



# TNR

## CITIZEN SAILOR

MODERNIZING WITH ADAPTIVE MOBILIZATION

VOLUME 2022 - ISSUE 4

NERE '22

A LEGACY OF HONOR

DRIVING TO INSPIRE





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**COVER:** RIGA, Latvia (Sept. 18, 2022) U.S. Navy Sailors assigned to the Arleigh Burke-class guided-missile destroyer USS Paul Ignatius (DDG 117) lower the Ensign during sea and anchor detail as the ship departs Riga, Latvia after a scheduled port visit, Sept. 18, 2022. Paul Ignatius is part of the Kearsarge Amphibious Ready Group and embarked 22nd Marine Expeditionary Unit, under the command and control of Task Force 61/2, on a scheduled deployment in the U.S. Naval Forces Europe area of operations, employed by U.S. Sixth Fleet to defend U.S., allied and partner interests. (U.S. Navy photo by Mass Communication Specialist 2nd Class Aaron Lau)

# TNR

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## TNR STAFF

Cmdr. Amber J. Lewis  
Force Public Affairs Officer, Editor in Chief

Lt. Chelsea D. Cannaday  
Deputy Force Public Affairs Officer, Senior Editor

Lt. Bryce E. Basewell  
Assistant Public Affairs Officer, Staff Editor

Chief Mass Communication Specialist Scott M. Wichmann  
Managing Editor, Art Director

Mass Communication Specialist 2nd Class Jacob D. Bergh  
Associate Editor, Layout and Design

Mass Communication Specialist 1st Class Arthurgwain L. Marquez  
Contributing Staff

Mass Communication Specialist 2nd Class Raymond E. Maddocks  
Contributing Staff

Mass Communication Specialist 2nd Class Tyra M. Campbell  
Contributing Staff

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**SUBMISSIONS:** TNR is always looking for submissions that display the work Navy Reserve Sailors are doing around the force. To submit a photo or story, email us at our new address [CNRF\\_PAO@us.navy.mil](mailto:CNRF_PAO@us.navy.mil). Instructions and submission criteria will be provided to help guide your entry.

**ARCHIVE AND NEWS:** Current and past issues of TNR are available at: [www.navyreserve.navy.mil](http://www.navyreserve.navy.mil). Follow the Navy Reserve on Facebook, Twitter, LinkedIn and Instagram. Additional Navy Reserve news can be found on the Defense Visual Information Distribution Service (DVIDS) at: <https://www.dvidshub.net/unit/CNRF>.

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1915 Forrestal Drive, Norfolk, VA 23551-4615  
(757) 445-8500

## THE NAVY RESERVIST VOLUME 2022 | ISSUE 4



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

## FEATURES



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NERE  
2022

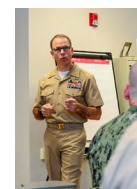
Employers got a look into the military commitments of their Navy Reserve component employees – and came away with a deeper understanding of the importance of employer support to Sailors' warfighting readiness.



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5TH FLEET:  
MOC EXERCISE

Reserve Sailors from 10 Navy Reserve units completed a maritime operations center (MOC) exercise in Norfolk designed to prepare Reserve Sailors to excel in their mobilization billets on day one.



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Senior enlisted leaders from various commands across the Reserve Force assembled at Navy Reserve Region Readiness and Mobilization Command Fort Worth (REDCOM FW)



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Army Reserve Chief Warrant Officer 5 Phillip Brashear, son of legendary Master Chief Navy Diver Carl Brashear, became an honorary inductee in a select group with a unique familial connection.



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Navy Reserve Sailors partnered with service members from all nations who value free and open trade during a vital exercise designed to protect the Panama Canal.

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## SHIPMATES,

As we close yet another joyous holiday season, I offer my gratitude for your service as Citizen Sailors and for the immeasurable contributions you and your families have made to our Navy, and our great nation in 2022. Since the very founding of this Republic, our Citizen Sailors have played an important role in preserving peace and prevailing in conflict. John Paul Jones, by definition a Reserve Sailor himself, joined the Continental Navy, not to pursue a military career, but to serve and defend his country under threat. Each of you are contributors to that great history, and once again you delivered what our taxpayers expect and deserve when measured against our long tradition of excellence.

As I reflect on our role in this storied tradition, I am energized by your accomplishments in transforming the Reserve Force to face an increasingly dynamic era characterized by Strategic Competition. A year ago, I told you I was eager to welcome 2022 with renewed emphasis on making the Force more trained, proficient, and confident to deter our adversaries. Today I am proud to say, you moved out...aggressively...and we're seeing the fruits of your labor every day.

In 2022 we released an update to the Navy Reserve Fighting Instructions (NRFI), adding a critical line of effort to "Develop the Force" and have already scored big wins in improving the way you work and promote, and your access to benefits, education, and technology. This year was instrumental in shifting from a Force employed as Individual Augmentees to one in which Reserve Sailors are activated based on assigned warfighting units and specific billet capabilities. And, with a first-of-its-kind Force Generation Guidance in place, we will more effectively train to ensure that you are ready on "day one" of any potential future conflict.

We have achieved historic changes in the Navy Reserve's ability to fulfill our mission – and commitment – to provide strategic depth to our Navy and the joint force. As proud as you should be of our many 2022 accomplishments, there's much more to come. 2023 is well underway, and our great nation is relying on you, our Navy Reserve Citizen Sailors, to compete and win in what will be one of the most consequential decades in our Navy's history.

NRFI sets out the transformation we must achieve today to deliver on the Navy Reserve's mission of providing strategic depth for an environment characterized by strategic competition – for the world we face now. While we execute on those Fighting Instructions Lines of Effort, we must also ready the Force for the emerging challenges and new threats of the world we will face in the future. To that end, in January I released the Navy Reserve Battle Orders 2032, expanding the lens for organizational transformation into the more distant future. Battle Orders 2032 describes a vision for how we will organize, train, and mobilize more efficiently; how we will design our force to be more effective and responsive; and how we will achieve world-class status as an elite warfighting organization. With this vision, we will build on the transformational efforts articulated in NRFI to define how we will think, act, and operate differently to achieve and maintain the warfighting primacy of our future Force.

## DYNAMICALLY TRANSFORMING THE RESERVE FORCE



"WE HAVE ACHIEVED HISTORIC CHANGES IN THE NAVY RESERVE'S ABILITY TO FULFILL OUR MISSION – AND COMMITMENT – TO PROVIDE STRATEGIC DEPTH TO OUR NAVY."

I'm counting on each of you. Every one of you are important and valued members of the Navy Reserve team – the team that must prevail when the call comes. We are a part of a historic tradition, and history shows that the Navy that adapts, learns and improves the fastest, gains an enduring warfighting advantage. Our generational transformation of the Navy Reserve, of which you are an instrumental component, demands a culture that assesses, corrects, and innovates better than the opposition. This year we will build a Get Real, Get Better culture in which we all have the courage to self-assess and the commitment to self-correct...a culture emphasizing continuous learning and acting with transparency. Your courage, dedication, and ingenuity are what will make our Navy Reserve team and our Navy even stronger...and ensure you thrive in the most powerful maritime force the world has ever known.

As always, thank you for your service, and that of your dedicated and supportive families. I'm incredibly proud of everything we accomplished together in 2022. Now we can focus on the urgent items demanding our attention in 2023.

LET'S GET BUSY.



Vice Adm. John B. Mustin  
Chief of Navy Reserve  
Commander, Navy Reserve Force

## OPERATIONALLY INTEGRATED CITIZEN SAILORS



"WE HAVE MANY ACCOMPLISHMENTS TO BE PROUD OF – PRIMARILY THE SUCCESSFUL IMPLEMENTATION AND ONGOING PROGRESS OF THE FORCE'S WARFIGHTING READINESS."

As I look back on the past year, we have many accomplishments to be proud of – primarily the successful implementation and ongoing progression of the Force's Warfighting Readiness as outlined in CNR's Navy Reserve Fighting Instructions – and at the heart of this transformation is you.

The Citizen Sailor of the Navy Reserve is operationally integrated, ready to mobilize when the nation calls, and is at the core of our nation's defense. Our heritage goes back to defeating enemies of our then fledgling nation, continuing unabated throughout each of our country's armed conflicts and assisting in humanitarian disaster relief efforts across the globe. Modern times present challenges to the rules-based world order from near-peer adversaries and rogue states, requiring us to be Warfighting Ready – our one and only priority.

To do this, we must be technically proficient in our respective ratings. This begins with education and training a journey that continues throughout our careers and, indeed, our lives. The enemy doesn't wait for us to be qualified. We, on the other hand, must be fully prepared to meet and defeat any and all challenges in the Maritime Domain.



Master Chief Petty Officer Tracy Hunt  
Navy Reserve 17th Force Master Chief

To build upon our success, in January CNR released Battle Orders 2032, charting the modernization of the Force for the next decade. I encourage you to read it and incorporate it into your own professional development.

I would like to discuss some challenges in our development that we are facing, specifically in the areas of advancement and career management.

I am disappointed that in last advancement cycle, hundreds of our Sailors were not eligible to take the Navy Wide Advancement Exam for failure to complete the Professional Military Knowledge Eligibility Exam (PMK-EE). PMK-EE is only required one time in each rating and provides strong foundation for the ongoing professional development of our Sailors. Although the responsibility to meet training requirements falls squarely on each member, command leadership plays an essential role in Reserve Sailors meeting their training requirements.

