, and if we underestimate our budgets, it can very easily affect our mission readiness and execution."

Mulwa said while growing up, his sense of civic duty for his native Kenya led him to look toward the educational opportunities available in the U.S. in service to his long-term goal of one day returning to Nairobi as a public servant.

"I felt an American university education would prepare me for a career in public service," he said.

Once stateside, Mulwa earned his bachelor's degree at the University of Central Missouri and earned a master's degree in public affairs from University of Missouri-Columbia.

In 2007, he was forced to make a career decision after violence erupted in Kenya following a disputed election. A return home became uncertain and Mulwa began a new plan to create a future in the U.S.

His plan wasn't without challenges. One of seven children, Mulwa said he initially found life in the U.S. lonely and isolating, yet one that ultimately taught him self-reliance.

"It was stressful adjusting to the way of life in America," said Mulwa. "I was so accustomed to a group setting where I could reach out to a neighbor if I had a problem. Where I come from, society functions more in a group dynamic, and when I came here I did not have a lot of friends or family. It was hard to reach out to someone for assistance since I did not know them. It took a while to realize that I had to do things more by myself."

In hindsight, the challenges he faced eventually brought him a deeper appreciation for his newfound home.

"The process of gaining citizenship was a long process ... about seven years from residence permit to citizenship, but it was worthwhile," Mulwa said.

Echoing JFK's call to service, Mulwa said while he has already achieved many of his individual career goals, he wants to use his remaining time to focus on helping his shipmates succeed.

"I want to make chief, at my earliest possible date," he said. "I still want to complete two more deployments and then become more of a mentor to young Sailors and hopefully guide them to a successful Navy career."



"I believed that I must endeavor to be a true citizen, not just by word but by deed. I thought the best way to do so was to join the military and affirm my allegiance to the nation."



“They were like, ‘There is no way this little girl we used to know, who was timid and soft-spoken, is dealing with guns and teaching people how to shoot.’ It was kind of hard for some people to even believe.”

GUNNER'S MATE 2ND CLASS GUADALUPE LUNA

Gunner's Mate 2nd Class Guadalupe Luna has become used to defying expectations.

Returning home to Houston, Texas for the first time after joining the Navy, Luna recalled the surprised reaction of her family and friends after she explained that her new job included operating her ship's most imposing looking weapon, the Mark 45 5-inch gun.

“They were like, ‘There is no way this little girl we used to know, who was timid and soft-spoken, is dealing with guns and teaching people how to shoot,’” Luna said. “It was kind of hard for some people to even believe.”

In her first active duty assignment aboard the guided-missile cruiser USS Monterey (CG-61), Luna worked hard to overcome any perceived limitations from the rest of her team.

“When I got moved to the armory, I was the only female there,” she said. “There were a bunch of guys who’d tried out for special warfare programs, so they were really into working out all the time. I’m definitely the type of person that likes to take any challenge, especially if there’s a question of me being a woman and being able to keep up with those guys.”

Luna routinely pushed herself to match the rest of the team's workouts. “Soon it went from working out on the ship to working out in the gym to doing beach runs,” she said.

“When I work out, it’s not because I want to look good, it’s because I want to feel good,” she said. “As a gunner’s mate, you have to lift a lot of heavy things, like ammo cans and 72 pound rounds when loading that five-inch gun. I definitely didn’t want to be a hindrance to the group when it came to hard labor.”

With four years of active duty experience, Luna recently began a new chapter in her career as a Navy Reserve Sailor.

“The Reserve will be a very different experience,” she said, “I’m excited for it.”

Luna is excited to bring her experience, leadership and rating expertise to her new unit.

Her leadership and expertise played a part in her former ship receiving the prestigious Arizona Memorial Trophy, an award recognizing the best-performing, combat-ready crew among Navy surface ships.

With shifting responsibilities as a Reservist, Luna looks forward to applying her skills to a slightly less lethal focus.

She is currently working on several teaching certifications with the goal of pursuing a career in childhood home education, or working with social services to help children who are in need — two service tracks which interested her in the days and weeks before her initial active duty enlistment.

“I absolutely love children,” she said. “I appreciate having this chance to go back to those roots ... and pursue the things I was interested in then.”

Another of her discoveries is the freedom available in the Reserve to build a civilian life away from the operational demands of the active duty Navy — like the time for new hobbies, routines and even her two new cats, Pluto and Simon.

“I’ve tried cooking, and I’m trying to take that to a different level,” she said. “I’m really into house plants and having greenery and life in my house; I’m kind of a ‘cat mom’ now.”

But having more time with family may be the best part.

“I honestly love how close I am to my family, my mom, my dad and my sister,” she said. “They’re everything to me, so making them proud means a lot.”

SENIOR CHIEF BOATSWAIN'S MATE GEORGE MUSGROVE

Senior Chief Boatswain's Mate George "Adam" Musgrove had taken a Red Cross CPR refresher course the week before his Annual Training (AT) orders started November 4, 2020. As he grabbed his seabag on his way to begin training with Submarine Squadron 11 at Point Loma, San Diego, he never could have known he'd put his recertification to use so quickly.

Walking into the airport terminal for his flight, Musgrove heard a woman cry out in distress. He spun quickly around to see a man in a pilot's uniform laying on the ground.

Musgrove said he took action immediately.

"I get down on the ground and I start assessing him and checking him over and he's taking some really heavy, deep gasps, and then he just stops breathing," said the 43 year-old Musgrove, who serves as the Chelan County, Washington, Chief of Patrol in his civilian law enforcement career.

Musgrove checked for a pulse and determined the man needed CPR. He performed chest compressions for 5-6 minutes alongside a woman, who also knelt down to help until an airline employee brought out an automated external defibrillator (AED).

"One of the airline employees dropped an AED right next to us," said Musgrove. "I pulled [the pilot's] jacket open and ripped his shirt, and we put the AED on him. We energized it and shocked him, and he immediately goes to take a deep breath and then stops breathing again."

The pair immediately went into performing more chest compressions for a few tense minutes.

"We gave him a few rescue breaths," said Musgrove, "and then he started breathing again. That was probably about six or seven minutes into it."

After arriving in San Diego, Musgrove received a call from the fire department battalion chief. "He says 'I can't give you all of the details,'" Musgrove said. "But just know that when we loaded him up and put him into the ambulance, he was talking. I'm glad I could be there to help out."

As a Sailor, Musgrove serves as the senior enlisted leader for Naval Reserve SSGN Continuous Maintenance Availability Pacific (CMAV) out of Bangor, Washington. His command supports the guided missile submarines USS Ohio (SSGN-726) and USS Michigan (SSGN-727).

"I started a program several years ago called the SMART program," said Musgrove. "It's designed to utilize our Reserve Sailors from the expeditionary maintenance units. We provide an opportunity for Reservists from across the country to come out and work on fast attack submarines when they're in their shipyard periods."

Musgrove said a fleeting thought occurred to him during his recertification course, one made more profound after the events of that fateful fall day at the Seattle airport.

