**DEPARTMENT OF THE ARMY**
**OFFICE OF THE CHIEF OF ARMY RESERVE**
**2400 ARMY PENTAGON**
**WASHINGTON, DC 20310-2400**

July 1, 2016

Team:

1. I just reaffirmed my oath as an Army Officer, rucking up to humbly embrace the biggest challenge of this Soldier's life: leading you. It is no small responsibility. I now stand fully accountable to the people of the United States, and senior leadership of America's Army, to support, grow, sustain and lead the finest Federal Reserve force in history. The World is a rough neighborhood and Life is a full-contact sport. The Army's global challenges will not subside anytime soon. Our mission is to man, train, equip and be ready to deploy a wide array of combat ready forces, capable of conducting and/or supporting full-spectrum operations on short notice. This is about winning America's wars. Nothing less. It is the ultimate team sport.

2. While I fully acknowledge, as I walk the terrain and assess, facilitate and coach this force, I have some learning of my own to do – it is, after all, a blended team of some two hundred thousand superb Soldiers and Civilians with a broad array of capabilities - I want to share a few right-out-of-the-gate thoughts with you so you have some idea of what you can expect from me, and what I will expect of you. This is not an exhaustive list of "do's and don'ts", but it will help us stay on azimuth as we move forward.

a. You can expect me to be candid, transparent, consistent, inquisitive and direct. I respect and appreciate dissenting views so long as they are professionally-delivered and intellectually rigorous. You will have my unflinching support when you are operating earnestly and within my intent. You can expect me to be on the ground with you when the going gets tough, and you can be assured that I will never expect you to do something that I haven't done or wouldn't do myself. You can expect me to drive us to a clear and coherent Command and Control structure that enables all of us to know who is accountable to whom and for what. You can count on me to be accessible; to be in the mix. I will do PT with the troops.

b. I will expect the same straight talk from you. I will expect you to press yourself to be physically fit, emotionally resilient, intellectually agile and doggedly determined to live the Soldier's Creed to the very best of your given talents, every day. I will expect you to "own it"; to hold yourself accountable. I will count on you to treat each other as the professional Soldiers and Civilians that you are. I will expect you to play as a team. I will expect you to lead.

3. We will learn much from each other as we press into the future. Our operating and fiscal environments will remain dynamic, and there will undoubtedly be places where we

will need to adjust fire. We must balance the imperative to build and sustain combat-ready formations with the equally compelling mandate to recruit and retain quality Soldiers and Civilians while maintaining the support of Families and employers. There are, to be sure, inherent challenges unique to manning and maintaining combat-capable units of Citizen Soldiers spread across the Nation, and around the globe. However, there are also powerful strengths and advantages to be leveraged from a community-based force of professionals with significant civilian-acquired skills. We will build, exercise and sustain ready forces through a blend of personnel and material readiness, and progressively intensive training. While adequate fiscal resourcing and full-time support are necessary preconditions for success, they alone will not suffice. In the end, inspired leadership is the decisive edge and the ultimate combat multiplier.

4. There will be a time and opportunity in the days and months ahead to assess how well we are executing in support of the Army's first priority — Readiness — and to adjust, where needed, as we move forward. Today, I'd simply encourage you to stay focused on that Mission, and to assure you that I will, as well. In the immortal words of Shakespeare, "Ripeness is all." Get ready. Stay ready. Drive on. See you on the Run Route.

Twice the Citizen!

Keep pounding...!!

Charles D. Luckey
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