A BOLD VISION MISSION
Hello Readers,

It’s an exciting time to be a Reservist. Things are changing. The mold of the conventional Reservist is breaking. The TNR has had many stories in the last year or so telling you about Active Reserve Integration, so it is time to take the next step. One NAVY - fully integrated.

We should all be working towards being: Ready Now: Anytime, Anywhere.

Truer words have never been said in explaining what our Reservists are doing today. TNR is here to tell their stories. First off is our story about Vice Adm. Debbinks’s vision of this new focus and what it means for the Reserve Force.

Another example of how Reservists are ready to roll, comes from our story about VFA-204 the “River Rattlers.” This Reserve squadron serves in a variety of rolls; from being the “bad guys” to flying in a support role. Read the story on page 18 to find out more.

Also in this issue is a spotlight on Guantanamo Bay, and the next chapter of Capt. Jackson’s journey in Iraq. All of these stories support the theme of our Reservists being “Ready Now: Anytime, Anywhere.”

Lastly, we have a little bit of a hail and farewell here at TNR. First, we say farewell to our incredible graphic designer, Mr. Bryan Bordelon. Bryan’s creativity and artistic expertise has brought TNR to a new level of visual excellence. His presence in our magazine as well as in our office will be missed. We’d like to wish good luck to Bryan in all his future endeavors.

We’re happy to extend a “Hail and Welcome (back) Aboard” to Mr. Jim Vorndran. Jim begins as the civilian editor-in-chief with our next issue. He already has an excellent history of work with the magazine as the previous editor-in-chief (as MCC Vorndran).

Things will be changing here at TNR but one thing will remain constant; we are going to continue to strive to bring you the best stories from around the Reserve. We at TNR are “Ready Now: Anytime, Anywhere.”

Mass Communication Specialist 2nd Class Ryan Hill
TNR - EDITOR
Vice Adm. Dirk Debbink’s Reserve Vision

Rolling all over the country, the River Rattlers are not the people you think they are.

Hot Spotlight on GTMO

The Caribbean sun is sweltering, but so is the media and political spotlight shining on the detention facility.

A Captain’s Log Entry Seven

Very snappy saluters and also diligent gardeners, the Churkas guard my favorite place in Baghdad.

Navy Reserve: Critical Op Support

The Navy Reserve has never been more relevant and fully integrated with the U.S. Navy than it is today.

To provide strategic depth and deliver operational capabilities to our Navy and Marine Corps team and Joint forces, from peace to war.
We have shared this new slogan from Vice Adm. Dirk Debbink with a cross section of shipmates in a variety of rates, ratings and warfare communities. We received sentiments that were impressive, amplifying the words above into a deep and powerful idea. The following paragraphs are some of the thoughtful comments this new vision statement evoked:

- “The Navy Reserve Force stands ready, more prepared than ever before in our nation’s history. That readiness is because of our Sailors. As 20 percent of the Navy, we bring considerable talent in our capabilities to the enterprises. We provide a critical piece of the Navy’s global response toolkit.”

- “With the demands of being a Sailor in the information age, we cannot afford to start being Sailors on Saturday morning and shut off on Sunday afternoon. Part-time commitment by Navy Reservists today requires full-time dedication by sharp, physically fit citizens ready to mobilize and complete our mission whatever it may be.”

- “We are dedicated military specialists and members of our communities. Many of us are leaders in our civilian fields. We all must be masters of two professions, one in and one out of uniform. When our nation calls, we put our civilian jobs on hold, often sacrificing better pay and cherished time with our loved ones, to ensure the Navy can complete its mission. Many of us have deployed numerous times.”

- “We have patrolled our Southern borders. We have flown cargo and personnel around the world. We have rendered final honors for our veterans and stood cordon at the inauguration of our Presidents. We responded to a tsunami’s devastation and to a hurricane’s destruction. We joined the deployment of our forces in the fight against terrorism around the world after this country’s darkest day.”

- “We have stood ready to face our enemies. In the theater of combat, from the hills of Afghanistan to the deserts of Iraq, to the Horn of Africa, the boots on ground have been worn by Navy Reservists. Rendering aid to our wounded Marines in combat and assisting Army, Air Force and Coast Guard units in nontraditional roles, we have excelled at every task assigned.”

Our shipmates in the fleet have repeatedly told us the line has blurred between the active and Reserve component. Moreover, our enemy can not distinguish a Reserve Sailor from an active Sailor.

It is clear that the “Weekend Warrior” is a concept of the past. We stand strong and ready for anything this great country asks of us. We are all Sailors...Ready now, Anytime the nation needs us, Anywhere the Navy requires us to serve.
The Chief of Naval Personnel (CNP) has mandated the use of the Electronic Service Record (ESR) and has directed all active and Reserve component personnel to establish and maintain a self-service ESR in the Navy Standard Integrated Personnel System (NSIPS) by April 5. NSIPS is a Web-based system used by Sailors to securely access their personnel data online.

The ESR, accessible via the NSIPS Web site, provides Sailors the means to review and update emergency record data, race, ethnicity, religion and other service record items. Sailors themselves are ultimately responsible for the accuracy of their ESR. By ensuring up-to-date and correct data, the individual’s readiness is enhanced. Any discrepancies found can be corrected by working closely with the Sailor’s personnel department.

The following provides step-by-step instructions to establish your ESR self service account. If you have questions or need additional support, help desk information is provided at the end.

Once you set up an NSIPS account name and password, then you can access your ESR.

Establishing Your Personal NSIPS Account


2. Select the “New Users (ESR Self Service)” link.

3. Enter your Social Security Number. Your name field should already be automatically filled in. Then fill in your e-mail (.mil or .gov only) and phone.

4. Enter your own User ID or click on the “lightening bolt” graphic to have one generated for you. The User ID is case sensitive. NOTE: You must remember your User ID, whether you enter it or have the system create it, so please make note of it. You won’t be able to retrieve it online if you forget your User ID later on. Forgotten IDs are one of the top issues users call the NSIPS help desk about.

5. Enter your case sensitive password and confirm it. NOTE: Like the User ID, you must also remember your password, so please make note of it.

6. Click “Validate and Create Self Service Account.”

7. Once your account is created, scroll up to the top of the page and look for a message announcing your account was successfully created.

8. Return to the login page and log into your new account.

Accessing Your ESR:

1. Reopen your browser and navigate to https://nsips.nmci.navy.mil/. Select the “ESR Self-Service Access” link.

2. Using your Self Service User ID and password, log in to NSIPS to take you to your ESR page.

If you need customer support call the NSIPS help desk at (877) 589-5991, DSN 647-5442 or contact your IT department or the Navy PKI help desk at (800) 304-4636, DSN 588-4286.
Mentoring is necessary for retention and key to maintaining our Sailors’ readiness. Job satisfaction and performance are intricately linked to how well individuals are mentored. Successful mentoring instills Navy culture and values, and ensures individuals know their responsibilities and are able to fulfill them. It increases communication and camaraderie within an organization and contributes to the development of the Navy’s future leaders. These results are critical to Navy readiness.

