



READINESS?

or

CUTS?

**FINDING BALANCE
ACROSS THE FORCE**

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This page is **INTERACTIVE**.
Click any image to read that story.



COVER STORY:

As the U.S. Army Reserve takes an introspective look at possible military technician and civilian personnel reductions, leaders must also figure out how to balance the force while maintaining readiness. The front page graphic has multiple meanings to reflect the present and the future. The left side of the Double Eagle is still standing representing readiness, the right side signifies pending cuts, the shadow fading into the distance represents the uncertain future, while the lighted front and surface reflections represent the present. (Graphic illustration by Timothy L. Hale/U.S. Army Reserve)



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 **DOUBLE EAGLE**
 "Twice the Citizen! Army Strong!"
 NOVEMBER 2014 VOL. 3 No. 8

THE OFFICIAL PUBLICATION OF
 HEADQUARTERS,
 U.S. ARMY RESERVE COMMAND
 PUBLIC AFFAIRS OFFICE,
 FORT BRAGG, N.C.

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Here We Go Again

Last year the Department of Defense endured the first round of Sequestration with a periodic civilian furlough in the Spring and then a full-blown furlough in the Fall.

A little more than a year later, the potential for massive budget cuts, Sequestration, and manpower reductions are staring back at us.

Times are sure to be tough for everyone - for our uniformed Service members and DoD civilians alike.

However, since last year, the players on the world stage have changed.

Between the rise of the Islamic State of Iraq and Levant, Russian incursions into the Ukraine, and the grim reminder of Ebola, a strong and ready military is needed now more than ever.

Speaking at the Defense Writers Group in October, Army Chief of Staff Gen. Raymond T. Odierno, said that should Sequestration take place in fiscal year 2016, "It will be very difficult for us to lead around the world. Fiscal year 2016 is a breaking point. I'm not seeing peace breaking out around the world."

He said manpower, modernization, and training need to be balanced even as the budget shrinks. The problem is the force is currently out of balance.

Odierno told the writers he wrote a letter to nearly 40 lawmakers saying there needs to be a national debate about strategy instead of a single-minded focus on budgets in order to determine the capabilities and responsibilities for our Army.

"This is a lousy way to do business," he told the writers.

Gen. Mark A. Milley, U.S. Army Forces Command commanding general, speaking at the Association of the United States Army annual meeting in Washington, D.C. last month, said to make the Army's Total Force Policy work, it will take all three components - active, Reserve and National Guard.

"The United States cannot execute operations anywhere in the world without the Guard and Reserve," Milley said.

So here we are, almost in the same situation we were in a little more than a year ago.

Tough times call for tough measures. But the question remains. How tough will the measures be?

While our brothers and sisters in uniform and Army civilians will feel the brunt of such measures, ultimately, if the world situation turns grim, it could very well be the American public that feels the pinch.



 Timothy L. Hale
 Editor



Timothy L. Hale, a U.S. Air Force veteran, is an award-winning photojournalist and editor of the USARC Double Eagle. He is member of a number of professional organizations to include: Nikon Professional Services, National Press Photographer's Association, and the North Carolina Press Photographer's Association. The views expressed in this column are expressly his own and do not necessarily reflect those of the U.S. Army Reserve Command, the Department of the Army, and/or the Department of Defense.



FINDING BALANCE. James Balocki, the U.S. Army Reserve command executive officer, discusses pending personnel cuts with a reporter at U.S. Army Reserve Command headquarters, Oct. 1, 2014, at Fort Bragg, N.C. (Photo by Timothy L. Hale/U.S. Army Reserve)

READINESS? *or* CUTS?

Balocki: "We have always survived as an Army."

Editor's Note: The U.S. Army Reserve Command Double Eagle staff sat down with James Balocki, the Army Reserve command executive officer, to respond to questions about possible personnel reductions and the impact they will have on those identified and mission readiness. Below is the transcript from that conversation.

JB: In my 33 years with the Army, this is the about the third time I have seen something like this.

We have always survived as an Army. It's during these periods of retrenchment that we look introspectively at why we exist and for what purposes the nation needs us, specifically with regard to the Army Reserve.

This idea of a life-saving, life-sustaining force and bringing that concept to life and putting it into operation for the Army and the nation's leaders, this is really a great time.

We need to be able to reflect on that and bring different means

and methods in the employment of our force to make that concept a reality.

It's challenging because we are going through difficult times when there is angst among the work force and I feel it too.

But it also provides a chance to have a more intellectual dialogue about the purpose of our force and how we employ it.

DE: Why is it necessary to reduce the civilian workforce and what is the driving factor behind the

reductions?

JB: The nation faces difficult choices about spending; among the decisions our elected leaders have made is to reduce spending on the Armed Forces.

The active Army will shrink from about 510,000 soldiers now by 60,000 over the next five years.

The Army Reserve will shrink from 205,000 soldiers now to 195,000 over the next two years.

Similar reductions to our civilian workforce were also required of Army leadership; the Army's civilian workforce is shrinking as well.

DE: When will these reductions take place (start/duration/period of time)?

JB: These reductions will begin this fiscal year and be carried out over the next four years.

We've planned reductions to our Military Technician workforce in the first two years – these actually were put in law with our budget submissions.

Our Army civilian workforce reductions will occur from Fiscal Year 2017 through Fiscal Year 2019.

DE: What is the most important message we (collectively) need to send to those employees in positions being eliminated?

JB: First, we believe every employee is important to our mission and will do all we can to find a place for them in our organization.

I'll be honest though, this may be difficult in some cases. Each situation and every employee's circumstances are unique, so it's hard to gauge what might be required of both the Army Reserve

and each employee to keep them with us.

I hope and expect we'll be able to keep everyone who wants to stay; while challenging, I believe it is possible.

DE: Who will be affected by the decision to reduce the workforce?

JB: From my perspective everyone in the Army Reserve is affected.

Most certainly those employees who's positions are eliminated will be directly affected; however, employees and soldiers who stand with them as a part of our formations will also be impacted as they decide which functions to continue performing and which we will stop doing, but still ensure we continue to maintain ready units in support of our nation's defense.

DE: What pay grades/ranges will be most affected by reductions?

JB: This is hard to gauge.

From what I've seen, the impacts are spread across our organizations, including those positions we fund for other entities that support us, and across the range of grades throughout our structure.

I do want to stress this reduction is associated with shrinking resources and decisions about which functions we'll either stop performing or undertake in a different manner.

DE: Where will the largest number of reductions take place and where are they located? (headquarters, mission support commands, units?)

JB: The Army Reserve must reduce 1,000 Military Technician positions and 410 Army civilians.

Most of our Military Technicians are found in units and in the maintenance and equipment concentration sites; thus, a large number of those cuts will come from there.

On the other hand, the Army civilian positions are found across the command, so, we've reduced these positions broadly, but tried to retain them in our formations to the extent we can, to protect the Army Reserve's ability to generate ready units and Soldiers.

DE: How will the reductions be implemented?

JB: Positions will be reduced in phases.

The first two years Fiscal Year 2015 and Fiscal Year 2016 will see us reduce the Military Technician positions from nearly 9,000 to just fewer than 8,000 – an 11 percent cut.

The next phase, will occur from Fiscal Year 2017 through Fiscal Year 2019, when we'll reduce our Army civilian positions from 3,508 to 3,098, a 12 percent cut.

DE: Why can't these reduction goals be managed through normal attrition (retirements, resignations)?

JB: We are; in fact, we expect most of our reductions will be a result of normal attrition, like retirements, and voluntary movements, when an employee takes another position.

DE: Army Reserve is still advertising civilian positions for fill. Why do this during reductions?

JB: Normal attrition in our mili-

See **BALOCKI**, Pg. 6

BALOCKI

from Pg. 5

tary technician population averages about 11 percent to 12 percent per year.

This means if we simply stop hiring this year, we'll have roughly 1,000 new vacancies over the next 12 months. This is more than double the required annual reduction target of 500 positions.

So, you see we'll still need to hire – and we will, because military technicians are so critical to maintaining readiness in our units.

For our Army civilian population average attrition is about 5 percent per year, so again if we froze hiring this year, we'd expect about 150 new vacancies.

The challenge with managing by attrition is we can end up with an imbalanced workforce.

That means we may have a disproportionate number of people with certain skills, or in certain locations, and a shortage in others.

In some cases vacant positions may be retained, this is because

these functions are still needed.

This is where the challenge for commanders becomes hard - shaping the workforce to meet known current and unknown future requirements.

DE: How will VERA (Voluntary Early Retirement Authority)/ VSIP (Voluntary Separation Incentive Payments) be used to manage some reductions?

JB: Given the number of positions that we expect to be vacated through attrition, the use of early retirement and voluntary separation incentives is likely to be targeted to achieve specific objectives, for example to achieve balance in certain skills, as I mentioned earlier.

