



U.S. Army Reserve Command Vows to Remember, Never Forget



Maj. Gen. Glenn Lesinak, the U.S. Army Reserve Command deputy commanding general for support, recalls the events of 9/11 and how they have shaped and changed how the Army Reserve supports the Total Army and the nation. He also highlighted that in the last 11 years, the Army alone has awarded more than 14,000 awards for valor, more than 600 Silver Stars, 23 Distinguished Service Crosses and six Medals of Honor.

*Story & Photo by MSG Derrick Witherspoon
USARC Public Affairs*

FORT BRAGG, N.C. – Vowing never to forget the September 11, 2001, terrorist attack on America, U.S. Army Reserve Command Soldiers and civilians came together on September 11, 2012, at Marshall Hall to remember the terrifying tragedies that occurred 11 years ago and the lives that were lost.

The 9/11 Observance, hosted by USARC, was held for USARC and U.S. Army Forces Command personnel, allowing them to come together, reflect on the day and remember their

comrades who lost their lives day 11 years ago. The observance also emphasized the Soldiers and civilians who made the ultimate sacrifice supporting military operations in Iraq and Afghanistan.

As could be seen on the faces at the event, that day still resonates in the minds of Americans.

Lt. Col. Tracy L. Simmons, FORSCOM/USARC special troops battalion executive officer, said service members must never forget their comrades who lost their lives due to the 9/11 attack.

"It was a horrific day and we still need to make sure that we continue to do the right things and serve our country with

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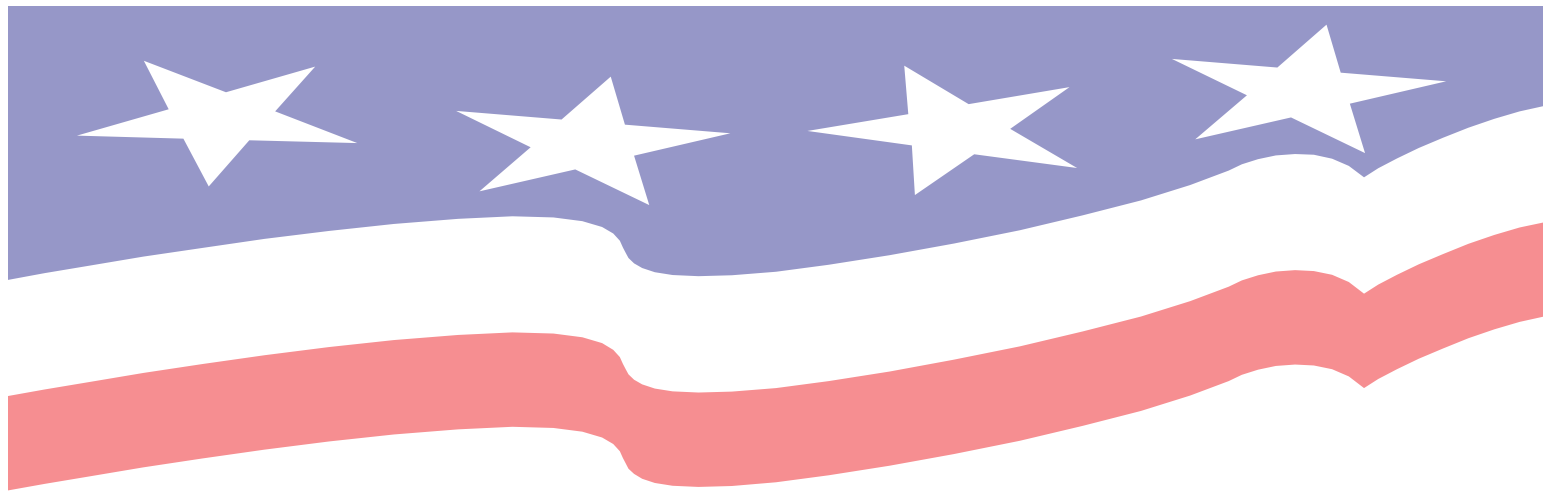


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Assessing Leadership Potential in the Total Army

In Army Doctrine Publication 6-22 (“Army Leadership,” Aug 12) the Army’s 38th Chief of Staff, Gen. Raymond T. Odierno, affirms that “leadership is paramount to our profession.”

As senior leaders, one of our primary responsibilities is to evaluate the performance and leadership potential of subordinate and emerging leaders.

As the Readiness Core Enterprise Director and U.S. Army Reserve Command G-3/5/7, I take this solemn responsibility seriously as the rater and senior rater’s assessment of leadership potential is the single most important factor in preparing Officer Evaluation Reports (OER), Noncommissioned Officer Evaluation Reports (NCOER), and Senior System Civilian Evaluation Reports (SSCER). Presented here is a conceptual framework for supervisors to assess the leadership potential of Officers, Warrant Officers, Noncommissioned Officers, and Senior Civilians.

Duty performance and leadership potential have interdependent, yet separate meanings. By definition, performance ratings stem from the leader’s demonstrated capability to achieve objectives at the current level or position of service. However, since the OER, NCOER, and SSCER serve as predictive indicators for promotion, professional schooling, command, and key developmental positions; supervisors (raters and senior raters) must compare the leader’s performance against the demands of a higher level of responsibility.

Therefore, supervisors can assess potential in terms of both demonstrated leader capabilities at the current level of service, and developmental capabilities to lead at the next higher level. They must also define leadership potential within the context of the doctrinal leadership actions of influencing people, accomplishing the mission, and improving the organization according to ADP 6-22.

Leadership potential, in sum, can be defined as the demonstrated and developmental capability – compared to others in the same grade – to influence people, to accomplish missions, and to improve organizations at the next higher level of service.

In assessing leadership potential, our doctrine states that supervisors objectively assess duty performance and leadership potential against criterion-based standards. Multi-source feedback is also now required to adequately assess a leader’s potential to influence people, accomplish missions, and improve organizations at the next higher level.

Synthesizing these requirements with the plethora of literature on leadership and organizational performance, the following four dominant leader behavior criteria can be used to effectively assess leadership potential:

COMPETENCE – measures how you do at what you do;
CHARACTER – measures how you are with who you are;
CONNECTION – measures how you communicate with and develop those you lead/influence;
CONVICTION – measures how you think about what you believe.

Additionally, each of these four dominant leader behaviors can be subjectively (and consistently) weighted, corresponding

Leader Forum

Brig. Gen. Rock Donahue
Deputy Chief of Staff G3/5/7 &
Director, Readiness Core Enterprise



to a leader’s rank, position/level of responsibility, time in service, level of training (knowing what to think), and level of education (knowing how to think):

Performance – relative contribution of the **Competence** criterion;

Professionalism – relative contribution of the **Character** criterion;

People – relative contribution of the **Communication** criterion; and

Perspective – relative contribution of the **Conviction** criterion.