"When I was taking the CPR refresher course, for a moment I actually thought to myself, 'I've never had to use this before,'" said Musgrove. "Sure enough, the very next week — boom."

The senior chief offered some valuable experiential advice for every Sailor to consider.

"Just make sure that you're taking every bit of training seriously," he said. "I have almost 25 years in the Navy and this was the first time I'd ever had to use my CPR training. Absolutely take it seriously, you just never know when you'll be put into a position where you will have to actually use it."



"When I was taking the CPR refresher course, for a moment I actually thought to myself, 'I've never had to use this before.' Sure enough, the very next week — boom."

IT'S ABOUT TIME

RESERVE COMMANDER DRAWS
ON 40 YEARS OF EXPERIENCE
TO MODERNIZE NAVY PAY AND
PERSONNEL SYSTEMS



BY CHIEF MASS COMMUNICATION SPECIALIST SCOTT WICHMANN

Perhaps no one better understands the unique administrative hurdles that come with being a Navy Reserve Sailor — or is better suited to help fix them — than Cmdr. Julie McGill.

Over a career spanning four decades, McGill has seen Navy Reserve pay and personnel processes and systems evolve from a system of clipboards, carbon copies, drill chits and paper paychecks to the more modern-day integration of online functions such as the Defense Travel System (DTS), Enhanced Drill Management (EDM) and direct deposit.

Yet one constant through the years has been the distinct separation between active and Reserve component pay and personnel systems — an electronic divide that still causes frequent delays and headaches for Reserve component members transferring to and from active duty.

But all of that is about to change.

In 2020, McGill began orders with Commander, Navy Reserve Forces Command (CNRFC) as the Reserve MyNavy HR Transformation Deputy, developing a new platform to prevent Reserve Sailors from experiencing delayed or inaccurate pay as a result of outdated and ineffective systems, which directly impact the readiness of the force and puts unnecessary stress on Reserve Sailors and families — something McGill has been painfully familiar with throughout her career.

“When I was in the Reserve in 1991, I got recalled and mobilized to Gulfport, Mississippi, with the Seabees in support of Desert Storm,” said McGill. “I remember it took a long time to get my active duty pay started. It was generally a three-month process to gain a Sailor and a three-month process to off-ramp that Sailor back to the Reserve side.”

Operation Desert Storm famously lasted only 43 days, and, according to McGill, she wasn’t even sure if she was fully administratively gained to active duty before the Gulf War came to a swift and abrupt conclusion.

“Funny enough, mine was a three-month mobilization,” she said. “They said if they could’ve turned my mobilization off, they would have. It wasn’t a smooth process back then.”

Always ready to take on a challenge, McGill initially joined the Navy in 1980, mainly in a defiant answer to a verbal broadside casually delivered by her father one afternoon.

“After telling my dad that I was not college material and had dropped out of my first semester at a junior college, he looked me sternly in the eyes, pointing, and said, ‘You need to join the military and the Navy would be the best, but they probably won’t even take you,’” McGill recalled, a conversation she considered a challenge.

“I was like ‘Oh, no, he did not just say that.’ So I stormed right off to the nearest recruiting station, which was 45 miles away in Auburn, Alabama.”

PHOTO BY MASS COMMUNICATION SPECIALIST 1ST CLASS ARTHURGWIN MARQUEZ



McGill recalled how her routine reliance on the communication technology of the day instantly paved the way for the early days of her Navy career.

"So I'm driving up in a Ford Pinto, and the recruiter comes out and sees my CB radio in the car, so he says, 'You like CB radios? You need to be a radioman,'" McGill recalled with a laugh. "Well, the CB radio was the cellphone of the early '80's, so I said, 'Sign me up! I get to join the Navy and I get to talk on the radio.'"

Finishing the self-paced, customarily six-week radioman class 'A' school course at Naval Training Center San Diego, California, in only three weeks, McGill earned the title of honor graduate before reporting to Corpus Christi Naval Air Station, Texas and then to the Essex class aircraft carrier USS Lexington (AVT-16), where she would serve until 1986. Joining the Reserve soon after, she then earned a direct commission in 1993.

According to McGill, basic administrative management for Reserve Sailors and units in the 1980s and early '90s was routinely burdensome, meticulous and time-consuming.

"I used to track my unit's Annual Training (AT) orders on a clipboard, and that clipboard would have over 100 AT applications, which we filled out by hand," McGill said, shaking her head. "We had to track all of that with no Excel spreadsheets, nothing. After the drill weekend was over, I'd take that clipboard in to work with me every single day to my civilian job, and I'd call a lady in Goose Creek, South Carolina to track when our people were going to do their AT. Every day, I'd be on the phone, long distance, and that was when we didn't have cell phones."

"Our Reserve drill chits were carbon copies," McGill continued. "You had to make sure you had a drill chit to make sure you'd get paid for your drills and ensure you had all of your required retirement points. It was weeks before we got paid, maybe even a month. So you'd often find yourself at drill again before you got paid — and your check came in the mail. You didn't get a direct deposit. It wasn't like looking at a computer screen and saying 'okay, I see I've been mustered.'"

Even back in the days before the internet, McGill said she was always on the lookout for an electronic option to help make administrative tasks easier and more efficient.

"In 1987, I remember bringing my Tandy 1000 Radio Shack computer to a drill weekend," she said. "I can't imagine what I could have accomplished with it back then."

In the mid-1990s, McGill was part of a working group that produced one of the earliest internet-based Navy training systems, Navy Knowledge Online (NKO). During deployments to Iraq and Afghanistan in 2005 and 2015, she again experienced some of the more routine administrative hiccups common to deploying Reserve Sailors.

McGill said one constant theme she continues to revisit at each assignment throughout her 40-year career is improving the management of the Reserve Sailor administrative process — experience that has culminated in her latest role as the Transformation deputy, helping run a team committed to streamlining Reserve and active administrative platforms into one comprehensive self-service interface, the Navy Personnel and Pay (NP2) system.

"It's long past due," said McGill, "NP2 is an answer to a prayer. It's an answer to the Reserve Sailor being on equal

footing with the active component Sailor, because it creates an environment that tells every Sailor, 'We are all the same.'"

As part of the ongoing MyNavy HR Transformation effort, the development of NP2 will provide a modern, cloud-based solution combining personnel and pay functions into one consolidated, seamless system maximizing Sailor access to self-service capabilities across the both Navy components.

Designed for accessibility via smartphone, tablet or computer, NP2 will offer Reserve muster, all Reserve order types, readiness information, travel, retirement, dependency data and more all in one place. According to McGill, NP2 will be a one-stop shop for multiple functions, eliminating the need to log onto separate systems.

"NSIPS, NROWS, NRRM, they're all there in one system now," she said. "I'm not going to have to go into DTS. If I want to know what my retirement point totals are, I just log into NP2. Orders? Log into NP2. Need to update my page 2 or my RED/DA? Log into NP2."

McGill's breadth of experience and depth with administrative functionality led her to Norfolk, Va., when, in 2019, she was invited to leverage her insight, leadership and organizational skills as part of the CNRFC Transformation team.

