



THE

BRIDGE

Volume 4, Issue 1 • Produced for the 416th Theater Engineer Command • Spring 2011



Splash into Spring

COMMAND NOTES

Maj. Gen. Paul E. Crandall

Thank you for the contributions and sacrifices you make for our country!

This edition of the Bridge Magazine portrays a small sampling of the stories lived out by over 12,600 Soldiers and Families of the 416th Theater Engineer Command. There is one common thread among them — that of honoring the trust the American people place in us.

Our Army enjoys an unrivaled level of trust from our citizenry that is based on our character, values, and performance. From generation to generation we strive to be worthy of the sacrifices made by those who have gone before us. Far from perfect, we address our shortcomings and failures head on so there may never be doubt about our faithfulness and credibility. That is the nature of a profession that serves its clients, in this case, the American people. We are entrusted to accomplish missions of the gravest consequences while applying our finest stewardship of resources and always showing the highest regard for the lives our fellow Soldiers, Civilians, and Families. Each of us hitting our mark, doing our duty, and supporting each other, in ways our forebears would be most proud of, earns for us the precious confidence of our countrymen. There can hardly be a greater honor bestowed.

The details of our environment will continue to change as has always been the case, but adherence to our values will be the foundation of our legacy. I hope you will enjoy this magazine that celebrates our Nation's trust in her priceless treasure — the American Soldier!

Essayons!



Produced for the 416th Theater Engineer Command

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FRONT COVER:

Spc. Andrea Oliver plummets backwards into the pool with a rubber ducky during Army Survival Water Training. Alpha Company from the 494th Brigade Support Battalion, out of Joint Base Lewis-McChord, WA conducted training during their battle assembly in February. (Photo by Staff Sgt. Tony Inthavong, 494th Brigade Support Battalion, UPAR Representative)

BACK COVER:

UPAR Photo of the Quarter

Soldiers from the 322nd Engineer Company practice their battle drills as part of training in preparation for mobilization to Afghanistan. (Photo courtesy of the 322nd Engineer Company)

Bridge Retractions

- 1. In the Medical Readiness article last quarter on page 22 Maj. Bullock was incorrectly referred as "Command Surgeon General", he serves as the Command Surgeon.
- 2. On page 23 of the Medical readiness article the bottom picture depicts a dental event that occurred prior to the change in policy that emphasizes individual responsibility as outlined in the body of the article.



Members of the 401 EN CO steady work into the night on the longest single span Mabey Johnson logistic support bridge in Iraq. (Photo courtesy of Staff Sgt. Floyd Hathaway)

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The 416th TEC

The 416th TEC is a relatively young organization. In May of 2011 we will have been an organization for only four years. In the time we have been a TEC we have accomplished great things by successfully deploying two Brigade Headquarters with hundreds of Soldiers and have too many individual accomplishments to count. With the transformation of the Engineers in the Army Reserve the Soldiers in the 416th TEC will be needed to assist with all types of Global conflicts. This will occur on and off the battlefield. We now have been involved in the longest war in history with an all volunteer force.

As we prepare for deployment it is the job of the NCO Corps to ensure our Soldiers are properly trained to enter a hostile environment as well as preparing Soldiers to return home to their loved ones after deployment. We have Soldiers who have come home from months in combat who struggle with everyday life and it is the responsibility of every Soldier to identify those who may need our help. If you know someone in your unit that needs help readjusting or simply dealing with everyday life then we need you to lend a hand. We have numerous agencies and trained professionals to get our Soldiers the proper help they may need. When you attend Battle Assembly or Annual Training and one of the Soldiers in your unit does not seem to be himself or herself don't be afraid to go talk to them and let them know you care about them and are there for them if they need help. Offer assistance to them by simply sitting down and listening to them talk, refer them to the Chaplain or assist them in getting professional help.

The First Line Leader must be prepared to assist our Soldiers regardless of what type of situation the Soldier may be faced with. Our Army Reserve units are relatively small, typically under 200 or less. We are a family and families take care of each other. Every Soldier we have assigned to us regardless if they have deployed or just graduated from Basic Training are the responsibility of each and every one of us. Let's take care of our newly assigned Soldiers and make them welcome in the unit. Also, we want to take care of Soldiers that have been with us for a long time to ensure they are with us for a long time to come.

The Soldiers of the 416th Theater Engineer Command are a remarkable group of individuals and no matter where they serve they can hold their head high because they are the best the military has to offer. Keep up your standards, continue to excel as you always do and let's take care of each other. As I stated in the last bridge article, we are going through some tough times in our job market and the economy is not good right now so lend a hand where you can. You will be rewarded for your generosity.

Stay safe
CSM Reeve



"The Soldiers of the 416th Theater Engineer Command are a remarkable group of individuals and no matter where they serve they can hold their head high because they are the best the military has to offer."

Take a Look at Your Hands!

Some messages bear repeating! God's love and "person specific" interest of each individual is a common thread throughout the Bible. Take a moment to look at your hands! A remarkable passage in the Old Testament states that the LORD will never forget us, that we are "engraved in the palms of His hands (Isaiah 49: 16)." As we look at our hands, we notice the lines that extend from one side to the other. I'm struck that no amount of washing or scrubbing can ever remove them. They are a part of us for life.

In the same way, God is a part of us for life. In fact, His intense interest in us is for all eternity! First, God is intimately involved in our creation. In Psalms 139: 13-14 we read, "For Thou didst from my inward parts; Thou didst weave me in my mother's womb. I will give thanks to Thee, for I am fearfully and wonderfully made; wonderful are Thy works, and that my soul knows full well. How wonderful to realize that the God of the universe is directly and personally involved in our very formation.

Secondly, we understand from the Bible, that God desires to be an intimate part of our earthly life. In John 10:10 we read, "The thief comes only to steal, kill and destroy; I came that you might have life, and might have it abundantly." All of us are born with a God shaped void in our Souls that only God can fill. The image from the book of Genesis of how God walked with Adam and Eve in the cool of the garden paints a perfect picture of the type of communion God desires with us.

Finally we understand from Scripture that God desires a relationship with us that extends beyond our human life into all eternity. In John 3: 16 we read, "For God so loved (insert your name) that He gave His only begotten Son that whoever believeth in Him should not perish but have everlasting life. God loves us enough to have sent His beloved Son into the world to die for our sins so that we may live with Him forever. In my role as a hospice chaplain, it's always comforting to attend the funeral of a believer and understand that they are in the very presence of God, able to receive His love in a way not possible in this life.

So are you tired of human friends that are so often here today and gone tomorrow? If so, than look to the LORD who never slumber or sleeps and who remains closer than a brother. Take a moment to look at your hands!

God bless you!



"A remarkable passage in the Old Testament states that the LORD will never forget us, that we are engraved in the palms of His hands (Isaiah 49: 16)."

Warm Welcome Home On A Chilly Day

Story and photos by Spc. Clifford Coy, 364 PAOC



Top) Spc. Steven Karst of the 492nd Engineer Company holds his child during the Welcome Home Ceremony.

Middle) Sgt. 1st Class Daniel Toleno is greeted by his children during the 492nd Engineer Company's Welcome Home Ceremony.

Bottom) Soldiers of the 492nd Engineer Company salute in formation during their Welcome Home Ceremony held on December 6th in Mankato, Minn.

MANKATO, Minn. — Family and friends of soldiers from the 492nd Engineer Company huddled outside the Army Reserve Center in the cold and snow of Mankato, Minn. Dec. 6, waiting to get the first glimpse of the buses that would deliver their loved ones home to them. As the buses rolled up loud applause and screams of joy erupted from the crowd.

A long-awaited return from their deployment to Iraq, Kuwait & Afghanistan by the 492nd, and their families couldn't have been happier, as testified to by Kelly Hulke, the 8-month-pregnant wife of Spc. Colin Hulke, a returning Soldier. "I'm so happy and am glad to have him home for the holidays," said Kelly.

The 492nd started their mobilization in January of 2010 at Fort Bliss, TX and soon moved into Kuwait. From there the Soldiers moved into Iraq and set up headquarters at Camp Stryker on the Victory Base Complex. Six months into their deployment, however, they were ordered to return to Kuwait from Iraq, and then sent to Afghanistan. The Soldiers would end their tour of duty logging 120,000 man hours doing 72 customer projects and 158 inter-battalion projects in the three countries.

"This marked the first time since WWII that a reserve component unit has spent more than 30 days in two theaters of war in a single deployment," said Command Sgt. Maj. Ty Emmans, the command sergeant major of the 492nd's higher headquarters unit, the 367th Engineer Battalion. "The unit not only stayed in three different countries—Iraq, Kuwait and Afghanistan—but performed successful construction missions in each country. In fact, it was the first time since 2003 that any unit, Army-wide, shifted theaters during a single deployment."