In summary, the following objective construct can be used as a general methodology (not necessarily as a formula) to effectively, consistently, and objectively assess leadership potential:

$$\text{LEADERSHIP POTENTIAL} = {}^w\text{PERF (COMPETENCE)} \\ + {}^w\text{PROF (CHARACTER)} + {}^w\text{PEOP (CONNECTION)} \\ + {}^w\text{PERS (CONVICTION)}$$

where:

${}^w\text{PERF}$ = priority weight of the **Performance** factor,

${}^w\text{PROF}$ = priority weight of the **Professionalism** factor,

${}^w\text{PEOP}$ = priority weight of the **People** factor, and

${}^w\text{PERS}$ = priority weight of the **Perspective** factor.

and:

$${}^w\text{PERF} + {}^w\text{PROF} + {}^w\text{PEOP} + {}^w\text{PERS} = 1$$

Moreover, it is imperative leaders at all levels (Officers, Warrant Officers, Noncommissioned Officers, and Civilians) develop major performance objectives, passed two levels down, that adhere to **S.M.A.R.T.** guidelines:

**(S)pecified - (M)easurable - (A)chievable -
(R)elephant - (T)imed**

Supervisors must also conduct initial and periodic developmental/performance counseling (both formally and informally) for those they rate/senior rate, and be straightforward and candid with subordinates.

Above all, it remains our obligation and responsibility to recognize top performers within our organization, and to continue to identify our “best qualified” leaders who possess and display the greatest potential to lead the future Total Army.





The family of Lillian Caceres, who was lost in the collapse of World Trade Center 1 was recognized. Left to right, her brother Richardo de la Cruz, mother, Aurea de la Cruz, who wears a t-shirt memorializing Lillian, Lillian's sister, Evelyn Alicea (rear). Her brother, Angel de la Cruz (with vest), a retired Chief Warrant Officer 5, the honorary leader of the rally, rode his motorcycle from Enterprise, Ala., to participate in the event. Right of Delacruz is Sgt. Major Wayne Henderson, Chief Chaplain's Assistant, USARC Chaplain's Office, who led the invocation, Paul Galloway, museum director, and Sgt 1st Class Robert Correa Sr., rally organizer, and quartermaster equipment commodity manager, USARC G4.

RIDING IN MEMORY OF THE FALLEN

Master Sgt. Steve Opet

Army Reserve Command Public Affairs

On Sept. 11, 2012, the Spartans Motorcycle Mentorship Program, representing U.S. Army Forces Command and U.S. Army Reserve Command headquarters, held their first motorcycle rally in remembrance of military, emergency first responders, volunteers, and victims who lost their lives since September 11, 2001.

The rally started with a dedication in front of the Iron Mike Statue at the Airborne & Special Operations Museum in Fayetteville, N.C.

Over 50 riders participated in the rally, riding to selected North Carolina Blue Star Memorial marker locations, paying respect at each site.

The honorary ride leader was retired Chief Warrant Officer 5 Angel de la Cruz, whose sister, Lillian Caceres, was killed when Tower 1 of the World Trade Center collapsed.

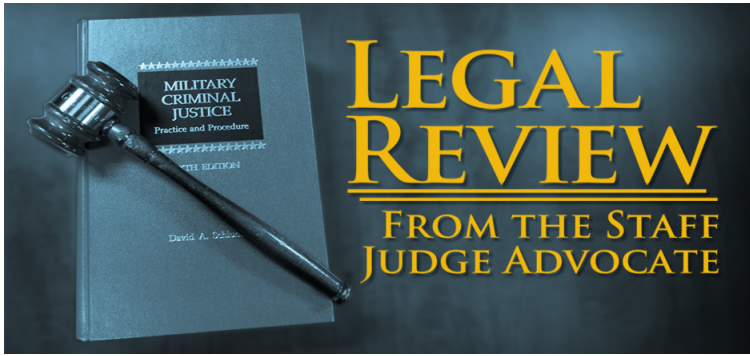
"It was my honor to be there on this day to celebrate Lillian's life," her brother, Angel, said. "It is through her that I have become who I am."



The rally started with a dedication in front of the Iron Mike Statue at the Airborne & Special Operations Museum in Fayetteville, N.C. Over 50 riders participated in the rally, riding to selected North Carolina Blue Star Memorial marker locations, paying respect at each site.



Personal Participation in Non-Federal Entities



Lt. Col. Lance Von Ah
USARC Staff Judge Advocate Office

Army Reserve personnel are frequently asked to become members or board officers of non-federal entities, or NFEs, and private organizations.

Examples of NFEs would include: AUSA, ROA, and the Boy Scouts. Personnel should be familiar with applicable laws, directives, and regulations regarding personal participation in NFEs.

Permitted activities are outlined as follows:

- (1) Army Reserve personnel, acting in their personal capacity, may join and participate in NFE activities.
- (2) Army Reserve personnel may become officers and directors of private organization provided that the positions are not offered solely because of their Federal position and that they act exclusively outside of their official position. If the employee files a SF 278 or OGE 450 financial disclosure report, the position as an NFE officer must be reported.
- (3) Army Reserve personnel may engage in fundraising on behalf

of NFEs provided that no Army Reserve endorsement is implied, and as long as they do not personally solicit prohibited sources or their Army Reserve subordinates.

(4) Army Reserve personnel may make presentations and publish papers as part of NFE activities. If the presentation or paper deals with DoD, Army, or Army Reserve operations or policies, there must be a disclaimer that the views presented are personal and do not represent DoD.

(5) Army Reserve personnel may represent an NFE which is composed of DoD employees and their dependents in discussions with the Government except when the matter involves an administrative or judicial proceeding or the disbursement of funds (see also paragraph (4) below).

Prohibited activities are outlined as follows:

- (1) Subordinates may not be coerced to join or participate in NFE activities.
- (2) Army Reserve personnel official position may not be used to state or imply official endorsement of an NFE, its activities or fundraising efforts.
- (3) Army Reserve personnel who are officers or directors of NFEs in their personal capacity may not participate in official Federal actions which affect the interests of the NFE.
- (4) Army Reserve personnel may not represent ordinary NFEs (as opposed to NFEs composed of DoD members) in discussions with the Government.
- (5) Army Reserve personnel may not use government resources to support NFEs or participate in NFE activities during work hours. Personnel who are considering personally participating in NFEs or private organizations should consult their servicing Judge Advocate.

WARRIORS, from Pg. 1

honor," Simmons said.

Maj. Gen. Glenn Lesniak, USARC deputy commanding general (support), was the keynote speaker at the event. He said, "We faced profound changes after 9/11. After more than a decade of conflict, we face more changes and more challenges. Despite all the changes, one thing remains constant – the Army's most valuable asset is its people."