Another challenge is enlisted evaluations. We have many Sailors who have missing or poor evaluation continuity. This affects our preparedness not only because it prevents career advancement of the individual Sailor, but it impacts the overall progression of our Force. Leadership, please take an aggressive approach to address this area of concern.

We also have some positive highlights that showcase advancements in the area of Sailor quality of life.

We've rolled out the Reserve Pay Resolution Process: a three-step pay expediting resolution procedure. Contact your leadership and your Command Pay and Personnel Administrator (CPPA) for more information.

Recruitment and retention of talent is another big challenge. One of the ways we're addressing this is by showcasing the benefits of enlisting in the Navy Reserve to Sailors transitioning from Active Duty during Transition Assistance Program (TAPS) classes. We also hope you talk to your friends and colleagues about the benefits of joining the Navy Reserve. You are our best ambassadors.

The In-Home Child Care Pilot program, implemented by DoD, is a pilot program aimed at providing fee assistance to eligible military families for full-time child care in their homes. The pilot program covers:

Full-time child care in a family's own home, for a minimum of 30 hours to a maximum of 60 hours of child care weekly. Care is provided every day of the week, during nontraditional hours such as evenings, weekends, and on rotating schedules to meet nontraditional work schedules.

In its first year, the pilot will be offered in five regions with the highest demand and longest waitlists for childcare: National Capital Region, Hawaii, San Diego, Norfolk, and San Antonio.

I'm proud of each one of you. I thank you for all the work you have accomplished and I'm excited for the opportunities ahead in 2023.

HAPPY NEW YEAR AND KEEP PUSHING FORWARD SHIPMATES!



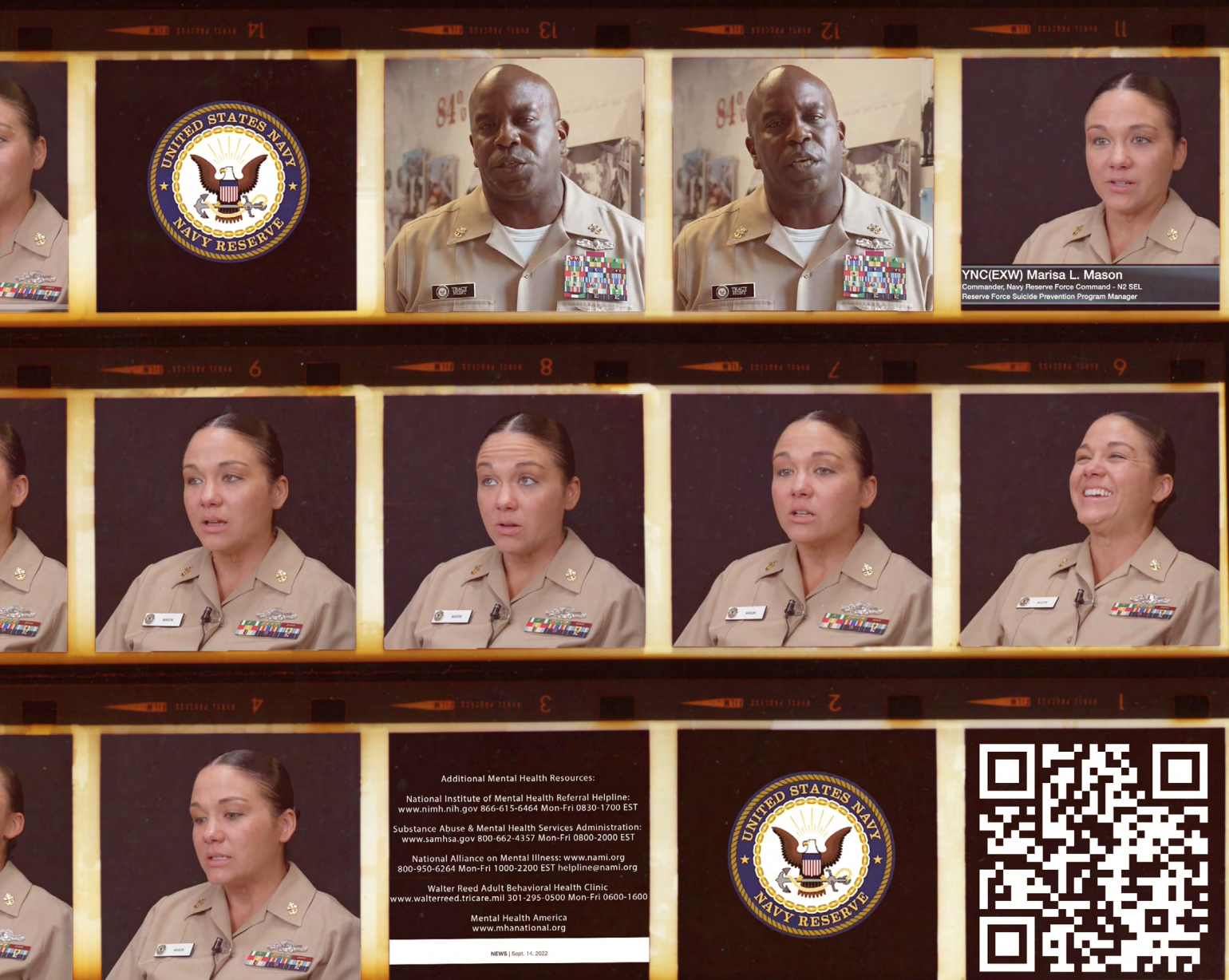
# BOTTOM LINE UP FRONT

## GROWL in the FACE of FEAR

How Chief Marisa Mason Overcame Suicide Ideation

Force Master Chief Tracy Hunt introduces a video featuring Chief Yeoman Marisa Mason, who gives a personal account of how she overcame some mental health challenges to lead a rich and fulfilling life.

Mental health is one major component of every Sailor's overall health and wellness, and is in line with CNO's Get Real Get Better call to action, advancing a culture of excellence and accelerating our warfighting advantage. It is also in line with CNR's Navy Reserve Fighting Instructions 2022 fourth line of effort: Develop the Force. As Vice Adm. John Mustin states, "we must be fit to be Warfighting Ready - intellectually fit, physically fit and emotionally fit."



Additional Mental Health Resources:  
National Institute of Mental Health Referral Helpline:  
www.nimh.nih.gov 866-615-6464 Mon-Fri 0830-1700 EST  
Substance Abuse & Mental Health Services Administration:  
www.samhsa.gov 800-662-4357 Mon-Fri 0800-2000 EST  
National Alliance on Mental Illness: www.nami.org  
800-950-6264 Mon-Fri 1000-2200 EST helpline@nami.org  
Walter Reed Adult Behavioral Health Clinic  
www.walterreed.tricare.mil 301-295-0500 Mon-Fri 0600-1600  
Mental Health America  
www.mhanational.org

NEWS | Sept. 14, 2022

## MENTAL HEALTH MATTERS

"Each of you are precious and valued members of our Navy Reserve team. Together, we must create and maintain a culture of excellence...including a culture of wellbeing, a culture of safety, and a culture of warfighting readiness."

- VICE ADM. JOHN B. MUSTIN  
CHIEF OF NAVAL RESERVE



Military One Source

1-800-342-9647  
VETERANCRISILINE.NET



National Domestic  
Violence Hotline

1-800-799-7233  
VETERANCRISILINE.NET



Veteran's Crisis Line

1-800-273-8255 OR 988, 1  
VETERANCRISILINE.NET



Psychological Health  
Outreach Program

866-578-7467  
FACEBOOK.COM/BUMEDPHOP



DoD Safe Helpline

1-877-995-5247  
SAFEHELPLINE.ORG



National Suicide  
Prevention Hotline

1-800-273-8255 OR 988  
SUICIDEPREVENTIONHOTLINE.ORG



Rape, Abuse & Incest  
National Network

1-800-656-4673  
RAINN.ORG



Chaplain Hotline  
for Reserve Sailors

757-322-5650  
NAVY311.NAVY.MIL





# NERE 2022

## NAVY RESERVE EMPLOYER RECOGNITION EVENT 2022



STORY & PHOTOS: COMMANDER, NAVY RESERVE PUBLIC AFFAIRS

NORFOLK, Va. – Vice Adm. John B. Mustin, Chief of Navy Reserve and Commander, Navy Reserve Force recognized 27 civilian employers from across the nation for their exceptional support of Navy Reserve Sailors during the annual Navy Employer Recognition Event (NERE) September 21, 2022.

The event recognized employers who provide outstanding support to Navy Reserve Sailors who work for their organizations in a civilian capacity. The all-day event included tours of Navy ships, aircraft and facilities and concluded with a dinner reception with Mustin, as well as other flag officers and representatives from Employer Support of the Guard and Reserve (ESGR).

“We honor and recognize the many employers who support our Citizen Sailors, who are often called upon to leave their families and civilian jobs on short notice,” Mustin said, during the opening ceremonies at Joint Expeditionary Base Little Creek-Fort Story, before inviting guests to take part in several hands-on events provided by Maritime Expeditionary Security Group (MESG) 2.