As a company under the St. Cloud, Minn.-based 367th Engineer Battalion, standing out in this fashion is nothing new to the 492nd's legacy of strong performance. After producing a string of Best Warrior competitors that fared well at higher-level competitions, Staff Sgt. Dave Obrey won the Soldier of the Year award at the Army-wide competition in 2008, at the rank of specialist. That same year, the 492nd achieved a second place showing in the Army Award for Maintenance Excellence competition. It's easy to see why this unit was able to make the shift from Iraq to Afghanistan. While there, they completed a barracks facility that had been left undone by a contractor, and then diligently set about various construction projects throughout the Kabul Base Cluster.

"The soldiers accepted each move without hesitation, packed up and moved out," said 1st Lt. Chris Lauff, the 492's commander. "I am most proud of the vastly superior professionalism and expert craftsmanship on the part of this unit." ■

Family members of 492nd Engineer Company show their excitement as busses ferry their loved ones into the Army Reserve Center parking lot, in Mankato, Minn. The unit was just returning from a deployment that took them to both Iraq and Afghanistan.



Soldiers Learn Lifesaving Skills During Combat Lifesaver Course

Story and photos by Sgt. 1st Class Marisol Hernandez

DARIEN, IL— If you're out on the battle field and come under attack, chances are you're not going to have medical personnel come to your rescue right away. That's where the valuable skills and training of your combat lifesaver (CLS) make a difference between life and death.

Maj. Eric Bullock, Command Surgeon for the 416th Theater Engineering Command, brought together battalion senior medics from all over the command to conduct the 40 hour combat lifesaver course for members of the 416th TEC and its subordinate units from Feb. 14th through the 18th in conjunction with a Battalion Senior Medics Workshop.

A properly trained combat lifesaver is capable of stabilizing many types of casualties and provide lifesaving measures beyond the level of self-aid or buddy-aid.

The CLS course introduces non-medical soldiers with basic medical training to several critical elements of field care such as performing rapid medical assessments, performing needle chest decompressions, radioing a nine-line MEDEVAC, performing placement of naso-pharyngeal airways, evacuating a casualty, and placing proper tourniquets.

The training focuses on skills proven more effective in preventing loss of life such as stopping the bleeding, airway control and shock prevention.

The current CLS class underwent a major change a few years back by eliminating the block of instruction of administering an intravenous infusion (IV).

The change came about for two reasons. One: soldiers were worrying more about starting the IV rather than stopping the bleeding; and two: hetastarch/hextend, a blood volumizer, was being administered to casualties who did not need it, said Staff Sgt. Mitsuo Enomoto, CLS lead instructor, 389th Engineering Battalion.

The most common cause of death among combat fatalities has been extreme bleeding. Current research from the battlefield in Iraq and Afghanistan shows that recent Army initiatives, to teach soldiers to use tourniquets and apply

bandages immediately after injury to control bleeding and prevent shock, saves more lives than before.

Taking out the IV portion of the class allows for all soldiers to partake in more hands-on training with the various types of litter carriers and applying tourniquets to each other before testing.

Spc. Carlos Cornejo, from the 416th said the course was a good refresher for him, since he is scheduled for mobilization in the near future. ■





Above: 416th TEC soldiers from left to right Spc. Cristobal Martinez, Pfc. Ryan Bellamy, and Pfc. Katherine Kasper, work together to properly secure their casualty in a SKED litter. The SKED litter is a compact and lightweight transport system used to evacuate a casualty over land and water.



Above right: Spc. Joshua Radloff, 605th EN Detachment, Construction Management Team, applies a dressing on a mannequin during combat lifesaver course. Soldiers were trained and tested on life saving tasks such as stopping the bleeding, airway control and shock prevention.

Left: Sgt. Agnes Rodriguez, 983rd EN BN, Battalion Medical NCO, closely watches as Sgt. Maj. Victor Imhoff, 416th TEC, applies a tourniquet on Sgt. Victor Lezza, 416th TEC, PAO, during the testing portion of the CLS training class.

Right: Pfc. Ryan Bellamy carefully watches as Staff Sgt. Lemuel Pierce, 397th EN BN, Battalion Senior Health Care Sergeant, demonstrates how to securely place an Israeli bandage.



Bring an extra set, we're training to get wet!

Story and photos by Staff Sgt. Tony Inthavong, UPAR, 494TH BSB

When Alpha Company of the 494th Brigade Support Battalion based out of Joint Base Lewis-McChord, WA.(formerly Fort Lewis), trains during battle assembly, getting wet is not an issue as soldiers from the Seattle area are accustomed to dealing with the rain.

We've all heard the saying "If it ain't raining, we ain't training" and for Alpha Company the phrase was proven true during their February battle assembly as they learned the basics of Army Water Survival Training.

"We're used to getting rained on and what better way to train and have fun at the same time while learning water survival tools," said Staff Sgt. Raymond Arciga. "It was good to see the company and my platoon experience different training, rather than the usual briefing and Preventive Maintenance Checks and Services (PMCS)."

The morning started at 8 a.m. with soldiers arriving at the Soldiers Field House in full ACU's with PT's underneath. The lead instructor introduced the company with basic water survival facts and statistics of drowning, and then the fun lifted off. Not everybody can swim like Michael Phelps, so there was a test to figure out who was strong in the water and which soldiers were better off training in shallow ends.

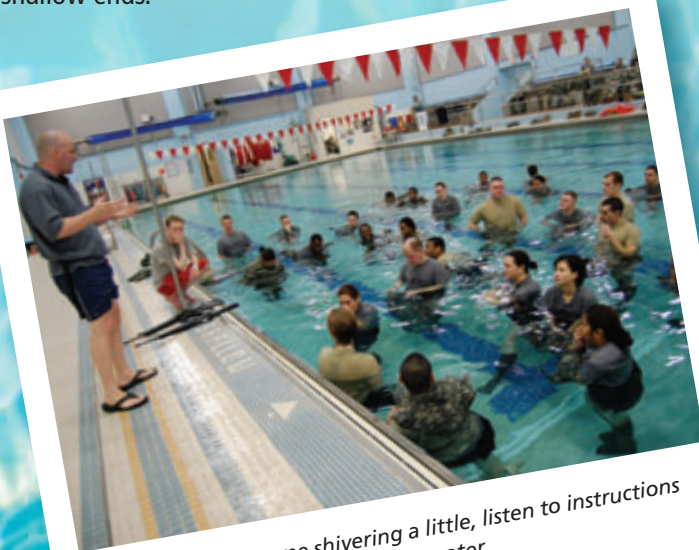
Soldiers received experience carrying and swimming with M16's by using rubber dummies (rubber M16 gun). The first scenario was for the soldiers to jump in with a rubber ducky and swim across to the other end of the pool. The second scenario was the Buoyancy Test where soldiers had to float on their backs. Next on the agenda the soldiers had to jump straight in the pool with their ACU top zipped up to make a back air pocket.

"We learned useful ways to use our uniform to hold air to keep us afloat," said Pvt. Justun Barnes. **"You can improvise with your gear and uniform to survive with proper swimming techniques."**

Soldiers then had a chance to strip down to their PT's as they learned how to make a floatation tool out of their trouser's and then jumped off a diving board into the pool from up to 15 feet above water. The lead instructor verbally informed the soldiers of other knowledgeable tools such as how to make a litter out of two rucksacks.

The training concluded with four soldiers demonstrating how to carry one another with each other's trousers across the water.

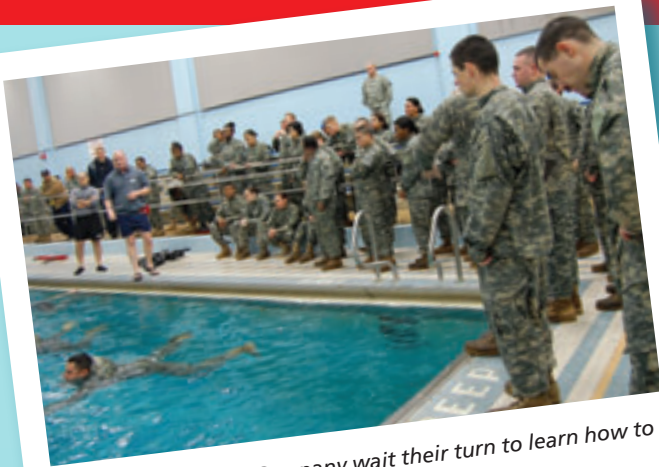
These soldiers didn't just train or merely have a little fun to get away from the reserve center, they took training and



Alpha Company, some shivering a little, listen to instructions on how to carry a litter across the water.



Soldiers watch their team-mates jump off the edge backward as they test their buoyancy swimming on their backs.



