

TNR

A full-page photograph of three US Navy Reserve sailors standing on the deck of a ship. On the left is a young man in a dark blue sailor's cap and tan short-sleeved uniform shirt. In the center is a middle-aged man in a tan garrison cap and tan uniform, with several medals on his chest. On the right is a woman in a dark blue sailor's cap and tan short-sleeved uniform shirt. They are all smiling at the camera. The background shows the ship's railing, the ocean, and a cloudy sky. A large, stylized 'TNR' logo is overlaid in the top left corner.

FALL 2016

OUTGOING / INCOMING CNR

**RIMPAC 2016: RESERVE
SAILORS KEY CONTRIBUTORS**

**RESERVE SAILORS CRITICAL TO
SEA BREEZE SUCCESS**

**ARDENT SENTRY 2016: NAVY
RESERVE SERVES AS FORCE
MULTIPLIER**

**CSG4'S FPEX: A CONFIDENT
RESPONSE**



Features



Outgoing / Incoming
Chief of Navy Reserve



RIMPAC 2016:
Reserve Sailors Key
Contributors



Reserve Sailors
Critical to Sea
Breeze Success



Ardent Sentry 2016:
Reserve Sailors Serve
as Force Multiplier



CSG4's FPEX:
A Confident Response

◀ [COVER] Petty Officer 1st Class John Pacheco, left, and Petty Officer 1st Class Christine Smith pose with their father, Lt. John Pacheco, middle, for a photo at Commander, Submarine Force U.S. Pacific Fleet at Joint Base Pearl Harbor-Hickam. All three Reserve Sailors served together during RIMPAC 2016. (U.S. Navy photo by Petty Officer 2nd Class Michael H. Lee)



LEADERSHIP

Vice Adm. Luke M. McCollum

Chief of Navy Reserve
Commander, Navy Reserve Force

Rear Adm. Thomas W. Luscher

Commander, Navy Reserve Forces Command

Rear Adm. W. Michael Crane

Commander, Naval Air Force Reserve
Deputy Commander, Naval Air Forces

Cmdr. Doug Gabos

Force Public Affairs Officer

Chief Petty Officer (SW/AW)

Christina Shaw

Leading Chief Petty Officer

MAGAZINE

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Senior Editor / Art Director

Senior Chief Petty Officer

Joshua Treadwell

Contributing Editor

◀ **The Nimitz-class aircraft carrier USS John C. Stennis (CVN 74) conducts helicopter operations at sunset during RIMPAC 2016.** (U.S. Navy photo by Petty Officer 1st Class Jason Noble)

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TNR is always looking for action photos of Navy Reserve Sailors (minimum 300 dpi) that tell a story of Reserve Sailor support to the fleet. Please provide full identification of all individuals in the photograph, including their respective rating, rank and command. Photos should also include a visual information record identification number or VIRIN. Information about VIRINs is available online at www.navy.mil/photo_submit.asp. Submissions should be received eight weeks prior to publication month (i.e. Sept. 1st for the Nov. issue).

NEWS ONLINE: TNR current and past issues, and Navy Reserve news and social media sites, can be accessed online at www.navyreserve.navy.mil. Navy Reserve News Stand, a website featuring Navy Reserve news and photos, plus links to Navy fleet pages, can be viewed at: www.news.navy.mil/local/nrf.

CHANGE OF ADDRESS: Selected Reserve and Full-Time Support Sailors must submit address changes through NSIPS (Navy Standard Integrated Personnel System) via their Navy Operational Support Center (NOSC) personnel office. If you are not a Reserve Sailor, but would like to be added to the TNR mailing list, please forward your name and address to cnrfc1@gmail.com.

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Shipmates,

It is an honor to take command of the most talented and capable Reserve Force our Navy and nation has ever seen! Your dedication to serve our country in a tireless manner motivates and inspires me to lead with confidence.

I would first like to thank Vice Adm. Braun for her leadership for the past four years. Her vision has laid the course for the future and the force is positioned to face the complex challenges ahead. As she completes 37 years of dedicated service, I wish her and her family, "fair winds and following seas."

READINESS: I salute our Sailors who have answered our nation's call and are standing the watch forward deployed. As I write this article, 2,973 of you are mobilized as Individual Augmentees. You are filling a critical requirement for our Navy. It is a great reminder that our country is counting on you and the service it entails. Readiness is our top priority. Always Ready!

I salute our Sailors who have answered our nation's call and are standing the watch forward deployed. As I write this article, 2,973 of you are mobilized as Individual Augmentees. You are filling a critical requirement for our Navy.

TEAM: In his document, "A Design for Maritime Superiority", CNO Richardson discusses the total Navy Team as an area of focus. Our Reserve Force plays a critical part of this Total Navy Team Concept. Our Navy will continue to face contemporary threats while at the same time operating as the leanest our organization has been in 30 years. We must continue to be flexible, adaptable and ready to win. I look forward to hearing your ideas as I travel through the force as we shape our future together.

ADVANCEMENT: I want to congratulate the 938 newly promoted Chief Petty Officers. Your example is very inspiring and the force will greatly benefit from your leadership and experience. BZ!



CNR speaks with Reserve Sailors attached to NOSC New Castle during his recent visit. (U.S. Navy photo by Petty Officer 1st Class Joe Rullo)

YOUR ROLE AND FAMILY: Each one of you plays a vital role in our nation's defense, so I will make every effort to ensure everyone understands the part you play. Your families make tremendous sacrifices, and without them we would not have you, so I am grateful and appreciative of their support. We will keep them informed and expend every effort to ensure they have access to programs and resources they need. I'm deeply proud of your service and commitment to conduct and support missions with our Fleet and Joint Commanders. I am steadfast in your support to the Navy and America.

Vice Adm. Luke M. McCollum
Chief of Navy Reserve



Shipmates,

I would like to first offer my public and sincere THANKS to Vice Adm. Robin Braun, our 13th Chief of Navy Reserve. I have been in hundreds of meetings with her, accompanied her as she passionately advocated for the Navy Reserve on Capitol Hill and traveled with her both CONUS and OUTCONUS.

I can personally testify to her sincere, engaged, and caring leadership of Sailors, their families, and their employers. She enjoyed hearing and embraced your personal experiences, successes as well as your diverse and unique skills and your contributions to the Navy. For her, it was always about each of you. On behalf of your Sailors, thank you, Admiral Braun for your service!

I am excited to welcome Admiral McCollum and his family to Washington DC. You will read more about our new Chief of Navy Reserve in this issue. He has a distinguished career both in and out of uniform; he cares about what you care about and he is to dedicated Sailors, family and ensuring that we are ready for every requirement. Welcome aboard, Admiral!



Master Chief Mitchell delivers remarks during the Chief Petty Officer Pinning Ceremony for new Tidewater Chief Petty Officer Association Chief Petty Officers at Naval Air Station Oceana. (U.S. Navy Photo by Chief Petty Officer Mike Lenart)

For the past 123 years, autumn brings us new Chief Petty Officers. More than 900 Selected Reserve and Full-Time Support Chief Petty Officers entered the mess after 10 weeks of CPO 365 Phase II training. I had the honor of meeting some of these new Chiefs in the last week of Phase II. In the Pacific Northwest, I met CPO Meeks, who is a former refugee from Vietnam whose family was rescued at sea by the Navy. The legacy of service continues in the Woods family as my shipmate and friend, retired CMDCM Scott Woods pinned his son, Alex Woods, to chief petty officer. And frocked in Little Creek this year, CPO Phil Sherman a security dog

handler in the Pentagon, who is also a UAV operator for Special Warfare and is now in the Mess and will deploy again next year. At pinning ceremonies in both Jacksonville and Oceana, I told the Sailors that these Chiefs are trained and prepared to lead and mentor. The new Chiefs told me that they are ALWAYS READY!

“Navy Reserve Sailors are vital components to the planning AND execution of these oftentimes massive efforts.”

Besides being introduced to the new Chief of Navy Reserve, this issue will also detail just some of the support and contributions of your shipmates to the Navy and Joint exercises this year. From the international Rim of the Pacific to Force Carrier Strike Group Force Protection Exercises, Navy Reserve Sailors are vital components to the planning AND execution of these oftentimes massive efforts. You will also read about NORTHCOM's Ardent Sentry and Exercise Sea Breeze's allied partnerships. The exercises you read about is only a snapshot that Navy Reserve Sailors support throughout each year.

It was a busy summer, as always. We can look forward to a busy Fiscal Year 2017, I hope that chief petty officers and leadership are using this time to actively engage Sailors in Career Development Boards and planning for FY17 Annual Training. I hope to see you soon in my travels around the Force. **#AreYouReady?**

A handwritten signature in blue ink, appearing to read "C.J. Mitchell".

Master Chief Petty Officer C.J. Mitchell
Navy Reserve Force Master Chief



Not Just Another Reorganization—The First

By Retired Master Chief Petty Officer James L. Leuci

The 1973 reorganization of the U. S. Naval Reserve, established the Office of the Chief of Naval Reserve, and created the template for the U.S. Navy Reserve of the 21st century. However, one hundred years ago, the Naval Act of August 29, 1916 reorganized the year-old Naval Reserve establishing policy for Civilian-Sailors that would remain in effect for decades, world wars, and beyond.

The Naval Appropriations Act, dated March 3, 1915, created the Naval Reserve to consist of honorably discharged enlisted men from the regular Navy. There were no provisions for enrolling officers or civilians without prior military service.

The Naval Reserve had two classes. **Class 1** consisted of men who enrolled in the Naval Reserve within four months of being discharged. **Class 2** contained men who were discharged more than four months but less than eight years. The law disqualified ex-Navy men, discharged more than eight years, for enrollment.

There was an inequality in pay between the two classes. Men of Class 1 received significantly more pay than the men of Class 2. This created little incentive for most ex-Navy veterans to enroll in the Naval Reserve. By the end of 1915 less than 200 men were serving in the in the Naval Reserve.