Visiting executives from various employer organizations had the opportunity to experience virtual small-arms combat simulators, tour static displays of Navy patrol craft, and meet special-warfare operators from SEAL Team 18. After lunch, they toured destroyers

USS Cole (DDG 67) and USS Oscar Austin (DDG 79), followed by a walking tour of Navy Reserve aircraft at Chambers Field, including the F/A-18 Super Hornet, F-5N Tiger Phantom, E2-C Hawkeye, C-130 Hercules and CH-53 Sea Stallion. NERE 2022 concluded with an evening reception at the Sheraton Norfolk Waterside Hotel.

NERE 2022 was an opportunity for employers to get better acquainted with the military commitments of their employees who are members of the Navy Reserve, providing a deeper understanding of the importance of employer support to Navy warfighting readiness.

“You really start to realize what people sacrifice to do this job,” said Carrie Stanbridge, district maintenance engineer for the Florida Department of Transportation, whose Navy Reserve employee recently returned from an overseas deployment. “So it really means something, and between the employer and the employee, it’s a huge exercise in teamwork.”

Stanbridge, who directly supervises 13 military Reserve component employees and 63 military veterans, said the difference between the civilian sector workers and those with military experience is often noticeable.



“They say folks in the military take a lot on when they deploy—and we do—but the folks who stay behind are taking on a lot as well. I think it’s really great that my boss is willing to step up and take on the extra load to support me and my family while I’m away.”

“Reserve Sailors know how to get the job done,” said Stanbridge. “They’re like, ‘When do you want it and when do you need it?’”

Brandon Ulmer, ESGR representative and Reserve Component Liaison for Commander, Navy Reserve Forces Command, said he often bears witness to a ‘lightbulb moment’ supportive employers have during NERE.

“We had one woman here at NERE a few years back,” said Ulmer. “She was the CEO of a company, and she came away saying ‘I realize I’m not doing enough for my employees who are Reservists.’” Another gentleman who was the CEO of his own ambulance fleet, came away so impressed, he said to me, “I’ve got 35 slots open. You give me 35 Reserve Sailors, I’ll hire ‘em on the spot.”

The annual event also provided Navy Reserve Sailors an opportunity to thank their employers for supporting them and their families before, during and after mobilizations or deployments.

“My boss has to step in and do a lot while I’m gone,” said Commander Andy Kirby, operations officer for Naval Facilities Engineering Command Contingency Engineering Unit (NAVFAC CEU). “They say folks in the military take a lot on when they deploy—and we do—but the folks who stay behind are taking on a lot as well. I think it’s really great that my boss is willing to step up and take on the extra load to support me and my family while I’m away.”

Kirby, a project manager for DPR construction in Dallas, Texas, took the opportunity provided by NERE to officially recognize his boss, Jeff Parsons, for his unwavering support. Parsons said he appreciates the pressures faced by Kirby while holding multiple responsibilities in both the civilian and military world.

“I love what he does,” said Parsons. “I have several members of my family who have served in the military, and my dad served in the military, so I have a lot of respect for what Andy and his shipmates do for this country.”





Kirby said the company’s motto, “Building Great Things,” is a metaphor for the relationship between his civilian employer and his military role.

“It’s a team effort to make buildings go up,” said Kirby. “It takes a lot of trade partners to help us out and it takes a great deal of effort from our management staff to help things go up. I have intimate knowledge of how to build something and then I have to ask Jeff to step in.”

“We want to make sure there’s a job for him to do when he comes back,” said Parsons, “But we also have to fill the gap when he’s gone.”

“It’s difficult to step into and out of (building) projects,” said Kirby. “I have to say, ‘Hey Jeff, you’ll have to learn this project, and direct this project while I’m gone.’ That means he has to navigate contractual issues, be able to answer specific questions about the project and handle anything that comes up.” Parsons said having to hand things off actually ends up strengthening the pair’s working relationship.

“It’s probably much like the military in some ways,” said Parsons. “Our commercial construction world is very similar because it’s a lot of team-to-team; learning how to work together, like all of the logistics activities that have to come together in the military. So I think there are a lot of similarities there just in how everybody supports each other and leans in where they need to. When Andy had to go out, we had to sort of lean in and figure out how we could support his teams.”

Perhaps the greatest test of the duo’s ability to adapt came last fall, when Kirby was activated to assist with the rapid relocation of Afghan allies to Quantico, Va. Kirby’s team was charged with building physical infrastructure to support multiple families with small children.

“Around Labor Day of last year, they were like, ‘Hey, we need you to go to Quantico because the Afghans are coming,’” said Kirby. “We were tasked with building a five-thousand person camp up there for them, and they were already on their way. If we didn’t build it, they’d have no place to stay, so it was a 24 hour, around-the-clock operation to get things moving.”

“We were supporting kids,” said Kirby, a married father of two children. “They don’t know what country they’re in, they’re just kids. They just want to play soccer. So you’re just trying to make it as habitable as possible. A place to eat, a place to sleep that’s safe for them after such a long journey. They’ve been in some pretty tough situations, flying from Afghanistan through different points of destination to get to Dulles to get to this location.”

“It was a different type of operation,” said Kirby. “It was a once-in-a-lifetime experience just to be able to help others out. And my employer supported that mission.”

Vice Adm. Mustin, whose Navy Reserve Fighting Instructions 2022 reinforced the urgency of maintaining Navy Reserve Sailor warfighting readiness in a changing global security environment, thanked each employer individually and encouraged them to continue to support their warfighters.

“I can assure you, the phenomenal support you provide is consequential and appreciated,” Mustin said.



*The appearance of references to nonfederal entities does not constitute endorsement by the United States Department of Defense of the information, products or services contained therein.*

*For more information on how Navy Selected Reserve Sailors can recognize their civilian employers, visit the Employer Support of the Guard and Reserve (ESGR) webpage. ESGR is a DoD program that develops and promotes supportive work environments for service members in the Reserve Components through outreach, recognition, and educational opportunities.*

*Navy Selected Reserve Sailors can also nominate their civilian employers for a Patriot award at: <https://www.esgr.mil/>*

## The 2023 Navy Employer Recognition Event (NERE) will be hosted by Vice Admiral John Mustin, Chief of Navy Reserve, Summer 2023 in San Diego, California.

Employer support is vital to enabling SELRES to be warfighting ready, supporting the mission of the Navy Reserve and the defense of our nation. In demonstrating dedication to their citizen-sailors, outstanding employers ease the burden that SELRES encounter when serving in two professions.

The Navy Reserve rewards many of these employers annually with a celebration of their contributions, at NERE. Historically, Commander, Navy Reserve Force (CNRF) receives more nominations than is possible to host at NERE. Therefore, CNRF selects a representative sampling of outstanding employers from various industries and around the U.S.

Nominations for the event are now being solicited from all SELRES members who would like to recognize their civilian employers for this significant opportunity. Visit the nomination portal at: [https://private.navyreserve.navy.mil/OCNR/Strategic\\_Plans\\_and\\_Policy/Pages/nere.aspx](https://private.navyreserve.navy.mil/OCNR/Strategic_Plans_and_Policy/Pages/nere.aspx)

The NERE nomination portal is open from November 1, 2022 to January 31, 2023.

ESGR also accepts nominations for Patriot Award Employer Recognition on a rolling basis.



For details, visit: <https://www.esgr.mil/Employer-Awards/Patriot-Award/Form>

To see highlights from NERE 2022 and a look ahead at NERE 2023, follow the new NERE Instagram page (@navyemployerrecognition\_nere) and visit <https://www.navyreserve.navy.mil/Resources/NERE/>

For questions or comments, contact LCDR Terence Gilbert, Office of the Chief of Navy Reserve,  
EMAIL: [terence.l.gilbert.mil@us.navy.mil](mailto:terence.l.gilbert.mil@us.navy.mil)  
COMM: (703) 614-2791.





# AROUND THE FORCE



## CNRFC CPO CLASS 129 PINNING CEREMONY

LOCATION: NORFOLK, VA

Navy Reserve Force Master Chief Tracy Hunt served as guest speaker at the official pinning ceremony for Chief Petty Officer Class 129 at Joint Forces Staff College on Naval Support Activity Hampton Roads, Oct. 21. The ceremony recognized CPO selectees from Commander, Navy Reserve Forces Command, Commander Naval Air Force Reserve, Expeditionary Combat Readiness Center, Transaction Service Center Norfolk and Navy Region Readiness and Mobilization Command Norfolk.



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## 123<sup>RD</sup> ARMY VS. NAVY FOOTBALL GAME

LOCATION: PHILADELPHIA

The Navy Midshipmen of the United States Naval Academy at Annapolis, Maryland and the Army Black Knights of the United States Military Academy at West Point, New York played the 123rd "Army-Navy" game Dec. 10, 2022 on Lincoln Financial Field in Philadelphia, Pa. The Army-Navy game is one of the most traditional rivalries in college football. It has been televised each year since 1945. The Navy leads the rivalry 62-54-7.



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## VETERANS' YOGA PROJECT

LOCATION: SAN DIEGO

The Veterans' Yoga Project (VYP) hosted a wellness and exercise event for Navy Reserve Sailors Nov. 8 in San Diego. VYP, founded in 2011, is an IAYT member school and a certified Yoga Alliance school working in partnership with veterans, active-duty personnel, reserve personnel, student veterans' organizations, veteran treatment courts and other non-profit organizations. VYP-trained instructors provide programs, connections and teach over 100 free yoga classes each week.