Soldiers from Alpha Company wait their turn to learn how to swim with a back air pocket.

► Far right:
Spc. Eddie Backman
ahead of Sgt. Christopher
Price, "supermans"
as they jump off 15 feet
above the pool as they
get ready to float with
their trousers.



Spc. Christina May looks to Pvt. Stephanie
Fleek and the instructor for assuring
comfort as fear of heights kick in before
diving from 15 feet above.

knowledge that can further be
used outside the Army Reserve
to prevent any drowning
accidents near their homes,
while vacationing or whatever
circumstance they may be in.

"We learned the
importance of proper water safety not only for us but
for our family as well," said Barnes.



(Left to Right) Cpl. Alan Emrick, Sgt. Courtney Blodgett and
Sgt. Jacquelyn Strong demonstrate to the rest how to carry a
litter, Spc. Christina May, by using their own trousers.



DID YOU KNOW?

- Drowning can happen year round and at any hour of day and night.
- Overall, far more drowning victims are male than female.
- Most drowning happens in environments and during activities unsupervised by lifeguards.
- Four out of ten people drown within 5-10 feet of water from shore.

Do your soldiers have this knowledge or water survival training tools? If there is nothing planned on your upcoming battle assemblies, instead of the usual PMCS, online training, platoon training or hanging in the common area, suggest hitting your local pool and conduct Army Water Survival Training. Your unit will be enriched by this very effective training and have fun while doing it. ■

Soldiers Receive Retirement Briefing

Story and photo by 1st Lt. Tomas Rofkahr, 364 PAOC

FORT SNELLING, Minn. — On Saturday, Feb. 5, Army Reserve soldiers from across the United States gathered at Fort Snelling, Minn., to attend a first of its kind event; an Army Reserve specific pre-retirement benefit seminar.

The briefing, which included trained retirement experts from Fort Snelling's Soldier Readiness Processing Center (SRPC) and organizations like the Department of Veterans Affairs (VA) and TRICARE spent several hours going over little understood, but highly important topics. Some of the more noteworthy included detailed presentations about the Reserve Component Survivor Benefit Plan (RCSBP) as well as detailed information about how TRICARE and Delta Dental work

with Medicare and civilian provided insurance policies.

While active duty soldiers have enjoyed this kind of pre-retirement counseling for many years, it has proven a challenge to implement the same kind of system for the Army Reserve. As part of an Army Family Action Plan (AFAP) initiative, work began in early 2010 to put together an Army Reserve team that was focused and trained on retirement services. That team, lead by Lt. Col. Kathleen Couillard has been working hard to come up with a "holistic" approach to reserve retirement services.

"The intent was to come up with something that would allow Reserve Retirement Services Officers (RSOs) to work with their active duty and National Guard

counterparts to provide joint retirement training and to help one another case manage retirees," said Couillard.

To achieve parity with active duty retirement counseling required everyone involved on Couillard's team to become qualified experts on a reserve soldier's retirement needs. A large part of this task included understanding just how much misinformation about retirement benefits exists and determining the best ways to (in some cases) re-educate future retirees.

"Something a lot of people don't understand is that their retirement pay dies with them unless they've opted for the

Continued on page 34



Lt. Col. Kathleen Couillard and this energetic team of volunteers (Row 1 From Left to Right: Lt. Col. Kathleen Couillard, Ms. Laura Hoffman; Row 2 Ms. Amber Aharem, Capt. Alejandro Magaña, Master Sgt. Connie Coutier, Mr. Patrick Barry, Ms. Diana Mosloski; Row 3 Mr. Joe Montoya, Warrant Officer Forrest Pryde, Staff Sgt. Zachary Mueller, Ms. Pat Manley, Mr. Bill Walters (Not pictured: Ms. Becky Butler, Mrs. Brenda McCrory and Ms. Cindy Rohr)) have worked diligently to design and initiate a program that provides valuable Pre-retirement information to Army Reserve Servicemembers nearing or planning their retirements.

Army Reserve Retirement, A REASON TO STAY!

Contributed by Mr. Brian Hampton



The key to a successful Army Reserve Retirement is to establish a "qualifying year" every year. A "qualifying year" is defined as having a minimum of 50 retirement points. For being a satisfactory participant of the program, 15 membership points are given every year. A TPU Soldier who attends all 48 battle assemblies receives 1 point per battle assembly and 15 points for membership for a total of 63 points. Any additional training assemblies (ATA) the Soldier attends or correspondence courses completed (1 point for 3 hours completed) will be good for retirement points as well. It is the Soldiers individual responsibility to ensure retirement points data is correct throughout their career. The Soldier Readiness Process or unit birth month audits are two prime opportunities to review this information and correct data as needed.

In addition to the retired pay at the age of 60, the following benefits are included:

- **Medical Care** (Authorized medical care benefits in medical facilities of the uniformed services; Wives, children and husbands are also authorized civilian medical care benefits with the Government paying a major portion of the cost)
- **Reserve Component Survivor Benefit Plan** (Allows Reserve component Soldiers and former Soldiers eligible for retired pay at 60 to provide a survivor annuity for their dependents should the Soldier die prior to reaching 60)
- **Commissary and Exchange Privileges** (Persons authorized retired pay and their legal dependents are authorized commissary and exchange privileges) ■

SAFE Motorcycle Operation

Story by Sgt. Maj. Richard Flanagan and photo by Sgt 1st Class Andy Yoshimura



Motorcycle riding can be a fun and economical choice for warm weather transportation but obviously comes with some inherent risks and danger. When undertaking any type of activity, thinking about it in advance is always a good idea. The core of Composite Risk Management (CRM) is to mitigate risk and allow for the safest execution of every mission. Prior planning and preparation is the key. Training and practice are needed. Only an idiot would think of sending an untrained operator out to drive a bulldozer or semi-truck alone on a public road, but lots of people have jumped on a motorcycle to “try it out” without any formal instruction, training or Personal Protective Equipment (PPE).

The use of Personal Protective Equipment is one essential method of reducing your risk. Required PPE is shown below. Use it all of the time, not only when it is convenient. The time that you ride without it, may be the time that you need it the most!

Training is another method of reducing risk. The Motorcycle Safety Foundation (MSF) Basic Rider’s Course (BRC) is a REQUIREMENT for ALL Military members (not only when riding on a government installation or while on duty). The Advanced Riders and Sport-Bike Courses are also available to most riders. This training is available on most active-duty installations as well as off-post at many community colleges and local motorcycle dealerships.

Although many long-time riders feel as if the training would be a waste of time and provide no value, this is not the case. I have had many Soldiers express their satisfaction and enjoyment with the MSF training after completion, and not one single individual continued with the claim that it was of no value.

What’s the best thing about the MSF training? It doesn’t cost you anything and you even get paid to attend. If you enjoy riding,

REQUIRED PERSONAL PROTECTIVE EQUIPMENT (PPE)

Department of Defense Instruction (DODI) 6055.4

This Instruction applies to ALL military personnel, at any time, on or off government installations.

Helmets. Certified to meet Department of Transportation (DOT) standards and properly fastened under the chin. This applies REGARDLESS OF INDIVIDUAL STATE LAWS.

Goggles and face shields. Impact or shatter-resistant goggles or full-face shield properly attached to helmet. (A windshield or eye glasses alone are not proper eye protection).

Clothing. Long sleeve shirt or jacket, long trousers, and full fingered gloves or mittens for use on a motorcycle.

Garment Visibility. A brightly colored outer garment, during daylight hours and a reflective upper garment, after dark.

Sturdy Footwear is mandatory. Foot protection includes sturdy over-the-ankle footwear that affords protection for the feet and ankles.

why not attend the training and get paid for doing something that you normally do for free - ride a motorcycle? You even get to choose the when and where. Class dates and locations for government installations are listed at <https://airs.lmi.org>. Soldiers that are not near an installation can utilize the MSF website at <http://www.msf-usa.org> to assist in finding a nearby provider that offers the desired course.

Talk to your First Sergeant or Additional Duty Safety Officer (ADSO) to learn more about MSF enrollment procedures and to learn about joining or forming a Motorcycle Mentorship Program (MMP) at your unit.

Remember: Drinking and driving is dangerous at any time, particularly when operating a motorcycle!

Look for upcoming safety-related articles in "The Bridge" from our three Brigade Safety Managers. ■



The Burden of the Stripes

Story and Photos by Sgt. Jeremiah Richardson

Be, Know, Do. That phrase has long summed up what it means to be an NCO. In the Army Reserve those principals can be extra strenuous to accomplish with the burdens of civilian life clashing against military responsibility. With that in mind the senior leadership at the 416th Theater Engineer Command (TEC) holds an annual NCO summit to challenge, educate and encourage their Senior Non Commissioned Officers.