There may also be some instances where we're unable to achieve the reductions targets we've assigned. In these cases again, incentives might be offered.

DE: What types of assistance will

the Army Reserve provide to those personnel in eliminated positions? (Local, state and other federal agencies)

JB: There are a number of tools to provide assistance we can and will offer.

Retirement seminars, counseling, the employee assistance program, training assistance, priority placement, working with other Army and Department of Defense agencies, and even working with civilian employers.

Our human resources professionals can best explain this wide subject area.

DE: How will employees in positions being eliminated be counseled in regards to their continued medical coverage, Federal Group Life Insurance, Thrift Savings Plan participation, earned retirement and other benefits be accomplished? When will that take place?

JB: We have begun to schedule



retirement seminars; the first of these was held 28 and 29 October.

We've scheduled additional sessions in November, January, February, and April. We'll provide the dates so you can publish them.

DE: Does the possibility of further eliminations through another round of sequestration cuts exist?

JB: It is difficult to predict, in the current political environment, whether or not another round of cuts triggered by the 2011 Budget Control Act, what's referred to as "sequestration," will occur.

I can't say one way or another. Although we received some relief from these mandatory cuts in Fiscal Year 2014 and Fiscal Year 2015, they continue into 2023 as the law currently stands.

So, the Army and Department of Defense will continue to face fiscal pressures, plan, and adjust accordingly.

I wish there was greater predictability for us all; we live in interesting and challenging times - at least for the present and foreseeable future

DE: Where can concerned employees find more information about these reductions?

JB: The leaders in your unit or organization are the

first, best source of information as well as the Human Resources professionals.

We'll continue to provide information from both the Civilian Personnel Management Office and the Civilian Personnel Advisory Center to ensure your leaders are informed.

I expect we'll provide additional information in a range of forms and forums.

We'll hold periodic town halls, in fact, I conducted three in September, to listen and answer people's questions.

We also plan to share information using a range of print and video tools.

DE: Do you have any final thoughts you'd like to share?

JB: Every member of the Army Reserve family is important to our team.

We will do all we can to find a place for each one in our organization.

This will be difficult at times, but I hope we'll be able to keep all who want to stay.

I recognize this is hard on everyone and I sincerely appreciate the continued loyalty, skill, and dedication of our civilian professionals I see every day in our organization! Thank you! 🇺🇸



TOWN HALL. James Balocki, the U.S. Army Reserve command executive officer, held a military technician town hall at the Aviation Support Facility in Clearwater, Florida, Oct. 22. He discussed civilian workforce downsizing, military technician employment, and future missions. (Photo by Col. Pat Briley/ARIMD)



XVIII AIRBORNE CORPS TRANSITIONS TO MULTI-COMPO UNIT

By SGT. MAJ. PETER SABO

XVIII Airborne Corps

The XVIII Airborne Corps will become the first Corps level active component headquarters to encompass Total Army Team concept as it shifts in 2015 to a multi-component unit, incorporating Army Reserve Soldiers into its permanent force structure.

“This is a historic and exciting time for the Army Reserve” said Col. William “Clete” Schaper, Army Reserve Advisor for XVIII Abn. Corps. “This will allow Reserve Soldiers to fill many roles within the Corps headquarters and continue to further the Chief of Staff of the Army’s initiative to fully integrate the three components at all levels.”

Earlier this year, the Department of Defense announced that Division and higher headquarters, including the XVIII Abn. Corps will begin reducing the size of the active component staff.

This announcement opened the door for the Chief of Staff of the Army to initiate a pilot program replacing those lost active component positions with Army Reserve Soldiers, Schaper said.

This pilot program will start with the assignment of Army Reserve Soldiers beginning in January 2015 and run through the remainder of Fiscal Year 2015. Expansion to the remaining Corps

and Division Headquarters is planned for Fiscal Years 2016 and 2017, Schaper said.

“This is an opportunity for driven reserve-component Soldiers to get in on the ground floor and help shape the future of the Army,” added Schaper. “The need for the a multi-component total force became clear over the last 12 years of combat in Iraq and Afghanistan. This program is the natural evolution and continuation of those lessons learned.”

Positions will become available in January 2015 and will span the ranks of private first class through colonel in 22 military occupational specialties, Schaper said.


“Battle assembly weekends will not be the typical Saturday and Sunday,” said Maj. Susie Roberts, XVIII Abn. Corps Army Reserve Advisor Plans Officer. “Multiple unit training assemblies will be grouped together quarterly to enable Soldiers from both the active and reserve-components the ability to train together both on weekdays and weekends.”

“Based at Fort Bragg, North Carolina, the XVIII Abn. Corps offers a unique experience for reserve-component Soldiers as they fully integrate into America’s Contingency Corps,” Roberts said. “Tasked with the mission of being

the only Army Corps headquarters capable of rapid worldwide deployment on short notice.”

The positions will be embedded throughout the corps staff sections and within Headquarters and Headquarters Battalion.

All positions are airborne qualified and Soldiers will have the opportunity to attend Basic Airborne Course if not already qualified, Roberts said.

Soldiers must be MOS qualified and possess a minimum of secret clearance with some positions requiring top secret clearance. 



**ARE YOU INTERESTED?
FIND OUT MORE!**

Reserve-component Soldiers interested in a unique and challenging opportunity with the XVIII Airborne Corps may contact:

Maj. Susie Roberts -
susie.g.roberts.mil@mail.mil
or by phone at 910-643-3640

or

Sgt. Maj. Peter Sabo -
peter.j.sabo3.mil@mail.mil
or by phone at 910-396-4772



WINNING THE CYBER SECURITY WAR

PART 2 OF 3-PART SERIES

Story By Chief Warrant Officer 3 SHARON M. MULLENS
USARC G39-Cyber Management Technician

Part two of this three part series continues with focusing on the units and military occupational specialties that are on the frontline fighting the war on Information Security threats.

U.S. Army Reserve Command G-6 Cyber Security Directorate supports the USARC Enterprise Network with full spectrum Cyber Security processes to ensure the defense and protection of all government and Department of Defense information systems.

This vital important mission includes finding the perfect balance between protecting the data and the Automated Information Systems used to process that data, while maintaining its integrity and availability. In the end, information has no value if it is secured so well that no one can access it.

See **CYBER**, Pg. 12



CYBER

from Pg. 11

Maintaining a perfect security posture is crucial and essential to mission success. While an important element provided by Cybersecurity, fighting Cyber threats are not the only services that the USARC G-6 Cyber directorate provides.

The Cybersecurity Division offers assistance with user threat awareness through training and advice.

Personnel also assist the Information Management Officers to maintain system compliance by offering regular monthly vulnerability scans that not only give an assessment, but, provide details about vulnerabilities and prioritizes remediation.

The directorate also offers services for obtaining an accreditation for a particular system in order to use it on the network, monitor the network for unauthorized software, and quarantine systems that do not meet the minimum baseline compliance.

These Cyber professionals are experts in interpreting the requirements and governance published by governing organizations like ARCYBER, DOD, NIST, DISA, and NSA.

Kimberly Register, USARC G-6 Cybersecurity division chief, outlined the benefits of Cybersecurity and the importance of keeping users aware.

How urgent or pressing are Cyber threats out there? Do you think, the Army Reserve is “getting it,” the importance to protect against Cyber threats?

KR - It is a very real threat. With the increasing threats and the large amount of attention that Cyber threats are getting, whether it be in the news or by people you know, overall I believe people are “getting it” and understand the real threat it imposes.

What awareness are you hoping to bring to the users within the command?

KR - “Strength in numbers” and what I mean by that is, the more people know how to protect themselves, the better off the command will be. As earlier stated, it is my job and the job of my staff to bring awareness and teach users how to combat Cyber threats. October’s Cyber Security Month was just the start!.

Cyber Mission Forces have highly skilled Soldiers at every level of their organization from commissioned officers, warrant officers and all enlisted ranks, each with

a Cyber-related identifier. These highly trained and competent Soldiers serve in the following MOS: Officers 24A, 35D/G, 53A; Warrant: 131A, 255A, 255S, 352N; Enlisted: 25B/D, 35F/N/P/Q.

These Soldiers are not only skilled and unique to the Army, but they are also rare. So rare in fact that the Chief of Staff of the Army has asked the Cyber Center of Excellence to focus on talent management to recruit and retain Cyber Soldiers and offer many incentives.

If you were thinking about a change of your skill, now is the right time. The Army is developing a 17 series that will be strictly Cyber. This series will

blend signal and military intelligence skills further strengthening the Cyber Command.