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AROUND



## VICE ADM MUSTIN VISITS NAS FALLON

LOCATION: FALLON, NV

Vice Adm. John B. Mustin, Chief of Navy Reserve and Commander, Navy Reserve Force, prepares for an "adversary" training flight onboard a General Dynamics F-16B Fighting Falcon with the "Fighting Saints" of Fighter Squadron Composite (VFC) 13 at Naval Air Station Fallon during his visit October 4, 2022. VFC-13 provides adversary training for Navy and Marine Corps Active and Reserve fleet and replacement squadrons, carrier air wings and Marine aircraft groups, USAF units, to include Air Force Reserve and Air National Guard, and Canadian Forces.



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# NAVCENT X NWDC

NORFOLK, Va. – Members of the 10 Navy Reserve units that support U.S. Naval Forces Central Command (NAVCENT) and U.S. 5th Fleet completed a maritime operations center exercise Sept. 8-11 in Norfolk -- the third in a series of exercises developed by Reserve Sailors and hosted by Naval Warfare Development Command (NWDC).



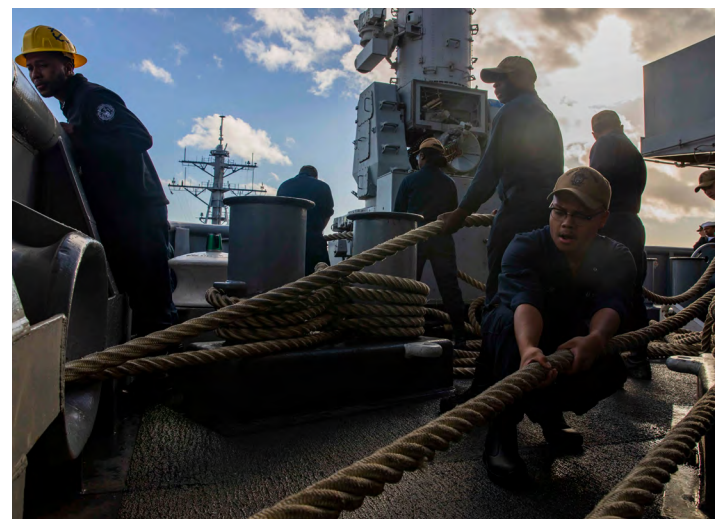
Rear Adm. Robert Nowakowski  
NAVCENT/U.S. 5th Fleet Vice Commander

STORY: CMDR. MICHAEL P. CODY  
PHOTOS: MC3 ELOISE JOHNSON

By preparing Reserve Sailors to meet the responsibilities of their mobilization billets, the exercises fulfill the intent of the Navy Reserve Fighting Instructions – Design, Train, Mobilize and Develop – envisioned by Vice Adm. John Mustin, Chief of the Navy Reserve.

The fighting instructions call for designing a force that contributes operationally in a high-end fight, trains urgently toward that purpose and mobilizes rapidly with a prolonged conflict in mind. It also calls for developing a force with what Adm. Mike Gilday, the Chief of Naval Operations, terms the “three C’s”: character, competence and connections.

“The creation and continuation of the exercise series speaks to force design and training,” said Rear Adm. Robert Nowakowski, NAVCENT/U.S. 5th Fleet Vice Commander. “While an exercise is in progress, participants grapple with the kinds of problems they would see if mobilized.”



5th Fleet’s iteration of the exercise provided a forcing function, keeping the competency and training levels high for Reserve Sailors. The exercise also provided opportunities for mentorship and to build relationships.

The three C’s were evident on the morning of Sept. 10, as participants spoke honestly and openly with one another about ways to improve their performance and the exercise itself.

As a result, “I know who people are,” Nowakowski said. “They’re not afraid to say something to me.”

Ultimately, as Navy Reserve Sailors transition between numbered Fleets, they apply common principles and share best practices. “The maritime operations center exercises will strengthen the entire Navy,” said Nowakowski.

“It’s much bigger than 5th Fleet,” he said. “When we show up to the game, we’re warfighter-ready for the commander, whatever the fleet might be. We’re showing up on day one, ready, rather than showing up and saying we’ll be ready in two weeks.”

In 2021, the 5th Fleet Reserve units laid the design groundwork for the exercise, reorganizing to align with their mobilization billets and the active duty staff.

“Now, we’re organized the way they are in their maritime operations center,” said Capt. Patrick Newbrough. Newbrough became a commanding officer of a new headquarters unit in October, whose mobilization billet is maritime operations center director, or MOC-D.

In April, the planners at NWDC said they had time available for an exercise in September. Newbrough and the other unit leaders accepted the offer and consulted with their active duty counterparts on training objectives and materials.

“The exercise design phase alone delivered value,” said Newbrough. “The active staff members provided us with the most up-to-date instructions to make sure that we were using the real procedures and the real processes that they follow.”

From there, Navy Reserve Sailors on active duty at NWDC generated a battle problem tailored to the objectives and the area of operations.

“We had to take a look at what’s going on in 5th Fleet, the missions 5th Fleet does – and what others don’t,” said Cmdr. Sean Marvin, the leader of the group.



Fitting the training objectives into a four-day window was a particular challenge, but the goal for participants was clear. Marvin said, “When they get activated and roll into a MOC, they know what the job is and how the job is done.”

The planners assembled classified materials, allowing participants to put theory into practice in ways they could not do at their Reserve centers. As much as possible, they assigned seats on the battle watch floor in Norfolk to match the layout in Bahrain.

As the exercise approached, planners engaged Senior Chief Operations Specialist Nathan Lerch, a member of the 5th Fleet operations unit at Navy Reserve Center Tampa, to fill in granular, fleet-specific details, such as daily intentions and messages from the battle watch captain to officers and enlisted members on the watch.

Noting the logistical and cost efficiencies of gathering related units in Norfolk, Lerch described himself as a fan of the exercise.

“My only complaint is that it’s not longer,” said Lerch. “Everyone participating in the exercise has said it’s as realistic as you can get without being there.”

During the exercise, multiple storylines required participants to respond by specialty and collectively as events unfolded. The standard procedures were carried out by intelligence and logistics officers. Crisis action and operational planning teams formed, then evaluated and presented courses of action.

Among the participants was Operational Specialist 2nd Class Emily Miller, cross-assigned out of the 5th Fleet operations unit to a unit supporting littoral combat ships.

Miller, who has never served on active duty, used the Global Command and Control System-Maritime to manage the common tactical picture during the exercise.

As the culminating event unfolded, she ensured that each of the participants saw accurate locations for every platform of interest.

“This was my first opportunity to get hands-on with one of these systems, so it was a really good learning experience,” Miller said.

**THE PAYOFF: IF MOBILIZED, SHE WOULD DO ESSENTIALLY THE SAME JOB AT SEA.**



# SHANICE PROCTOR

RANK	ENSIGN
LOCATION	VIRGINIA
COMMAND	NMCB 18
CIVILIAN CAREER	TECHNICAL LEAD



Ens. Shanice Proctor had plenty of experience working with the Navy when she entered the Navy Reserve as a commissioned officer in November, 2020.

In her civilian career, Proctor serves as the Naval Surface Warfare Center Dahlgren Division (NSWCDD) technical lead and peer mentor. Over several years working as the technical lead, she often found herself working alongside Sailors on their information systems. According to Proctor, the frequency and quality of her interactions with Sailors are what ultimately inspired her to join the Navy Reserve.

“Once I started working at NSWCDD, I had the opportunity to interact with Sailors and listen to their stories,” said Proctor. “Their motivation, commitment, and esprit de corps rekindled my desire to serve, and, with support from family, I followed my dream.”

After commissioning, she was temporarily assigned to Amphibious Construction Battalion TWO, Detachment 206. Her time there would be brief, but when the officer in charge made her the HQ company commander, Proctor met the responsibilities of the assignment head-on. In her new leadership role, she oversaw the administration, supply and readiness departments, and got an immediate crash course in Navy Reserve life.

“It was challenging at times because I would get home after a long day at work at my civilian job and then get a call from one of my lead petty officers,” said Proctor. “I would help them with administrative work, readiness reports, or whatever they needed help doing.”

“I CARE ABOUT WHAT IM DOING, SO I WILL GO ABOVE AND BEYOND.”

Despite the challenges of assuming a Navy Reserve leadership workload on top of her civilian responsibilities, Proctor said she was happy for the opportunity to show her initiative and excel in a new role.

“I would say my sense of initiative is one of my biggest strengths,” said Proctor. “I care about what I am doing, so I will go above and beyond. I will ask questions and take an active role in making things better.”

It was this initiative, motivation and love of her job that led Proctor to be recognized as 2021 Technology Rising Star for the Women of Color STEM Conference.

“It is a huge honor,” she said. “It has always been a focal point, especially going through college in my general engineering classes. In a class of 30, only five or 10 are women, so you are already in the minority there. Then as a woman of color, you are then in an additional minority. It’s always been something visible, but it has also changed. I can honestly say that from starting my journey as an engineer in college to now, the profession has exploded in its diversity, from the number of women and minorities that I interact with every day.”

Proctor says she is aware of the importance of her job, but is confident in her training and her ability to succeed.

“It’s a very important job and it can be a lot of pressure, but my time in the military has improved my ability to absorb information quickly,” said Proctor. “There are times in the Navy you get information and need to be able to act on it quickly.”

Proctor isn’t just satisfied with growing in her Navy career; she is looking to grow in her civilian career by furthering her education. One of her major professional goals is to complete her doctorate in systems engineering.

In the Navy, Proctor will continue to grow and excel as a warfighter.