"I think Cmdr. McGill's experiences from the beginning have been so diverse; she routinely thinks beyond the piece she's been tasked with," said Capt. Claudia Macon, Special Assistant to the Chief of Navy Reserve for Transformation, McGill's direct supervisor and a longtime shipmate and friend. "She truly thinks outside the box. That's what makes her such an essential part of this team."

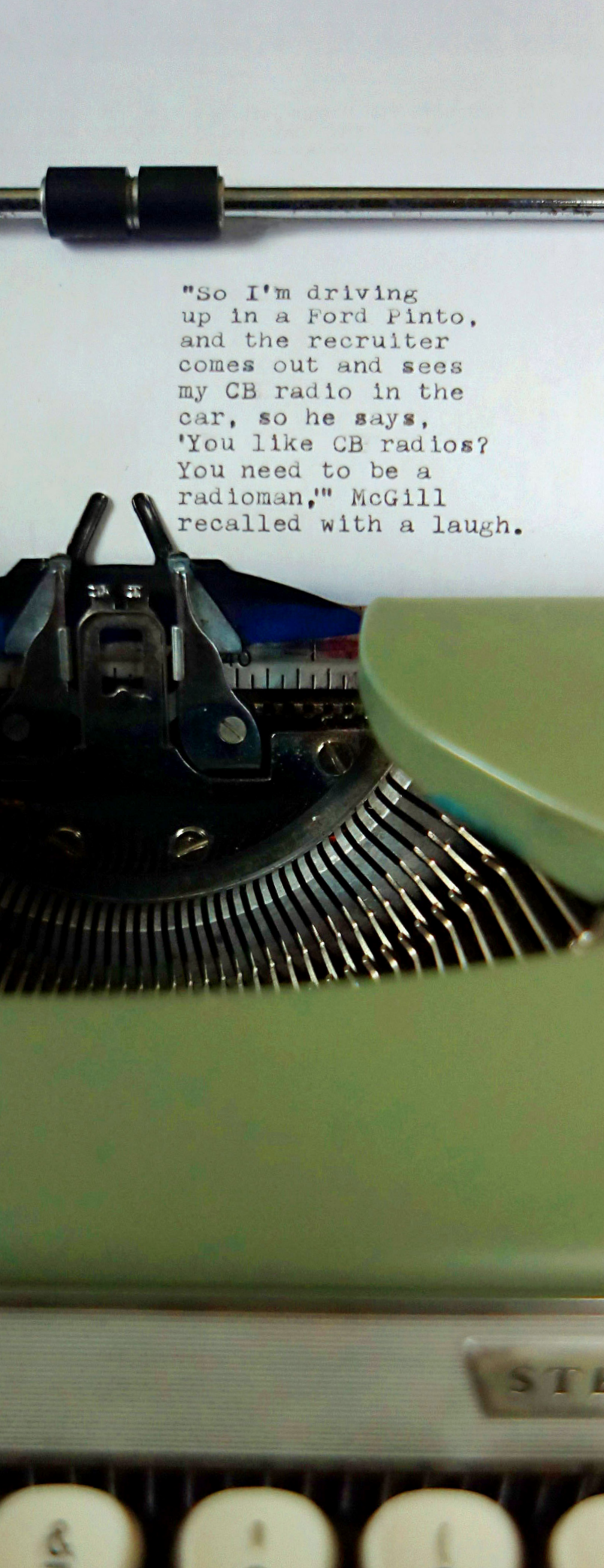
McGill is excited about being a part of the Transformation team at CNRFC and credits Macon with bringing her on board.

"Capt. Macon said, 'I'm going to see this project through and I need a deputy to help me,'" said McGill. "I thought, 'Hey, this could be a great opportunity for me. I want to end my career on a good note and hopefully leave the Navy better than I found it.'"

In her role as Transformation deputy, McGill is part teacher, part salesman, part executive officer, part coach, part motivator and part drill instructor. She works to coordinate critical input from NP2 functional area managers called product owners — Sailors tasked with designing and creating the specific pay, personnel or career management content vital to the overall NP2 system.

According to Macon, the successful recruiting of NP2 product owners to the Transformation team is a huge responsibility, one which also falls mainly under McGill's purview. Successfully selling qualified individuals on the opportunity to work on the platform, selecting the right person from multiple applicants, leveraging their experience and knowledge, surrounding them with the right support, and managing them across the spectrum along with every other program manager while keeping pace with the product timeline are just a few of the jobs McGill has to juggle to ensure a fully-functional product is delivered on-task and on-time.

"Commander McGill is kind of our 'cat-herder,'" said Macon. "She's the one responsible for who needs to be where and when, and she's got to identify the right people to own those products for the Reserve."



"So I'm driving up in a Ford Pinto, and the recruiter comes out and sees my CB radio in the car, so he says, 'You like CB radios? You need to be a radioman,'" McGill recalled with a laugh.

NP2 product owners are supported by a team of subject matters experts (SME) crafting the more granular aspects of a given system within NP2. Product owner input is communicated to site developers, who align the physical product with the requisite tools a Sailor needs to manage their career through NP2's front-facing customer delivery system.

Macon said the SMEs are a key component of the overall effort.

"A product owner is a person who knows enough to know when they don't know it," said Macon. "So they go in and they find SMEs to surround themselves with. If our product owners can't find SMEs, we tell them, 'We'll find them for you. You're not alone.' So the product owners are key, and they actually have the authority to approve or disapprove development. Being a product owner is a huge commitment. It's not just for the development cycle, it's for design, development, post-test, functional test and final sign-off. It is a big job."

Master Chief Navy Counselor Kimberly Cedar, the Reserve Force Career Counselor, is the product owner responsible for the content and development of two NP2 projects: reenlistments and extensions and enlisted advancement.

"Many of the projects have both a Reserve and active duty product owner, which is extremely important for these products to work for every Sailor," said Cedar. "This project has been an eye-opening experience. The caliber of people working countless hours to create these products is phenomenal. I am excited to see the culmination of hard work and how this will change our Navy Reserve for the better."

Cedar said McGill's leadership has been key to the team meeting each of its quarterly objectives.

"Cmdr. McGill has been extremely helpful throughout this process," she said. "She is always willing to answer questions and provides valuable feedback when needed. It is great to have someone with her leadership skills on our team."

Macon pointed to an extra asset helping McGill effectively lead the team to routinely meet its many benchmarks — applying her talents as a middle school teacher in her civilian career.

"Cmdr. McGill has that school teacher voice," said Macon. "She thinks like a teacher, and she approaches things from the perspective of 'Do the right people know the right things? Have we trained them to do the right things?' She has that kind of school teacher thought process."

So how does product owner and subject matter expert feedback ultimately find its way into a finished NP2 product delivered on a smartphone held in a Sailor's hand? According to Macon, the entire process boils down to effective communication.

"It starts with design," she said. "And that design starts with what we call an Integrated Agile Team (IAT) that sits with all of the SMEs and product owners and walks them through the product today, as is. Then they walk them through 'what are your pain points? What do we need to change?' Then they develop it. We refine this process over and over again."