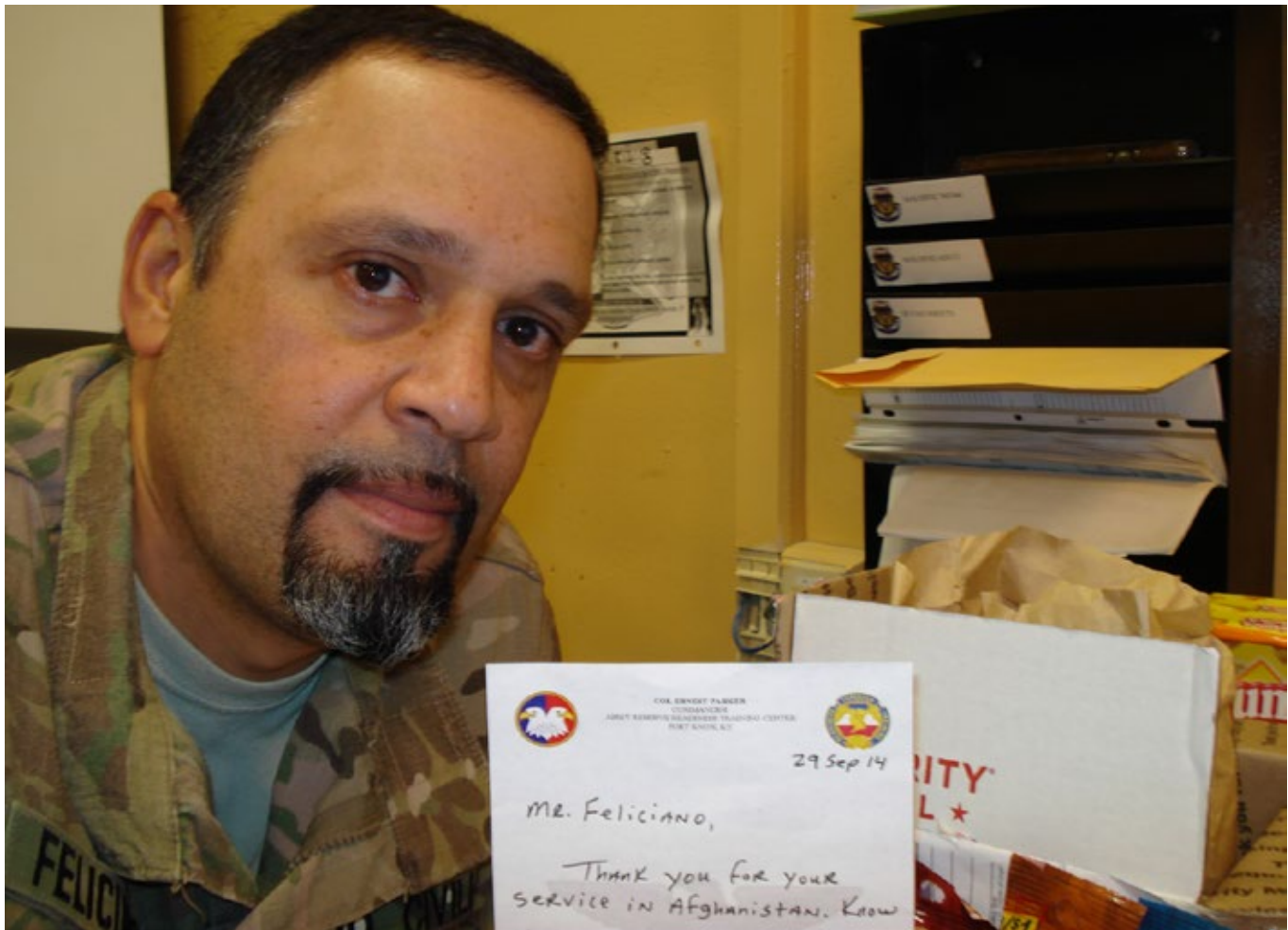
To further show the importance of this effort, the U.S. Army Human Resources Command has recently established a provisional Cyber Branch to provide career management, development and readiness to the Army's cyber forces. The establishment of the branch ensures the Army maintains visibility of Soldiers with unique Cyber skills.

So if you believe that you have the drive, passion and leadership ability to join this elite team or would like to learn more about this elite team of Cyber warriors, go to <http://cybercoe.army.mil>.

Owens Earns Her Star



RISING STAR. Army Reserve Col. Barbara Owens is promoted to the rank of brigadier general by her mother Barbara Sumlin, right, and husband, Ricky Owens, during a ceremony in her honor at the U.S. Army Reserve Command Headquarters at Fort Bragg, North Carolina, Oct. 23. Brig. Gen. Owens most recently served as the Army Reserve Command G-1 at Fort Belvoir, Virginia. She now serves as the Deputy Commanding General of the U.S. Army Human Resources Command at Ft. Knox, Kentucky. Congratulations! (Photo by Sgt. Maj. Anthony Martinez/U.S. Army Reserve)



SERVING IN THE 'STAN. Robert Feliciano displays the note from Col. Earnest Parker, 83rd Army Reserve Readiness Training Center command, that accompanied a care package he received. The 83rd USARRTC sent care packages to deployed Soldiers and civilians who are affiliated with the organization. Feliciano is an instructor with the 83rd USARRTC who volunteered for a one year deployment to Afghanistan as a Department of Defense civilian. He is approaching the end of his one-year tour at Bagram, Afghanistan. (Photo courtesy of Robert Feliciano)

Feliciano represents 83rd ARRTC in Afghanistan

Story by **NORMAN JOHNSON**
83rd ARRTC

FORT KNOX, Ky. - Robert Feliciano, a Department of the Army civilian, volunteered for deployment to Afghanistan as a Department of Defense civilian and deployed at the end of November 2013.

Feliciano is a retired Army veteran of 22 years and teaches the Army Reserve Civilian Entry Training Course at the 83rd U.S. Army Reserve Readiness Training Center at Fort Knox, Kentucky.

His one year tour in Afghanistan ends Nov. 28.

Feliciano shared his experiences in the following interview.

DE: How did you find out about the need for army civilians in Afghanistan?

RF: I found out about it while conducting research for a student that wanted to find out about the availability of overseas positions.

That's when I discovered the Civilian Expeditionary Workforce, (CEW) program.

The Civilian Deployment Experience allows civilians to use their skills, experience, and knowledge to help the Department of Defense accomplish its mission abroad.

DE: Was there a specific announcement for the job you are doing?

RF: No, I volunteered for whatever position they needed filled. I wanted to help in any way I could.

DE: What motivated you to volunteer?

RF: I served in the active Army for almost 23 years and deployed several times, but felt I had not totally fulfilled my commitment to the Army.

I felt that I had at least one more deployment in me and wanted to help the men and women over there.

I felt my past experience could be an asset to those serving in Afghanistan, which was the only place I volunteered to go.

DE: How long is your tour?

RF: My tour is one year. I will complete my tour in December 2014 and return to the 83rd ARRTC.

DE: What is the typical work day and work week like for you?

RF: My day starts at around 6:30 a.m. and I do PT either at the gym or I run with the garrison.

I then report to work at 8:30 a.m. where, as the Site Security Manager for the CAC/Passport office, I and my crew issue Common Access Cards, update DEERS for Service members and retirees and issue flight line badges to military personnel, DoD civilians and contractors.

I process passports and oversee visa applications. I also travel throughout Afghanistan either by helicopter or airplane and check on the other CAC offices in the theater.

My office in Bagram issues 80-100 CAC and badges a day. I also process about 10 passport or visa applications a day.

I deliver the passport and visa applications two or three times a month to the Embassy in Kabul to get them processed. My day ends between 8:00 and 10:00 every night.

DE: Describe the Bagram community.

RF: Bagram Airfield is the largest U.S. military base in Afghanistan.

It is located next to the ancient city of Bagram, 11 kilometers (6.8 miles) southeast of Charikar in the Parwan Province of Afghanistan.

The airfield features a dual runway capable of handling any size military aircraft.

The base is mainly occupied by the U.S. Armed Forces, the International Security Assistance Force (ISAF) and minimally by the military of Afghanistan.

The base is currently maintained by the Combined Joint Task Force 10th Mountain Division (CJTF-10). There are also other Army units along with Air Force, Navy, Marines and Coast Guard units along with other NATO units.

We either live in Tents, B-huts (small wooden buildings) or stacked metal containers that have been made into two and three man rooms.

There are dining facilities located on Bagram and the food is not bad. We have a few paved roads but most are dirt.

Everything that enters theater comes through Bagram so it is busy 24/7.

Bagram never sleeps. You always hear planes or helicopters flying overhead and MRAPs driving through either heading out or returning from patrols.

Bottom-line, it's noisy, dusty and crowded.

DE: When and Where did you serve as an Army Soldier?