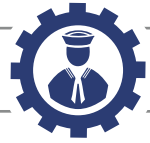
The Naval Act of August 29, 1916 reorganized the year-old Naval Reserve by establishing the U. S. Naval Reserve Force (USNRF) consisting of six classes:

1. The Fleet Naval Reserve.
2. The Naval Reserve.
3. The Naval Auxiliary Reserve.
4. The Naval Coast Defense Reserve.
5. Naval Reserve Flying Corps.
6. The Volunteer Naval Reserve.

The act equalized the retainer pay for all members of the Naval Reserve Force and allowed non-veterans to serve. The impact was immediate. The Naval Reserve Flying Corps was established in Class 5. In March 1917, women became eligible for enlistment in Class 4. The USNRF grew from less than 200 Sailors to over 8,000 by April 1917, when the U.S. entered WWI. Over 250,000 USNRF Sailors served during WWI.

The U. S. Naval Reserve would reorganize several times over the following decades before becoming the U.S. Navy Reserve in 2005. However, the first reorganization of August 1916, made today's Navy Reserve of Civilian-Sailors possible. ⚓





We have many talented people in our Navy Reserve.

Each month we highlight our stellar Sailors and some of the unique careers, skills and services they provide to the fleet.

PETTY OFFICER 1ST CLASS >>> Jaclyn M. Dayton



Hometown: Rittman, Ohio

Command: Commander
Littoral Combat Squadron One
(COMLCSRON ONE)

Brief description of Navy job:

As a leading petty officer of the Reserve Support Department, I create

requirements and act as the resource owner for 20 LCS Reserve units across the nation. My focus as an FTS Sailor is to ensure Reserve Sailors are integrated with the active fleet and are administratively taken care of. I also have the pleasure of serving as the First Class Petty Officer Association President consisting of 58 motivated members.

What has been your greatest Navy Achievement? Having the opportunity to earn my Information Warfare (IW) qualification in the same year as I made first class petty officer and received my Bachelor of Arts in Criminal Justice.

Who has been your biggest influence since joining the Navy? Master Chief Petty Officer Renato T. Quini. He influenced me by mentoring and supporting my transition as a Reserve Sailor to the FTS community. He encouraged me to stay Navy and pushed me to earn my qualifications and inspired me to someday have the honor of achieving the rank of chief petty officer.

What do you enjoy most about the Navy? The countless opportunities afforded to me and my family. Including, the camaraderie of my life-long friends that I have had the pleasure of serving with.

Most interesting place visited since joining the Navy: Kuwait by far was the most interesting, as I was able to experience and witness a different culture and environment.

Current hobbies: I enjoy my family outdoor time and country line dancing!

PETTY OFFICER 2ND CLASS >>> Cassie L. Zanders



Hometown: Plaquemine, La.

Command: NOSC Tampa

Brief Description of Navy job:

As a personnel specialist, I am responsible for processing paid drills and NSIPS transactions for SELRES Sailors, as well as maintaining

pay and personnel records and financial reports.

What has been your greatest Navy achievement? My biggest Navy achievement is receiving Bluejacket of the Year and three Navy and Marine Corps Achievement Medals for three consecutive years as a SELRES Sailor.

Who has been your biggest influence since joining the Navy? My biggest influence since joining the Navy has been my children. They influence me to push harder to accomplish everything that I desire to do.

What do you enjoy most about the Navy? The thing that I enjoy the most about the Navy is the opportunity to travel and live in different places and also the great career opportunities that are available.

Most interesting place visited since joining the Navy? The most interesting place that I have visited was Guam. I went there on my first AT as a Reservist and I realized that there would be a lot more opportunities for me.

Current hobbies: My hobbies are spending time with my children, reading, writing and traveling to different places.

To nominate a Sailor, send an email to cnrfc1@gmail.com for a submission form. Please include a high-resolution (300 dpi) 5" x 7" digital photo of the candidate.





Career Counselor Resources

UTILIZING AVAILABLE RESOURCES TO RESOLVE ISSUES OR ANSWER QUESTIONS

By Commander, Navy Reserve Forces Command N15 Force Retention

Accurate information is essential to a successful Navy Reserve career and to providing effective counseling for Navy Reserve Sailors. It is the responsibility of every Sailor to stay informed, without minimizing the role played by command leadership and the Career Counselor, career management is the responsibility of the individual Sailor.

The Navy Reserve Homeport (<https://private.navyreserve.navy.mil/>) is a tremendous resource for information, addressing all aspects of the Navy Reserve, with the Navy Reserve Force Counselor (CNRFC N15) page located under: **Commands > CNRFC > N-Codes > N1 Manpower & Personnel > N15 Force Retention and Career Resources**. A CAC-enabled computer is required and the e-mail certificate is used to login. This page provides easy access to a wealth of career information including:

- **Force CC Good to Have:** Recently added items, hot topics, & useful tools
- **CDP Assests:** Links to training materials and assessment tools addressing Career Development Training Course-Reserve and the Command Information Program Review
- **BBD (Billet Based Distribution for AC & FTS):** Training material for CMS/ID and Activity Manning Manager (AMM) users, along with access request forms
- **References:** Current instructions, messages, and manuals from BUPERS, CNRF, NAVPERS, OPNAV, and SECNAV
- **Best Practices:** Program execution tools and techniques from across the Reserve Force
- **Assessments:** Monthly report templates, MGIB-SR and CDB

guidance, and the Command Information Program Review (CIPR) assessment

- **C-WAY (Career Waypoints):** Guidance on C-WAY qualification, as well as the Reserve Conversion and Transition modules, and the AC/FTS Reenlistment module
- **T-GPS (Transition Goals, Plans, Success):** Training on DMDC system access and utilization, as well as compliance tracking and command oversight using NRMS
- **ISIC Conference:** Briefings from ISIC Counselor Conferences
- **Training Materials:** Materials including an OCS brief, HYT guidance, and more
- **Awards and Recognition:** Career Counselor of the Year (CCOY) and Reserve Personnel Programs Excellence Award (RPPEA)
- **Forms:** Commonly used forms, templates, and PG 13s

Although contact information for N15 personnel is available on the website, Navy Reserve personnel are encouraged to utilize resources within their Reserve Unit, Navy Reserve Activity (NRA), and Reserve Component Command (RCC) or Aviation Wing, to resolve issues or answer questions prior to contacting

CNRFC or CNAFR. For additional resources, the CNRFC N15 page has links to the Enlisted Assignment Specialists (N121), Reserve Policy and Education Programs (N1C2), and Reserve Enlisted Incentives (N112).

There are career information resources in the public domain that do not require a CAC-enabled computer. Navy Reserve Sailors can find instructions, uniform regulations, NAVADMIN and ALNAV messages, and a myriad of other resources on the Navy Personnel Command (NPC) website at (<http://www.public.navy.mil/bupers-npc/Pages/default.aspx>).

The NPC website has an impressive amount of information under the Career Info, Enlisted, and **Reference Library** tabs. Of particular interest to a Sailor pursuing a rating conversion is the **Selected Reserves** page, located under **Enlisted > Community Managers > Selected Reserves**. On this page is a link to the SELRES Manning table, which provides personnel inventories as well as current and future fiscal year Enlisted Program Authorization (EPA) levels for each SELRES rating and paygrade. This identifies ratings that are currently undermanned and those that may continue to be so into the future. Also available is a link to the RC2AC page that contains application guidance, current RC2AC/FTS quotas, and an excellent tutorial on year group (YG) calculation.



NWU Type III Transition Begins

FIVE THINGS YOU SHOULD KNOW

By Chief of Naval Personnel, Public Affairs

Earlier this month, the Navy began its transition from the Navy Working Uniform Type (NWU) I to the NWU Type III as its primary shore working uniform. Here are five things to know about the uniform switch:

1.] Sailors can wear either the NWU Type I or III right now, but effective Oct. 1, 2019, all Sailors will be expected to wear the NWU Type III as their primary working uniform when ashore or in port.

2.] Until further policy guidance is issued, black boots will be the standard boot worn in the United States and its territories with the NWU Type III, but units can set a command-wide policy authorizing use of the tan boot. In addition to black boots, the black fleece is authorized for wear with the NWU Type III. Expeditionary forces in the United States or any forward deployed forces may wear the desert tan or coyote brown boots at the discretion of the unit commanding officer with the NWU Type III. A future NAVADMIN will be released to specify the revised manner of wear to include authorized components worn with the NWU Type III.

3.] As announced this past August, Sailors will be able to purchase NWU Type III components for personal wear through Navy Exchange uniform stores and call centers once there is sufficient inventory on hand. NEXCOM expects to have Type III uniforms in select uniform stores next fall and will expand sales based upon inventory availability. While the Navy is developing an incremental regional fielding plan for the NWU Type III, this transition period will give Sailors time to prepare for the change and allow them to get maximum wear out of recently purchased NWU Type I uniforms.

4.] This change is the first step in a multi-phased process that will streamline and consolidate the Navy's uniform requirements, and ultimately improve uniformity across the force. The Navy has listened to Sailors' feedback and is incorporating their desires to have a working uniform that is better fitting, more breathable and lighter weight.

5.] Enlisted clothing replacement allowance will be adjusted to cover costs of these uniform changes and requirements. By

law, commissioned officers pay for their uniforms with personal funds. Officers are currently entitled to a one-time uniform stipend (\$400), paid at the beginning of their careers. An additional stipend cannot be granted without a change in law.

For more information, visit www.navy.mil, www.facebook.com/usnavy, or www.twitter.com/usnavy.

For more news from Chief of Naval Personnel, visit www.navy.mil/local/cnp/.