Macon said the open lines of communication between SMEs, product owners and the IAT continuously helps to improve the product's functionality, but McGill's willingness to be vocal is a large part of that overall effort, including

encouraging others to speak up.

"She definitely works hard to make sure we have the right people," said Macon. "She's running meetings and encouraging our SMEs to speak up; getting them to talk and find their voice and confidence in their center of expertise is really the backbone to delivering the best product."

That's where McGill's skill as an educator really shines, according to Macon.

"We take a teacher approach here," Macon said. "We don't assume people coming into these things know what they're doing. They might have the education and skill sets and information, but do they know how to relay that?"

Macon and McGill lead regular product owner development calls with all product owners to discuss ongoing issues, conduct training and review the progress of each product in development.

"We talk a little bit about each component of the delivery cycle and we try to keep it short," Macon said. "Our goal is to identify blockers and find out what's the problem. If there are blockers, then we all — including Cmdr. McGill — address those blockers to fix whatever the issue is."

Running what is essentially a team of Sailors volunteering their time to shape the future of the Reserve force, Cedar says a personal touch is essential to not only manage the monumental task, but also understand the individual needs of each contributor.

"Getting a team of civilians to understand the complexity of Reserve programs takes someone who is innovative, knowledgeable, clear and concise," Cedar said. "Cmdr. McGill is all those things and she remains approachable to her NP2 and Navy Reserve team. She effectively communicates to her team, but, more importantly, she listens to people with great attention and sincerity. It has been great working with her on these initiatives."

Macon sees a successful future for NP2, noting that similar efforts at consolidating pay and personnel systems have ended up grounded on the rocky shores of ignominy due to unclear ownership and lack of motivation.

McGill agreed.

"Ultimately NP2 is a Navy effort, but we're just here to

make sure the Reserve is heard," said McGill. "As this product is being built, we're already integrated. We're right there with our active duty counterparts. Our Reserve admirals, captains, deputies and deputy chief's of staff are all right there working side-by-side with their active counterparts."

"We are now in lockstep," said Macon. "And, as long as we continue to stay invested, engaged and at the table, we should continue to see success going forward, not just with NP2, but within transformation as a whole."

The initial rollout of NP2 began in 2019 with the launch of MyPCS, providing active duty Sailors with CAC-free mobile access to Permanent Change of Station checklists, orders, electronic travel vouchers and a travel reimbursement calculator. NP2 implementation continues on a steady pace, deploying new capability quarterly to Sailors and the Navy HR workforce. Initial operating capability (IOC) is scheduled for January, 2022, a date that holds particular significance for McGill.

"This is my last hurrah," she said.

"I turn 60 next year, and we go to IOC with NP2 in January 2022. When it goes live, that's my farewell."

McGill sees a parallel between

the development of NP2

and another memorable moment

when the Reserve component was placed

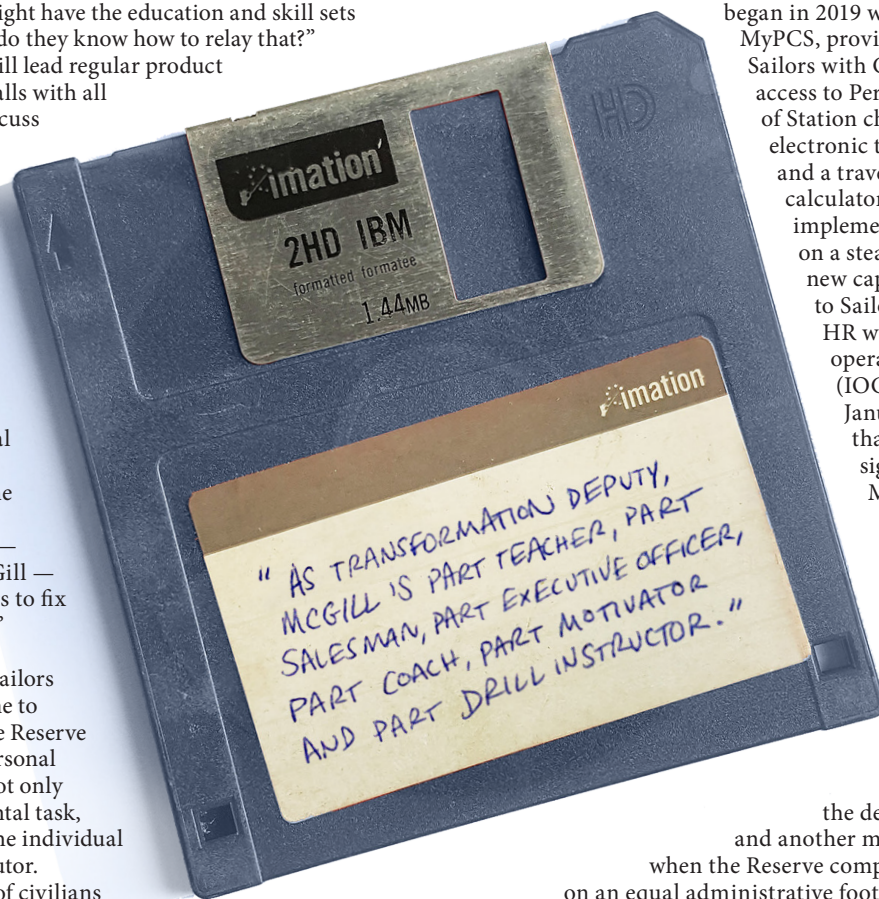
on an equal administrative footing with their active duty counterparts.

"I remember when the Reserve military ID card truly became a legitimate military ID card," she said. "No longer did you have to carry around a red ID card that said you were a Reservist. You didn't have to show your drill chits to get in the commissary 12 times a year. For Reserve Sailors, it was huge to get that one simple ID card."

McGill said the advancements made by the Transformation team all boil down to one simple idea.

"No matter if you are active or Reserve, you're still Navy, you still have a mission and you need to get it done," she said. "We need to make it as easy as possible for you to do your job, and this does it. That's what NP2 is going to do. It won't matter if you're active or Reserve."

"There's no difference." ♣



NP2: One System for Navy and Navy Reserve services

The MyNavy HR Transformation team is changing how personnel, pay and training services support Reserve Sailor career and life events. The Navy recognized the need to streamline and transform how we do business and is now working with over 1,000 members at active and Reserve commands to develop and transform systems to better meet our needs as a force.

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.

Through NP2 we are creating one system for the entire 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.

NP2 improvements are being made available as they are completed. Here are several of the latest capability updates:

CAC-FREE ACCESS TO ORDERS & SERVICE RECORD DATA THROUGH NP2

AT, ADT, ADSW, Mobilization, Demobilization and Recall now available with CAC-free access from any device.

COMPLETE ORDER CHECKLISTS

Stay up-to-date and mark your progress on all of your order's steps and requirements.

ADMIN SUPPORT ON CHECKLISTS

NOSCs and RCCs can monitor, view and provide support on order checklists.