A requirement to mentor in the Navy exists. For example, fitness reports and evaluations require conversations between seniors and subordinates. These counseling sessions offer a regular opportunity to discuss personal and professional growth, job performance and plans for the future. The counselor can provide insights based on their own skills, knowledge and experience.

Detailers, Community Managers and Navy Career Counselors can also be of great assistance.

Other sources of support and guidance can be found in Wardrooms, Chiefs’ Messes, within work units and among peers with a similar rank, age or job.

However, mentoring must not stop there.

“In order to remain an effective naval force, now and in the future, we must recruit, develop and retain the best and brightest personnel our nation has to offer,” Vice Chief of Naval Operations Adm. Patrick Walsh said. “Our people are our best representatives and advocates. Accordingly, I encourage commanders to seek out and support engagement opportunities with affinity groups and enable attendance and participation of your junior officers and enlisted leaders.”

Membership in professional groups provide another avenue in which to seek mentors for personal and professional counsel, training and other opportunities. Groups such as the Association of Naval Services Officers (Hispanic affinity) and the Sea Services Leadership Association (women’s affinity) link together Sailors with specific backgrounds. Others, such as the Asian American/Pacific Islander Nurses Association, the American Bar Association and the American Indian Science and Engineering Society help individuals make connections with those of similar professions. Still others have a more general focus and include government and public groups such as Blacks in Government and the League of United Latin American Citizens.

There are many means by which to become a mentor or a protégé, and anyone can be either. For example, millennials are the youngest Sailors in the fleet, but probably the most experienced when it comes to the use of technology and social networking tools. Their perspective is different from the generations before them, and one that our leaders must understand if they are to effectively command.

As you read this issue of TNR, consider who your mentors are (or could be), and who you mentor (or should). Seek to reinvigorate those relationships - it benefits both you and the Navy!
If a service member fails to properly plan at home they will not be able to devote their undivided attention to the mission at hand. The documents every service member needs include:

**Last Will & Testament**
A will sets forth the manner in which you want your assets to pass to your heirs upon death. It appoints the individual(s) whom you desire to administer (pay your creditors, file final tax return and distribute your assets to your beneficiaries) your estate. Without a will, your state of residence will become your administrator and determine to whom your assets will pass. The end result can be substantially different than what you intend, especially if you have a spouse and minor children.

A will is even more important for a single parent service member as it will allow you to designate the guardian for minor children in the event of your death. Without this designation, a court will determine who receives custody of the minor and controls disposition of the service member’s funds on each child’s behalf.

**Power of Attorney**
Written document in which you designate another individual (“agent”) to make financial decisions on your behalf. The document is typically used in the event that you are incapable of making your own financial decisions or are unavailable (serving in a combat zone). It may also be used if you require assistance in handling a financial matter (purchase or sale of an automobile, real estate, stocks and bonds and open or close a bank account) in your absence.

The powers granted to the agent may be limited to a particular activity (paying bills or handling a real estate transaction) or be overly broad (cover everything). The agent’s powers may take effect immediately or upon the occurrence of a future event and be temporary or permanent.

**Health Care Directive**
Written instructions set forth what actions should be taken for your health in the event you are unable to make health care decisions on your own behalf (due to injury, illness or incapacity). The directive appoints a “health care surrogate” to make all necessary medical decisions in the event you are unable to express your preferences.

**Living Will**
Written instructions which allow you to express whether you desire to receive life-sustaining treatments (medical equipment and techniques that will sustain and extend your life, but which will not by themselves cure your condition) in the event you are terminally ill or injured. It may also appoint someone to make decisions on your behalf if you are unable to do so.
Maintaining your physical conditioning to meet Navy standards is part of your responsibility as a Sailor and is part of the Navy’s Culture of Fitness. With the Spring Physical Fitness Assessment (PFA) fast approaching, there are some things you can do to get ready.

A leading principle in exercise science is specificity training. To be proficient in any movement an individual must practice that movement. This means if, for the cardio portion of the assessment, you want a better score on the run, you better run. If you are swimming or testing on the elliptical machine or stationary bike, you need to focus on these cardio options. Start training for cardio.

Similarly, if for the strength and flexibility testing you want to increase push-ups, practice doing pushups. Don’t just do chest presses at the gym. For the curl-up it is recommended to use the correct form that will be required during the test as there are many different ways to do a sit-up but only one Navy way. If you do endless crunches in the gym without securing your feet it is likely that your hip flexors will fail before your abdominal muscles do.

**Are you ready for the Spring PFA?**

**The changes announced in NAVADMIN 277/08 include:**
Effective Oct. 1, 2008, unless the most recent PFA was passed, Sailors who have failed two PFAs in the past three years shall not be assigned to overseas, pre-commissioning, instructor duty, special programs billets or global war on terrorism support assignments. Special programs billets include recruit division commander, recruiting duty, joint duty and Washington D.C. staff.

Additionally, individuals who have not passed the current PFA and have failed three times in four years, will not be allowed a short term extension for the purpose of passing the PFA.

**Navy Health Promotion Basics Course, Level I Available on NKO!**
The new Navy Health Promotion (HP) Basics Course, Level I, developed for Navy personnel who have been assigned as the Health Promotion Coordinators/Director at their command, is now available through Navy E-Learning on NKO. This course is specifically designed to meet the HP training needs of personnel at smaller Navy Fleet and Shore commands and Reserve component personnel assigned as HP coordinators for their NOSCs or detachments. The Level I course gives students the knowledge needed to run an HP program at the command level. It is the prerequisite training for the one day classroom Navy HP Basics Course, Level II, which gives students the opportunity to gain "hands-on" experience in planning, implementing and evaluating an HP Program for their commands.

**Attention Commanding Officers and CMC’s:**
Did you know that NAVRESPRODEVCEN’s Subject Matter Experts are available to you via Mobile Training Teams (MTT), Video Tele-Conference (VTC) or Video Tele-Training (VTT)?

**Our NAVRESPRODEVCEN instructors are standing by to assist you or your team in any of the following areas:**
- Reserve Pay, Reserve Management, NROWS, Reserve Medical, Reserve Supply, as well as Senior Enlisted Development (FTS and Selres) and Unit Management (FTS and Selres).

**Questions? Please contact:**
Personnel Specialist 1st Class (SW) David Rast
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We have many talented people in our Navy. Each month we highlight our stellar Sailors and some of the unique careers, skills and services they are providing to the fleet. E-mail the editor, James.vornndran@navy.mil, for the submission form if you’d like to nominate a Sailor. Please include a high-resolution (300 dpi) 5”x7” digital photo of the candidate.