# LASHAWN REAVES

RANK	MA1
LOCATION	SOUTH CAROLINA
COMMAND	NRC COLUMBIA
CIVILIAN CAREER	POLICE OFFICER



Thousands of sentries, both men and women, guard the entrances to naval bases around the world. One of them ended up there by losing a bet.

In 2004, Master-at-Arms 1st Class Lashawn O. Reaves was a civilian police officer watching a football game with a friend who just so happened to be a recruiter for the Navy Reserve. In the excitement and competition of rooting for their favorite teams, they made a friendly wager: If Reaves’ team lost, he would have to enlist.

The final score would set the course for Reaves for the next two decades, as his commitment to honor a friendly wager became a commitment to serve, support and defend the constitution.

“I came up short on the bet, so I had to join,” said Reaves. “Losing that bet changed the trajectory of my life in one of the best ways imaginable,”

“LOSING THAT BET CHANGED THE TRAJECTORY OF MY LIFE IN ONE OF THE BEST WAYS IMAGINABLE.”

Reaves, a police officer in his home state of South Carolina since 2001, is locally assigned to Navy Reserve Center Columbia, and often stands guard at the Washington D.C. Navy Yard using his years of combined civilian and military experience to ensure the safety of his Shipmates, their families and guests. He also experienced a year-long deployment in Bagram, Afghanistan, working detainee operations.

The Afghanistan deployment added to his already impressive repertoire of life experiences, but Reaves insists it is the human aspect of working in the Navy Reserve that he loves the most. Reaves said he is motivated by the mentorship aspect of being a Navy leader, ensuring enlisted personnel are provided information and direction for their professional and personal development.

“My most meaningful Navy Reserve experience is probably each time I sit down with a junior Sailor and conduct a career development board,” he said.

Reaves has now served on the police force for 23 years and in the Navy Reserve for 18 years. The only professional goals he has left are to retire honorably from both of his force protection roles. In his personal life, he intends to spend as much time as possible with his family, play music and travel. As a married man with five children, his personal goals will likely make for an eventful, well-earned retirement.

Nearly two decades protecting the citizens of this country all started with a bet that paid off. Thank you for your service, Shipmate.



# KAT CITTA

RANK	AW01
LOCATION	FLORIDA
COMMAND	VP 62
CIVILIAN CAREER	VETERINARY TECHNICIAN



Naval Aircrewman (Operator) 1st Class Kat Citta is a Selected Reserve (SELRES) Sailor, serving on active-duty orders with the “Broad Arrows” of Patrol Squadron (VP) 62, where she currently serves as the safety and Naval Air Training and Operations (NATOPS) Reserve leading petty officer.

Citta joined the Navy Reserve and attended recruit training in 2015. After completing her “A” school in Pensacola, Florida, she returned to her hometown of Cocoa, Florida to drill with Navy Reserve Center (NRC) Orlando. After a few months at the NRC, Citta received official orders to VP-62 in Jacksonville.

“When I checked into VP-62, they told me that they would put me on orders to move to Jacksonville, go to VP-30 for training and then come back to VP-62 to get fully qualified,” said Citta. “Once I was fully qualified, I just decided to stay as long as I could.”

While Citta said she initially expected the move and assignment to be short-lived, her opportunities with VP-62 have continued right up to today.

“I am a unique Reserve Sailor in the sense that while I am still SELRES on paper, I have been on back-to-back active duty orders since 2017,” said Citta. “This has been my primary job since then.”

“ONCE I WAS FULLY  
QALIFIED, I JUST  
DECIDED TO STAY AS  
LONG AS I COULD.”

Citta’s squadron recently transitioned from operating the P-3C Orion to the P-8A Poseidon, but their essential mission remains the same.

“My primary job has been anti-submarine warfare on the P-3C Orion, and now the P-8A Poseidon,” said Citta. “My position on the plane as an acoustic operator is to search, locate, track and attack enemy submarines via frequencies we see with our sonobuoys. I, along with the rest of our crew, will take all of our different pieces of information and communicate to put all the pieces together and complete the mission.”

Citta said VP-62’s operational tempo allows for more opportunities to better connect with her shipmates at the squadron, leaving her with a sense of belonging, teamwork and esprit de corps.

“What I like about working at my command is the camaraderie,” said Citta. “I’ve been able to make plenty of friends across departments, including maintenance, admin, intelligence, and of course, on the aircrew side.”

Citta said she’s grateful for the many opportunities she’s received as a Navy Reserve Sailor.

“The way everything panned out for me specifically is something I didn’t expect,” said Citta. “I joined in 2015 expecting to be a full-on Navy Reserve Sailor, drilling once a month and two weeks every year. I was in school to become a veterinary technician when I was asked to move to Jacksonville. I thought that would be my path. Then, I came here and the Navy ended up giving me so many opportunities and benefits I didn’t think I’d have. Staying a Navy Reserve Sailor on paper gives me just a little more flexibility than active duty in the sense that I don’t have to pick up and move every couple years. I can find a job in the civilian world whenever I’d like, but having the Navy Reserve in my back pocket has really made a difference.”

# GREGGORY FAVRE

RANK	LT. J.G.
LOCATION	MISSOURI
COMMAND	NR CENTCOM J2 STL
CIVILIAN CAREER	PUBLIC SAFETY



Navy Reserve Lt.j.g. Gregory Favre, a 41 year-old native of St. Louis, Missouri, is a fourth-generation military service member. His family’s dedicated service to the Nation spans more than 100 years.

Favre’s father, a former sergeant in the United States Air Force, served overseas in the Philippines during the early 1970s. His grandfathers, from both sides of the family, served during World War II; His mother’s father, a Navy Sailor in the U.S. Pacific Fleet. His father’s dad, a U.S. Army technical sergeant, who received a Purple Heart after being captured by German soldiers and detained for eight months as a prisoner of war (POW). Favre’s great-grandfather was a private first class in the Army who served as an infantryman during World War I.

Until joining the military, himself, in February of 2019, Favre explained he once thought he had missed his chance to serve in the armed forces, as he was already in his mid-30s with a career in the public safety field.

He recalled it was his friend, a retired Navy chief, who convinced him otherwise, and ultimately helped influence his decision to join.

“The Naval Postgraduate School has an advanced education program for senior public safety professionals, which him and I were both attending as students,” said Favre. “During our time there, we had several conversations about the Navy, including its traditions, history and heritage. Given my family history and professional experience, he suggested I consider joining the Navy Reserve.”

“TO MAKE THE BEST POSSIBLE  
DECISIONS, LEADERS MUST  
HAVE THE BEST POSSIBLE  
INFORMATION.”

Favre submitted an officer package and was selected for direct commission into the Navy’s intelligence community. Currently, he is attached to Navy Reserve Central Command Joint Intelligence Center St. Louis (NR CENTCOM J2 STL).

As an intelligence officer, Favre and his assigned unit are responsible for the collection and analysis of various forms of information to deliver real-time intelligence assessments to high-level decision makers in the interests of national security.

“We know in order to make the best-possible decisions, leaders must have the best-possible information,” said Favre. “That’s paramount. So, my goal as a naval officer is to ensure I have the skills and abilities necessary to serve wherever the Navy needs me.”

Favre began his civilian career in public safety in 1998 and has served since in a variety of local, state, and federal roles. He served as the St. Louis Fire Department’s command staff officer for Special Operations and Strategic Planning, the director of the Missouri State Highway Patrol and National Guard, and as the cabinet deputy director of public safety for the state of Missouri. He recently accepted a position working for a federal agency as a civilian intelligence officer.

“The primary lesson they teach your very first week in the fire academy is the importance of taking care of your fellow firefighters. You are responsible for each other’s success,” said Favre. “At base level, that’s what I try to bring to our Navy unit each time we meet. You can be an exceptional intelligence professional, but if you aren’t bringing your team up with you, making sure they have what they need to succeed, then you aren’t doing your job as an officer.”

Favre expressed great pride in having the opportunity to serve, and carry on the tradition set forth by his great-grandfather.

“I believe we all have an obligation to contribute in some way to the safety and security of our country,” said Favre. “Whether you’re on active duty or in the Reserve, it is an honor knowing you play a part in the greater collective effort.”



STORY: MC1 LAWRENCE DAVIS

# ELD

TRAIN-THE-TRAINER

CHARACTER-FOCUSED LEADERSHIP TRAINING AT NAS JRB FORT WORTH

Naval Air Station Joint Reserve Base Fort Worth – FORT WORTH, Texas (Dec. 15, 2022) – Senior enlisted leaders from various commands across the Reserve Force assembled at Navy Reserve Region Readiness and Mobilization Command Fort Worth (REDCOM FW) Dec. 5-9, to train and earn certifications as facilitators of the Command Navy Leader Development Course.

The five-day training event, led by two Navy leadership & ethics-certified master facilitators from Commander, Navy Reserve Force (CNRF), served to equip the 17 enlisted leaders in attendance with skills necessary to deliver components of the Enlisted Leader Development (ELD) curriculum at their own commands to Sailors ranked E-3 to E-6.

“This is a train-the-trainer event,” said Chief Builder Michael Ludwig, CNRF’s Command Navy Leader Development Course for Facilitators project lead. “Our objective is to train the chiefs, senior chiefs, and master chiefs here this week so they’re prepared to facilitate the Navy’s advanced, intermediate, and foundational level leadership development courses for their Sailors.”