Lesniak added, America is a nation of promise and a land of opportunity. "Our veterans promised to defend this nation and it's our duty to ensure they have every opportunity to succeed as they continue to serve this country and their communities," Lesniak said.

Chaplain (Lt. Col.) James Boggess, director of USARC Soldier and family ministries and one of the guest speakers at the 9/11 observance, said he supported both Operations Enduring and Iraqi

Freedom and he thinks it's important that we continue to stay focused. "We can look back and see that in times of distress and trouble throughout our country, the people have rallied and they have done the right thing and we are stronger for it," Boggess said. "I think it's important that we keep that focus, and that's one thing that I try to help soldiers do when they are in the mist of that crisis, is to see where they have been resilient before and where they have grown before and that they can grow out of this as well," he said. Boggess added that, "It's not as dark as it seems and there is a way through this, just like there was a way through what we have been through before. Remember, in the Old Testament, God told Israel that they needed to remember the Passover, him brining them out of Egypt. What that does is cause them to stop in the mist of whatever turmoil they are in right now and look back and see that their fathers and forefathers went

through terrible times and were able to adapt and overcome and be stronger for that."

Boggess said, 9/11 observances, like the one hosted by USARC, allow people to remember the terrifying ordeal, but also allows them to remain resilient.

"It's important to look back and learn from the past, but not live there, plan for the future, but not live there, and be in the moment and work through whatever we're facing," Boggess said

In the last 11 years, Lesniak said the Army alone has awarded more than 14,000 awards for valor, more than 600 Silver Stars, 23 Distinguished Service Crosses and six Medals of Honor. He ended the event by saying, "Now, we face more changes and I'm confident the nation, its people and its Army will grow stronger still. We will continue to stand by our Soldiers and their families as they face the challenges that lie ahead."



Spiritual resiliency is a key to personal resiliency

Chaplain (Lt. Col.) James Boggess

USARC Chaplain's Office Director of Soldier & Family Ministry

Resiliency: This word is getting a lot of press recently.

Resiliency: The ability to “bounce back” from adversity; to not only survive, but to thrive during hard times; Resiliency.

Spiritual resiliency is a core asset for personal resiliency since it lies at the core of our being.

Spirituality refers to our value system, our sense of ethical behavior, our moral compass. Everyone has a spiritual component to their lives.

Spirituality is often confused with religion, and while for some, religion is an expression of their spirituality, others focus more inwardly.

Spirituality is that part of us that helps ascribe meaning to our life, gives us purpose, and helps us to connect to others.

While it is important to maintain balance in all aspects of well-being, our spiritual well-being often affects the other aspects of well-being including our physical, social, family, and emotional well-being.

During times of conflict, strife, or chaos, our inner resources can be strained and our resolve can waiver.

Developing our spirituality, building a strong moral core, being a part of something bigger than ourselves can give us the inner strength we need to weather the storms of life.

Having a strong ethical base provides us with an anchor; strengthening our sense of self and help us stay focused during times of adversity.

It has been shown that people with strong spiritual resilience are more flexible and able to adapt to stressful change better than those with less-developed spiritual resilience.

Recently, studies of people suffering from post traumatic stress disorder have shown that those who use their spirituality to help find meaning and to sort out the moral issues surrounding the traumatic events develop greater inner peace and have fewer symptoms.

This concept is not new.

In the Old Testament, the Hebrew Scriptures, Isaiah wrote, “Even youths shall faint and be weary, and young men shall fall exhausted; but they who wait for the LORD shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.” Isaiah 40:30-31.

Proverbs 10:25 tells us, “When the storm has swept by, the wicked are gone, but the righteous stand firm forever.”

And in the Christian New Testament Jesus tells the parable of the wise builder, who builds his house upon a firm foundation (acts upon the spiritual guidance given), and the foolish builder, who builds his house upon the sand (disregards spiritual guid-



ance).

In each case, the writer is contrasting those with a strong spiritual base with those without one, showing that those with a strong sense of who they are spiritually are better able to weather the storms that life throws at them.

So, what have you been doing to build your resiliency?

Perhaps it is time to take stock, to go to a quiet place, without distractions, and reflect on who you are and what you believe.

Journaling during this process, writing down your thoughts and feelings can help you sort things out and give you a basis from which to grow. Then become involved in activities that will help you grow, spiritually.

Volunteer with a community or charitable organization where you can practice kindness and compassion.

The Dalai Lama, the spiritual leader of Tibetan Buddhism, has said, “If you want others to be happy, practice compassion.” Compassion is an expression of our spirituality.

Take a class and explore your spirituality.

This can help broaden your spiritual awareness, develop a deeper understanding of who you are, and provide a foundation for spiritual growth.

Practice meditation or prayer.

This quiet time of inner reflection and connecting with something bigger than ourselves helps provide purpose and develop meaning in our lives.

Do you follow a certain religion?

Get involved with a community of like minded believers by attending services or becoming involved in studies.

These are but a few suggestions.

The rest is up to each of us to search, explore, experiment, and cultivate our own spirituality.



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Maj. Gen. Glenn J. Lesniak, deputy commanding general, U.S. Army Reserve Command, left, meets with Army Sgt. Brian Bradley during the U.S. Open at Arthur Ashe Stadium, Sept. 3, 2012, in Flushing, N.Y. More than a dozen Wounded Warriors were honored during the tournament's Military Appreciation Day.

Lesniak visits with Wounded Warriors at U.S. Open

*Story & Photo by Staff Sgt. Shawn Morris
99th Regional Support Command*

FLUSHING, N.Y. — Arthur Ashe is best known for his performance on the court as the once top-ranked tennis player in the world and off the court as a civil-rights activist, but few realize he served his country as a Reserve Officer Training Corps graduate and Army lieutenant in the 1960s.

During this year's U.S. Open, representatives from the U.S. Tennis Association and military leaders from all branches of service discussed current and future support for Ashe's comrades-in-arms at the stadium that bears his name.

Maj. Gen. Glenn J. Lesniak, deputy commanding general for support, U.S. Army Reserve Command, met with the U.S. Tennis Association's leadership to share ideas for the future partnership between the Army Reserve and USTA.

"It's a great opportunity for both the

USTA and the Army Reserve to have a collaboration around this sport," Lesniak said. "It's a win-win: generating interest in tennis while helping out our military Families using this venue."

Lesniak and Tim Richardson, USTA military outreach consultant, discussed various ideas on how to best support Army Reserve Soldiers and Family members through opportunities related to tennis. While no formal agreements were reached, the pair shared a common vision on how to best achieve their goals.