Hometown: Pedro, Ohio  
NOSC: Columbus, Ohio  
Unit: NCHB-9  
Brief description of your job: Manage and dispose of hazardous and radioactive materials.  
Your civilian job: Senior Waste Management and Transportation Specialist  
What has been your greatest Navy achievement: Everyday is an achievement. I joined the Navy at 34 and have been proud to serve ever since.  
Who has been your biggest influence since joining the Navy: My nephew AO3 Ryan Maddy. He inspired me to join the Navy.  
Most interesting place visited since joining the Navy: Columbia, South America  
What did you enjoy most about the Navy: The people, I have met so many diverse and interesting people from all over the world.  
Current hobbies: I’m at a point in my life where I love to watch my kids grow up and experience new things. But I have to say, I really enjoy playing tennis with my wife.

Hometown: Albuquerque, N.M.  
NOSC: NOSC Albuquerque  
Unit: NAVCENT MAST Det B  
Brief description of your job: I’m the Training Department Head, NOSC PRT assistant and I mentor to junior personnel.  
Your civilian job: United States Postal Service Letter Carrier  
What has been your greatest Navy achievement: Earning the Combat Action Ribbon in 2005 for a fire-fight that ensued with known enemy Iraqi soldiers while deployed on the Syria Iraq border at Camp Gannon.  
Who has been your biggest influence since joining the Navy: Chief John Dougherty. He was my high school science teacher and later a chief at NOSC Albuquerque.  
Most interesting place visited since joining the Navy: Bagdad, Iraq  
What did you enjoy most about the Navy: Traveling and the friends you make along the way.  
Current hobbies: Basketball, weight lifting and working on old cars.
Install and maintain a firewall/antivirus/anti-malware program. Studies have shown computers connected to a broadband internet connection that do not have firewall/antivirus/anti-malware software on them are infected in as little as 15 minutes. Firewall/antivirus/anti-malware software keeps the bad people out of your computer. Trojans, viruses and other malware can destroy your data and allow someone else to take over your computer. This is a no brainer because, I'll give you the software FREE. (Who doesn't like free stuff?) You can go to https://infosec.navy.mil, click on the Antivirus tab and download, for FREE, the firewall/antivirus/anti-malware program of your choice. When you install it, make sure you enable the auto-update function. This ensures that your program’s virus definitions are up to date. Having the software installed without current definitions is useless. Also, enable the selection to scan e-mails.

Change all the default information on your router, wired or wireless. Most routers, either wired or wireless, come ready to go out of the box. You can plug them in, connect your computer and be off to the internet in minutes. However, the default configurations and password are well known on the internet. Your router came with instructions; use them to change the default information. Especially on wireless devices. Wireless routers are basically radios. I don’t have to physically touch the box to connect to it I can connect from a block away. You should change the default admin password and the SSID. The SSID is the network identifier for a wireless network. Set a strong admin password and set the SSID to something that is not associated with your family, such as last name, kid’s names etc. You want some anonymity on the net!
Enable some form of encryption on your wireless network. If you are running a wireless network without encryption, anyone with an easily downloadable program can read everything you are doing. There are two basic forms of wireless encryption, WEP and WPA. WEP is an older encryption routine and is easily breakable. WPA, and more specifically WPA2, is newer and stronger. However, there are lots of devices that do not support WPA2, such as the Xbox 360. If you can’t enable WPA2, at least use WEP. It will provide some protection to your data from the casual observer.

Back up your data! Hard drives are mechanical devices and are prone to failures. When a hard drive failure happens, you can lose all your financial data, pictures, your mp3 collection, etc. The object here is to have two identical copies of your data in two separate places at the same time. Most external hard drives come with a basic back up program. You should install it and set it to automatically back up your data on a regular basis. Mac users have it easy. Time Machine comes built in OS X 10.5. At least write critical data, such as tax information, important documents and pictures to a CD or DVD and store them in some other place such as a safe deposit box.

Finally, put a password on all your accounts on your computer. This protects your accounts if someone should hack into your network and from a repairman that might want to take advantage of free internet access while you aren’t watching.

Turn your computer off at night and when you are away from home. Not only does this cut down on the threats to your computer, but it also saves energy.

Thanks for all your help out there.
Deployable Reservists must be medically ready. Unit leadership must monitor its medical readiness and respond quickly to any degradation. This means tracking the monthly delinquency list and making sure that personnel are sent to medical to correct deficiencies before mobilization.

Deployments are physically taxing and leadership must manage unit physical readiness. Beyond tracking completion of semi-annual testing, leaders should consider regular PT programs, command competitions, fun runs and recognition programs for physical performance excellence.

Leadership should also try to mentally prepare the Sailor for the theater or mission to which they will likely be assigned. This is much easier in the case of a unit deployment vice an individual mobilization, but still there is a lot that can be done in advance. Appropriate coursework on NKO can be assigned, presentations from the projected command can be requested and visits by Reservists formerly mobilized to the area can be arranged.

Although the Navy deploys the Sailor, it retains the family. There is much leadership can do with family readiness. Has the leadership established a command ombudsman program? Has that individual been introduced to the families? Has leadership gotten the ombudsman trained? What kind of linkage has leadership established with the family support programs of other services? This can represent a huge pool of resources available to assist families that might go untapped without prior coordination by leadership. The state national guards are an especially attractive source of potential family support for deploying Navy Reservists because of numerous sites throughout a state. Leadership should also schedule family days to provide orientation to the many resources available to families when their Sailor is deployed.

Getting Sailors ready for mobilization will challenge the leadership skills of individuals at all ranks. Among the many resources available to help individuals meet this challenge are the Petty Officer Selectee Leadership Courses and the Department Head Leadership Course offered by the Center for Personal and Professional Development. These courses review the many skills and techniques that leaders will need in getting their Sailors mobilization ready!
Mr. Keith Vaughn, Managing Partner of Womble Carlyle Sandridge & Rice, PLLC with employee and U.S. Navy Reserve Lieutenant Commander Christopher Geis

ARMY NATIONAL GUARD • ARMY RESERVE • NAVY RESERVE • MARINE RESERVE
COAST GUARD RESERVE • AIR NATIONAL GUARD • AIR FORCE RESERVE

We all serve. Whether serving our communities or our country, members of the National Guard and Reserve depend on their military units, families, and employers for support. Employer Support of the Guard and Reserve is a Department of Defense agency that seeks to promote a culture in which all American employers support and value the military service of their employees by recognizing outstanding support, increasing awareness of the law, and reserving conflict through mediation.
Just prior to an upcoming mobilization of 150 Reserve component (RC) Sailors attached to Maritime Expeditionary Security Squadron (MSRON) 3, Chief of Navy Reserve Vice Adm. Dirk J. Debbink reminded both the active and Reserve Sailors of how critical their contributions are to the success of the mission and to the Navy as a whole.