Former Chief of Navy Reserve Reflects on Force Accomplishments

By Retired Vice Adm. Robin R. Braun

Shipmates, your hard work and professionalism have made my tour as Chief of Navy Reserve the most the memorable and rewarding experience of my 37-year Navy career. Please accept my sincere thanks for all you've done over the past four years and all you continue to do in defense of our great nation! The highlight of my time as CNR was the opportunity to meet and get to know so many of you—the extraordinary men and women of the Navy Reserve—and to see your talent first hand and hear your stories of service to our country.

As I reflect on my tenure, I appreciate the commitment and sacrifice you, and your families, make to serve our Nation. Navy Reserve Sailors manage a myriad of responsibilities from family commitments and civilian professions to the increasing demand for the critical skills you provide to our Navy. Each year, over 2,000 of you have selflessly put your lives on hold to mobilize in support of overseas contingency operations.

I will always remember the excitement generated by our Centennial Commemoration. That once-in-a-lifetime event gave us a priceless opportunity to tell the Navy Reserve story...and we told it to the world! It truly was an "All Hands on Deck" effort and you made a positive impact. Throughout 2015, you

worked with community, civic, corporate and government organizations across the nation to highlight the Navy and our mission. We told the powerful stories and history of Sailors, families, veterans, and employers who have contributed to our nation's defense for over a century.

We learned so much from all of you during the past four years. Each meeting with Reserve Sailors inspired us, especially as your advocates here in Washington, D.C. With your help, we made significant strides towards the goals articulated in our Navy Reserve Vision (2015-2025). All of these efforts were designed to enable you, the Navy Reserve Force, to effectively and efficiently contribute your time and talent with minimal distraction. I believe we've come

a long way in that endeavor with such initiatives as the Continuum of Service, Enhanced Drill Management (EDM), enhancements to NROWs, APPLY, and CMS-ID processes, and implementation of NOSC Personnel Qualification Standards (PQS) training. Our Ready-to-Serve (R2S) mobile app and the Reserve Cloud Connect (RC2) initiatives are currently being rolled out to the Force and will make access to information easier. Your feedback will be critical to determining how we can improve and refine these capabilities in the future.

Just as our many successes were a team effort, we also faced tragedy together. In the aftermath of the shootings at NOSC Chattanooga, the true heart of the Navy Reserve family shone





“The highlight of my time as CNR was the opportunity to meet and get to know so many of you—the extraordinary men and women of the Navy Reserve...”



through. Your outpouring of compassion and support during this challenging period was extraordinary and was a true source of strength and comfort.

You stepped up to implement the Armed Watchstander Program at off-installation NOSCs and, combined with enhanced physical security features that are being added, we've been able to step up our force protection posture with added security.

As I close out my Navy career, it is inspiring to see so many dedicated leaders across our Force. With the recent



APPLY Board results out, and over 900 new chief petty officers now serving across the Force, a new group of leaders is stepping up to mentor and lead in new roles. I am confident in their leadership and look forward to hearing about the Navy Reserve's accomplishments in the future. As you continue to serve, please remember your Navy Reserve family, especially when you encounter those personal and professional crossroads. The experiences you enjoy and the relationships you're building are unique and hold the power to enrich and guide your lives in untold ways.

The Navy Reserve is now in the very capable hands of Vice Adm. Luke McCollum, a truly outstanding Naval

"The experiences you enjoy and the relationships you're building are unique and hold the power to enrich and guide your lives in untold ways."



Officer, leader, and shipmate. I am confident that with your support, he will lead the Navy Reserve to the next level of success. I wish every one of you the very best and thank you and your family for your dedication and commitment. It has been an honor and a privilege to serve with you! 🚢

Robin R. Braun

Robin R. Braun
Retired Vice Adm.



Getting to Know Your 14th Chief of Navy Reserve

We sat down with Vice Adm. Luke McCollum and asked him a few “get to know you” questions giving us some insight into who he is and what helped shape his career.

WHERE DID YOU GROW UP?

I grew up in a small dairy community in Stephenville, Texas. I worked the hay fields (hauled hay) to make my spending money. I also was a stocker in a small retail discount store and mowed lawns for extra spending money. In high school, I played football (quarterback), was an Eagle Scout, and was involved in church youth programs.

WHY DID YOU JOIN THE NAVY?

My dad was a WWII Navy Veteran and served aboard ship. I decided to apply for the Naval Academy my senior year in high school because it offered the adventure, education, and the leadership challenge I was looking for. After completing my time at Annapolis I served ten years on active duty and then accepted a commission in the Navy Reserve immediately upon leaving active duty. I loved the Navy and my goal was to continue to serve in a SELRES capacity while starting a corporate career in retail. I spent the majority of my early years in the Navy Reserve in the Naval Coastal Warfare Community (now called Coastal Riverine) eventually assuming my first command, Mobile Inshore Undersea Warfare 109.

WHAT WOULD YOU LIKE THE RESERVE FORCE TO KNOW ABOUT YOU?

I am passionate about people and teams. I believe that high performing teams are enabled by transparency and are strongly bonded by trust. There is a great return by investing in trust. I believe the Reserve Force offers unique surge capability to our Navy and it does so by maintaining a high level of personal readiness and family readiness. Constant evaluation of our personal and family readiness is very important. I also believe that the Reserve Force has a unique opportunity to apply civilian skillsets as a force multiplier. I will want to focus on things that make our jobs more efficient and productive.

WHAT ATTRIBUTE OR SKILL FROM YOUR CIVILIAN EMPLOYMENT ADDS DEPTH TO THE NAVY RESERVE FORCE?

I believe that many of us work in jobs in our civilian careers that add depth/value to the Navy Reserve Force. And I also believe that being in the Navy Reserve makes us better corporate and community citizens. For me, it's the people. Understanding that people make the difference has always been top of mind in both my civilian job and in the Navy Reserve.

DESCRIBE A LESSON LEARNED THAT HELPED SHAPE YOU AND HAS SERVED TO GUIDE YOUR DECISION-MAKING TODAY.

Planning is key. I believe we have to be very intentional about planning. It's like having a plan on how to make a good plan. From an operational perspective, we must realize changing plans on short notice introduces risk. This thinking is based on analysis of accidents, problems, and people issues (not getting the word) when after the analysis we learned that root cause was last minute changes that caused missed check steps. I remember when I commanded CTG 56.5 in support of Iraqi Freedom, we put a plan in place on how to manage changes to plan which included Commanders approval on making any change to a operational plan inside of 48 hours.

WHAT ADVICE WOULD VICE ADM. McCOLLUM TELL THE YOUNG ENSIGN McCOLLUM TODAY?

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



RIMPAC 2016

RESERVE SAILORS KEY CONTRIBUTORS

By Petty Officer 1st Class Rebecca Wolfbrandt, NR NPASE Hawaii



Standing proud and unwavering, Sailors manned the rails as their ships navigated away from Joint Base Pearl Harbor-Hickam and out of Pearl Harbor to begin the at-sea phase of Rim of the Pacific 2016. From a distance, many of the ships appeared uniform, but upon closer look, the flags flying high from each ship's mast varied, representing some of the 26 nations taking part in the world's largest international maritime exercise.

RIMPAC 2016 marked the 25th in the series that began in 1971. The biennial event was hosted by U.S. Pacific Fleet and led by U.S. 3rd Fleet. This year, more than 40 ships and submarines, more than 200 aircraft and 25,000 personnel from around the world participated in the exercise held in and around the Hawaiian Islands and Southern California.

Reserve Sailors played an especially large role during this RIMPAC because of the growing size of the mission. In 2010, 14 nations participated in the exercise. That number grew to 22 nations in 2012 and 2014. This year, with 26 participating countries, Reserve support was critical.

"We rely heavily on our Reserve forces. It is largely because of their support that RIMPAC was such a huge success," Vice Adm. Nora Tyson said, commander, U.S. 3rd Fleet and RIMPAC combined task force commander. "Working with the other countries, it's apparent their Reserve forces play an important role in their militaries as well. That's the true test—when we can interchange active and Reserve components seamlessly, we know we have a well-trained, cohesive team ready to meet any mission. Across the board, Reservists spanning our sister services, as well as Reserve forces from participating nations, performed exceptionally."

◀ The USS America (LHA 6), USS San Diego (LPD 22), USS Howard (DDG 83) and supporting foreign vessels steam in formation while transiting to RIMPAC 2016. (Photo By: U.S. Navy photo by Petty Officer 3rd Class Kyle Goldberg)

According to Cmdr. Tom Healy, 3rd Fleet's operational support officer, the positive contributions of the Reserve component had the most impact at the headquarters level. More than 65 percent of the U.S. personnel filling combined/joint manning document billets in the exercise control group, the maritime operations center, and the air operations center were U.S. Navy Reserve Sailors, with many additional Reserve Sailors augmenting from other commands to

"We rely heavily on our Reserve forces. It is largely because of their support that RIMPAC was such a huge success,"

support RIMPAC task force commanders. Whether briefing a commander, generating a target list, mentoring counterparts, standing an operations center watch or guarding an entry control point, RIMPAC's command and control depended on the professional expertise of Reserve Sailors.

"All the security check-points and watch stations for RIMPAC are run by Reserve MAs [master-at-arms]," Petty Officer 1st Class Cynthia Milligan said, a New York native and a Reservist attached to Naval Security Forces Washington Navy Yard. "There are a lot of Reservists out here that are making a positive impact [on the mission]."

The MAs were a few of the nearly 1,000 Reserve officer and enlisted Sailors who checked in at Joint Base Pearl Harbor-Hickam for this year's exercise, according to Petty Officer 1st Class Brandon Peryedge, a Reserve Sailor out of Navy Operational Support Center Fort Worth, Texas, tasked with processing the orders of incoming Sailors.

Reserve Sailors took advantage of RIMPAC for a chance to work inside their rating, gain useful training, build trusting relationships with allies, and improve working relationships with their active-duty counterparts.