ELD at the intermediate and advanced levels is scheduled to become a prerequisite in 2025 for Sailors taking the Navy-wide advancement exam. It delivers a “character-focused” learning continuum based on foundational courses taken throughout a Sailor’s career, self-study, on-the-job training, and feedback received from coaches, mentors, and advocates.

“It’s an initiative to develop the Force under the idea of character development and connections,” said Senior Chief Hospital Corpsman Michelle Chaney, a master facilitator of the program. “It’s all about helping our Sailors discover who they are as human beings and helping them understand what they bring to the table. We believe fundamentally, through ELD, someone’s character can be developed over time. So, we want to start those conversations early with Sailors so they can gain knowledge about self-awareness and self-management. We want to help our Sailors identify their personal values and learn how those values impact the decisions they make at work, and how they can be of benefit to the Navy.”

**“IT’S ALL ABOUT HELPING OUR SAILORS DISCOVER WHO THEY ARE AS HUMAN BEINGS AND HELPING THEM UNDERSTAND WHAT THEY BRING TO THE TABLE. WE BELIEVE FUNDAMENTALLY, THROUGH ELD, SOMEONE’S CHARACTER CAN BE DEVELOPED OVER TIME.”**

–HMCS MICHELLE CHANEY



Throughout the course, attendees learned the ELD material and demonstrated their ability to facilitate a variety of topics including: character ethics, self-awareness, navigating stress, decision-making, and what it means to be a part of the profession of arms.

“I’ve learned so much this week,” said Chief Yeoman Patricia Stanton, attached to Expeditionary Medical Facility Jacksonville. “I really believe this will be a major benefit to our Sailors both in their current and future ranks.”

Chief Aviation Support Equipment Technician Casey Summerhays, assigned at Navy Reserve Center Austin, echoed Stanton in his comments regarding the benefits that both the Navy and its Sailors of today reap from the leadership development courses.

“This helps the cream rise to the top,” said Summerhays. “We’re no longer just telling Sailors what to do. These courses help develop the Navy’s people. This helps Sailors discover who they are and what they’re capable of. It brings out their good qualities, helps identify areas for improvement, and strengthens them while developing character and competence. All of this serves to make our Sailors better leaders, better decision-makers, and better warfighters overall.”

For more information regarding Navy ELD, visit the Naval Education and Training Command enlisted leader development web page: <https://www.netc.navy.mil/Commands/Naval-Leadership-and-Ethics-Center/Enlisted-Leader-Development/Program-Overview/>



**“THIS HELPS SAILORS DISCOVER WHO THEY ARE AND WHAT THEY’RE CAPABLE OF. IT BRINGS OUT THEIR GOOD QUALITIES, HELPS IDENTIFY AREAS FOR IMPROVEMENT AND STRENGTHENS THEM WHILE DEVELOPING CHARACTER AND COMPETENCE. ALL OF THIS SERVES TO MAKE OUR SAILORS BETTER LEADERS, BETTER DECISION-MAKERS, AND BETTER WARFIGHTERS OVERALL.”**

–ASC CASEY SUMMERHAYS



## WHAT IS ELD?

ELD IS A DISCUSSION-BASED COURSE FOCUSED ON SELF AWARENESS, MORAL COURAGE, INCLUSION, ETHICAL DECISION MAKING, WARRIOR TOUGHNESS AND MORE

## IS ELD MANDATORY?

ELD WILL BE A PREREQUISITE FOR ADVANCEMENT TO E6 AND E7 BEGINNING IN 2025.

## WHEN SHOULD SAILORS ATTEND?

SAILORS ATTEND THE COURSE FOR THEIR CURRENT PAYGRADE. IT IS OPTIMAL (BUT NOT REQUIRED) TO ATTEND 6-12 MONTHS AFTER BEING FROCKED.

## COURSES

FLDC (FOUNDATIONAL)	E3/E4 – 3 DAYS
ILDC (INTERMEDIATE)	E5 – 3 DAYS
ALDC (ADVANCED)	E6 – 4 DAYS
CPO (CHIEF PETTY OFFICER)	E7 – 5 DAYS

## LOCAL COURSE INFORMATION

NAVYRESFORELD@US.NAVY.MIL



# HONOR

## A LEGACY OF HONOR

BY MC2 ALEXA TRAFTON

Forty years is a lifetime. In fact, it can feel like several. For Army Reserve Chief Warrant Officer 5 Phillip Brashear, son of legendary Master Chief Navy Diver Carl Brashear, four decades of service came full circle as he became an honorary inductee in a select group with a unique familial connection.

Brashear, whose father's journey to becoming the Navy's first Black American master diver was immortalized in the motion picture "Men of Honor," was appointed as an honorary chief petty officer by Master Chief Petty Officer of the Navy Russell. L. Smith during his retirement ceremony at the Frank B. Lotts conference center onboard Defense Supply Center in Richmond, Va.

Brashear retired after 40 years of combined service in the Navy Reserve, the Army National Guard, and the Army Reserve. He first joined the Navy Reserve in 1989 and transferred to the Virginia Army National Guard. After completing the Initial Rotary Wing Training, Brashear became a warrant officer pilot in June 1991. In May 2007, he decided to retire from the Army National Guard.

However, in May of 2009, Brashear began to feel a deep sense of emptiness.



"I felt there was a void," he said. After going through some of his late father's belongings, he remembered his father's famous words: "It's not a sin to get knocked down. It's a sin to stay down." He decided to return to service.

Upon resumption of his military career, Brashear decided to get more involved with the Navy, an organization with which he felt a unique and lasting bond.

"The Navy gave me so much growing up as a kid," he said of his father's legacy. "I wanted to give back, and through [my father] I was given the opportunity."

Brashear began to connect with Sailors around the Navy, especially during chief initiation seasons. Leaning into his father's legacy as an example of steadfast determination and the epitome of the phrase "Navy Chief, Navy Pride," Brashear volunteered to motivate, educate, and inspire Sailors to dig deep and find the best version of themselves.

He volunteered as a guest speaker at CPO pinning ceremonies, sharing his father's story, and revealing how profoundly it influenced his career in service. He also regularly took the time to travel great distances, dedicating his time and energy to sit down individually with those who asked for his advice, often staying as long as needed no matter the time – a commitment that did not go unnoticed.

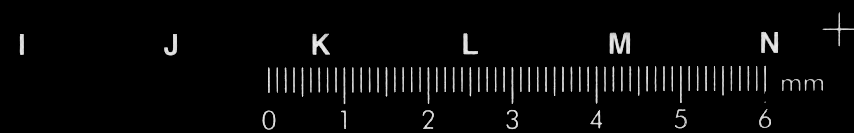
"During the 2021 Battleship New Jersey annual Chief Petty Officer Heritage Academy, Phillip was among us," said Senior Chief Intelligence Specialist David Fogel during a speech before Brashear's official pinning. "As the night progressed, both chiefs and chief selects began to filter out, making their way to their racks for some sleep before the next day's training. Eventually, there was only one chief left, signing a charge for a single chief select... And that chief was Phillip Brashear."

As Brashear was called up to be pinned, Smith pinned his anchors and Reserve Force Master Chief Petty Officer Tracy Hunt placed a CPO combination cover upon Brashear's head.

After the presentation, Brashear was piped ashore for a final time, a Navy retirement tradition. As the peal of the bells gave way to the echo of the Boatswain's pipe, another Brashear took his place alongside his brothers and sisters in the Mess, leaving behind a forty-year legacy of honor.

"Let me tell you," said Brashear of his induction to the ranks of the global CPO Mess. "It is so wonderful, now I can represent two great uniforms."

**Editor's Note:** This story originally appeared in the September 2022 issue of All Hands Magazine, now celebrating its 100th year. For more outstanding coverage of the U.S. Navy, visit <https://allhands.navy.mil/>





## 2022 SURFACE RESERVE LEADERSHIP TRAINING SYMPOSIUM SHARPENING THE COMPETITIVE EDGE



STORY: COMMANDER, NAVY RESERVE PUBLIC AFFAIRS

NORFOLK, Va. — Active and Reserve Sailors from Commander, Naval Surface Force Atlantic and Commander, Naval Surface Force Pacific joined forces to share information, training, leader development tools and mentorship sessions as part of the annual Surface Reserve Leadership Training Symposium (SRLTS) at Naval Support Activity Hampton Roads, July 22 – 24, 2022.

“Reserve Sailors want to be more than just GMT and drill ready, they want to be wartime and mobilization ready,” said Cmdr. Tiffany Stuflick. “Training programs like SRLTS are getting us there.” Rear Admiral Theodore LeClair, Deputy Director for Operations, J-3, U.S. Indo-Pacific Command, started the proceedings by giving participants an eye-opening brief on current INDOPACOM operations and outlined the enduring present-day importance of Reserve support against the backdrop of a looming potential global conflict.

“He wanted to show us what’s really happening in terms of the current strategic competition, what’s really going on, what the fight will be over there, and what that means for us as Reserve Sailors,” said Capt. Mark Bauserman, SRLTS Lead Planner.

In addition to focusing on the Chief of Navy Reserve’s 2022 Warfighting Instruction, symposium participants were briefed on priorities outlined in a January 2022 Commander, Naval Surface Forces white paper titled “Surface Warfare: The Competitive Edge.”