The Navy is moving beyond Active Reserve Integration (ARI) and is transitioning into the Navy’s Total Force that will integrate active and Reserve components with civilians and contractors. “We are a Navy Total Force,” Debbink said during an all hands call with MSRON 3 Sailors.

Some listening thought that to be a timely message to hear from Debbink as MSRON 3 will shortly depart to Southwest Asia and Rota, Spain. The RC Sailors will be joining another 400 active component (AC) Sailors in the largest ever to-date AC/RC integration of a West Coast security squadron.

“It is a very important deployment. The waterways, the oil platforms, the ports are what drive the whole economic engine of the region and to have the security in those areas is extremely important for the economics. It’s our opportunity to demonstrate our commitment to their security,” Debbink said.
MSRON 3’s primary mission is force protection conducted through fleet support with operations around the world. Anti-terrorism and force protection missions include harbor and homeland defense, coastal surveillance and special missions.

MSRON 3 deputy commander Cmdr. Patrick Carey talked about the value-added experience that RC Sailors bring to the mission.

“The Reserve Maritime Expeditionary Security Force is like no other for two key reasons,” Carey explained. “Where active duty billets are largely filled by those with the specific rate or NEC, our billets have expanded codes associated with them that allow us to fill them with Sailors from outside the specified rate. Therefore, you have a fantastic cross-section of rates, ranks and fleet experience throughout.”

Debbink is focusing towards the Navy Reserve providing value capability to the Navy and Marine Corps, as well as the joint force.

“We will look at the capabilities we have that are unique within the Navy Reserve. Sometimes those are the civilian skill sets we can bring to the fight,” Debbink said. “Other times, to add value, there are skill sets the Navy doesn’t need each and every day and so rather than paying for those each and every day, we allow those to be resident within the Navy Reserve.”

Carey and squadron training officer Lt. Michelle Fontenot see the importance of Reservists providing value capabilities to MSRON 3. “In addition to their fleet experience, they have civilian careers. Many have advanced degrees and specialties they bring to their Reserve units and that pays dividends to their commands you just can’t measure,” Carey said.

“Reserve component Sailors make up a huge percentage of our deploying force for this deployment,” Fontenot added. “Aside from their years of military experience, they also bring value added tools from their current civilian jobs. There are personnel who have been mobilized for this deployment who work in law enforcement, human resource management and IT hardware and software program development. They have more than capably filled critical manning shortfalls within the staff element, allowing better program management.”

This is not the first deployment for Storekeeper 1st Class Michael Lake, owner of an internet marketing business from Lake Dallas, Texas. He was first mobilized in 2003 to Ash Shu’aybah, Kuwait.

“There are various Sailors from so many different places with so many different skill sets,” Lake said. “The continual training is necessary for us to come together as a team and be ready for the mission. It is incumbent for us to be ready and to be prepared for any contingency we might encounter.”

Strategically, Debbink believes the Navy Reserve
needs to deliver a ready and accessible force. “We need to make it easier for a Sailor to be ready at all times,” Debbink said.

Fontenot is doing her part to see that happens at MSRON 3. Starting in December, the MSRON 3 training department executed a wide range of training evolutions to ensure the squadron is ready to deploy as scheduled.

Training has included basic elements of expeditionary warfighting including communications, medical, field operations, small arms and crew-served weapons, entry control point (ECP) procedures and Embarked Security Team (EST) operations.

“We conducted two weeks of intense weapons training to include qualification courses of fire. During these two weeks, more than 100 thousand rounds were fired down range with zero mishaps resulting in the weapons qualifications of more than 200 personnel,” Fontenot said.

ESTs currently make up one of the most critical elements of maritime security. They are charged with ensuring the safe passage and protection of Military Sealift Command ships and their civilian crews as they transport food, fuel, ordnance and other equipment and supplies to troops in Iraq and Afghanistan. They protect those ships from any potentially hostile forces or pirates.

As the active and Reserve Sailors of MSRON 3 work together during this deployment it goes without saying they will learn much about each other. As they learn about their shipmates they may also get an appreciation for Debbink’s third focus and that is to enable a continuum of service.

“The continual training is necessary for us to come together as a team and be ready for the mission.”

“Sailor for life; I believe we are in a vanguard of really delivering a true continuum of service. One of the three main strategic focus areas we have in the Navy Reserve we will be rolling out in our Navy Reserve strategic plan,” Debbink said.

“Without a Navy Reserve we would have a hard time providing the flexibility to our Sailors many of them need as they try to be a Sailor for life and stay Navy. Life has a way of coming at you in unexpected ways. Without a Navy Reserve, if you are on active duty, you have to say, ‘as hard as this is, I need
“Sailor for life; I believe we are in a vanguard of really delivering a true continuum of service.”

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to leave this great Navy I love so dearly.’ With a Navy Reserve you don’t have to say that.’ I need to transition from the active component to the Reserve component, for a few years or many years.”

Debbink’s plan includes allowing Sailors to make the transition from the AC to RC and then back to AC literally seamless. “I serve in the Reserve for many reasons,” Carey said. “One of the most satisfying is the people I have the honor to serve with. Active duty or Reserve, they are our country’s best, brightest and truly motivated. Motivated to continue to train and be ready so we can surge forward anytime, anywhere!”
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This month TNR is focusing on how all the branches of service render their flag honors on their respective installation. In our current military, you will most likely find yourself conducting a joint mission on an installation different from your own. This Back to Basics provides the knowledge you may need in the future. The Basic Military Requirements Manual was referenced for this edition.

**ON NAVY, MARINE CORPS AND COAST GUARD BASES**

At commands ashore and aboard ships of the Navy and Coast Guard not under way, the ceremonial hoisting and lowering of United States Flag at 8 a.m. and sunset are known as morning and evening colors.

**YOU WILL RENDER HONORS AS FOLLOWS:**

- If in ranks, you’ll be called to attention or order arms.
- If in uniform but not in ranks, face the colors and give the hand salute.
- If driving a vehicle, stop and sit at attention but do not salute.
- If a passenger in a boat, remain at attention, seated or standing. The boat officer or coxswain salutes for the boat.
- If in civilian clothes or athletic uniform, face the colors at attention and salute by placing your right hand over your heart.
- Aboard Navy ships or naval shore activities, when the national ensign is hoisted and lowered or half-masted for any occasion, the motions of the senior officer present are followed.

Five minutes before morning and evening colors, the preparative pennant (prep) is hoisted. Ceremonies for colors begin when prep is hauled to the dip (the halfway point). Ships not under way also hoist and lower the union jack on the jackstaff, at the ship’s bow, and at morning and evening colors. The union jack is the rectangular blue part of the United States Flag containing the stars.

At morning colors, hoisting the ensign begins when the National Anthem starts. The national ensign is hoisted “smartly” to the top of the flagstaff.

At evening colors, lowering of the ensign also starts at the beginning of the music. Hoisting and lowering of the ensign are completed at the last note of the music.