"A lot of the Reservists that come in have done multiple RIMPACs and have built up a lot of good rapport with our coalition partners who typically come to the same exercises as well," Capt. Mark Sousa said, a Reserve Sailor and commanding officer of 3rd Fleet Maritime Air Operations. "As much as the active-duty staff does a lot of

the planning for the exercise, a lot of the Reservists are the glue that hold it together, because we are the ones with the experience that have been there and done that before. It's important that the Reservists are involved in planning process all the way through to operations, because we provide that continuity for active-duty staff and supporting Vice Adm. Tyson."

Healy said Reserve Sailors played a major role in assisting active-duty communications teams in setting up communications on partner nation ships. They volunteered as ship riders to escort cryptologic equipment on participating ships, facilitating more effective communications and allowing the ships to fully participate in the exercise.

Reserve information systems technicians, operations specialists and intelligence specialists also played major roles in ironing out new system issues for 3rd Fleet Maritime Air Operations,

and according to Sousa and other commanding officers, the mission would not have worked without them.

"Initially, we were experiencing communication problems between two air tasking order systems which assist in working the coordination on numerous systems, and it was the Reservists that sat down and determined what the problems were," Sousa said. "It was the Reservists that discovered the issue and came up with a solution. Without that solution, we wouldn't be able to perform as well in the exercise."

The strength of the Reserve force lies in the diversity of its Sailors. Many Reserve Sailors bring civilian experience and expertise that helps benefit the mission.

Lt. Yukako Hobin, a Reserve Sailor assigned to Navy Operational Support Center Pearl Harbor and a native Japanese speaker, worked outside of her duties as a nurse and became the official translator for Japan Maritime Self-



▲ Submarine rescue officers from the U.S. and Chinese navies communicate during a training brief for a multilateral submarine rescue exercise, during Rim of the Pacific 2016. (U.S. Navy Photo By Petty Officer 2nd Class Jeff Troutman)

Defense Force Rear Adm. Koji Manabe, who served as CTF vice commander and led the humanitarian assistance/disaster relief portion of the exercise.

“My job was to translate between the U.S. and Japan,” Hobin said. “Those [conversations] are critical. If they didn’t understand, if they had a miscommunication, then the mission wouldn’t succeed. My role, I feel like, was so critical to build a trusting relationship and help this mission go smoothly without conflict. I wasn’t just a translator; I was a mood maker.”

Hobin acted as the official Japanese translator during major evolutions supporting HA/DR and during a visit from the Ambassador of the United States of America to Japan, Caroline Bouvier Kennedy. Additionally, Hobin provided support to the JMSDF ships JS Hyuga (DDH 181) and JS Chokai (DDG 176).

“I believe Reservists play a major role in this exercise,” Hobin said. “I know I

“My role, I feel like, was so critical to build a trusting relationship and help this mission go smoothly without conflict. I wasn’t just a translator; I was a mood maker.”

made a positive contribution to it.”

RIMPAC provided a great opportunity for many Reserve Sailors to prove they are a part of something much bigger than just one weekend a month and two weeks a year. They gained memories and friendships that will last a lifetime.

“As a Reservist myself, I could not be more proud of the way our Reserve component performed,”

Rear Adm. Russell Allen said, deputy commander, U.S. 3rd Fleet, who led the combined exercise control group and opposing forces. “RIMPAC is a great demonstration of how our Reserve forces fill a vital role and act as a true force multiplier. Being able to witness the complete integration of active and Reserve components spanning the entire spectrum of the exercise was pretty impressive.”

Just like the ships that left to sea, the differences between Reserve and active-duty personnel became unrecognizable during RIMPAC 2016. Each Sailor, Reserve or active, played a valuable and important role. They were all there for common goals: to participate in the world’s largest maritime exercise, to build lasting partnerships, and to uphold the honor of being a Sailor in the United States Navy. ⚓



▲ Lt. Yukako Hobin (left) works as official Japanese translator during a visit to a humanitarian aid and disaster relief command center at RIMPAC 2016. (Japan Maritime Self-Defense Force Photo by Satoru Honma)



▲ Coastal Riverine Squadron (CRS) 1, practices tactical maneuvers during the Southern California portion of RIMPAC 2016. (U.S. Navy photo by Petty Officer 2nd Class Jonathan A. Nelson)

Cybersecurity Awareness

The U.S. Government and the U.S. Navy is under constant and persistent attack. Our government and Navy computer systems are being barraged 24 hours a day with attacks and intrusion attempts. The numbers are staggering. Cyberspace vulnerabilities pose a serious risk to national security and the Navy's ability to complete our missions. Consider this:

- In 2015, hackers accessed information of more than 21.5 million current and former federal employees from OPM, compromising both personal and national security.
- In 2013 the Navy's unclassified intranet was breached, highlighting vulnerabilities in cybersecurity, which led the Navy to initiate Operation Rolling Tide to clear up the intrusion, secure databases, and improve overall Navy cybersecurity practices.
- In 2006 a foreign entity gained intrusion into Navy computer systems in the Washington Navy Yard. In response, the Navy conducted Operation Cyber Condition Zebra, putting in place the concept of perimeter security for legacy Navy networks to deny intrusions and data infiltration.

Between September 2014 and June 2015 there were 30 million known malicious intrusion attempts on DoD networks. The average cost of resolving a single malicious cyber act is \$1.6 million dollars.

Adversaries use hacking, espionage, malware, viruses and worms to obtain personal information through emails, software downloads and social websites.

As a force, you're in the battlespace. Here are some things to consider:

- Human error – something as simple as clicking a link in an email, or resetting a connection without investigating why it had been deactivated – has been behind nearly all penetrations of the .mil network.
- Sailors, civilians, and contractors need to understand that their actions in cyberspace can either contribute to the defense of the network or create potentially damaging security breaches.
- Every member of the Navy team shares responsibility in protecting our systems, information and people.
- Enhancing your part in protecting Navy cybersecurity must be as much of an everyday priority for Navy personnel as any other aspect of your job description.

Cybersecurity demands awareness. Operating safely in the digital environment to protect cybersecurity is an all hands effort. Protect our cyber networks by being constantly vigilant. Remember, you are constantly under attack. Think cybersecurity.

TYPES OF CYBER ATTACKS



VIRUSES AND WORMS

Code that infects computers through security failures and replicates itself to spread to other computers.



CYBER ESPIONAGE

A stealth attack to gain access to a network and exfiltrate sensitive information and data.



MALWARE

Malicious software is code designed to damage, disrupt, inflict or control networks, controllers, computers, or data.



ACCESS-BASED ATTACKS

Exploiting compromised digital certificates and passwords to access networks. In 2012, the software to steal certificates increased 10x.



HACKING ATTACKS

Hackers can infiltrate networks and computers, and compromise sensitive information more easily as data becomes more interconnected.

The Cyber Threat is Real

Being cybersecure is everyone's responsibility. Here are eight easy steps to protect your computer and maintain great cybersecurity awareness:

1 DON'T TAKE THE PHISHING BAIT

Always verify sources of emails and the links in emails. If you're directed to a site for an online deal that looks too good to be true, it probably is.

2 SAFEGUARD YOUR PII

Attackers can use information they've obtained about you to appear legitimate so they can trick you into surrendering data they need to breach our networks and systems.

3 DON'T CONNECT UNAUTHORIZED DEVICES

Unauthorized devices may contain software that can allow an attacker inside the Navy's network.

4 REMOVE YOUR CAC

Remove your CAC or lock your computer. Don't make it easy for an inside attacker by leaving your computer unlocked when you're not using it.

5 MAKE YOUR PASSWORDS STRONG

Don't use easily guessed or weak passwords, and safeguard them so they can't be stolen.

6 WHEN IN DOUBT, THROW IT OUT

Don't open suspicious links in emails, tweets, posts, messages or attachments, even if you know the source.

7 DON'T USE P2P PROGRAMS

Don't use peer-to-peer (P2P) file sharing programs. These programs can spread bad software inside the Navy's network defenses.

8 DON'T MISUSE SYSTEMS

Don't use systems in an unauthorized way. The Navy has established policies to protect itself from compromise. Don't put others at risk by using systems in ways that aren't authorized.

100 MILLION

CYBER
ATTACKS
EVOLVE

MORRIS WORM ATTACK

Infected 60,000
computers, caused
\$100 million in damage

1988

+

MAFIA BOY ATTACK

A 15-year old boy attacked
commercial websites,
causing \$1.2 billion in
damage

2000

TJX HACK

Gathered credit card data
on more than 94 million
T.J. Maxx consumers

2005

OPM DATA BREACH

Potentially stole information
on more than 21.5 million
current and former federal
employees

2015

The DoD experiences 41
million scans, probes and
attacks per month.



100 MILLION

41

The annual global cost
of cybercrime against
consumers is 113
billion dollars.



200 BILLION

113

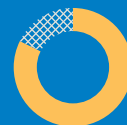
Cybercrimes now take
approximately 33
percent longer to resolve
than five years ago.



100 PERCENT

33

The average cost of
resolving a single cyber
attack is now 1.6
million dollars.



2 MILLION

1.6

Intrusions into critical
U.S. infrastructure have
increased by 17 times
over the past three years.

17

X

Reserve Sailors Critical to Sea Breeze Success

By Lt.j.g. Richard Parker, NAVINFO U.S. Naval Forces Europe-Africa/U.S. 6th Fleet

July 2016 marked the 15th iteration of Exercise Sea Breeze, a multinational sea, land and air event co-hosted by the United States and Ukraine. The exercise involved 17 allied and partner nations from NATO and the Black Sea region, and more than 2,300 personnel. A dozen Reserve Sailors provided more than 60 days on annual training orders and 100 days on active duty for training orders in support of the exercise.

Reservists were critical to the success of Sea Breeze throughout its planning and execution, Capt. Richard Dromerhauser said, the Destroyer Squadron 60 commander and exercise director.