This year it was held on January 20th through the 23rd in New Orleans. Virtually every senior NCO from the command came to educate themselves on how to be better leaders for their soldiers. At their fingertips the 416th TEC gave them every resource available from the newest information on promotions to the new Army Physical Readiness Training program (formerly APFT). There were also great presentations put on by vendors such as TRICARE and ASCS in the lobby area. This was not a typical conference of death by power point where individuals just tried to keep awake. This had meaning.

Command Sergeant Major Larry Reeve passionately strode up and down in front of the conference room at the end of every day to stress the necessary sacrifice of good leaders. He said being a senior leader means giving up much of your free time to help the hundreds who depend on you. Being a Senior NCO means going above

and beyond not for money but to prepare units fully for a combat environment, he said.

At the very end of the conference the CSM outlined specific things he wanted his leadership to take with them and act on immediately. “Pen to paper” he said. About 200 pens immediately went to paper. Then pacing back and forth he animatedly stressed these points:

- NCO’s need to take charge of their soldiers.
- Open ranks inspections will be conducted every battle Assembly.
- All Promotions will be done in a formation so they will be recognized by their peers.
- All Soldiers will be called the week prior to Battle Assembly to ensure they know the date, uniform and activities.
- Ensure the BTOC program (Basic Training Orientation Course) is being utilized to prepare new pre-basic training citizen warriors are set up for success.
- All new Soldiers will be assigned a sponsor of same gender and MOS if possible upon arrival at the unit.
- PRT will be conducted every battle assembly.



“Be, Know, Do”, that is what the conference was about. It was made clear that such is expected even of Army Reserve NCO’s. And the burden of the Stripes must push the senior leadership to do it. ■

Senior leadership from the 416th TEC HHC wait to make their presentations to the NCO’s at the 2011 NCO summit.



Left: Senior NCO's from the 416th TEC observe one of the many informative presentations at the 2011 NCO summit.

Bottom left: The Soldier's Creed hangs from the curtain before the start of presentations at the 2011 NCO summit.

Bottom right: The IWU vendor shows off his display at the 2011 NCO summit held in New Orleans Louisiana.





Editor's note: The 372nd Engineer Brigade returned from a deployment to Afghanistan in September, 2010. While in country, the 372nd oversaw combat effects operations that among other things included route clearance missions covering more than 175 thousand kilometers of roadway, and detection and disabling of 787 IEDs. They were responsible for more than 400 separate construction projects at combat outposts (COPs) and forward operating bases (FOBs) in both eastern and northern Afghanistan. The unit's time in country coincided with a White House directed upsurge in the U.S. force presence in Afghanistan to include an exponential increase in both contractor and military populations. Because of this, the unit's responsibilities increased tremendously. From its original strength of 2 battalions (approximately 1700 soldiers), the unit grew to about 4,600 personnel to include "five Army battalions, a [Navy Engineer] Seabee battalion, and...two Air Force Squadrons...spread out in an area about the size of Texas," said 372nd Engineer Brigade Command Sgt. Maj. Robert Stanek, summarizing the 372nd's mission in Afghanistan. The story below was written by Sgt. Spencer Case of the 304th PAD with the 372nd Engineer Brigade was still serving in theater.

372nd Engineer Brigade's Deployment

Story by Sgt. Spencer Case, 304th PAD, photos courtesy of the 372nd, 364th PAOC

PAKTYA PROVINCE, Afghanistan— Since arriving in Afghanistan last November, reservists of the Fort Snelling, Minn., based 372nd Engineer Brigade have overseen a multi-faceted and evolving mission over a large swath of rugged territory.

The stateside headquarters component includes about 130 people from across 42 states, with the majority from Minnesota, Wisconsin or Iowa. In Afghanistan, they oversee engineering operations such as construction, road repair, counter-IED patrols and training Afghan civilians and military members in engineering skills.

At the time of their arrival to Forward Operating Base Sharana, Paktika

province, the unit had about 2,500 troops, including two subordinate battalions. Over the next several months, the number of troops under 372nd command swelled to more than 4,000, as three additional Army battalions, one naval mobile construction battalion, and two Air Force expeditionary squadrons joined the 372nd family. As a part of this expansion, the number of platoon-sized anti-IED route clearance packages beneath 372nd command grew from 15 to more than 30 and continues to grow.

"Literally, we're spread over 40 different [combat outposts and forward operating bases] across the country, which makes it extremely difficult to manage," said U.S. Army Command Sgt.

Maj. Robert L. Stanek, the command sergeant major for the brigade, who hails from Lino Lakes, Minn.

As their mission expanded, the command structure had to adapt. Initially, the 372nd was subordinate to Regional Command-East, then run by the 82nd Airborne Division. As the 372nd became responsible for assets in RC-North, the brigade came directly under the command of the Afghanistan-wide International Security Assistance Force.

The command has adapted to the situation in part by traveling. The brigade's commander, U.S. Army Brig. Gen. Charles D. Martin, is one of the few American generals in Afghanistan not stationed at one of the three largest



bases in the country: Bagram, Kandahar and Kabul. Martin, who hails from Little Rock, Ark., regularly flies to remote areas to visit his far-flung troops to present medals and decorations. So far, 80 Purple Hearts have been distributed to Soldiers under the 372nd command this deployment.

Stanek tries to divide his time evenly between staying at FOB Sharana and traveling, but said his command responsibilities keep him anchored in FOB Sharana more often than he would like.

"If I get too far away, I come back and there's a stack of this kind of paper-work waiting for me," Stanek said, holding his thumb and his index finger about three inches apart for demonstration.

The mission of the brigade is broad and difficult to summarize, but two areas of work under the auspices of the 372nd illustrate the scope of their work: the expansion of FOB Sharana and the partnership with Afghan civilians.

The 1,500-acre expansion of FOB Sharana will make way for an additional 4,000 Coalition troops as part of the "Afghan surge." The area will include a post exchange, a dining facility and other buildings. The responsibility for bringing this about has fallen on the shoulders of the Seabees of Naval Mobile Construction Battalion 4, a unit based out of Port

Hueneme, Calif., currently under 372nd command.

At times, they have worked 24-hour operations for weeks on end, said U.S. Army Maj. LaTonia M. Mahnke, the brigade intelligence officer who hails from Sun Prairie, Wis.

"The Seabees have been a godsend to us in Sharana and up north, too. They really put them to work," Mahnke said.

U.S. Army Chief Warrant Officer 2 Dennis O. Conner, a construction engineering technician for the 372nd who hails from Littleton, Colo., added, "We've been extremely busy with the western expansion."

Another main area of focus of the 372nd, the partnership with Afghans, comprises a number of projects. One of the largest of these is an engineer skills course taught by Soldiers of the 1092nd Engineer Battalion, based out of Parkersburg, W. Va., at FOB Sharana.

"We are focused on developing skilled laborers as well as promoting [the Government of the Islamic Republic of Afghanistan], and we do this by sponsoring engineer skills workshops," said U.S. Army 1st Lt. Ben Slood, the brigade civil military operations officer from Minneapolis.

The three-month long classes teach Afghan civilians skills like carpentry, roadwork and plumbing. After the first

two weeks of class work, the students work on various public work projects approved by the provincial governments. After the students graduate, a job fair is held to help them find long-term employment. Since the 372nd arrived, five classes of about 170 Afghan participants each have completed the course.

"Since I've been here, it's gone from being a provincial-level education program [to a point where] it's now going toward being a program on the national level," Slood said. "We're creating an exportable package so that other regional command teams can build their own skilled labor programs."

In total, the brigade has helped evaluate and approve approximately 3,000 public works and development projects each worth at least \$100,000, Conner said. These provide Afghan contractors with jobs and help beef up infrastructure.

The current deployment is now winding down, and the troops of the 372nd will leave theater around mid-September.

Looking back since their arrival, Stanek is proud of what has been accomplished.

"I'm amazed at the progress we've made in-country, to the people of Afghanistan," Stanek said. ■



1) Soldiers from a route clearance platoon in the 27th Engineer Battalion (Combat), Fort Bragg, NC, receive a mission brief prior to conducting a route clearance mission.

2, 4, & 6) Soldiers from the 27th Engineer Battalion (Combat), Fort Bragg, NC, a part of the 372nd Engineer Brigade's downtrace in Afghanistan, work on constructing footers during the building of the Saracha Bridge in Nangahar Province, Afghanistan.

3) Soldiers from the 372nd Engineer Brigade survey and design team wait to perform a reconnaissance of a construction site.

5) Soldiers from the 92nd Engineer Battalion (Construction), Fort Stewart, GA, construct SEA-huts at Forward Operating Base Sharana, Paktika province, Afghanistan.