RF: I served on active duty from 1984 to 2006 as an Avenger Crewman and a Cavalry Scout. My duty stations included Fort Carson, Colorado; Fort Polk, Louisiana; Fort Irwin, California; Jacksonville, Florida (as a recruiter); Fort Bliss, Texas; Vilseck, Germany; and Bidingen, Germany.

I deployed to Iraq, Afghanistan, Kosovo, and Bosnia and trained in Poland, Romania, Bulgaria, Slovenia and the country of Georgia.

DE: Do DOD civilians carry weapons?

Some DOD civilians carry weapons. I carry a 9mm pistol because of the types of items I transport.

DE: What is the typical risk to you personally?

RF: We receive rocket attacks on the base daily.

On and off base, there are the usual attempts by suicide bombers.

Since I leave the FOB on a regular basis, small arms fire is a constant threat to helicopters.

Attacks in and around Kabul are always a concern. 🇺🇸



WAR TROPHIES. Captured Japanese Imperial Army artifacts at the National Museum of the Army Reserve, Oct. 20, at Fort Bragg, N.C. Pictured, from left to right, are a 1,000 stitch cloth worn by Japanese soldiers, a Japanese Type 14 8mm Nambu Pistol with leather holster, Japanese enlisted collar insignia, and a pack of Japanese cigarettes. (Photo illustration by Timothy L. Hale/U.S. Army Reserve)

HOPI CODE TALKERS AND THE ARMY RESERVE: A UNIQUE AND HISTORICAL RELATIONSHIP

Story by **DR. JOHN A. BOYD**
Director, Office of Army Reserve History

Few people know the Hopi Indians, who live on a small reservation tucked away in a remote corner of northeastern Arizona, have a unique one-of-a-kind connection with the Army Reserve.

During World War II the Hopi people provided code talkers to the 81st Infantry Division – the Wildcats – a division of the Organized Reserve that was activated in 1942.

There were not many Hopi Code Talkers, in fact, there were not many Hopi that served in the World War II. This was due to their tribal culture in which they defined themselves more as defenders and not as warriors. But of the Hopi “defenders” that did serve, we know of eight that were assigned exclusively to the 81st.

These Code Talkers officially served with the 323rd Regiment of the 81st Wildcats although evidence suggests that they were assigned to whichever regiment needed them during operations. They were certainly needed when the 323rd Regiment received the assignment to terminate the last Japanese defenders on Peleliu Island in the Pacific in 1944. As the 323rd closed a tight ring around the last Japanese strongholds, the perimeter became extremely dangerous to possible friendly fire. These Hopi Code Talkers securely conveyed unit-level tactical information rapidly in order to avoid friendly fire casualties.

When these Wildcat Soldiers returned home at the end of the war, they began their lives where they left off – almost. Within the Hopi traditions they had become tainted, programmed into warriors and not defenders – they needed to be cleansed and renewed. Each returning Soldier went through the equivalent of a debriefing and received a new Hopi Indian name and as a result a new start in life. Most of these men did what all veterans do; they got back to work and seldom mentioned their war service. It was only when Family members unearthed letters, Army awards, and a few faded Code Talker stories that the Hopi tribe rediscovered the past.

By then most Americans had heard about the Navajo Code Talkers, numbers of them had served with the Marines and Army in World War II, and the 2002 movie “Windtalkers,” starring Nicholas Cage, featured the Navajos. It was only then that the Hopi tribe began to demand recognition along with many other Indian tribes for their contributions to the Code Talker effort. In the case of the Hopi, the characteristics that make their tribe unique – humility, selfless service and a desire for privacy – had kept their history of service secret.

See **HOPI**, Pg. 18

HOPI

from Pg. 17

So how did code talking begin? During World War I, some Cherokee and Choctaw were used in 1918 to quickly convey messages to American troops, an ad hoc implementation. This triggered German concerns before World War II. While still at peace, 30 German anthropologists were sent to the U.S. to study and catalogue the largest Indian languages. As a result, the U.S. later decided to use Code Talkers only in the Pacific theater.

At its core, code talking was both simple and brilliant.

Animals or objects used in everyday native American language were assigned a phonetic alphabet equivalent so that when spoken the enemy would first be confused at the language they heard and then if the word was actually translated and understood be left in the dark as to its meaning. Other words had specific meanings. Using Navajo for example: the word for buzzard, *jeeshóó'*, was used for bomber, while the code word used for submarine, *béesh lóó'*, meant iron fish.

In early 2009, the 81st Regional Support Command at Fort Jackson discovered Hopi Code Talkers had been part of the 81st Infantry Division and contacted the Hopi Nation.

The timing was fortuitous for the Hopi had petitioned the state legislature of Arizona for a special recognition day. The preliminary visit of the 81st RSC to the Hopi Nation was extremely positive and a special relationship with an Army Reserve unit was established between the Hopi people and the 81st.

On April 23, 2012 – the same day the Army Reserve celebrated its birthday – a special delegation of Wildcats led by Maj. Gen. Gill Beck, the 81st RSC commanding general, visited the Hopi reservation to take part in the first official Hopi Code Talker Day recognition in Kykotsmovi, Arizona. Beck was the highest-ranking officer to ever visit the Hopi reservation, serving as the ceremony's keynote speaker. This cemented a unique and one-of-a-kind connection between the Army Reserve and an Indian tribe – few, if any, units of the United States Army can make this claim.



81ST INFANTRY DIVISION HOPI CODE TALKER. Cpl. Warren Kooyaquaptewa, a member of the 81st Infantry Division Hopi Code Talkers who fought in the Pacific during World War II. (FILE PHOTO courtesy/81st Wildcat Association)

The 81st and Army Reserve is honored to have a special relationship with the Hopi Tribe. Even though there are no Hopi Code Talkers alive today to tell us of their wartime contribution, there were a number of combat operations where their participation influenced the operational outcome.

Their selfless service saved lives, and history regards them as one of our most secret weapons. 🇺🇸



HONORING 81ST INFANTRY DIVISION HOPI CODE TALKERS. Maj. Gen. Gill Beck, 81st Regional Support Command commanding general, receives a plaque from Herman Honanie, Hopi tribe vice chairman, during the inaugural Hopi Code Talker Recognition Day on April 23, 2012 where Beck was the guest speaker. Eight code talkers were assigned to the Wildcat Division during World War II. (FILE PHOTO by Sgt. 1st Class Joel Quebec/81st Regional Support Command)



CONGRESSIONAL MEDALS. The U.S. Congress authorized the minting of commemorative medals that honored the service of the Hopi Code Talkers in 2008 along with other Native American tribes who also provided Code Talkers. Shown are the front and back of the Hopi medal. (Photos courtesy of the U.S. Mint)



(FILE PHOTO photo courtesy of Robert J. Laplander)

Whittlesey: Lessons from an Army Reserve hero's 1921 Thanksgiving suicide

By STAFF SGT. NEIL W. McCABE
Army Reserve Medical Command

Army Reserve Lt. Col. Charles W. Whittlesey joined President Warren G. Harding, French Marshal Ferdinand Foch and dignitaries Nov. 11, 1921 at the Arlington National Cemetery internment ceremony for the first Unknown Soldier.

Whittlesey was World War I's first Medal of Honor recipient, and he participated in the ceremony as one of six honorable pall bearers.

After the ceremony, he told Capt. George G. McMurry: "I should have never come here. The whole time I kept thinking it was one of my men. Now, I am going to have the nightmares again."

Three weeks later, on the Saturday after Thanksgiving, Whittlesey jumped off the weatherdeck of a S.S. Toloa, a United Fruit freighter bound for Cuba.

The suicide was the front page story in The New York Times and the national story was a shock to friends and family who missed the signs.

Three years before, in the first week of October 1918, Whittlesey was ordered to advance against German positions as part of the 77th Infantry Division's push through the Argonne Forest. The Wall Street lawyer was commander of the 1st Battalion of the 308th Infantry Regiment.

The plan was for Whittlesey to meet up with units on his left and right at a road halfway up a hill, where the Germans had an observation post and artillery battery.

When Whittlesey arrived there was no one on his left, no one on his right, so he waited. In the morn-

ing, he found his 700 men surrounded by German machine guns and barbed wire two miles behind enemy lines.

For five days, “The Lost Battalion,” held out against repeated German attacks and sustained horrific casualties, including 200 killed in action.

Historian Robert J. Laplander, the author of “Finding The Lost Battalion,” said, “Whittlesey held his position because he put the mission ahead of his command and he knew his staying there presented a challenge to the Germans.”

Laplander said when Whittlesey returned from Washington, he remade his will, started staying late in the office to complete his casework and prepare narrative memoranda for each case he was working on.

Another signal that Whittlesey was not doing well was the next day, when the lawyer paid his December rent telling his landlady: “I would cash that check as soon as possible, if I were you.”