"We could not conduct an exercise as complex and impactful to the Black Sea region if it were not for the consistent contribution of our Reserve component," Dromerhauser said. "Each two-week Sea Breeze exercise requires a full year of planning and coordination, and our active and Reserve teams are fully integrated in that process from start to finish."

Sea Breeze seeks to create realistic training that will allow forces to execute air defense and anti-submarine warfare, damage control, search and rescue, and other missions in support of maritime security and regional stability. The exercise consists of air, land and sea components, which test forces' capabilities throughout the full spectrum of operations.

Participating nations included Bulgaria, Canada, Finland, Georgia, Greece, Lithuania, Italy, Moldova, Norway, Poland, Romania, Spain, Sweden, Ukraine, Turkey, the United Kingdom and the United States.

Reserve Sailors supported critical mission areas, including administrative and medical oversight, logistics, assessment, and public affairs.



Among those Sailors was Cmdr. Ken Engle of U.S. Naval Forces Europe-Africa/U.S. 6th Fleet Detachment 802, who served as the exercise chief of staff. He stressed the positive impact on readiness of exercises such as Sea Breeze.

"Exercises supporting combatant commanders are very important events," Engle said. "With resources spread thin, our active component colleagues are counting on us to not just be fully ready but to bring value."

Much of the value that Reserve Sailors bring to the active component is the ability to integrate during operations.

Lt. Ryan Hammonds a member of the exercise maritime assessments directorate, from NAVEUR-NAVAF/6th Fleet Detachment 802, embarked on the Arleigh Burke-class guided missile destroyer USS Ross (DDG 71) in the Black Sea.

"My role during my time aboard the USS Ross was aimed at collecting lessons learned at the tactical level, which was actually quite difficult," Hammonds said.

The lessons learned were passed to 6th Fleet headquarters to enhance interoperability with participating nations and to help maritime operations center leaders create more robust plans in the future.

Hammonds saw, too, that Reserve Sailor participation was important.

"When the time comes that the Navy needs support for real-world operations modeled in exercises like Sea Breeze, we'll be practiced, experienced and ready to provide support to the active component," Hammonds said.

Enhancing communication among partners was a critical aspect of the exercise.



Petty Officer 3rd Class Dmytri Kuli, of NAVEUR-NAF/6th Fleet Detachment 108, served as an interpreter between U.S. Navy personnel and members of the Ukrainian navy.

“With resources spread thin, our active component colleagues are counting on us to not just be fully ready but to bring value.”

Although the duty was outside of Kuli's rating, he valued the experience.

“I had the very intrinsically rewarding experience of building friendly relationships with our allies around the world,” Kuli said. “The experience that I would take back to my shipmates would be the need to stay flexible and be prepared to provide support regardless of where the mission might take us. As Reservists, we must be ready to serve our Navy and nation beyond the designated duties of our rates.”

The commitment and experience of Reserve Sailors in Exercise Sea Breeze cannot be overstated, Dromerhauser said. They bring not only Navy skill and professionalism, but the depth and breadth of their personal experience in the workforce.

“We come together to help strengthen the capability of our Black Sea partners to provide their own regional security during a critical period in history,” Dromerhauser said. “Our Navy Reservists are there when it counts.” ⚓

◀ Petty Officer 3rd Class Dmytri Kuli of U.S. Naval Forces Europe-Africa/U.S. 6th Fleet Detachment 108 (left center), translates for Marine 2nd Lt. Marco Valenzuela and Cmdr. Ken Engle of NAVEUR-NAF/6th Fleet Detachment 802 during an amphibious landing operation as part of Sea Breeze 2016 in Odessa, Ukraine. (U.S. Navy photo by Petty Officer 1st Class Justin Stumberg)

Senior Enlisted Leaders Work Together to Develop Sailors' Capabilities

Prior to the commencement of Exercise Sea Breeze 2016, senior enlisted leaders from the United States, Ukraine and the United Kingdom met to share best practices.

The Senior Enlisted Leadership and Training Symposium, held in Ukraine in the week leading up to Sea Breeze, was a cooperative effort between senior enlisted personnel of the U.S. Navy, the Royal Navy and the Ukrainian navy.

Pavlo Ruchka, the master chief petty officer of the Ukrainian navy, worked with Senior Chief Petty Officer Jason Ford of the U.S. Navy Reserve to coordinate the event.

Ruchka, Ford and Royal Navy Chief Petty Officer Shane Hulks led training and roundtable discussions designed to enhance the leadership capabilities of Sailors participating in Exercise Sea Breeze.

Ford said that training of this type is important for developing the professional capabilities of the Ukrainian navy's senior enlisted leadership.

“Working with Ukraine on developing its senior enlisted leaders is a way to cement a sustainable foundation, which they can continue to build upon in the future,” said Ford.

Discussions centered on the U.S. Navy Chief's Mess Mission, Vision and Guiding Principles, as well as the CPO 365 approach “Brilliant on the Basics.” The goal was to promote deckplate leadership and provide Sailors with information and skills they need to succeed.

“Ultimately, leading by example, creating a solid foundation, and instilling and reinforcing core values, we set our Sailors up for success as they progress in their naval careers while serving their country with honor,” Ford said. ⚓



Ardent Sentry 2016

NORAD AND NORTHCOM RESERVE SAILORS SERVE
AS FORCE MULTIPLIER IN EXERCISE

By Petty Officer 1st Class Mark
Meredith, NORAD and NORTHCOM
Public Affairs

The ground ripples and shakes as the Cascadia Subduction Zone in Washington and Oregon sets off a tectonic shift. Throughout North American Aerospace Defense Command (NORAD) and U.S. Northern Command (NORTHCOM) Headquarters in Colorado Springs, military members from all branches, as well as civilians from the Department of Defense, Homeland Security and many other departments spring into action. This is Ardent Sentry 2016, a massive annual exercise focused on Defense Support of Civil Authorities.



Ardent Sentry is intended to test NORAD and NORTHCOM's ability to support civilian authorities in the event of a natural disaster. The exercise modeled a massive 9.0 earthquake impacting the Pacific Northwest with multiple tsunamis that further devastated the region. In the real-world, FEMA anticipates such an event would knock out nearly every road, bridge, airport, and seaport, immensely complicating the calculus of disaster recovery until they could be repaired. Throughout the command, Reserve Sailors of NORAD and NORTHCOM HQ bring their unique perspectives and abilities to this exercise and many more.

The commanding officer of the unit, Capt. Demetri Capetanopolous, is very

proud of what the Reserve Sailors are able to accomplish.

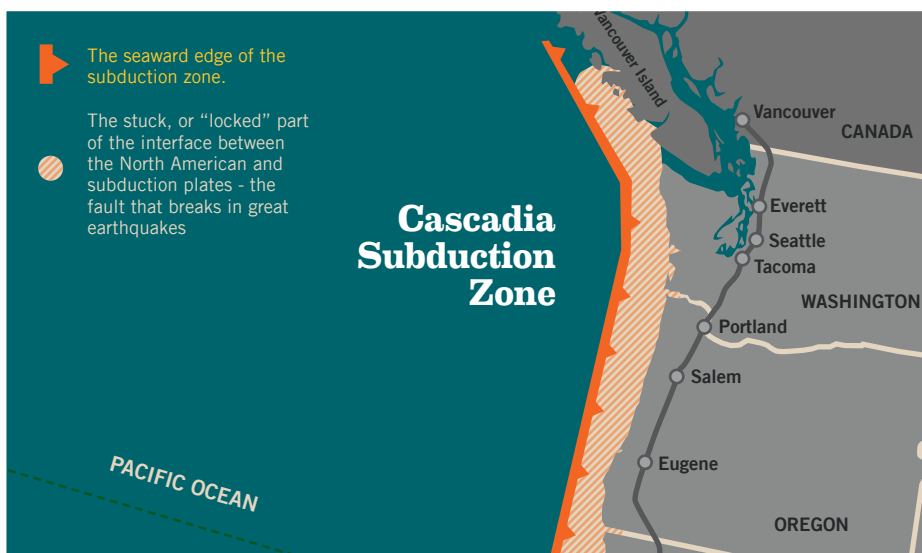
"From standing watch over the defense of North America to conducting religious services for the headquarters, our Reserve Sailors plug seamlessly into every directorate across NORAD and NORTHCOM," Capetanopolous said. "But perhaps the greatest value they bring to the joint staff of a combatant command is the diversity of their civilian experience and perspective, which stimulates the critical thought of the active component and enriches the operational planning process. To steal a phrase, that represents a resource we have not yet begun to tap."

This diversity of perspective can't be overstated. Reserve Sailors act as a force multiplier, dramatically enhancing the



◀ Naval Base Kitsap (NBK) personnel participate in a 9.0-magnitude earthquake scenario along the Cascadia Subduction Zone for the four-day disaster response Cascadia Rising exercise. (U.S. Navy photo)

▼ Scenario map of the Cascadia Subduction Zone off the coast of North America that spans from northern California to southern British Columbia.



“From standing watch over the defense of North America to conducting religious services for the headquarters, our Reserve Sailors plug seamlessly into every directorate across NORAD and NORTHCOM,”

effectiveness of their parent commands. While active-duty Sailors may find themselves tied to the military way of thinking, Reserve Sailors stand in both the military and civilian side of things. This can create a much broader, more diverse way of thinking. The twelve different officer designators and four rates represented within the unit of 40 members come from 13 different states to provide support. The diverse unit designators include such diversity as pilots, surgeons, public affairs officers and Meteorology/Oceanography officers.

Lt. Matt Smart served as a member of the Meteorological and Oceanographic (METOC) team. Smart is a Ph. D. student in Geography, and has spent time studying the Arctic as part of a U.S. State

Department study, examining how melting Arctic ice will affect industry, trade and indigenous peoples in the region, which is vitally important to the NORAD and NORTHCOM mission.