FILE TRAVEL VOUCHERS ON PCS ORDERS

Travel vouchers for Permanent Change of Station orders may now be submitted electronically through NP2.

NP2 is available through any computer or mobile device at <https://prodhr.np2.navy.mil> or through the MyNavy Portal at <https://my.navy.mil>.

To set up CAC-free access to the site through 2-factor authentication, users must first create an account through the MyNavy Portal. Instructions for creating an account can be found at: <https://my.navy.mil/iCAM/FAQ/index.html#access>.



TOO STRONG TO SAVE

EDITOR'S WARNING — *The following story contains sensitive content written by a Navy Reserve Sailor. It is a personal story of dealing with a suicide and suffering through domestic abuse. The story is meant to encourage Sailors to step forward and seek help when needed. We are extremely proud of this incredibly brave Sailor who has stepped forward to share her story so others need not suffer alone.*

BY PERSONNEL SPECIALIST 1ST CLASS KITARA BYERLY

My husband is a casualty. At 7:45 in the morning of Nov. 16, 2020, after a domestic violence dispute that ended in his arrest, veteran John Meyer committed suicide. My husband became one of the 20 veteran suicides that are estimated to occur everyday, per the Department of Veterans Affairs.

My husband was my hero, my veteran, my partner, the father of our children and my greatest supporter. He was also a troubled-soul sometimes. Post-traumatic stress disorder (PTSD) and military family stress go hand-in-hand. My husband was wonderful and, on the rare occasion, nightmarish. The transition between loving devotion and out of control rage was rare, quick and terrifying.

I like to say that I am not a domestic violence victim — I am an enabler of domestic violence. I chose to stay. The

difference between John's bad days and his good days was so large, that, viewed through the perspective of other military families, I felt we had a pretty good veteran/military marriage. Over the years, his PTSD would bubble up about once a month resulting in him screaming verbal blame around the home, mostly directed at me, but sometimes at our oldest son.

Despite his monthly outbursts, the rest of the month was good. We cooked. We built. We cleaned. We worked together. Once a year, John's screaming would escalate, resulting in me getting shoved into the wall, pushed down a stair or two, or having my phone crushed when I threatened to call the police. This revelation would later stun his command, my Navy command, our community and our church. John was the quintessential great service member and community veteran leader. I know that he was truly one of those personas as well. That's part of why I chose to stay — PTSD is baffling.

During John's frightening, out of control moments, I believed my only option was to have him arrested — a choice which, I knew, could hurt his record, endanger my career, and undermine his position in the military, not to mention his civilian service career. Our finances were always tight, our debt was high — I knew that if I called the police, I should be prepared for a divorce, but financially we needed each other. We were each other's family care plan. I believed we could not serve without each other. I also believed that the balance between the

bad days was far outweighed by the good days. We were a strong veteran and military family.

WE WERE TOO STRONG TO CALL FOR HELP.

I was rising in rank and earning academic degrees with his help. Yes, there were outbursts, but on the flip side, for most of the month he was my biggest supporter. I needed his help when I was called away to serve, and he needed mine. Together we took care of our children and our home, we were saving for retirement and owning a home. How could I call a line for domestic violence when it popped up so infrequently? How could I reveal to my command that my husband was troubled, but that he wouldn't go for help?

I WAS TOO STRONG TO BE SAVED.

I am a highly educated female Sailor with advanced degrees. I've been to countless hours of training on abuse, PTSD, suicide and domestic violence. It's not that I didn't consider or try to reach out to hotlines, but solutions were not easy to connect. That has improved.

PTSD and its family repercussions exist side by side in a loving marriage. It's not that I lived in an abusive home sometimes and had a loving, devoted husband sometimes. It was both. The abuse was present, but the family ideal was also there. For families in conflict, like mine, it's not one or the other. It's both.

LOVE AND PTSD CAN COEXIST IN MILITARY FAMILIES.

The morning of Nov. 15, we had an argument. It devolved into John hitting me with a couch pillow. I reached for my phone. I was not going to be struck. I was not going to be hit — no one deserves to be hit. He took my phone and crushed it on the ground. I picked it up and called the police, ready to stop the out of control escalation. I was ready for the worst that day, I believed.

When the county sheriff arrived, John was arrested. We later bailed him out from the county jail and took him home.

I assured him that we loved him, we wanted the best for him, and that we were ready for counseling. He was just sad and quiet. The next morning he told me he loved me, that he was sorry and that he would see me after work. He sent our son out of the home on an early morning errand. Twenty minutes later he took his father's Winchester double-barrel shotgun to the backyard and killed himself.

There were plenty of locks on the ammo and the weapon that day. Plenty of barriers that he had to overcome to walk outside and choose to pull the trigger.

I know that John felt he was doing the only thing that could help him.

BUT HE WAS TOO STRONG TO SAVE.

Our son found John about 20 minutes after he'd shot himself. We know this because the neighbors heard the shot. My son had to call 911 to report the death of his own father. My son has that image of his dad laying in the backyard with the shotgun. My son now needs saving. This was the worst outcome that I could imagine from reaching out to the police, but now I know that there are better options available. Hotlines and help has transformed over the years for families in crisis. I didn't know that on that morning in November, but I do now.

It was a four years earlier in October, 2016 when I hung up the line from the VA Suicide Hotline. I was shaking. I was mad. I had called to report that I was worried about my husband, a veteran. He was angry, reactive, moody, and on the rare occasion, physically violent. I was worried that he would attempt suicide.

After looking up the number online, I reached out on his behalf. I was connected after a five minute wait — something that seemed comically wrong, to have to wait that long for a human to speak to when you're in crisis. The woman who finally answered let me know that she could not help me. The hotline was only for the veterans to call for help, if he would not speak to the hotline, then there was nothing they could do.

I felt abandoned by the system at that moment. I didn't reach out again until after John's death. When I called to research what had changed in the past four years, I was heartened to learn that the VA Suicide Hotline now offered veteran spousal support. The hotline would now call my veteran back, offer counseling on the phone to spouses, offer solutions, and send out people to support the family in-person. I didn't know this level of support existed, it was too late for John, but it's not too late for you. The hotline is there and can help other veterans — and their spouses — who are in crisis.

If you are a military family in need of support, please reach out. Do not try to be the strong face for your unit, do not protect household violence.