"We want to provide the supportive network of caring individuals for the Reservist and his or her Family, to provide the emotional support and Family togetherness opportunities, and to remove barriers to playing the lifelong sport of tennis," explained Richardson. "We're looking to understand the wants and needs of Reservists and their Family members — it's about what works for the Army Reserve, and

we're still learning that."

"There are a couple benefits here," Lesniak explained. "On the Family side, getting military youth involved in tennis at a younger age where they may have otherwise not have been exposed to the game, taking advantage of facilities we have at our Army Reserve installations and in our local communities, so the children can go out there and learn to play the game the right way.

"On the Soldier side," he continued, "I think it's a great opportunity to get Families together in a healthy activity, like a local tennis club, so they have more time together with their Families and their battle buddies."

Benefits the USTA can offer Army Reserve Soldiers and Families include more than 1,500 community tennis networks across the country that can help engage and integrate Soldiers and their Families,

IT'S FREE BECAUSE YOU'VE PAID THE PRICE

*Master Sgt. Steve Opet
Army Reserve Command Public Affairs*

You've seen the commercials on TV. Maybe you've donated money. Maybe you even have the black and white Wounded Warrior Project blanket draped over your sofa. But do you, as an Army Reserve Soldier, have Alumnus status with the WWP? The WWP, which began in 2003 as a "Backpack" program, is there to aid all service members, from all branches, who earned veteran status after 911. Some of you may think that since you're still an active Reserve Soldier that you don't qualify. That is not the case.

"WWP covers all service members with all wounds, it covers the psychological, physical, spiritual, however it's manifesting within you," said Bob Laverick, WWP Director, East. "WWP encompasses everybody, Army, Marine, Navy, Air force, Coast Guard, we're all warriors in the end."

"I was a Reservist when I got injured," Laverick said. "I did eleven and half years of active duty, stepped off active duty for 18 months, and then joined the Army Reserve." He was then mobilized as an Army Reserve Soldier with the 422nd Civil Affairs Battalion, in 2003 as a medic.

"At the beginning of the war, 50 percent of the combat arms were in the National Guard and 75 percent of combat service support was sitting in the Army Reserve, so a lot of the weight through these conflicts has been carried by Reserve Soldiers. So we do have a lot of Reserve Soldiers in our ranks, and sometimes they're the hardest to get to," he said.

"We just had an event up in Cincinnati, Ohio and there are a lot of National Guardsmen and Reservists up there and that is usually when they hit their Veteran's Administration and get introduced to us by staff in the VA or by other warriors," he said.

The WWP is not part of the demobilization process, because they are a nonprofit organization. "We're not affiliated with the government. The term WWP has been adopted by the Department of Defense, that's why people think were affiliated with the DoD or the government, but were not, were strictly a nonprofit organization," said Laverick.

WWP uses commercials, their public relations team, outreach coordinators and especially word of mouth to get the word out. "We brief the WWP to the Army warrior transition battalions, and the wounded warrior regiment for the Marine Corps. We talk to the warriors there or the Veterans Affairs folks refer people to us. The

best thing is word of mouth."

Apparently it's been working. "We don't do a lot of direct marketing to the warriors, but we're sitting at over 20,000 alumni right now and it's because of word of mouth out there. We can put up all the commercials, all the billboards, but if we're not going to produce for the veterans they're not going to come to us," Laverick said.

The only restriction to becoming a WWP alumnus is to have been injured or wounded in the line of duty after



September 11, 2001.

"If you're mobed and on active duty and you fall off the back of deuce and a half an break your back that qualifies you for service related injury. You're active duty and training to go to war," Laverick said.

"To become an alumnus is relatively a pretty easy process; you can go onto our website, click on the "For Warriors" tab and register online (<http://www.woundedwarriorproject.org>) to become an alumnus. That will kick out a sequence to the folks in Jacksonville who will then reach out to that person and say 'ok, we need documentation to prove your eligibility,'" he said.

Of course, you need supporting documentation to become an alumnus. "A line of duty statement, a DD 214 showing your overseas service, orders assigning you



overseas to a combat theater, also the Purple Heart, we can use all of these,” Laverick said.

“The reason we say orders instead of waiting for the VA board, guys are getting home, like the Army Reserve, when you go through the demob process, you have one thing on your mind; family, HOME. You want to take off the pickle suit, hang it up in the closet, decompress and get on with your life.”

The Wounded Warrior Program has four objectives stated in their policy statement. The first objective is improved mental health of warriors, their families, and caregivers.

“It isn’t until you get home, you’re back with the family, back to work, you realize things just aren’t clicking right for you, and then you start realizing you’re having problems,” he said.

“If you’re thinking of going into a clinic or you’ve started to seek counseling, but the VA hasn’t rated you for it, what we do at that point is say that you’re qualified, you’ve been in combat, we know you’ve had a psychological stressor, so if we’re going to make an error in bringing someone into the alumni, we’re going to err on the side of the warrior,” Laverick said.

The second objective of the WWP is economic empowerment. It is critical that the path to recovery for wounded warriors includes access to the tools and skills they will need to obtain and maintain employment.

One of the programs for alumni is Warriors to Work an employment program that is open to warriors, caregivers and family members.

“When you’re ready to rejoin the workforce, we work with different companies throughout the country, we vet them, and we have a data base that you post your resume on that actually gets searched by employers,” Laverick said.

“They have someone to help you with your resume, you write the initial resume, they’ll look it over, they’ll tweak it, they’ll help you understand how to transition your military experience to the civilian job sector,” Laverick said.

Objective number three is ensuring access to optimal, long-term rehabilitative care for severely Wounded Warriors, and needed supports for their caregivers.

Many warriors are returning home with severe brain injuries. Each case of brain injury is unique and warriors may experience a wide range of problems.

“Remember, when I say PTSD you have to remember that it’s a normal reaction to combat, normal reaction to a traumatic event it’s that when you get back into the mainstream it’s not adaptive to the community. We’re looking at around 25 percent of our people returning from overseas having PTSD. It’s a pretty normal reaction; it just doesn’t gel without society,” Laverick said.

The fourth objective is the continuing improvement of the effectiveness of programs established to help Wounded Warriors and their family’s transition from active duty to successful community reintegration.

“We’re always looking, we’re always assessing, what the needs are of our warriors in the community. Is there something we’re not picking up on; is there something we’re missing? The best way to find out what’s happening on the ground is to ask the people on the ground, whether it’s mental health or financial issues. We will grow? Yes. All those programs we have right now are growing.

The Wounded Warrior Program offers campus and educational assistance, supports family and caregivers with retreats, provides interaction with peers, and “where you can go to talk to someone who gets it,” Laverick said.