To deter, fight, and win, the “The Competitive Edge” outlines five Lines of Effort (LOE): Develop the Leader; Warrior, Mariner, and Manager; Produce More Ready Ships; Achieve Excellence in Fleet

Introduction; Create Clear and Innovative Operational Concepts; and Establish Infrastructure for the Future Force.

During SRLTS, active duty and Reserve component leaders from multiple units presented mission statements aligning their roles with the different lines of effort.

“The task from Rear Adm. was to briefly tell what your unit does and describe what you do to fit into the Competitive Edge,” said Bauserman. “The focus of the weekend was definitely the Competitive Edge and what we’re doing to support the Navy Reserve Fighting Instruction.”

In addition, members spent the three-day symposium discussing manning issues, billet vacancies, APPLY Board billet descriptions, training plans for mobilization billets and Force development programs such as Culture of Excellence and “Get Real, Get Better.”

“We were able to have conversations about how we’re serving best and where we have the opportunity to lean forward into what our missions are,” said Stuflick. “We also discussed how we can align our units to the active component and truly fit our mob-to-billet mission.”

For the 54 Reserve officers and 16 senior enlisted personnel present, the in-person symposium represented a welcome change from the virtual-only training sessions utilized at the height of the global COVID-19 pandemic. It also provided a foundation of familiarity allowing for greater teamwork and communication.



PHOTO: SEAMAN DEVEN FERNANDEZ



PHOTO: MC3 ELOISE JOHNSON



PHOTO: MC1 RYAN RILEY

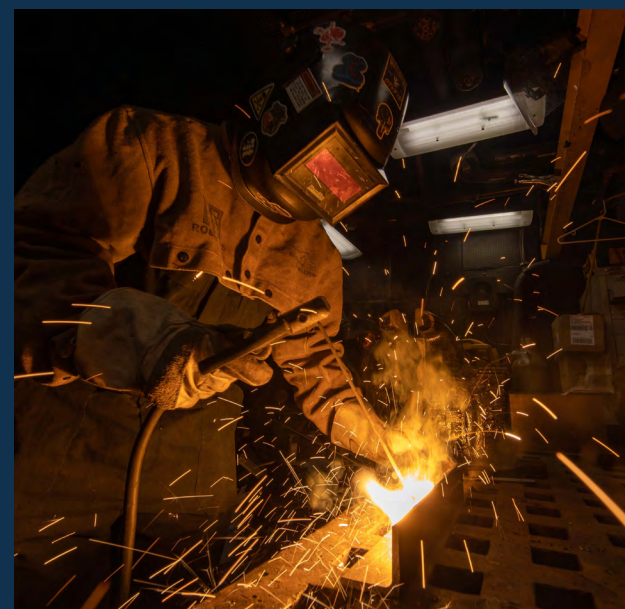


PHOTO: MCSN JOSHUA MARTINEZ

**Reserve Sailors want to be more than just GMT and drill ready, they want to be wartime and mobilization ready.**

*-Cmdr. Tiffany Stuflick*

“People were really excited to meet one-on-one and have meaningful dialogue,” said Stuflick. “It was nice to get to know people and to create those working relationships so that, as we’re reconstructing our units and aligning them with the active duty units, we’re more comfortable reaching out to our peers, because we’re putting faces with names.”

A surprise guest arrived at the symposium during the Saturday afternoon session in the person of Vice Admiral John Mustin, Chief of Navy Reserve and Commander, Navy Reserve Force.

“He spoke to us for over an hour,” said Bauserman. “One of his key takeaways was the shift away from Individual Augmentees (IAs) to afloat support. Basically, his takeaway was “We’re not doing IAs anymore, because our ships are going to sea without the personnel that we need.” So he spoke about the conscious shift into putting Reserve Sailors on hulls. In fact, this year, SURFLANT has put 39 Sailors on hulls for ship deployments.”

Bauserman said Reserve Sailors continue to prove their value whether serving as ‘boots on ground’ or ‘boots on deckplate.’

“In the past, the belief was, Reserve Sailors don’t have the training required in order to go out to sea on deployments,” he said. “But we quickly proved that’s not the case. We’d rather have someone who’s 95 percent qualified vice having a hole in the watchbill.”

On Saturday evening, participants visited the home of RADM Mike Steffen, Commander, Navy Reserve Forces Command. The visit allowed families to gain a deeper understanding of the urgent importance of both the symposium – and the mission – in a more casual environment, directly from someone with a vested interest in the effective deployment of Reserve Sailors.

“We had our spouses with us,” said Bauserman. “It was a great opportunity for them to hear directly from Admiral Steffen – to be reminded by somebody who’s not your spouse – what the importance of this mission is.”

Sailors came away from SRLTS re-energized, with a new appreciation for the vital role they play in the defense of the nation, its allies and interests around the world.

“I came away from this thinking what we’re doing is necessary and important,” said Stuflick. “It’s not just two days a month, two weeks a year, we’re contributing to an overall picture that is not just relevant, but urgent. It’s a reminder that we serve on purpose, not just for a purpose.”

Ultimately, Bauserman said it was LeClair’s brief that stayed with him long after the symposium was over, serving as a motivational tool for his team to continue to find ways to leverage Reserve support in every meaningful way possible.

“Until you have the real-life briefings on what’s going on, what the buildup appears to be, it’s hard to see the urgency from the naval perspective,” said Bauserman. “But it really showed us how critical it is for us to support the TYCOMS, to support the Fleet, and just how vital it is for us to get to the number of ships we need to be ready.”



# BROTHERS CHAPLAINS CAPTAINS

STORY: MC2 RAYMOND MADDOCKS



When Mark Moreno was in high school, he spent the summer living with his older brother, Mike Moreno, a Lutheran pastor living in Corpus Christi, Texas. While the younger Moreno was there, he got a summer job at a restaurant. That summer would prove to be a formative one in Mark’s professional life. He would go on to become a naval officer and a pastor.

“During that summer, I got to see the ins and outs of what a pastor does by watching my brother,” said Mark. “I saw the good, bad, and the ugly, and at the end of that summer I was thinking, hey, I think this is what I want to do.”

The next summer, Mark got a summer job at an amusement park and stayed with a family friend, then-Lt. Craig Muehler, an active duty chaplain stationed at Recruit Training Command. Through Muehler, Mark was able to observe the life of a Navy chaplain, working with religious program specialists, counseling Sailors and Marines, and interacting with the command.

Mark recalls one time that summer, when driving onto base in Muehler’s car which he had borrowed, the gate guard saw the officer decal and saluted him.

“At first, it just made me laugh,” said Mark. “But that interaction stuck in my head, and it gave me a glimpse into this world where people are a part of something bigger than themselves.”

A few years later, Moreno followed his calling and took steps toward becoming both a naval officer and a pastor. After completing his master’s degree and seminary, he was ordained, and immediately submitted a package to join the Navy Reserve as a Navy Chaplain.

“I felt that God was calling me to be a pastor in a church and to be a chaplain in the military,” said Moreno. “The Navy Reserve was the obvious choice.”

For the elder Moreno brother, Mike, the path to chaplaincy and the Navy Reserve was less direct.

“When I was in college, I wanted to be in the military,” said Mike. “But in order to go to boot camp and ‘A’ school over the summer, I would have had to miss out on my fall semester.”

Mike decided to remain focused on finishing his goal and becoming a pastor, briefly putting a rest to his military aspirations. That all changed, however, when he learned about the Chaplain Corps while he was in seminary.

“When I learned about chaplains, I knew that was the path I wanted to take,” said Moreno. “I would be able to do the job I love and serve in the military at the same time.”

Upon joining the Navy as an active duty chaplain, Mike was almost immediately on the deckplates supporting Sailors and Marines. Shortly after commissioning, he deployed to USS Cleveland (LPD 7).

However, after eight years on active duty, Mike decided his family needed him to be more present at home, and he decided to transition to the Navy Reserve.

Although they took separate roads to Navy Reserve chaplaincy, Mike and Mark Moreno have similar views on having a congregation and chaplain responsibilities.

# MIKE & MARK MORENO

CNRFC PUBLIC AFFAIRS



“There were certainly challenges associated with having these two sets of responsibilities, but even with the new challenges, the transition to the Navy Reserve has been worth it,” said Mike. “The experiences I’ve been given in the Navy have made me a better pastor, and the experiences I’ve had as a pastor make me a better chaplain.” Mark agreed with this sentiment.

This is not where the similarities end for the two brothers. For both Morenos, the ability to work with and help Sailors and Marines is one of the most rewarding parts of the job.

“I have the opportunity to work with [officers] and [enlisted],” said Mark. “I’m in a unique position where, no matter your rank, if you need my help, I can provide it. I think that benefits both the Navy-Marine Corps team and the service member.”

“Through the range of ranks, junior to senior, all people have things that they have to deal with,” said Mark. “Being able to support them through those times is one of the most rewarding things for me.”

Mike, who is 13 years older than Mark, is nearing retirement from the Navy. He looks back on a fruitful career in the military, and he looks forward to continuing to serve his congregation.

“I’ll be 60 next year, so my Navy career is coming to a close,” said Mike. “It has been an incredible ride, and now that it is over, I plan to devote more time to my community and see how I can serve better at home [Norfolk, Nebraska] and with my congregation.”

Mark, on the other hand, is getting ready to take on the new roles and responsibilities of an O-6.