PLEASE, DO NOT BE TOO STRONG TO SAVE. ✖

CRISIS SUPPORT

If you, your friend, your shipmate or a loved one are having trouble navigating stress or experiencing a crisis, help is always available. Reach out to your local Fleet and Family Support Center, Deployed Resilience Counselor or any of the following free resources:

VA MILITARY CRISIS LINE — Connects with qualified and caring Veterans Affairs responders through a confidential, toll-free hotline, 24 hours a day, seven days a week. Support is available via telephone, mobile text or online. <https://www.veteranscrisisline.net/> Call 1-800-273-TALK (8255, Option 1), text 838255

MILITARY ONESOURCE — Free and confidential non-medical counseling via phone and live chat, 24 hours a day, seven days a week. <https://www.militaryonesource.mil/> Call 1-800-342-9647

PSYCHOLOGICAL HEALTH OUTREACH PROGRAM — PHOP counselors provide counseling support at all Navy Operational Support Centers and over 29 Reserve units across the country. Call 1-866-578-PHOP (7467)

ADDITIONAL RESOURCES

Suicide Hotline: 1-800-273-TALK (8255)

Navy Reserve 24/7 Chaplain Hotline: (757) 322-5650

National Hope Line Network: 1-800-784-2433

Crisis Text Line: Text HOME to 741741 (24/7)

Substance Abuse/Mental Health Services: 1-800-662-HELP (4357)

Navy 24/7 Civilian Employee Assistance Hotline: 1-844-366-2327



DESIGN TRAIN MOBILIZE

TRANSFORMING
OUR NAVY
RESERVE FOR
GREAT POWER
COMPETITION





BY CHIEF OF NAVY RESERVE PUBLIC AFFAIRS

Over the last twenty years the Navy Reserve has accomplished much, all the while optimizing reserve equities to thrive in a post-9/11 conflict. And yet today we recognize that expecting to fight tomorrow's conflict with today's tactics, force structure and assets is a fool's errand. To that end, we are now, and will remain, unambiguously focused on warfighting readiness as outlined in the Navy Reserve Fighting Instructions 2020.

To ensure the force's focus on Chief of Navy Reserve Mustin's singular priority, warfighting readiness, he released the Fighting Instructions 2020, which reaffirms the Navy Reserve's strategic alignment with the National Defense Strategy, the Tri-Service Maritime Strategy, "Advantage at Sea," and the CNO's Navigation Plan 2.

The Fighting Instructions details necessary overhauls to processes associated with designing, training, and mobilizing our nation's 100,000 citizen Sailors. This requires a significant shift in mindset and efforts. It requires deep structural and operational change. While such change is never easy, it is absolutely necessary, and timely, and every Reserve Sailor, in one way, shape or form, will play a role.

We must move out with a sense of urgency in order to achieve a conflict-ready posture, emphasizing traditional Navy missions, prioritizing contribution to combat power over administrative roles. And while these necessary changes are substantial, history has proven for over a century that the Navy Reserve is designed with the inherent resiliency and tenacity to evolve with changing global realities.

THE CURRENT REALITIES OF OUR FORCE

To get started, we must accept certain assumptions and realities. First, everything we expect to accomplish can be delivered without an increase in the number of Reserve Sailors. However, to enable the Navy Reserve to scale capability in critical areas and to build new warfighting capability, capacity, and readiness without an increase

in end strength, we must divest lower-value capabilities and administrative support roles. As such, the force will eliminate those things that distract from, degrade or fail to contribute to warfighting readiness. Simple actions include deactivating some units to enable the establishment of new units or grow existing ones, consolidating existing units to remove duplicate functions across multiple smaller units, and shifting billets from primarily administrative roles to those with a more direct warfighting alignment.

Second, the Navy Reserve has recently been empowered with oversight and ownership of its budget, something very different than the way it's been handled business in the past. As some of you may know, the Vice Chief of Naval Operations assigned resource sponsorship responsibilities to CNR's office in August 2020. This is a major shift in terms of our ability to ensure our Reserve force is aligned with the Navy's multi-domain warfighting priorities.

Third, while for the past two decades the Reserve force has emphasized Operational Support, even at the expense of strategic depth, given the emerging security environment, we must restore the reserve force's focus on strategic depth, particularly in maritime domain capabilities. And, further, we recognize the need for the optimal delivery of lethal mission capability, surge capacity, and scalable combat-power should we transition along the continuum of military operations into conflict.

DESIGN OUR FORCE

To compete and win against motivated peer and near-peer challengers requires a natural advancement of our thinking, our training, and our force structure. The challenges we face are structural and executional. In defining our approach, the sequence, and the levels of effort, we will assess and prioritize the relative impact, time and cost of any proposed change — assigning a low priority to incremental improvement to existing processes and a high quotient to revolutionary change with a projected output multiplier effect. Therefore, the following items have the attention of our Reserve leaders.

**OUR RESERVE FORCE WILL BE READY
TO THINK CREATIVELY, OPERATE BOLDLY,
AND GENERATE A LEVERAGED FORCE
MULTIPLIER TO ENHANCE OUR NATION'S
COMBAT POWER UPON ARRIVAL.
THAT IS OUR COMMITMENT
TO THE NATION.**





First, we will increase the breadth and depth of our Operational Level of War (OLW) capabilities and capacity, specifically in supporting fleet Maritime Operations Centers (MOCs). Our Fleets depend on Reserve support to fully man these organizations and execute their missions. MOC functions are mission critical, and much of the Fleet's OLW depth and expertise resides in the Navy Reserve. We will grow this capability, formalize the training continuum and standardize competencies to ensure permeability between fleets, geography and Areas of Responsibility.

Second, we will explore expanding our expeditionary logistics capability. In addition to supporting U.S. Marine Corps Commandant and Adm. Gilday's Naval Integration commitments, this capability evolves our warfighting skills in and around our Marine Corps partners, and particularly the implementation of Expeditionary Advanced Base Operations and Littoral Operations in a Contested Environment. We generate a tangible multiplier effect for combat power in providing this capability, which concurrently supports a critical contribution to sea control.

Third, we must develop our Navy Reserve Surge Maintenance (SurgeMain) enterprise. We recently mobilized over 1,300 SurgeMain Sailors to public shipyards to reduce maintenance backlogs when a portion of the shipyard workforce was hampered by the COVID-19 pandemic. These mobilizations are accelerating the turnaround times for getting our aircraft carriers and submarines back to the Fleet for operational tasking. As our fleet grows, we will need to further develop this capability to provide additional production capacity.

Fourth, in addition to performing force protection and preventive maintenance to get and maintain ships at sea, the future may include restoring seagoing ratings and afloat operations in the reserve force. Afloat platforms with concepts of operations that make interesting business cases in terms of capability, utility and cost span from hospital ships, to ambulance ships, to the Light Amphibious Warship, to Littoral Combat Ships and more. A Reserve afloat capability would provide an additional strategic benefit by freeing up active duty assets to focus on high-end missions strategically aligned with GPC. For example, important counter-narcotics operations in U.S. Fourth Fleet/SOUTHCOM could provide opportunistic missions for RC personnel, freeing high value, multi-mission combatants to focus exclusively on Fleet tasking.

Lastly, a series of other "new capabilities" with great potential also have attracted the entire Navy's attention as we seek methods to leverage technology in removing humans from the critical path of mundane, repetitive tasks. Included in this category are employment of unmanned autonomous vehicles, artificial intelligence, machine learning, big data, data visualization, predictive analytics, as well as cyber and space operations. Reserve personnel bring expertise in all of these areas from their civilian experience, and we are exploring how to better leverage this talent as we seek to build new cutting-edge capabilities within the Navy.