“If you’re thinking about it, it doesn’t cost you anything. Just get on board, come to an event and see what it’s all about. Nobody pigeonholes you, nobody labels you, the programs are pick and choose, and if you just want to come along for the camaraderie, come on, that’s what we’re here for,” Laverick said.

To find out more about the Wounded Warrior Project and the varied programs it offers Wounded Warriors, visit their website, woundedwarriorproject.org.

TENNIS, from Pg. 7

free recreational coaches workshops for installations, free 10-and-under memberships for military children, gifts and grants for improvements to military tennis facilities, and USTA tennis professionals and volunteers who can provide tennis therapy clinics and camps for wounded Soldiers.

Helping wounded warriors has been a primary line of effort for the USTA’s military outreach program. In 2011, the organization hosted Wounded Warrior tennis programs at six locations nationwide that impacted nearly 1,000 service members.

During this year’s U.S. Open, a dozen wounded warriors were honored as part of Military Appreciation Day Sept. 3, to include Army Spec. Ryan McIntosh, who served as a ball person during the tournament despite losing his right leg in Afghan-

“We’re looking to understand the wants and needs of Reservists and their Family members.”

– Tim Richardson

U.S. Tennis Association Military Outreach Consultant

“Linking up the USTA with our Employer Partnership Initiative, now known as the Hero 2 Hired program, provides an opportunity to have a viable partnership, whether it’s full-time or part-time jobs in the future, similar to what we saw today with Ryan,” Lesniak said.

“The other good linkup would be with our Family Programs, because that gives us access to Families through the Yellow Ribbon Reintegration Program, through local units’ Family programs, and through installations because they have morale

and welfare activities and may have tennis courts we can use to foster this interest,” he added.

While the USTA is just beginning its formal relationship with the Army Reserve, it has several years of history supporting the military as a whole. In 2011, the USTA offered a wide range of support to the military, to include hosting 13 pre-deployment Yellow Ribbon tennis carnivals in six states impacting approximately 10,000 service members and Families, donating 300 tennis equipment kits to deployed service members, adopting more than 100 deployed units and providing themed with care packages, and hosting five military appreciation events during the Emirates Airline U.S. Open Series.

“We want to figure out how best to support each command,” explained Richardson. “The goal is to meet with the right people in each command and listen to them.”





GENERAL KILPATRICK RECAPTURING HIS HEAD-QUARTERS, MARCH 10, 1865.

Illustration from the April 1865 issue of Harper's Weekly depicting the battle of Monroe's Crossroads. (Photo Courtesy of Harper's Weekly)

BATTLE OF MONROE'S CROSSROADS IS PART OF FORT BRAGG'S HISTORY

Story by Christopher Ruff

Curator, National Museum of the Army Reserve

There are a couple of new displays that highlight a local piece of military history, the Civil War Battle of Monroe's Crossroads.

One can see the displays on the U.S. Army Forces Command side of the building on the fourth floor. The new displays include a few original weapons of the type used at the battle and a number of archaeological finds from the actual battle site.

A display of this type is a wonderful opportunity to showcase a small portion of the military history of the Fort Bragg area.



Display case featuring the battle synopsis on the 4th floor of the U.S. Army Forces Command side of the headquarters. (Photo courtesy National Museum of the Army Reserve)

The Battle of Monroe's Crossroads was fought at the intersection of Morganton and Blue Rosin Roads on what is present day Fort Bragg on March 10, 1865.

The Union forces of Gen. Hugh Judson Kilpatrick and the Confederate forces of Gen. Wade Hampton were pitted against each other in the last major cavalry battle of the war.

The miserable weather conditions around the time of the battle included rain and cold temperatures. The poor visibility in the pre-dawn hours enabled Confederate forces to capture the few pickets guarding the camp.

Hampton's men staged themselves on the periphery of the Union camp in preparation for a dawn attack.

When given the command to advance, the Confederate cavalry let out a blood-curling cry, taking the Union camp completely by surprise.

Kilpatrick's troops frantically grabbed for their weapons while others made for the safety of the trees. The entire camp, wagons and artillery fell into Confederate hands.

One of Kilpatrick's officers, Maj. George H. Rader of the 5th Ohio Cavalry wrote; "My officers and men were completely bewildered for a short time, the enemy being in force in every part of my camp ... but through the almost superhuman efforts of some of the officers, the men soon rallied and contested the ground inch by inch with the enemy."

While initially successful, a significant portion of the attack-





A painting by Martin Pate showing the Confederate attack at Monroe's Crossroad. The original artwork is in the collection of the Fort Bragg library.

ing Confederate force was stalled by a swampy area bordering the camp.

In addition, many southerners stopped their pursuit to loot the captured camp for badly needed supplies.

At one point in the fighting, a Union artilleryman was able to infiltrate and fire one of his guns into the massed Confederates.

The confusion allowed the better armed Union troops to return and take back their camp.

One of Hampton's commanders, Maj. Gen. Matthew C. Butler made an account of the Union response; "Kilpatrick's 1,500 dismounted men had recovered from the shock of our first attack and gathered themselves behind pine trees, and with their rapid-firing Spencer carbines attacked us savagely and drove us out."

Butler went further; "They had got to their artillery and, with their carbines, made it so hot for the handful of us that we had to retire. In fact, I lost sixty-two men there in about five minutes' time."

Although Kilpatrick was able to rally his men and retake his camp, the battle enabled the Confederates time to evacuate Fayetteville and join forces with Gen. Joseph Johnston, setting the stage for the battle of Bentonville, nine days later.

The excavated artifacts include projectiles, equipment, insignia, and buttons, many of which were lent to the museum by

the Fort Bragg Department of Cultural Resources Management Program.

The remaining artifacts that include Civil War era weapons, uniform jacket, and cartridge boxes, are on loan from the private collection of Stephen Wilson from Greenville, N.C.

Each weapon in the case is matched to a projectile unearthed on the battlefield.

If you want to find out more on Battle of Monroe's Crossroads, check out the following sources:

- **FIERY DAWN, The Civil War Battle at Monroe's Crossroads, North Carolina** by Sharyn Kane & Richard Keeton
- **The Battle of Monroe's Crossroads and the Civil War's final Campaign** by Eric J. Wittenburg, ISBN: 1-932714-17-0
- **Cavalry Clash in the Sandhills, The Battle of Monroe's Crossroads, North Carolina, 10 March 1865** by Kenneth Belew
- **One can also contact the Fort Bragg Department of Cultural Resources Management Program at 2175 Reilly Road, or at 910-396-6680**

It was just a rusty spike

*Lt. Col. Robert Hefner
75th Training Division, G-3/5/7*

FAYETTEVILLE, N.C. – We were staying at a hotel just outside Fort Bragg when a friend of mine asked me to walk to dinner with him, which seemed reasonable.