**THE NATIONAL FLAG IS ALWAYS HOISTED SMARTLY AND LOWERED CEREMONIOUSLY.**

“Carry on” is sounded at the completion of the music. If a band is not available for colors, “The Star-Spangled Banner” is played at morning colors and “Retreat” is played at evening colors.

For ships without a band or a bugler, “Attention” and “Carry on” are signals for beginning and terminating the hand salute.

Sometimes the music for colors from another U.S. ship can be overheard aboard your ship. When this happens, and no band or bugler is aboard your ship, the command to “Carry on” should not be given until the music being overheard is completed.

After morning colors, if foreign warships are present, the national anthem of each country represented is also played. If your ship is visiting a foreign country, the national anthem of that country is played immediately following morning colors, followed by the national anthems of any other foreign nations represented. You should show the same respect for national anthems of foreign countries as you do for our own.

On Sundays, authorized holidays, and other days proclaimed by the president, the largest national ensign in the ship’s or station’s allowance is flown. This ensign is referred to as holiday colors. When the holiday colors are flown on a U.S. ship not underway, the union jack flown is the same size as the blue field in the holiday colors.
“Reveille” was originally conducted as “Troop” in 1812 and was designed to muster the unit or for roll call and additionally to signal sentries to leave off night challenging. It was not originally intended specifically as honors for the flag.

Today, reveille is conducted to honor the U.S. flag as it is raised in the morning. Honors (salute) during reveille should be rendered similar to the procedure for retreat. Army and Air Force commands may conduct a command reveille or command retreat ceremony to help honor special days or events (Memorial Day, Veteran’s Day, POW/MIA Day).

Reveille is conducted at different times on Army posts and Air Force bases. The time is set according to the installation commander. It can be as early as 6 a.m. or as late as 7:30 a.m.

The bugle call sounded at “Retreat” was first used in the French army and dates back to the Crusades.

Retreat was sounded at sunset to notify sentries to start challenging until sunrise, and to tell the rank and file to go to their quarters. During the 18th century, command retreat was a daily occurrence, not to honor the flag but as a signal for units to call the roll as a final accounting before reveille the following morning.

Today, retreat is conducted in the evening, and again, the times vary according to the commander of the installation. The bugle may sound as early as 5 p.m. or as late as 6 p.m.

The ceremony remains a tradition in today’s military by marking the end of the military day and honoring the flag as it is lowered. The bugle call “Retreat” precedes the flag ceremony.

At the first sound of the bugle, face the flag, or sound of the bugle if the flag is not visible and stand at parade rest. When you see the flag being lowered or hear the bugle call “To the Colors” or the national anthem, come to attention and render a salute. Hold a salute until the flag is lowered or music ends.

Civilians should stand at attention, facing the flag or music with their right hand over their heart. Vehicles should stop during both reveille and retreat. Passengers should remain quietly seated.
Some time in the very near future, Aaron Ramon will drive four hours from his home in Banquete, Texas on his way to Houston. Upon arriving there he will meet up with Joseph Marshall, Claire McKinley and Paul Parker. The four of them will then carpool together for more than five hours to reach their destination of New Orleans, La. Once there they will meet others who have arrived from places as far away as California, Rhode Island and even Alaska.

What’s more surprising than the distances they’ll travel to meet in New Orleans is the reason for their gathering. They, along with dozens of others, will meet to enact a mission. The mission: work together to get jets into the air that will antagonize U.S. Navy aircraft.

Even more surprising is
A River Rattler banks sharply away from Mt. McKinley, the highest peak in North America at 20,320 ft. A jet from VFA-204 refuels from a USAF KC-135 while flying high above the glaciers of southern Alaska. Northern Edge missions often stretched over 4 hours, requiring in-flight refueling. The setting sun lights up tropical rainstorms in the distance as two River Rattler jets prepare for takeoff from Anderson AFB, Guam.

“The squadron also maintains a “blue” readiness, meaning they are prepared in case the Navy needs them on actual missions. They are the only adversary command in the Navy that trains to do this.”

River Rattlers Heritage

Reserve squadron VA-204 was established on July 1, 1970 as part of a reorganization intended to increase the combat readiness of the Naval Air Reserve Force. It was the first squadron to be assigned the VA-204 and VFA-204 designation. In May 1972, the squadron participated in exercise Exotic Dancer V, designed to test multiservice operations under a unified command organization. Also in February 1980, VA-204 participated in a combined NATO forces exercise conducted near NAS Bermuda called Safe Passage. It was redesignated Strike Fighter Squadron TWO HUNDRED FOUR (VFA-204) on May 1, 1991.

They deployed in October 1998 to provide adversary role support to active Navy squadrons VF-101 and VFA-106 as they train Navy pilots and flight crews. In early 2000, the “River Rattlers” of Reserve squadron VFA-204 flew 8,000 miles to provide critical air-to-air tactics training for Carrier Air Wing Five (CVW-5). Deployed to Atsugi, Japan, CVW-5 requested support from VFA-204 for air-to-air tactical weapons training. The Strike Fighter Advanced Readiness Program is a rigorous, standardized program administered by the Strike Fighter Weapons Schools Pacific and Atlantic using VFA-204 and other CVWR-20 assets in adversary roles.
75 percent of our flying goes in support of that.

So what about the other 25 to 40 percent? That time goes into flights where VFA-204 pilots are some of the good guys. Along with acting like the bad guys in red air scenarios, the squadron also maintains a “blue” readiness, meaning they are prepared in case the Navy needs them on actual missions. They are the only adversary command in the Navy that trains to do this.

“We have to go out and prepare ourselves to be ready to deploy at a moments notice,” said Stewart. “If for some reason the active duty fleet needs another hornet squadron, they can pick up the phone and call us and we can fill in.”

The River Rattlers are ready to fill in- anytime, anywhere. Recent deployments have taken the squadron to places as far away from home as Alaska and Guam. Moving VFA-204 to support mission requirements in places like Guam is a challenging ordeal. This gives the River Rattlers a chance to show they can integrate with other services to achieve the goal at hand.

“The logistics involved with moving all the people and all the aircraft across that great a distance can be difficult,” said Stewart. “In getting to Guam, if you don’t have tanker support, you’re not getting there. We ran into those problems a little bit but we worked with the Air Force to make sure we had the gas airborne to get our jets to and from Guam. When it comes down to it, we were there for a mission and the mission was accomplished.”

Keeping the squadron prepared to move anytime, anywhere is a daunting task. A task that takes complete commitment from everyone involved- which includes approximately 230 enlisted personnel. Among these are Reserve and active duty Sailors. The two components integrate seamlessly within the squadron. This kind of cohesion takes a willingness and desire to be part of a strong team like VFA-204.

“There’s a lot of dedication from the Sailors at 204,” said Yeoman 1st Class (AW) Anna Smith.