TRAIN OUR SAILORS

We are implementing a "MOB to billet" training approach across the force, wherein every minute and every penny of operational support, including drills, Annual Training

(AT), Active Duty for Training (ADT), recalls, etc. must prepare, enhance and sustain our Sailors for their mobilization billet and the associated generation of strategic depth. Understanding the certification, qualification or credentials associated with every mobilization billet is critical to this effort.

The Reserve force is, by design and necessity, a force that must be “ready to win.” That phrase is far more than a sound bite - it is a commitment to our nation that our force is trained, available, and ready to win the instant each Reserve Sailor arrives on station. We will relentlessly train our Sailors for the requirements of their billets to prepare them for a future conflict. Our Reserve force will be ready to think creatively, operate boldly, and generate a leveraged force multiplier to enhance our nation’s combat power upon arrival. That is our commitment to the nation.

In the pursuit of this vision, we can do many things, but our challenge is to identify what we must do – including pinpointing what we will no longer do. This effort requires us to prioritize ruthlessly to ensure we are working on high-value, consequential challenges that generate

the greatest value to the service.

Also important to this endeavor is the conscious effort to deliver and train to active duty Navy requirements

– that is, the capacity and capability needed most from the Reserve Force will be tied to explicit Navy requirements – while scrupulously avoiding the trap of delivering legacy RC capabilities or those of questionable value “because we’ve always done it that way.” Now squarely in the era of GPC, we must avoid being perceived as the best proverbial buggy whip makers at the onset of the automotive era.

We also recognize that failing to make the necessary hard decisions in this process is itself a decision, and that we must be singularly focused on what matters most. Outcomes that make a quantifiable difference are our only metrics of success – not activity, level of effort, or inputs.

Critical to building the Navy Reserve the nation needs is the effort to infuse the Force with a strong sense of character in line with our core values of honor, courage and commitment. Diversity in all its

forms — age, gender, race, culture, national origin, sexual orientation, education, rank, designator/rating and service, to name a few — makes us stronger. The Navy Reserve culture will honor individuals and embody dignity and

FAILING TO MAKE THE NECESSARY HARD DECISIONS IN THIS PROCESS IS ITSELF A DECISION ... WE MUST BE SINGULARLY FOCUSED ON WHAT MATTERS MOST.



respect in our interactions. And we will remain resilient — to outwork, outlearn and outlast any enemy. These qualities make the Force the best possible warfighting team and will provide us a decisive advantage against our adversaries.

MOBILIZE OUR RESERVE UNITS AND SAILORS

Reserve forces are an insurance policy, delivering surge capacity in a national emergency while offering operational support in real time. As such, our nation expects Reserve forces to deliver the strategic depth it may need — including the entire Navy Reserve force if necessary — on a moment's notice.

Today there are many stakeholders involved in the processes necessary to activate, deploy and deactivate our Sailors. And bringing Sailors on and off of active duty remains procedurally and administratively burdensome, and slow. While quantum improvement is on the way with the launch of the Navy Personnel and Pay System (NP2) in FY22, current mobilization processes are centralized, and optimized to address the rate of mobilizations necessary to support annual IA Global Force Management requirements. But to demonstrate our readiness to compete and win against a peer adversary, we must be ready to mobilize our entire selected reserve force — within a month. The solution rests in distributing the mobilization process, procedurally and geographically, to gain volume and efficiency. We call this Distributed Activation (DA).

To bring this capability to bear, the Navy Reserve has partnered with the Chief of Naval Personnel, Vice Adm. John Nowell, to collaboratively simplify current processes, workflows and ownership, and to remove inefficiencies, ambiguity and choke points. We will incorporate and scale those improvements via enrollment of the Navy Reserve Forces Command, specifically Reserve Component Commands and large Navy Operational Support Centers, to substantially increase activation speed and throughput.

Though we declared the Initial Operating Capability of DA in January 2021, it was in fact exercised nine months ahead of schedule during two real-world events in the last year — the COVID-19 pandemic medical response and SurgeMain recalls — many in less than 48 hours, and with many lessons identified and incorporated into future processes. Several times in FY21, we plan to demonstrate the ability to execute a mass mobilization, at a scale roughly equivalent to the entire Reserve population, on short notice.

LET'S GET BUSY

The initiatives described above are achievable, and underway. We are beginning this journey from a position of strength in that our Navy Reserve is the best-trained, equipped, and capable Reserve force in the world. But we're not resting on our laurels. We will hone our singular focus on warfighting readiness to design, train and mobilize a force that is ready to contribute tactically, operationally and strategically on day one, should the nation require it. Our tasking is clear, and we are on the right glideslope to deliver the future strategic depth and warfighting readiness the nation demands, and our taxpayers expect.

In closing, our Sailors are doing superb work in every domain, in every theater on the planet, every day. Our Navy Reserve has much to be proud of, and yet we have much to do. We are tackling with urgency the hard, systemic, and structural issues that constrain our flexibility, responsiveness and lethality. We recognize that the new capabilities and capacity we develop will increase reserve force value and contribution to combat power exponentially. No challenge is too complicated, difficult or burdensome to pursue if it efficiently delivers resource-informed RC combat power to the nation.

The time is right for transformation. We will deliver a Navy Reserve that is fit for its purpose and fit for its time. Our taxpayers, our Navy and our Citizen Sailors deserve no less. ✚







LS IS MOORE

RESERVE SAILOR PLAYS CRITICAL ROLE IN SUPPORTING DIESEL-ELECTRIC SUBMARINE INITIATIVE

BY JESSICA MCCLANAHAN, NAVSUP FLC JACKSONVILLE PUBLIC AFFAIRS

On a brisk, sunny February afternoon in northern Florida, Logistics Specialist 1st Class Darrell Moore is waiting for a call. Standing among office cubicles at the Naval Supply Systems Command's Fleet Logistics Center (NAVSUP FLC) Jacksonville, Moore holds two phones — one, a personal smart phone and the other, a well-worn, standard issue flip phone. The flip phone holds his focus as, at any moment, he expects it to come alive, alerting him to the imminent return of crew members from a visiting foreign submarine.

This isn't Moore's first time coordinating a submarine crew caravan, in fact, it's his seventh. Since 2013, Moore, from Tampa, Florida, has been a fixture of the international submarine exercise Navy Diesel-Electric Submarine Initiative (DESI), now in its 20th year. His job as a Reserve Sailor assigned to the NAVSUP FLC's Jacksonville Logistics Support Center (LSC), is to act on behalf of Commander, Submarine Force Atlantic as the primary liaison between foreign Shore Detachment Officers and the shore-based resources they depend on. Requirements may range from repair parts, basic supplies, contracted maintenance, fuel, provisions, and galley meals, to hotels, medical care and transportation.

DESI, established by U.S. Fleet Forces Command in 2001, brings together foreign allied forces and various U.S. Navy units for several months of training each year. The aim of the exercise is to support the diesel-electric submarine operations of South American partner nations through simulated warfare and other

training processes. For decades, the initiative has helped the U.S. build capacity with South American maritime allies such as Peru, Chile and Colombia.