“I found out I was selected for captain in June, so I should put on [the rank] sometime in fiscal year ’23,” said Mark

In addition to promoting, Mark was the recipient of the St. Martin of Tours award. The award recognizes Lutheran chaplains who have served at least 20 years in the military with honor and distinction.

“I am very proud of my brother,” said Mike. “It is good to see him being rewarded for his hard work and dedication.”

Not one to rest on his laurels, Mark recently began a deployment at Camp Lemonnier in Djibouti as the base chaplain.

“As the base chaplain, my responsibly is to provide the three core capabilities of the chaplaincy: provide, facilitate, and advise,” said Mark.

As the bread and butter of the chaplain corps, these are capabilities that the Moreno brothers have been responsible for over a combined 48 years, and ones that they will continue to execute in the coming years, whether in the Navy or in their own congregations and communities.

There is a 24/7 chaplain hotline available for all Navy Reserve Sailors. This around-the-clock on-call phone service for Reserve Force personnel and their families provides safe and confidential counseling and spiritual services. The CNRFC 24/7 chaplain hotline is available at (757) 322-5650. You are not alone; do not suffer in silence.



# OUR OLD MOBILIZATION MODEL

PROCESSING ALL RESERVE SAILORS THROUGH ONE NAVY MOBILIZATION PROCESSING SITE (NMPS) — IS NOT OPTIMIZED TO ACTIVATE A LARGE NUMBER OF NAVY RESERVE SAILORS IN A SHORT TIME.

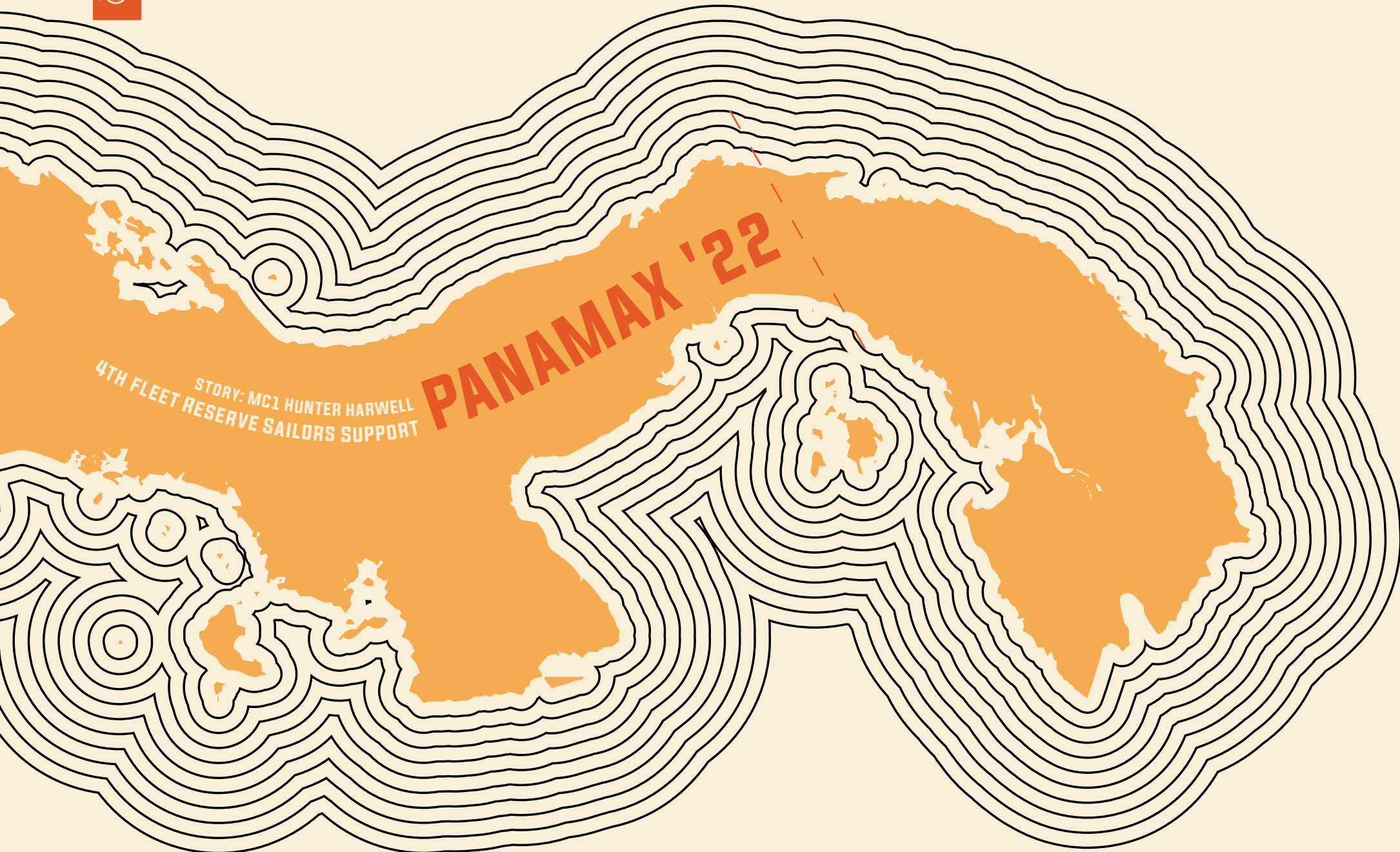


# ADAPTIVE MOBILIZATION IS THE SOLUTION

TO ENSURE THE ENTIRE NAVY RESERVE FORCE STAYS READY ON DAY ONE, ADAPTIVE MOBILIZATION FACILITATES ACTIVATION AND MOBILIZATION PROCESSES IN A DECENTRALIZED MANNER, WITH EXERCISES PLAYING A DIRECT ROLE IN TESTING, EVALUATING, AND REFINING AM PROCESSES.







For more than 100 years, the Panama Canal has bridged the divide between the Pacific and Atlantic oceans. Since its completion in 1914, the canal has been one of the most vital shipping routes on the globe, with nearly 14,000 vessels making the transit every year. If the canal were to cease operations, the effects could dramatically impact the global economy. Protecting the canal isn't solely the responsibility of the United States, but the responsibility of all nations who value free and open trade. This is the purpose of PANAMAX.

PANAMAX is a multinational training exercise that brings together all branches of the U.S. Armed Forces and partner nations to unite and focus on defending the Panama Canal and ensuring the free flow of global commerce. PANAMAX began in 2003 with three participating countries: the United States, Panama and Chile.

Fifty-three Navy Reserve personnel from Commander, Naval Forces Southern Command/Commander U.S. Fourth Fleet (COMUSNAVSO/C4F) participated in PANAMAX 22, August 1-12, at various U.S. locations including the Joint Staff Exercise Directorate at Suffolk, Virginia, Fort Sam Houston in San Antonio, Texas, and at the Fourth Fleet/US Naval Forces South headquarters aboard Naval Station Mayport, in Mayport, Florida.

The exercise included the United States and 23 partner nations: Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, France, Guatemala, Guyana, Honduras, Jamaica, Mexico, The Netherlands, Panama, Paraguay, Peru, Spain, Trinidad and Tobago and Uruguay.

"This is one of the most complex exercises involving our region... we must 'live the situation,'" said Argentine Rear Adm. Marcelo Fernandez, who served as Commander, Atlantic Naval Area for the Argentine Navy and the Combined Force Maritime Component Command leader for PANAMAX 22. "We must imagine the global economic impact that would come from the closure of the Panama Canal. We are not here to just create a working group, but to create one team."

For an exercise like PANAMAX, integration and interoperability are essential to success, and for most Navy Reserve Sailors, integration is their normal operating procedure. During peacetime operations, Reserve Sailors regularly make the fluid transition from their daily civilian lives into the uniform and quickly adapt to the military operational tempo.

"Partnerships are to seek success for each and every one of us," said Rear Adm. Jim Aiken, Commander, COMUSNAVSO/C4F at the beginning of the exercise. "This week, my goal is for you to get out of your comfort zone. Our challenge is to think differently and to ask questions and understand the perspectives of someone else that may not wear the same uniform as you."

During the course of PANAMAX, teams were challenged with protecting the region from simulated events, such as attacks from violent extremist groups and local political unrest. The training exercise provided opportunities for Reserve Sailors to directly share the workplace with their active duty counterparts and partner nation service members, which resulted in one-of-a-kind experiences with new perspectives.

"It was an honor to be a part of this evolution because we were able to work with the different [militaries] of South and Central America," said Master-at-Arms 2nd Class Lizbeth Martinez-Vega, from Houston, who is assigned to NR COMUSNAVSO/C4F. "It is so important to keep our relationships with partner nation military members so we can work together to protect our interests."

PHOTOS: U.S. ARMY SPC. JOSHUA TAECKENS



"We are incredibly proud of the 53 Sailors whose planning, training, and execution directly contributed to PANAMAX 2022's overwhelming success," said Cmdr. Thomas Spencer, acting executive officer of Navy Reserve COMUSNAVSO/C4F. "Their efforts in Mayport, San Antonio, and Suffolk... will pay dividends to SOUTHCOM's [Southern Command's] future endeavors."

The U.S. Armed Forces and partner nations will continue to strengthen their bonds and protect international shipping routes as the flow of free trade is essential to the prosperity of all nations. The coat of arms for the Republic of Panama reads, "Pro Mundi Beneficio", which translates to, "For the benefit of the world". As long as there is a Navy mission, the Navy Reserve Force will stand ready on day one to support.



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