Along the way he stopped at an old abandoned section of railroad track and started working at something I couldn't see.

As I got closer he stood up and handed me an old rusty spike, twisted out of the rotting railroad tie.

I asked him what I should do with it and he told me to look at it – to see it for what it was, not just a piece of steel but a symbol.

It was just a rusty spike, twisted from the rotting wood that had been its home for who knows how long.

It was nothing special, nothing remarkable, and nothing worth writing about – just a worn out railroad spike from the corner of Bragg Road, from an abandoned stretch of track no longer used and no longer relevant.

But oh, the things it had seen.

In the summer of 1918 it had been fresh, new, and shiny as it was minted from an unnamed Pennsylvania steel mill and shipped to the crews working in the North Carolina sun.

Just like a million of its kin, it was taken unceremoniously and driven into the fresh wood of the railroad, the railroad that linked what was then Camp Bragg to the rest of the world.

It was one in a million, but it was there, it mattered, it was important.

That one rusted piece of steel saw the trains full of Soldiers coming and going as the United States returned from the European battlefields of World War I.

It supported the trains that moved mountains of ammunition from the factories to training grounds, food, water, and every other imaginable necessity to the tired Soldiers recovering from war.

It carried the dunnage of war, the mangled equipment and surplus cannon back from those same battlefields of Europe.

One metal spike was one small part of that effort as this nation celebrated victory, licked its wounds, and looked forward to peace.

The “War to End All Wars” was over.

Camp Bragg continued to grow, eventually becoming Fort Bragg.

As a training center, its mission has always been the same – to take America's sons and daughters and turn them into America's Warriors.

“A few short years later the inbound trains full of starry-eyed recruits were replaced by the trains full of dead-eyed veterans, men who had seen too much, ...”

*– Lt. Col. Robert Hefner
75th Training Division, G-3/5/7*

Warriors who fight tirelessly for an idea, for a concept of freedom for everyone, everywhere.

That is the American way.

The myth of the “War to End All Wars” ended.

As this nation prepared for another great war, diesel trains thundered past, carrying wide-eyed recruits, the sons of that previous generation, to fight again.

This time America had been attacked

and was fighting back on many fronts, from Anzio and El Alemein to Corregidor and Wake Island.

The heroes of that generation passed over that same piece of steel and it held steadfast, solid and strong in its support.

A few short years later the inbound trains full of starry-eyed recruits were replaced by the trains full of dead-eyed veterans, men who had seen too much, experienced too much in their freedom quest.

The Great War part two had ended, the peace dividend was a reality, and still that one iron spike held fast, never wavering.

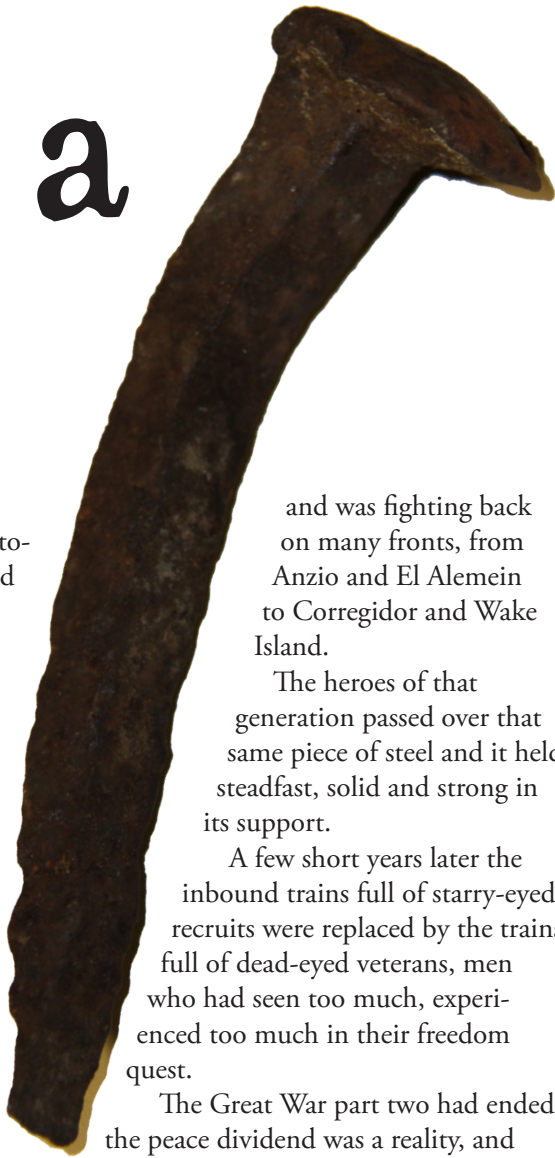
Again the wars came and the trains ran full, this time with the Communist Hordes in Korea populating their passengers' nightmares.

Back and forth, from post to port, from city to post, the trains ran endlessly and those steel spikes held their ground.

Those bloody battlefields of Korea demanded even more Soldiers, more grist for the mill, and the rails pushed them forward, endlessly serving the wars that men make.

Just a few years later, another crop of war bound recruits rode the rails to Fort Bragg, preparing for the jungle battlefields of Vietnam and other places unnamed and unknown.

Roads were taking precedence and rails were less important but still needed to supply the war machine, that martial factory that for generations had taken fresh faced kids from the streets of Anytown, U.S.A. and turned them into Warriors.





Lt. Col. Robert Hefner, with the 75th Training Division, G-3/5/7, examines an old railroad spike found along an section of track in Fayetteville, N.C. earlier this year. (Courtesy photo)

That one lonely iron spike watched them all come and go, it saw the change in their faces from recruit to Warrior to hardened veteran. It never failed.

The rails became less important and were eventually abandoned. They sit still today, unused and ignored, only sections remaining.

But the hard reality that held those rails together, that supported so many generations of Warriors, still stand firm.

Rusted, yes. Worn and bent, without a doubt, but just like the ideas that sustains the veterans of yesterday and the recruits of tomorrow, those few remaining rusty spikes stand resolute, unchanged in their determination, un-swayed by politics or weather or time.

They have seen history. They are history.

Just a rusty iron railroad spike? Yes, but so much more.

Just as a flag is nothing more than a piece of cloth, those little pieces of history are nothing more than the Pennsylvania Steel from which they were created.

Alone they have no meaning, no context, no purpose.

Together they have always been a part of this "Great American Experiment", this grandiose idea of "Freedom For All."

Just as so many Soldiers have given their full measure as nothing more than a cog in the great machine of America, so too have these small pieces of iron.

Less important than the men who drove them with unforgiving steel hammers, less important than the men who rode those rails to fulfill their small parts in this Nation's destiny, but none the less an essential piece of America.

It's not just a piece of steel.

It is a piece of history.