The first night onboard Toloa, Whittlesey joined the captain and another war veteran passenger in the cocktail lounge.

Laplander said in the cocktail lounge, for the first time in three years Whittlesey opened up about his experiences in France. Other passengers said he was laughing and completely at ease. Then, at or around 11 o’clock, Whittlesey excused himself and told everyone he was going to his cabin. “He was never seen again.”

Command Sgt. Maj. Harold P. Estabrooks, the command sergeant major of the Army Reserve Medical Command, Pinellas Park, Florida, said Whittlesey’s suicide is a tragic reminder that suicide does not discriminate.

“Suicide attacks people across the whole spectrum: officers, noncommissioned officer, enlisted and Family members,” the command sergeant major said.

The command sergeant major said, “This is not 1921, it is 2014 and leaders and Soldiers need to know that the Army has the resources available to help them cope with anything they are dealing with.”

Leaders have to look after all of their people, he said.

“The holidays are a difficult time,” he said. “Soldiers isolated from Family, home and their network of friends—for whatever reason—are vulnerable. Leaders need to keep an eye on their people and keep them connected to the rest of the world, so they don’t

wander off unnoticed and do something terrible,” he said.

Joseph A. Walser, the Suicide Prevention Program manager for the Army Reserve Medical Command, said “Everybody, when they are honest and the veil has been pulled back, has struggled with suicide,” he said. “In all of us there is a part of us that wants to live and a part of us that wants to die. Everyone wrestles with this decision about taking our own life or not.”

A critical factor in military suicide that was a part of the Whittlesey situation is the combination of survivor guilt and that loss of the close bonds Soldiers form in a combat zone, he said.

“One of the great things about the armed forces is that we form such bonds and connections,” he said. “It just intensifies that reality when somebody dies and you are part of a mission together.”

The guilt of having someone die in your place or that you were not able to protect your buddy is very powerful, he said. “It is that whole: ‘Why did I survive and he didn’t.’”


Walser, who has worked as a suicide prevention counselor for more than 15 years, said the key to breaking the code of someone contemplating suicide is listening for ambiguity.

“Ambiguity shows up in someone saying: ‘I’m extremely happy, but my life’s a wreck’ and it also shows up in obvious behavior, like, ‘I am selling the things that matter to me’ or ‘I am making plans for my death,’ he said.

“You can pick up those cues in the way they talk in conversation and the way they act, especially, when a person’s happy mood does not match the circumstances of their life,” he said.

One of the most difficult things is when you identify the signs in a senior leader or prominent person in your life, Walser said.

Whittlesey was a high-functioning individual, who did not give the outward signs of being depressed, he said.

Walser said over and over again in his counseling he has worked with very successful people demonstrating the signs of suicide. “When I looked them straight in the eye and ask them if they are planning to hurt themselves, the flood gates opened up — I was the first one to ask them and they had been waiting for someone to ask them.” 

BRING IT HOME:



ARMY RESERVE FACT:

The number of Army Reserve Citizen Soldiers crushed to death under their Privately Owned Vehicles while Not in a Duty Status increased from zero in FY 2012 to one each in FY 2013 and FY 2014.

MOTOR POOL OPERATIONS

Story By Master Sgt. **KENNETH BYER**
USARC Safety Office

At home there is NO unit commander ultimately responsible for safely conducting vehicle maintenance.

More than ever, you alone are the leader at execution level with absolute responsibility for the implementation of a safe and effective Preventive Maintenance Checks and Services plan.

Bluntly put, simple and proper use of safety procedures and devices, common to Army Reserve Motor Pool Operations, can prevent these unnecessary fatalities.

Many Army Reserve Soldiers are trained to conduct PMCS and some are even highly trained in vehicle maintenance.

That training includes review, understanding and adherence to the requirements enumerated in the Warnings, Cautions and Notes contained in each vehicle's Army Technical Manual.

WARNINGS are crafted from blood; they are those hazards likely to result in severe injury and death.

CAUTIONS are crafted from quality of life and dollars; they are those hazards likely to result in long term health issues and damage or destruction of equipment.

NOTES are crafted in knowledge; they are those essential maintenance procedures that should be remembered.

Consider that serviceable and load rated jack stands must be combined with wheel chocks and emergency brakes to minimize the chance of a vehicle falling to the ground.

In your Risk Assessment for home vehicle repairs it stands to reason that Stands, Chocks and Brakes apply against the Army's "Warning Severe Injury/Death" category!

Soldiers are part of a skilled risk managing team.

You and your peers can be counted on to watch over each other and correct mistakes or safety omissions that increase risk.

Do not work on or under your POV alone.

At the least, a skilled friend or informed Family member is a blessing during the frustrating moments encountered when maintaining any vehicle.

Even better, if an accident occurs, aid immediately at hand.

Time is the irreplaceable resource for Army Reserve vehicle maintenance operations.

Similarly, immediate response to an accident (time) can change a burn or crushing blow from fatality to survivable injury.

Motor pools have practiced emergency plans.

Similarly, your home team must practice the Family Emergency Plan.

For example, do Family Battle Buddies stay with you full time or less preferably, check on you regularly?

Can you initiate a call for aid through the garage wall when injured?

Who is trained and capable of jacking a vehicle laying flat on the frame with you under it?

Do you even have that type of equipment?

Are emergency response numbers clearly posted and do the phones work from the garage?

Is there anybody in your home or garage able to establish the Army ABC's of first aid (Airway, Bleeding and Circulation)?

Think it through.

Army Risk Management is deliberative and doctrinally must apply in all we do – which means before and while we are doing it and regardless of duty status.

You are a disciplined professional, skilled in many aspects of vehicular maintenance and Motor Pool Operations.

"Bring It Home" and be the leader at execution level.

The hazards are familiar, the risk is controllable and your Family needs you alive and well. 🇺🇸

DON'T LEAVE YOUR PROFESSIONAL DISCIPLINE BEHIND

Have a Fire Safe Holiday!

Story By **RICHARD CUNNINGHAM**
USARC Safety Office

This holiday, resolve to make your home Fire Safe!

Even today, smoking remains a leading cause of fire-related fatalities with cooking as the primary cause of residential fires.

SMOKING

The demographic groups most at risk are family members least able to understand and remove themselves from danger: our children under 4 years and our senior adults ages 65 and over.

While the number of deaths due to residential fires has decreased in recent years most of the deaths that do occur are completely preventable. We owe it to our Families, as well as to ourselves, to bring our professional discipline and fire prevention skills into our homes.

Your training and professional discipline motivates you to do the right thing while in uniform and applies even at home.

Smokers light-up in their homes because it is where they are most comfortable. Most smoking-related fires that result in a fatality are started in living rooms, family rooms, dens and in bedrooms. If possible, quit smoking, but at least, smoke outside and never smoke in bed!

COOKING

Cooking also poses risk of a serious accident.

The leading cause of cooking fires is inattention. We cook a lot more during the holidays and it's a sure bet, with all that's going on we can be easily distracted!

While in the kitchen, maintain a "kid-free zone" of at least three feet around the stove and anywhere you may have to carry hot food. And, if you must leave, turn off the stove and take the children with you.

TREES

Between 2007-2011, U.S. fire departments responded to an average of 230 house fires started with Christmas trees.

One out of every 40 of these fires resulted in a death.

If you chose an artificial tree, ensure it is labeled, certified, or identified by the manufacturer as fire retardant. If the tree is fresh, choose one with green needles that do not fall off when touched.

Ensure the tree is at least 3 feet from any heat source and, if it is a fresh tree, water it daily.

Use properly tested indoor lights only and replace any string that is worn, broken or cut.

NEVER use lit candles on any tree!

CANDLES

Candles are popular; perhaps even part of your home emergency supplies and their use is especially prevalent during the holidays.

Small open flames can ignite most anything in your home. More than half of all reported candle fires occur not from the candle falling over but simply because they are not used carefully and placed too close to other flammable items.

Keep them away from anything flammable, out of reach of children and blow them out when you leave the room.

FIREWORKS

New Years Eve will see many of us celebrating with fireworks.

Your "Yard as Range" must have an Officer in Charge with no other duties than safe operation of the range. A few of the duties include: a Range Safety Briefing for participants and spectators. Consider the hazards of fireworks and prepare

See **HOLIDAY**, Pg. 25

ARMY RESERVE FACT:

According to the Center for Disease Control and Prevention fire-related injuries are the third leading cause of death in the home.



Giving thanks ... no matter what happens

By CHAPLAIN CANDIDATE (1ST LT.) PHILLIP WALKER
USARC Chaplain's Office

Do you ever have moments where you are so thankful that the phrase "Thank God" or something like it just pours out of your mouth?