“My role is to be a conduit for the foreign navies to communicate, operate and execute their requirements ashore so that they can continue with their training at sea for the few months that they are here,” said Moore. “It allows me the opportunity to apply the technical aspects of my job as a logistics specialist and actually do the work that an LS would do; which is kind of hard to do when you are in a Reserve unit just training to be ready to be recalled. So, to be on the deck plates — to work every day in my job rating — it’s rewarding to me to resolve issues and act as a sort of project manager and to build cross-cultural relationships with foreign personnel.”

A rural mail carrier for the U.S. Postal Service in his civilian career since 1996, Moore entered the Navy Reserve in 1999 and, for 11 of those years, was attached to a cargo battalion out of Blount Island, Florida. Through years of hands on work experience and a couple of deployments, Moore credits his first assignment with building him into a well-rounded Sailor.

“That experience, even though it was basically boatswain’s mate work and I was a logistics specialist,” Moore said with a laugh, “gave me the experience of working hands-on and learning the job. I had a chief boatswain’s mate there who used to say, ‘An LS is nothin’ but a boatswain’s mate with a pen.’ I learned to get the job done and move on. In 2013, I started with DESI and have participated almost every year since.”

Each day brings something new for the veteran LS. This afternoon, Moore is scheduled to assist with pier access for a foreign crew been shopping for provisions out in town.

As Moore continues to await the call, he updates his logistics support officer, Lt. Matthew McGuire, who’s cubicle is flanked by a large Royal Australian Ensign hanging on the wall. McGuire, a Royal Australian Navy Foreign Exchange Officer from Adelaide, has spent the last two years in his current position — responsible for the team’s military and civilian logisticians who routinely provide support to ships at Naval Station Mayport, a short drive from the office in Jacksonville.

McGuire serves as the LSC’s resource contact point for Moore’s DESI related tasks.

“The LSC has established the necessary contacts within Mayport, Florida,” McGuire said. “We assist LS1 Moore by facilitating access to those resources. He also uses our knowledge of local processes and requirements. Along with this, he can access all of the infrastructure that LSC or even FLC Jacksonville has at our disposal allowing him to meet any and all mission requirements.”

Building and maintaining relationships is a major component of the team’s success; which is illustrated when Moore’s phone finally rings — It’s the Peruvian navy, but not the call he has been expecting. He is invited to a small lunchtime gathering in the Peruvian wardroom, hosted for the U.S. Navy helicopter squadron they have just completed training with. COVID-19 has curtailed much of the socialization they had been able to enjoy in years past. This socially distanced exchange of smiles and traditional Peruvian food is a rare opportunity offered to Moore in a gesture of hospitality.

After brief remarks from each unit’s commanding officer, the Peruvian submarine commander walks directly to Moore and offers a friendly fist bump and an obvious smile under his mask. The two men have worked together in years past and the sight of a familiar face is clearly a welcome one. Moore is also readily greeted by the unit’s shore detachment

officer, the voice on the other end of the phone inviting him to the gathering.

Just then, Moore finally gets the call he’s been anticipating. He agrees to come back later to enjoy the buffet style lunch and pick up the shore detachment officer for his next engagement. This juggling of tasks, timing and responsibilities requires a calm and organized mind — something Moore readily exhibits.

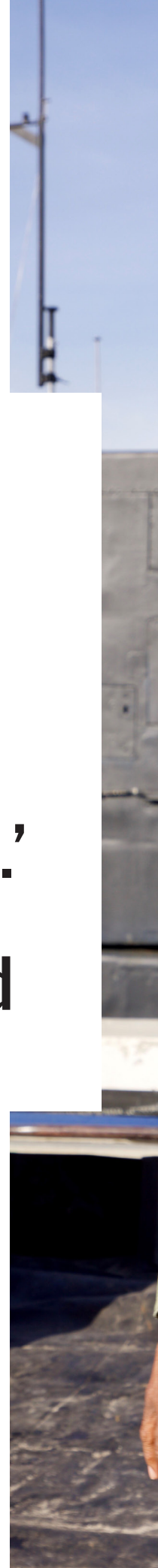
Finally, the other submarine’s crew members arrive back at the LSC — later than projected — with two rental vans full of produce and dry goods. Pier access is highly controlled and only approved

“I had a chief boatswain’s mate there who used to say, ‘An LS is nothin’ but a boatswain’s mate with a pen.’ I learned to get the job done and move on.”

and inspected vehicles are able to drive pier side for deliveries to the ships and boats. For this reason, and without hesitation, Moore assists the team in transferring provisions from the vans to the government vehicle.

It is at this point that Moore pulls out his second phone in order to activate a voice translation application. Most of the foreign Navy visitors are quite fluent in English, but Moore has been able to communicate with Spanish speaking crewmembers when he needs to, thanks to digital translation tools.

They agree on a course of action for loading and unloading, but Moore’s schedule is tight. McGuire and other Reserve members from the LSC pitch in to get the job done quickly. Another Reserve Sailor drives the





van as Moore follows in another vehicle to the pier. After unloading, he quickly gets back to La Rosa to escort him and local guests back to the pier for a tour of the Peruvian submarine, BAP Pisagua (SS 33).

While Moore is gone and the van returns for a second load, McGuire and the Reservists have a few moments to meet and speak with a young Peruvian officer standing duty on the pier. Their three distinctly different uniforms set against the Mayport waterfront display a vivid reminder of the international and cooperative nature of DESI and their shared Naval service.

At the end of the day, after the last tasks are marked off of Moore's to-do list, he thinks back on the journey to the end of another busy day on orders supporting the DESI program.

"My first deployment in 2013, supporting the Brazilian Navy, was probably my most exciting because I was learning how to do my job," Moore said. "There was a little trial and error, but I had the support of the LSC team at Mayport to assist me with a few things. Overall, I was able to get everything done that was required or requested, and that felt like a success. When no one is complaining, you know you've done your job."

The friendships he's built over the year stand out as one of his favorite parts of the program. "When they have good exercises and everyone comes back feeling good — they feel comfortable talking with you," he said. "I just enjoy meeting with the visiting Sailors and building friendships — some that continue from year to year."

Nearing the end of his career, Moore is currently awaiting approval to extend his service. With retirement getting closer, this year may be his last supporting the submariners who travel from South America to participate in DESI, but his contributions will be felt for years to come. For the Navy Reserve Sailors who will follow him, Moore has been gradually building and updating a turnover binder filled with local contacts and insights gained to ease the learning curve a bit.

When asked what he will say to his relief, Moore stops and considers the question for a long moment before answering.

"Be humble, be respectful, follow Navy traditions, and communicate up and down the chain," Moore said. "You can never know everything, so if you aren't sure about something, go find out. Also, use any down-time to shadow and learn from the active duty Sailors at the LSC. They mentored me and worked with me to earn my Master LSR (Logistics Support Representative) certification, and taught me a lot about what it means to be an LS."

Moore offers one last bit of advice to all Navy Reserve Sailors, "Find some way to serve in an active duty capacity — there is nothing like learning on the job and working in your rate day in and day out. My work with DESI is one chapter of my time in service that I am really proud of and will never forget." ✚



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