DOUBLE EAGLE

Have a great story to tell? Contact us with your story ideas by email at:

USARC_DoubleEagle@usar.army.mil

Deadline for submission is the 20th of each month





Army Civilian Entry Training to be held at Fort Knox in Oct.

The Army Reserve Readiness Training Center at Fort Knox, Ky. will be hold Army Civilian Entry Training Oct. 15-19, 2012. This course is for Army Reserve civilian employees hired on or after Jan. 1, 2009 and who have not attended Army Civilian Entry Training.

This unique one week course provides an orientation to rights, responsibilities, requirements, benefits and services. Instructional topics include USAR organization and structure, an overview of Federal service, information on Federal pay system benefits and services, and career development.

The ARCET course is centrally funded per the ARRTC School Funding Guidelines, and is managed through availability quotas on a first come, first served basis.

Once approved by your supervisor, send an e-mail with the following information: name, last four of SSN, grade and series to our consolidated mailbox: USARC_ATTRSPZ@usar.army.mil.

Directorate/Section Training Coordinators - If you have ATRRS access submit an A-1 application for course 921-140, Class 001, School 921, QS-PZ. Staff agencies who do not have access to ATRRS contact Robert Redford at robert.redford@usar.army.mil in the G-3/5/7 to gain permanent access.

New procedures for post ID Card facility

If you are planning on just strolling into the Fort Bragg Main ID Card Facility the day before your card expires to get a new one, you better think again.

Effective Oct. 1, 2012, the Fort Bragg Main ID Card Facility will no longer accept walk-ins.

Customers may schedule an appointment by calling (910) 643-2737, or by logging into the internet at <https://rapids-appointments.dmdc.osd.mil>, or using the Kiosk located at the ID Card Facility in the Soldier Support Center located at Bldg. 4-2843 Normandy Drive.

Here are some things to remember before coming to the ID Card facility:

- Renew your ID card within 30 days of its expiration date.
- Two valid, unexpired forms of identification must be presented to receive any ID card. ID that can be used is in the I-9 List of Acceptable Documents:

<https://www.uscis.gov/portal/site/uscis/menuitem.eb1d4c2a3e5b9ac89243c6a7543f6d1a/?vgnextoid=e8e31921c6898210VgnVCM100000082ca60aRCRD&vgnextchannel=e8e31921c6898210VgnVCM100000082ca60aRCRD>

Opet's Odyssey

By Master Sgt. Steve Opet



Orientation dates for new USARC personnel through Dec. 2012

The USARC Civilian Personnel Management Office has scheduled the following personnel orientation dates for all new USARC personnel.

- October 25 - Room 4901 (L)
- December 20 - Room 4906 (L)

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

For more information, you may contact Katherin deLeon at 910-570-9026 or email: USARC_ATTRSPZ@usar.army.mil.



VOLUNTEERS NEEDED!!!!

The USARC G-3/5/7 AVN has teamed up with New Century International Elementary School, located in Fayetteville, 12 miles from USARC HQ. We are looking for volunteers once or twice a month to serve as "lunch buddies" to students whose parents are deployed or live in a single family household. Lunch hours are from 11:00 a.m. to 12:45 p.m. We also have the opportunity to volunteer during Field Day - TBD and Career Day.

This is a great opportunity to make a difference in a child's life.

Please consider donating your time.

You must complete an electronic volunteer application form, the form can be found at: <http://www.hr.ccs.k12.nc.us/volunteers.htm>

For information about the school, visit: <http://www.ncies.ccs.k12.nc.us>

For more information, please contact:

Capt. Marisol Chalas
USARC Aviation Directorate
910-570-9128 or via email:
marisol.chalas@usar.army.mil

Personnel Action Requests should be filled out properly

Because of incorrect submissions sent directly to Army Human Resources Command, without section leadership approval, the following process will be used for personnel action requests for all Active Guard & Reserve Soldiers assigned to U.S. Army Reserve Command Headquarters.

Effective immediately, all assigned AGR Soldiers will submit a DA Form 4187 (Personnel Requests) signed by the HHC Commander, and a DA Form 4187-1-R (Personnel Action Form Addendums) signed by their Director or Deputy Director, to the Active Military Management Branch mailbox USARC_AMMB@usar.army.mil.

Failure to submit the signed DA Form 4187-1-R with the request will result in the action being returned without action. If you have any question, please contact one of the following POC: Chief Warrant Officer 3 Pam Elliott 910-570-8793, pamelliott@usar.army.mil, or Master Sgt. Sharon Cousins 910-570-8786, sharon.cousins@usar.army.mil.



Did You Know?

The chart below represents the percentage of Army Reserve Force Structure (units) that have a doctrinal mission in those areas (i.e. JAG, Quartermaster, Engineer, etc.) match-up to Army National Guard and the Active Army. The size of the units vary from Detachment up to Command level.

| | USAR % | ARNG % | AC % |
|-----------------------|--------|--------|------|
| JAG | 94 | 6 | 0 |
| Civil Affairs | 77 | 0 | 23 |
| Chaplain | 80 | 20 | 0 |
| Military History | 75 | 22 | 3 |
| MISO | 61 | 0 | 39 |
| Postal & Personnel | 61 | 9 | 30 |
| Quartermaster | 66 | 16 | 18 |
| Medical | 58 | 16 | 26 |
| Chemical | 43 | 35 | 22 |
| Public Affairs | 41 | 45 | 14 |
| Transportation | 43 | 39 | 18 |
| Military Intelligence | 26 | 20 | 54 |
| Engineers | 29 | 47 | 24 |
| Military Police | 24 | 46 | 30 |

SOURCE: OCAR/G-3/5/7 Force Management



Reminder to Supervisors (Military or Civilian) of Civilian Personnel

If you supervise any Army civilians, you must complete the required supervisor's training every three years.

If you are newly assigned to a supervisory position, you must complete the supervisor's training within the first year of assignment.

Currently, there is only one accredited supervisory training course that meets HQDA's regulatory requirement that is the on-line Supervisor Development Course #1-250-C53.

In order to be in compliance with the HQDA mandate, your training must be up to date and reflected as completed in the Civilian Human Resource Training Application System (CHRTAS).

Sign-up through the CHRTAS by following these instructions:

• <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>

- Choose Apply for Training
- Select the Supervisor Development Course #1-250-C53 tab,
- Complete application once you get to the Training Request page.

Your supervisor will receive a request of your application via email. Make sure to let your Supervisor know of your enrollment and that his or her approval must be completed as part of your enrollment.

If you have any questions or need assistance contact the Civilian Training and Leader Development Section in the Civilian Personnel Management Office at USARC.

Information on the Pathways Program

Pathways Programs are streamlined developmental programs tailored to promote employment opportunities for students and recent graduates in the Federal workforce.