For me it happens most often while I am driving.

I am normally a "green light means punch-it, we have places to go" type of guy. For some unknown reason the other day I did not take off quickly and right as I started to go a large truck hauling a load of gravel came barreling through the red light, and so did the car behind it! As my heart rate skyrocketed, "Oh thank you God" came out of my mouth.

I don't know about you but I am very quick to thank God when something goes my way; not so much the rest of the time.

I tend to forget to thank God for things I take for granted: I have a car to drive back and forth to work, I have work that provides for my Family and puts a roof over their heads, I have a Family...and a roof! The list can get exhausting when you really get down to thanking God for your blessings.

What about this country you serve? Some of us were blessed to be born in the United States of America.

Others desired to move here and were blessed enough to be able to do so. We all have all been blessed with the privilege of serving this great country.

What do you do when things are not going well? There is a line written in the book of James in the Bible that I have always found fascination and contrary to human nature: "James 1:2 Count it all joy, my brothers, when you meet trials of various kinds, 3 for you know that the testing of your faith produces steadfastness. 4 And let steadfastness have its full effect, that you may be perfect and complete, lacking in nothing.

What? Count it joy when we face trials? Be excited for the opportunity to be tested so we can gain steadfastness or patience? I would rather pass on the trial and stay impatient. The problem with my thought here is that the last verse tells us the point. The testing, the trials, the patience is to make us more and more like the Father above.

In this Thanksgiving season it will probably be easy to stop and take a moment to be thankful for all the blessings in your life.

I challenge each of you to think about past trials you have gone through; how you grew as a person as a result of them, and count it joy that you faced those trials.

If you are in one of those trials now, rejoice for you are producing steadfastness. Have a happy and thankful Thanksgiving season. 🇺🇸

HOLIDAY

from Pg. 24

yourself and Family with appropriate personal protective equipment like eye and ear protection. Even sparklers can be dangerous so protect your children.

The OIC supervises all children and spectators while pyrotechnics are burning and exploding and establishes a safe area for spectators, far enough away from noise and fragments for safety and

with a known and easily accessed emergency exit point.

Your training has equipped you and your household to actively manage fire risk and eliminate the hazards. Develop and practice home Pre-Fire plans and "Fire Proof" your children.

You know many countermeasures already so teach your Family about fire risks, how to initiate

Emergency Responders and when to leave the home. Practice the plan as a team, just like you have with the Army Reserve.

Finally, consider the physical abilities of your most at risk Family members, young and old alike.

Remember, you are the most qualified "Fire Chief" in your home, protect your family and be Fire Safe now and all year long! 🇺🇸

AR-MMC: A critical part of Operation Full Court Press

By STAFF SGT. NEIL W. McCABE
Army Reserve Medical Command

PINELLAS PARK, Fla. - The leader of the Army Reserve Medical Management Center explained that the center is not only an improved war to support Army Reserve Soldiers with medical challenges, but it is also completely aligned with Operation Full Court Press.”

“Operation Full Court Press is the Army Reserve-wide effort to make sure our personnel posture is synched up with our current troops-to-task,” said Lt. Col. Brenda E. Moy, the center’s chief and an Army nurse.

“As the AR-MMC approaches its two-year mark of doing business, we are focused on our piece of the OPFC campaign by providing Soldiers with medical profiles the help and care they need to get back on duty,” she said. “If it is determined that the medical challenge will keep a Soldier from returning to duty, our team members are committed to making their transition back to civilian life as quick and smooth as possible through the Medical Evaluation Board and Physical Evaluation Board adjudication process.

The center, located in the C.W. Young Armed Forces Reserve Center here, is a directly reporting unit of the U.S. Army Reserve Command, stood up Jan. 2, 2013 as an active hub to coordinate with Regional Support Command

surgeon offices, major subordinate commands and other offices to better identify the Army Reserve’s medically not-ready population.

The Army nurse said the AR-MMC, pronounced “R-Mick,” helps Reserve Soldiers from the beginning.

“When helping a Soldier, the answer is always: ‘yes,’” she said. When a wounded or ill Soldier is looking for a solution and you start with “yes,” you will always find the solution. “When you start with ‘no,’ you will always fail to find a solution.”

One example of how the center helps Soldiers in tough spots involves an Army Reserve officer, who suffers with a neurological disorder, she said. “She was so ill that she could no longer manage her case by herself.”

Once AR-MMC got involved, the nurse case manager was able to put the Soldier, her unit and members of the Soldier’s Family, who had power of attorney, on a conference call, she said.

Seeking a solution for the Soldier, the case manager went over all of the issues, including the Soldier’s inability to access her last three Officer Evaluation Reports, which were required for the packet she was submitting to the medical board, Moy said. “We are now working with the Soldier’s unit and the Family in getting the

officer’s sisters the OER’s.”

In many ways, the AR-MMC is a legacy of the study by retired Gen. Frederick M. Franks Jr., who commanded VII Corps during the First Gulf War, the colonel said. Franks was asked in 2010 by then-Army Chief of Staff Gen. George W. Casey Jr., to look into the complaints by Reserve Component Soldiers that their wounds and illnesses were not getting the proper attention.

Moy, who was an investigator for the Franks Study, said the general identified areas where the Army could do a better job and its findings continue to inform how she crafted the AR-MMC mission and purpose. “General Franks said: ‘We broke them and now we need to fix them.’”

Soldiers and civilian employees form five teams at AR-MMC, based in Pinellas Park, Florida, that partner with the Army Reserve’s Operational, Functional, Training and Support commands in tracking all of its Soldiers.

One of the ways the AR-MMC teams keep track of Soldier fitness is its centralized management of all Line of Duty cases and Non-Duty Temporary and Permanent Profiles. The goal is to work to get Soldiers back on-duty by reducing the time Soldiers spend recovering from injuries and illnesses, as well as reducing



the process time for determining a Soldier's medical retention decision point.

The teams themselves are comprised of 14 Army Reserve Soldiers, 41 civilian contract employees working at the Pinellas Park office and an additional 20 civilian contract employees working at the Regional Support Commands.

Moy said in the two years since AR-MMC stood up, its teams have worked to consolidate the flow of medical information for the benefit of Soldiers and leaders.

"One of the ways the AR-MMC teams keep track of Soldier fitness is its centralized management of all Line of Duty cases and Non-Duty Temporary and Permanent Profiles," she said.

"The goal is to get the Soldiers back on-duty by reducing the time Soldiers spend recovering from injuries or illnesses, as well as reducing the process time for getting to a Soldier's medical retention determination point," she said.

Case managers at the AR-MMC administer LOD-related profiles for regularly drilling Reserve Soldiers, or Troop Program Unit Soldiers, while assisting the Soldiers address their medical needs. The case managers track each case and report progress to the AR-MMC system until the Soldier is back at work or making the transition back to civilian life.

The tracking and monitoring of these cases not only supports Soldiers and commanders, who are working to resolve these medical issues, but also gives Army Reserve leaders valuable insights into trends and data groupings previously unavailable.

"Now, spikes in similar injuries or illnesses are recognized in a timely fashion, giving leaders more time to make fact-based decisions to fix the problem," she said.

When the AR-MMC was established there were a large number of medically non-ready Army Reserve Soldiers, a number that rose in May 2013 after MNR cases from the Active Guard Reserve, Warrior Transition Unit, Individual Readiness Reserve, Individual Mobilization Augmentation personnel rolls—part of an Army Reserve-wide consolidation of medical cases.

Moy said before the launch of the AR-MMC none of these cases were tracked centrally.

Given the success of AR-MMC centralizing medical case management, USARC expanded the AR-MMC mission to include acting as the "gatekeeper" for all Army Reserve profiles, except for WTU, IRR and IMA Soldiers, she said.

In this gatekeeper role, AR-MMC team members assemble medical documents in support of the medical board process, in addition to taking a tracking ownership of board packets as they move through the Medical Evaluation Board and Physical Evaluation Board process.

Team members, coordinating with the four RSC's, use the eCase system that was rolled out in September and will replace the previous MNR tracker. The Profile Intake Team pulls 500 to 1,400 profile cases per month for review and management, she said.

The PI Team members reach out to each Soldier with a profile within 72 hours by email or phone

to establish a personal bond with the Soldier and to build the trust and communication vital to the process, she said.

If a Soldier's profile is clinically determined to be permanent, after the initial work by the PI Team, permanent profile cases are transferred to AR-MMC nurses, who work with the Soldiers to address the medical issue that created the need for a permanent profile, she said.

As the Army Reserve's clearing house for Line of Duty injury cases, AR-MMC LOD Team members took control of all LOD cases upon its establishment. In its 20 months of service the AR-MMC has collected 507 LOD packets and submitted 143 LOD packets to the Soldiers' units with 25 of the LOD packets being approved. 🇺🇸



NEED MORE INFORMATION ABOUT YOUR MEDICAL CASE?