Secretary of Defense Employer Support Freedom Award

Franklin's Printing was recently awarded the Secretary of Defense Employer Support Freedom Award. Franklin's Printing is an independently owned and operated full-service printing, business and marketing materials company located in Murfreesboro, Tennessee. Though a small business with only 13 employees, Franklin's Printing provides additional support by donating their time and services, including printing brochures for local military groups, personnel and their families at no cost. Franklin's Printing has been previously honored by the Department of Defense with the ESGR Pro Patria Award and the Above and Beyond Award for its exceptional support of Guard and Reserve employees.

"On top of the obvious sacrifices, what made me nominate Franklin's Printing was the fact that I am never made


to feel bad about the time I spend performing my military duty. I am the only person who would ever think that this was an incredible strain on the business. I never had any questions asked about the demands of my military service. It definitely made me realize how much difference a supportive employer makes," said the nominator, United States Army Reserve Sgt. Torben Cederstrand.

The Secretary of Defense Employer Support Freedom Award was instituted in 1996 under the auspices of the National Committee for Employer Support of the Guard and Reserve (NCESGR). As the nation continues to rely on Guardsmen and Reservists, America's employers are inextricably linked to the nation's defense. NCESGR recognizes that employers are impacted by on-going military operations.

The Freedom Award recognizes employers who provide the most outstanding support for their National Guard and Reserve employees and is presented annually by the Secretary of Defense. The Secretary of Defense Employer Support Freedom Award is the U.S. Government's highest recognition given to outstanding employers.

The nominations provide a detailed description of each employer's outstanding efforts in support of its Guard and Reserve employees. In May 2010, a National Selection Board comprised of 'senior Defense officials, business leaders and past Freedom Award recipients, selected the recipients based on criteria that assessed employer policies, practices, and programs that support their employees who serve in the Guard and Reserve. Special focus was given to what employers do "over and above" the support required by law. The 15 selected recipients were approved by the Secretary of Defense as the 2010 Secretary of Defense Employer Support Freedom Award recipients.

For more information about the Secretary of Defense Employer Support Freedom Award, visit www.FreedomAward.mil. For more information on or other ESGR programs and services, contact ESGR at 1-800-336-4590 or www.ESGR.mil. ■



The Department of Defense
National Survey of Employers

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Have you recently received a survey from the Department of Defense asking you to share your experience employing members who serve in the Guard and Reserve? Please reply and make your voice heard. This is your opportunity to give us your feedback and suggestions.

For more information visit www.esgr.org/employersurvey


1-800-336-4590  WWW.ESGR.MIL

Illustration by Nio DiPalma

322nd Receive Farewell

Story and photo by Spc. Clifford Coy 364th PAOC

DECORAH, Iowa— Families and friends of soldiers from the 322nd Engineering Company gathered on Jan. 14th at Luther College to send off loved ones who are deploying for a tour to Afghanistan.

The soldiers of the 322nd are trained to do carpentry and masonry type construction. Potential missions include building timber framed structures, helicopter landing pads and guard towers.

The 322nd is a diverse organization with approximately 50 percent of its soldiers coming from 19 different states. Despite the large number of cross levels, the soldiers of the 322nd are confident in their cohesion as a fighting force. “To be able to coexist with soldiers from [so many] states and live together as a family is going to be great,” said Sgt. Adam Paulson, a plumber in the 322nd.

The crowd at the 322nd ceremony, held at Luther’s Center for Faith and Life, was greater than expected. There were many people from the Decorah area who attended simply because they wanted to participate, whether they had relatives in the unit or not. “This is way more folks than we expected,” said the 322nd Company Commander, Capt. Troy King. “It makes us feel pretty good that all these people would come just to show their support in this way.”

Following the ceremony the crowd moved across the street to the cafeteria building for refreshments and a direct visit with the nearly 160 soldiers selected for deployment. In addition to the many supporters, several members from nearby media outlets also attended to report on the unit’s departure to Fort McCoy, Wis., where the 322nd will conduct its final deployment preparation. ■



322nd Engineer Brigade Command Sgt. Maj. Robert Stanek speaks to a large audience of friends, family, and supportive Decorah citizens.

Down to Earth and Preparing for Afghanistan

Story and photos by 1st Lt. Michael Skarr

FT MCCOY, Wis.- Soldiers from the 322nd Engineering Company (vertical) prepared to deploy to Afghanistan during the winter of 2011. During this time the company had many blocks to check including items ranging from mandatory legal briefings to excellent mobilization station training modules in preparation for any situation that soldiers and leaders may encounter during their tenure in Afghanistan.

The 368th Engineer Battalion, under whom the 322nd Engineer Company falls, has been cross leveling soldiers from all over the country during their mobilization process. Soldiers have been pulled from as far away as Hawaii to join their new Iowa comrades; in fact approximately half of the 322nd hails from other companies spread throughout the 416th Theater Engineer Command. The Commander of the 322nd, Capt. Troy King, has mentioned many times how this diversity has helped to strengthen and bring balance to the company; it helps round out the deploying company by bringing a diverse body of knowledge and experience into the 322nd.

As temperatures began to drop in November, FT McCoy's Regional Training Center (RTC) was the first major hurdle that was on the path to deployment for the company. During this exercise the troops learned advanced marksmanship

techniques as well as many other individual tasks that they will be expected to know during their deployment such as communications, land navigation, react to contact, etc. The training received here will undoubtedly prove invaluable in theater and helped bring the company of cross leveled individual soldiers into a more coherent team.

The 322nd entered mobilization station mid January 2011 and it lasted approximately a month and a half. During this time soldiers have to do a variety of tasks, and the preliminary ones are much of what all reservists do during their Soldier Readiness Process (SRP). So standing in lines waiting to get shots or update your will because you need to add the newest addition to your family was the flavor of the first week or so. About the time the anthrax injection soreness faded and smallpox scars began to take their final shape the troops finally got to do some training that almost every soldier loves, they got to shoot large weapons while mounted and in convoy.

Gunnery and the Situational Training Exercise were scenario based training exercises that taught the 322nd how they can shoot, move and communicate during almost any engagement that they will face on the battlefield and while in convoy. The training was excellent, period. The soldiers learned how to talk

to each other and amongst vehicles during firefights, how to treat and evacuate casualties in an expedient manner, how to spot and react to IED's as well as many other tasks they now take as second nature. The confidence in decision making and knowing your role on the battlefield that this training provided is absolutely invaluable; indecision costs lives and this training left all indecision in Wis. and is sending a team of decision makers and counter-insurgency trained troops to Afghanistan.

The final test of sorts for the company came during their final MRE or Mission Readiness Exercise (not the kind with veggie omelet). This training put the 322nd and their entire battalion into the field where they would operate as a group and experience many of the same struggles and success stories they are likely to encounter in Afghanistan. One lesson learned from the companies was co-dependence. The 322nd was tasked with pouring a concrete slab and came to find out that the opposing force OPFOR was not going to let the tools and equipment get to the jobsite unscathed. 3rd platoon whom was tasked with pouring the slab took training casualties en-route to the jobsite, not to mention that the slab size required several pours, which meant several runs through the opposing force (OPFOR) gauntlet by the 943rd concrete detach-

ment (if you come across this concrete slab and it's not to standard, I challenge you to pour a better slab in snowing below zero weather while getting "blown up" and asked by local national role players if you can also build them a well or install electricity in their villages).

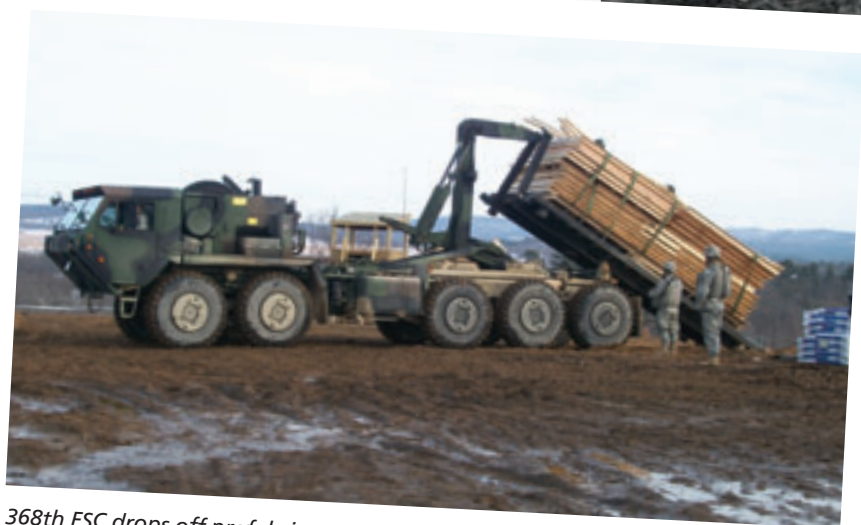
There is really no substitute for training in an environment where you are required to sleep, eat and breathe like you are in country and where the only difference that is enforced is that the bullets and explosives aren't real and no casualties are really sustained. The training messages were clear however, and these mistakes can be left in a place where the Killed in Action soldiers (KIA) come back to life. Additionally the construction challenges and successes in a multi location, omni-threat environment also proved to slow progress considerably; however the company is now much more prepared to deal with the challenges they will encounter in Afghanistan and will likely look back at their training time as about the best they could have received next to the real thing. ■



SPC Christophe Roberts cuts lumber on COL Freedom as part of prefabrication process prior to shipment to the construction site.