Smith is one of the active duty Sailors in VFA-204.
and was recently selected as the command’s Sailor of the Year. “They travel from everywhere to get here. There’s a lot of pride and a lot of camaraderie in the squadron. It’s a privilege to be part of the River Rattler team and a lot of people know that. It’s known throughout the Navy Reserve and that’s why people travel so far— that’s why everybody pulls together and gets the job done as a team.”

The camaraderie of the River Rattlers is so good; Sailors keep coming back for more.

“We got the 2008 Retention Excellence Award,” said Navy Counselor 1st Class (AW) George Perkins, an FTS Sailor with the squadron.

“We reenlisted a lot of Sailors last year. They love coming here to support the mission. They see a forward supportive command, so they come here, get some training, get to work on the aircraft, and get to be part of the mission instead of sitting in a NOSC training room.”

There have been plenty of Sailors willing to leave the familiarity of their NOSCs to join the VFA-204 team. The River Rattlers increased their Manning with 62 Sailors from other NOSCs throughout the country. This helped the squadron increase their readiness from 42 percent up to 80 percent. This was due largely in part to the Commander, Navy Reserve Forces Command (CNRFC) initiative to put SELRES Sailors into empty billets.

“The [SELRES] are cross-assigned in,” said Stewart. “They had been drilling out of a NOSC. They have a skill set that could be useful to our command but because of where they lived and what NOSC they may have affiliated with in the past, they hadn’t really been participating. What CNRFC did was basically take an empty billet we had in the command and fill it with a body.”

Bodies like the aforementioned Personnel Specialist 1st Class Aaron Ramon, a drilling Reservist making the nine hour road trip to New Orleans from Banquete, Texas. This is just one example of the plan to put Reservists into billets where they can be utilized. Often times these Reservists have experience from the civilian sector to help them in their jobs for VFA-204.

“Some of our maintenance guys work as maintenance controllers out in town,” said Perkins. “We have computer programmers that come in and help us out with programs. Some of our intelligence guys did work with homeland security so they’re aware of all the security measures being taken, so working here is a perfect world for those guys.”

“The one theme I’ve noticed among a good portion of our SELRES is their civilian jobs generally are tailored around community support in one form or another,” said Stewart. “People who are in this business want to give something to the country. The biggest thing our SELRES Sailors bring to the command is their willingness to serve.”

Serving the Navy is not something the River Rattlers take lightly. They know the importance of the adversary training missions they’re involved in.

“The people that need our support are heading overseas,” said Stewart. “They’re heading to Iraq or Afghanistan and we helped give them the training that’s going to keep them alive.”

More than that though, VFA-204 is ready to support the mission directly should their squadron be asked to do so.

“Unfortunately, I think the mentality right now is that we are a last resort,” said Stewart. “We are fully integrated so we’re a viable asset. We can support and we can step in instead of burning out our fleet guys.”

The River Rattlers travel from all over the country to New Orleans. They travel from New Orleans to locations around the globe to support big Navy mission requirements. VFA-204 has worked tirelessly to be ready now, any time, anywhere and it doesn’t look like they’re going to stop any time soon.
Reservists Not Reserve About Guantanamo Bay Deployment

Spotlight On

Story by Mass Communication Specialist 1st Class Linda J. Andreoli

The Joint Task Force (JTF) mission at Guantanamo Bay (GTMO) Cuba is a hot one. Not just due to the Caribbean sun, but to the media and political spotlight shining on the detention facility. That spotlight is shared with Reserve and active military members across the services, including Navy Reserve Sailors who are here for six to 12-month tours.

For some Sailors, this is their first deployment to GTMO. For others, their deployment is a second or third tour here. Mass Communication Specialist 1st Class Richard Wolff is back for a second tour after being diverted from a stint in Kabul he expected later this year. His original orders were for six months, but he has extended for a year. In 2007 he volunteered to go to Djibouti but was sent to GTMO for a year instead. He recalled not knowing what to expect when he arrived the first time.

"Before I came here - based on what I’d read on the web and seen in news shows about Guantanamo - I didn’t know what to expect," he said. "When I did get here and first went inside the camps, I did it with an open mind and didn’t see anything out of the ordinary. If I had seen anything like the false media reports of torture and things like that, I would never have come back. I don’t think any of us who are here now would," he said.

The main mission of JTF GTMO is the safe, humane, legal and transparent
care and custody of detained enemy combatants. According to a February report by Vice Chief of Naval Operations, Adm. Patrick M. Walsh, the JTF is fulfilling that mission. Walsh was tasked by Secretary of Defense Robert Gates to lead a team to examine the conditions of detention and to determine if all detainees were being held in conformity with laws governing the conditions of detention, including Common Article 3 of the Geneva Conventions.

Wolff, who now works mainly with distinguished visitor tours, said the visitors are seeing the real deal here. “What they’re seeing is the day-to-day operation,” he said. “We’re not putting on a show for them; we show them exactly what is going on every single day.”

Wolff said the people who visit the camps return to their communities and talk about what they saw. “What they’re going to say is the truth - we’re doing a very good job with detention operations here,” he said. “It’s good for them to see because sometimes the civilian news media can be a little biased. Or, people write on blogs who have never been here and who don’t fully understand our mission. But in all honesty, after being here -- and now a second time -- I don’t see anything wrong with our mission here. I think our mission is very important, it’s vital,” he said.

Master-at-Arms 1st Class Mickey Petersen arrived at JTF GTMO in January for his first deployment as a Reservist. He serves in the Commissions Support Group (CSG) helping with physical security for Camp Justice which includes two courtrooms, support offices, a media center and “tent city” where media and members for the Office of Military Commissions are housed.

President Barack Obama issued an executive order Jan. 22, 2009 putting a hold on Commissions proceedings for 120 days. However, that doesn’t mean all activity has stopped with the CSG.

“Right now we’re getting everything ready in case commissions start again. We need to have the process in place and everything set so we’re ready to roll,” Petersen said. Because he reported to JTF GTMO after the order to halt commissions and close the detention center most of Petersen’s family and friends thought he was going to help close the base.

Regardless of what happens with the JTF, Naval Station Guantanamo Bay is not closing. On a February visit to the base, Secretary of the Navy Donald C. Winter called the base “an incredibly valuable piece of real estate” with a “critical mission.” The base will continue to serve as a supply and support point for drug interdiction and as a staging area for migrant operations.
Petersen understands that nothing in the military happens overnight, and he is glad to be supporting the JTF mission anyway he can during his six-month tour. Some of his duties are rate specific, such as physical security. Other tasks are simply in support of the CSC and can include escorting distinguished visitors and maintaining facilities.

As a civilian, Petersen is a 13-year police officer with his local police department. He served four years as a reconnaissance Marine and after a ten year break in service he affiliated with the Navy Reserve. He joined because of a desire to be involved with the military again and for the educational benefits as he pursues a master’s degree in emergency management.