Army Reserve Soldiers can contact the **Army Reserve Medical Management Center** at 1-877-891-3281 or by email:

usarmy.usarc.asarc-hq.mbx.armmmc@mail.mil

Earn college credit through ARRTC courses

FORT KNOX, Ky. - Eight two-week courses at the 83rd Army Reserve Readiness Training Center, Fort Knox, Kentucky, now provide college credit and are certified by the American Council on Education, or ACE. One-week courses are not eligible for college credit..

The courses that earn credit are listed below along with the credit recommendations from ACE. All classes are taught at the 83rd ARRTC.

AR-1401-0052

UNIT PAY ADMINISTRATION

Course Number: 921-710.

Length: 2 weeks (69 hours).

Exhibit Dates: 11/07-Present.

Credit Recommendation: Lower-division baccalaureate/associate degree category, 2 semester hours in compensation administration (3/12)(3/12).

AR-1405-0198

RC UNIT MOBILIZATION PLANNERS

Course Number: 921-340.

Length: 2 weeks (69 hours).

Exhibit Dates: 2/10-Present.

Credit Recommendation: Upper-division baccalaureate degree category, 2 semester hours in logistics management (3/12)(3/12).

AR-1405-0201

UNIT MOVEMENT OFFICER (UMOC)

Course Number: 921-410.

Length: 2 weeks (64 hours).

Exhibit Dates: 5/08-Present.

Credit Recommendation: Upper-division baccalaureate degree category, 3 semester hours in logistics management (3/12)(3/12).

AR-1405-0322

PROPERTY BOOK MANAGER- PBUSE (PBMC-P)

Course Number: 921-444.

Length: 2 weeks (72 hours).

Exhibit Dates: 7/07-Present.

Credit Recommendation: Lower-division baccalaureate/associate degree category, 3 semester hours in property management (3/12)(3/12).

AR-1406-0177

UNIT TRAINER (UTC)

Course Number: 921-320.

Length: 2 weeks (73 hours).

Exhibit Dates: 4/09-Present.

Credit Recommendation: Upper-division baccalaureate degree category, 3 semester hours in training and development (3/12)(3/12).

AR-1408-0171

UNIT ADMINISTRATION BASIC

Course Number: 921-110.

Length: 2 weeks (69 hours).

Exhibit Dates: 6/10-Present.

Credit Recommendation: Lower-division baccalaureate/associate degree category, 2 semester hours in administrative office management (3/12)(3/12).

AR-1408-0295

MOTOR POOL OPERATIONS/STANDARD ARMY MAINTENANCE SYSTEM - 1 ENHANCED (MPO/ SAMS-1E) (Company Maintenance/ULLS-G)

Course Number: 921-420.

Length: 2 weeks (67 hours).

Exhibit Dates: 1/10-Present.

Credit Recommendation: Lower-division baccalaureate/associate degree category, 2 semester hours in maintenance management (3/12)(3/12).

AR-1717-0247

COMPANY LEVEL SUPPLY- PBUSE

Course Number: 921-441.

Length: 2 weeks (75 hours).

Exhibit Dates: 7/08-Present.

Credit Recommendation: Lower-division baccalaureate/associate degree category, 3 semester hours in supply and requisition management (3/12)(3/12).

Battalion and Brigade Pre-Command Course Changes

FORT BRAGG, N.C. - Leaders selected for upcoming Battalion and Brigade command team positions will see significant changes to the pre-command courses.

Starting in October, all leaders selected for brigade command team positions, both AGR and TPU, and all AGR leaders selected for battalion command team positions will be required to attend the two-week Battalion and Brigade Pre-Command Course at Fort Leavenworth, Kansas.

TPU leaders selected for battalion command team positions will still attend the Army Reserve pre-command course in Raleigh, N.C. during fiscal year 2016.

Starting in fiscal year 2017, all battalion and brigade leaders will attend the pre-command course at Fort Leavenworth. Command teams include commanders, command sergeants major, and command chief warrant officers and spouses of command leaders.

The change, which helps facilitate aspects of Army Directive 2012-08 (Army Total Force Policy) and the One Army School System programs, was directed by Lt. Gen. Jeffrey Talley, U.S. Army Reserve Command commanding general.

“The big benefit is that by combining the USAR course with the active course we enable continued integration and networking for our leaders with their AC contemporaries,” said Col. Charles Newbegin, Director of Training, U.S. Army Reserve Command. “It really is about not losing the total force integration we have gained over the past 13 years.”

Army Reserve leaders attending the course at Fort Leavenworth will participate alongside active component leaders in the full agenda of activities including sessions with Army senior leaders discussing Army policies and programs, the expectations of strategic leadership for command teams at the tactical and operational levels, and the challenges associated with current and future resource environments. Many of the Army’s senior civilian and uniformed leaders continue to host seminars during the course including either the Army’s Chief of Staff or Vice-Chief of Staff in person. Two days have been added to the course for Army Reserve leaders in order to focus on component-specific topics.

“We know that our Army Reserve leaders will help their Active Component attendees to understand the unique challenges of reserve service,” Newbegin said. “In addition, we hope they will expand their network in order to share ideas and find opportunities to train with each other.”

The two days of dedicated Army Reserve instruction at Fort Leavenworth and the USAR course in Raleigh focus on critical training, administrative, and management functions unique to the USAR as well as leadership discussions, high level discussions with USARC staff and Senior Army Reserve Leaders and self-assessment. Sessions emphasize the field grade command team’s role in day-to-day USAR unit operations, provide a “big-picture” look at the Army Reserve in war and transition and provide guidance on the development of subordinate soldiers and units. The goal of both courses is to enable students to take effective command and control of Army Reserve units.

Leaders selected for battalion and brigade command team assignments are contacted by the U.S. Army Reserve Command training directorate and are placed in the appropriate course at the earliest possible date with the goal of getting leaders into the course within six months of assumption of command. 🇺🇸



NEED MORE INFORMATION?

Leaders interested in learning more may contact:

FORT LEAVENWORTH:
Lt. Col. Lawrence Davis

lawrence.a.davis12.mil@mail.mil
or (910) 570-9325

RALEIGH:

Maj. Matt Angliss

matthew.w.angliss.mil@mail.mil
or (570) 626-7730



USARC Newcomer Orientation for 2014

The U.S. Army Reserve Command Civilian Personnel Management Office has scheduled the following personnel orientation dates for all new USARC personnel.

The final orientation for 2014 is Nov. 20.

Orientation starts at 8 a.m. and will be held in Room 4901 unless otherwise posted.

This training is mandatory for all military and civilian employees assigned to the USARC headquarters.

For more information, you may contact Danny Sampson, orientation planner, at 910-570-8343, or via email at danny.s.samspon.civ@mail.mil.

Fort Bragg's All-American Trail closes Oct. 1 for hunting season

Fort Bragg's All-American Trail closes Oct. 1 and will remain closed due to hunting season.

The trail will reopen Jan. 2, 2015, when the hunting season ends.

Fort Bragg cannot stress enough the importance of not using the trail between Oct. 1 and Jan. 2. Approximately four years ago, a runner was accidentally killed by a hunter who mistook the runner as wild game.

Runners and off-road bike riders are also asked not to use the roads in the training areas for running routes.

These areas are used for training purposes and the presence of runners

and riders can disrupt training events and become a safety hazard.

Runners and riders also may face trespassing charges if found in the training areas.



(Hunter and Bear Graphic courtesy of Vector Art Explosion)



Have questions about your
Army Reserve
civilian career progression?

Contact your supervisor
or your Civilian Personnel
Management Office

Special training opportunities for Army Reserve civilians

Along with mandatory training and career program specific activities there is a large array of Professional and Long Term Training Programs, sponsored by different activities, that are available to our Army Reserve civilian workforce.

These offerings range from Congressional Fellowships to specific leadership development programs and are listed in the Army Civilian Education and Training System, or ACTEDS, training catalog at <http://cpol.army.mil/library/train/catalog>.

Most of these opportunities require some type of nomination and centralized selection process.

Great opportunities for those Army Reserve civilian personnel looking for another challenge and next step in their career progression. 🌐

Mandatory supervisor training continues

The Army Reserve continues to track the completion status of the Army mandated training for supervisors of civilian personnel.

At this time, the SDC #1-250-C53 course is the only Headquarters, Department of the Army-approved training available.

The course is a distance learning course and must be completed within one year of assignment to a supervisory position.

The SDC is also required for Supervisors as refresher training every three years. This course takes approximately 39 hours to complete which includes a final exam.