2nd and 3rd platoon soldiers from the 322nd Engineer Company set up perimeter security and conduct construction operations on "COP Lashgar" as training in preparation for mobilization to Afghanistan.



368th FSC drops off prefabricated materials that the 322nd Engineer Company had constructed on COL Freedom in order to minimize the time on target in an environment where OPFOR was disrupting the construction process with several attacks on the construction site.



Engineer Leaders Provide Soldiers with Innovative Training

Story by Staff Sgt. Peter Ford, 211th MPAD

BRYAN, Texas—Leaders of Headquarters and Headquarters Company, 420th Engineer Brigade continue to electrify soldiers with inventive training.

Training enhances the skills of soldiers as well as familiarizes them with different types of equipment they may encounter on the battlefield. However, novel training keeps soldiers attentive and leaves them anticipating more.

“Innovative training motivates soldiers and gives them something to look forward to when they attend drill,” said 1st Sgt. Michael Spradlin, of HHC, 420th Eng. Bde., who resides in Bryan, Texas.

“This particular training exercise gave us the opportunity to work with another [Army Reserve] unit.” The transportation was provided by A Company, 7/158th Aviation Bn, commanded by Capt. Marisol Chalas.

The coordination of helicopter flights to Ft. Hood, Texas for weapons qualification using the Engagement Skills Trainer (EST 2000) thrilled soldiers of the 420th on Feb. 12. Excitement filled the air as the soldiers, for the very first time, boarded the helicopters at Easterwood Airfield in College Station, Texas. The ride became more exhilarating as they

raced through the air to and from Ft. Hood, conducting evasive maneuver training for the pilots.

“The flight was fun and exciting,” said Pfc. Daniel Ponce, a surveyor in HHC, 420th Eng. Bde., who resides in Rosebud, Texas. “The overall training was awesome; I wish we could have more training like this,” he continued.

After exiting the helicopters the soldiers conducted convoy operations from the helipad to the EST 2000 training site. The EST 2000 re-familiarized the soldiers with crew-served weapons and provided them with some



scenarios they may encounter on the battlefield.

“The simulator trainer made me more confident with the crew-served weapon,” said Sgt. Craig Harper, a recon sergeant from Dallas, who is assigned to the 420th. “It also increased my awareness of the importance of teamwork when using the weapon,” Harper continued.

“The exercise was formulated because we could not convoy off base so we were forced to try and find an alternative method to take our soldiers to the training site at

Ft. Hood,” said Spradlin. “We were fortunate enough to have Master Sgt. Miller Swayzer, who works as an avionics technician at Ft. Hood, in our unit to provide us with the contact information for Capt. Chalas,” continued Spradlin.

Good training just doesn’t happen, it is planned. The 420th’s leaders ensured their troops were provided with exciting training and a safe drill weekend. ■

Left to right:

1) Spc. Christopher Mehler, of Killeen, Texas, a Human Resources Specialist with HHC 420 Eng. Bde., mentors Spc. Tiffany Joe, on the M249 crew-served squad automatic weapon or SAW. Photo by Spc. Felicia Salazar, 211th MPAD)

2) Spc. Emily Peña a paralegal with the HHC 420 Eng. Bde., await instruction before firing her M16 rifle. (Photo by Staff Sgt. Peter Ford, 211th MPAD)

3) Pfc. Julian Darling, a combat engineer of HHC 420 Eng. Bde., practices firing an M249 crew-served squad automatic weapon (SAW). (Photo by Spc. Felicia Salazar, 211th MPAD)

4) Staff Sgt. Cory Gray, a medic from Portage, Wis., assigned to HHC 420 Eng. Bde. charges her weapon reloading to prepare to fire another set of rounds down range. (Photo by Staff Sgt. Peter Ford, 211th MPAD)





Medical Readiness as it Relates to Collective Training Events

By Maj. Eric Bullock, Command Surgeon

Last month I discussed in detail the individual soldier's responsibility to maintain their medical readiness. This month I will present information that, while reinforcing the individual's role in medical readiness, will also discuss first line leader and commander roles as they apply to collective training events. Collective training events for the purposes of this discussion relate to Battle Assembly (BA) and Annual Training (AT) /Extended Combat Training (ECT). During these training periods, an individual soldier's ability to perform their duties directly influences what training requirements are met. An unreported injury or illness on the part of a service member may result in further exacerbation of the condition and a delay of their full recovery. On the other hand, if the soldier's limitation due to injury or illness is properly documented in a current physical profile, but those restrictions are ignored or unrecognized by the leadership, serious negative consequences may occur.

The intent here is to outline a few of the best practices to enhance the collective training events by ensuring that all the participants are fully medically ready to participate. There is nothing more distracting to a scheduled collective training event, then to find out that a key individual is unable to perform their assigned task because of an underlying injury or illness. Significant amounts of time and planning go into collective training events, with the goal of developing unit skills for tasks that will be required when the organization is deployed into combat.

Before – pre-execution checks

Preparation starts with the individual, every soldier should ensure that their Periodic Health Assessment (PHA) and dental exams are current, prior to attending their AT event. Every effort should be made by the soldier to complete any required dental treatment prior to leaving for AT. These two tasks will ensure that the service member has done their part in preparing for the collective training. The PHA and dental exam will identify any potentially serious issues and provide an appropriate profile or identify the requirement for dental treatment. Dental treatment is currently free within the Army Reserve through the Reserve Health Readiness Program (RHRP), and should be completed prior to attending any extended training events. Nothing like a broken tooth or dental cavity to really slow you down in the field.

The next level of intervention is by the First Line Leader (FLL). There is an inherent responsibility for the first leader in the chain of command to ensure that the soldier is up to date with their medical readiness and prepared to attend BA or AT. This is best completed by asking the soldier to provide a copy of their Individual Medical Readiness (IMR) report off their Army Knowledge Online (AKO) account. The same information is available in the Medical Protection System (MEDPROS), but by having the soldier provide the report, you reinforce their role in managing their medical readiness. The excuse that they did not know their medical readiness status evaporates as they learn to access their own

records. At least twice a year the FLL should review their soldiers IMRs, preferably every quarter and especially prior to AT. The FLL should be looking to ensure that the PHA and dental exam is current, and encourage that any dental class three work is completed prior to AT. A quick review of the IMR by the squad level leadership reinforces the individual responsibility in completing these important tasks.

Company commanders must ensure that they have reviewed the MEDPROS roster and know who has a physical profile level three and four. The commander must review every profile (accessible through e-Profile) prior to placing the individuals on the AT battle roster to ensure that participation in the collective training event will not violate their profile restrictions. Ignoring or disregarding a soldier's physical limitations due to an injury or illness, because they are "essential for the mission" is not wise for two very important reasons. First, you are not allowing the service member to heal or achieve their highest level of function and may actually place them in a situation where their ailment is exacerbated (made worse). Additionally, you would not be taking this "mission essential" individual into a combat theater if they have a profile limitation, so maybe it is time to train their replacement. Should the "mission essential" individual recover full physical capability, you will have two fully trained soldiers.

Every soldier, first line leader and company commander should ensure that his or her respective medical readiness is reviewed prior to any collective event. This could be a quick screening before a weapons qualification BA to ensure that anyone with a weapons access limitation; to a through scrub of the AT battle roster to ensure that everyone's limitations can be provided for, or that an alternate event is scheduled for the soldier. This is the first step in preventing further degradation of our personnel pool.

During – bad things happen to good people

Not to be an alarmist, but more of a realist, I have to tell you that no matter how well you anticipate injuries in your risk assessment; inevitably, soldiers will be injured or become ill during BA and AT. When someone becomes ill or injured that is not the time to review your Line of Duty (LOD) process. Every unit should have a process in place to ensure that the proper forms are filled out at the time of injury and that the incident is entered into the LOD module as soon as possible.

To expedite the process, medical documentation should be obtained by the service member (not just discharge instructions, but the actual treatment

Continued on page 28



Staff Sgt. Victor Vargas receives reenlistment counseling during Battle Assembly. Counseling is an essential tool for first line leaders to promote open communications with their soldiers and a good time to discuss medical readiness. (Photo by Sgt. Jerimiah Richardson)

forms) as soon as possible following the incident. This becomes the cornerstone for building the “In Line of Duty” case. If a situation is so slight that it is not likely to result in a Veterans Affairs claim upon retirement, then it may not need an LOD. Active Guard Reserve (AGR) soldiers should also complete an LOD for any

significant injuries or illnesses that are a direct result of their duties. This documentation is uploaded into the LOD module and becomes a historical document.