“This being my first AT coming off of active duty, I was amazed at how tightly Reservists were integrated into operations during the exercise,” Smart said. “From day one, I was part of the team—a cog in the wheel, but still played an important role. I was the only METOC Reservist during the exercise, so I absorbed a significant amount of the exercise workload from the active-duty team, freeing them up to focus other equally important tasks. Could they have done it without me? Yes, I’m sure of it, but I think my presence, if nothing else, made things operate a little more smoothly.”

Cmdr. David Kennington manned the Maritime Surge position during the exercise. A few months prior, he arrived at the NORAD and NORTHCOM Command Center (N2C2) to check up on one of his fellow officers. “He was very heavily tasked and asked if I could stick around and help out,” Kennington said. “I fired up what is officially called the FIDO station (Fighter Interceptor Duty Officer) and ended up being utilized for the rest of the exercise. In Ardent Sentry, due to the exercise geography encompassing the Pacific Northwest, NORTHCOM anticipated a large maritime component and requested the surge desk be manned again, which I did for the entire first phase of the exercise.”

Kennington stepped in and eased the burden. “That’s exactly what the Reserve is supposed to do for our active-duty brethren—bring additional manpower and ‘ready now’ expertise,” he said.

Through Ardent Sentry and many other exercises, the Reserve Sailors of NORAD and NORTHCOM prove they are vital members of the command, providing a diversity of thought and knowledge which serves to act as a powerful force multiplier. ⚓

Carrier Strike Group Four's Force Protection Exercise (FPEX)

A CONFIDENT RESPONSE

After several days at sea, Sailors from the Eisenhower Carrier Strike Group are due for a port visit. At a distance and on the pier, the welcome party prepares to dock the ship.

Story by Chief Petty Officer Gino Flores



“History has shown us how important is the aspect of the ship’s ability to protect itself while in port. Awareness that force protection is an important piece is front and center.”

A simulated group of protesters demonstrate and show aggression toward watchstanders and Sailors aboard USS Dwight D. Eisenhower (CVN 69) by throwing objects and chanting insults. (U.S. Navy photo by Chief Petty Officer Gino Flores)

The host country's local security force is present in the harbor. The ships' crew has planned, rehearsed, and synchronized force protection procedures in order to keep the peace and safety of the public and crew members surrounding the pier. Any emergency situation has a ready response plan of action rehearsed by

the ship's crew during the Force Protection Exercise (FPEX) certification process conducted on the pier through mock scenarios.

Carrier Strike Group (CSG) 4 is the training evaluator for FPEX. Navy Reserve CSG-4 Sailors augment the active component while conducting FPEX. A four-man team expands to a 20 to 30 member team. Sailors from different rates and backgrounds make up the command, and learn to be proficient in Anti-Terrorism Force Protection through training and by completing job qualification records.

"A perimeter breached by a group of jet skis, protesters at the gates, gunfire erupting from a lone active shooter, suicide bombers or even detonated explosives off the side of a ship by a swimmer," said CSG-4's Lt Cmdr. Brian Rhodes, "these are some of the scenarios simulated during a FPEX."

Peaceful events can quickly turn violent and cheers can turn to screams of panic. A foreign or domestic terrorist attack can cause confusion in the affected area. The number of victims of an attack can rapidly increase as the unforeseen sequence of events unfolds.

"History has shown us how important is the aspect of the ship's ability to protect itself while in port," Rhodes said. "Awareness that force protection is an important piece is front and center."

During FPEX, the scenario details are not disclosed to anyone so that it will test the situational awareness and response

capabilities of the ship's response team. The exercise lasts for three days, and inspectors from CSG-4's force protection team conduct an evaluation. They evaluate the ship's entire security force and the ability of the Sailors to respond.

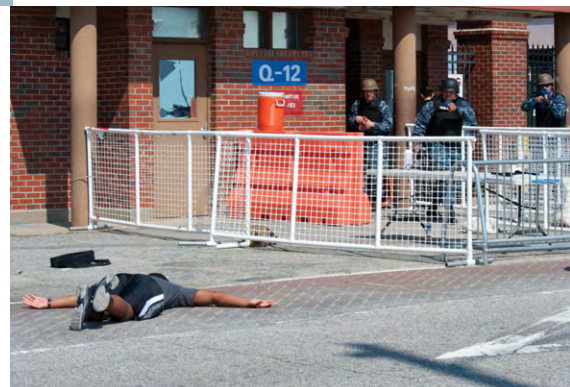
Ship's company can only speculate as to the series of event that may unfold. According to Rhodes, some past scenarios included divers attaching mines to the ship's hull, breaching the secured perimeter with a vehicle improvised explosive device, or introduction of an internal threat quickly developing into a hostage crisis.

The level of competency is measured through point-grading criteria in more than a dozen areas. It is then summed up at the end of the exercise, resulting in a pass or fail. The score must not be less than 80 percent and there are five must-pass force protection events. Certification is the ultimate goal; if that is not accomplished at first trial, a replay is scheduled.

"During the debriefing period the evaluators review the ship's security team drill response and point out strengths, weaknesses and areas of improvement," Chief Petty Officer Roderick Hopes said, an assessor from CSG-4. "The teams are built up from the baseline to perform effectively and later are able to pass on the skills from lessons learned to new team members that will be replacing them in the duty sections."

"Safety is paramount during operations," Rhodes said. "Communications are coordinated; safety officers and evaluators are introduced into the event. The local agencies are notified of the exercise to avoid any incidents or confusion. Red and blue fake guns are distributed to the reaction force on the ship and they are to respond as if the real situation is going down, bang, bang! Crisis sustained!"

"This is a very operational, high-tempo unit that conducts 12 to 14 exercises per year," Chief Petty Officer Chris Windley said, a member of CSG-4's



▲ [TOP] Sailors neutralize a suspicious package threat delivered by a suspected member of a terrorist group during the FPEX. (U.S. Navy photo by Chief Petty Officer Gino Flores)



▲ [LOWER] Sailors aboard USS Dwight D. Eisenhower (CVN 69) respond to an internal hostage crisis drill. (U.S. Navy photo by Chief Petty Officer Gino Flores)

training team. "Young Sailors are made aware of the importance of the exercise and how vulnerable a ship can be in port. They love the exercise! You can see the enthusiasm."

FPEX certification process prepares the ship's response teams for deployment and the ability to sustain safe and secure operations in foreign ports while minimizing vulnerabilities.

"Giving Sailors the ability to recognize threats and defend against them in port from entry control point all the way into the skin of the ship is very important," Capt. Daniel Gamache said, NR CSG-4's commanding officer. ⚓

Office of Naval Research: Enabling Autonomy in our Future Naval Force

Lt. Kevin Jacobson, Naval Research Laboratory Science and Technology 101

Many experts believe that the future of military force lies in the use of unmanned vehicles in the air, on the water and under the sea. The work being done today by the Office of Naval Research Reserve Component (ONR-RC) is helping to bring these vehicles and their force-multiplying effects to the fleet.

Hard at work in the unmanned vehicle field is ONR-RC Reservist Cmdr. Robert Been, this year's recipient of the Vice Adm. Harold G. Bowen Award for Patented Inventions demonstration, for his development of two low-cost Unmanned Aerial Vehicle (UAV) launchers for the Naval Postgraduate School (NPS) using readily available, commercial-off-the-shelf equipment. Been's launchers were a key proof of concept that small UAV launchers could be built at low-cost and be made scalable.

UAV Launcher Version 1, capable of launching a six-pound UAV every 15 seconds at a speed of 35 MPH, came in at a material cost of only \$2,000—and a new upgraded version 2, capable of launching a 30-pound UAV under the same parameters, only set the Navy back \$2,500 in materials.

"Entrepreneurship and experimentation is encouraged by ONR," Been said, "and those factors were the spark needed to pursue the project." The potential to make UAVs an effective military system has already been proven with large, expensive UAVs. But utilizing large numbers of small inexpensive UAVs, operating in a swarm, is a new way UAVs will be brought to bear

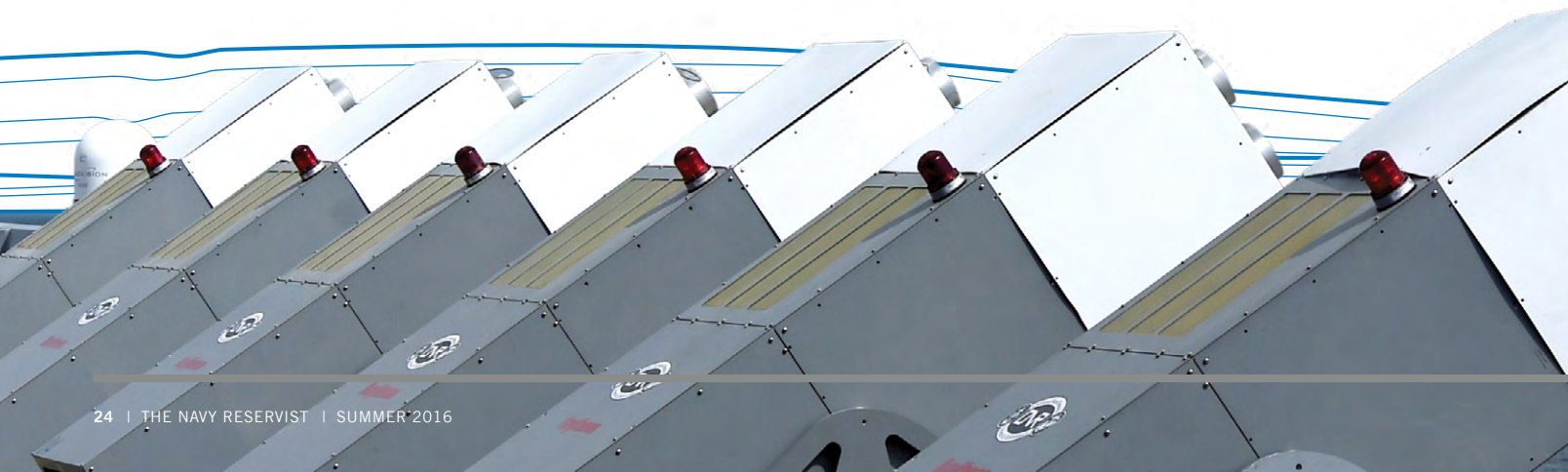
on the battlefield—and Been's launchers will be a key enabler to get the U.S. Navy there.