Course topics include: Workforce Planning, Position Management and Classification Hiring, Merit System Principles

and Personnel Practices, Performance Management, Training and Development, Recognition, Incentives and Awards, Coaching, Counseling and Mentoring, Leave Administration, and many other topics.

Enrollment for the SDC is through the Civilian Human Resource Training Application System, or CHRTAS, at the following URL site: <https://www.atrrs.army.mil/channels/chrtas>.

Once you complete the registration process, your supervisor will receive a system-generated email with instructions to approve your training.

If your supervisor does not receive an email immediately, on your profile make sure that their email address is the new enterprise

mail.mil address.

If they do not have a profile in CHRTAS than their AKO account email forwarding address must be updated to the mail.mil address.

The wrong email address continues to delay student's registration.

As you read this article take time to update your profile in AKO to ensure you have the correct address – you may not be getting your mail forwarded from AKO.

A status report of completed training for all supervisors that supervise civilians is required no later than 25th of each month. A yearly report is provided to HQDA at the end of each fiscal year. 🌐

Treating the underserved in Montana



INNOVATIVE READINESS TRAINING. Lt. Col. Janice Van Alstine, left, with the 4225th U.S. Army Hospital, and Army Reserve Soldiers of the West Medical Area Readiness Support Group, discuss their Innovative Readiness Training at the Fort Belknap, Mont., medical facility with Montana Sen. John Walsh, July 27, 2014. The Innovative Readiness Training program allows reserve-component units to hone their wartime readiness through hands-on training while simultaneously providing quality services to communities throughout the U.S.

Story and photo SGT. 1ST CLASS COREY BEALE
88th Regional Support Command

FORT BELKNAP AGENCY, Mont. - After more than a decade of conducting operations overseas, the Army Reserve is bringing its unique capabilities home to benefit communities across America.

Localities across the nation are tapping into these skills through the Department of Defense Innovative Readiness Training program. First authorized in 1993, IRT allows reserve-component units to hone their wartime readiness through hands-on training, while simultaneously providing quality services to communities throughout the U.S.

As the military's premier force provider of organized capabilities, the Army Reserve is ideally suited to conduct these missions, said Col. Rhonda Smillie, the 88th Regional Support Command legislative liaison.

"The Army Reserve is composed almost entirely of combat support and combat service support

units," said Smillie. "Those same enabling capabilities used in operations overseas are exactly what many communities within our own country could greatly benefit from."

Those activities include providing support such as medical and dental care, water purification, veterinary services and engineering projects.

The Army Reserve's most recent mission took place on Fort Belknap, a geographically isolated Indian Reservation in north-central Montana. There, 33 Soldiers from subordinate units of the West Medical Area Readiness Support Group augmented the Indian Health Services Hospital.

Named Operation Walking Shield, the mission began July 21, and concluded Aug. 1. The Army Reserve staff consisted of eight different medical specialties to include lab technicians, dentists, physicians, critical care nurses, behavioral health specialists,

optometry technicians and podiatrists.

The augmentation of these Army Reserve medical personnel greatly enhanced the Fort Belknap Hospital's own medical staff of seven, enabling the clinic to nearly double the care it provides to the more than 5,000 members of the surrounding tribes. By conclusion of the exercise, the Army Reserve Soldiers treated more than 900 patients.

Nona Longknife, credentialing coordinator for the Fort Belknap Hospital, said the addition of these medical practitioners enables the hospital staff to augment and enhance normal operations with much-needed services. According to Longknife, the Army Reserve Soldiers bring specialized skills not available at the clinic. This affords some tribal members their only opportunity to receive much-needed expanded care.

"During this time of year, we have more patients coming in for check-ups and physicals for stuff like sports, schools and Head Start," said Longknife. "We also don't have some medical specialists here like podiatrists, so many of our patients, especially our elderly, are able to get much-needed care that would otherwise be unavailable."

Capt. Matthew Plouffe, commander of the 4225th U.S. Army Hospital, said this was their third year conducting this mission, and the benefits for everyone have been undeniable.

"Our Soldiers get real-world training," said Plouffe. "Our EMTs are going on EMT runs. They're driving the ambulance. They are picking up patients and bringing them back to the emergency room. Our nurses are getting real-world nursing experience, our podiatrist is treating feet - our dental techs are doing cleanings and assisting dentists who are treating real dental issues - our behavioral health specialists are working out in the field and in the clinic. This is real-world training."

In addition, Plouffe said being able to help an underserved community has been great for moral.

"Everybody is working as a team," said Plouffe. "It certainly builds moral and cohesion being able to have an impact on a community. We are taking care of Americans. Missions like these are our only opportunity to really do that."

Montana Senator John Walsh visited the training at Fort Belknap for himself, on July 27.

According to Walsh, the unique skills the Army

Reserve brings are invaluable in addressing serious community needs within our own country.

"Innovative Readiness Training missions are a win-win for the community and for the military," said Walsh. "Operation Walking Shield at Fort Belknap is a great example of the program's success because personnel are able to hone medical skills while helping a community in need of those services."

Missions like these are also a great way to build relationships between communities and the Soldiers who want to make a difference, noted Walsh.

"Service-members are especially important in helping communities because they are exceptionally motivated to make a difference," said Walsh.

Smillie, who facilitated Walsh's visit and invited all members of the Senate Committee on Indian Affairs, said it is vital that the public and elected officials understand how Army Reserve IRT missions can benefit our communities.

"The Army Reserve is all about specialized capabilities. In addition to doctors and medical professionals, we have engineers, attorneys, transportation specialists," said Smillie. "All these skills that enable our forces can also easily be transferred to the civilian sector and benefit our communities."

This may be best illustrated by the example of Pfc. Johnna Snell, who has paired her military occupation with her civilian career while simultaneously bettering her own community.

A member of the Crow Nation of Montana, Snell is an automated logistical technician assigned to the 4225th U.S. Army Hospital. She used her military training to qualify for her current civilian position as a supply technician for the Crow Agency Indian Health Services Hospital.

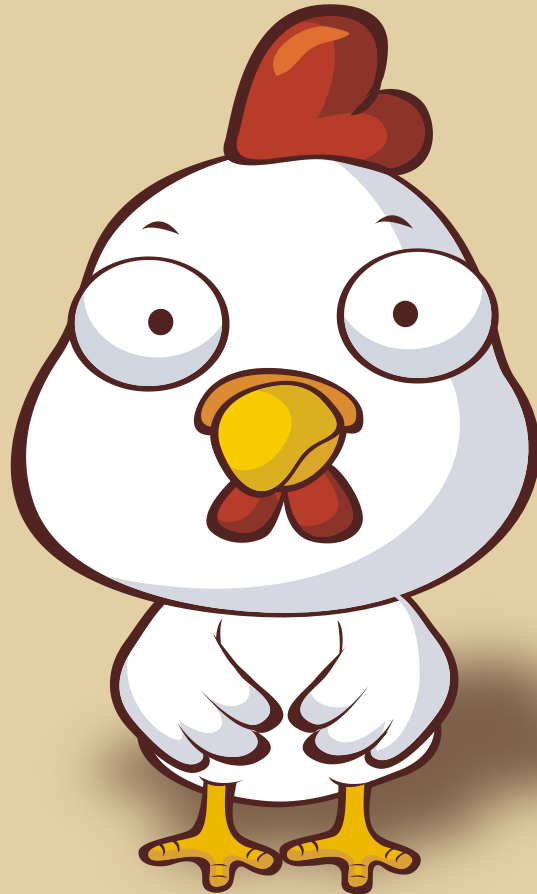
Snell said the combination of her background, military occupation, civilian occupation and current mission have all complimented each other greatly.

"I am proud to be a part of a unit that can actually help a Native American community through this program," said Snell. "I'm also proud that I can do this for the Native people and bring this knowledge to other reservations."

Beyond benefiting from the services provided, knowing that someone cares and will help them impacts the community deeply, said Longknife.

"Our people have great appreciation for what is done here," said Longknife. 🇺🇸

***ATTENTION!
ARMY RESERVE SOLDIERS!***



***CHICKENS DON'T HAVE TEETH!
DON'T BE A CHICKEN!
SEE YOUR DENTIST!***

**TO MAKE A DENTAL APPOINTMENT,
CALL THE NUMBERS BELOW:**

TPU SOLDIERS (under the Army Selected Reserve Dental Readiness System): Call 1-877-437-6313 and Logistics Health, Inc. will assist you in making an appointment **FREE OF CHARGE**.

AGR SOLDIERS (outside of the Military Health System catchment area): Call 1-866-984-2337 to obtain a control number prior to making your appointment. Then provide your dentist with a DD 2813 for completion and fax it to 1-608-793-2960.

ANY ARMY RESERVE SOLDIER: You can also use your personal dentist! Have your dentist complete a DD 2813 and fax it to 1-608-793-2960.