Company commanders must ensure that they review the document in a timely manner and forward it up to their higher headquarters for a final determination. If an injury or illness occurs under questionable circumstances then a formal investigation should be conducted. Prompt completion of the LOD process will ensure that soldiers have access to any follow up care that they require.

After – closing the loop

Everything that we do in the Army is cyclic in nature and medical readiness is no different, as we conclude the collective training event and assess any injuries or illnesses that occurred, we must also look forward to the next event and capture any lessons that should be learned. Was there a specific piece of equipment or some individual training that would potentially have prevented the injuries or illnesses? Write these into your pre-execution checklist for the next BA or AT, it is unacceptable to continue to have the same injuries year after year as it depletes our limited resource of healthy soldiers and we lose the training and expertise that we have invested in them.

Medical readiness is an individual responsibility that has a huge impact on collective training. When individuals are engaged in their own medical readiness and leaders all up the chain of command are monitoring the health of their force, we reinforce the efforts put into collective training. The result is a healthy soldier fully trained in their team skill and ready for combat. ■



Staff Sgt. Dustin Fulton 476th Chemical Company takes vitals of Spc. Viet Huynh 349th Chemical Company to ensure that medical safety is placed first during training at Fort Hunter Liggett May 2010. First line leaders need to ensure all soldiers medical readiness is up to par before any collective training takes place. (Photo by 1st. Lt. Michael Skaar)

Useful Regulations:

- AR 40-501, **Standards of Medical Fitness** 15 Dec 2007 (RAR 23 Aug 2010) – specifically chapters 3 and 9.
- AR 600-8-4, **Line of Duty Policy, Procedures, and Investigations** 4 Sep 2008 – ensure that copies of DA Form 2173 (Statement of Medical Examination and Duty Status) are in your “go to war” box.

A Closer Look at Government Credit Card Use

By Ms. Becki Moore, 416th TEC Internal Review Auditor

As soldiers we are expected to do what is right and for the most part it is true. However, sometimes this does not seem to happen. In times of hardship, lost civilian jobs and an unforgiving economy it becomes a struggle to make ends meet. In a weak moment someone might reach for their government travel card for a small purchase here or there and think that no one will notice. The 416th Theater Engineer Command wants you to know that this is not true. That all soldiers and civilians should do what is right at all times not because someone is watching, but because we live by the Army Values and it is expected. Just in case this is not a good enough incentive to behave appropriately I would like to share with you some of my findings in the recent Travel Card Reviews.

- A soldier took leave in conjunction with a TDY in California. Used travel card to rent a car on his/her day of leave and charged the government for the rental in DTS. Also, removed over \$600 from ATM on a two day travel order in Las Vegas. I hope he/she did well at the slots!!!
- While soldier was TDY in Texas his/her card was being used at Disney World in Florida. Perhaps he/she believed since the time frame matched his/her TDY trip no one would notice.
- A soldier thought it would be a good idea to charge over \$633 at Hotwire-Sales.com for a once in a lifetime vacation.
- A soldier decided his/her apartment had become too small and decided to move. Since the service member did not own a truck he/she decided to rent a U-haul for the relocation at a cost of \$1149 to his/her Government Travel Card.

When reading these examples I am sure there were a few chuckles here and there. This is really a serious problem in the DOD today. The Internal Review office is tasked with finding soldiers and civilians that are not living the Army Values. Please think twice before doing something that will have severe consequences for your career. If it doesn't seem right it probably is not. ■



Contributed by Lt. Col. Terry Douglas

416th TEC IG

The 416th TEC Inspector General (IG), under the direct supervision of the Commander, inquires into and reports upon matters, which pertain to the accomplishment of the mission, unit's state of discipline, efficiency and economy of command, and performs other duties as required by regulation or law or directed by the Commander. The Inspector General is an extension of the eyes, ears, voice and conscience of the Commander. The 416th TEC IG office consists of Lt. Col. Terry Douglas, Command IG (AGR), Sgt. 1st Class Marche' Solomon, Asst IG (AGR) and Master Sgt Cindy Messerschmidt, Asst IG (TPU and currently mobilized). The 416th TEC IG office services over 12,000 soldiers throughout the command.

IGs perform four basic functions: Assistance, Investigations, Inspections, and Teaching & Training. Leaders at all levels interact with IGs as they perform these four functions. Below is a brief description of each function:

- Assistance is the largest function performed by the 416th TEC IG office. Often a soldier brings an issue to an IG, who must gather information from the chain of command to resolve the issue. Some common issues throughout the command are bonuses, conditional releases, promotions, line of duty, and Incapacitation (INCAP) pay. When assistance is requested, there are four questions that the IG will ask:
 1. Have you talked to your chain-of-command about the issue?
 2. What supporting documentation do you have?
 3. Where else have you requested assistance?
 4. What specifically are you asking the IG to do for you?
- IGs conduct yearly IG inspections. Some topics are mandated by regulation, while the Commanding General (CG) directs others. Although these inspections fall under the umbrella of the Organizational Inspection Program (OIP) as do all inspections, audits, and Staff Assistance Visits (SAVs) IG inspections have some unique properties.
- Investigations and Investigative Inquiries occur because an allegation is made against an individual. IG investigations usually do not involve obviously criminal acts, but other types of impropriety. An allegation has four basic parts:

(1) A specific individual (2) impropriety (3) committed an act or acts (4) in violation of a specific standard. IGs deal with all allegations brought to their attention, either through formal or informal methods. One method is a formal investigation conducted at the direction of the CG, while another method is an investigative inquiry conducted at the direction of the Principle IG.

- IGs are tasked with conducting teaching and training in proper procedures as they fulfill the first three primary missions of Assistance, Inspections, and Investigations. We strive to provide the information necessary to correct an issue on the spot whenever possible. We also try to provide information that might prevent an issue or complaint before it happens.

Before soldiers decide to request assistance from the IG they should be aware of the following: soldiers should allow their chain of command an opportunity to try and resolve the problem. Many problems can be resolved if the chain of command is aware of the issue. Understand that IGs can only recommend and advise the commander, not order a resolution. Commanders may utilize our recommendations to resolve the issue. Don't expect instant action on IG assistance requests, inquiries and investigations take time, and IGs tend to have a heavy workload. Be honest and don't provide misleading information, IGs will discover the truth quickly in most cases and there are penalties for knowingly providing false information.

To complain without fear of reprisal is the right of any soldier, civilian, or family member seeking IG help. ■



**For All 416th TEC units,
Contact Your Inspector General at:**

**1-800-315-6327 x-241 or x-137
ENG416-IG@usar.army.mil**

401st Completes Longest Single Span Support Bridge

Story by Sgt. 1st Class Marisol Hernandez

The 401st Engineering Company (Multi-Role) had a fierce start to their one year deployments by completing the longest single span Mabey Johnson logistic support bridge in Iraq. Members of the 401st worked around the clock in shifts to install the 16-bay, 160 feet long span on the Hamadi Bridge in May of 2009.

Faced with extremely hot temperatures, the company installed the by-pass and removed the crossing that was temporality placed on the damaged section of the bridge. The placement of the span allows the local civilians to repair the Hamadi Bridge.

The Hamadi Bridge, located south of Baghdad, provides the Iraqi people with a

better means of transportation in a very congested traffic area.

"It (the single span Mabey Johnson support bridge) gives them a bypass so the traffic can continue to flow while the civilians fix the bridge," said Staff Sgt. Floyd P. Hathaway, build commander for the mission.

The soldiers battled Iraq's unbearable summer heat and fought exhaustion to accomplish their first mission in approximately 38 hours.

"They were pretty motivated and excited to be doing what we were trained to do," Hathaway said.

The company experienced a downfall when one of their machines, a crane, gave up after about three hours into the

job, setting back the mission.

"It is highly likely that many of the first tour soldiers on this mission have never worked this hard before and high quality leadership was required to keep them going," said A.D. Pearson, Mabey Bridge & Shore Inc. representative. "The NCOs from the 401st were outstanding; they got the best effort out of their soldiers in difficult conditions by careful management of compulsion and encouragement."

The 401st finished their tour March 2010 and left Iraq with a lasting impression of great accomplishment for themselves and the people of Iraq.