The ONR, which is celebrating its 70th birthday this year, was created in 1946, with the stated mission of "planning, fostering, and encouraging scientific research in recognition of its paramount importance as related to the maintenance of future naval power and the preservation of national security." Basically, it is their job to ensure the technical superiority of the United States Navy and Marine Corps.

With a workforce of about 38,000 civilians, contractors and military personnel, and executing an average annual budget of approximately \$2 billion a year, ONR works with the Science and Technology (S&T) communities in the United States and 54 foreign countries. Through its affiliates, ONR engages with 634 institutions of higher learning, nonprofit institutions and over 960 industry partners to advance research and development through technology demonstration.

A vital part of this workforce includes the ONR-RC, established in 1978. These 191 Naval Reserve Sailors, assigned to 15 units dispersed across the United States, combine their military and civilian experience to help ONR and its government, academic and industry partners to discover, develop and deliver the cutting-edge technology of the future naval force. As evidenced by the work of Been, the ONR Reservist brings a unique skill-set of fleet and warfighting experience, coupled with unique civilian technical expertise, to assist in bringing technology solutions to the fleet.

Been isn't the only ONR Reservist working to improve the use of UAVs in the Future Force. Cmdr. Regina Brown has been instrumental to the Low-Cost UAV Swarming Technology (LOCUST) program as their Government Flight Representative (GFR). A GFR has the responsibility for aircraft operations conducted by commercial contractors using Department of Defense aircraft—and when ONR did not have one readily



available in house, they leveraged the unique skill-set of civilian experience and a military background residing in their Reserve component and Brown.

Brown's civilian skills as an FAA commercial pilot and instrument instructor, combined with her military experience as an aviation maintenance duty officer, enabled her to conduct in-depth reviews of flight and ground operation procedures during contractor site visits and at flight test events for the LOCUST program, once again demonstrating the added value the combined civilian and military experience of Reservists brings to ONR.

The LOCUST program is meant to exploit the power of large numbers to its advantage, to "autonomously overwhelm an adversary." To achieve this, ONR has been working to develop the ability to quickly launch large numbers of small, expendable UAVs from a small footprint launcher that can be installed on any number of existing platforms. These UAVs then utilize information sharing, enabling autonomous collaborative behavior for either defensive or offensive missions.

At a testing event in July, onboard the ONR's ship Sea Fighter, with Brown once again providing uniformed leadership as the GFR, the LOCUST program successfully launched 33 Coyote UAVs off the ship in under one minute, an historic achievement in naval aviation. They not

only got them launched in rapid succession, but rendezvoused, maneuvered, and were recovered ashore at a preselected landing site at Tyndall Air Force Base. Thanks to the hard work of all involved, including the ONR-RC, all aspects of the experiment were a resounding success.

Rear Adm. Mat Winter, the chief of naval research and CO of ONR, said the science behind swarming UAVs is "the intelligent algorithms and the ability to communicate, to sense and avoid, re-group and separate. We take that learning and bring it into the surface domain," Winter said.

Winter added that ONR is building up toward demonstration of domain-agnostic combinations in swarming vehicles.

"... the ONR Reservist brings a unique skill set of fleet and warfighting experience, coupled with unique civilian technical expertise, to assist in bringing technology solutions to the fleet."



▼ A Coyote air vehicle is launched as part of the ONR Low-Cost Unmanned Aerial Vehicle Swarming Technology (LOCUST) at-sea experiment conducted aboard Sea Fighter (FSF 1). (U.S. Navy photo by John F. Williams)



▲ [TOP LEFT] Cmdr. Regina Brown from the ONR Reserve Component (ONR-RC) watches as Raytheon employees load a Coyote air vehicle into a launch tube. (U.S. Navy photo by John F. Williams)

[TOP RIGHT] Cmdr. Regina Brown prepares launch tubes for Coyote air vehicles in the mission bay aboard Sea Fighter (FSF 1). (U.S. Navy photo by John F. Williams)

[MIDDLE LEFT] Rear Adm. Mat Winter, chief of naval research, presents the 2015 Vice Adm. Harold G. Bowen Award for Patented Inventions, to Cmdr. Robert Been. (U.S. Navy photo by John F. Williams)

[MIDDLE RIGHT] Cmdr. Robert Been's UAV Launcher No. 1 featured at a UAV event at the Naval Post Graduate School. (U.S. Navy photo by John F. Williams)

[BOTTOM] ONR Reservists mentored 240 middle school girls in a recent STEM outreach at the U.S. Naval Academy. (U.S. Navy photo)

“In the next demonstration, I want a UUV [Unmanned Underwater Vehicle], USV [Unmanned Surface Vehicle] and UAV swarming together,” he said. “We want to understand: Is that technically feasible? The answer to that is yes.”

ONR doesn’t just work with industry to bring game-changing technology to the fleet—it also focuses on the unmanned in its S&T education outreach. ONR Reservists like Lt. Cmdr. John Hamilton participate in robotic submarine (ROBOSUB) workshops and in the sponsorship of autonomous ship (ROBOBOAT) competitions with today’s youth. As the STEM (Science, Technology, Engineering and Math) arm of the U.S. Navy, the Office of Naval Research reaches out to American students of all ages, working to develop, encourage, promote and ensure the future generations of the naval research enterprise. Through judging science fairs throughout the country, and participation in autonomous events, ONR and its Reserve component is building excitement within the foundation of our future.

Unmanned systems are also a focus of ONR’s innovation efforts, thanks to the efforts of Sailors like Lt. Cmdr. Dave Nobles (ONR-RC) and his work in the cyber realm. Nobles and ONR provided recent support to a “Hack the Sky” event where a group of hackers were invited to break into the controls of the next generation of swarming autonomous UAVs, providing the crucial data needed to develop the necessary protections to maintain the edge and superiority of the sky.

Nobles’ innovation support goes beyond the sky, however, with his additional support of programs such as the Athena Project and the Innovation Jam. He continues to foster innovation in the fleet through his work coordinating his brainchild, the Athena Project—an idea competition similar to the “Shark Tank” TV show, an initiative that organizes public forums throughout the globe where Sailors and Marines can submit ideas for improving their individual commands (or the Navy and Marine Corps in general) to a panel of experts.

At the inaugural Innovation Jam, planned and coordinated by Nobles, a large group of naval commands came together

onboard the USS Essex (LHD 2) to provide Sailors the chance to take their technological concepts and launch them straight into prototyping and testing in the fleet. The finalists pitched their ideas to a panel of eight judges, made up of military officers, scientists and engineers, with Lt. j.g. Rob McClenning and his concept of a Unified Gunnery System (UGS) winning out. This system would provide augmented reality visors to Sailors

manning topside guns to allow them to see orders, bearing lines and more, allowing for an improvement in situational awareness and command and control. His idea is now funded for \$100,000 in collaboration with the Space and Naval Warfare Systems Command Center Pacific.

Unmanned systems will play a large role in our Navy’s future warfare, but these systems rely on ONR and its ability to harness the experience, ingenuity and ideas of every Sailor and Marine on the deck plates, to foster and encourage this innovation. A huge part of their efforts to discover, develop and deliver the Navy’s unmanned systems of the future resides in their citizen Sailors: the ONR Reservist.

ONR is constantly looking for the best and brightest within the Reserve Forces to join its ranks! For further information on the ONR Reserve program, contact the director at: **ONR.NCR.ONR-RC.list.director@navy.mil**, or go to: <http://www.onr.navy.mil/en/Science-Technology/Naval-Reservist-Component.aspx>. 📌

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► Lt. Stephen Gallagher tries a virtual reality headset at the Innovation Jam hosted aboard USS Essex (LHD 2). (U.S. Navy Photo by Petty Officer Second Class Molly A. Sonnier)

Navy Reserve Mentorship Network

MENTORSHIP – TAILORED FOR YOU!



The Navy Reserve Mentorship Network (NRMN) is here to enhance your career. This initiative is all about you, the individual Navy Reserve Sailor, and helping you achieve your goals. This is a completely voluntary initiative that gives you access to a diverse group of experienced mentors through a searchable database.

- Want to know more about making a fast start in the Navy Reserve?
- Need advice on how to make rate, apply for a commissioning program, or prepare for the advancement exam?
- Want to make yourself more competitive for command or a change of designator?
- Want to talk with someone who is in your same circumstance—learning to balance Navy Reserve, family, and civilian careers?

Our Navy Reserve Force is filled with great professionals who were once in your shoes and want to pass on the secrets of their success. Come join the conversation on Navy Reserve CareerCompass (the NRMN mentorship portal) and start your mentor searches. We're looking forward to hearing from you.

MENTORSHIP PORTAL

Volunteer to mentor. E-6 through E-9, LDOs, CWOs, and O-4 and senior are able to sign up to be mentors NOW.

Volunteer to be a mentor via the Navy Reserve CareerCompass site. How to get there:

- Visit the Navy Reserve Homeport and log in into <https://www.navyreserve.navy.mil>
- Hover over the "Communities" link at the top of the home page
- Select the "NR CareerCompass" link near the bottom of the first column

Search for mentors. All Navy Reservists are able to search for mentors on the Navy Reserve CareerCompass site and then contact their chosen mentors via official Navy email.

MENTORSHIP FAQs

Q Is participation in this initiative required?
A No. This is completely voluntary.

Q Will I be assigned a mentor?
A No. You search for and choose your own mentor?