Petersen volunteered to mobilize but had no idea where he would be sent. “I put my name on the list and let the Navy pick the place where I was needed,” he said.

In his opinion, he has it good. He said some members of his unit are being sent to Afghanistan, Iraq and the Horn of Africa to work in jobs outside of their ratings. He said they are retrained by the Army to work in civil affairs, customs, detention operations and security. “Because of the additional training, some of the tours can last as long as 18 months,” he said.

“Everybody’s got to do their part,” Petersen said. “You can’t just sit back and hide from it.”

Helping with the legal aspects of detention operations is Navy Capt. Todd Cabelka. He is finishing up a one-year tour at JTF GTMO where he has served as the Deputy Staff Judge Advocate. When not mobilized, he is assigned to the Defense Institute for International Legal Studies.

“I serve as the executive officer and help coordinate our daily legal support to the JTF and various government agencies,” Cabelka said. He is also a primary contact with the Office of the Deputy Assistant Secretary of Defense for Detainee Affairs and for the U.S. State Department in coordinating detainee movement operations. “It’s these operations that result in the repatriation of detainees to their countries of origin,” Cabelka said.

“Our primary mission is to advise the JTF commander on issues involving the humane care and custody of detained enemy combatants,” he said. The process involves advising the commanders of
the Joint Intelligence, Medical and Detention Groups, supporting the DoD’s efforts in the habeas and commissions litigation missions, and providing legal assistance and military justice services to the JTF, which numbers around 2,000 military members.

This is Cabelka’s third mobilization as a Reservist. In the recall prior to his tour at JTF GTMO he was a legal advisor to the Iraq Interagency Task Force which planned the diplomatic/military transition of the Coalition Provisional Authority to the U.S. Embassy, Baghdad. Yet he believes his current tour has been the most demanding.

“This is, without question, the most intense and professionally challenging legal environment I have experienced in my 20 years of service,” Cabelka said. “This tour has been an extraordinary opportunity to make a tangible and lasting contribution.”

Hospital Corpsman 2nd Class Trisha Reese is a Full Time Support Sailor based out of Navy Operational Support Center (NOSC) San Jose, Calif. She volunteered for a six-month hitch in the detention facility because she saw it as a way to fulfill her duty.

“I joined the Navy to support my country. This opportunity came up and I took it,” she said.

Reese described working as a corpsman at JTF GTMO as “very different” and “very dynamic” from other types of work she has done. Her previous assignments include working in a clinic, in aviation medicine, mobilizing and demobilizing Reserve Sailors and conducting physical exams.

“Detention facility patients present more of a challenge,” she said. “Sometimes we need to give patient care to someone who may not want it. There are more safety concerns for providers as well as patients in this setting,” she said.

Corpsmen and guards wear a “stab vest” under their uniforms that protect them from possible detainee violence. Another precaution is to ensure a detainee swallows medication at the time it is given and does not accumulate pills to attempt a suicidal overdose.

Working conditions can be stressful, but Reese said it is better than what she expected because of the other Sailors around her. “We’re a very good team here,” she said.

Although her work in the detention facility has been challenging and gratifying, Reese said her work at the NOSC, mobilizing and demobilizing Sailors, has its own value. “It’s rewarding to see the Reservists in action, to see them with the same level of love of country as the active component and see them achieve their goals,” she said. TNR
“SOUTHCOM could not as effectively execute the Maritime Strategy in the Western Hemisphere without the outstanding support we receive from the Navy Reserve...We rely on international and interagency cooperation, and that means having our Reserve military embedded with our active duty, civil service and multinational personnel. The Reservists’ experiences bring a unique perspective to every mission.”

– Adm. James Stavridis
Commander,
U.S. Southern Command

Navy Reserve:
Providing Critical Operational Support

In the entire history of the Navy Reserve, it has never been more relevant and fully integrated with the U.S. Navy than it is today. Today’s Navy Reserve is composed of 11,500 Full-Time Support and more than 55,800 Selected Reserve Sailors. Embodying the vision, “Ready Now. Anytime, Anywhere,” the Navy Reserve is serving in every theater, rate and designator, and provides critical operational support to fleet and combatant commands.

ABOVE: Command Master Chief James Heiland, NMCB 27, boards a Marine CH-56 helicopter during a visit to the battalion work sites.

U.S. Navy photo by Mass Communication Specialist 2nd Class Kenneth W. Robinson

LEFT: Equipment Operator Christina Chingman, NECC, practices breaking down her Beretta M9 pistol during a handgun marksmanship course community.

U.S. Navy photo by Mass Communication Specialist 1st Class Roger S. Duncan
Reserve Forces fill multiple key positions at security cooperation offices in U.S. Southern Command’s area of focus. From oversight of humanitarian assistance initiatives in Ecuador, to foreign military sales programs in Chile, to post-hurricane disaster assistance in Haiti, Reserve Sailors help create conditions for prosperity and lasting democratic institutions in Central and South America and the Caribbean.

Reserve Forces make up 51 percent of the Naval Expeditionary Combat Command. NECC fulfills their Maritime Security missions around the world with active, Reserve and blended units.

Reserve Sailors are ready and on call to respond to humanitarian assistance/disaster response missions in their hometowns, across the country or across the globe. From Hurricane Katrina to the tsunami in Indonesia to the Navy’s partnership missions, Reserve Sailors have directly contributed to the Navy’s mission.

Reserve SeaBees fill one of four requirements for deployed construction battalions around the world, serving as goodwill ambassadors, completing community relations projects and repairing and constructing medical facilities and schools. Naval Mobile Construction Battalion 27, with 609 Reserve Sailors, is deployed to Iraq.

Supporting The War on Terror and Current Operations

Reserve Sailors fill 48 percent of all Individual Augmentee (IA) billets in support of Operations Enduring Freedom and Iraqi Freedom and Joint Task Force Horn of Africa, ranging from explosive ordnance disposal, medical, special operations, customs inspections, intelligence, riverine squadrons, training, airborne electronic countermeasures and much more. Today, there are 5,617 Reserve Sailors on the ground in theater.

Electronic Attack Squadron (VAQ) 209 maintains the same carrier qualifications and training and readiness rates as the three active component VAQ squadrons. They also mobilized for two months last year, deploying 188 Reserve personnel to Bagram Air Base, Afghanistan, flying more than 900 hours and executing 249 combat sorties in support of coalition operations.

Last year, as part of Operation Iraqi Freedom, Helicopter Sea Combat Squadron (HSC) 84 flew more than 1,400 hours in direct support of Joint special operations forces - 50 percent of their missions were direct action involvement with the enemy.

Facts and Figures

The Navy Reserve was established by Congress on Mar. 3, 1915. Its forerunner, the Naval Militia, dates from 1888.

More than 2 million Sailors, four out of every five Sailors during World War II, were Navy Reservists.