"All bridge companies, Active, Guard and Reserve could learn a lesson from the 401st," said Pearson. ■



Staff Sgt. Floyd Hathaway, 401st EN CO, build commander, along with a Mabey Bridge & Shore Inc. representative overlook the 16-bay, 160 feet long span on the Hamadi Bridge in May of 2009. (Photo courtesy of Staff Sgt. Floyd Hathaway)

Conference Room Dedicated to Fallen Soldier

Story and photo by Staff Sgt. Jimmy Nelson, 961st EN BN

SEAGOVILLE, TX - On December 12th 2010 the 961st Engineer Battalion out of Seagoville, Texas held a dedication ceremony for Pvt. Rene Arciniega who lost his life trying to become all that he can be. Arciniega died on July 19th 2010 while attending Advanced Individual Training at Fort Leonard Wood, Missouri. The 961st Engineer Battalion dedicated

their conference room to Arciniega, who would have been one of their soldiers assigned to HHC. The dedication ceremony was held in the drill hall of the Reserve Center in Seagoville in a setting where soldiers, friends and family members of Arciniega joined together in memory of a lost soldier. A Fallen Soldier table was set up to symbolize the loss

and remembrance of their comrade. These are commonly seen at military social gatherings to commemorate the fallen. To end the ceremony the battalion commander spoke a few words about Arciniega and presented his family with a plaque that had Arciniega's words engraved. He had written them just prior to his departure for basic training. ■

“I honestly want peace with you, but when you come against my country, when you come against my family, you try to destroy my people, I can't just stand by. There's no way that I can stand by this time. I will not stand by, I am coming and if I come, then pain is coming with me. I'm coming, and pain will be with me...”

— Pvt. Rene Arciniega



A Fallen Soldier table is set up for Pvt. Rene Arciniega during the dedication ceremony at the 961st conference room. The soldier passed away during his AIT in July 2010.

Civil Support and Defense Support to Civil Authorities: What is this?

By Keith Eichorst, Civil-Military Projects Officer

**Per FM 3-28, Civil Support Operations,
August 2010**

What is Civil Support Operations? Civil support operations is support provided by the components of the Army Reserve to civil authorities within the United States and its territories. The Army Reserve may be tasked at any time to conduct civil support operations in combination with regular operations, as a part of homeland defense, or exclusively in support of civil authorities. Although not the primary purpose of the Army Reserve, civil support operations are a vital aspect of service to the Nation. The skills that allow soldiers to accomplish their missions on today's battlefields can support local, state, and federal civil authorities when domestic emergencies overwhelm the ability of government agencies to support fellow Americans.

The Army has a long history of civil support operations dating back to its inception in 1775. In any given year, thousands of Soldiers support civilian agencies in missions ranging from disaster response to support for major sporting events. Soldiers need to understand the domestic operational environment in which they conduct operations. Critical differences exist between the Army Reserve role in regular operations versus work in civil support. These differences focus on the roles of civilian organizations and their relationship to military forces and federal, state, and local agencies, and are derived from the U.S. Constitution and federal law.

To clarify, civil support is defined as Department of Defense (DOD) support to U.S. civil authorities for domestic emergencies and for designated law enforcement support and other activities. Defense support of civil authorities (DSCA), specifically defined for the Army Reserve, is support provided by U.S. Army Reserve military

forces, DOD civilians, DOD contract personnel, and DOD component assets in response to requests for assistance from civil authorities for special events, domestic emergencies, designated law enforcement support, and other domestic activities. Support provided by National Guard forces is based upon different legal statutes and do not apply to the Army Reserve.

Civil authorities are defined as those elected and appointed officers and employees who constitute the government of the United States, the governments of the 50 states, the District of Columbia, the Commonwealth of Puerto Rico, United States possessions and territories, and political subdivisions thereof.

The law currently limits the use of Army Reserve units for civil support missions. In general, Army Reserve units can only conduct civil support operations in two circumstances. First, Army Reserve units may be mobilized by the President in response to a chemical, biological, radiological, nuclear, or high-yield explosives incident. Second, Army Reserve units already on active duty for training may provide immediate response or other civil support when authorized by the Department of Defense (DOD). However, any time spent on civil support operations is counted against the total training time for that year, and may not exceed the total active duty for training time allotted for that year. Individual call-up and augmentation of Regular Army units conducting civil support follows similar rules to those applied in a limited Presidential call-up.

416th Theater Engineer Command (TEC) units have historically played a role in civil support operations and are expected to continue to play a role in the future. All TEC units need to be aware, trained and ready to provide disaster assistance if needed as a part of the Total Army's civil support operations within the United States and its territories. ■

Retirement Briefing *Continued from page 21*

Reserve's Survivor Benefit Plan," said Laura Hoffman, the supervisor of the Fort Snelling SRPC. "Where we run into even more confusion is explaining the costs of the benefit and who the retiree can designate the annuity to. There's a lot of dated or just plain wrong information out there about the benefit."

For Sgt. Lawrence Freeman, one of those misconceptions the briefing cleared up was the availability of care through Veteran's Hospitals.

"I had always thought I could only get seen for service related problems. I didn't know I could go there if I was sick or hurt," Freeman said.

One of the more surprising

briefings came from the 88th Regional Support Command Education Assistance Office. While it might seem surprising that soldiers with 20 and 30-year careers are interested in continuing education, it became very clear as the briefing progressed that they were. Attendees asked a number of pointed questions about the kinds of GI Bill benefits they might be qualified for and listened intently to descriptions of how to transfer Post-9/11 GI Bill benefits to dependant spouses and children.

For the assembled retirees and family members the information provided by the half day briefing was extremely welcome.

"This was fantastic stuff," said Sgt. Maj. Renee Hickerson of the 644th Regional Support Group in Minn. "I'm down to around 70 days until I retire and the things I've been learning about education and VA survivor benefits [have] been extremely helpful."

For Couillard and Master Sgt. Connie Coutier, the success of their first pre-retirement briefing was probably best illustrated by how appreciative and attentive the attendees were. To find out about briefings in your area contact Couillard at Kathleen.s.couillard@usar.army.mil. ■



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In order to qualify for ReserveAid assistance, you must have been a Reservist or National Guard member who was mobilized for service in Iraq or Afghanistan between 1 January 2007 and the present time.

The 416th TEC is on Facebook, Flickr and You Tube!

You can find out more on what goes on in the 416th Theater Engineer Command by adding us on Facebook. If you have photos of your loved ones overseas, please email those photos and description of the photo to:

ENG416PublicAffairsAllUsers@usar.army.mil



Follow us the week of May 1st through the 7th:


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
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Common Job Hunting Mistakes	March 30, 8:30 pm Eastern
Building Better Resumes	April 5, 8 pm Eastern
Social Networking and the Job Search	April 12, 9 pm Eastern
Job Fair Success Strategies	April 19, 6:30 pm Eastern
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AROUND THE ARMY

Photos from the Field



1) Chief of the Army Reserve Lt. Gen. Jack Stultz visits Lt. Col. Joseph Ricciardi of the 863rd Eng Bn January in Kandahar, Afghanistan. (Courtesy photo)

2) Drill sergeants count push-ups as eager participants compete for an iPod at the 2011 Chicago Auto show near the 416th TEC headquarters. (U.S. Army Photo by Annie Chambers)

3) A 801st Engineer Company soldier conducts a dozer assisted scraping operation for annual training at Ft. Hunter Liggett May 2010. The skill is important for clearing and grubbing operations and cross-trains soldiers by involving elements from different sections (wheel and track). (Photo by Staff Sgt. Joseph Gilbert, 801st Engineer Company)

4) Chicago Bears player Charles Tillman thanks Medal of Honor Recipient Staff Sgt. Salvatore Giunta and Staff Sgt. Brett Perry at Soldier Field during the 2011 NFL's NFC Championship game in Chicago IL near the 416th TEC Headquarters. (Photo by Master Sgt. Sheldrick McNeal)



5 & 6) Army Lt. Gen. Jack Stultz, chief of the Army Reserve, pins the Purple Heart on Spc. Wilson Foy, 806th Engineering Company, Conway, Ark., Jan. 23, 2011, at Kandahar Airfield, Afghanistan. In a three-day tour, Stultz visited Army Reservists serving across Afghanistan, including Camp Eggers, Forward Operating Base Fenty, Camp Sabalu-Harrison, Bagram Air Field, Camp Leatherneck, and

Kandahar Airfield. During the visit to Afghanistan, Stultz dined with soldiers, visited and talked with them in their work areas and hosted several town hall meetings, where he talked about the Army Reserve and answered questions about soldiers' concerns. (Courtesy photos)

7) WOC candidate Matthew Hall salutes Maj. Gen. Paul E. Crandall at the NCO Summit in New Orleans. Hall was recognized for his accomplishment as the NCO of the year for the 416th. (Photo by Sgt. Jeremiah Richardson, 416th TEC)

UPAR Photo of the Quarter



[Good Bye Winter]