Pathways Programs is established under Executive Order 13562 (The Pathways Programs) that addresses recruiting and hiring students and recent graduates.

This executive order established two new programs and modified another:

- The Internship Program for current students;
- The Recent Graduates Program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study);
- The reinvigorated Presidential Management Fellows (PMF) Program for people who obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years.

For additional information on the Pathways Programs overall, please visit: <http://www.opm.gov/HiringReform/Pathways>.

What is your Career Program?

The Army has placed greater emphasis on developing the training requirements and career progression plans and programs for the Army Civilian Corps.

All Army civilians have been categorized into one of 31 Career Programs based on your current position, your occupational series, and past career activities.

If you don't know your career program, go to the Army Career Tracker website at <https://actnow.army.mil> and review your personal information.

Additional information is available through the following websites:

<http://www.t3ac.army.mil/occupational/Pages/default.aspx>
<http://cpol.army.mil/library/train/catalog/toc.html>

Check with your Human Resource office if you have questions.

Tobacco cessation seminar slated for Nov. 15 at York Theater

The Department of Defense supports the American Cancer Society's Great American Smokeout, Nov. 15, 2012, by encouraging its military personnel, Family members, retirees, Department of the Army civilians and other beneficiaries to walk away from tobacco for 24 hours.

The Great American Smokeout is the ACS' nationally-recognized day that rallies thousands of smokers and tobacco users to become smoke and tobacco free for a day, and perhaps, ultimately smoke and tobacco free forever.

In support of this effort, Womack Army Medical Center will host a four-hour seminar from 8:30 a.m. until noon, for all Fort Bragg units on the benefits of tobacco cessation, tobacco cessation options, followed by a health care provider screening appointment that afternoon from 1:30 to 4:15 p.m.

WAMC will be conducting a four-week program condensed into one day at York Theater. Soldiers completing all requirements of the seminar with one follow-up appointment in December will earn a certificate of achievement worth promotion points.

All U.S. Army Forces Command units and tenant units will direct Soldiers requesting to attend the seminar to register no later than Nov. 1, 2012 by contacting WAMC's Karen M. Goepfrich at 910-907-9355/6628 or by email at karen.m.goepfrich@us.army.mil.



www.facebook.com/USArmyReserveCommand



Why you should consider a TPU Inspector General assignment



Why should YOU consider a Troop Program Unit Inspector General assignment?

Because Inspectors General (IG) are valuable resources for the Army and:

- **IGs are accessible.** The inspector general works directly for the commanding general; however, the IG also directly assists other senior leaders, Soldiers and their Family members, and civilians.
- **IGs are problem solvers, not problem finders.** The Inspector General does not look for ways to catch Soldiers. Investigations and inquiries are only a small part of what the IG does. The IG also assists Soldiers and civilians; inspects units and teaches and trains Soldiers on how to perform their duties correctly.
- **IGs are fair and impartial.** IGs understand the functions of the chain of command while being fair and impartial without regard to rank or position of the individuals involved. All inquiries and assistance actions are handled objectively to ensure compliance with regulations, policies, and laws.
- **IGs wear a white hat.** IGs truly are here to help. Gone are the days of the black hat compliance inspections. Today, the purpose of the IG inspection is to help commanders identify and correct problems with their units. The results of IG

inspections cannot be used by the CG to compare inspected units and their commanders.

- **IG duty is a great career move.** The experience and knowledge Soldiers gain as being an Inspector General will be invaluable to them as future commanders, first sergeants or sergeants major. They complete their detail assignment with a much broader background and more enriched Army leadership experience than many of their peers. You will also receive the 5N Additional Skill Identifier after completing the Inspector General School.

What are the ranks/grades of the vacant TPU IG positions?

We have TPU IG vacancies for officers in the grades of captain through colonel, and for enlisted Soldiers in the ranks of sergeant first class and master sergeant. Most of the vacancies are for majors, sergeant first class, and we'll consider senior captains and staff sergeants to fill these positions—which provides a great opportunity for promotion!

What documents are required in an IG packet?

Nomination Memo;

Current Department of the Army Photo and Biographical Summary/Military Resume;

DA Form 2-1 (Signed); DA Form 2A/2B (Signed)

DA Form 705 (DA Form 5500/01-R if applicable/Profile if applicable;

Physical Status Memo (Signed by Unit Administrator/Co Cdr/1SG/PSNCO);

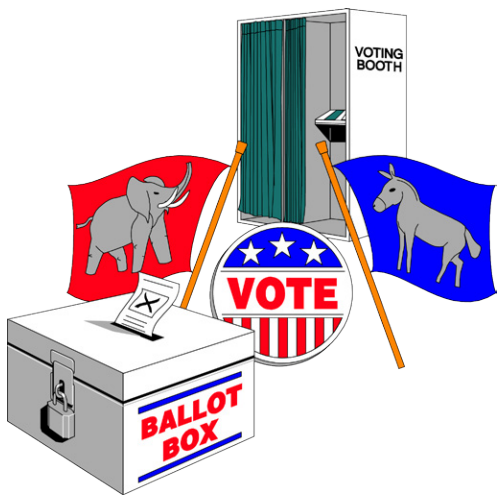
OERs/NCOERs for the last 10 years (with a memo or email explaining any "gaps");

If nominee has not deployed, include a memo explaining the circumstances.

Who do you contact to find out where the vacancies are, and how to submit your packet?

Contact your local IG office or Master Sgt. Tyrone Harbin, tyrone.harbin@usar.army.mil or by telephone at 910-570-8178.

Nov. 6th General Election right around the corner



There are little more than 30 days until the November 6th general election!

If you have not requested your absentee ballot for the 2012 general election, go to FVAP.gov and use their online registration and absentee ballot assistant.

If you haven't received your ballot by October 6, use the Federal Write-In Absentee Ballot (FWAB) as your back-up ballot! Go to FVAP.gov and use their automated assistant. For each office for which you vote, write in either a candidate's name or their party designation.

Help spread the word - Pass this on to spouses, voting age dependents, other military voters, and overseas voters.

If you would like more information on the Federal Voting Assistance Program or need help with the absentee voting process, contact FVAP at vote@fvap.gov or call 1-800-438-8683, DSN 425-1584 (CONUS)/312-425-1584 (OCONUS). More info is available at FVAP.gov, and don't forget to "like" them on Facebook at www.facebook.com/DoDFVAP and follow them on Twitter @FVAP.





**The discipline to
give up your keys ...**

**Have a designated
driver before you
can't see the signs .**

**The signs are all around
- it's up to **YOU** to recognize
and act on them.**



U.S. ARMY

ARMY STRONG:



U.S. ARMY COMBAT READINESS/SAFETY CENTER

<https://safety.army.mil>