Q What kind of issues can I get mentoring for?
A Choose any number of mentors to help you with what each mentor does best (test prep, commissioning program advice, command prep, community milestones).

Q Other mentorship initiatives have come and gone. Why is this different?
A This initiative is for YOU, not for the Navy or for keeping score of mentoring sessions. NRMN will provide training for mentors, mentoring tools, and a local, regional, and Force-wide team that will help you make the best use of the Network.



Visit your Navy Reserve Mentorship Network today!

Portal: <https://private.navyreserve.navy.mil/col/mentorship/Pages/home.aspx>

Email at: CareerCompass_contact.fct@navy.mil

Facebook: <https://www.facebook.com/NavyReserveCareerCompass/>

NAVIGATING YOUR CAREER THROUGH MENTORSHIP.

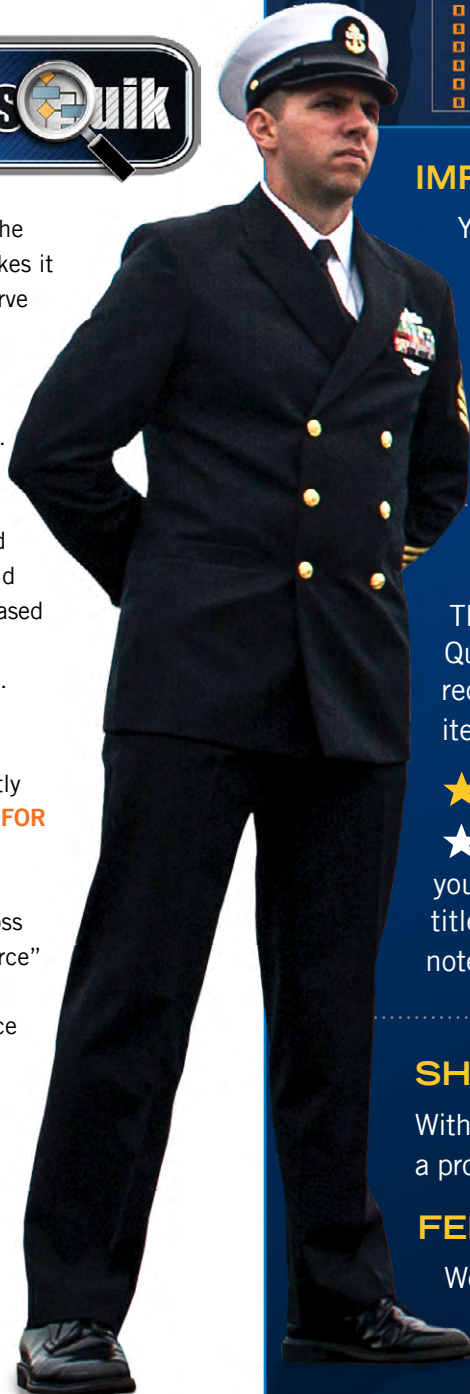
ProcessQuik Enhanced to Improve User Experience



A recent revamp to the ProcessQuik site makes it easier for Navy Reserve Sailors and staff to access standardized processes and supporting materials. These updates were made based on feedback received from users in the field who requested increased functionality and an improved experience.

Commander, Navy Reserve Force recently signed **COMNAVRESFOR Instruction 5222.1**

“ProcessQuik Implementation across the Navy Reserve Force” which establishes policy and governance requirements for ProcessQuik.



IMPROVED SEARCH FEATURE:

You can now search more than 1,500 processes, QuikGuides and references with one user-friendly tool—QuikSearch. The enhanced keyword element also allows users to search via specific keywords, providing streamlined search results. To narrow down these results, simply select the type of resource desired.

MY QUIKLINKS:

This area includes a list of links to processes, QuikGuides or references tailored to you. You will also receive notification of significant changes made to any items saved in your QuikLinks.

★ ADDING TO MY QUIKLINKS:

★ Easily add processes, QuikGuides or references to your QuikLinks by clicking the gray star next to the item title on a process page. Successfully saved items are noted by a gold star.

SHARE THIS PROCESS:

With the click of a button, you can now share a process with a colleague or teammate.

SHARE

FEEDBACK FUNCTIONALITY:

We've heard you! Now you can provide feedback from the homepage or directly from each process page.

FEEDBACK

CITIZEN PATRIOT

Carol B. Davis

Navy IA Combat Training Center (NIACT)/Task Force Marshall (TFM) Volunteers

VOLUNTEER PROGRAM LEADER

Carol Davis manages the NIACT/Task Force Marshall Volunteers who help fill the void of not having immediate family at Camp McCrady during the pre-deployment training. The volunteers host a send-off celebration for all 15 NIACT Classes each year, providing love, support “Dang-it Dolls,” personal supplies and other treats. NIACT offers a 17-day combat readiness training course that prepares Sailors for various overseas deployments to CENTCOM and AFRICOM destinations where the Navy personnel may encounter combat roles.

The volunteers come to McCrady to show their appreciation to the NIACT students and their family members who may have traveled to the area. They want to ensure the Sailors are aware that their sacrifices are greatly appreciated by the citizens of the United States. She helps the Sailors know that in addition to their loved ones, there are others that support and care about them.

She began her work volunteering with the Eagle Aviation’s Armed Forces lounge by making and delivering “Dang-it Dolls” for deploying service members. She has worked tirelessly with other volunteers to establish a USO site at the Columbia Metropolitan Airport. This process normally takes 3-5 years to complete, however, her group of volunteers successfully established the Columbia Airport USO lounge within five months.



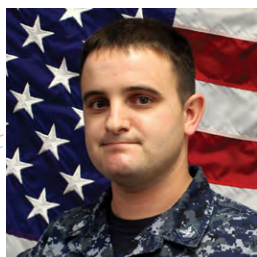
“It’s an honor to meet with the service members and their families as they prepare for deployment—I’ve adopted them as my own.”

FACES OF THE FORCE



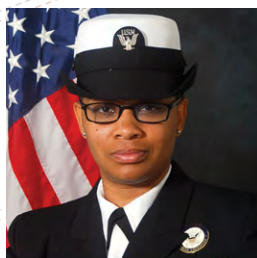
NAVY OPERATIONAL SUPPORT CENTER SAN DIEGO

Petty Officer 2nd Class Enmanuel Herrera Cortorreal. PO2 Herrera Cortorreal currently serves as a Defense Travel System assistant, NROWS Specialist and Government Travel Charge Card Assistant within the operations department at Navy Operational Support Center San Diego. Additionally, he completes all monthly PERSTEMPO reports and serves as Assistant Urinalysis Program Coordinator. Herrera Cortorreal has proven himself a vital member of the team and has an infectious “can do” attitude greatly contributing to the many successes of the command as a whole.



NAVY OPERATIONAL SUPPORT CENTER MEMPHIS

Petty Officer 2nd Class Randall D. Arnold. PO2 Arnold is the mobilization coordinator for 400 Reserve personnel to ensure mobilization readiness and timely processing in support of the Navy and Marine Corps team and operations around the world. He also serves as the training coordinator, scheduling schools and training for staff and Reserve personnel while ensuring proper completion of all general military training. Qualified as an armed watch stander, he enforces antiterrorism and force protection policies and procedures while ensuring the safety of staff personnel and all visitors.



NAVY OPERATIONAL SUPPORT CENTER PHOENIX

Petty Officer 1st Class Ira E. Hardy. PO1 Hardy holds the position as NOSC Phoenix leading petty officer and command career counselor. Hardy runs the Career Development Team by effectively managing 33 unit career counselors in the career development of over 650 Sailors, active and Reserve. Her dedication resulted in receipt of the Golden Helm-RC Programs Excellence Award making it back-to-back wins for NOSC Phoenix. Hardy was selected as NOSC Phoenix 2015 Sailor of the Year and 2016 Navy Reserve Southwest Career Counselor of the Year.



COMMANDER, LITTORAL COMBAT SQUADRON ONE

Chief Petty Officer Daniel M. Paskwietz. CPO Paskwietz is currently serving his second year on Active Duty for Special Work orders at COMLCSRON ONE, San Diego. He was hand selected from LCS Seaframe Bravo Detachment to fill a critical maintenance coordinator role in the execution and management of 3M support to LCS Class ships. In addition to his 3-M System Coordinator role, he supervised the completion of 3,784 PMS checks, and 1,930 equipment validations, saving \$1.5 Million in contractor assigned maintenance.



EXPLOSIVE ORDNANCE DISPOSAL MOBILE UNIT TWO DETACHMENT, NORFOLK

Petty Officer 1st Class Alex B. Garcia. PO1 Garcia is the administrative officer for EODMU Two Det Norfolk, which conducts routine and emergent EOD operations in support of Commander, Navy Region Mid-Atlantic. He is responsible for all administrative functions and has processed over 300 command correspondence, four awards, 17 evaluations and 16 directives. He also serves as the arms, ammunition and explosives manager, where he ensures that all command assets are inventoried, accounted for, and ready for operational use.

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NAVY ENLISTED RATING MODERNIZATION

The graphic below depicts the Navy change to the way it classifies enlisted specialties. Instead of using rating names and their abbreviations, the Navy will now use an alphanumeric code. These Navy occupational specialties (NOS) codes will be grouped under career fields.



Effective immediately, Sailors in paygrades E1-E3 will be addressed as “Seaman,” E4-E6 will be called “Petty Officer Third/Second/First Class” as appropriate, and Senior enlisted in paygrades E7-E9 will be “Chief,” “Senior Chief,” or “Master Chief” depending on their paygrade.

- For example, a Sailor will no longer be called YN2. Instead, they will be called a “Second Class Petty Officer” or “Petty Officer.”
- There will no longer be a distinction between “Airman, Fireman and Seaman.” They will all be “Seaman.”
- This cultural change will not happen overnight. It will take a measured approach to make it the norm.