Since Sept. 11, 2001, more than 54,300 Reserve Sailors have been called to active duty to serve as IAs or in units, including 8,515 serving twice.
by Capt. Larry Jackson

My primary role here is to help Gen. Hussain and his staff organize, track and direct the many projects he oversees. Gen. Hussain is a very smart man, and he is well-respected by the senior Coalition generals; he has commanded Iraqi divisions in combat, has tremendous respect for human rights and actively fights corruption. I consider myself extremely lucky to be his advisor.

The general and I both recognize the three-weeks of NARMY training I received has not made me an expert on the building and training of an Army. And though there are joint aspects to Gen. Hussain’s job, the fact of the matter is the Army rightly occupies at least 95 percent of his time.

“Play to your strengths,” my dad always tells me. But to be honest, as a surface Navy officer with no experience in Army training who speaks no Arabic, I have spent several weeks just trying to figure out how I could contribute.

Hi Shipmates,

When I’m not at FOB Honor or the MoD, I’m usually in Gen. Hussain’s office at the National Defense University (NDU), which is located at the former cultural center of Baghdad (it’s near the crossed swords and the memorial to the unknown soldier, for those of you who know Baghdad). Also located here is NATO Training Mission – Iraq.

This is probably my favorite place in Baghdad—partly because it’s safer than anywhere else and partly because it’s the most normal place here. The compound is guarded by Ghurkas who are not only excellent guards and very snappy saluters, but also diligent gardeners. As a result, there are lovely flowers in the many beds scattered about the grounds. The only two disconcerting things here are the sounds of small arms fire from a nearby firing range and the smell of cigarette smoke and uncleaned toilets in the Iraqi buildings. It’s otherwise quite peaceful, and by comparison to everywhere else I’ve been in Iraq, relaxing.

Ghurkas are diligent gardeners where their efforts are showcased here at the Cultural Center in Baghdad. The NATO Training Mission building is in the background.

Photo by Capt. Larry Jackson
Fortunately, the Navy has taught me a lot about organizing and planning. These skills are critical for any staff officer, yet decades of top-down authoritarian rule by Sadaam has largely eliminated them from the Iraqi Armed Forces. The Iraqi Army was a major factor in the four successful changes of Iraq’s leadership (as well as many unsuccessful attempts) in the decade before the Baath party finally took power. So, if you look at the issue from a dictator’s standpoint, all of the characteristics that Westerners associate with a Flag General officer—leadership, vision, organization, initiative—are not necessarily desirable.

In Sadaam’s government, ingenuity, ambition and innovation were considered dangerous. If you generally stayed in line and did what your boss told you to do, you would advance. If not, you were crushed. In the military, an officer had a pretty good chance of advancing to a general’s rank. I’m told there were literally thousands of generals in Sadaam’s Army because he used it as a way to placate the Army.

As a result, we see quite a few senior Iraqi officers who don’t have a lot of initiative, who are unwilling to make decisions, and who would be much happier if the Coalition advisors simply told them what to do, or even better, got frustrated enough to do it for them.

This dynamic creates a tight-rope walk for an advisor because, for Iraq to stabilize and become a stabilizing force in this very unstable part of the world, the Iraqis must learn how to operate a democratic government on their own. Learning takes time, yet we want very much to extricate ourselves as much as possible and as quickly as possible. Often, it is tempting to simply do whatever needs to be done so that it gets done on time, but as the legendary Arab advisor T.E. Lawrence observed in the first half of the last century, this neither teaches the Arabs nor is it as effective as we may think it is.

So, quite a bit of any advisor’s job is avoiding the temptation to help too much. Occasionally, we have to step in and do certain critical tasks—usually associated with building the Army—to expedite our departure. But for the most part, I hope to take a look at the dysfunctional processes and systems on the DCOS-T staff, and try to make some of the more important ones better, with the objective of helping Gen. Hussain organize and train his own staff so that he can execute his mission and his vision.

We’ll see...
The books and additional publications of interest in the Navy Professional Reading Program were selected by the Program’s advisory group based on criteria for the program. The selection of these books and publications should not be construed as an explicit or implicit endorsement by the U.S. Navy for these particular books and publications, or the authors’ or publishers’ views or interpretations. Authors and publishers may submit other books for consideration for inclusion on future program lists to Accelerate Your Mind, Naval War College, 686 Cushing Road, Newport, RI 02841-1207.

Subject Legend
- Management and Strategic Planning
- Naval and Military Heritage
- Leadership
- Critical Thinking
- Regional and Cultural Awareness
- Joint and Combined Warfare

Leading Petty Officer Collection
- American Government
- Billy Budd and Other Stories
- Caine Mutiny
- Crisis of Islam: Holy War and Unholy Terror
- Last Stand of the Tin Can Sailors: The Extraordinary World War II Story of the U.S. Navy’s Finest Hour
- Sand Pebbles
- Shackleton’s Way: Leadership Lessons From the Great Antarctic Explorer
- Sheriff: America’s Defense of the New World Order
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- To the Shores of Tripoli: The Birth of the U.S. Navy and Marines
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- 1776
- Art of the Long View: Planning for the Future in an Uncertain World
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- Goodbye, Darkness: A Memoir of the Pacific War
- Great Wall at Sea: China’s Navy Enters the Twenty-first Century
- Moneyball: The Art of Winning an Unfair Game
- Pursuit of Victory: The Life and Achievement of Horatio Nelson
- Rethinking the Principles of War
- Rise and Fall of Strategic Planning
- Scenarios: The Art of Strategic Conversation
- Second World War, Volume 1: The Gathering Storm
If any information in this Navy Reserve RC Phone Directory is in error, please E-mail the editor at ryan.hill1@navy.mil with the correction.

The Navy Reservist

Photo Submissions: Due 5th of the month.

High-resolution 300 dpi photos. Set camera on the highest setting (TIFF, FINE and/or HQ). Shoot photos of action supporting the story. Posed shots or “grip-n-grins” are the least desirable. If the story is about people receiving awards, show us what they do that garnered said award. Send us the original image. Do NOT tinker with it in Photoshop™ or other image-editing software. We will edit it to fit into our page layout requirements. Include cutline information identifying the subjects and what they're doing in the photo. Also credit the photographer.

Story Submissions: Due 5th of the month.

Monthly columns: at least 500 words. More is okay, we’ll edit it.

Feature stories: at least 600-700 words and need supporting photos. Feature-based stories will compel the reader to read the entire story. We do not want a straight-news story written in inverted pyramid newspaper style.

Questions and Suggestions:

Please contact the editor at ryan.hill1@navy.mil or call (504) 678-1240.
What do you do on your drill weekend?

SWCC operate the Navy’s state-of-the-art, high-performance craft in support of Special Operations missions worldwide. They’re looking for Reservists like you to join their ranks. Do you have what it takes?